

STRATEGIC PLAN UPDATE
PROPOSED 2011 ACTIVITIES

Continue administration of Move To Work Activities that are currently in place and implement new initiatives included in the 2011 plan.

- Utilize minimum rent and/or income limits in order to place replacement Public Housing units in new developments
- Implement changes to Project-Based Voucher program
- Begin inspecting and determining reasonable rent in VHA owned properties.
- Develop new MTW activities for implementation in 2012 with consideration of potential time-limits and/or rent reform

Expand self-sufficiency programs to impact ability for residents to secure employment and transition from receiving housing subsidy, thus creating ability for VHA to serve households on the VHA waitlist.

Seek and respond to opportunities to increase the number of affordable rental units owned by VHA. Participate in regional planning and transit related developments that are occurring in Clark County and Portland Metro Area to secure opportunity to promote affordable housing in future developments.

Continue construction projects underway and continue in development of additional projects that have been identified:

New Construction

- Camas
- Vista Court
- Burton Ridge

Renovation

- Van Vista Plaza
- Springbrook Apartments
- Sommerview and Pinewood Improvements
- Teal Pointe

Continue activities directed toward establishment of Skyline Crest as Campus of Learners that enhances opportunities for Skyline residents as well as the larger population assisted by VHA.

- Full implementation of Family Plan provisions which focus on education of the youth and resident participation in development of nurturing environment
- Completion of energy efficiency improvements and energy enhancement training for residents
- Complete renovations on the community center in order to improve utilization for service provision
- Negotiate provision of Boys & Girls services on-site
- Secure additional service provision on-site from local partners
- Initiate community building activities
- Implement provision of Gaining Opportunities & Lifelong Success (GOALS) which is an academy of opportunities to alter paradigms of what residents can accomplish in the work field

Develop long range leasing and improvement plan or exit strategy for Maple Knolls Apartments. Assess feasibility of designating units as public housing to replace units sold.

Improve efficiencies in VHA operations to include the following activities

- Complete full implementation of AMP reorganization with supervision of all maintenance activities by the property managers.
- Consolidation of low rent housing and workforce housing administration

<ul style="list-style-type: none"> • Update Agency Webpage to improve functionality • Develop and implement record retention/disposal policy • Develop plan for conversion to electronic record keeping in the Section 8 program • Implement system of landlord direct deposit payments
Establish criteria for amortization of properties, replacement reserve and renovation plans for each property. Develop overall portfolio asset plan.
Identify alternate location for maintenance facility in order to remove it from residential neighborhood (Skyline Crest) and create more efficient space.
Assess feasibility of disposing small public housing developments and replacing units in new multi-family developments or to convert to Section 8 project base vouchers. Complete assessment of feasibility and benefit of conversion of remaining public housing developments to Section 8 Project Based. Identify potential multi-family developments that are for sale that would be good addition to VHA public housing portfolio as replacement public housing.
To end fiscal year 2011 with \$1.5 million in reserves in local account.
Develop strategy to offset loss of Housing Trust Fund operational funding for Central Park Place and Arbor Ridge
Address the needs of homeless by: <ul style="list-style-type: none"> • Develop long-term maintenance strategy for homeless facilities • Collaborate with Council for the Homeless, homeless service providers, City of Vancouver, and Clark County to assess effectiveness of housing service delivery for homeless and other vulnerable populations in Vancouver and determine if VHA's current level of participation is at an appropriate level.

Additional Threats identified for 2011:

- Reduction in federally and state funded human service benefits provided by agencies such as DSHS and/or implementation of time limits on benefits to disadvantaged populations will increase housing need and strain ability for VHA ability to respond to special needs once housed.
- Continuation of foreclosure crisis and eroding of property values.

Additional Opportunities for 2011:

- Participation in waterfront development
- Developments that are derived from identified needs of target populations
- Participation in community revitalization efforts
- Partnership and financing assistance with other non-profit projects
- Response opportunities for foreclosure
- Multi-family acquisitions as replacement public housing