

<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>
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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.

<b>A.</b>	<b>PHA Information.</b>																																
<b>A.1</b>	<p><b>PHA Name:</b> <u>Fort Worth Housing Authority dba Fort Worth Housing Solutions</u> <b>PHA Code:</b> <u>TX004</u></p> <p><b>PHA Plan for Fiscal Year Beginning:</b> (MM/YYYY): <u>01/2020</u></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><input type="checkbox"/> PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below)</p> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th rowspan="2" style="width: 20%;">Participating PHAs</th> <th rowspan="2" style="width: 10%;">PHA Code</th> <th rowspan="2" style="width: 20%;">Program(s) in the Consortia</th> <th rowspan="2" style="width: 20%;">Program(s) not in the Consortia</th> <th colspan="2" style="width: 30%;">No. of Units in Each Program</th> </tr> <tr> <th style="width: 15%;">PH</th> <th style="width: 15%;">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:																							
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<b>B.</b>	<b>5-Year Plan.</b> Required for <u>all</u> PHAs completing this form.						
<b>B.1</b>	<p><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.</p> <p>The mission of FWHS is to develop housing solutions where low-income, very-low income, and extremely low-income families can flourish.</p>						
<b>B.2</b>	<p><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.</p> <p><u><b>GOAL ONE: CREATE A DIVERSE AND ECONOMICALLY SUSTAINABLE REAL ESTATE PORTFOLIO</b></u></p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>A. Create and implement a portfolio plan</li> <li>B. Increase developer partnerships</li> <li>C. Create and improve quality, accessible affordable housing in high-opportunity areas</li> <li>D. Defuse opposition and build support for affordable housing and redevelopment</li> <li>E. Maintain and improve the quality, management and community impact of publicly supported housing</li> </ul> <p><u><b>GOAL TWO: PROVIDE A FOUNDATION FOR IMPROVING LIVES</b></u></p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>A. Develop properties in locations that support improving lives through access to schools, transportation, jobs, and services.</li> <li>B. Establish policies and incentives that support movement to self-sufficiency.</li> <li>C. For children and youth, support other organizations that serve the population.</li> <li>D. For work-able population, promote financial independence and self-sufficiency.</li> <li>E. For seniors who are capable of independent living, support their effort to age in place.</li> <li>F. For special needs populations, including people who are chronically homeless, develop service partnerships to secure and maintain housing by leveraging Project-Based Vouchers and other resources.</li> <li>G. Increase affordable housing options, including more available units, for families in Assisted Housing programs.</li> </ul> <p><u><b>GOAL THREE: DEVELOP A CONTINUOUSLY IMPROVING AND EFFICIENT OPERATION</b></u></p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>A. Clearly define the organizational structure and staffing plan.</li> <li>B. Leverage use of performance metrics to evaluate the organization.</li> <li>C. Build a system of training, mentoring, and coaching to empower employees to reach their full potential.</li> <li>D. Facilitate the Board in developing additional expertise.</li> <li>E. Leverage technology to consistently elevate the organization’s performance.</li> </ul> <p><u><b>GOAL FOUR: DEVELOP A SUSTAINABLE BUSINESS MODEL</b></u></p> <p>Objectives:</p> <ul style="list-style-type: none"> <li>A. Explore cost-saving and business efficiencies including shared services with other housing authorities.</li> <li>B. Generate and increase development-related revenue.</li> <li>C. Pursue opportunities to provide fee for service or consortium services.</li> <li>D. Pursue and increase government partnerships and philanthropic sources of revenue.</li> </ul>						

**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.

**GOAL ONE: CREATE A DIVERSE ECONOMICALLY SUSTAINABLE REAL ESTATE PORTFOLIO**

Objectives:

- A. Create and implement a portfolio plan
- B. Increase developer partnership
- C. Increase landlord participation in HCV programs

Status:

- A. FWHS has developed a process for reviewing its current portfolio on a quarterly basis to identify opportunities for refinancing, selling, or repositioning our assets.
- B. FWHS has utilized the RFQ process to pre-qualify developer partners with experience and capacity in developing mixed-income affordable housing.
- C. FWHS has completed the RFQ process to retain the services of a Choice Neighborhood Developer for the Cavile Place Apartments area, and the services of a Choice Neighborhood Consultant.
- D. FWHS has retained the services of a RAD and Tax Credit Consultants to assist with RAD conversion.
- E. FWHS will have acquired, constructed, or partnered in 39 properties that will increase affordable housing opportunities in the city by the end of 2019. The Development and Asset Management team is reviewing the condition of the organization's existing housing portfolio and planning repairs/renovations needed to bring each property to market-level condition.
- F. By end of 2019, the organization will have completed 25 RAD conversions across the city of Fort Worth; thus, transferring a total of 998 units of public housing assistance to new construction and existing mixed use/mixed income communities.
- G. FWHS is in the process of issuing Tenant Protection Vouchers to residents under Section 18 Demolition/Disposition for Cavile Place Apartments, and planning for the development of up to 1,000 units of replacement housing in the new mixed use/mixed income community.
- H. FWHS has implemented a Landlord Outreach Program for Assisted Housing Programs, including a Take One campaign.
- I. FWHS has partnered with the Apartment Association of Tarrant County to recruit new landlords.
- J. FWHS has revamped the Landlord Advisory Committee to address issues of landlords participating in its Assisted Housing Programs.

**GOAL TWO: PROVIDE A FOUNDATION FOR IMPROVING LIVES**

Objectives:

- A. Develop properties in locations that support improving lives through access to schools, transportation, jobs, and services.
- B. Establish policies and incentives that support movement to self-sufficiency.
- C. For children and youth, support other organizations that serve the population.
- D. For work-able population, promote financial independence and self-sufficiency.
- E. For seniors who are capable of independent living, support their effort to age in place.
- F. For special needs populations, including people who are chronically homeless, develop service partnerships to secure and maintain housing by leveraging Project-Based Vouchers and other resources.

Status:

- A. FWHS continues to identify properties throughout Fort Worth that provide better access to higher performing schools, transportation, high job growth and supportive services. During the past 5 years, FWHS has acquired, entered into partnership or co-developed 10 properties in areas of higher opportunity. FWHS will continue to work closely with Independent School districts, the City of Fort Worth and the transportation authority to ensure future developments are also located in areas of opportunity.
- B. FWHS continues to encourage resident participation in Resident Opportunities for Self-Sufficiency (ROSS) which includes Family Self-Sufficiency and Homeownership. These programs provide residents with vocational, educational, employment services, transportation, child-care, youth services and other ancillary services that are designed to improve the lives of our clients. Additionally, FWHS administers the Barbara Holston Education Fund, which provides scholarships to residents receiving housing assistance. The scholarships are awarded to students attending a two or four-year accredited institution of higher education, or a vocational training program.
- C. The current FWHS RAD conversions and the Section 18 Demolition/Disposition for Cavile Place Apartments will deconcentrate poverty by providing residents options to live in high opportunity locations and developments across the city of Fort Worth.
- D. FWHS continues to partner with Wells Fargo, Bank of Texas, Prosperity Bank and several other banks to provide financial literacy and homeownership programs. Additionally, through FWHS' employment services (Job Developer/Section 3) partnerships/relationships with the local business community, clients participate in job fairs, employment readiness workshops, and job search activities to obtain and secure employment.
- E. FWHS' partnerships supporting youth population include: \* YMCA Amaka Child Care Center – a 4 Star, Texas Rising Star accredited facility located on FWHS' largest PH site \* Boys & Girls Club of Greater Fort Worth – has three local branches in three FWHS communities \* Silhouettes – a girls mentoring program developed in partnership by Alpha Kappa Alpha sorority.
- F. FWHS also partners with Tarrant County College to provide ongoing vocational and occupational training, including GED, Adult Literacy, Computer and Medical Training.
- G. FWHS offers assistance to elderly and disabled program participants that makes it easier for them to 'age in place' and live an independent lifestyle. Assistance includes help with: \* Budgeting & Housekeeping \* Free Meal Services \* Rent & Utilities Assistance \* Healthcare Services \* Transportation \* Social Security, SSI, Medicare or Medicaid, and Lone Star.
- H. FWHS has been designated an EnVision Center and is providing activities that include Economic Empowerment, Education Advancement, Health and Wellness and Character and Leadership.
- I. FWHS has provided Project-Based Voucher Permanent Supportive housing units for the chronic homeless.
- J. FWHS, with the assistance of Mutual of Omaha Bank, has provided support to Hurricane evacuees who relocated to Fort Worth through HCVP.

**GOAL THREE: SUPPORT OUR EMPLOYEES TO ENHANCE AN ORGANIZATIONAL CULTURE OF EXCELLENCE**

Objectives:

- A. Clearly define the organizational structure and staffing plan.
- B. Develop workforce to support succession planning and career ladders.
- C. Build a system of training, mentoring, and coaching to empower employees to reach their full potential.
- D. Facilitate the Board in developing additional expertise.

Status:

- A. FWHS continually analyzes its organizational structure and staffing needs, as well as staff capacity to determine where efficiencies can be realized through realigning staff and skills throughout the organization.
- B. FWHS has hired personnel with the skill sets required to implement the organization's strategic plan.
- C. FWHS has developed partnerships with 3<sup>rd</sup> party experts to support the agency plan.
- D. FWHS has developed a succession plan and implemented steps to ensure that employees have opportunities to develop skills and advance within the organization.
- E. A Continuous Improvement Team has been created to identify areas within the organization that need improvement and empowers staff from various departments to develop solutions for these areas.
- F. Webinar and conference opportunities, such as tax credit trainings and NAHRO conventions, and professional development offerings, such as Fair Housing and Project-Based Voucher training, have been afforded to staff on a regular basis by the organization.
- G. FWHS provides board members with training and networking opportunities online, and through various conferences and topic specific work sessions. In addition, Board members are encouraged to share their expertise with other PHAs.
- H. FWHS encourages and supports employees to participate in leadership activities such as Leadership Fort Worth and various community and civic boards.
- I. Residents are provided with opportunities to learn and grow through ongoing Resident Services programs such as Family Self-Sufficiency, Good Neighbor/Good Tenant classes, and Special Programs case management services.
- J. FWHS has implemented policies to reward employees for innovative ideas that improve operations.

**GOAL FOUR: DEVELOP A CONTINUOUSLY IMPROVING EFFECTIVE AND EFFICIENT OPERATION**

Objectives:

- A. Increase use of performance metrics to evaluate the organization.
- B. Leverage technology to consistently elevate the organization performance.
- C. Rebrand FWHS with a comprehensive marketing, branding and outreach plan.

Status:

- A. FWHS continues to work on an internal measurement system to evaluate the organization's performance on both internal measures and external measures.
- B. FWHS has developed a Strategic Information Technology Plan that addresses and prioritizes hardware, infrastructure upgrades and opportunities for enhancement.
- C. FWHS initiated steps to transition to paperless format for more efficient operations.
- D. FWHS implemented cloud-based voice over internet portal phone system.
- E. FWHS is moving all software solution to a cloud-based environment.
- F. FWHS is implementing a Kiosk and visitor management system for efficiently servicing visitors to the office.
- G. FWHS is improving the HQS Inspection process through the use of tablets for inspections.
- H. FWHS is consolidating online portals to enhance client services.

**GOAL FIVE: DEVELOP A SUSTAINABLE BUSINESS MODEL**

Objectives:

- A. Explore cost-saving and business efficiencies including shared services with other housing authorities.
- B. Generate and increase development-related revenue.
- C. Pursue opportunities to provide fee for service or consortium services.
- D. Pursue and increase government partnerships and philanthropic sources of revenue.

Status:

- A. FWHS has utilized partners/consultants to expand organization capacity and maintain a high level of service and output.
- B. FWHS has begun working with other PHAs to determine areas where shared services or collaboration can be financially and administratively beneficial.
- C. FWHS has earned development related revenue through the issuance of bonds, as well as the aggressive negotiation of developer fees through co-development arrangements. FWHS has begun to research self-developing and developing in partnership with other PHAs.
- D. FWHS continues to work closely with the City of Fort Worth to maximize local funding sources and has begun to identify areas of opportunity within the philanthropic community where FWHS can maximize organization resources by leveraging funding sources, such as foundations.

<b>B.4</b>	<p><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.</p> <p>See attached FWHS VAWA policy</p>
<b>B.5</b>	<p><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.</p> <ul style="list-style-type: none"> <li>• Any Capital Fund project not already in the Five Year Action Plan, excluding projects arising out of federally declared major disasters, natural disasters beyond the control of FWHS, such as earthquakes, fire and storm damages, civil unrest, or other unforeseen significant events or changes in use of replacement reserve funds under the Capital Fund in the amount of 20% or more of the annual grant.</li> <li>• Any other event that FWHS the FWHS Board of Commissioners determines to be a significant amendment or modification of the approved annual plan.</li> </ul>
<b>B.6</b>	<p><b>Resident Advisory Board (RAB) Comments.</b></p> <p>(a) Did the RAB(s) provide comments to the 5-Year PHA Plan?</p> <p>Y    N  <input 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>
<b>B.7</b>	<p><b>Certification by State or Local Officials.</b></p> <p><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.</p>

# Instructions for Preparation of Form HUD-50075-5Y 5-Year PHA Plan for All PHAs

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## 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](#))

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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.

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