10/25/2017 Update
*Items in bold are new since May 2017*

1. **Goal One: Provide Homes:** Provide greater access to affordable housing by increasing the number of homes available to low and medium income families across jurisdiction.

1.1 Protect and fully utilize available resources and efficiently manage all existing rental assistance programs to sustain current programming.

Progress to date:
- We are currently utilizing our Section 8 Housing Choice Voucher funding at about 98% with a goal to get it to 100% by year end. Vickie Rhodes has been absorbing port-in vouchers to keep our numbers up as high as possible. **Our 5 year goal for TBRA vouchers was 50 and we now have funding to support 70.** We are still struggling to fully utilize TBRA funding in Pacific County due to lack of available housing and slow referrals from our service provider partners. **Vickie Rhodes provided training to the Coastal Community Action Program staff and referrals are now picking up.**
- We received an allocation of HOME funding from the City of Longview to help cover operating costs for the Janus Youth facility. We have identified a source of capital financing to rehab the second home however we are working with Janus staff to identify funding for 24/7 case management staffing. Janus Youth just received funding for two additional outreach workers for youth involved in sex trafficking.
- Vickie Rhodes and Jon Dieter are working with the VA on additional funding for VASH vouchers. The VA has written a letter of support and we are waiting for a decision.
- The VIP department has converted former office space at the Stratford to additional housing for homeless Veterans.
- We’ve made several changes to management practices in the Housing Choice Voucher program to reduce staff costs in response to regulatory changes made by HUD.
- Exceeding occupancy goals in all owned housing except Phoenix House which relies on partner referrals.

1.2 **Expand availability of affordable housing.**

- The VA has written a letter of support for an award of up to 5 additional VASH vouchers for homeless Veterans. We are waiting for word of award.
- Received additional TBRA funding for homeless clients in Pacific County. We are partnering with Coastal Community Action Program as the Coordinated Entry provider for the County.
- Created a preference for Homeless Families with Children as a result of our participation in the 100 Days to End Family Homelessness. Partnering with our local Coordinated Entry provider. We currently have 13 families housed and 20 out looking.
- Awarded Housing Trust Funds and Low Income Housing Tax Credits to construct 28 units of housing for homeless families, homeless Veterans and people with disabilities in Long Beach, WA. We have a purchase and sale agreement in place for an additional 2 adjacent lots to meet the City of Long Beach parking requirements. Anticipate construction in April 2018.
- Awarded Project based voucher contract to Reliable Homes to provide housing for homeless families with a set aside for homeless Veterans in Lewis County.
- Hosted a Panel Discussion on Host Family housing options for homeless youth at the Cowlitz PUD to generate local interest in possibly starting a program locally. Janus Youth has taken on this task and is continuing to seek partners to create the program.
- Negotiating a possible land purchase for new housing development in Longview. Purchased 4.3 acres in west Longview to build new multi-family housing using the WA State Housing Finance Commission Land Acquisition Program. Will begin to apply for funding in 2018.
- Partnering with Columbia Wellness to explore development of additional housing with supportive services for clients with chronic mental illness.
- Partnering with Longview and Kelso School districts to develop housing and services for homeless families with kids. We jointly applied for funding to rehab a house for families but were not funded.
- Issued an RFQ for Development Consulting Services to expand the availability of consultants to assist with acquisition and development of affordable housing.
- Issued an RFQ for Architectural/Engineering Services to establish a ready pool of architectural firms to speed up the development process.

1.3

- Preserve and protect existing subsidized rental housing within the jurisdiction.
- Attempted to purchase HUD project in Raymond, WA. Unable to make it pencil.
- Working with owners who want to opt out of a HUD project in South Bend, WA.
- Working with NW Justice and other community partners to identify all subsidized housing units and their contract expiration dates in our 4 county region.
- Received $188,000 CDBG grant from Cowlitz County for upgrades to Phoenix House.
- Awarded another 2 year Operating and Maintenance Grant from WA Dept. of Commerce for operating subsidy at Phoenix House.
- Modified 4 existing properties to improve accessibility.
- Submitted request to WA Dept. of Commerce for a financing workout on Sylvester Apartments and Eagle Point Apartments. Deferred loans are now requiring payment that is excessive and does not allow accumulation of capital dollars for future maintenance of the properties.
- Completed roof replacements and painting on Tulip Valley. Replaced the roofs at Woodside West and the Hemlock 4-Plex as well.
- Completed rehab of Stratford Arms and Hemlock 4-Plex
- Completed Disaster Preparedness Plan and presented to Board of Commissioners October 2017.
1.4 Encourage and create additional homeownership opportunities. Target 3/year.
- 5 new homeowners in 2015
- 5 new homeowners in 2016
- Received new HUD Homeownership Counseling Grant to provide pre-purchase and foreclosure counseling. We elected not to reapply for this grant because other resources are available on-line that families are utilizing.

2. Evolve, expand and diversify the Agency.

2.1 Rename organization: Completed.

2.2 Create a communications branding plan to maximize outreach and effectiveness.
Expand volunteer outreach for effective advocacy.
- Development of Communications/Branding Plan delayed due to staff workload
- Board Chair and other board members actively engaged in advocacy at state level.
- Created agency Facebook page.
- Request proposals from consultants for a revamp of agency web page.
- Modifying Agency webpage monthly
- Active members of SW WA Healthy Living Collaborative (Chair of new Policy Committee which met monthly in Olympia with area Legislators during the session), Governor’s Affordable Housing Advisory Board, Dept. of Commerce Policy Advisory Team Chair, reappointed to the National NAHRO Legislative Network, WLIHA Public Policy Committee, Area Aging and Disabilities of SW WA, Cowlitz County Housing First Coalition, Pacific County Housing Committee. Cowlitz County Housing First Coalition was disbanded by the County Commissioners with a new Advisory Board appointed.
- Appeared on local radio show to discuss the importance of the state’s Capital Budget for the development of affordable housing in rural communities.

2.3 Review strategic plan annually.
- May/June 2017

2.4 Create a viable succession plan to ensure future sustainability and growth.
- Still exploring options. Completing updated job descriptions for all staff.
- Management team working on a succession plan template for each department to identify most urgent positions, possible in-house staff to fill those and most urgent actions.

2.5 Develop staff retention plan.
- Plan not yet complete
- Implemented Employee Wellness Plan
- Brought in Dr. Larry Iverson for full staff training on strategies for professional excellence
- HARRP (Housing Authority Risk Retention Pool) has agreed to pay for training on Disaster Preparedness for residents and Active Shooter training for staff once we’ve located a trainer.
- Developed a Read More, Learn More program to increase reading proficiency among kids in our programs. Committee members include Board and staff.

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A full staff training is scheduled for Thursday, November 30th on Emergency Preparedness and Violence Mitigation Training. The class will be taught by The Tactical Training Academy. They will also be conducting a safety audit, vulnerability and Risk Assessments of our buildings and preparing a mitigation report.

2.6 Explore administrative and/or structural changes to increase efficiency, staff capacity, and organizational clarity of mission.

- Developing draft Regional Advisory Council - draft by-laws under development
- Issued RFQs for Development Consultants and Architects/Engineering firms to establish a pool of consultants to speed up the development process.
- Beginning a Strategic Planning process for the Joint Pacific County Housing Authority on January 1, 2018. We will be looking at the partnership between JPCHA and HOSWWA as a part of this process. This review will examine the administrative and financial relationship to find the greatest efficiencies and ensure a balance for both organizations. The strategic planning process will also bring greater clarity to the work we will be doing for JPCHA.

2.7 Advocate for resources – See 2.2 above

2.8 Expand property management/development functions . – See 1.2 above

- Met with local service provider and discussed the possibility of assuming ownership of their rental properties to allow them to focus on provision of services.
- Actively pursuing acquisition of new rental property to expand housing opportunities for special needs populations.
- Purchased property in west Longview to develop approximately 90 units new multi-family housing
- Developing 27 units of new housing in Long Beach, WA. Construction to begin in the spring of 2018 with occupancy expected in early 2019. HOSWWA will manage the property.

2.9 Seek out opportunities to diversify, acquire or develop income producing assets and funding sources to support operations and future growth.

- See 2.8 above
- Acquired a blind cleaning machine to reduce costs for our owned units. Exploring possibility of offering the service to outside parties for a fee

3. Actively leverage partnerships and community engagement to increase effectiveness and expand opportunities.

3.1 Inventory of existing relationship needs – Completed

3.2 Create and execute an advocacy plan

- In process
- Active member of SW Washington Healthy Living Collaborative with membership of over 50 from the following sectors: Healthcare, senior services, education,
service providers, funders, low-income clients, homeless clients, government agencies, tribes, churches, housing authorities and law enforcement. I chair the now 2 year old Policy committee which met monthly with Legislators in Olympia during session to actively advocate for affordable housing resources and other issues.

4. **Create and implement tools to thrive.**

4.1 Develop/expand case management/health and wellness programming and other supportive services to help clients thrive.

- Provided backpacks and supplies for 50 kids at Tulip Valley and Lilac Place
- Installed raised garden beds at all sites where feasible
- Hired a Resident Services Coordinator at Woodland sites.
- Created the Read More, Learn More Initiative to encourage reading and increase likelihood of success in school. **Held several events over the past year and we've given away hundreds of books to kids in our programs.**
- Transformed the Veterans Employment Center into the Opportunity Center to increase opportunities for social engagement, community involvement and skills growth
- Brought in Healthy Living classes for Woodland residents
- Created a partnership with Woodland Care Center to provide job training and employment opportunities for clients
- Partnered with Janus Youth Programs to begin homeless youth outreach. **Rehabbed and opened the Janus Outreach Center for homeless youth. Successfully worked with City Council members to amend the zoning text in the Riverfront district to allow personal services such as showers, laundry and food preparation for the youth at the Center. Janus has just received additional funding for two additional outreach workers targeting sexually exploited homeless youth.**
- Leased 2 homes from Cowlitz County to provide an Outreach Center and future transitional housing for homeless youth. **See above.**
- Assisted Janus Youth in acquisition of 2 outreach vehicles.
- Received Champions for Children Award from Janus Youth Programs.
- Providing in-house case management services for residents at Lilac Place. **100% enrollment of residents.**

4.2 Create program development framework or structure for assessing feasibility and sustainability of new programs.

4.3 Identify alternative staffing models and resources to support programming goals.

- Providing in-house case management services to residents at Lilac Place.

4.4 Work with clients to achieve self identified goals. Develop metrics and stories to measure progress.

- Created and/or modified monthly reports for Board packets
- On-going collection of client stories