

5-YEAR PLAN
PHA FISCAL YEARS 2005 - 2009
[24 CFR Part 903.5]

A. 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. (select one of the choices below)

- The mission of the PHA is the same as that of the Department of Housing and Urban Development: To promote adequate and affordable housing, economic opportunity and a suitable living environment free from discrimination.
- The PHA's mission is: (state mission here)
The Grand Rapids Housing Commission provides housing assistance and affordable housing opportunities to lower-income families, the disabled and senior citizens in a manner that is fiscally sound and in ways that support families, neighborhoods and economic self-sufficiency.

B. Goals

The goals and objectives listed below are derived from HUD's strategic Goals and Objectives and those emphasized in recent legislation. PHAs may select any of these goals and objectives as their own, or identify other goals and/or objectives. Whether selecting the HUD-suggested objectives or their own, **PHAS ARE STRONGLY ENCOURAGED TO IDENTIFY QUANTIFIABLE MEASURES OF SUCCESS IN REACHING THEIR OBJECTIVES OVER THE COURSE OF THE 5 YEARS.** (Quantifiable measures would include targets such as: numbers of families served or PHAS scores achieved.) PHAs should identify these measures in the spaces to the right of or below the stated objectives.

HUD Strategic Goal: Increase the availability of decent, safe, and affordable housing.

- PHA Goal: Expand the supply of assisted housing
Objectives:
 - Apply for additional rental vouchers:
 - Reduce public housing vacancies:
 - Leverage private or other public funds to create additional housing opportunities:
 - Acquire or build units or developments
 - Other (See "Other PHA Goals and Objectives," end of section B)
- PHA Goal: Improve the quality of assisted housing
Objectives:
 - Improve public housing management: (PHAS score)
 - Improve voucher management: (SEMAP score)
 - Increase customer satisfaction:

- Concentrate on efforts to improve specific management functions: (list; e.g., public housing finance; voucher unit inspections)
 - Renovate or modernize public housing units:
 - Demolish or dispose of obsolete public housing:
 - Provide replacement public housing:
 - Provide replacement vouchers:
 - Other: (See "Other PHA Goals and Objectives," end of section B)
- PHA Goal: Increase assisted housing choices
- Objectives:
- Provide voucher mobility counseling:
 - Conduct outreach efforts to potential voucher landlords
 - Increase voucher payment standards
 - Implement voucher homeownership program:
 - Implement public housing or other homeownership programs:
 - Implement public housing site-based waiting lists:
 - Convert public housing to vouchers:
 - Other: (See "Other PHA Goals and Objectives," end of section B)

HUD Strategic Goal: Improve community quality of life and economic vitality

- PHA Goal: Provide an improved living environment
- Objectives:
- Implement measures to deconcentrate poverty by bringing higher income public housing households into lower income developments:
 - Implement measures to promote income mixing in public housing by assuring access for lower income families into higher income developments:
 - Implement public housing security improvements:
 - Designate developments or buildings for particular resident groups (elderly, persons with disabilities)
 - Other: (See "Other PHA Goals and Objectives," end of section B)

HUD Strategic Goal: Promote self-sufficiency and asset development of families and individuals

- PHA Goal: Promote self-sufficiency and asset development of assisted households
- Objectives:
- Increase the number and percentage of employed persons in assisted families:
 - Provide or attract supportive services to improve assistance recipients' employability:

- Provide or attract supportive services to increase independence for the elderly or families with disabilities.
- Other: (See "Other PHA Goals and Objectives," end of section B)

HUD Strategic Goal: Ensure Equal Opportunity in Housing for all Americans

- PHA Goal: Ensure equal opportunity and affirmatively further fair housing
Objectives:
 - Undertake affirmative measures to ensure access to assisted housing regardless of race, color, religion national origin, sex, familial status, and disability:
 - Undertake affirmative measures to provide a suitable living environment for families living in assisted housing, regardless of race, color, religion national origin, sex, familial status, and disability:
 - Undertake affirmative measures to ensure accessible housing to persons with all varieties of disabilities regardless of unit size required:
 - Other: (list below)

Other PHA Goals and Objectives: (list below)

MANAGEMENT

GRHC Goal: Manage the existing housing program in an efficient and effective manner to achieve a score of 90% or above under the U.S. Department of HUD Public Housing Assessment System.

Objectives:

- Maintain a strong and solvent year-end financial position and positive cash flow.
- Operate the Section 8 tenant-based program and Public Housing program so that income exceeds expenses every year.
- Implement procedures that assure the timely submission of the yearly financial audit and all required financial reports.
- Sustain an occupancy rate of at least 95%. (completed and ongoing)
- Reduce average unit turnover time to 30 days by June 30, 2009.

GRHC Goal: Enhance the knowledge and efficiency of all Housing Commission staff, empowering staff to operate as customer friendly and fiscally prudent leaders in the affordable-housing industry.

Objectives:

- Provide training that will enhance staff understanding of client needs and enable staff to communicate more effectively with internal and external audiences (cultural competence).
- Provide training opportunities to management employees to assure a strong, long-term management team.
- Provide training opportunities to management employees and to those who provide direct client services to familiarize staff with community resources that may supplement the services provided by the GRHC.
- Provide training to update Housing Commissioners regarding GRHC programs and services.
- Configure staff work stations and work locations so as to maximize existing office space.
- Augment staffing needs through partnerships with community agencies that are looking for Title V placements, internships, work study and other employment-related opportunities.
- Conduct a job classification study to ensure that the GRHC can continue to attract and retain high-performing employees.

COMMUNITY PLANNING

GRHC Goal: Expand the role of the GRHC in community planning, particularly planning related to affordable-housing opportunities.

Objectives:

- Continue to assume a leadership role in comprehensive community planning related to affordable-housing programs and services, working with the City of Grand Rapids and other local officials to meet not only current but emerging housing needs.

- Work with the Grand Rapids Area Housing Continuum of Care Vision to End Homelessness Committee, the Permanent Housing Providers Council, and other regional housing development and social service providers to secure affordable housing for people with disabilities, Temporary Assistance to Needy Family (TANF) recipients who are becoming employed, and those at risk for homelessness throughout the region.
- Work with the Grand Rapids Area Housing Continuum of Care, Network 180 and Touchstone Innovare to establish and implement “Home at Last,” a program that provides affordable housing and supportive services to chronically homeless individuals. Implement the 2nd phase of the program in 2007. (established in 2006, second phase implemented in 2007)
- Seek and develop new avenues for providing affordable housing opportunities to our community’s growing senior population, in particular programs and services that enhance senior citizens’ ability to live independently and maintain quality of life.
- Support the “Great Neighborhoods” component of the City’s five-year Neighborhood Investment Plan (2005-2010) by exploring the establishment of a housing trust fund to develop mixed-use, mixed-income housing facilities.
- Serve the housing and supportive needs of child and adult victims of domestic violence, dating violence, sexual assault or stalking by continuing to offer services to homeless women and their children through Hope Community Transitional Housing Program. (completed and ongoing)

FISCAL RESPONSIBILITY

GRHC Goal: Ensure full compliance with all applicable standards and regulations, including government generally accepted accounting practices.

Objectives:

- Implement an asset-management and project-based accounting system.
- Adhere to and implement all Governmental Accounting Standards Board (GASB) statements and bulletins.

GRHC Goal: Manage GRHC programs in an effective and efficient manner to achieve a score of at least 20 on the annual Public Housing Assessment System evaluation of key financial indicators.

Objectives:

- Achieve and sustain a current ratio higher than 1.5.
- Achieve and maintain a months-of-expendable-fund balance higher than 2.
- Seek financial resources to develop a fiscal “safety net” to combat cuts in resources.

DEVELOPMENT

GRHC Goal: Help our community address a need cited in the Grand Rapids Consolidated Plan by making affordable housing opportunities more available to low-income and very low-income families.

Objectives:

- Develop 45 new rental affordable-housing units for the low-income elderly in our community by December 2005. (completed)
- Apply for 100-200 additional rental vouchers for the non-elderly disabled or veteran populations if these become available through the Housing Choice Voucher Program or alternative voucher program.
- Build or acquire 50 units for conversion to Section 8 Homeownership units by June 30, 2009.
- Through the HUD FY 2007 NOFA, apply for a HOPE VI Grant to complete Phase III of the GRHC’s HOPE VI revitalization plan, which includes the construction of 48 single-family Scattered Site homeownership units.
- Use RHF funding to complete one homeownership unit that will be made available to a low-income family through the GRHC’s Scattered Sites program (completed).
- Leverage private or other public funds to create additional housing opportunities for very low-income or low-income families, including constructing one new affordable-housing development for those who have special needs.
- Develop a Section 32 Homeownership Program.
- Apply for Capital Fund Financing Program funds to revitalize the Adams Park and Creston Plaza housing developments.

MARKETING & PUBLIC RELATIONS

GRHC Goal: Enhance the public image and marketability of the GRHC's housing units.

Objectives:

- Through staff training, regular facility/service evaluation and the development and implementation of resident services programs, achieve a level of customer satisfaction that gives the GRHC a "high performer" score under the Public Housing Assessment System.
- Maintain proper curb appeal for all developments by improving landscaping, maintaining the grounds and maintaining properties litter free.
- Remove all graffiti within 24 hours of discovering it.
- Partner with the City police department, neighborhood associations, residents and community groups to ensure that all GRHC housing developments offer a safe and secure environment.
- Incorporate a marketing/tenant service questionnaire into housing development applications and Resident Services surveys to provide staff with client input that will drive more effective and efficient marketing campaigns.
- Develop/regularly update client-friendly, client-driven brochures, fact sheets and other materials needed to effectively market the GRHC's public housing developments.
- Evaluate client input via marketing questionnaires and surveys to assess the effectiveness of marketing efforts.

GRHC Goal: Increase public awareness and understanding of GRHC programs and services.

Objectives:

- Analyze the current situation within the Greater Grand Rapids affordable-housing marketplace and incorporate strategies and tactics designed to:
 - a. Maximize usage of GRHC programs and services
 - b. Position the GRHC to compete effectively for available services and resources.
- Market and promote the GRHC and its programs and services by developing and producing such publications as an annual report, quarterly newsletters and program/service brochures.

- Investigate the feasibility of enhancing community knowledge of Housing Commission programs and services through the development of a new organizational identity program (logo/logotype, standardization of materials across sites and programs, or differentiating certain programs [i.e., Hope Community]). (staff comment: related to bullet re “branding”)
- Investigate the feasibility of creating a video presentation re GRHC programs and services targeted to the general public.
- Expand current community partnerships to maximize delivery of services and programs.
- Work with relevant community groups to enhance the GRHC’s role in community planning and to improve access to programs and services among minority and non-English-speaking residents.
- Keep the public apprised of newsworthy GRHC events, programs and services through the timely distribution of news releases to local media.
- Promote public awareness and enhance access to programs and services by continuing to develop and promote the GRHC web site.
- Sponsor annual GRHC resident scholarship awards in conjunction with the GRHC Annual Luncheon event.
- Develop and promote a “40th Anniversary” event that enhances the visibility of GRHC programs and services. (completed)

SECTION 8 TENANT-BASED PROGRAM

GRHC Goal: Manage the tenant-based program in an efficient and effective manner, qualifying as a “high performer” under SEMAP.

Objectives:

- Maintain a U.S. Department of HUD Section 8 Management Assessment Program score of 90% or above.
- Maintain a voucher utilization rate of between 98% and 100%.
- Perform annual certification and inspection of 100% of Section 8 participants.
- Perform initial inspections within 14 days of request for lease approval.

GRHC Goal: Expand the range and quality of housing choices available to participants in the tenant-based assistance program.

Objectives:

- Increase Section 8 Homeownership Program participation to achieve 12 new homeowners each year.
- Expand the FSS program beyond the current 295 participants to support the self-sufficiency goals of 55 additional low-income families.
- Administer 190 Section 8 units for persons with disabilities under the Mainstream program.
- In collaboration with HUD and other local housing agencies, continue to conduct outreach to landlords to encourage their participation in the Section 8 program.
- Implement training regarding lead-based paint regulations, safe work practices and abatement testing.
- Offer case management and other supportive services to voucher program participants. (ongoing)
- Develop objectives, policies and procedures specifically designed to meet the housing and supportive needs of child and adult victims of domestic violence, dating violence, sexual assault or stalking victims.

MAINTENANCE

GRHC Goal: Maintain the Housing Commission real estate in good condition.

Objectives:

- Apply for a Capital Fund Grant and complete improvements under the Capital Fund 5-year plan—approximately \$3.3 million for public housing sites.
- Participate in the Capital Pool Fund to implement \$2.8 million in renovations to public housing developments.
- Complete viability and need assessments at Leonard Terrace, Mt. Mercy and Scattered Sites, and update assessments of Ransom Tower and Public Housing developments by June 30, 2009. (Needs assessments completed for Scattered Sites and Public Housing; needs assessments for Leonard Terrace, Mt. Mercy, Ransom Tower to be completed by June 30, 2009.)

- Conduct an annual evaluation of all units to ensure continuing compliance with HUD Uniform Physical Condition Standards and the City of Grand Rapids housing code.
- Increase curb appeal of all housing developments by improving landscaping and grounds maintenance.

GRHC Goal: Deliver timely and high-quality maintenance service to the residents of the GRHC.

Objectives:

- Continue to implement a preventive maintenance program.
- Respond to emergency work orders in less than 24 hours.
- Maintain an average response time of seven days when addressing routine work orders.
- Improve communication with residents regarding maintenance and construction activities.
- Improve maintenance staff skills through cross-training, seminars and vendor instruction.

SAFETY & SECURITY

GRHC Goal: Ensure that GRHC housing developments provide a safe and secure environment.

Objectives:

- Support local law enforcement activities that enhance the City’s ability to keep GRHC developments and the surrounding neighborhood safe and secure.
- Collaborate with the City’s Recreation Department to serve young housing development residents and neighborhood youth through the Recreation Reaps Rewards Program.
- Support community policing through the GRHC’s family site Neighborhood Centers.
- Continue aggressive screening procedures to reduce evictions due to violations of criminal laws.
- Continue to implement safety and security improvements to address any specific concerns expressed by residents in the annual HUD Resident Assessment Survey.

SUPPORTIVE SERVICES

GRHC Goal: Improve GRHC housing residents' access to services that support economic opportunity and quality of life.

Objectives:

- Apply for funding for FSS coordinators to continue implementation of the Family Self-Sufficiency Program. Establish and implement an intensive, on-site self-sufficiency program at Creston Plaza family housing development.
- Support the continuation of the Neighborhood Centers that provide resident services at the family sites.
- Expand resident services to include case management services at Mount Mercy and Creston Plaza housing developments. (completed)
- Provide or attract supportive services to increase independence for the elderly and families with disabilities.
- Leverage community partnerships to gain social work interns and supportive community volunteers, and to maximize the accessibility and effectiveness of community resources available to participants in GRHC programs.
- Refine and enhance educational and social programs at GRHC housing developments.
- Create and regularly update an “emergency services” handout staff can use to help families quickly access needed community resources.
- Support the Resident Advisory Board to ensure commission-wide representation.

EQUAL OPPORTUNITY

GRHC Goal: Operate the GRHC in full compliance with Equal Opportunity laws and regulations, and affirmatively further fair housing.

Objective:

- Update and implement the Equal Opportunity Policy and coordinate with the City of Grand Rapids Equal Opportunity Department to ensure that the GRHC continues to utilize the services of highly qualified minority- and women-owned businesses.

GRHC Goal: Operate the GRHC in full compliance with Equal Opportunity laws and regulations, and affirmatively further fair housing.

Objectives:

- Continue to implement and update the GRHC's Equal Employment Opportunity policy.
- Mix GRHC public housing development populations as much as possible with respect to ethnicity, race and income.
- Help recipients of tenant-based vouchers seek housing opportunities beyond areas of traditional low-income and minority concentration.
- Continue staff participation in annual fair housing activities sponsored by the City's EEO Department and the Fair Housing Center