



Peninsula Housing Authority
Serving Clallam and Jefferson Counties

Strategic Plan 2018 – 2023

Vision Statement

That 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

Our core values inspire us to serve our clients with the highest degree of integrity and compassion. Our principles include 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 fiscal responsibility

Strategic Plan Elements

Asset Management

The age of PHA housing stock spans 7 decades with the oldest structures built in the early 1940's. The result is a widely aging portfolio with functional obsolescence and escalating capital needs. We must effectively maintain and utilize our real estate assets to maximize the lifespan of our inventory.

- ✓ Invest our resources to extend the long-term life of our assets.
- ✓ Divest PHA of Sunbelt Apartments.
- ✓ Develop efficiencies in the management of properties not currently owned by the housing authority.
- ✓ Bring current properties into compliance with local, state and federal codes and ordinances
- ✓ Renovate our rental properties to comply with funder regulations.
- ✓ Foster effective partnerships to manage and collaborate on future housing projects.
- ✓ Streamline maintenance operations to enhance and improve assets while decreasing costs.

Rental Assistance and Programming

Rental Assistance Programs are the largest source of agency revenue. The Programs serve the widest demographic spanning from homeless veterans to working families to disabled individuals. Developing new partnerships and programs to expand this service would allow the PHA to serve more households. Streamlining processes ensure funds are utilized to the highest efficiency.

- ✓ Increase rental assistance by acquiring additional subsidized housing properties.
- ✓ Create new referral programs
- ✓ Promote resident Self-Sufficiency
- ✓ Increase our participation in Section 8 Homeownership
- ✓ Streamline administration of programs to reduce cost and increase program participation.

Acquisition and Development

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

- ✓ Redevelop Mt. Angeles View Phase II to renew obsolete housing and infrastructure.
- ✓ Insure preservation of USDA-Rural Development projects by acquiring and rehabilitating existing rent-assisted projects.
- ✓ By 2023, expand PHA's portfolio by 50 rental units including non-subsidized affordable housing.

- ✓ Obtain public and private funding for homeownership programs.
- ✓ Acquire land for future development.
- ✓ Encourage the development of affordable housing units by other non-profit or for-profit entities.

- ✓ Diversify portfolio, pursuing mixed-income and mixed use opportunities.
- ✓ Seek development opportunities and partnerships that include construction and property management of well-designed, mixed-income and mixed use neighborhoods that relate to the surrounding neighborhoods and leverage the site's value and density opportunities.

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.
- ✓ 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.

Administration

- 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.
 - ✓ Take an advocacy role in the political realm to secure support and financing for future programs and projects.
- Demonstrate the qualities of a superior management organization with regard to staff development, accounting procedures, technology, and communication.
 - ✓ Maintain a working environment where employees are supported in their commitment to PHA's mission and values.
 - ✓ Invest in professional development to support staff competency levels.
 - ✓ Invest in technology to improve efficiency.
 - ✓ Improve agency sustainability through succession planning
 - ✓ Continue commitment to Fair Housing guidelines.
- Provide support to the Peninsula Housing Authority's Board of Commissioners through growth opportunities for continued sustainability.