

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: 03/31/2024
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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. The **Form HUD-50075-5Y** is to be completed once every 5 PHA fiscal years by all PHAs.

A.	PHA Information.
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A.1	<p>PHA Name: <u>Fargo Housing and Redevelopment Authority</u> PHA Code: <u>ND014</u></p> <p>PHA Plan for Fiscal Year Beginning: (MM/YYYY): <u>01/2025</u></p> <p>The Five-Year Period of the Plan (i.e. 2019-2023): <u>2025-2029</u></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 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>
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PHA Consortia: (Check box if submitting a Joint PHA Plan and complete table below.)

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.	Plan Elements. Required for <u>all</u> PHAs completing this form.
B.1	<p>Mission. At Fargo Housing and Redevelopment (FHRA) our mission is to empower people to achieve independence through housing. Fargo Housing is unapologetically compassionate and powerfully collaborative.</p> <p>Vision: At Fargo Housing and Redevelopment (FHRA) we see a future where all people thrive through quality housing and community support. We only know a future where the Fargo community understands and respects what we do, where employees and customers realize their best selves, and where there is excellence in all our efforts.</p>
B.2	<p>Goals and Objectives.</p> <ul style="list-style-type: none"> • Goal 1 Exemplary Communication <ul style="list-style-type: none"> • Objective 1: Increase local, state, and national trust in the extent and value of FHRA endeavors • Objective 2: Strengthen and Grow Partners • Goal 2 Broad Range of Affordable Housing <ul style="list-style-type: none"> • Objective 4: Increase affordable housing units in Fargo • Objective 5: Preserve existing affordable housing. • Objective 6: Revitalize and improve outdated housing stock and affordable models • Goal 3 Excellence in Management <ul style="list-style-type: none"> • Objective 7: Engender trust and a sense of community within FHRA • Objective 8: Encourage innovation that supports organizational excellence, flexibility, and growth. • Objective 9: Encourage innovation that supports organizational stability and safety • Objective 10: Develop foundation for five- and 25-year strategic plans in 2030 • Goal 4 Foster Community and Family – Self-Sufficiency <ul style="list-style-type: none"> • Objective 11: Improve health and housing stability for FHRA families. • Objective 12: Improve social and economic outcomes for FHRA families. • Operational Goals <ul style="list-style-type: none"> • Objective 13: Reposition Public Housing • Objective 14: Maximize Usage of Fair Cloth Limit • Objective 15: Leverage PBV’s New Affordable Housing. <p>See attachment B.2 for the full strategic plan.</p>
B.3	<p>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. See attachment B.3</p>
B.4	<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. See attachment B.4</p>
C.	Other Document and/or Certification Requirements.
C.1	<p>Significant Amendment or Modification. Provide a statement on the criteria used for determining a significant amendment or modification to the 5-Year Plan. See attachment C.1</p>
C.2	<p>Resident Advisory Board (RAB) Comments.</p> <p>(a) Did the RAB(s) have comments to the 5-Year PHA Plan?</p> <p>Y N <input type="checkbox"/> <input checked="" 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>
C.3	<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>

C.4

Required Submission for HUD FO Review.

(a) Did the public challenge any elements of the Plan?

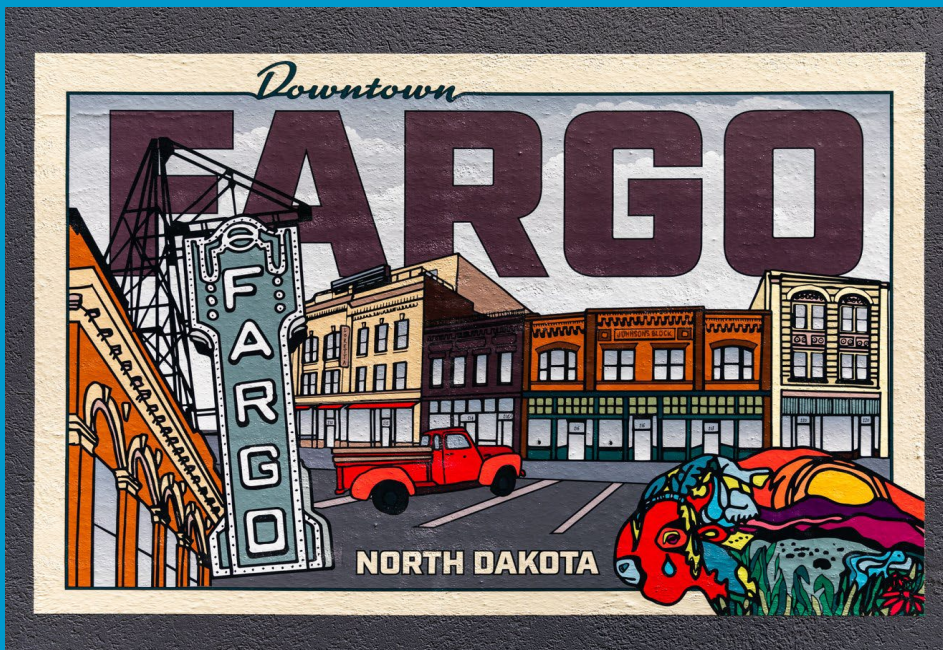
Y N

(b) If yes, include Challenged Elements.

Attachment B.2 – Operational Goals

FHRA's 2025 to 2029 Five-year plan includes the following operational goals. The purpose of these are to address the physical of existing stock and to increase the amount of affordable housing with accompanying subsidy.

- 1. Reposition public housing:** This goal is to evaluate all existing public housing to maximize the availability, cost effectiveness, and condition. If deemed appropriate the housing should be repositioned utilizing all available tools offered by HUD.
- 2. Maximize usage of Fair Cloth Limit:** Utilize available Fair Cloth Limit to expand amount of affordable housing. By growing the Public Housing program our utilizing the Fair Cloth to RAD conversion process.
- 3. Leverage Project Based Vouchers for New Affordable Housing:** Evaluated current and future usage of PBV's. Recoup expiring contracted PBV's and use the available program limits as a financial tool to entice additional conversion or construction of housing for use as affordable.



STRATEGIC PLAN

FARGO HOUSING & REDEVELOPMENT AUTHORITY

Fargo Housing & Redevelopment Authority Strategic Plan



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Fargo Housing & Redevelopment Authority Strategic Plan



SECTION 1: THE STRATEGIC VISION

The Vision of Fargo Housing and Redevelopment Agency

At Fargo Housing and Redevelopment (FHRA) we see a future where all people thrive through quality housing and community support. We only know a future where the Fargo community understands and respects what we do, where employees and customers realize their best selves, and where there is excellence in all of our efforts.

The Mission of Fargo Housing and Redevelopment Agency

At Fargo Housing and Redevelopment (FHRA) our mission is to empower people to achieve independence through housing.

Fargo Housing provides quality, affordable homes to our neighbors with lower and moderate incomes by ethically and effectively putting government housing programs and funding to work for Fargo. We are actively revitalizing our community to benefit everyone who lives here. Our communities and homes are managed and maintained by professionals.

Beyond housing, we connect the people we serve with the resources and services they need to stabilize their lives and their families. We help people navigate their path to self-sufficiency with a breadth of resident services and make long-term commitments to those in our community who need extended care, such as our neighbors who are seniors, veterans or people with range of abilities.

Fargo Housing is unapologetically compassionate and powerfully collaborative.

We work with our valued community partners to find housing solutions and add value every step of the way — providing support for residents, landlords and developers, maintaining high-quality housing, maximizing federal funding, and being a substantial partner in the community's efforts to end homelessness. As a leader in collaborative services, we know that when we work together, we have the biggest impact.

The Goals of Fargo Housing and Redevelopment Agency

Together, we have developed a five year vision that provides goals and measurements of success for each of our goals.

- Goal 1 Exemplary Communication
- Goal 2 Broad Range of Affordable Housing
- Goal 3 Excellence in Management
- Goal 4 Foster Community and Family – Self-Sufficiency

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Strategies of Fargo Housing and Redevelopment Agency

To see our housing goals become a reality we are committed to humanistic, forward thinking, collaborative, and accountable approaches that additional foundation our strategic plan.

As humanistic - We treat people with dignity and respect while making certain they are safe, healthy, and happy. We assume they are individuals with unique histories and circumstances who can achieve their full potential. We put all people we serve at the center of the conversation in goal setting and operations. We listen, ask for their opinion, understand their point of view, needs and preferences.

As forward thinking- We actively plan for the future, anticipate trends and challenges, and take steps ahead of time to prepare. We are innovative, creative, open-minded, and adaptive. We look to state-of-the-art technology to improve efficiency in our organization. We take risks with new ideas once they are determined safe for the families we serve and the community.

As collaborative - We work with our valued community partners to find housing solutions and add value to solution every step of the way — providing support for residents, landlords and developers, maintaining high-quality housing, and maximizing federal funding.

As accountable - We are not afraid to say that “We follow the rules!” so families and community receive transparent, predictable, consistent, fair, and non-discriminatory services.

The Values of Fargo Housing and Redevelopment Agency

It is, therefore, obvious we value ethical actions, excellent communication, abiding commitment, and abiding accountability are at the center of all we do.

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SECTION 2: THE STRATEGIC PLANNING PROCESS

At FHRA strategic planning gives us a way to review, reflect, and renew our commitment to our goals. Our planning process was focused on the future and firmly grounded in the current mission and values.

In 2024, we engaged in a spirited dialogue to consider our goals for the future. Members of our Board of Commissioners, our leadership team, and a large number of key FHRA colleagues engaged in interviews, group discussions, and written responses to clarify the ideas found in this plan. Current circumstances, data and perceptions of environment, performance, outcomes, and critical issues were clarified and refined. Handouts were distributed to participants to generate thoughtful, meaningful dialogue. Our efforts revealed a strong spirit of commitment and considerable agreement on future goals.

Our information was analyzed, organized, and evaluated by FHRA's leadership, team members, and our consultant. FHRA's board of commissioners discussed and agreed to the goals presented here which constitute the Fargo Housing and Redevelopment 2025-2030 Strategic Plan.

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SECTION 3: THE SETTING

Fargo Housing and Redevelopment Authority (FHRA) is the largest housing authority in the State of North Dakota serving 2,600 households with a staff of just under 40. We administer public housing program management, maintenance, and repositioning, Housing Choice Voucher program with a variety of specialty voucher programs. Additionally, we own and operate 275 units of multifamily and tax credit properties as affordable housing units with an additional 200 recently developed. Finally, we provide the Family Self-Sufficiency, Resident Opportunities and Self-Sufficiency, and Self-Sufficiency Service programs as resident and participant support services.

Over the past XX we have experienced significant operational change. We completed a Rental Assistance Demonstration conversion of a 96-unit building, construction of an 84-unit senior ow Low Income Housing Tax Credit project and received approval of two HUD Section 18 repositioning projects of our public housing assets. The first project was for the demolition and disposition of a 247 unit building to be replaced with 110 units and the second for a 14 duplex disposition to be replaced with a minimum of 42 units.

FHRA is a recognized and needed organization. Our employees are knowledgeable, committed to the mission of quality of housing and therefore the quality of life. We remain, at all times, willing to help and learn. We enjoy the legacy of a long and established history, with a reputation for impactful work and significant contributions to housing in Fargo. Our past actions and achievements leave an impression of a well-respected organization with a rich history - valued to this day. We are financially stable with management properties, commercial tenants, banking associates, and partnerships ranging from local to state to national affiliations. The strengths of past and present management have our agency in a cultural transition. We are redefining ourselves, and our agency, to continue the same high quality work with shifts in communication, methods, personnel, and ambitions.

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SECTION 4: THE FUTURE GOALS AND OBJECTIVES

We are poised to meet the challenges of federal reductions in funding, decreasing numbers of families engaging in subsidized housing, aging buildings, increasing challenges faced by families we serve, and increasing danger in the workplace in the current era. Support for our housing amongst decision makers at the local level and beyond, access to land for development, and supportive services for housing families are among the opportunities we are determined to embrace.

Many opportunities exist for us as we reach for the highest standards in communication , pursue a broad range of quality housing, achieve excellence in management, and nurture both family and community self-sufficiency. Although housing assistance is our core competency, we know that effective communication is a cornerstone of people working together to accomplish their mutual goals. Because of this knowledge we have placed communication as a top priority in this strategic plan. We intend to embrace all of these opportunities by achieving the goals described below.

Exemplary Communication

Objective 1: Increase local, state, and national trust in the extent and value of FHRA endeavors

Objective 2: Strengthen and Grow Partners

Objective 3: Improve community wide response to shelter needs

Broad Range of Quality Affordable Housing

Objective 4: Increase affordable housing units in Fargo

Objective 5: Preserve existing deeply affordable housing.

Objective 6: Revitalize communities and improve outdated housing stock and affordable models

Demonstrate Management Excellence

Objective 7: Engender trust and a sense of community within FHRA

Objective 8: Encourage innovation that supports organizational excellence, flexibility, and growth.

Objective 9: Encourage innovation that supports organizational stability and safety

Objective 10: Develop foundation for five and 25 year strategic plans in 2030

Foster Community and Family - Self-Sufficiency

Objective 11: Improve health and housing stability for FHRA families.

Objective 12: Improve social and economic outcomes for FHRA families.

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1 GOAL 1: EXEMPLARY COMMUNICATION

Background

At FHRA we have a reputation for effectively communicating our purpose and mission to our employees and the community. Changes in leadership, development, and operations may have obscured our communication of the meaning and intent of our mission. We think it is essential that everyone (staff, families, partners, leaders, and decision makers) is absolutely clear about who we are and what we do. People deserve clarity about our role in the community, what we contribute, and how our contributions help the community achieve its goals. It should be possible for every community member to answer the question, “How can the FHRA help others?”

We have a range of strengths that will bolster our efforts: expertise, passion, stability, resilience, tenacity, and understanding. In the very nature of our expertise as engineers, construction managers, compliance officials, financial experts, and analytical thinkers we sometimes have difficulty conveying the passionate and inspirational nature of our work. We are reticent, specific, and speak directly to the facts. We may not always express and acknowledge the belief and point of view of others. In Fargo we are confronted by interconnected challenges to secure shelter. We recognize that solutions to these deeply embedded struggles do not occur in a vacuum and secure shelter is best achieved amongst partners with agreement on goals and steps. Collaboration and communication are a vital part of Fargo’s solutions to housing access and both rely on the ability to be aware of other’s values and point of view and work toward common goals.

There is an opportunity to demonstrate the strength of our leadership, to untangle the web of rules surrounding government assisted housing, to establish our commitment to transparency, and to address the tension and stigma that sometimes occurs when there is diversity amongst neighbors. There is an opportunity for us to strike a balance amongst our endeavors to ensure all stakeholders are involved in decision making, goal setting, and leadership; communication techniques like crafting a common message that relays our information and concise passionate predictable fashion will help strike that balance.

Moving Forward

FHRA will work with partners to identify and engage local, state, and national officials; to identify the specific needs for affordable housing; to develop community wide solutions to meet those needs. As we expands our community partnerships we will consider a range of innovations including taking a leadership role in the community to further a widespread response to shelter and housing needs.

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2025

Mount a comprehensive marketing campaign to inform the Fargo community about the vision, mission, and goals of FHRA as well as the on-going strategic efforts outlined in this plan. The communication plan will begin with a Board of Commissioner's orientation to this strategic plan and the ensuing work plan and include a modernization of the FHRA website as the voice of FHRA in the community.

Build community respect and support by apprising essential community partners of the vision and goals in this strategic plan, the achievements of FHRA to date, the role of stable housing in furthering their customer's success, and the viability of an on-going relationship with the FHRA.

Research and engage local, state, and national officials to clarify Fargo and FHRAs ordinance, code, and legislative needs to meet the demands for funding and housing.

Continue to build partnerships with developers for the rehabilitation, modernization, and development of housing.

Develop mentoring relationships with PHAs whose integration of partner support services into affordable housing has demonstrated success. We know that collaboration can save lives, money, and time overall, they also require ongoing, loving nourishment from strong leaders. We will identify models of long term support of active collaborations.

Complete or access a study regarding the need for resources and the gaps in those support services particularly for the hardest to serve in the City of Fargo.

Based on this evaluation we will work with our housing and community supportive service partners to develop a collaborative plan for access and stability (Collaborative Plan for Access and Stability *CPAS*) and use all available resources to make certain that every person on the "continuum of housing care" receives the service necessary to remain on their forward path. These services will include functional assessments, wrap around case management, and coordinated case consultation when necessary.

Take a leadership role in ensuring the existing collaboration to accomplish this often discussed, and not too frequently, actualized plan.

2026

Using the information in the marketing plan negotiate binding agreements with local, state, and national officials to meet the demands for housing funding and housing development.

Using the information in the marketing plan negotiate binding agreements with developers for the rehabilitation, modernization, and development of housing.

Integrate the Collaborative Plan Access and Stability Plan (CPAS) into this Strategic Plan and the forthcoming work plan to ensure a proactive, directed, and consistent approach.

Pursue training in the steps, stages, and techniques of collaborative management with our partners as an effort to further strengthen our shared community, values, language, and goals..

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Continue to work with community partners and housing associates to implement these plans for strategic use of FHRA resources.

Monitor the effects of these collaborative efforts and additional support services on family's stability within FHRA and for our partners.

2027

Evaluate the results to date of the Collaborative Plan Access and Stability Plan (CPAS.)

Redesign and realign FHRA's and Fargo community resources to meet the support service needs in changing conditions.

Evaluate the results of negotiated binding agreements with local, state, and national officials to meet the demands for housing funding and housing development.

Use collaborative management techniques to further the engagement and negotiating strategies local, state, and national officials as well as developers.

2028 and Ongoing

FHRA will use the evaluations of the engagement and negotiating strategies local, state, and national officials as well as developers to redesign the strategy and/or to develop a dedicated staff position to the continuation of these efforts.

FHRA will pursue a range of other opportunities to increase family's stability and self-sufficiency including effective use of Section 3 training and education, partnerships with education, labor, and health to pursue entrepreneurial funding for additional services.

Actively pursue joint and additional funding for increased wages, training, and certification for wrap around case managers and navigators.

Objectives, Metrics, and Activities for Exemplary Communication

Objective 1: Strengthen and Grow Strategic Partners

Develop and grow partnerships with critical government counterparts, advocates, the business community, and service providers to further programmatic synergy and make complementary investments for the benefit of the residents and the neighborhoods in which FHRA works.

Metrics

- Staff hired or designated
- Marketing plan developed and implemented

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Activities

- Hire staff to complete or contract for a comprehensive marketing plan to include by goal and objective from this strategic plan, target audience, message, pain point or need for message of the target audience
- List avenues or methods to reach target audience (speakers Bureau, meetings, public service, announcements, social, media, platforms, newsprint, and news, coverage,, finish copy for each of those avenues or methods for instance, finished video, finished copy for public for public service, announcements)
- Draft copy of social media outreach and marketing calendar of events
- Create tracking device to detail numbers of occurrences for each method, database for tracking exposure, methods for tabulating results of each method, methods for aggregating and reporting exposure, and results activities
- Implement the marketing plan including surveying target audiences at intervals to determine positive changes overtime directly related to plan

Objective 2: Establish local, state, national trust in the extent and value of FHRA endeavors.

Metrics

- Type, number, and dollar amount of new or extended funding for low income or affordable housing units resulting from binding partnerships at local, state or national level.
- Type, number, and dollar amount of new or extended services provided for FHR assisted housing families resulting from binding partnerships at local, state or national level.

Activities

- Develop comprehensive list of local, state, and national officials noting contact information and areas of expertise and interest.
- Create a calendar for contacts with each
- Develop method for recording contact, topics discussed, agreements made, conflicts identified, outcomes or goals in common and desired.
- Network with each contact for additional stakeholders
- Identify areas of reciprocity
- Determine where the decisions are made and by whom
- Craft methods for mitigating conflicts in professional values, personal beliefs, and world view
- Follow up with “Thank Yous” for contact and discussion

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Objective 3: Establish a community wide response to shelter needs and the safety net of support services needed to maintain family's stability in the continuum of housing care.

Metrics

- Type, number, and value of Memoranda of Understanding negotiated for wrap around case management provided to FHRA families.
- Type, number, and value of Memoranda of Understanding negotiated to conduct and implement functional assessments provided for FHRA families along the continuum of care
- Number and effectiveness of case managers from community partners providing wrap around case management to FHRA families along the continuum of housing care
- Number and effectiveness of functional assessments completed and used to provide in depth services to families attempted to navigate that continuum.

Activities

- Complete or access study on need and resources for, and gaps in, support services for the hardest to serve in the city of Fargo.
- Develop a plan for the strategic use of all resources available to ensure every person on the “continuum of care” receives the service necessary to remain on their forward path. These will include functional assessments of abilities and needs as well as wrap around case management with requirements of each of the agencies on the continuum.
- Engage and expand partnerships with a variety of housing providers and mental health services.
- Hire or identify collaborative staff in each participating agency to clarify their common clients and goals, identify what processes they have in common and how procedures differ, collaborate to design common systems in the areas of difference,
- Collaborate to use existing service delivery data to identify number and type of families needing assistance to secure and ensure stability within the continuum of care, identify each partner's precise service capacity to assist a common client, develop a stress-free, brief functional assessment to match families with appropriate services, design referral, entry, engagement, behavioral response, record keeping, and evaluation procedures that are trauma informed, judgment free, and based in current, humanistic best practices.
- Develop individual plans for each participant with the possibility of shared case consult in a confidential environment assured by participant's written, informed consent
- Analyze utilization of services provided by collaborative partnerships to determine effectiveness, breath of service, and increase in stability of participants in the continuum. Identify areas for improvement, complete written evaluation with recommended improvements for consideration of the collaborative partners.

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- Identify underutilized case management services or like. Work with residence and partners to develop improve programming.
- Implement new case management service coordination programs with community members or community organizations to increase participant's feeling connected



2 GOAL 2: BROAD RANGE OF QUALITY AFFORDABLE HOUSING

At Fargo Housing, we know housing is the foundation for feeling safe, getting an education and/or training, finding and keeping employment, staying healthy and enjoying a good quality of life. Without a stable home, people are unable to take care of basic needs – food, clothing, medicine, transportation, providing for themselves and their families. With a safe, stable home, individuals and families are able to become self-sufficient.. When people are safe, stable and self-sufficient - the community thrives.

Background

Prior to 2012 most housing authorities focused their energies on improving the administration and management of federally subsidized housing. However, by 2004 the Department and Urban Development and the nation realized that federal subsidies could not and would not have enough capital to ensure that these aging properties were safe, decent, and sanitary. In 2012, through the Rental Assistance Demonstration program HUD funded and encouraged the transition of public housing to the more viable federal housing programs - Housing Choice Vouchers and Multifamily Project Based Rental Assistance.

FHRA received HUDs designation of a high performing housing authority during the period of emphasis on improving housing management. When, through necessity, the nation needed to diversify assisted housing, we focused our effort on transitioning of public housing and development new affordable housing options. Our new efforts resulted in doubling the number of housing units operated by FHRA and its partners. We know that new housing is necessary for families and communities to thrive and yet new housing alone does not ensure stability and self-sufficiency. Housing must meet the needs of its residents. FHRA knows we must balance our efforts to develop partnerships and housing to achieve the needs of the community and those residents, manage assisted properties, and provide supportive services to residents. Our awareness highlights the need for a strong affordable housing and collaborative services plan on behalf of this community.

We are in a good position to accomplish these lofty goals because staff is knowledgeable, committed, and willing to learn. The agency is financially stable, versatile in managing low income and affordable housing, and has a proven record of accomplishment in integrating and managing properties with housing and commercial tenants. Add to these qualities our legacy and name recognition and Fargo's need for a viable entity to provide deeply affordable housing, we are well prepared for success in achieving the balance of management, development, services, and partnerships.

Moving Forward

FHRA will acquire available land for new construction of affordable housing through innovative use of local and state ordinances, increase the number of affordable housing units through strong investment and development partners, preserve existing housing through management,

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modernization, and rehabilitation, as well as improve any antiquated affordable housing models through assessment, creative design, and integration of available community support services.

We will work with the city and state partners to identify both the specific needs for affordable housing and available community wide solutions to meet those needs.

As we expands our partnerships we will continue the range of housing innovations including additional acquisitions, development, increased tax credit units, mixed financed housing, and service enhanced housing using, among other strategies, project based vouchers.

2025

Create a forthcoming work plan to ensure a proactive, direct, and consistent approach to the long term affordable housing effort.

Develop mentoring relationships with PHAs whose long term development of affordable housing has demonstrated success.

Clarify with partners the need for affordable housing in the City of Fargo. Based on this evaluation of local housing needs, we will build out the action items in this plan.

Work with our housing and community partners to integrate our strategic housing plan with the community's "continuum of care" plan to make sure our resources are used strategically in providing a widespread response to shelter needs in Fargo.

Develop binding agreements with developers for modernization, rehabilitation, and construction of new and service enhanced affordable housing.

Create processes, procedures, and skills needed to ensure the extension oof the useful life of existing housing through assessment, modernization, rehabilitation, and maintenance.

2026

Continue to work with its housing and community partners to implement that housing plan for strategic use of FHRA resources in providing affordable housing.

Assess the progress toward goals resulting from the binding agreements with local, state, and national officials to identify and use available laws, regulations, and ordinances to meet FH Ras need for land, existing acquisitions, and developments.

Assess the progress toward goals resulting from the binding agreements with developers for modernization, rehabilitation, and construction of quality and new affordable housing.

Assess the effectiveness of processes, procedures, and skills needed to ensure the extension oof the useful life of existing housing through assessment, modernization, rehabilitation, and maintenance.

Pursue resident and participant training and employment in its affordable housing construction and management efforts through effective use of HUD's Section 3 requirements and support.

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2027

Redesign, if needed, the binding agreements with local, state, and national officials to identify and use available laws, regulations, and ordinances to meet FHRA's need for land, existing acquisitions, and developments.

Redesign, if needed, the binding agreements with developers for modernization, rehabilitation, and construction of quality and new affordable housing.

Redesign, if needed, the processes, procedures, and skills needed to ensure the extension of the useful life of existing housing through assessment, modernization, rehabilitation, and maintenance.

Evaluate the results Collaborative Plan for Access and Stability (CPAS). Redesign and realign FHRA's and Fargo community resources to meet the affordable housing needs in changing conditions.

Redesign the binding agreements with partners and the processes to ensure extension of useful life of existing properties.

2028 and Ongoing

FHRA will pursue a range of affordable housing opportunities, including creative and entrepreneurial funding, to serve underserved populations.

Objectives, Metrics, and Activities for Broad Range of Affordable Housing

Objective 4: Increase affordable housing units in Fargo

Contribute to availability of new permanent affordable housing units at various levels of affordability and in various housing types

Metrics

- Type, size, and value of land acquired
- Number of new units created by or with FHRA's assistance
- Type, size, and number of units created that meet the local demographic need (i.e., homeless, seniors, people with divergent abilities, and very low income)
- Type, size, and number non-FHRA buildings converted to affordable housing

Activities

- Continue to pursue combination of section 18 demolition/disposition if appropriate to accelerate stabilization of properties.

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- Develop and/or increase internal financing tools like bond authority and collaborate with the city on potential debt and equity funds to improve tax credit pricing and reduce interest cost
- Update acquisition policy, create acquisition plan and associated funding to acquire commercial and/or residential properties including the acquisition plan approval, funds created to support acquisition, number of new units acquired per year and target acquisitions.
- Devise a five year organizational plan and budget for building out the capacity of the development team. Modify internal policies and procedures to guide development, including design, service, underwriting, construction, oversight, and management required. Include employee on boarding and training simplified with clear instructions and consistent implementation tools
- Initiate self-development, activities around conventional public housing inventory requiring moderate rehabilitation and concert with acquisition/rehabilitation strategy with measurements of success of self-developments projects, co-development relationships, moderate rehabilitations and new strategic development partnerships with nonprofits and privately owned affordable housing entities

Objective 5: Preserve Existing Deeply Affordable Housing

Preserve existing affordable housing as a key to maintaining the city's baseline of afford units.

Metric

- Number and percentage of existing units with extended useful life
- Percent and trend of balance of housing portfolio at 30%, 30%, 30%, and 10% among very low income, moderate income, market rate, and homeownership respectively.
- Number, type, and amount of increased funding or income streams available to sustain the useful life of existing properties
- Number, type, and amount of successful new income streams and/or grants for capital investment and services
- Number, type, and amount of new operating models that provide improved reserves for capital investments and services

Activities

- Devise and adopt a preservation – redevelopment agreement with residents and stakeholders to details, specific objectives and commitments that underscore principles of preservation of current stock, maintain affordable rents, and outline resident rights to

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ensure that residents, community partners, and advocates support preservation and redevelopment efforts.

- Utilize a widely accepted or required site needs assessment devise for assisted housing properties to detail the need for maintenance, redevelopment, partial or significant rehabilitation.
- Designate realistic projected timelines to achieving development goals for the properties in each development After completion or revision these needs assessments.
- Analyze impact of previous conventional public housing conversions, primarily to section 8 platforms to ensure adequate funds are available to achieve needed capitalization, improve site, functionality, expand management and service capacity, and provide funding to support other agency priorities and administrative functions.
- Analyze all Section 8 projects ability to support FHRAs housing portfolio, preservation, and expansion including project base vouchers utilized to assist in portfolio preservation
- Support current moderate rehabilitation single room occupancy owners or managers in converting assistance to long-term section 8 contracts to support needed recapitalization. Determine opportunity for agency to assist in broadening these transactions with HUD or taking on development role where appropriate.

Objective 6: Revitalize communities and improve outdated housing stock and affordable models

Create opportunities for improved functionality and develop unit mixes and site layouts that reflect 21st century thinking about community development and healthy neighborhoods.

Metric

- Number, type, and amount of new operating models that provide improved reserves for capital investments and services

Activities

- Develop mentoring relationship with housing authorities with a proven record of developing properties with design and operating models that enhance the community
- Develop operating that the community recognize as appealing and belong in the community.

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- Develop operating models that meet the demographic, social, and service needs of residents and offer a combination of rental and homeownership possibilities
- Develop operating models that provide enhanced services and increased reserves to fund Investments, and services overtime
- Develop and manage multiple large scale projects and improve consistency and service and amenities



3

GOAL 3: DEMONSTRATE MANAGEMENT EXCELLENCE

FHRA will have a high performing organization and strong community partnerships with clear goals, defined quality control, comprehensive staff training and accountability in communication and diversity.

Background

FHRA has a history of resilient managerial staff. New additions to our team have only strengthened our foundation. Our Board is committed to securing trusted and talented executive management. Together our team has moved this agency from the federal designation of “troubled” housing to standard performance organization. Opportunities exist now to restore our “high performing” rating and build the future through a common vision, fact based planning, and careful implementation.

Moving Forward

FHRA will continue the policies and practices that support our current ability to be effective as well as execute new procedures to strengthen the organization. We will guarantee our success by implementing this strategic plan, achieving these critical goals, and creating a comprehensive work plan to guide the application of this vision. We will continue our effective administration, financial stability, and management of our affordable housing programs through the careful implementation of the goals and activities described here.

2025

Maintain fiscal integrity by creatively increasing revenues through careful management of existing properties, further lowering operation costs in properties and administration, and effective pursuit of a broad range of funding through partnerships and collaborative grant writing.

Hone its efforts in excellence and organizational communication by reviewing and updating all key policies and procedures, designing reporting devices to track compliance with regulations and policies as well as the progress in attaining the goals of this strategic plan, creating and implementing communication methods to inform and involve residents, employees, management, board and community in decision making, and crafting creative training plans for important FHRA positions.

Identify opportunities to rehabilitate or replace the administrative facility as the face of the housing authority in Fargo.

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2026

Continue its efforts in management excellence and organizational communication providing agency wide training on the newly designed policies, procedures, and activities to increase compliance with federal regulations and meet the goals of this strategic plan.

Monitor the effects of resident service activities described in **Goal 4 Foster Community and Family Self-Sufficiency** on participant income and their ability to assume a larger share of rent to owner to increase availability of affordable housing by increasing availability of housing assistance payment funds and public housing operating funds.

2027

Evaluate the effectiveness of the communication campaign in informing the public about the vision, mission, and goals of FHRA as well as the on-going strategic efforts outlined in this plan.

Analyze the effectiveness of redesigned policies, procedures, and activities in achieving the highest standards of quality and compliance in all phases of the housing authority's business as well as in meeting the goals of this strategic plan.

Investigate the fiscal and operational impact of relocating the organization's facilities to the business, government and cultural center of Fargo.

2028 and Ongoing

FHRA will pursue management excellence, resource development, methods to leverage existing assets and ensure consistent application of its values in all endeavors.

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Objectives, Metrics, and Activities for Demonstrate Management Excellence

Objective 7: Engender trust and a sense of community within FHRA.

Metrics

- Identification and work record of a single, long term staff person designated to implement the strategic plan work plan
- Dashboard created, implemented, operational at all times with current data
- Type and number of policies completed
- Number and type of trainings provided with positive feedback ratings from staff
- Number and type of periodic meetings conducted
- Industry standards update devise distributed daily

Activities

- Draft, seek feedback, and finalize personnel policies, employee, handbook, Procurement policies, Administrative Plan, Admissions and Continued Occupancy Plan, Family Self-Sufficiency Action Plan, Resident Opportunity and Self-Sufficiency policies, self-sufficiency service coordinator policies,
- Conduct initial and ongoing training on all of the above. Get feedback.
- Subscribe to, utilize, and distribute, nationally recognized methods for accurate information on the national housing industry, such as Nan McKay and Associates PIH alert, national Association of housing and rehabilitation officials, email and newsletters, public housing, Director, associations, email and newsletters and correspondence
- Ensure all employees receive an initial orientation to the agency, all employees receive initial onboarding training, all employees receive an employee handbook, all employees are aware of FHRA personnel policies as well as wage and salary schedule, and each employee is given the opportunity to develop a career development plan for themselves within FHRA.
- Conduct agency wide meetings once each quarter if important information is needed by most staff. If all programs are in place and operating at expected levels meet with all employees annually, every department meets at least monthly, every team meets weekly, each supervisor meets with individual employees on a weekly basis. Each of these meetings and their content as well as decisions and action items are noted and cataloged.
- Create dashboard depicting current status and trends of each strategic plan goal, objective metrics in this plan, data demonstrating compliance with each HUD regulatory

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- requirement, and industry standards for each program in administration of assisted housing and effective management of housing properties
- Communication tree depicting what information is disseminated to whom and how often by dashboard, intranet or e mail

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Objective 8: Encourage Innovation to Support Organizational Excellence, Flexibility, and Growth.

Increase institutional and programmatic efficiency, build resource capacity, and capitalize on strengths to expand and develop new endeavors.

Metrics

- Percent of increase in available funding for the administration of the agency
- Percent of increase in available funding for the services provided by the agency
- Number and results of new or enhanced programmatic endeavors conducted.
- Type, number, and results management efficiencies
- Type, number, and results of advancements in programmatic and technological endeavors
- Type, number, and value of each cost reduction
- Type, number, and results of data collection and analysis for performance measurement tools
- Percent of increase in staff morale, inclusiveness, and job satisfaction
- Number of programmatic performance aides developed, implemented, trained, and evaluated
- Percent of increase in employee knowledge of subject material
- Percent of increase in employee satisfaction with agency and community communication

Activities

- Reduce costs by identifying and implementing all available regulatory relief, reviewing administrative staffing and cost to determine if restructuring would improve efficiencies and reduce costs, identifying opportunities to restructure or centralize cross program functions to better leverage, identifying opportunities to further improve the agency owned offices and increase leasable space and reduce operational cost to build own surface space, and increase cash flow from agency owned offices in that space
- Ensure that all aspects of for profit asset management have been implemented as envisioned in the “Transition to Asset Management” for public housing or multifamily housing.
- Develop a sustainable funding strategy for the continuation of all vital agency endeavors. Consider all currently available funds that are unspent and available for use without jeopardizing financial stability, for profit strategies, building out agency non-profit entity, capitalizing on strengths and talents of staff and programs to offer services or contracts for profit,

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- Develop a plan for engaging in public and private partnerships for grant opportunities to raise funds; develop list of potential partners, work with each to identify common goal, develop grant sources, investigate feasibility of funds and activities, develop a calendar of responses to notices of funding availability, track responses and evaluations, learn from results, evaluate effectiveness of partnerships
- Pursue competitive funding for qualifying capital needs.
- Determine if the agency property managers would be effective in providing competitive services to smaller nonprofits, private landlords, community based organizations, or other affordable housing developers and owners. If so, develop plan to market and compete for property management opportunities in private market in community being certain to determine the feasibility of separate property management arm. Analysis would include competitiveness and current property management market, cost, operational requirements, and skill/knowledge requirements.
- Seek philanthropic and other funding for infrastructure projects that are of interest or common mission with foundations that have high impact on portfolio stability and/or participant wellbeing.

Objective 9: Encourage Innovation that Supports Organizational Stability and Safety.

For Stability Metrics

- Vacancy rate at 0-3%
- Rent collection rate at 98%
- Turnaround time at 0-5 days
- Work order completion at 3 days for routine and 1 day for emergency
- Number of work orders reduced over time
- Lease of new units with 90 days of Certificate of Occupancy
- Number, percent, and rate of reduced calls for maintenance through inspections and staff proactive repair

Activities

- Develop facility plan to address emergency and long-term building needs and maintenance in public housing

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- Develop and implement plan to spend down annual allocation of capital funding in public housing
- Assess, identify, and correct if needed root causes of underutilization of housing choice
- Assess, identify, and correct if needed root causes of annual reduction in Housing Assistance Payments in the Housing Choice Voucher program.
- Assure full compliance with the Housing Opportunity through Modernization Act (HOTMA), National Standards for the Physical Inspection of Real Estate (Nspire), Housing Information Portal (HIP), and the Family Self Sufficiency regulatory changes in the Economic Growth, Regulatory Relief, and Consumer Protection Act (The Economic Growth Act).

For Safety

Metrics

- Emergency Response Plan completed
- Safety in the workplace training is completed annually
- Communication to de-escalate is completed annually
- Safety inspection and assessment
- Threat Assessment team in place
- Types and number of “Lone worker” emergency contact measures issued, trained, and in place

Activities

- Develop an Emergency Response Plan (aka Disaster Preparedness Plan or Continuity of Operations Plan) to cover topics of safety in the workplace, HCV, and public housing on-site and remote
- Design or contract for routine training to cover topics of safety in the workplace, communication with concerned clients, de-escalation techniques, and body language.
- Identify and implement adequate security monitoring at all agency sites by conducting or contracting for a safety inspection, developing a threat assessment team, and providing devices (mobile handheld beepers, hardwired office panic buttons) to ensure “lone worker” safety.

Objective 10: Develop the Foundation for Five and 25 Year Strategic Plans In 2030

Metrics

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- Current 2025 strategic plan results tracking complete and available
- Analysis of external trends complete and available
- Analysis of internal trends complete and available
- Comprehensive list of stakeholders complete
- Dates determined and available

Activities

- To have a communication and reporting mechanism for tracking the current strategic plan implementation.
- To clearly communicate the purpose of the upcoming strategic plan and its objectives and timeline to all levels of the organization.
- To analyze external factors like market trends, competitor activity, economic conditions, technological advancements, and regulatory landscape.
- To collect relevant data from internal and external sources to inform the strategic planning process.
- To identify stakeholders at all levels of internal staff, residents and participants, and all areas of external partners both at the local, regional, and state level.
- To communicate the upcoming strategic plan and its objectives and timeline to all stakeholders periodically before the events starting 6 months before the start of planning activities.

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GOAL 4: FOSTER COMMUNITY AND FAMILY - SELF-SUFFICIENCY

FHRA will provide and partner for resident and participant support services to ensure housing stability and foster participant's self-sufficiency. We will coordinate the delivery of a broad range of other resident services through strategic partnerships with local providers.

Background

At FHRA we have the provision of housing as our core mission. In the strategic planning process, it became apparent that leadership and community members want FHRA to work with residents, participants and community partners to connect families to the services they need to access and stabilize in their homes then follow a path to increase their self-sufficiency.

Moving Forward

With this direction clear, we will aggressively pursue concrete community relationships, and then binding partnerships, with expert providers in the community to deliver these services for housing stability and economic self-sufficiency.

2025

These activities are outlined in Goal #1 Exemplary Communication on [page XXX](#).

Communicate from an executive level FHRA's intent to be an active leader in Fargo's support services collaboration

Inform all FHRA residents and participants of the goals in this strategic plan and their rights and responsibilities in FHRA housing so that they may make personal decisions for themselves and their families.

Be exacting, consistent, and fair in all housing business with families and involve residents and participants in the FHRA decisions that affect their lives.

Develop a clear definition of both housing and economic self-sufficiency to be used at FHRA, tie that definition to the financial needs and program goals in each housing program to track increases in housing program's financial self-sufficiency as resident's income increases.

Actively seek all possible benefit payments for individuals and families living in assisted housing and pursue partnerships with Fargo's education and workforce system to increase FHRA family's access to and participation in collaborative services for general education, community college, financial literacy, computer literacy, vocational assessment, education planning, and job readiness.

Inform the Fargo service network of the role of permanent housing in health, safety, education, and employment success for families in need. Provide information on and referral to work support income, education resources, health services, employment preparation activities.

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Pursue linkage agreements and then memoranda of understanding with collaborative partners whose health, education, and employment services are vital to ensure FHRA families succeed in their quest for self-sufficiency including primary, secondary and advanced education, adult education, computer learning centers, after school programs, safe havens, Regional Opportunity and vocational training and home ownership activities.

2026

Develop and pursue a concrete and innovative resident services funding plan through collaborative grants, foundation support, and federal funding.

Create resident services through partner agency staff, college based interns and volunteerism to provide access to information technologies, health, education, and employment services through co-location of partner's services on housing properties.

Create and access job opportunities within the housing authority and with FHRA contractors by effective use of HUD funding for resident initiatives and Section 3 strategies for training and hiring residents and participants in housing funded work.

Become an essential partner for health, law enforcement, education, technology and employment providers.

2027

Evaluate the effectiveness of on-site resident services provided through partner agency staff, college based interns and volunteerism that provide access to information technologies, health, education, and employment services through co-location of partner's services on housing properties and redesign, as necessary.

Analyze the results of creating job opportunities within the housing authority and with FHRA contractors by using HUD funding for resident initiatives and Section 3 strategies for training and hiring residents and participants in housing funded work.

Assist residents and participants to start or develop businesses to contract for property management with FHRA.

2028 and Ongoing

In support of these extensive efforts FHRA will aggressively seek grant funding and collaborative funding for essential services for families participating in health, safety or self-sufficiency programs.

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Objectives, Metrics, and Activities for Foster Community and Family Self-Sufficiency

Objective 11: Improve Housing Stability and self-sufficiency for FHRA Families.

Insure all residents have access to opportunities including access to healthcare, affordable childcare, sustainable transportation, education, job training, financial planning, and capital.

Metrics

- Number, type, and value of MOUs negotiate
- Number, type, and value of services received from MOU
- Increase in housing program financial stability or available resources as a result of increases in resident and participant increases in earned income
- Reduction in new arrival dropout rate at referral, waitlist, eligibility, lease up, continued occupancy, recertification, lease violation, or assistance termination

Activities

- Create active collaborations with mainstream and community based organizations, health officials for applicants and residents.
- Negotiated Memoranda of Understanding with service providers to refer current participants to a broad range of supportive services including available case management services.
- Create staff position or assign collaborative and service coordinator job duties to ensure applicant's and participant's success in all aspects of programmatic requirements
- Negotiate onsite and offsite service linkages to support broad resident needs that are aligned with best practices of humanistic, person centered, trauma informed, mental health care.
- Negotiate resident and participant access to education, opportunities, workforce readiness, training, and skills development targeting long range living wage careers.
- Negotiate resident and participant increased access to transportation, childcare, mental and physical health services.

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SECTION 5: OUR STRATEGIC PLANNING INPUT

Attachment 1: Steps in Strategic Planning

Attachment 2: Vision Brainstorm

Attachment 3: Strengths, Challenges, Opportunities, and Threats (SCOTS)

Attachment 4: Goals Brainstorm

Attachment 5: Strategic Planning Brainstorm Chart

Attachment 6: Vision, Mission, Values, Goals Statements

For more information about FHRA's strategic planning and implementation steps, contact:

XXXX

Attachment B.3 – Progress Report on Strategic Planning Goals

FHRA's 2020 to 2024 Five-year plan identified seven goals. These goals are listed below. Additionally, status on each goal is discussed along with the statement of each goal.

- 1. Return to and maintain High Performer status in public housing inventory after Lashkowitz Highrise disposition. Partially completed:** At the time of the 2020 to 2024 Plan FHRA was designed as a troubled public housing authority. In the years between Fargo Housing honed its policies and procedures and have systematically increased their status and scoring to a standard performance. Additionally, FHRA's voucher program is consistently scored as a High Performer.
- 2. Complete the disposition application, apply and receive 247 Tenant Protection Vouchers and relocate all Lashkowitz Highrise tenants to a new unit. Completed:** The Lashkowitz Highrise disposition was modified to a demolition/disposition to best leverage available funds to finance the project. The last resident was relocated in January 2024 and the 22-story building was imploded in the fall of 2023. Currently 110 units of affordable housing are currently being constructed onsite.
- 3. Increase community outreach and engagement that educates our partners and the community on a regular basis as well as updating the website to mirror any changes. Use "cooperative messaging" for multiple realms, including political conversations, community education, etc. Create and maintain a data driven dashboard on the website that will be available to the public and recognized as up-to-date factual information. Become recognized as an essential partner to the City State and Federal stakeholders. Partial completion:** FHRA has twice redesigned its webpage for better accessibility and content. Further it was added functionality by imbedding Yardi's rent café which allows clients to submit information, recertify, and by rent virtually. Not only does this increase accessibility it also improves sustainability. FHRA continues its outreach to local, state and federal agencies and partners. It was discovered that the creation of a dashboard provided little actionable information and was a drain on resources.
- 4. Analyze each "property" (and potential new developments) with strong "goggles" to identify their potential for financial sustainability, meeting high-quality standards, and future marketability to create a long-term plan for each. Commit to rehabilitation or sale of each in to realize its highest possible value. Dispose of and demolish the current older duplexes (14-4) and use the footprint for affordable senior housing. Completed:** FHRA completed a needs assessment for 100% of properties. The Lashkowitz was repositioned, demolished and new construction is occurring onsite, 14-4 is being redeveloped from 14 duplexes to 62 unit apartment building, Burrel and Colonial are being scheduled to be redeveloped within the next five years, the remaining public housing stock is utilizing the provided capital funds windfall from the 5-year DDTF of the Lashkowitz repositioning to rectify deferred maintenance, remaining affordable housing is currently sustainable. However, FHRA did sell a parking lot to the graver, and is planning to dispose of cooper gardens vacant lots and a single-family residence located at 1706 5th Ave S.

5. **Create a comprehensive organization plan (HR related) with succession planning integrated into it to account for the retirement of our Chief Deputy. Completed:** FHRA completed a reorganization and transitional plan of its leadership in response to planned retirement of the Chief Deputy and resignation of its CEO/ED in 2022. The current structure of the consists of two branch structure lead by a single CEO.
6. **Create a new financial revenue stream based on our areas of expertise and quality of services (i.e. property management, maintenance for hire, etc.) Attempted:** On three occasions FHRA property management and maintenance staff were contracted to entities not owned by FHRA. Staffing levels were inconsistent, and funding was not sustained with two of the three attempts expenses were greater than revenues.
7. **Create new affordable senior housing, family housing and vulnerable housing with a variety of supportive services. Each as a separate project with services that correspond to their needs. Completed:** during this period Elliot Place was developed consisting of 84 units of senior housing. Additionally, Lashkowitz Highrise is in the final stages of redevelopment into Lashkowitz Riverfront consisting of 110 units of affordable housing. Lastly, 14-4 is in the process of redeveloping from 14 duplexes to 64 units of affordable housing.

B.4 Violence Against Women Act (VAWA) Goals

**Public Housing – Admissions and Occupancy Plan
Section 8 – Administrative Plan**

**POLICY ON PROTECTIONS FOR VICTIMS OF DOMESTIC VIOLENCE
("VAWA POLICY")**

Approved by FHRA Board of Commissioners: October 9, 2007

I. Purpose

The Fargo Housing and Redevelopment Authority (FHRA) has adopted this policy in compliance with the "Violence Against Women and Justice Department Reauthorization Act of 2005" ("VAWA" or "the Act", P.L. 109-162), a federal law that provides protections for victims of domestic violence, dating violence and stalking. The PHA will comply with all applicable provisions of VAWA. This summary of VAWA protections is not intended to limit the rights of victims provided by the Act.

The PHA notes and supports the statements of Congressional purpose set forth in VAWA including those listed below (paraphrased from the statute).

The purpose of this subtitle (Title VI, Housing Opportunities and Safety for Battered Women and Children) is to

- Reduce domestic violence, dating violence, sexual assault and stalking; and protect victims of such criminal acts;
- Prevent homelessness caused by domestic violence;
- Create long-term housing solutions for victims of domestic violence;
- Build collaborations among victim service providers, homeless service providers, housing providers and housing agencies to address the housing needs of victims of domestic violence; and
- Enable public and assisted housing agencies, private landlords, private management companies and other housing providers and agencies to respond appropriately to domestic violence, while maintaining a safe environment for all housing residents.

II. Protection of Victims

- A. For the purpose of this policy, the term "domestic violence" encompasses acts or threats of domestic violence, dating violence, sexual assault and stalking, as those terms are defined in VAWA.
- B. VAWA protects qualified applicants or tenants and family members of applicants or tenants who are victims of domestic violence, dating violence, or stalking from being denied, evicted or terminated from housing assistance based solely on criminal acts of domestic violence against them. Criminal acts of domestic violence shall not be

considered “serious or repeated lease violations” by the victim or “criminal activity” by the victim that is grounds for termination of the lease or of housing assistance.

- C. VAWA protections are available to both applicants for and recipients of housing assistance through the Public Housing program and Section 8 rent assistance programs, including tenant-based Housing Choice Vouchers (HCV) and Project-Based Vouchers (PBV).
- D. VAWA protects both women and men who are victims of domestic violence.
- E. The protections provided by VAWA and this policy are to be observed and enforced by all PHA staff, individuals and agencies contracting with the PHA, and property owners participating in the Section 8 Housing Choice Voucher or Project-Based Voucher programs.
- F. VAWA does not limit the authority of the PHA or a property owner or manager, when notified, to honor court orders addressing rights of access to or control of the property, including civil protection orders issued to protect the victim and issued to address the distribution or possession of property among the household members in cases where a family breaks up.

III. Certification

- A. PHA May Request Certification. If an applicant, public housing resident or voucher participant claims protection under VAWA against denial of an application, termination of tenancy or assistance, or other adverse action, the PHA may require the person who claims the VAWA protections to deliver a signed certification or other documentation concerning the incident or incidents. If the person does not deliver this certification within the time allowed, he or she will lose the legal protections under VAWA.
- B. Acceptable Forms of Certification. There are three ways to comply with a certification request by the PHA:
 - i. Complete a certification form approved by HUD (Form HUD-50066 or other approved form);
 - ii. Provide a police report or court record;
 - iii. Provide a document signed by an employee, agent, or volunteer of a victim service provider, an attorney, or a medical professional, from whom the victim has sought assistance in addressing the domestic violence, dating violence or stalking.
- C. Self-Certification; Request for Additional Information. The PHA may accept self-certification by the person claiming to be a victim within the protection of VAWA. If the PHA has reason to believe the information provided in the certification is inaccurate or incomplete in material respects, the PHA may request additional information, also certified or attested.

- D. Perjury. The certification must state that the victim and any other person signing it or providing documentation are doing so under penalty of perjury (28 U.S.C. 1746).
- E. Time limit. The applicant, public housing resident or voucher participant must deliver the certification in one of these three ways within 14 business days after receiving the housing authority's request for certification.

IV. Confidentiality

Information provided by an applicant, resident or participant about an incident or incidents of domestic violence, dating violence or stalking involving that person or a member of the household will be held by the PHA in confidence and not shared without the consent of the person who provided the information, except that this information may be disclosed in an eviction proceeding or otherwise as necessary to meet the requirements of law.

- V. **Notices**. The PHA will provide notices explaining the VAWA protections to applicants for housing assistance (both Section 8 Housing Choice Vouchers and Public Housing), to public housing residents and Section 8 voucher participants, and to property owners participating in the voucher program.

- VI. **Leases; Bifurcation of Leases**: As required by VAWA, the public housing lease and the Section 8 lease addendum shall provide that the PHA or a property owner may bifurcate a lease to remove a household member who engages in criminal acts of physical violence against family members or others.

The PHA will revise the public housing lease to include provisions required by VAWA. For the interim period before the new lease can be signed by all tenants, the PHA will provide a lease addendum applicable to all leases. In the Section 8 HCV and PBV programs the PHA will require a new lease addendum, provided by HUD.

VII. Rights of PHA and Property Owners to Evict or Terminate Assistance

- A. **Eviction for reasons other than domestic violence**. VAWA specifically preserves the rights of the PHA and property owners to deny or terminate housing assistance to a victim of domestic violence for reasons other than the criminal activity related to the domestic violence, provided that no higher standard is applied.
- B. **Failure to Submit Certification After Request by PHA**. If the person claiming to be a victim within the protection of VAWA fails to deliver the certification or other documentation within 14 business days after receiving the PHA's request, that person loses the legal protections under VAWA.
- C. **Imminent and Actual Threat**. VAWA specifically preserves the rights of the PHA and property owners to evict or terminate from assistance any tenant or household member if the PHA or the owner or manager can demonstrate an actual and imminent

threat to other tenants or those employed at or providing service to the property if that tenant is not evicted or terminated from assistance.

VIII. POLICY DISTRIBUTION AND TRAINING

This Policy will be included in the Admissions and Occupancy Plan for the Public Housing Program and in the Administrative Plan for the Section 8 Housing Choice Voucher Program. It will also be:

1. Distributed to all PHA supervisors.
2. Available in PHA Management Offices and the Rental Office/Section 8 Office.
3. Posted on PHA's website, www.fargohousing.org
4. Explained in orientation and training sessions for supervisors and other staff who have regular contact with applicants, public housing residents or Section 8 voucher participants.

C.1 Significant Amendment or Modification

Statement of Significant Amendment/Modification

Fargo Housing and Redevelopment Authority

The Fargo Housing and Redevelopment Authority defines a significant amendment as 1) Any change to rent, admission policies, or organization of the waiting list. 2) Any change with regard to demolition or disposition, designation, homeownership programs, or conversion activities. 3) In regard to Capital Fund projects, additions to and modifications of project scopes considered in the Annual and Five-Year Plan may be authorized upon approval of the FHRA Board of Directors. Emergency repairs that threaten the health or safety of tenants or PHA staff shall be undertaken and shall not be considered a significant amendment.

This definition was approved by the Resident Advisory Board on August 8, 2002 and a resolution was made by Commissioner Ken Krajsa and seconded by Commissioner Michael Leier at the August 13, 2002 Board meeting.

**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, Timothy Mahoney, the Mayor of the City of Fargo
Official's Name *Official's Title*

certify that the 5-Year PHA Plan and/or Annual PHA Plan of the
Fargo Housing and Redevelopment Authority
PHA Name


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

Increase public participation. Preserve and increase affordable housing, Foster community and Family
self-sufficiency. Partnership for the reduction of homelessness.

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
Timothy Mahoney	Mayor
Signature	Date
	3/4/25