



Peninsula Housing Authority
Serving Clallam and Jefferson Counties

Strategic Plan 2013 – 2018

Vision Statement

Every citizen of Clallam and Jefferson Counties has access to safe affordable housing.

Mission Statement

The mission of the Peninsula Housing Authority is to promote safe, affordable housing and foster effective partnerships that help meet that goal.

Core Values

COMBINING EFFICIENCY WITH INTEGRITY

Values play an important role in the work we do, inspiring us to serve our clients with the highest degree of integrity and compassion.

Our ETHICAL FRAMEWORK governs everything we do at the Peninsula Housing Authority. That framework includes a commitment to ethical practice, accountability and fair treatment of all persons.

As stewards of the public trust we will pursue our mission through:

1. Teamwork and collaboration
2. Quality service
3. Treating all persons with dignity, including recognition and respect for cultural differences
4. Innovation
5. Long-term sustainability
6. Practicing efficiency and thrift, especially in the use of public dollars

Strategic Plan Elements

➤ **Redevelopment**

Much PHA housing was built between 1941 and the early 1980's. Even the newest housing is now approaching 20 years old. The result is an aging portfolio with some functional obsolescence and large and escalating capital needs. We must maximize our effectiveness in achieving our mission by making the best use of our real estate assets.

- ✓ Redevelop Mt. Angeles View to renew obsolete housing and infrastructure and maximize density.
- ✓ Invest our resources in and extend the long-term life of our assets.
- ✓ Divest PHA of Sunbelt Apartments.

Involve current residents in the planning process and continue to meet their housing needs. Create redevelopment plans for well-designed, mixed-income neighborhoods that relate to the surrounding neighborhoods and leverage the site's value.

➤ **Acquisition, Development, and Programming**

Develop opportunities for the creation and preservation of affordable, appropriate and sustainable housing, including rental assistance and homeownership programs.

- ✓ Insure preservation of USDA-Rural Development projects by acquiring and rehabilitating existing rent assisted projects.
- ✓ By 2018, increase the number of affordable housing units owned or managed by PHA by 150.
- ✓ Obtain public and private funding for homeownership programs.
- ✓ Expand rental assistance programs.
- ✓ Bank land for future development.
- ✓ Encourage the development of affordable housing units by other non-profit or for profit corporations.
- ✓ Diversify portfolio, pursuing mixed-income and mixed use opportunities.

➤ **Partnerships**

Create new partnerships and enhance existing ones with social service providers, landlords and state and local government to encourage access of resources by PHA Program participants.

- ✓ Maintain information sharing within the community.
- ✓ Continue building partnerships to deliver housing-related services.
- ✓ Expand landlord outreach, recruitment and education.
- ✓ Expand use of social media to enhance communication with partners, participants, and the public.

➤ **Fiscal Sustainability**

Identify and implement operating efficiencies and funding opportunities to maintain and expand PHA's capacity to deliver services with a balanced budget.

- ✓ Diversify funding stream.
- ✓ Pursue mixed-income and mixed-use development opportunities.
- ✓ Streamline maintenance operations to enhance and improve assets while decreasing costs.

➤ **Management Systems**

Demonstrate the qualities of a superior management organization with regard to staff development, accounting procedures, technology, and communication.

- ✓ Align accounting and organizational structures to ensure responsible and cost-effective use of the public and private resources entrusted to PHA, meet commitments to funders, and reduce financial risk.
- ✓ Maintain a working environment where employees are supported in meeting PHA's expectations and in their commitment to PHA's mission and values.
- ✓ Invest in professional development to support staff competency levels.
- ✓ Invest in technology to improve efficiency.