

PHA 5-Year and Annual Plan

**U.S. Department of Housing and Urban Development
Office of Public and Indian Housing**

**OMB No. 2577-0226
Expires 4/30/2011**

1.0	PHA Information PHA Name: <u>Housing Authority of the County of Clallam</u> PHA Code: <u>WA004</u> PHA Type: <input type="checkbox"/> Small <input checked="" type="checkbox"/> High Performing <input type="checkbox"/> Standard <input type="checkbox"/> HCV (Section 8) PHA Fiscal Year Beginning: (MM/YYYY): <u>7/1/2011</u>				
2.0	Inventory (based on ACC units at time of FY beginning in 1.0 above) Number of PH units: <u>270</u> Number of HCV units: <u>545</u>				
3.0	Submission Type <input type="checkbox"/> 5-Year and Annual Plan <input checked="" type="checkbox"/> Annual Plan Only <input type="checkbox"/> 5-Year Plan Only				
4.0	PHA Consortia <input type="checkbox"/> PHA Consortia: (Check box if submitting a joint Plan and complete table below.)				
	Participating PHAs	PHA Code	Program(s) Included in the Consortia	Programs Not in the Consortia	No. of Units in Each Program PH HCV
5.0	5-Year Plan. Complete items 5.1 and 5.2 only at 5-Year Plan update.				

5.1

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:

Vision Statement

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

Mission Statement

The mission of the Housing Authority of the County of Clallam is to promote affordable housing and foster effective partnerships that benefit the community.

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 Housing Authority of the County of Clallam. That framework includes a commitment to ethical practice and accountability, fair treatment of all persons and a firm belief in taking a stand on social issues.

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

1. Teamwork and Collaboration
2. Quality Service
3. Recognition and Respect for Cultural Differences
4. Innovation, and
5. Long-Term Sustainability

5.2

Goals and Objectives. Identify the PHA's quantifiable goals and objectives that will enable the PHA to serve the needs of low-income and very low-income, and extremely low-income families for the next five years. Include a report on the progress the PHA has made in meeting the goals and objectives described in the previous 5-Year Plan.

Update on Goals from Previous Annual Plan

1. Redevelopment

Mt. Angeles View - HACC has completed a "Master Plan" for the redevelopment of the Mt. Angeles view Redevelopment. This Planned Residential Development application has been submitted to the City of Port Angeles for review and approval by the Planning commission and the City Council. It is anticipated the plan will be preliminarily approved by the end of April, 2011.

Sunbelt - Due to the downturn in the housing market and the City of Sequim's changes to the zoning code, this project has been put on hold. We may explore selling the property or transferring it to another non-profit owner.

Homestead - This is a three phase redevelopment project:

Phase I - Parcel C - a partnership was formed with Serenity House of Clallam County and West End outreach Services to develop 14 units of permanent supportive housing using HUD 811 funding. The land was leased to a subsidiary non-profit of Serenity House called Burke Place Apartments. The 14-units were completed in June, 2010 and are now fully occupied. The Housing Authority is contracted to manage the property and West End Outreach Services provides on-site support services.

Phase II - Parcel A - a partnership was formed with the Archdiocese Housing Authority and West End Outreach Services to redevelop parcel A (which had 12 dilapidated units on it). The land was sold to the Archdiocese Housing Authority (AHA) in December 2010 and the 12-units were subsequently demolished. The AHA now has 30 units of permanent supportive housing for homeless families and individuals under construction. Completion of construction is scheduled for October 2011.

Phase III - Parcel B - Parcel B has 16 single family cottage rentals on it for households at or below 50% of the median income. The Housing Authority's plan is to keep Parcel B and maintain the existing units. In the next 5-10 years, we may form a plan to redevelop this parcel to increase the density to approximately 30 units.

2. **Acquisition and Development** - HACC continues to build 8-10 single family homes through the Mutual Self-Help Housing Program, and has developed a parcel of land to build 50 multi-family units in the Eastern Urban Growth Area in Port Angeles. Construction of these 50 units is dependent on funding for construction. HACC has also acquired a 5 acre parcel of land, Pendley Estates, that will be subdivided into 17 lots of mutual self-help housing groups scheduled for construction in 2012.

3. **Partnerships** – HACC continues to build partnerships necessary to insure that affordable housing and related services are effectively delivered. Last year we assumed responsibility for the Jefferson County Housing Choice Voucher Program and started negotiations to form a consolidated, two-county housing authority with Jefferson County. This consolidated agency has now been formed and will be called the Peninsula Housing Authority. The new agency board consists of eight (8) board members; five (5) from Clallam County and Three (3) from Jefferson County. All assets and liabilities of the Clallam and Jefferson County Housing Authorities are scheduled to be transferred to the newly formed agency at the beginning of the next fiscal year (July 1, 2011). Once these transferred have been completed, the two other separate agencies will be disbanded and we will be left with just one consolidated agency – the Peninsula Housing Authority.
4. **Fiscal Sustainability** – We continue to explore avenues to operate efficiently, diversify the agency’s portfolio, and distribute the funding mechanisms in a manner that reduces the impact when grants are lost or reduced.
5. **Management Systems** – HACC has again been recognized by HUD as a High Performing Housing Authority. We have restructured staff to increase management capacity, purchased a new housing and accounting software system, and continue offer professional training opportunities for staff.

Current Strategic Plan Elements

➤ **Redevelopment**

Much HACC 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.

- Explore funding opportunities necessary to implement the Master Plan for the redevelopment of Mt. Angeles View in order to renew obsolete housing and infrastructure.
- Assess new avenues to redevelop or sell the 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 and Development**

DEVELOP OPPORTUNITIES FOR THE CREATION AND PRESERVATION OF AFFORDABLE, APPROPRIATE AND SUSTAINABLE HOUSING.

- Insure preservation of USDA-Rural Development projects by acquiring and rehabilitating existing rent assisted projects.
- By 2013, increase the number of affordable housing units owned or managed by HACC by 100, including the exploration of development opportunities in both Clallam and Jefferson counties.
- Actively seek public and private funding for homeownership programs.
- Investigate opportunities for land banking.
- Encourage the development of affordable housing units by other non-profit or for profit corporations.

➤ **Partnerships**

CREATE NEW PARTNERSHIPS AND ENHANCE EXISTING ONES WITH SOCIAL SERVICE PROVIDERS, LANDLORDS AND STATE AND LOCAL GOVERNMENT TO INCREASE ACCESS TO RESOURCES FOR HACC RESIDENTS.

- Establish and maintain a high-level of contact, liaison and sharing of information with the broad community to facilitate general awareness of housing issues and the role that HACC plays in this area.
- Build new partnerships to identify and bridge gaps in housing-related services.
- Regularly conduct outreach to recruit and educate private landlords on the Housing Choice Voucher Program.
- Institute the operation of the new Peninsula Housing Authority that will serve the citizens of both counties. Develop Annual Plan for Peninsula Housing Authority for submission to HUD.

➤ **Fiscal Sustainability**

Identify and implement operating efficiencies and funding opportunities in order to maintain and expand HACC’s long-term service delivery capacity with a balanced operating budget.

- Diversify agency portfolio to reduce dependence on federal funding.
- Pursue mixed-income development opportunities.
- Streamline maintenance operations in an effort to enhance and improve stock as well as decreasing administrative costs.

➤ **Management Systems**

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

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

PHA Plan Update

- (a) Identify all PHA Plan elements that have been revised by the PHA since its last Annual Plan submission:

Strategic Plan Elements have been updated.

- (b) Identify the specific location(s) where the public may obtain copies of the 5-Year and Annual PHA Plan. For a complete list of PHA Plan elements, see Section 6.0 of the instructions.

The public may obtain a copy of the Housing Authority of the County of Clallam's 5-Year and Annual Plan at our administrative offices at:

2603 S. Francis Street
Port Angeles, WA 98362

Plan Elements

1. Eligibility, Selection and Admissions Policies, including Deconcentration and Wait List Procedures.

Please refer to the agency's Public Housing Admissions and Continued Occupancy Plan (ACOP), Chapters 3 and 4. The entire ACOP is available on the Housing Authority website at hacc-housing.org or at our central administrative offices at 2603 S. Francis Street, Port Angeles, WA 98362.

2. Financial Resources – Prior Year Audited Financial Statements can be obtained from the State of Washington, State Auditor's Office Website at www.sao.wa.gov or by request from our central administrative offices at 2603 S. Francis Street, Port Angeles, WA 98362.

Current Year financial resources *anticipated* to be available are:

a. Federal Grants

Public Housing AMP WA004000001	\$ 195,664
Public Housing AMP WA004000002	\$ 221,700
Public Housing Capital Fund '10	\$ 497,669
Section 8 Housing Choice Voucher Program (estimated CY2011 HAP)	\$2,695,990
(estimated admin)	\$ 361,000
FSS Coordinator Grant	\$ 93,238
USDA Rural Development 523 Technical Assistance Grant (50% of \$501,997 2-year grant)	\$ 259,998
Supportive Housing Program	\$ 151,174

b. Prior Year Federal Grants (unobligated funds only)

Capital Fund 2007	\$ 9,259
Capital Fund 2008	\$ 11,604
Capital Fund 2009	\$ 152,748

c. Dwelling Unit Rental Income

Public Housing AMP WA004000001	\$ 266,610
Public Housing AMP WA004000002	\$ 443,150
USDA-RD Project – Wildwood Terrace (includes USDA 515 Rental Assistance)	\$ 344,736
USDA-RD/HUD Project – Peninsula Apartments (includes S8 assistance)	\$ 253,080
Homestead Apartments	\$ 104,760
Sunbelt Apartments	\$ 67,500
Olympic Vista Rental Income (Market Rate 4-plex)	\$ 31,800

d. Other income

State Tenant-Based Rental Assistance Grant	\$ 500,000
Homeless Grant – Clallam County	\$ 44,500
Affordable Housing Fund – Clallam County	\$ 47,000
WA Operating & Maintenance Fund (Sunbelt Apartments)	\$ 8,000

ESTIMATED TOTAL RESOURCES \$6,400,541

3. Rent Determination

Please refer to the agency's Public Housing Admissions and Continued Occupancy Plan (ACOP), Chapter 6 and Section 8 Housing Choice Voucher Administrative Plan, Chapter 6 for policies governing rents charged for public housing and Housing Choice Voucher units. The entire ACOP is available at the Housing Authority website at www.hacc-housing.org or at our central administrative offices at 2603 S. Francis Street, Port Angeles, WA 98362.

4. Operations & Management

Rules, standards and policies that govern maintenance management of housing owned, assisted, or operated by HACC are outlined in the HACC's Housing Manager's Procedures Manual and Maintenance Work Plan. These documents are available by request at the agency's administrative offices at 2603 S. Francis Street, Port Angeles, WA 98362.

5. Grievance Procedures

Agency Grievance Procedures exists for each eligible program. For example, the Public Housing Admissions and Continued Occupancy Plan (ACOP), Chapter 14 and Section 8 Housing Choice Voucher Administrative Plan, Chapter 16 govern respective program grievance procedures. The entire ACOP and Administrative Plan The entire ACOP is available at the Housing Authority website at www.hacc-housing.org or at our central administrative offices at 2603 S. Francis Street, Port Angeles, WA 98362. Copies of grievance procedures for respective properties are given to each participant at move-in or beginning of participation and are also available by request at the agency's administrative offices at 2603 S. Francis Street, Port Angeles, WA 98362.

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6. Designated Housing for Elderly and Disabled Families.

The PHA has not designated or applied for approval to designate nor does the HACC plan to apply to designate any public housing occupancy for only by the elderly families or only by families with disabilities.

7. Community Service and Self-Sufficiency

a. Public Housing Residents – The HACC has adopted policies and practices to enhance the economic and social self-sufficiency of assisted families by:

- adopting a preference for admission for families working or attending school
- Working with Public Housing residents interested in Homeownership by providing housing counseling needed to qualify for HACC's Self-Help Housing and/or Section 8 Homeownership programs.
- Treatment of income changes in accordance with HUD requirements for disallowance of earned income for prescribed time periods.

The HACC's policy governing Community Service requirements for Public Housing Residents is located in the Admissions and Continued Occupancy Policy, Chapter 11. The full text of this policy is available at the Housing Authority website at www.hacc-housing.org or at our central administrative offices at 2603 S. Francis Street, Port Angeles, WA 98362.

b. Section 8 Housing Choice Voucher Participants – HACC has full-time staff dedicated to the Family Self-Sufficiency Program. This program works with participants to provide case management services and housing counseling services designed to assist participants identifying and achieving educational and career goals. The Program's goal is to help families become independent and free of the need for government assistance. This program includes a component that places funds in escrow for eligible families and a component that provides assistance utilizing Housing Choice Vouchers for Homeownership, rather than just rental assistance. The FSS Case Manager works closely with other local social service agencies to individualize each case management plan.

c. Section 3 participation – the HACC encourages subcontractors to participate in the HUD Section 3 Program which provides employment for low income housing participants in addition, we operate a forced account labor program within our public housing Capital Fund Program, hiring residents whenever possible. HACC has adopted a Section 3 Plan.

8. Safety and Crime Prevention (public housing only)

The PHA's plan for safety and crime prevention to ensure the safety of public housing residents include:

a. Need for measures to ensure the safety of public housing residents – Observation of some lower-level crime and vandalism, resident reports (and surveys), employee reports and police contacts all indicate that it is prudent to take actions to observe safety of residents.

b. Description of Crime Prevention Activities Conducted by HACC -

- a. Port Angeles Police & Fire Departments - HACC staff and residents meet annually with the Port Angeles Police and Fire Department to go over basic safety, neighborhood watch techniques, and to discuss any ongoing issues regarding safety, crime prevention and/or security. During this meeting staff and residents have the opportunity to ask questions and lodge complaints. In addition, HACC staff make regular contact with local law enforcement officials when there is suspected criminal activity. A log of these contacts is kept for reporting purposes.
- b. Resident Advisory Board and Resident Councils – All four of the HACC public housing sites have Resident Councils. Each of these councils meets at least monthly to discuss issues, community room scheduling, and ongoing or special activities. Each council appoints a representative and an alternate to the Housing Authority's Resident Advisory Board. The Resident Advisory Board meets monthly with representatives of the Housing Authority to assist in developing priorities for programs, provide feedback and work out any ongoing property management or security issues.
- c. Boys & Girls Club – The family public housing site, Mt. Angeles View, has an on-site Boys and Girls Club located in 4 units that have been taken off line for that purpose. The Club is open to residents of Mt. Angeles View as well as other children in the community. Activities sponsored by the club provide local kids and teens positive and productive activities.
- d. HeadStart Center – The family public Housing Site, Mt. Angeles View has an on-site Head Start early learning center. Pre-K children living in the neighborhood have the opportunity to participation in educational opportunities that are designed to get them ready for Kindergarten.
- e. Family Circles Program - Lutheran Community Services assists in the operation of the Family Initiatives Center at Mt. Angeles View. Family activities are schedule at the Center, including: parenting classes, family game night, etc. In addition a computer lab is available during programmed hours.

9. Pets

The agency's Pet Policy allows pets within certain guidelines. The complete policy is contained in the Public Housing Admissions and Continued Occupancy Plan (ACOP), Chapter 10. The entire ACOP is available at the Housing Authority website at www.hacc-housing.org or at our central administrative offices at 2603 S. Francis Street, Port Angeles, WA 98362.

10. Civil Rights Certification

Civil rights certifications are included in the PHA Plan Certifications of Compliance with the PHA Plans and Regulated Regulations. Please see attached.

11. Fiscal Year Audit

The most recent fiscal year audit is available for review at the HACC's administrative offices, 2603 S. Francis Street, Port Angeles, WA 98362 or on-line at www.sao.gov.

12. Asset Management

Although HUD exempts PHA's with 400 or fewer public housing units from transitioning to asset management, HACC voluntarily converted to an Asset Management model in fiscal year 2008. This is due, in part, to the fact that HACC operates many non-HUD projects that were already being managed using an Asset Management model. Conversion required that HACC fully meet seven criteria:

Project-Based Budgeting and Accounting – The PHA's Board has approved an operating budget for each project that reasonably reflects the anticipated revenues and expenses for the project. These budgets are inclusive of all central office charges, including management fees, fees for centralized services, etc. HACC produces monthly operating statements for each project that contain the revenues and expenses of each project compared against budgeted levels, including all fees and charges from the central office cost center.

Project-Based Management – Property Management services are provided directly by HACC staff and are provided in the best interest of the project, considering such factors as needs, cost, and responsiveness, relative to local market standards.

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CONT

Asset Management, continued

Central Office Cost Center -- all management fees charged to properties are reasonable. In the case of Public Housing units, fees are charged in accordance with HUD standards for Public Housing. In all other cases, fees are charged based on local market standards. The Cost Center is operated with a fee-for-service approach through allowable fees and other permitted reimbursements from its Public Housing and Housing Choice Voucher Programs, as well as revenue generated from non-public housing programs (i.e. property or program management and development fees).

Review of Project Performance --HACC will periodically review information regarding the financial, physical, and management performance of each project and identify non-performing properties. For any projects that are identified as non-performing, HACC will develop a management plan that includes a set of recommendations and measurable goals that effectively address the area(s) of non-performance. HACC may choose to use third-party evaluators to make these determinations and develop recommendations.

Long-term Capital Planning -- The HACC will maintain at least a five-year capital plan for each project that is realistic in terms of expected revenue sources, market, tenancy, and project needs. In most cases, capital plans will be for a 20-year period to insure the long-term viability of each project.

Risk Management Responsibility Related to Regulatory Compliance -- HACC will comply with HUD and other regulatory agency requirements for each program. Compliance will be monitored through supervisory inspections and file audits.

13. Violence Against Women Act (VAWA)

HACC will provide all applicants, tenants, and participants with notification of their protections and rights under VAWA at the time of admission and at annual reexamination. The notice will explain the protections afforded under the law, inform the participant of confidentiality requirements, and provide contact information for local victim advocacy groups or service providers. The PHA will include in all assistance termination notices a statement explaining assistance termination protection provided by VAWA. HACC will also inform Housing Choice Voucher property owners and managers of their screening and termination responsibilities related to VAWA utilizing the following means: day to day interactions with owners and managers, inserts in HAP payments, owner workshops, orientations, and/or newsletters, signs in the PHA lobby, and/or mass mailings which include model VAWA certification forms.

7.0

Hope VI Mixed Finance Modernization or Development, Demolition and/or Disposition, Conversion of Public Housing, Homeownership Programs, and Project-based Vouchers.

The HACC is awaiting the approval of a Master Plan to redevelopment plan our Family Public Housing site (AMP WA004000001). The existing site totals 100 units but has the potential under zoning regulations to have 234 units. The "Master Plan" includes the demolition and disposition of existing units and the construction of new multi-family and single family units, including some market rate homeownership. Start of the redevelopment is dependent on funding opportunities. HACC may elect to apply for HOPE VI and/or Choice Neighborhood funding for the project.

8.0

Public Housing Capital Improvements and Five-Year Plan

With respect to public housing projects owned and operated by the HACC, the HACC has developed the required Capital Fund Program Plan to ensure the long-term physical and social viability of public housing projects. Required Forms are attached to this plan as Exhibit A (word document file: WA004a015).

Public Housing Capital Fund Finance Program (CFFP)

The HACC will not pledge any of its Public Housing Capital Funds to repay debt incurred to finance capital improvements until and unless we have a HUD-approved plan to do so. It is anticipated that this may occur as a part of the redevelopment plan described under Section 7.0 above.

9.0

Housing Needs

Housing Needs of the HACC's jurisdiction are reflected in the following statistics:

Public Housing Waiting List

<i>Household Income at or below 30% of median income</i>	239	<i>households</i>
<i>House Income between 30% and 50% of median income</i>	23	<i>households</i>
<i>Household Income between 50% and 80% of median income</i>	3	<i>households</i>

Characteristics by BR size

<i>0 BR</i>	0
<i>1 BR</i>	161
<i>2 BR</i>	61
<i>3BR</i>	13
<i>4 BR</i>	4

Characteristics by Race/Ethnicity

<i>American Indian</i>	22
<i>Black</i>	9
<i>White</i>	194
<i>Asian</i>	2
<i>Pac. Islander</i>	1
<i>Latino</i>	7
<i>Mixed</i>	2

Section 8 Waiting List

The combined Clallam and Jefferson County Section 8 waiting list reflects 513 households waiting for assistance.

2010 Clallam County Point-in-Time Homeless Count

325 -- Singles of Households without children comprised of 367 total household members
102 --Families w/ children comprised of 313 total household members

9.1

Strategy for Addressing Housing Needs.

The Housing Authority will follow the strategic plan outlined in Section 5.2 of this Plan. In addition, we will use strategies outlined in the Clallam County and Jefferson County 10-year Plans to End Homelessness. A copy of the 10-year plans can be obtained on the Housing Authority website at www.hacc-housing.org or at our central administrative offices at 2603 S. Francis Street, Port Angeles, WA 98362.

<p>10.0</p>	<p>Additional Information</p> <p>(a) Progress in Meeting Mission and Goals. See 5.2 above.</p> <p>(b) Significant Amendment and Substantial Deviation/Modification</p> <p>Substantial deviations or significant amendments or modifications are defined as discretionary changes in the plans or policies of the PHA that fundamentally change the mission, goals, objectives, or plans of the Agency and which require formal approval of the Board of Commissioners. This includes:</p> <ul style="list-style-type: none"> • Any significant change to HACC’s Admissions and Continued Occupancy Policy or Administrative Plan that involves rent or admissions policies. • If HACC changes the planned use of funds that exceeds 20% of the total annual budget. <p>HACC will meet the following requirements when making significant amendments to the plan:</p> <ul style="list-style-type: none"> • Consultation with the Resident Advisory Board; • Ensuring consistency with the Consolidated Plan as defined in 24 CFR 903.15; • Public review for 45 days for any amendments or modifications; • Amendment must be adopted by the HACC Board of Commissioners; • Implementation of the amendment or modification will not be done until approved by HUD. <p>(c) Resident Comment – the Housing Authority met with each of our resident councils and the resident advisory board to solicit comments on the proposed plan. Resident comments were limited to the capital fund portion of the plan. Resident requests included continued upgrade of landscaping, completion of hallway remodeling projects, security/safety system upgrades, and updating interior fixtures and appliances. The required public hearing was held; however, no one attended the hearing.</p>
<p>11.0</p>	<p>Required Submission for HUD Field Office Review</p> <p>Required Certifications for this Annual Plan submission are attached to this plan and have been submitted to the Seattle HUD office as required.</p>