

MARIN HOUSING AUTHORITY 2012 AGENCY PLAN NARRATIVE

This narrative sets forth the MHA overall capital improvement strategy for modernization, new construction, and replacement housing with highlights of the proposed 2012 Capital Fund Program (CFP) implementation, and plans for revitalization of public housing sites. It includes regulatory changes to the Housing Authority's Admissions & Continued Occupancy Policy, Administrative Plan and the Language Assistance Plan.

INTRODUCTION

With approximately 496 public housing units and over 2,145 Section 8 Voucher holders, MHA is the primary source of housing for very low-income households. Operating subsidies and modernization funds provided by the Federal government on an annual basis have not been adequate, resulting in obsolescence and deterioration at many properties. Pursuing alternative sources of funding to replace decreased Federal funding, identifying innovative local financing techniques, implementing energy conservation measures, improving property management and maintenance efficiencies and increasing resident involvement economic opportunities for residents are all required to stabilize, maintain, and improve this valuable supply of affordable housing. In addition, long-range plans are being pursued to significantly renovate or rebuild sites into mixed-income communities and make better use of underutilized sites and portions of sites. These goals, which are consistent with the County's Consolidated Plan, are being pursued in collaboration with residents, community representatives and other County agencies.

The MHA Commission, Executive Director, Resident Advisory Board (RAB) and staff have involved residents throughout the development and prioritizing of these Capital Fund Program (CFP), Administrative Plan, Admissions and Continued Occupancy, PHA Plan and revitalization plans. Notices were posted in local newspapers and on the MHA website to encourage participants of the Section 8 Housing Choice Voucher and the Conventional (Public) Housing programs to attend the 2012 PHA Annual Plan Submission Review Process meetings.

This partnership began with a MHA staff meeting with residents and resident leaders to discuss the plan and its requirements, program goals and objectives, and implementation timelines. Residents participated in and advised on all activities required to complete the PHA Plan Application. Subsequently, these RAB subcommittees met on several other occasions to discuss the progress of the plan and attended two public hearings to receive feedback from the community.

IDENTIFICATION OF PHYSICAL AND MANAGEMENT NEEDS (based on the 2008 Comprehensive Physical and Management Needs Assessments as updated with resident and staff input):

The MHA is continually evaluating physical and management needs for all of its five public housing communities. The identification process started in 2007 with the hiring of two consulting firms to prepare formal physical and management needs assessments (PNA).

In May of 2008, the MHA commissioned Realty Check, Inc to provide a comprehensive Physical Needs Assessment to determine short and long term needs for the MHA's 497 Public Housing units. The PNA identified just over \$20 million in required physical needs improvements to MHA's five public housing

communities while MHA has historically been receiving approximately \$1.1 million per year in annual Capital Grants. In addition to public housing being underfunded for years at that amount, HUD has significantly reduced the Annual Capital Fund to MHA by 18% in 2011 and projects another 10% decrease in 2012 making for an annual reduction from \$1.1 million to \$802,000 or 28% reduction over two years.

Because of this growing disparity between Physical Needs and Capital funding, the MHA has aggressively pursued additional funding sources available to public housing authorities in 2009-2011. As a result, MHA was successful in obtaining over \$4 million in additional Stimulus ARRA (American Reinvestment and Recovery Act) funding during this 3 year period to mitigate the underfunded physical needs and loss of Federal Capital Funding. Additionally, the MHA has also recently completed a Comprehensive Energy Audit (CEA) which identified over 6 million in potential energy efficiency improvements. The MHA will pursue these energy improvements through an ESCO (Energy Savings Company).

STRATEGY STATEMENT

To ensure that Capital Fund Program (CFP) funding is effectively and efficiently utilized, a clear and appropriate set of program priorities, goals and objectives was developed to serve as a guide in determining the specific work items and target sites that will be included in the CFP Plans. These program priorities, goals and objectives were discussed at length at the RAB meetings and used to develop this year's plans.

MODERNIZATION AND MANAGEMENT IMPROVEMENT

PRIORITY ONE: MANDATORY PHYSICAL & MANAGEMENT IMPROVEMENTS

- a) Lead Based Paint (LBP) abatement or in-place management activities.
- b) Asbestos Containing Material (ACM) abatement activities.
- c) Mold and Moisture abatement.
- d) Modification of apartments and common areas for use by disabled to comply with ADA and/or 504 requirements.
- e) Emergency improvements for life safety problems, and property stabilization by addressing leaking roofs and waterproofing buildings' exterior.
- f) Management improvement activities required by legal settlement, HUD audit finding, or identified by HUD's PHAS.
- g) Completion of Comprehensive modernization activities funded through CFP.

PRIORITY TWO: URGENT PHYSICAL & MANAGEMENT IMPROVEMENTS

- a) Emergency improvements such as chronic malfunctioning elevators, correction of hazardous conditions, etc.
- b) Identification and proper abatement of potentially toxic materials and unhealthy conditions. Specific activities would include testing and abatement of asbestos, lead, chronic mildew, etc. Repair/replacement/installation of ventilation systems.

- c) Improvements that will enhance the security of residents. Such activities would include installation of vandal resistant security lighting, security grills, surveillance equipment, gates, etc.
- d) Control of criminal activities. Such activities may include continuation of the successful public safety program of expanded patrols of Marin County Sheriff's Department or police officers for city jurisdictions at selective MHA sites that have known criminal activities.

PRIORITY THREE: SERIOUS PHYSICAL & MANAGEMENT IMPROVEMENTS

- a) Major repairs to heating, plumbing, sewer, electrical systems, etc.
- b) Physical improvements to non-dwelling space for the expansion or improvement of resident activities and services and MHA management operations.
- c) Improvements to MHA management operations to improve efficiency and the delivery of services to residents.

REMAINING PHYSICAL, MANAGEMENT, AND OTHER NEEDS

Remaining physical and management improvements are those that are addressed based on the severity of the problem, the efficiency of addressing the problem along with other more urgent items or on the cost savings that will result from completing the improvement.

- a) Management Issues - timely street cleaning, tree pruning, sidewalk repair, anti-vandalism strategies, appropriate trash collection system, proper cleaning of site, on-site security, site resident monitors, neighborhood programs to monitor loitering, recycling programs for each site, and graffiti abatement, among others.
- b) Maintenance Issues- clean up of playground facilities, better maintenance programs for elevators and boilers, availability of maintenance workers who live in the city during emergency calls, intercom systems for senior developments (where needed), new furnishings for public areas, well maintained doors and windows, proper graffiti abatement, addition of weather stripping on all doors, addition of handrails to dangerous areas/ areas with seniors, add landscape irrigation system, timely maintenance response, kitchen cabinet repair, wall heater replacement, general unit improvements and need for new appliances, among others.
- c) Self-Sufficiency Issues - family planning services, senior care services, age-specific programs for children, summer programs, lunch programs, resident-owned businesses, social service programs, computer resource centers at all family developments and some senior developments, on-site activities/ programs for the senior developments, Resident Council (RC) monitoring and coordination, RC elections process, resident involvement in the expenditure of programs such as Drug Elimination Program (DEP), etc., and transportation arrangements for seniors, among others.

ADDRESSING DEVELOPMENTS WITH HIGHER NEEDS

Where many serious improvements are needed and the repair, replacement or redesign of major building elements will require the temporary on-site relocation of families to allow for the work to proceed, a comprehensive rehabilitation approach will be developed. All-important physical problems will be addressed at that time, funding permitting, to maximize the efficiency and long-range success, and to reduce overall cost associated with such efforts. When family relocation is not required and improvements can be completed without major disruptions, funding permitting, a sequenced rehabilitation approach will be followed.

COORDINATED ACTIVITIES TO ENSURE EFFICIENCY

When special mobilization is required to address an item that is needed at several developments, the inclusion of all of these developments into a single effort will be considered. Maintenance and management issues brought up at the RAB meetings and citywide public hearings shall be referred to the appropriate departments, including Maintenance and Management.

CAPITAL FUND PROGRAM PLANS FOR FY 2012

The Physical Improvement goals outlined below focus on completion of capital improvements in progress, urgently needed work, mandated improvements and possible future/ long term needs, all with energy conservation measures where cost effective:

- Urgently needed infrastructure improvements including: water main replacement; sewer lines and lateral replacements; heating, plumbing, and boiler replacements; site electrical improvements; foundation and concrete restoration; roofing and window replacement; siding replacement; waterproofing; and paving repairs.
- Interior unit upgrades including: kitchen sink and countertop replacement; range, refrigerator and cabinet replacement; asbestos, lead and mold abatement; and 504/ADA reasonable accommodations.
- Modernization of senior and family developments including: hardwire smoke detector installations; fire alarm system upgrades, accessibility modifications; sidewalk repairs; exterior painting; and common space improvements.

Based upon the Qualified Energy Audit, the MHA is pursuing cost effective opportunities for saving energy, subject to fund availability, through Physical Improvements on work items such as: equipment replacement, appliance procurement, and significant renovations to units and buildings. Work included in the MHA's Five Year CFP Plan includes: Interior and Exterior Painting, Siding and Window Replacement, Replacing of kitchens, high rise boiler systems at the high rises, replacement of low rise water heaters, stove and refrigerator replacement, energy conservation and substantial management improvements, amongst others. The MHA also plans acquire properties in partnership with other organizations in order to increase the permanent supply of much needed affordable workforce rental units in Marin County.

The Management Improvements (MI) goals include security surveillance cameras, public housing authority-wide modernization of internal business management systems, and the implementation of a resident employment/economic self-sufficiency program (1408). One of our high priorities will be an expansion of our Resident Initiatives Programs (1408). MHA is also considering entering into the "Moving to Work" Program, should the opportunity arises.

In addition to modernizing existing public housing units, the MHA is also developing revitalization and replacement housing strategies to preserving deteriorated low-income units it manages through revitalization and maintenance of affordable housing units. The MHA plans to embark into a long term revitalization plan at the Golden Gate Village, a 292-unit family development in Marin City to renovate some of the buildings, someday build new housing in the underutilized land, and/ or rebuild some of the low income buildings,. Any and all of these opportunities could possibly bring the modernization and new construction of new affordable rental and first time homeownership opportunities and construction trades employment training opportunities to the Golden Gate Village Apartment Community.

REVITALIZATION AND DISPOSITION

With a projected CFP allocation of approximately \$802,000 decreased from \$1.1 million or a 28% decrease over the past two years, MHA will never be able to fully address the Golden Gate Village short and long term needs through this program alone. The extent of the physical problems, the inappropriateness of existing site plans, and obsolescence of building designs at Golden Gate Village would make extensive repairs at these communities an ineffective long-term strategy.

This PHA Plan also delineates the strategies to achieve improvements above and beyond the financial capacity of CFP. The MHA established an agency goal of pursuing every opportunity available to modernize and rebuild obsolete public housing units in Marin County. The strategies propose the use of public and private funding that might become available to create alternative ways to rebuild public housing. Examples could include pursuing HUD's Voluntary Conversion program to bring mixed financing sources such as the Low Income Housing Tax Credit Program (LIHTC) and conventional private sector equity and debt. Through such a mixed financing approach, the MHA estimates it could complete approximately \$40,000 per unit in improvements as opposed to the current \$800 per unit per year in improvements currently available. This strategy is consistent with the County of Marin Consolidated Plan that identifies a serious shortage of affordable housing opportunities and need to maintain a stock of housing for very low-income households.

RESIDENT HIRING

For all job tasks and contracts that are over a certain amount and subsidized with federal dollars, the maximum number on Public Housing residents will be hired as part of the on-site work, and will be trained according to their skills, performance evaluation and desire to acquire job experience in either building trades, landscaping or administrative/ clerical positions. The goal will be to assist these residents to become self-sufficient, so that they can move on to jobs outside of the MHA. Any contractors with the MHA will be required to provide resident hiring per Marin Housing Authority Policies and Section 3 federal requirements.

PREPARATION OF CAPITAL FUND PROGRAM 2012 ANNUAL SUBMISSION

The Marin Housing Authority has consistently involved residents in the development of modernization funding applications. The following are activities involving resident notifications and meetings regarding the 2012 Capital Fund Program Annual Submission.

Resident Advisory Board (RAB) Meeting - July 27, 2011

SECTION 8 ADMINISTRATIVE PLAN

o REVISED CHAPTERS OF THE SECTION 8 HOUSING CHOICE VOUCHER ADMINISTRATIVE PLAN

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CONVENTIONAL (PUBLIC HOUSING) ADMISSIONS AND CONTINUED OCCUPANCY PLAN (ACOP)

In the 2012 Agency Plan, proposed changes are mainly due to regulatory updates. Most of the changes for these revisions were made necessary by the publication of the VAWA final rule, issued October 27, 2010, and made effective November 26, 2010. In addition to the extensive modifications and updates to references made throughout for VAWA, other changes for this revision include:

- Changes to account for the PHAS interim rule, published February 23, 2011, and made effective March 25, 2011
- Modifications concerning nondiscrimination and accessibility for Notice PIH 2010-26. There were a series of meetings regarding the proposed changes which included the RAB, Public Housing residents, Legal Aid of Marin, and other members of the community.

The following "draft" documents were made available to the public (in MHA offices and the MHA Website) for review and/or comment beginning August 19, 2011

Summary of Revised Chapters in ACOP

Chapter 2 - Fair Housing and Equal Opportunity

Regulatory Updates to include language regarding limited English proficiency (LEP)

Chapter 3 - Social Security Numbers [24 CFR 5.216 and 5.218, Notice PIH 2010-3]

Chapter 4 - Update to include regulatory changes in Notice PIH 2010-3.

Chapter 6 - Income and Rent Determination (Replaces old Chapter 6 (January 2010 -Verification Procedures)

Chapter 7 - Verifications - Regulatory Changes -HUD's Verification Hierarchy [Notice PIH 2010-19]

Chapter 8 - Leasing - Last revision was in March 2004

Returned check (or non sufficient fund) fee increase from \$10 to \$25

Removed Section K.- Special On-Site Maintenance Lease More detailed explanation on Inspections

Chapter 10 -Last Revision in January 2008. No regulatory changes. Proposed revision includes more detailed introduction, annual and interim reexaminations

Chapter 11 – Transfer Policy - Revisions include updates to Code of Federal Regulation VAWA regulations

Chapter 17 – Community Service- Last revision was in March 2004. Proposed revision includes introduction, detailed explanation of Community Service, regulation references and examples.

LOCAL GOVERNMENT REVIEW

- The MHA has been participating in the County of Marin's Consolidated Plan Housing Element since early 2004. This group was coordinated by the County of Marin Planning Department included numerous other county agencies, community-based housing development organizations, housing advocacy groups and service providers and MHA The effort is also providing an unprecedented continuous support from county agencies, nonprofits and other stakeholders.
- MHA needs, based on the 2008 Comprehensive Plan for Physical Improvements have been discussed in the context of this County-wide comprehensive housing planning process and were developed in consultation with the CHAS Subcommittee. Long-range MHA goals and information on the total MHA physical and management improvement needs were presented and reviewed by the Board of Commissioners. As new MHA plans for improvements are developed and as funding is identified, additional improvements to the priority plan will be forged.

LANGUAGE ASSISTANCE PLAN

Most individuals living in the United States read, write, speak and understand English. There are many

individuals, however, for whom English is not their primary language. Language form Limited English Proficiency (LEP) persons can be a barrier to accessing important benefits or services, understanding and exercising important rights, complying with applicable responsibilities, or understanding other information provided by federally funded program and activities.

Marin Housing Authority MHA is committed to ensuring the accessibility of its program and activities to all eligible clients including those LEP persons. The Language Assistance Plan (LAP) is a guide for MHA staff to ensure responsible steps are taken to provide free language assistance for MHA clients, including but not exclusive to applicants, recipients, and/or persons eligible for public housing, Section 8/Housing Choice Vouchers, homeownership and other MHA programs.

The function of the LAP is to ensure that MHA employees implement the outlined procedures, so that individuals needing language assistance, who come in contact with MHA, will have meaningful access to the services, benefits and programs provided by the MHA.

AGENCY PLAN SCHEDULE

June 29, 2011	First RAB Meeting ACOP Chapters 3,7, and 8
July 13, 2011	Second RAB Meeting > ACOP Chapter 12
July 27, 2011	Third RAB Meeting > Capital Fund Annual and 5-Year Budget
August 10, 2011	Fourth RAB Meeting ACOP Chapter 10 and 17
August 19, 2011	Begin 45-Day public Comment Period inclusive of LAP
September 7, 2011	Public Hearing
September 28, 2011	Public Hearing
October 4, 2011	Board of Commissions for Approval
October 15, 2011	Submit Agency Plan to HUD

- Two separate notices published in the Marin IJ
- Agency Plan Notice posted on Marin Housing Authority Website
- Hard Copies Available in two Marin Housing Authority Offices

- **COMMENTS RECEIVED FROM PUBLIC**

- **COMMENTS RECEIVED FROM RESIDENT ADVISORY BOARD**