

<b>5-Year PHA Plan (for All PHAs)</b>	<b>U.S. Department of Housing and Urban Development Office of Public and Indian Housing</b>	<b>OMB No. 2577-0226 Expires: 02/29/2016</b>
---	---	--

**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.

<b>A.</b>	<b>PHA Information.</b>																																				
<b>A.1</b>	<p><b>PHA Name:</b> Housing Authority of the City of Everett <span style="float: right;"><b>PHA Code:</b>WA 006</span></p> <p><b>PHA Plan for Fiscal Year Beginning:</b> (MM/YYYY): <b>07/2020</b></p> <p><b>PHA Plan Submission Type:</b> <input checked="" type="checkbox"/> 5-Year Plan Submission <input type="checkbox"/> Revised 5-Year Plan Submission</p> <p><b>Availability of Information.</b> 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>Everett Housing Authority's proposed PHA Plan is available for public review on its website, <a href="http://www.evha.org">www.evha.org</a>, and at the following locations:</p> <ul style="list-style-type: none"> <li>• Everett Housing Authority's main office at 3107 Colby Ave., Everett, WA 98201</li> <li>• Broadway Plaza rental office at 3020 Broadway, Everett, WA 98201</li> <li>• Broadway Plaza Resident Council office at 3017 Lombard, Everett, WA 98201</li> <li>• Bakerview Resident Council office at 2605 15<sup>th</sup> St., Everett, WA 98201</li> </ul> <p><input type="checkbox"/> PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below)</p> <table border="1" data-bbox="203 1270 1461 1900"> <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:																							
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:																																					

<b>B.</b>	<b>5-Year Plan.</b> Required for <u>all</u> PHAs completing this form.
<b>B.1</b>	<b>Mission.</b> 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. <b>“We create affordable housing, foster healthy communities where households thrive, and replace systemic racism with equity for all.”</b>
<b>B.2</b>	<b>Goals and Objectives.</b> 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. <b>See attachment a01</b>
<b>B.3</b>	<b>Progress Report.</b> Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan. <b>See attachment b01</b>
<b>B.4</b>	<b>Violence Against Women Act (VAWA) Goals.</b> 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. <b>See attachment c01</b>
<b>B.5</b>	<b>Significant Amendment or Modification.</b> Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan. A significant amendment or modification to the 5-Year Plan is any addition to or deletion of EHA’s Five Year Goals and Objectives. A significant amendment or modification to the Annual Plan is a discretionary change in policy related to admissions policies, organization of the waiting list, and changes with regard to demolition or disposition activities. Any such amendments or modifications that are mandated by HUD will not be considered significant.
<b>B.6</b>	<b>Resident Advisory Board (RAB) Comments.</b>  (a) Did the RAB(s) provide comments to the 5-Year PHA Plan?  Y N <input checked="" type="checkbox"/> <input type="checkbox"/>  (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. <b>See attachment d01</b>
<b>B.7</b>	<b>Certification by State or Local Officials.</b>  <a href="#">Form HUD 50077-SL</a> , <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. <b>See attachment e01</b>

# Instructions for Preparation of Form HUD-50075-5Y

## 5-Year PHA Plan for All PHAs

---

### A. PHA Information [24 CFR §903.23\(4\)\(e\)](#)

A.1 Include the full PHA Name, PHA Code, PHA Fiscal Year Beginning (MM/YYYY), PHA Plan Submission Type, and the Availability of Information, specific location(s) of all information relevant to the hearing and proposed PHA Plan.

**PHA Consortia:** Check box if submitting a Joint PHA Plan and complete the table.

### B. 5-Year Plan.

**B.1 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. ([24 CFR §903.6\(a\)\(1\)](#))

**B.2 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. ([24 CFR §903.6\(b\)\(1\)](#)) For Qualified PHAs only, if at any time a PHA proposes to take units offline for modernization, then that action requires a significant amendment to the PHA's 5-Year Plan.

**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. ([24 CFR §903.6\(b\)\(2\)](#))

**B.4 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. ([24 CFR §903.6\(a\)\(3\)](#))

**B.5 Significant Amendment or Modification.** Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan.

#### B.6 Resident Advisory Board (RAB) comments.

(a) Did the public or RAB provide comments?

(b) If yes, submit comments as an attachment to the Plan and describe the analysis of the comments and the PHA's decision made on these recommendations. ([24 CFR §903.17\(a\)](#), [24 CFR §903.19](#))

---

This information collection is authorized by Section 511 of the Quality Housing and Work Responsibility Act, which added a new section 5A to the U.S. Housing Act of 1937, as amended, which introduced the 5-Year PHA Plan. The 5-Year PHA Plan provides the PHA's mission, goals and objectives for serving the needs of low- income, very low- income, and extremely low- income families and the progress made in meeting the goals and objectives described in the previous 5-Year Plan.

Public reporting burden for this information collection is estimated to average .76 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. HUD may not collect this information, and respondents are not required to complete this form, unless it displays a currently valid OMB Control Number.

**Privacy Act Notice.** The United States Department of Housing and Urban Development is authorized to solicit the information requested in this form by virtue of Title 12, U.S. Code, Section 1701 et seq., and regulations promulgated thereunder at Title 12, Code of Federal Regulations. Responses to the collection of information are required to obtain a benefit or to retain a benefit. The information requested does not lend itself to confidentiality.

---

## Everett Housing Authority’s Goals & Objectives for 2020-2024

1. **Create 1,500 EHA-owned or supported housing units by 2030 primarily through new development.**
  - **Implement highly innovative and increasingly cost-effective development strategies. These may include:**
    - 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).
  - **EHA’s development activities will generate increased annual net cash flow to support EHA’s mission through:**
    - 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.
  - **EHA’s development activities will address the effects of institutional racism by championing diversity, equity and inclusion. These activities will include:**
    - 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.
  - **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:**
    - Households with children, especially homeless families.
    - Elderly households and individuals.

### 2020-2021 Annual Plan Activities

1. Complete relocation and disposition of 44 Scattered Sites Public Housing units.
2. Complete disposition of Baker Heights, including EHA-owned part of Wiggums Park, to Legacy LLLP and Washington State University. Explore options for Wiggums Park disposition, including land swap.
3. Create a nonresidential facility with community space and staff offices at Grandview Apartments by constructing a new clubhouse or renovation of an existing building.
4. 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.

5. Complete the formation of a 501c3 nonprofit that will develop Phase 2 of Baker Heights redevelopment, including 60 to 65 modular housing tax units.
6. Develop complete plans for Phase 2, including a development finance plan and closing.
7. Explore partnerships through allocating project-based vouchers to create housing for homeless families with children enrolled in public schools.
8. Acquire land for future development of housing.
9. Expand the capacity of EHA’s development department to implement EHA’s development objectives.

**2. Direct our resources towards creating diverse, healthy communities of opportunity where children and adults flourish.**

- **Transform existing properties into communities of opportunity.**
  - 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).
- **Significantly increase access to communities of opportunity through the Housing Choice Voucher Program.**
  - 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.

- **Develop new housing opportunities primarily in communities of opportunity (See Strategic Objective #1).**

2020-2021 Annual Plan Activities

1. Develop and submit EHA’s MTW Application consistent with EHA’s Five-Year Plan objectives and in particular the objective to provide access to a create communities of opportunity.
2. Apply for the anticipated Mobility Demonstration Program to increase access for families with children to communities of opportunity.
3. Explore the development and implementation of Small Area Payment Standards to facilitate access to low poverty areas on EHA’s Housing Choice Voucher Program jurisdiction.
4. Direct staff resources to provide housing search services to increase HCV families with children living in low-poverty neighborhoods.
5. Explore the development of and implement a local preference for families with children and/or other strategies to increase the percentage of families with children served by the HCV Program.
6. Seek community input to refine existing industry definitions of communities of opportunity and develop plans accordingly.
7. Complete community surveys to develop plans for transforming EHA residential communities into communities of opportunity.
8. Develop support and other resident services plans to enhance opportunities to achieve their aspirations.

**3. A workplace where every employee is proud of their contribution to EHA’s mission.**

- **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:**
  - 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, etc.
- **EHA will create a culture where all staff personally and corporately embrace excellence, by:**
  - 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.
- **EHA will establish a culture of appreciation by:**
  - 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.
- **EHA will foster a culture of growth through opportunities for staff development.**
  - 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.

2020-2021 Annual Plan Activities

1. Develop and implement inclusive plans and strategies for staff's views and ideas to be heard and included in plans and policies to improve EHA's ability to accomplish its strategic objectives.
  2. Hire a new Human Resources Director to lead the effort to create a workplace where all employees are proud for their contributions.
  3. Develop a new performance evaluation system that will drive compensation adjustments and rewards for performance.
  4. Develop performance goals for each employee and the tools to provide ongoing feedback on progress towards goals.
- 
4. **The race—as well as other physical or social 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.**
    - **EHA will effect agency-wide culture shift that normalizes and prioritizes DEI as an organizational imperative.**
      - EHA's senior leadership will be responsible for guiding this culture shift.
        - 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.
- All staff will demonstrate understanding of EHA’s mission to undo institutional racism.
  - 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.
- **DEI will provide the conceptual lens for all EHA program and policy development and implementation.**
  - 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.
- **Develop and nurture community and national networks and relationships to advance diversity, equity and inclusion at all levels.**
  - 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.

2020-2021 Annual Plan Activities

1. Performance goals related to diversity, equity and inclusion will be developed and included in the plans for director accountability.
2. Additional DEI training plans for all staff will be developed and implemented.
3. New human resources policies and procedures will be developed to increase the diversity and talent pool of EHA’s staff, develop, and retain staff.
4. A prioritized list of other HR policies and procedures will begin to be reviewed, evaluated, and revised as needed to eliminate any remnants of institutionalized racism.
5. An information tool will be developed to extract updated data on staff and client demographics to inform EHA decision making.



6. The Limited English Proficiency Plan will be reviewed and revised to ensure clear communication with EHA's diverse population.
7. The Executive Director and the Director of DEI will lead EHA's efforts to connect with local, state and national organizations to lay the groundwork for support external DEI initiatives.

<b>Progress Meeting Previous 5-Year Plan Goals and Objectives (2015-19)</b>	
<p><b>Goal One:</b> Enhance our communities and provide our customers the highest quality housing and related services using public resources in the most efficient and responsible manner through the efforts of an engaged work force with high job satisfaction levels.</p>	
<i>Objective</i>	<i>Progress Report</i>
<p>1. Implement feedback systems to improve customer satisfaction and become a more responsible community partner.</p>	<p>The Housing Choice Voucher (HCV), Housing Management, Relocation, and Resident Services departments administered periodic surveys to program participants, designed to measure levels of satisfaction with Everett Housing Authority’s (EHA’s) services and to receive input on proposed changes in management practices. These survey results allowed management to analyze trends and make operational changes as needed, such as the decision to shorten the hours the Colby administrative office is open to the public to allow staff more uninterrupted working time. Over the Five-Year Plan period, EHA consistently received customer satisfaction ratings of 90%+ in all survey areas, including professionalism and levels of respect by staff towards program participants.</p> <p>EHA’s Resident Services Department also partnered with outside organizations to administer tenant surveys related to quality of life; this included a Puget Sound Clean Air transportation needs survey administered at Grandview Homes and Wiggums Park Place and a longitudinal survey offered to residents at all EHA properties, the Providence Institute for Healthier Communities Health &amp; Well-Being Monitor.</p> <p>EHA organized a series of community meetings in the summer of 2018, to initiate community feedback for the redevelopment of Baker Heights. Feedback received from residents and area stakeholders at these meetings have been integrated into the design and site amenities of the new development. We have the last follow-up meeting with the community in February 2020 to present the final design.</p>

	<p>HCV department managers attended community stakeholder meetings to demonstrate the department’s commitment to becoming a more responsible local partner, and the program director was involved in a collaborative neighborhood improvement project, Connect Casino Road.</p>
<p>2. Create recruitment and professional development strategies and plans aimed at enhancing organizational health in order to sustain long-term commitment to and success in achieving our mission.</p>	<p>EHA expanded its recruitment capabilities by investing in new information technologies and employing innovative strategies, which included but was not limited to:</p> <ul style="list-style-type: none"> <li>• Hire Mojo, a web-based platform for job postings and recruitment</li> <li>• Skill Survey, a web-based service for completing reference checks during the hiring process</li> <li>• Paycom, a web-based Human Resources Information System</li> <li>• Revamping the job candidate testing and interview process</li> <li>• Developing an internship program which resulted in the permanent hire of several interns</li> </ul> <p>EHA offered an array of new professional development opportunities to its staff, primarily through the use of information technology, such as:</p> <ul style="list-style-type: none"> <li>• Everett Housing University (EHU), an eLearning platform hosted by Yardi, EHA’s program management software</li> <li>• Housing Television Network (HTVN), an eLearning platform with over 100 online training courses designed specifically for housing authorities</li> <li>• Hiring a dedicated eLearning administrator to oversee staff training and facilitate or design new courses offered on EHU relating to safety, diversity, professional development, and agency policies</li> </ul>

<p>3. Develop internal systems, including auditing and other performance management tools, resulting in higher levels of public trust and investor confidence.</p>	<p>The HCV department implemented an internal file audit system in 2015 and offered trainings and group discussions on common file audit issues beginning the next year. In 2017 it launched an audit tracking function within the program management software system, Yardi, which includes custom reports designed to enhance the overall level of program oversight.</p> <p>The Housing Management department developed and refined reporting systems intended to optimize management of its portfolio, including an application to track the time required to complete tenant-generated work orders. It also established the protocol of reviewing quarterly financial statements and property budgets to ensure accountability and boost operational efficiency.</p> <p>The Relocation department implemented internal controls and protocols to ensure Baker Heights relocation funds allocated for tenant moving expenses (e.g., application fees, holding deposits, security deposits, pet fees, etc.) were properly administered.</p>
<p>4. Continue as a high performer under HUD’s performance management systems and audits.</p>	<p>EHA’s Public Housing program received a High Performer rating on the PHAS all but one of the fiscal years covered under the 5 Year Plan. The HCV program was designated a High Performer rating for FY 2017-18 and 2018-19, the last two assessment years covered under the 5 Year Plan.</p>

<p><b>Goal Two:</b> Utilize the federally funded program resources (Housing Choice Voucher Program and Public Housing) to maximize the number of extremely low income households served with these scarce resources.</p>	
Objective	Progress Report
<p>1. Achieve 100% voucher and budget utilization annually.</p>	<p>The HCV program maintained an average unit month Voucher utilization rate of 99.5% through the end of CY 2018. The program exceeded 100% of budget authority up through the end of CY 2017, requiring additional contributions from HUD to make up the shortfall. A significant increase in FMRs and HAP subsidy from HUD in early 2018 required the implementation of new payment standards half way through the program year, and as a result, the budget utilization rate decreased to just under 95%. EHA’s Voucher program is on track to achieve a 101.2% Voucher utilization rate and expend 104% of budget authority through the end of CY 2019.</p>
<p>2. Develop and implement appropriate admissions and occupancy policies</p>	<p>EHA periodically revised the HCV program Administrative Plan over the course of the 5 Year Plan period in order to balance current community needs with efficient management practices. Major discretionary policy changes included transitioning the application, selection, and eligibility review process to the PHA Rent Café web portal; placing applicants on the waiting list in date and time order of application versus random sort placement; minimizing exceptions to the two persons per bedroom rule when determining the appropriate Voucher size for a family; extending the Voucher term to 120 days (60 day initial term with a built-in 60 day extension); granting a preference on certain PBV property waiting lists for displaced Baker Heights residents; streamlining local admissions preference to only require living/working in Snohomish County without additional qualifications (rent burdened, homeless, or living in transitional housing).</p>

<p>3. Implement policies and operational procedures to minimize lease-up times.</p>	<p>Starting in 2016, the HCV department significantly reduced the time required to select eligible applicants from the waiting list and issue Vouchers by implementing Yardi’s web-based PHA Rent Café. New protocols were established that minimized lease up times for Voucher participants – e.g., scheduling an inspection within 24 hours of receiving a Request for Tenancy Approval – reducing the average lease up time for new tenant-based program participants to 45 days in 2017-18 and lower in subsequent years.</p> <p>By increasing lines of communication between the maintenance and leasing teams, the Housing Management department decreased the average time needed to turn and re-lease units. The department formulated targets for the maintenance team to decrease unit turn times and for the leasing team to re-rent the unit. Occupancy of former (RAD) and current public housing properties at the end of CY2016 was 99.5%.</p>
<p>4. Implement policies and procedures that control HAP and administrative costs to serve as many households as possible.</p>	<p>In 2015 Voucher program subsidy standards were revised to assign two persons per bedroom, with a minimum of exceptions (e.g., live-in aides are allocated a separate bedroom).</p> <p>HCV program administrative costs were kept low due to efficiencies gained through use of the PHA Rent Café web portal and other web-based applications such as gosection8.com.</p>
<p><b>Goal Three:</b> Reposition the remainder of EHA’s Public Housing to ensure the long-term availability of the resource to the community.</p>	
<p><b>Objective</b></p>	<p><b>Progress Report</b></p>
<p>1. Develop and seek approval of a Section 18 Demolition/Disposition application or a RAD Conversion Plan for Baker Heights.</p>	<p>In June 2017, HUD approved EHA’s Section 18 application to dispose of Baker Heights. Tenant Protection Vouchers were issued and on October 31, 2019 all 244 units at Baker Heights were permanently relocated.</p>

<p>2. Create a transformation plan for Baker Heights and the surrounding neighborhood consistent with the City of Everett’s Consolidated Plan through a collaborative process with the city and stakeholder groups.</p>	<p>EHA engaged the Mayor and City Council and held multiple meetings with members of the public and local stakeholders, including the Delta Neighborhood organization, in the process of developing the Baker Heights Replacement Plan. This input from outside sources was considered in determining the design, unit types, and population mix for the redevelopment at Baker Heights, with new housing on approximately 5.3 acres at the south and east end of the site.</p> <p>These plans call for the redevelopment of Baker Heights in two phases:</p> <ul style="list-style-type: none"> <li>• Phase I will entail the construction of up to 105 tax credit units via a tax credit partnership, Everett Housing Legacy, LLLP, with up to 67 of the total units set aside as Project-Based Vouchers for homeless families with children in the Everett Public Schools. Construction is projected to be complete by December 2021.</li> <li>• Phase II will consist of 60 tax credit units developed by a non-profit affiliate Mosaic Housing using the design build model. This phase of construction may also be completed by December 2021.</li> </ul> <p>EHA also transformed the surrounding neighborhood by orchestrating tax credit funded interior/exterior renovations at the nearby Bakerview Apartments, Baker Community Center, and 12 Pines Apartments, the last of which was rebranded as Wiggums Park Place.</p>
<p>3. Develop a financing strategy for the above-referenced transformation plan, including Choice Neighborhoods Initiative planning and implementation grants and other available resources.</p>	<p>When its application for a Choice Neighborhoods Initiative planning grant was not approved, EHA shifted its strategy for transforming the Baker Heights neighborhood and nearby 12 Pines Apartments.</p>

	<p>Wiggums Park Place, formerly 12 Pines Apartments, was extensively renovated with the use of 4% LIHTC, private debt and an extension of its HAP contract.</p> <p>EHA will seek and implement innovative methods of construction and financing to develop more than 100 units in two phases at Baker Heights.</p>
<p>4. Implement the RAD conversion plan for the Public Housing Scattered Sites to preserve the availability of this resource for households with high economic need.</p>	<p>This objective was not feasible. Instead EHA applied for and received its Public Housing Scattered Sites Section 18 Disposition approval in July 2018. We are in the process of relocating 44 households and anticipate completion by July 2020.</p>
<p><b>Goal Four:</b> EHA will improve and expand partnerships through project-basing of Housing Choice Vouchers to increase housing choices for families and individuals.</p>	
<p><b>Objective</b></p>	<p><b>Progress Report</b></p>
<p>1. Maximize the percentage of existing Housing Choice Voucher Program resources that can be used as project-based assistance.</p>	<p>Over the course of the assessment period EHA steadily increased the allocation of Project-Based Vouchers up to the maximum level of 20 percent of its total voucher count. New PBV units were created through partnerships with non-profit organizations that provide supportive services: e.g., 47 units at Housing Hope’s Hopeworks Station, 60 units at Catholic Community Services’ Clare’s Place, and 8 units with Cocoon House.</p>
<p>2. Pursue additional vouchers that may be available for this purpose.</p>	<p>In conjunction with the disposition of its remaining Public Housing developments, EHA received Tenant Protection Vouchers to relocate tenant households: 244 in the case of the Baker Heights neighborhood and 44 for the Scattered Site units. The addition of these Vouchers to EHA’s Voucher pool represented an absolute increase in the number of Vouchers that can be designated as Project-Based.</p> <p>EHA was awarded 60 Mainstream vouchers effective March 1, 2020. These vouchers are for people under 62 who are disabled and homeless or exiting the Permanent Supportive Housing program.</p>



<p>3. Partner with other housing authorities that are willing to project-base vouchers in EHA’s jurisdiction.</p>	<p>HASCO located 20 VASH Project-Based Vouchers in EHA’s jurisdiction over the course of 2017-19.</p>
<p>4. Cultivate additional partners who can create housing options for households who need intensive support services to succeed as tenants.</p>	<p>EHA partnered with the following local non-profits by locating Project-Based Vouchers in their new developments with supportive services:</p> <ul style="list-style-type: none"> <li>• Housing Hope: Hopeworks Station – 47 PBVs for working homeless</li> <li>• Catholic Community Services: Clare’s Place – 60 PBVs for chronically homeless w/supportive services</li> <li>• Cocoon House: 8 PBVs for homeless young adults</li> </ul> <p>In partnership with Everett Public Schools, EHA has progressively moved ahead with plans to designate 75% of PBV units for McKinney-Vento families at Baker Heights Townhomes, up to 200 units of mixed income housing that will be constructed on a parcel of the former Baker Heights neighborhood EHA has retained for redevelopment.</p>
<p>5. Increase the availability of subsidized housing options for the growing elderly population in Snohomish County.</p>	<p>EHA made significant progress in fulfilling this objective over the course of 2015-19 by:</p> <ul style="list-style-type: none"> <li>• Assuming control of 11 HUD 202 properties totaling 443 units and Pepperwood, a 25-unit tax credit complex from Senior Services of Snohomish County</li> <li>• Increasing the senior population at two senior/disabled buildings, Bakerview and Broadway Plaza East, through attrition</li> <li>• Preserving existing or securing new housing for seniors with mental or behavioral health issues through the Hope Options program</li> </ul>
<p>6. Provide opportunities for extremely low income households to live in mixed income communities with access to good schools and other amenities.</p>	<p>The HCV Department encouraged participants to move to areas of higher opportunity by providing maps and other information at mover’s briefings.</p> <p>As part of the Baker Heights relocation effort the Relocation Team arranged for developers to attend landlord fairs at Baker Community Center</p>

	and provide information about housing in areas of higher opportunity where tenants could move using their Tenant Protection Vouchers.
<b>Goal Five:</b> EHA will seek maximum flexibility from federal regulations and statutes in order to reduce program costs and meet local housing needs and priorities.	
<b>Objective</b>	<b>Progress Report</b>
1. Seek waivers from federal regulations to streamline program operations, create and increase housing choices, and increase resident self-sufficiency.	EHA did not seek a waiver from federal regulations over the course of 2015-19.
2. Participate in the Moving to Work Demonstration or successor program to achieve greater cost effectiveness, increased housing choices, and economic independence for our clients.	In June 2019, EHA submitted a Letter of Interest to HUD, requesting approval to apply for the rent reform cohort of the MTW Demonstration Program. If accepted, EHA has indicated it will implement tiered rents as one of the flexible rent policies provided in HUD Notice PIH 2019-14. EHA is awaiting word from HUD on whether it will be invited to submit an MTW application.
3. Pursue other avenues, including but not limited to the creation of an EHA affiliate (or affiliates) to achieve greater flexibility and reduced costs.	EHA achieved this objective in the following ways over the course of the 5 Year Plan period: <ul style="list-style-type: none"> <li>• Implemented a local voucher program at the end of 2015 to make up a funding shortfall for vouchers through the end of calendar year 2015.</li> <li>• Incorporated Mosaic Housing as a non-profit corporation at the end of 2019, which will expedite the construction of 60 tax credit units, the second phase of the Baker Heights Redevelopment Plan, via the design-build model.</li> </ul>
<b>Goal Six:</b> Cultivate successful tenancies and reduce long-term dependence on subsidized housing.	
<b>Objective</b>	<b>Progress Report</b>

<p>1. Pursue local, state, and federal grants and other financial resources to support strategies designed to achieve these two objectives.</p>	<p>EHA relied on AmeriCorps program volunteers to assist its in-house service coordinators over the first half of the 5 Year assessment period, but increased costs and administrative requirements resulted in a discontinuation of this partnership in 2018.</p> <p>EHA’s FSS Coordinator has focused on raising levels of financial literacy among our program participants, and the Resident Services department has coordinated assistance from third-party service providers in providing classes on nutrition and other life skills to foster independence and/or cultivate successful tenancies among our residents throughout the assessment period. EHA received a federal FSS grant in November 2019 and is in the process of hiring a second FSS Coordinator due to this new grant.</p>
<p>2. Develop and implement appropriate housing management policies and procedures.</p>	<p>The Housing Operations Department has engaged in the following to fulfill this objective over the course of the Five- Year Plan period:</p> <ul style="list-style-type: none"> <li>• Housing Management and Resident Services staff developed a procedure for coordinated action to reduce evictions</li> <li>• Consolidated leadership of the housing management and resident services functions into one position</li> </ul>
<p>3. Coordinate appropriate support services to complement the efforts of the property management staff as a means to minimize the number of lease terminations.</p>	<p>The Housing Operations Department did the following to fulfill this objective over the course of the Five-Year Plan period:</p> <ul style="list-style-type: none"> <li>• Developed and implemented a tracking tool within the program management software (Yardi) to facilitate communication between housing management and resident services staff, in order to better serve tenants</li> <li>• Service coordinators continued to serve as a liaison between tenants with lease compliance issues and management staff, developing action plans to reduce repeat infractions and increase successful tenancies</li> <li>• Refined processes for resolving cases of tenant on tenant harassment</li> </ul>

<p>4. Continue implementing the Family Self-Sufficiency Program funded by Building Changes and secure financial support for the long-term success of this program (e.g., HUD FSS Coordination Grant).</p>	<p>The grant from Building Changes to fund the FSS program expired soon after the Five-Year Plan period started, and EHA funded its one full time FSS Coordinator out of operating income. The program has remained open to new participants and has progressively increased the number of participants – from 21 in 2016 to 56 in 2018 – over the course of the assessment period. EHA received an award of and FSS Coordinator Grant from HUD in 2019.</p>
<p>5. Facilitate access to employment and employment-related services to increase (i) employment rates among residents, (ii) job retention, (iii) income progression, and (iv) transition to unsubsidized housing.</p>	<p>The Resident Services department worked closely with WorkSource Snohomish and private employers over the course of the assessment period to provide job training and employment opportunities for EHA residents.</p> <p>EHA continued to partner with local community colleges to assist residents in meeting their educational goals tied to employment and also referred residents to various low cost and free training opportunities such as BFET, WorkFirst, and I-Catch.</p> <p>The FSS and Family Services Coordinators regularly referred residents to Housing Hope’s College of Hope for life skills training in four key areas: family life, economic well-being, health and wellness, and family expertise.</p> <p>The FSS program continued to play an integral role in assisting clients reach educational and financial goals and build escrow accounts critical to the transition to unsubsidized housing.</p>
<p>6. Divert applicants to programs and resources that provide short-term assistance to homeless households who need minimal support to access permanent unsubsidized housing through the demonstration program funded by Building Changes.</p>	<p>In 2015 and 2016 EHA was able to refer families on its waitlists to the Building Changes program with some successful outcomes; however, grant funding for this program was not available for most of the assessment period.</p>
<p>7. Support the efforts of local public school districts and other programs in bolstering the academic success and access to higher education of our school-age residents.</p>	<p>EHA maintained a partnership with Everett Public Schools and Mukilteo School District, originally through the AmeriCorps volunteers and later through resident service coordinators and interns, to provide services to higher risk youth and after school programs at our properties. It also promoted the College Bound program by</p>

	aiming to enroll 100% of the seventh and eighth graders living in EHA housing.
--	--

VAWA Statement

Pursuant to the Violence Against Women Act (VAWA), Everett Housing Authority will remain attentive to the needs of applicants, program participants, and their respective family members who are victimized by all forms of domestic violence, including stalking and dating violence. The Public Housing, Section 8 HCV, and RAD PBV programs have enacted policies that protect the rights of both applicants and participants affected by domestic violence. When it can be shown that criminal activity or lease violations are related to domestic violence perpetrated against victims and their families, such individuals will not be disqualified for admission or have their assistance terminated.

Everett Housing Authority refers victims of domestic violence to appropriate legal and social service agencies, including but not limited to: the police department, the court system (for restraining orders), Northwest Justice Project (offers legal aid for low income individuals), Domestic Violence Services of Snohomish County, Pathways for Women. The Housing Authority operates Pivotal Point Apartments, a 20-unit project-based Section 8 development for victims of domestic violence, in partnership with DVS of Snohomish County

Resident Advisory Board Comments on Five-Year Plan

In order to maximize the opportunity for residents to serve on the Resident Advisory Board (RAB), Everett Housing Authority (EHA) held meetings in two different locations: Pineview Community Center on December 17 and Baker Community Center on December 18, 2019. Residents who attended either meeting were appointed to the RAB. The RAB’s comments on the Five-Year Plan effective July 1, 2020 appear below, with EHA’s response to each comment in italics.

**RAB Members attending the meeting at Pineview Community Center on December 17, 2019**

Pineview residents Cherokee Screechowl, Mark Williams, Teresa Zillen

**RAB Members attending the meeting at Baker Community Center on December 18, 2019**

*Bakerview:* Marilyn Coffey, Peggy Dayton, Ray Jackman, Papa Kila Leapaga, Penitila Leapaga, Susan Nickells, Cynthia Price, Ravyn Sage, Rosia Spruill, Tracy Turner, Terrie Wixson, Svetlana Yevtushenko

*Broadway Plaza:* Cathy Brownell, Tom Douge, George Grewing, Don McNeil, Pedro Reyes,

*Grandview:* Risa Meinke

*Tenant Based Voucher Program:* Marge Hoder, Sylvia May, Wendi Werner

**RAB Comments:**

The RAB was supportive of EHA’s Five Year Goal of “Undoing Institutional Racism.” In response to its objectives calling for the creation of policies that will ensure equitable treatment of the agency’s staff and clients regardless of race, culture, and other identifying factors, the RAB provided the following feedback:

- Ensure these policies allow all residents to decorate for holidays or special occasions (e.g., Christmas trees, flags on the Fourth of July) in accordance with their traditions while at the same time respecting everyone. *EHA shares the RAB’s viewpoint that its policies should allow residents to practice their beliefs and traditions while being mindful of those who may not. Religion is a protected class under the Fair Housing Act, so EHA is obligated to ensure our residents or staff do not feel excluded or disadvantaged because they practice (or don’t practice) a certain religion. With that in mind, we want to keep holiday decorations in building lobbies and other common areas neutral and inviting to everyone. So long as it does not cause any health or safety issues, residents are free to decorate inside their own homes in keeping with their faith or belief traditions. In the same manner, EHA encourages residents to celebrate holidays and other social occasions, so long as these activities do not pose a hazard or create a nuisance.*
- Create policies that facilitate communication with residents who are subject to discrimination based on characteristics such as national origin, particularly when it comes to immigration status, and help remove those barriers if possible. *EHA is aware that housing policies, even when well-intentioned, can be discriminatory towards traditionally marginalized groups.*

*Because of this, EHA has made diversity, equity, and inclusion (DEI) the focus of one of its Five-Year Goals for 2020-24. This includes a correlating objective making DEI the conceptual lens when examining current or developing new policies. In making DEI an organizational imperative, EHA will rely on resident feedback through surveys, focus groups, and other interactions with management, to ensure its policies are consistent with this objective. EHA will also update its Limited English Proficiency Plan to ensure the conversation about equitable policies includes all of our diverse clients.*

- *Strive to reduce negative perceptions of its program participants from the public. EHA recognizes that a large part of our commitment to DEI involves combating stereotypes about the populations we serve. This will require us to participate in local neighborhood associations and councils to build local relationships and counteract NIMBYism, over the next five years and beyond. We will need to engage industry organizations (NHARO, GARE, C3), our community partners, and our clients in this effort. This may also include enlisting the RAB in our lobbying efforts.*

As a general point under this Goal, the RAB thought EHA should ensure children from diverse families are treated fairly. *EHA is committed to ensuring we treat the families that participate in our housing programs equally, whether or not they include children, as required by HUD regulation and the law. We recognize that a diverse family can be defined in many ways, considering HUD’s expanded definition of the term “family” and the multiple protected classes under state Fair Housing law: race, color, national origin, religion/creed, sex/gender, presence of children, disability, sexual orientation and gender identity, marital status, and military/veteran status. EHA has taken the initiative to make equity – i.e., providing families with the tools they need to be successful – a central theme in administering its programs. This approach will benefit all of the families we serve, including those with children.*

The RAB provided the following feedback with respect to EHA’s Five Year Goal of “Increasing Access to Communities of Opportunity:”

- *Reinstate the AmeriCorps program or something similar that provides additional supportive service staff who can assist with after school activities, resident affinity groups, etc. EHA found it more viable in the long term to increase its resident services staff instead of seeking another AmeriCorps program grant. In addition to hiring more service coordinators, EHA has restructured the Resident Services department so that it can better provide information, support, assistance, and referrals to our seniors, disabled adults, and families. EHA recently secured a grant from HUD for its Family Self-Sufficiency program, and this includes sufficient funding to hire an additional FSS Coordinator.*
- *Develop more programs with supportive services for homeless families with children, especially those with school-age children. Redevelopment plans for Baker Heights will include the construction of new units on a portion of the site that will not be sold to Washington State University. The first phase of this project calls for 105 tax credit units to be built, with up to 65 Project-Based Voucher units designated for homeless families with children enrolled in Everett Public Schools. This redevelopment effort will also include an early learning facility. EHA also plans to explore partnerships through allocating Project-Based Vouchers as a way to create housing for homeless families with children enrolled in public schools.*



- If EHA is chosen to participate in the Moving to Work Demonstration program, continue to serve the maximum possible number of eligible clients, especially the homeless, instead of serving fewer and adding services. *EHA appreciates the RAB's weighing in on this issue and will use it as a point of reference if HUD extends the opportunity to submit a MTW application. EHA is especially interested in utilizing the regulatory flexibilities MTW offers, as these will enable it to increase access to communities of opportunity for our Voucher program participants and transform our residential communities into communities of opportunity.*
- Retain the visiting nurse program at the senior/disabled high-rise(s). *EHA has budgeted for this nursing program and will be conducting a Request for Proposals to identify a new nurse.*
- Provide a visiting veterinarian service. *EHA does not expect to have money available in its budget over the foreseeable future to cover this request.*

The RAB was supportive of EHA's other Five-Year Goals as presented but had no specific feedback regarding any of the following: "Substantially Increase EHA's Affordable Housing Stock/Maximize Available Vouchers; Engaging in and Reforming Systems; Cultivate and Maintain a Healthy, Engaged, and Satisfied Workforce."

The RAB had no comments on other aspects of EHA's 5 Year Plan.

**Certification by State or Local  
 Official of PHA Plans Consistency  
 with the Consolidated Plan or  
 State Consolidated Plan  
 (All PHAs)**

**U. S Department of Housing and Urban Development**  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
**Expires 2/29/2016**

**Certification by State or Local Official of PHA Plans  
 Consistency with the Consolidated Plan or State Consolidated Plan**

I, \_\_\_\_\_, the \_\_\_\_\_  
*Official's Name* *Official's Title*

certify that the 5-Year PHA Plan and/or Annual PHA Plan of the

\_\_\_\_\_  
*PHA Name*

is consistent with the Consolidated Plan or State Consolidated Plan and the Analysis of  
 Impediments (AI) to Fair Housing Choice of the

\_\_\_\_\_  
*Local Jurisdiction Name*

pursuant to 24 CFR Part 91.

Provide a description of how the PHA Plan is consistent with the Consolidated Plan or State  
 Consolidated Plan and the AI.

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. **Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official	Title
Signature <i>Rebecca Mc Crary</i>	Date March 16, 2020