



2020-2024 FIVE-YEAR PLAN

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

A.	PHA Information.																				
A.1	<p>PHA Name: Grand Rapids Housing Commission PHA Code: MI073</p> <p>PHA Plan for Fiscal Year Beginning: July 1, 2020</p> <p>PHA Plan Submission Type: <input checked="" type="checkbox"/> 5-Year Plan Submission <input type="checkbox"/> Revised 5-Year Plan Submission</p> <p>Availability of Information. 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 of 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 website. PHAs are also encouraged to provide each resident council a copy of their PHA Plans.</p> <p>Locations where the public may view and/or obtain copies of the proposed PHA Plan, PHA Plan Elements, and all information relevant to the public hearing and proposed PHA Plan:</p> <ol style="list-style-type: none"> GRHC Administrative Office, 1420 Fuller Ave. SE, Grand Rapids, MI GRHC web site: www.grhousing.org GRHC asset management project offices: <ul style="list-style-type: none"> Adams Park Apartments, 1440 Fuller Ave. SE, Grand Rapids, MI Campau Commons Apartments, 821 South Division Ave., Grand Rapids, MI Creston Plaza Apartments, 1080 Creston Plaza Dr. NE, Grand Rapids, MI Hope Community, 1024 Ionia SW, Grand Rapids, MI Leonard Terrace Apartments, 1315 Leonard St. NE, Grand Rapids, MI Mount Mercy Apartments, 1425 Bridge St. NW, Grand Rapids, MI Ransom Tower Apartments, 50 Ransom Ave. NE, Grand Rapids, MI Sheldon Apartments, 1010 Sheldon SE, Grand Rapids, MI <p><input type="checkbox"/> PHA Consortia: (Check box if submitting a Joint PHA Plan and complete the table below)</p> <table border="1" data-bbox="186 1129 1523 1287"> <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> </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:											
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B.	5-Year Plan. Required for all PHAs completing this form.																				
B.1	<p>Mission. State the 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.</p> <p>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.</p>																				
B.2	<p>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</p> <p>HOUSING CHOICE VOUCHER PROGRAM</p> <p>Goal: Manage the tenant-based program in an efficient and effective manner to ensure that the GRHC is a high-performing agency as measured by HUD, housing industry and community standards.</p> <p>Objectives:</p> <ul style="list-style-type: none"> 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 of 100% of Section 8 participants. Perform initial inspections within 14 days of request for lease approval. 																				

**B.2
(cont.)**

HOUSING CHOICE VOUCHER PROGRAM (continued)

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 by 30 households.
- Increase GRHC resident participation in the Family Self-Sufficiency program by an additional 40 participants.
- In collaboration with HUD and other local housing agencies, continue to conduct outreach to landlords to encourage their participation in the Section 8 program.
- Continue to provide annual staff training regarding lead-based paint regulations, safe work practices and abatement testing.
- Meet the housing and supportive needs of at least 20 households that include a child or adult victim of domestic violence, dating violence, sexual assault or stalking.

MANAGEMENT

Goal: Manage housing developments in an efficient and effective manner.

Objectives:

- Maintain a strong and solvent year-end financial position and positive cash flow.
- Operate all housing developments 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%.
- Maintain an average unit turnover time of 30 days or less.

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

Objectives:

- Provide semi-annual training to enhance staff understanding of client needs and enable staff to communicate more effectively with internal and external audiences (cultural competence).
- Provide semi-annual training opportunities to management employees to assure a strong, long-term management team.
- Provide annual 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.
- Continue to provide training to update Housing Commissioners regarding GRHC programs and services.
- Provide annual ethics training to GRHC staff.
- Provide all staff semi-annual training to ensure compliance with Housing Commission procedures, federal, state and local regulations, and partnership agreements.
- Continue to augment staffing needs through partnerships with community agencies that are looking for Title V placements, internships, work study and other employment-related opportunities.
- Hold annual planning sessions for Housing Commissioners.

MAINTENANCE

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

Objectives:

- Conduct physical needs assessments of all GRHC housing sites and develop a capital plan to make needed improvements by 2022.
- Conduct an annual evaluation of all units to ensure continuing compliance with HUD Housing Quality Standards and the City of Grand Rapids housing code.
- Expend and close out all remaining Capital Funds upon the conclusion of Asset Repositioning activities.

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

Objectives:

- Respond to emergency work orders in less than 24 hours.
- Maintain an average response time of seven days when addressing routine work orders.
- Communicate with residents regarding maintenance and construction activities through monthly site newsletters and resident meetings.
- Improve maintenance staff skills through semi-annual cross-training, seminars and vendor instruction.

MARKETING & PUBLIC RELATIONS

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

Objectives:

- Conduct annual customer satisfaction survey.
- Maintain proper curb appeal for all developments by improving landscaping, maintaining the grounds and maintaining properties litter free.
- 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.
- Develop/regularly update client-friendly, client-driven brochures, fact sheets and other materials needed to effectively market the GRHC's housing developments.

**B.2
(cont)**

MARKETING & PUBLIC RELATIONS (continued)

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

Objectives:

- Continue to periodically conduct client and community partner surveys to assess the effectiveness of marketing efforts.
- Develop social media outlets to promote GRHC occupancy and public relations goals. Market social media outlets to residents, community partners and the general public.
- Implement a ticket system and monitor communication protocols so that phone, email and walk-in messages receive a response within 24 hours.

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

Objectives:

- Develop and annually update a PowerPoint or similar presentation that offers a general introduction to GRHC programs and services.
- Continue to 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. Maintain a consistent graphic look and cohesive message to project a distinctive and positive image across sites and programs.
- Foster public awareness and enhance access to programs and services by continuing to develop and promote the GRHC website. Incorporate responsive design to make website more accessible via phone and other mobile devices by 2021.
- Meet with community partners monthly to maximize delivery of services and programs.
- Maintain an internal directory of partner resources to maximize delivery of resident services; share with front office and Section 8 staff at least semi-annually.
- 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.
- Continue to administer and promote the Jean McKee Resident Scholarship Program; award two scholarships annually.

FISCAL RESPONSIBILITY

Goal: Ensure full compliance with all applicable accounting standards and regulations.

Objectives:

- Adhere to and implement all Governmental Accounting Standards Board (GASB) statements and bulletins.
- Achieve unmodified opinions on all audited financial statements.

Goal: Manage housing program finances in an efficient and effective manner.

Objectives:

- Achieve and sustain a debt service coverage ratio of 1.10 (net income is 10% greater than debt payments).

SAFETY & SECURITY

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

Objectives:

- Meet with law enforcement bi-monthly to support local law enforcement activities that enhance the City's ability to keep GRHC developments and the surrounding neighborhoods safe and secure.
- Monitor daily police arrest report and continue aggressive screening procedures to reduce evictions due to violations of criminal laws.

SUPPORTIVE SERVICES

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

Objectives:

- Apply for funding for RSS coordinators to support the expansion of the Family Self-Sufficiency Program. Continue to implement on-site self-sufficiency programs at Campau Commons and Creston Plaza family housing developments.
- Continue to provide case management and other supportive services to increase self-sufficiency for families, empower the disabled to live independently and enable the elderly to age in place.
- Continue to work with community partners to provide case management services to GRHC residents.
- 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.
- Foster strong community partnerships by continuing an annual program that publicly recognizes outstanding partner contributions to GRHC programs and services.
- Hold quarterly meetings and support the Resident Advisory Board to ensure commission-wide representation.

<p>B.3 (cont.)</p>	<p>Significant accomplishments of the past five years continued:</p> <ul style="list-style-type: none"> Partnered with the GVSU Kirkhof College of Nursing to open an on-site health clinic at Mount Mercy Apartments (serving ages 55 and older). Sponsored a scholarship program that has supported the higher educational goals of 38 low-income residents of our housing programs. Awarded 22 HUD Veterans Affairs Supporting Housing (HUD-VASH) vouchers in support of veterans experiencing homelessness and veterans at risk for homelessness. Completed a total of \$2.5 million in capital improvements at Leonard Terrace Apartments and Mount Mercy Apartments. Awarded \$1.4 million in LIHTC in support of a planned 50-unit development that will serve households that are eligible for Permanent Supportive Housing. Awarded \$861,735 in HUD grants in support of 132 Mainstream vouchers; the Mainstream program supports the housing needs of low-income non-elderly people who have disabilities. Worked with the City of Grand Rapids to create an Affordable Housing Community Fund; established a nonprofit organization to administer the fund and worked with the City to appoint a fund board of directors. Partnered with the City of Grand Rapids to establish a Rental Assistance Center that provides rental readiness services to low-income households facing barriers to renting housing. Provided 71 Section 8 Project-Based Vouchers to support development projects that are bringing 351 units of affordable housing to our community.
<p>B.4</p>	<p>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</p> <ol style="list-style-type: none"> The GRHC operates Hope Community Rapid Re-Housing Program, which includes housing facilities and supportive services for homeless women with children, including adult and child victims of domestic violence, dating violence, sexual assault and stalking. The GRHC works to prevent domestic violence, dating violence, sexual assault and stalking at its housing developments through environmental design (security lighting, security cameras, limiting access points), by providing recreational and educational programs for at-risk youth and families, through the cooperation of community-oriented teams that include residents and nonprofit service providers, and by facilitating on-site “community policing” activities of the Grand Rapids Police Department. The GRHC’s Section 8 Administrative Plan (Chapter 2) gives a preference to victims of domestic violence in cases where households on the Section 8 waiting list are split and a determination must be made re which household member will retain a placement on the waiting list. The GRHC’s Section 8 Administrative Plan (Chapter 15) assists child or adult victims of domestic violence, dating violence, sexual assault or stalking by specifically prohibiting termination of assistance to victims or threatened victims when a family member engages in violent or stalking activity that would normally lead to termination of assistance. GRHC staff work with community partner organizations such as the Grand Rapids Police Department, The Salvation Army Social Services and YWCA Domestic Violence Services to link tenants who are victims of violence or stalking with appropriate information and services.
<p>B.5</p>	<p>Significant Amendment or Modification. Provide a statement on the criteria used for determining a significant amendment or modification</p> <p>The Grand Rapids Housing Commission (GRHC) defines “substantial deviation” as a change to its mission and/or additions to and deletions of the goals outlined in the Five-Year Plan. The addition or deletion of objectives to meet existing goals would not be considered a substantial deviation unless it relates to demolition or disposition, designation or conversion activities.</p> <p>The GRHC defines “significant amendment or modification” to the Annual Plan as any change with regard to demolition or disposition designation, or conversion activities.</p> <p>The GRHC specifically excludes the following items from its definition of “significant amendment or modification”:</p> <ol style="list-style-type: none"> The decision to convert to either Project Based Rental Assistance or Project Based Voucher Assistance. The date the significant amendment is submitted to the PHA Plan website. <p>The GRHC specifically excludes the following items from its definition of “substantial deviation”:</p> <ol style="list-style-type: none"> Changes to the Capital Fund budget produced as a result of each approved RAD program conversion or Streamlined Voluntary Conversion, regardless of whether the proposed conversion will include the use of additional Capital Funds. Changes to the construction and rehabilitation plan for each approved RAD program conversion or Streamlined Voluntary Conversion. Changes to the financing structure for each approved RAD program conversion or Streamlined Voluntary Conversion.
<p>B.6</p>	<p>Resident Advisory Board (RAB) Comments.</p> <p>(a) Did the RAB(s) provide comments about the 5-Year PHA Plan?</p> <p>Y N <input checked="" type="checkbox"/> <input type="checkbox"/></p> <p>(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.</p> <p>The GRHC Resident Advisory Board reviewed both plans during a meeting held on 3/10/2020; comments are provided as Attachment H.</p>

B.7	<p>Certification by State or Local Officials.</p> <p>Form HUD 50077-SL, <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.</p> <p>Included as Attachment I.</p>
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