

## **Board Planning Retreat - 2011**

*Posted: March 2011*

On February 25, 2011, the board held a planning retreat along with Housing Authority management staff for the purpose of planning for the upcoming fiscal year 2012 which begins July 1, 2011 and ends June 30, 2012.

At the board meeting following the retreat, the board approved short-term goals for fiscal year 2012 as well as long-range planning goals for fiscal year 2012 through fiscal year 2016. We invite you to take a look at our short-term and long-range goals as we move forward as an organization. Please feel free to let us know if you have any additional thoughts or questions regarding our goals.

**HAYC**  
**GOALS FOR FY2012 (July 1, 2011 – June 30, 2012)**

Technology

- Conduct 4 staff trainings on software used by HAYC staff.
- Provide technical support for improved management reporting.
- Set up an Update Server to make certain that all computers are updated with the latest production and protection software.

Development

- Complete the Design Review process for a new project on the Meridian Street property in Newberg.
- Apply for funding from one or more sources to construct an affordable housing project on the Meridian Street project.
- Assist the Special Needs Task Force of the End Homeless Now Committee with housing development expertise as requested.
- Search for land to purchase with LRPB proceeds.
- Review existing affordable housing stock in Yamhill County and be prepared to analyze possible purchases when these properties become available for sale in order to preserve them in the affordable inventory.

Accounting

- Complete Unaudited FASS by 2 months after fiscal year end, and Audited FASS by 9 months after fiscal year end.
- Report HCV information in VMS monthly.
- Have Operating Budgets prepared for all properties 30 days or prior to beginning of the fiscal year.
- Timely and accurate financial reporting to OHCS, Rural Development, Limited Partners, and other funding providers.
- Continue to market and enroll Landlords and vendors in ACH direct deposits.

Housing Programs

- Exhaust all revenue opportunities to support existing and new service programs.
- If feasible, prepare and submit Housing Rehabilitation application for 2012 funding.
- Close an average of 24 Rehabilitation loans, if available, obligate \$360,000 annually.
- Obligate all 2010 Willamina Rehabilitation funds.
- Partner with available resources in the community to maximize opportunities for clients.
- Draw down remaining NSP 1 funds.
- Repair all NSP 1 homes and ready for sale in compliance with program.
- Submit relevant applications for continued funding for existing programs.
- Timely submit all draw requests and reports for uninterrupted funding.
- Market programs.
- Streamline, train/cross-train and evaluate existing and new staff positions.

Housing Services

- Maintain Voucher utilization at or near 1,343, or that number dictated by HUD funding and our ratio of average HAP.
- Maintain SEMAP High Performer Status in all areas.

- Maintain an average FSS program participation of 97% or better, continue to recruitment outreach for new FSS clients.
- Evaluate and refine Grand Ronde Tribal Housing voucher program as necessary.
- Refine landlord training/orientation: evaluate and update course material, presentation and scheduling as appropriate what would be covered.
- Refine Ready To Rent (R2R) Program: evaluate and update course material, presentation and scheduling as appropriate and apply for Rent Guarantee funds grant.

#### Asset Management

- Occupancy reported and analyzed by Financial Occupancy, and Maintain physical Occupancy percentage at 95%.
- Delinquencies at all properties reviewed on a monthly basis in effort to minimize bad debt. Goal 1.5 % or less of Total Rental Revenue.
- Update marketing strategies yearly by having a yearly advertisement of properties in newspaper; develop and update brochures and marketing pages for all properties.
- Develop property budget indicators and review on a monthly basis with site staff.
- Budget for Yardi property management training on site.
- Conduct Quality Control Surveys on an annual basis for all properties.
- Promote and host Ready to Rent program.

#### Maintenance

- Maintain Make Ready repairs and cleaning in 12 days (average) or less for units not requiring significant (new flooring or cabinets) contract repairs.
- Complete routine on-demand requests for repairs in 72 hours (average).
- Calendar Maintenance Staff to do Preventative maintenance for all properties.
- Complete detailed capital needs assessments for Tice Park, Haworth Terrace.

#### Safety/Wellness Committee

- Complete Scheduled Safety exercises.
- Review and update Safety and Health policy.
- Expand employee wellness activities and incentives through varied funding.
- Wellness Newsletter: 6 issues per year.
- Complete yearly safety inspections of properties.

#### Management

- Continue work with all departments to increase financial security for agency with goal to have a positive amount in local reserves available for development after deducting the operating contingency reserve.
- As a team, work on becoming more efficient and also identify areas that cause the agency to struggle in cash flow from operations.
- Explore options for developing additional revenue.
- Step up marketing of HAYC and efforts to sell the rest of Village Quarter commercial space.
- Obtain clear and supporting direction on the use of LRPB sales proceeds.
- Continue work on 10-year ending homelessness plan including development of annual report to the community. Assist in coordinating housing needs section of plan which include facilitating affordable housing committee.

**HOUSING AUTHORITY OF YAMHILL COUNTY**

**LONG-RANGE PLANNING GOALS  
FY2012 – FY2016**

**TECHNOLOGY:**

1. Expand Web Site capabilities and outreach
2. Expand availability of technology to residents.
3. Review functionality of Yardi, assist staff in implementing changes where possible (by HAYC or Yardi) to improve efficiency, productivity and workflow.
4. Improve technological connectivity between staff outside the office and the main office using such tools as laptops, tablets, smart phones, etc.

**DEVELOPMENT:**

1. Develop an affordable housing project on the land owned on Meridian Street in Newberg.
2. Complete feasibility study to acquire Abbey Heights at end of tax credit compliance period (FY2013).
3. Develop affordable housing according to identified needs and funding availability in communities with infrastructure and support services necessary to make the project successful.
4. Partner with other community agencies to provide resident services for special needs housing and homeless/transitional housing.
5. Land-bank property when feasible for future development.

**HOUSING PROGRAMS:**

1. Continue to monitor and fully explore and pursue all revenue opportunities to support existing and new service programs.
2. Continue to seek out affordable homes to support the Home Ownership programs.
3. Apply for Housing Rehabilitation, Community Development Block grants as deemed feasible on an on-going basis.

**Section 8**

1. Continue to improve/expand services to clients and landlords.

2. Yardi - Analyze feasibility of utilizing additional modules such as Family Self Sufficiency and Inspections.

**ASSET MANAGEMENT:**

1. Implement where useful additional Yardi software features for the Affordable module.
2. Use of portfolio critical indicators to plan for major milestones and to improve cash flow.
3. Cut on-demand work orders in half from a FY2008 baseline with a combination of Preventative Maintenance and tenant education.

**MANAGEMENT:**

1. Actively participate with cities, county and community to advocate for affordable housing and to assess housing need and demand
2. Actively participate as facilitator for 10-Year Ending Homelessness Governing Council. Head up annual reports to the community on behalf of the Governing Council. Facilitate Affordable Housing Committee.
3. Implement Electronic Fund Transfers (EFTs) for all clients.
4. Look at potential to implement a Boys & Girls Club in conjunction with one or more HAYC-owned new developments.
5. Continue work with all departments to increase financial security for agency with goal to have a positive amount in local reserves available for development after deducting the operating contingency reserve.
6. As a team approach by labor and management members, work on becoming more efficient and also identify areas that cause the agency to struggle in cash flow from operations.
7. Explore options for developing additional revenue.

*Revised: February 25, 2011*