



The Virgin Islands Housing Authority has made significant progress throughout FY 2022 in support of the Government of the Virgin Islands (GVI) achieving sustainable recovery. VIHA is progressing in redeveloping its old public housing inventory by redesigning critical infrastructure inclusive of housing for low-and-moderate income families. Our success in being able to participate in the Tax-Exempt bond market, leverage various disaster funding sources with Low-income Tax Credits, participating in HUD's RAD Program and the purchasing of land to construct new developments have enabled us to bring reality to our Portfolio Repositioning Strategy. Our Portfolio Repositioning Strategy will address some persistent problems associated with the older public housing such as developments that are too large, high concentration of poverty, isolation of public housing communities and wasteful building systems. VIHA's short and intermediate redevelopment plans are to work with our Territorial partners to transform poorly designed public housing to smaller attractive developments with larger apartments designed to be more resilient to hurricanes, with a new level of efficiency, which incorporates significant energy-efficient elements to reduce utility costs to residents. A related goal is to work with the Territory to have recreational space such as parks and community centers, designed and placed in centralized locations accessible to the entire community to reverse the isolation of recreation for residents in public housing.

VIHA's plans for redevelopment in terms of the size of apartments are, in part, guided by the demographics on our waiting list and general demographic trends in the Territory. We collaborated with our residents in these efforts even with the challenges of the national COVID pandemic. Smaller families have been a consistent trend in the last two decades. Thus, we will be constructing affordable housing with primarily one, two and three bedrooms. Larger families will be accommodated through Housing Choice Vouchers. We also note that the Race/Ethnicity population of our Waiting List reflects the approximate composition in the U. S. Virgin Islands.

Lastly, VIHA's plans to transform its old public housing will rely heavily upon the increased use of Housing Choice Vouchers which will assist in short-term relocation and permanent housing options for families. VIHA will continue to use Project-Based Vouchers in its new affordable

housing as HUD aggressively implements its Rental Assistant Demonstration (RAD) program nationwide.

The Virgin Islands Housing Authority (VIHA) has made several revisions to its Public Housing Annual Agency Plan for FY 2022 in the following areas highlighted below:

Section B1: Annual Plan Elements:

Housing Needs and Strategy for Addressing Housing Needs

VIHA has implemented an aggressive, coordinated approach to stakeholder meetings to share information on the benefits of our Portfolio Repositioning Strategy, impact on schools, transportation, community policing and ancillary services. It is anticipated that implementation of VIHA's Portfolio Repositioning Strategy, along with opportunities for landlords to leverage programs such as the Rental Rehab and Reconstruction Program and residents/tenants to participate in self-sufficiency and homeownership opportunities, will provide additional support to address unmet needs of families in the Territory.

Deconcentration and Other Policies that Govern Eligibility, Selection, and Admissions

VIHA has reviewed relevant data from the Territory's Consolidated Plan and Housing Demand Study, our Public Housing and Housing Choice waiting lists, as well as our current residents to determine the level of deconcentration needed to balance the income levels in our portfolio. As a result, VIHA has determined that a long-term approach must be employed to achieve an appropriate level of income distribution in its developments. VIHA believes deconcentration will be achieved as we implement our Portfolio Repositioning Strategy. The plan requires a significant redevelopment and/or rehabilitation of the entire public housing inventory. Deconcentration will result through the screening process in the new developments, which will occur during the next five (5) to ten (10) years. The following waiting list data for St. Thomas shows that 81% of families have extremely low income. Similarly, the waiting list data for St. Croix shows that 83% of families have extremely low income. Thus, deconcentration is unattainable without redevelopment.

**Combined Housing Needs of Families on the Waiting List
(As of August 16, 2022)**

Waiting List Data—St. Thomas		
	# of families	% of total families
Waiting List Total	365	
Extremely low income <=30% AMI	295	80.82%
Very low income (>30% but <=50% AMI)	48	13.15%
Low income (>50% but <80% AMI)	20	5.48%
Not Low	2	0.55%
Families with Elderly	57	15.62%

Families with Disabilities	35	9.59%
Families with Children	150	41.10%
Waiting List Population Breakdown		
Population Total	736	
Race - White	8	1.09%
Race - Black/African Native	670	91.03%
Race - Amer Ind/Alaska Native	2	0.27%
Race - Asian	2	0.27%
Race - Nat. Hawaiian/Pacific	1	0.14%
Race - Other	4	0.54%
Race - Declined	49	6.66%
Hispanic	54	7.34%
Non-Hispanic	682	92.66%
Characteristics by Bedroom Size (Public Housing Only)		
Total Bedroom Size	365	
1BR	188	51.51%
2 BR	104	28.49%
3 BR	58	15.89%
4 BR	12	3.29%
5 BR	3	0.82%
Waiting List Data—St. Croix		
	# of families	% of total families
Waiting List Total	483	
Extremely low income <=30% AMI	399	82.61%
Very low income (>30% but <=50% AMI)	58	12.00%
Low income (>50% but <80% AMI)	25	5.18%
Not Low	1	0.21%
Families with Elderly	71	14.70%
Families with Disabilities	14	2.90%
Families with Children	163	33.75%
Waiting List Population Breakdown		
Population Total	864	
Race - White	6	0.69%

Race - Black/African Native	809	93.63%
Race - Amer Ind/Alaska Native	2	0.23%
Race - Asian	1	0.12%
Race - Nat. Hawaiian/Pacific	0	0.00%
Race - Other	3	0.35%
Race - Declined	43	4.98%
Hispanic	110	12.73%
Non-Hispanic	754	87.27%
Characteristics by Bedroom Size (Public Housing Only)		
Total Bedroom Size	483	
1BR	281	58.18%
2 BR	131	27.12%
3 BR	50	10.35%
4 BR	17	3.52%
5 BR	4	0.83%
Waiting List Data—St. Croix LEB I		
	# of families	% of total families
Waiting List Total	372	
Extremely low income <=30% AMI	363	97.58%
Very low income (>30% but <=50% AMI)	6	1.61%
Low income (>50% but <80% AMI)	2	0.54%
Not Low	1	0.27%
Families with Elderly	15	4.03%
Families with Disabilities	6	1.61%
Families with Children	126	33.87%
Waiting List Population Breakdown		
Population Total	687	
Race - White	15	2.18%
Race - Black/African Native	495	72.05%
Race - Amer Ind/Alaska Native	2	0.29%
Race - Asian	0	0.00%
Race - Nat. Hawaiian/Pacific	1	0.15%
Race - Other	107	15.58%

Race - Declined	67	9.75%
Hispanic	181	26.35%
Non-Hispanic	506	73.65%
Characteristics by Bedroom Size (Public Housing Only)		
Total Bedroom Size	372	
1BR	261	70.16%
2 BR	22	5.91%
3 BR	89	23.93%
4 BR	0	0.00%
5 BR	0	0.00%
Waiting List Data—St. Croix LEB II		
	# of families	% of total families
Waiting List Total	83	
Extremely low income <=30% AMI	70	84.34%
Very low income (>30% but <=50% AMI)	12	14.46%
Low income (>50% but <80% AMI)	1	1.20%
Not Low	0	0.00%
Families with Elderly	81	97.59%
Families with Disabilities	3	3.61%
Families with Children	0	0.00%
Waiting List Population Breakdown		
Population Total	96	
Race - White	5	5.21%
Race - Black/African Native	47	48.96%
Race - Amer Ind/Alaska Native	0	0.00%
Race - Asian	0	0.00%
Race - Nat. Hawaiian/Pacific	0	0.00%
Race - Other	20	20.83%
Race - Declined	24	25.00%
Hispanic	15	15.62%
Non-Hispanic	81	84.38%
Characteristics by Bedroom Size (Public Housing Only)		

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Total Bedroom Size	83	
1BR	83	100.00%
2 BR	0	0.00%
3 BR	0	0.00%
4 BR	0	0.00%
5 BR	0	0.00%

AMP Number	Development Name	Number of Occupied Units	Average Income As of 08/16/2022	Ave Br Calc	Development Average Income Divided by BR Factor	PHA Wide 85% - 115% Percentage relative to EIR	Acceptable Justification
St. Thomas							
VQ001000011	Oswald E. Harris Court	286	\$21,979.10	1.13	\$19,509.09	102%	
VQ001000013	Estate Bovoni Apartments	322	\$20,699.73	1.12	\$18,519.91	97%	Lack of reliable public transportation and location close to the landfill, make this a high turndown complex leading to a higher concentration of poverty than in other complexes.
VQ001000014	Paul M. Pearson Garden	118	\$21,723.02	1.03	\$21,149.47	111%	
VQ001000014	H. H. Bergs Homes	44	\$24,174.73	1.02	\$23,637.51	124%	Bergs Home and Bergs Addition are located on the same site and run as one project in terms of leasing. Combined EIR is 86% within the
VQ001000014	Addition to Bergs Homes	22	\$11,467.91	1.21	\$9,488.30	50%	

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							required percentage.
VQ001000014	Lucinda A. Millin Home	83	\$10,715.71	0.72	\$14,885.42	78%	100% Elderly/Disabled Project.
VQ001000015	Michael J. Kirwan Terrace	122	\$24,541.20	1.20	\$20,494.39	108%	
VQ001000015	The Knolls at Contant	86	\$33,913.55	1.16	\$29,341.70	154%	Due to the many long term residents with increasing income this development has low turnover.

AMP Number	Development Name	Number of Occupied Units	Average Income As of 08/22/2022	Ave Br Calc	Development Average Income Divided by BR Factor	PHA Wide 85% - 115% Percentage relative to EIR	Acceptable Justification
St. Croix							
VQ001000021	David Hamilton Jackson Terrace	96	\$14,449.31	1.03	\$14,068.30	112%	Site is currently under Rental Assistance Demonstration (RAD).
VQ001000021	Alphonso "Piggy" Gerard Complex	23	\$19,501.74	1.13	\$17,251.54	137%	Site is currently under Rental Assistance Demonstration (RAD).
VQ001000022	John F. Kennedy Terrace	71	\$11,363.24	1.10	\$10,354.08	82%	Site is currently under Rental Assistance Demonstration (RAD).
VQ001000022	Joseph E. James Terrace	34	\$9,514.47	1.25	\$7,611.58	61%	100% Elderly/Disabled Project.

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							High criminal activity make this a high turndown complex leading to a higher concentration of poverty than in other complexes.
VQ001000023	Aureo Diaz Heights Community	97	\$10,086.33	1.10	\$9,176.27	73%	
VQ001000023	Mount Pleasant	43	\$13,158.42	0.92	\$14,360.71	114%	
VQ001000023	Candido R. Guadalupe Terrace	79	\$10,158.65	1.13	\$9,002.05	72%	High criminal activity make this a high turndown complex leading to a higher concentration of poverty than in other complexes.
VQ001000024	Marley Homes	24	\$13,021.79	1.15	\$11,364.47	90%	Marley Homes and Marley Addition are located on the same site and run as one project in terms of leasing. Combined EIR is 86% within the required percentage.
VQ001000024	Addition to Marley Homes	54	\$10,547.80	1.14	\$9,261.48	74%	
VQ001000025	Williams Delight Villas	105	\$17,642.97	1.15	\$15,291.06	122%	Williams Delight is in process of converting to a homeownership community. Tenants are long term and their incomes have increased

							over time. VIHA will target 30% for new admissions.
VQ001000025	Whim Gardens for the Elderly	96	\$8,545.31	0.85	\$10,053.31	80%	100% Elderly Project.
VQ001000026	Louis E. Brown Redvelopment I	75	\$15,397.63	0.85	\$18,114.85	121%	Mixed Income Project.
VQ001000027	Louis E. Brown Redvelopment II	8	\$11,142.63	0.85	\$13,108.97	104%	

VIHA will continue to ensure compliance to affirmatively further fair housing and seek any needed assistance and guidance from FHEO.

Financial Resources

Planned Sources and Uses		
Sources	Planned \$	Planned Uses
1. Federal Grants (FY 2020 grants)		
a) Public Housing Operating Fund (2021) projected	\$18,198,147	Public Housing Operations
b) Public Housing Capital Fund	\$0	Public Housing Modernization and Development
c) HOPE VI Revitalization	\$0	
d) HOPE VI Demolition	\$0	
e) Resident Opportunity and Self-Sufficiency Grants	\$98,883	Resident Services Program Support
f) CARES Act 2021 Housing Choice – Mainstream Vouchers HAP (FY 2021 balance) \$697,500 Authorized	\$145,014	To aid non-elderly populations with disabilities in response to, and recovery from, COVID-19
g) <i>Foster Youth to Independence (FY 2022 balance)</i>	\$132,651	To aid youth who have left foster care, homeless or at extreme risk of becoming homeless, are 18 but not more than 25 with a history of child welfare involvement, for a maximum of 36 months.
Other Federal Grants (list below)		
Single Room Occupancy (SRO) Vouchers	\$58,887	Housing Choice Voucher -Rehabilitation Program HAP and Admin Operations
Shelter Care (SC) Vouchers	\$0	Housing Choice Voucher – Shelter Care HAP and Admin Operations
Federal Emergency Management Agency (FEMA)	\$240,000,000	Public Assistance Funds for disaster recovery for Hurricanes Irma and Maria

Federal Emergency Management Agency (FEMA) 404 Hazard Mitigation	\$42,299,920	FEMA Hazard Mitigation Funding for wind retrofits at Oswald Harris Court (\$18,091,623.61) and Walter I. M. Hodge Pavilion (\$24,208,296.32)
Community Development Block Grant – Disaster Recovery (CDBG-DR)	\$160,000,000	Disaster Recovery Grant funds – Tranche 1 - \$70,000,000; Tranche 11 - \$90,000,000
Emergency Housing Vouchers	\$124,475	Provide temporary housing to individuals or families who are homeless, fleeing or attempting to flee domestic violence, dating violence, sexual violence, stalking or human trafficking.
2. Prior Year Federal Grants (unobligated funds only) (list below)		
US Dept of Labor Youth Build	\$0	Affordable Housing/ Supportive Services
3. Capital Fund Grants		
CFP 2022	\$11,237,290	Public Housing Modernization
CFP 2021	\$2,752,397	Public Housing Modernization
CFP 2020	\$2,135,245	Public Housing Modernization
CFP 2019	\$1,568,369	Public Housing Modernization
CFP 2018	\$187,877	Public Housing Modernization
4. Public Housing Dwelling Rental Income	\$3,999,023	Public Housing Operations
5. Other income (list below)		
Bad Debt Collection	\$30,000	Public Housing Operations
Interest	\$60,000	Public Housing Operations

6. Non-federal sources (list below)		
Local—Tax-Exempt Bonds	\$54,725,000	2020 Private Activity Tax-Exempt Bond Volume Cap to VIHA for Rental Housing Projects
Local—Tax-Exempt Bonds	\$54,725,000	2021 Private Activity Tax-Exempt Bond Volume Cap to VIHA for Rental Housing Projects
Local - Youth Build	\$0	Supportive Services
7. Non-Federal Sources (other)		
Developer Fee	\$2,918,810	Affordable Housing Development
Total Resources	\$595,264,337	

Operation and Management

Revision of the Housing Choice Voucher Program (HCVP) Administrative Plan:

The HCVP Admin Plan has been updated to include recent changes in HUD regulations including the following: (1) Changes to the frequency and methods of conducting Housing Quality Standards inspections. 24 CFR Part 982.405 permits public housing agency to inspect leased units at least biennially during assisted occupancy at other times as needed, to determine if the unit meets HQS. The update to the plan also allows VIHA’s HCVP to conduct Remote Video Inspections and to employ alternative inspection methods such as self-certification of repairs for units requiring re-inspections. (2) The use of the 75 tenant-based Mainstream Vouchers allocated to VIHA effective January 1, 2021. (3) The use of a maximum of 20 Foster Youth to Independence Vouchers (FYI) governed by the rules set forth in the Public & Indian Notice (PIH) 2020-28 dated October 6, 2020, in collaboration with the Virgin Islands Department of Human Services. VIHA has been granted 14 Tenant Protection (TPV) – Tenant-Based vouchers to assist youth under the age of 25 with a history of child welfare involvement, for up to 36 months.

Update of Utility Allowances:

Utility Allowances have been updated as per 24 CFR 982.517 and the newly issued Utility Allowances Chapter of the Housing Choice Voucher Program Guidebook. The last adjustment to the Utility Allowances was implemented in 2021.

VIHA implemented its new Housing Choice Voucher Program Utility Allowances effective, August 1, 2022, due to the rate change of at least 10 percent since the last adjustment. This document is attached as a part of the Annual Plan for public comments.

Homeownership Programs

At Williams Delight Villas, the Portfolio Repositioning Strategy requires a long-term solution for the forty-five (45) year old development. The development was built in 1969 and consisted of 300 single-family detached homes. The property address is 158 and 159 Estate Williams Delight, Frederiksted, St. Croix. Currently, VIHA is approved to sell 36 homes to eligible purchasers per Section 5(h) of the Housing Act of 1937. To date, there is authorization sale 19 additional homes under Section 5(h). Section 5(h) was replaced with Section 32 Homeownership Program per the Quality Housing and Work Responsibility Act. PHAs are allowed to continue to operate their Section 5(h) programs, but VIHA’s authority to sell homes per Section 5(h) will expires once it sells 19 more homes. Thus, will is submitting a request to HUD to implement a Section 32 Homeownership Program to replace its Section 5(h) Program.

VIHA’s goal is to sell 75 single-family detached homes per Section 32: 50 occupied and 25 vacant. Eligible purchasers must meet the requirements of the U.S. Department of Housing and Urban Development (HUD) Section 32 Homeownership Program. Under the Section current families are offered the first right of refusal to purchase the home in which they reside. Existing residents will also have the right to purchase another home that is currently being managed, built, or sold by VIHA. If the existing resident chooses to purchase an alternative site, their income will be restricted to 80% AMI.

Purchasers have the option to either obtain a mortgage loan or do a cash purchase. Purchasers are responsible for paying the down payment and closing costs associated with their purchase. They are also required to use their own funds to contribute 1% of the sales price of the home towards their down payment. The homes will be sold for the appraised price, which will vary depending on house size and location.

Currently, there are 105 occupied homes, five vacant lots, and 158 vacant units. VIHA intends to demolish homes where renovation cost exceed HUD allowable limits or are structurally unsound. VIHA has inspected each home to determine if it is structurally sound. Section 32 program provides a significant opportunity to public housing residents, allowing them to purchase their home and build personal equity and invest in the neighborhood, as well as further diversify the owner-to-renter composition of the neighborhood.

The chart below provides the occupancy status as of May 2022:

OCCUPANCY STATUS					
	Sold	Occupied	Vacant Units	Vacant Lots	Total

2BR	16	45	92		153
3BR	16	51	58		125
4BR	0	9	8		17
Vacant Lot				5	5
Total	32	105	158	5	300

The chart below includes 56 homes occupied by families who have submitted a Letter of Interest, 26 of which have met the 35% income threshold. VIHA will assess 25 vacant units to determine which ones are most suitable for homeownership. A structural report was recently prepared by Dynatec. Based on this report and a previous report prepared by Housing Solutions in 2019 of units on the Eastside, approximately, 153 homes may require demolition per Section 18 of the Act.

The average hard cost to renovate existing units is estimated at \$15,319 per unit, while the average cost to renovate vacant units is estimated at \$69,036 per unit. VIHA was recently allocated \$6 million in American Recovery Program (ARP) funding through the Government of the Virgin Islands to assist with repairs and rental assistance.

The chart below chart current homes prices once homes are repaired.

Bedroom Size	Size (SF)	Sale Price "As-Is" Occupied	Sale Price "As-Is" Vacant Homes
2BR	16	45	92
3BR	16	51	58
4BR	0	9	8

For those households meeting the eligibility standards, VIHA will has established the following selection preference:

	PRIORITY DESCRIPTION
First Priority	Residents currently living at Williams Delight Villas (residency required for at least six months.)
Second Priority	Former Williams Delight Villas Residents who are Military Veterans living in other St. Croix VIHA communities or Military Veterans who are Housing Choice Voucher (Section 8) voucher-holders living on St. Croix.
Third Priority	Former Williams Delight Villas Residents living in other St. Croix VIHA communities or Housing Choice Voucher (Section 8) voucher-holders living on St. Croix.
Fourth Priority	Former Williams Delight Villas Residents living in the U. S. Virgin Islands.

Obtaining financing for the home is a responsibility of the buyer. Eligible homeowners have the option of utilizing the traditional financial institutions, the USDA Rural Development Program, or and any other Local or Federal programs that they may be eligible to obtain mortgage financing. In addition, families have the option to do a cash purchase.

Success in obtaining financing will depend on the household's credit history, employment history, and amount of outstanding debt and/or availability of co-signers. Counseling and individual assistance will be provided to prospective buyers on financing planning, budgeting, and loan application procedures through the Virgin Islands Housing Finance Authority. Mortgage assistance is also available to eligible participants through the Virgin Islands Housing Finance Authority's HOME Program.

The following describes the application process for all prospective purchasers:

- All prospective purchasers must complete and provide a WD Survey and Letter of Intent to Purchase.
- A prospective purchaser of a home must be income eligible. The prospective purchaser's income must be at or below 80% of AMI based on household size if they are purchasing a home other their current residency. If the resident that is currently living in the home has an income over 80% AMI, the maximum income requirement of 80% AMI is waived. If a prospective purchaser who is not currently residing in a home decides to purchase a home, the income requirement, of 80% of AMI applies.
- A prospective purchaser must have a favorable credit score. Prospective Lenders will run a credit report.
- Prospective purchasers must be a first-time homebuyer or cannot have owned a home in the past three years and must not own any other home.
- The prospective purchaser must have a reliable source of income, evidenced for at evidenced for at least 12 months.
- Prospective purchaser must meet the underwriting standards set by the lender in accordance with the ratio requirements pertaining to income and debt
- Prospective purchasers must contribute no less than one percent (1%) of their own funds towards the down payment a house. Prospective purchasers are permitted to use grants, gifts from relatives, contributions from private sources, and other similar sources for the remainder of the down payment *VIHA will retain records verifying the source(s) of this one percent contribution.*
- The prospective purchaser must have a history of consistent rental payments with VIHA for a minimum of six months.
- Prospective purchasers must be able to afford monthly mortgage payments including taxes, insurance, utilities, maintenance, and other fees associated with homeownership (e.g., association dues), not to exceed 35% of adjusted gross income.

- Each prospective purchaser must agree that the home will be the purchasers' principal residence.

Community Service and Self-Sufficiency Program

VIHA has begun the process of overhauling its resident services department with a new title, staffing and approach to service coordination and individual and family success. The new name is now the "Department of Resident Wellness and Empowerment." The department will combine the traditional functions of Family Self-Sufficiency, collaborative partnerships and the leveraging of services and resources, comprehensive service coordination, baseline resident referral services, and ongoing coaching and counseling efforts. The overarching goal is to deploy a comprehensive approach to connecting residents to the services and resources necessary for facilitating positive outcomes and generational success for each household.

VIHA's long term goal is to have the greatest impact to improve the lives of its residents and the communities in which they live. All resident engagement efforts will seek to promote opportunities for residents to actualize financial wellness, increased income, better health, and emphasis on whole-person wellness, elimination of food insecurities; improved adult literacy and education attainment; allow residents to foster inclusion and be active and engaged in the community.

The Department of Resident Wellness & Empowerment will facilitate resident input into ongoing program design that will drive:

- high performing youth and schools
- healthier residents and communities
- economically stable residents
- an engaged community of citizens maintaining healthier relationships, and
- safer communities

Key to departmental success will be focusing on some important components of the department's operations. Leadership will ensure the successful incorporation and use of existing opportunities such as HUD's Community Service Requirement which mandates that unemployed adult residents of public housing contribute eight (8) hours of community service each month or participate in economic self-sufficiency programs. Also, effective administration of the Family Self Sufficiency (FSS) Program will be a focal point for facilitating positive outcomes for VIHA residents. Additionally, updated departmental policy and procedures and operations manuals will be developed and operationalized. Intense efforts will be given to breaking down silos and developing and maintaining effective community partnerships and collaboration will be instrumental in ensuring that residents are connected to the services and resources they need. Finally, restructuring the department will begin with ensuring a departmental structure that results in effectiveness,

efficiency, accountability, and a team that is mission and results oriented. Staff recruitment will focus on filling department positions with individuals who are:

- passionate
- knowledgeable
- seeking professional growth
- goal and data driven
- collaborative and supportive, and
- who wants to have fun.

METHODOLOGY

To accomplish the goal of generational success for its residents, VIHA believes that it must ensure the internal infrastructure exists within Resident Wellness & Empowerment that enables VIHA to avail residents to every opportunity to meet and overcome challenges and barriers to success. As a result, VIHA has developed and began implementing its new Bright Path Holistic Human Service Delivery Model which seeks to ensure individuals and families will have access to the services and resources that are instrumental in promoting health and wellness, housing stability, economic mobility, and personal self-sufficiency for every household. Bright Path is a multi-dimensional comprehensive approach to integrating key service delivery systems into the delivery of services and opportunities that leads to better life outcomes and the ability to thrive. It works by bringing together community service providers representing various sectors of service provision to create an insulated pipeline of wrap-around services. Through the focused and intentional efforts of VIHA's Community and Resident Resiliency Coordinators (CRRC), services are leveraged, organized, and coordinated in a fashion that allows for ease of access and connection to needed resources by VIHA's low-income public housing residents.

VIHA's Bright Path approach which has as its foundation, components of various national best-in-class models (7 Dimensions of Whole Person Wellness and the Social Determinants of Health) seeks to aid its residents in achieving the following goals across 6 dimensions daily life.

- Intellectual Wellness - Ensure that Community residents have the knowledge required to help shape their academic and employment futures while increasing their capacity to make better decisions regarding their health and improve their ability to secure the resources that are vital for good physical and mental health.
- Financial & Vocational Wellness - Community residents will have increased confidence about their economic futures because of connections to opportunities that places them on a path to financial stability.
- Physical & Emotional Wellness - Ensure Community residents are changing individual behaviors and are living a healthier lifestyle by improving knowledge of and access to quality health services.

- Social Wellness - Community residents can build strong trusting social networks that positively influence behavior and lead to better access to health-enhancing resources.
- Environmental Wellness - Community residents are residing in safe opportunity rich communities which shapes their behaviors, positively influences their health, and works towards preventing loss of housing.
- Spiritual Wellness - Community residents are having better relationships with themselves and their chosen divine leader while experiencing life according to their life purpose.

While CRRCs will not engage in the provision of intensive case management, they will provide “light case management” services for residents/households where the need has been determined. The expectation of “light case management” has been established as follows.

- *Light Case Management*
- *Ongoing Counseling and Coaching*
- *A Connection to Quality Resources*
- *The Promotion of Personal Responsibility & the Belief in Human Potential*

Partnership with Department of Labor (DOL) – “Skills for Today” Program

The Virgin Islands Housing Authority is partnering with the Department of Labor and through their subcontractor, ICF, to recruit residents for the “Skills for Today” workforce training initiative. “Skills for Today” is funded through the Community Development Block Grant for Disaster Recovery (CDBG-DR) funds in response to Hurricanes Irma and Maria’s devastating impact in 2017. Skills for Today is administered by the VI Department of Labor and is managed by ICF with a two-year period of performance (June 2021 – June 2023). Skills for Today is designed to provide Work Readiness Training and Occupational Skills Training through work-based learning options to 640 low to moderate income individuals throughout the Territory. Various trades are being offered through the Skills for Today and include certification and job placement assistance. As part of their partnership, VIHA has hosted ICF outreach events in each of its public housing communities on both islands, inclusive of the first Community Wellness and Health Fair in Oswald Harris court on June 19, 2022. Marketing materials have been distributed electronically to Housing Choice Voucher recipients. As a result of the VIHA and ICF collaboration, over 250 interest forms have been completed with dozens moving into the training process to date.

Family Self-Sufficiency (FSS) Program

The Family Self-Sufficiency (FSS) Program is a voluntary program serving a minimum of 25 Low Income Public Housing (LIPH) and Housing Choice Voucher Program (HCVP) families. Services such as referrals for job training, educational support, and mentoring, are provided to facilitate participants moving to economic self-sufficiency. The Virgin Islands Housing Authority (VIHA) received renewed grant funding in the amount of \$98,883.00 from the Department of Housing and Urban Development (HUD) to cover the staffing costs associated with managing the Family Self-Sufficiency (FSS) Program for the 2022 calendar year. In May 2022 HUD release substantive changes to 24 CFR 984, a legislative guide which governs the operation of FSS programs. These adjustments, which became effective on June 16, 2022, change who is eligible to enroll in the program, how escrow is calculated and the term of the mandated contract. As a result of the changes to the above-mentioned policy, Public Housing Authorities are tasked with updating their FSS Action Plans to align with the new regulations and policies.

VIHA's Action Plan was revised to include the update language, policy and protocols and was submitted to the VIHA Board of Commissioners for approval prior to its required submission to HUD before the September 30, 2022, deadline. As part of the changes that are being rolled into the FSS Program, VIHA has begun the process of implementing Bright Path. Bright Path is a comprehensive plan designed to aid individuals and families across all VIHA's rental subsidy programs to achieve holistic wellness by transforming lives and realizing brighter futures. Bright Path promotes opportunity and independence for VIHA residents through a combination of targeted programming and community partnerships. As, the FSS Coordinator is mandated to host quarterly Program Coordinating Committee meetings to provide government and non-governmental organizations with the opportunity to collaborate and assist motivated participants of the FSS Program, VIHA is looking to each partner agency to contribute to VIHA's ability to leverage resources as FSS Program participants progress towards meeting their economic self-sufficiency goals.

Community Health & Wellness Day

Resident Wellness and Empowerment (RWE) will continue to collaborate with a planning team consisting of individuals from various nonprofit and government social services organization to organize and implement quarterly Community Health & Wellness Day events within VIHA's public housing communities. The purpose of the Community Health & Wellness Day events is to increase awareness of services and resources available in the Territory, improve accessibility, and to build relationships between VIHA's RWE department and the service provider community.

Resident Councils

Instrumental in ensuring connections to services and resources and positive resident outcomes is the operations of effective Resident Councils at each VIHA community. The

role of all VIHA resident councils is to improve the quality of life and resident satisfaction as well as participating in self-help process while enabling residents to create positive living environments for all residents living in VIHA communities. Resident Councils will actively participate in the wellness and empowerment of residents via a working partnership with VIHA. Thus, VIHA will work to ensure the effective operations of more Resident Councils within VIHA communities this upcoming year.

Bright Path Academic Enrichment Centers

Through the U. S. House of Representatives Committee on Appropriations, VIHA and its RWE department has secured a total of \$600,000 to implement strategies designed to improve the academic outcomes of youth residing in VIHA communities. RWE will partner with selected community partners to develop onsite year-round afterschool and summer programs which create healthy learning environments in three (3) community centers (2 in St. Thomas and 1 in St. Croix) in selected VIHA public housing communities. VIHA will continue to seek and secure funding to continue this effort and ensure program stability. It is the intention of this effort to achieve the following outcomes.

- Structured academic development and support
- Improved school attendance
- Increased graduation rates
- Social emotional, cognitive, and academic development
- Convenient and easily accessible
- Reduce risky behaviors
- Promotion of physical health
- Provision of a safe and supportive environment
- Support for working families
- More youth on the track for career success

Bright Path Community Health & Wellness Centers

Through the U. S. House of Representatives Committee on Appropriations, VIHA and its RWE department has secured a total of \$300,000 to implement strategies designed to address the mental health needs of residents residing in VIHA communities. RWE will collaborate with selected community partners to create and operate Community Health and Wellness centers ensuring the provision of onsite mental health and connections to other health related services in community center space located in two (2) VIHA public housing communities (1 in St. Thomas and 1 in St. Croix). Deploying Community Health Workers, a specific focus will be given to elderly and disabled individuals in their quest to achieve healthy aging, thus creating a supportive housing environment.

VIHA and RWE will continue to identify and secure funding to support the ongoing operations of this initiative which seeks to achieve the following outcomes.

- Convenient and easily accessible
- Improved mental and physical health
- Increased mental bandwidth to execute tasks that help lift residents out of poverty
- Decreased lease violations
- Increased self-esteem
- Improved quality of life for entire household

Substantial Deviation

A “substantial deviation” to VIHA’s Five-Year Plan or Restated Five-Year Plan (collectively referred to as the “Five-Year Plan”) and Annual Plan is defined as any substantial change, modification, or amendment to the Five-Year Plan that materially and significantly modifies VIHA’s goals listed in any section of the Five-Year Plan. A change in VIHA’s objectives or strategies in reaching those goals will not be considered a “substantial deviation” or “significant amendment or modification.” Other than for “substantial deviation” or “significant amendment or modifications,” as defined above, VIHA may make changes to its Five-Year Plan without the necessity of re-submitting the entire Five-Year Plan document, conducting a public hearing, or otherwise engaging in Five-Year Plan Resident Advisory Board consultation or other resident consultation.

Significant Amendment/Modification

The following actions will be considered a Significant Amendment or Modification to the Five-Year and Annual Plan:

- A change that would significantly alter rent or admission policies of VIHA’s waiting lists.
- A significant addition of emergency or non-emergency work items not included in the Capital Fund Program Annual Statement(s)
- An exception to this definition will be made for any new activities that are adopted to reflect changes in HUD regulatory requirements or as result of a declared emergency (such changes will not be considered significant amendments or modifications by VIHA)
- Any proposed demolition, disposition, homeownership, Capital Fund Financing, development, mixed-finance or RAD projects not identified in the Plan

Section B2: New Activities

HOPE VI or Choice Neighborhoods

VIHA will retain the option to apply for HUD's Choice Neighborhood Planning and Implementation Grants provided that funding and timing is appropriate.

Choice Neighborhood Planning Grant

The Virgin Islands Housing Authority (VIHA) and the St. Croix Foundation for Community Development, with the support of the Virgin Islands Office of the Governor, applied for a Choice Neighborhood Planning Grant with the U. S. Department of Housing and Urban Development (HUD) but was not selected. Thus, it is VIHA's intention to resubmit for another Choice Neighborhood Planning Grant for the Marley Homes/Marley Additions site in 2023.

This shared vision with the community to conduct a planning effort with a committed team of partners, residents, and stakeholders to create an innovative yet achievable plan for the transformation of Frederiksted - Freedom City: Past, Present, and Future.

HUD's approval of this Choice Neighborhood Planning Grant application will allow us to create a shared vision to restore, champion, and enhance the rich history and social fabric which is Freedom City for the benefit of all in FY2023.

Mixed-Finance Modernization or Development

VIHA is continuously reviewing its Public Housing Portfolio to determine suitability of available funding and redevelopment opportunities. As such, all VIHA's units will be reviewed for mixed finance potential or HUD's RAD program on an ongoing basis. VIHA has identified development partners and consultants to assist with these efforts.

VIHA has identified the following sites: Wilford Pedro Home, D. Hamilton Jackson Terrace, Alphonso "Piggy" Gerard, John F. Kennedy Terrace, Nicasio Nico Apartments, Ludvig E. Harrigan Court, Mt. Pleasant, Joseph E. James Terrace, Marley Homes and Additions and Williams Delight as priority redevelopment sites on St. Croix. On St. Thomas, the redevelopment of the Estate Tutu Hi-Rise Apartments is planned in three phases at three (3) different site locations. These locations include two existing Estate Tutu Hi-Rise sites (Tutu North and Tutu South) and the Donoe site.

VIHA has engaged Developer Partners for the John F. Kennedy Terrace on St. Croix and the Estate Tutu Hi-Rise Apartments on St. Thomas. The redevelopment of John F. Kennedy Terrace will provide the opportunity to serve as a catalyst to the redevelopment of the Christiansted area, including the transfer of the Ralph deChabert property to the territory in exchange for buildable land. The redevelopment of the Estate Tutu Hi-Rise would provide the opportunity for the expansion of new and more resilient affordable housing

developments. This redevelopment strategy will incorporate the assistance of the Rental Assistance Demonstration (RAD) program, Low-Income Housing Tax Credits, and other housing subsidies such as project-based vouchers to support the redevelopment and operational funding needed.

As an integral part of VIHA's Portfolio Repositioning Strategy, VIHA will consider the sale of any asset and purchase of any new land that will support the overall Plan.

VIHA submitted complete RAD Applications for a Portfolio Award, or Multi-phase Award in June 2018 and received HUD's approval through the Department's Commitment to Enter into a Housing Assistance Payments (CHAP) letters on August 22, 2018.

HUD has approved a RAD Portfolio Award to VIHA for 1,282 units. A Portfolio Award allows public housing authorities to reserve RAD conversion for a set of projects. The agency has CHAPs for John F. Kennedy Terrace – 200 units, Joseph James -34 units, Wilford Pedro – 97 units, Walter I.M Hodge- 248 units. In addition, up to 1,698 units will be converted to project-based vouchers or project-based rental assistance under RAD per VIHA's Repositioning Strategy. The following table list these proposed RAD projects.

On June 10, 2022, VIHA along with its development partner, MDG Design + Construction closed on the Walter I. M. Hodge Revitalization Project – VIHA's 1st HUD approved RAD project.

\$116.7 million Rehabilitation Project - Developer: MDG Design + Construction
Owner: Walter I.M. Hodge RAD LLC

One-bedroom units -36	Two-bedroom units - 89
Three-bedroom units -87	Four-bedroom units – 36 : 248 units/ 21 Buildings

Project upgrades will include new kitchen and bath fixtures and cabinets, new plumbing and electrical systems, appliances, and flooring and painting. In addition, there will be substantial storm hardening measures including the installation of a new façade system incorporating new hurricane-wind resistant windows and louver systems, and entry doors and storefronts.

There will also be new site beautification measures, which will include placing new electrical lines underground, new site signage, landscaping, redesigned pedestrian walkways/seating areas and recreational facilities including a playground, upgraded basketball courts, and community gardening/planting boxes, as well as improved and increased parking throughout.

The project will include vastly improved community spaces including a renovated community center/property office building, featuring a computer room and library. The

project will also include a new senior center to accommodate the needs of residents (utilizing two existing residential units to be transformed for this community space).

The renovations are designed to meet the construction requirements of National Green Building Standards, Tropical Climate Path. The new apartments do not currently have and are not designed to have HVAC but will incorporate sustainable green features such as Energy Star appliances and ceiling fans, LED lighting, low-water usage fixtures, and highly efficient right sized electric water heaters. Additional resiliency measures include solar PV and re-establishing the cisterns and backup generators for common area lighting and the ancillary community center/site office.

Bright Path, a robust Resident Wellness and Empowerment Plan created by VIHA, will be implemented to provide support and services to the residents with long-term funding included in the project budget.

Financing for the project includes \$49.9 million in funding from VIHA utilizing FEMA Public Assistance and Hazard Mitigation Grant Programs and \$22.65 million from VIHA utilizing HUD's Community Development Block Grant-Disaster Recovery Program. The project received 9% Low Income Housing Tax Credits allocated by the Virgin Islands Housing Finance Authority, which, along with the Solar Investment Tax Credit, will yield an equity investment of \$27.56 million from Goldman Sachs Bank. Additionally, Merchants Bank of Indiana is providing a construction loan in the amount of \$28.50 million.

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Part 2 -VQ901-FY2023 Annual Plan

Below is a list of the VIHA properties on the Island of St. Thomas and St. Croix that are included in the agency's Portfolio Repositioning Strategy with a summary of each site's status.

St. Thomas	DoFA	Current Units	Demo	New Const	Final Units	ACC	RAD	PBV	LIHTC Only/RAD/Sec 18	Final Units
Estate Tutu	1974	304	(304)	154	154		0	154		154
Oswald Harris Court	1963	298	(16)		282		282			282
Oswald Senior		0			0			0		0
Donoe Family		0		84	84			84		84
Estate Bowoni	1973	366			366		366			366
Paul M. Pearson	1954	120	(120)	80	80			80		80
H. H. Bergs / Addition	1957	74	(74)	74	74			74		74
Lucinda Millin Home	1970	85	(85)	85	85			85		85
Michael J. Kirwan	1970	126	(126)	126	126			126		126
The Knolls at Contant	1998	96			96	0	96			96
St Thomas Totals		1,469	-725	603	1,347	0	744	603	0	1,347
St. Croix	DoFA	Current Units	Demo	New Const	Final Units	ACC	RAD	PBV	IA/Section 18 Blend	Final Units
D. Hamilton Jackson	1954	110	0	0	110		110		0	110
Alphonso Gerard	1957	26	0	0	26		26		0	26
John F. Kennedy	1966	200	(200)	200	200		200		0	200
Wilfred Pedro (Stony Ground)	1971	98	(98)	98	98		98		0	98
Ralph deChabert Sr.	N/A	0	0		0					0
Joseph E. James	1984	34	0	0	34		34			34
Aureo Diaz Heights	1970	125	(100)	125	125		100		25	125
Mount Pleasant	1973	44	(44)	46	46		44	0	2	46
Candido Guadalupe	1974	90	(90)	90	90			90		90
Marley Homes	1957	34	0	0	34		34	0	0	34
Marley Addition	1968	60	0	0	84		60	0	24	84
Ralph deChabert	1971	0	0	0	0		0		0	0
Walter IM Hodge	1971	250	(2)	0	248		248			248
William's Delight	1973	278	(178)	0	100	100	0			100
Mon Bijou		2	0	0	2	2				2
Nicasio Nico	1974	60	(60)	60	60		0	60		60
Ludvig Harrigan	1960	70	(70)	70	70		0	70		70
LEB I/II	2011/12	87	0	0	87	87				87
LEB III	2019	0	0	90	90			90		90
St. Croix Totals		1,568	-842	779	1,504	189	954	310	51	1,504
Grand Totals		3,037	(1,567)	1,382	2,851	189	1,698	913	51	2,851

Part 2 -VQ901-FY2023 Annual Plan

See the UPDATED PORTFOLIO REPOSITIONING - FINANCING PLANS (Millions) FIVE-PHASE IMPLEMENTATION.

	PORTFOLIO REPOSITIONING & FINANCING PLANS (Millions)																
	FIVE-PHASE IMPLEMENTATION PLAN																
Development Name	Developer	UNITS	ACC Units	RAD	PBV	RAD/SEC 18 BLEND OR INCOME AVERAGING	4% or 9% Credits	Planned/Actual Submission Date to VIHA for CDBG-DR	Total Dev Costs	EQUITY	FEMA	CDBG-DR	OTHER	VIHA Capital Funds	Total Sources	Development Period	Construction Approach
PHASE I & II																	
Donoe Family (Tutu Phase 1)	Pennrose	84	0	0	84	0	9%	9/9/2019	\$71.3	\$29.0	\$0.0	\$39.3	\$3.0	\$0.0	\$71.3	2019-2023	New Const.
Walter I.M. Hodge Pavilion	MDG	248	0	248	0	0	9%	5/6/2022	\$116.1	\$27.6	\$49.1	\$22.6	\$16.8	\$0.0	\$116.1	2021-2024	Comp Rehab
Subtotal Tranches I & II		332	0	248	84	0	NA		\$187.4	\$56.6	\$49.1	\$61.9	\$19.8	\$0.0	\$187.4		
W. Pedro (Phase 1 - Stony Ground)	TRG	97	0	97	0	0	4%	5/6/2022	\$30.8	\$21.0	\$0.0	\$8.1	\$1.7	\$0.0	\$30.8	2021-2024	New Const.
Subtotal Tranches I & II		97	0	97	0	0	NA		\$30.8	\$21.0	\$0.0	\$8.1	\$1.7	\$0.0	\$30.8		
RANCHE I & II TOTALS (\$70M - CDBG-DR)		429	0	345	84	0	NA		\$218.2	\$77.6	\$49.1	\$70.0	\$21.5	\$0.0	\$218.2		
PHASE III																	
W. Pedro (Phase 1 - Stony Ground)	TRG	0	0	0	0	0	0	5/6/2022	\$58.8	\$23.0	\$0.0	\$35.8	\$0.0	\$0.0	\$58.8		
Tutu (Family -Senior)	Pennrose	92	0	0	92	0	4%	8/1/2022	\$64.2	\$22.1	\$39.4	\$0.0	\$2.7	\$ -	\$64.2	2021- 2025	New Const.
D. Hamilton Jackson I and Alphonso "Piggy" Gerard (Basin Triangle)	MDG	136	0	136	0	0	4%	6/1/2022	\$108.8	\$51.0	\$9.9	\$35.0	\$12.9	\$0.0	\$108.8	2021-2024	Comp Rehab
Ludvig E. Harrigan	Pennrose	70	0	0	70	0	4%	9/1/2023	\$43.1	\$18.8	\$0.0	\$20.0	\$4.3	\$0.0	\$43.1	2024-2029	New Constr.
JFK (On Site)	MDG	100	0	100	0	0	4%	1/1/2023	\$8.1	\$0.0	\$0.0	\$8.1	\$0.0	\$0.0	\$8.1	2022-2025	New Const.
Williams Delight Villas	MDG	100	100	0	0	0	NA	6/1/2021	\$6.0	\$0.0	\$0.0	\$0.0	\$6.0	\$0.0	\$6.0	2021-2025	Comp Rehab (5h Homeownership)
TRANCHE III - Total (Phase III)		498	100	236	162	0	NA		\$289.0	\$114.9	\$49.3	\$98.9	\$25.9	\$0.0	\$289.0		
PHASE IV																	
JFK (On Site)	MDG	100	0	100	0	0	4%	1/1/2023	\$44.9	\$27.0	\$12.9	\$0.0	\$5.0	\$0.0	\$44.9	2022-2025	New Const.
Marley Homes/Marley Homes Additions	TRG	118	0	94	0	24	4%	10/1/2023	\$61.5	\$26.2	\$20.0	\$9.6	\$5.7	\$0.0	\$61.5	2023-2025	New Const.
Mount Pleasant & Joseph James	TRG	80	0	78	0	2	9%	6/1/2023	\$47.6	\$26.1	\$1.1	\$15.0	\$5.4	\$0.0	\$47.6	2023-2025	New Const.
Central Office	Pennrose	0	0	0	0	0	NA		\$17.0	\$0.0	\$7.0	\$0.0	\$0.0	\$10.0	\$17.0		New Const.
JFK (Stony Ground Phase 2)	TRG	100	0	100	0	0	9%	6/1/2023	\$61.1	\$24.1	\$34.5	\$0.0	\$2.5	\$0.0	\$61.1	2022-2025	New Const.
Lucinda Millin	Pennrose	85	0	0	85	0	4%	1/1/2024	\$45.3	\$7.0	\$0.0	\$15.4	\$22.9	\$0.0	\$45.3	2023-2026	Comp Rehab
Paul M. Pearson	Pennrose	80	0	0	80	0	9%	3/1/2024	\$37.4	\$13.9	\$5.2	\$18.3	\$0.0	\$0.0	\$37.4	2023 - 2026	Comp Rehab
Bovoni Apartments	Pennrose	366	0	366	0	0	4%	3/1/2024	\$39.2	\$12.3	\$0.0	\$22.7	\$4.2	\$0.0	\$39.2	2023- 2026	Comp Rehab
Tutu (South)	Pennrose	62	0	0	62	0	4%	3/1/2025	\$32.9	\$10.0	\$10.0	\$7.9	\$5.0	\$0.0	\$32.9	2022-2026	New Const.
H. H. Bergs/Addition	Pennrose	74	0	0	74	0	9%	1/1/2025	\$39.2	\$18.9	\$0.0	\$13.5	\$6.8	\$0.0	\$39.2	2025- 2028	New Const.
PHASE IV - TOTAL		1,065	0	738	301	26	NA		426.1	165.5	90.7	102.4	57.5	10.0	426.1		
PHASE V																	
The Knolls at Contant	Pennrose	96	0	96	0	0	NA	2/1/2025	\$5.9	\$0.0	\$0.0	\$5.9	\$0.0	\$0.0	\$5.9	2024 - 2025	Operational Conversion
Aureo Diaz Heights	TRG	125	0	100	0	25	9%	6/1/2025	\$65.0	\$26.1	\$0.0	\$19.9	\$14.0	\$5.0	\$65.0	2024- 2026	New Constr.
Oswald Harris	Pennrose	282	0	282	0	0	4%	1/1/2026	\$39.7	\$13.0	\$0.0	\$19.0	\$7.7	\$0.0	\$39.7	2024 - 2028	Comp Rehab
Nicasio Nico	Pennrose	60	0	0	60	0	4%	6/1/2026	\$32.0	\$18.8	\$0.0	\$8.1	\$5.1	\$0.0	\$32.0	2024-2028	New Const.
Michael J. Kirwan	Pennrose	126	0	0	126	0	4%/%	9/1/2026	\$67.2	\$21.9	\$0.0	\$37.4	\$7.9	\$0.0	\$67.2	2024-2029	Comp Rehab
Candido R. Guadalupe	Pennrose	90	0	0	90	0	4%	1/1/2027	\$48.0	\$15.7	\$0.0	\$27.0	\$5.3	\$0.0	\$48.0	2024-2029	Comp Rehab
PHASE V - TOTAL		779	0	478	276	25	0		257.8	95.4	0.0	117.3	40.0	5.0	257.7		
Non-CDBG/FEMA Phases																	
LEB I/II		87	87	0	0	0	NA										
LEBIII		90	0	0	90	0	NA										
Mon Bijou		2	2	0	0	0	NA										
Non-CDBG/FEMA Phases		179	89	0	90	0	NA										
TOTAL - ALL PHASES		TOTALS	2,950	189	1,797	913	51	0	\$ 1,191.1	\$ 453.4	\$189.1	\$ 388.6	\$ 144.9	\$ 15.0	\$ 1,191.0		

Red Text = RAD

RVSD: August 16, 2022

Overview

VIHA has developed a Repositioning Strategy that calls for the rehabilitation or new construction of more than 3,000 public housing units through a variety of repositioning strategies, including Rental Assistance Demonstration (RAD), standard project-based assistance, Section 18 demolition, and public housing homeownership.

These developments, except for William's Delight, will be financed with either 4% or 9% Low-Income Housing Tax Credit proceeds. William's Delight will be developed as homeownership units under either the HUD Section 5(h) or Section 32 Homeownership Programs. VIHA intends to enter into a Master Development Agreement (MDA) with three new developers.

Below is a list of the VIHA properties that are included in the agency's Portfolio Repositioning Strategy with a summary of each site's status.

Developer Selection

Recently, VIHA selected three developers – MDG, The Richman Group (TRG), and Pennrose to serve as developers of the St. Croix developments. MDG was chosen to develop Walter I.M. Hodge Pavilion, D. Hamilton Jackson, Alphonso Gerard, William's Delight, and John F. Kennedy. TRG was selected to develop Ralph deChabert, Marley and Marley Homes Additions, Mount Pleasant, Aureo Diaz Heights, and Wilford Pedro. Pennrose was chosen to develop Nicasio Nico and Ludvig Harrigan. McCormack Baron Salazar (MBS) was selected previously to serve as the developer of LEB I/II and LEB III. Pennrose is also redeveloping the replacement housing for Estate Tutu.

A brief narrative of each of the proposed redevelopment site is provided below.

Estate Tutu Replacement Housing Phase 1 -Donoe

This project is the first phase of three phase development aimed at replacing the Tutu Public Housing Development that was irreparably damage by Hurricanes Marilyn, Irma, and Maria. The Phase 2 and Phase 3 will be discussed below.

In late 2018, VIHA selected Pennrose to serve as the lead developer in planning for and constructing a new affordable community at Estate Donoe to provide replacement housing for Estate Tutu residents that were forced to evacuate from their public apartments after Hurricanes Maria and Irma.

Site: Estate Donoe is approximately 17.5-acres located at No. 2 New Quarter, St. Thomas, USVI 00802, containing parcels Nos. 3A, 3B-1, B-2, and 3B Estate Donoe. The site has heavy vegetation, and irregular in shape with varied steep grading conditions, all the improvements remaining because of the hurricanes have been demolished leaving only two existing roads on site. All public utilities are available with sufficient capacity to support

the proposed apartments. According to the Federal Emergency Management Agency's Flood Hazard Map, panel number 7800000028G, dated April 16, 2007, the property is in Zone "X", which is a determination to be outside the 0.2 percent annual chance floodplain. Site improvements will include, but are not limited to, parking, sidewalks, site lighting, a potable water cistern, all necessary utility distribution systems, trash enclosures, tot lots, landscape, and site irrigation.

Location: The site is surrounded by a blend of single and multi-family residential homes and is near a network of assets, including schools, the public library, retail, pharmacies, grocery shopping and banks. The site is easily accessed by public transportation and by car to the island's major thoroughfares.

Construction/Scope of Work: The new affordable apartment buildings will be constructed with slab on grade and concrete masonry foundation walls on concrete spread footings. The exterior walls will be constructed with concrete block and have a stucco finish and all buildings are being designed to meet the construction requirements of Enterprise Green Communities. The new apartments will incorporate sustainable green features such as solar panels, energy star appliances and light fixtures/ceiling fans, low-water usage fixtures, occupancy sensors for common areas and community spaces, solar water heaters in townhomes, and high efficiency metered air conditioning units in the bedrooms of each apartment. Hurricane resilient building techniques will be applied, which includes a micro-turbine energy system so that the property is not reliant on the Island's electrical grid. Planned project amenities include indoor and outdoor community space. The plans incorporate sustainable design standards and local architectural influences that integrate the development with the greater neighborhoods. The sites will comply with all federal accessibility requirements.

Development Costs/Funding: The total development cost for the Estate Donoe development is \$71.3 million. Pennrose received a 9% LIHTC award of \$3.4 million on December 27, 2019, from the VIHFA. The project includes a \$29 million CDBG-DR commitment. All apartments will be subsidized by project-based vouchers.

Estate Tutu North Redevelopment Project - Phase I (Tutu Phase II)

Construction Scope of Work: Phase I of the Tutu North will consist of the construction of 92 family units. Master planning for this phase has begun. The preliminary plan calls development eight family buildings, one senior building, and one community building. The projected cost for Tutu North is \$64.0 million.

Both the Family and Senior units would be one project with a preference for seniors in the senior building. Financing for this phase will include: 4% LIHTC/tax-exempt bonds, FEMA, project-and project-based rental subsidies.

Timeline: The developer is in master planning process. Financing structuring has also commenced. The project will include tax-exempt bonds. The financial closing is projected for 1st quarter of 2023.

Walter I.M. Hodge Pavilion Revitalization Project

Site: Walter Hodge consists of 250 units. The physical address of the site is 194A, 194AA, 194AB & 194C Estate Smithfield, Frederiksted, St. Croix.

Location. The site is situated in the Smithfield community of Frederiksted. The site is also near the Sandy Point Wildlife Preserve and the Author Richards K-8 School.

Construction Scope of Work: This project was converted in July 2022. It includes rehabilitation to the 20 residential buildings and one community building at the project. Currently, the project comprises 250 units, as follows: 36 one-bedrooms, 88 two-bedrooms, 90 three-bedrooms, and 36 four-bedrooms. It is anticipated that there will be a de minimus unit reduction – two residential units (planned to be one two-bedroom and one three-bedroom) will be decommissioned to house a new senior community center on the site. The anticipated final composition of units is 248 units, as follows: 36 one-bedrooms, 88 two-bedrooms, 88 three-bedrooms, and 36 four-bedrooms.

Development Costs/Funding: Total development cost is approximately \$117 with funding coming from CDBG-DR, FEMA, LIHTC equity, Deferred Developer Fee, and Permanent Mortgage.

Timeline: The financial closing was June 2022.

D. Hamilton Jackson Terrace

Site: This development consists of 110 public housing units situated in the Richmond community of Christiansted. The property was built in 1952. The physical address of the property is 7 Estate Richmond, Christiansted, St. Croix: and

Alphonso “Piggy” Gerard Place

Site: This property consists of 26 public housing units. It was built in 1956. The physical address of the property is 8 Estate Richmond, Christiansted, St. Croix.

Location: The sites are near the Caribbean Sea, WAPA utility plant, and the previously demolished Ralph deChabert site.

Construction Scope of Work: The conversion of the Basin Triangle (Alphonso “Piggy” Gerard) project includes the rehabilitation of 26 units in 13 buildings.

The financing transaction of Basin Triangle (Alphonso "Piggy" Gerard) will also include the next D. Hamilton Jackson Terrace project, which consists of 110 units in 14 residential buildings, as well as a community center. These projects are directly adjacent to each other. These projects comprise 32 one-bedroom units, 60 two-bedroom units, 38 three-bedroom units, and six four-bedroom units. The project is in the Estate Richmond neighborhood of Christiansted and includes 32 one-bedroom units, 48 two-bedroom units, 24 three-bedroom units, and six four-bedroom units.

Development Costs/Funding: Total development cost is estimated at about \$108.0 million with funding coming from CDBG-DR, Permanent Mortgage, and Deferred Developer Fee.

Timeline: Preliminary proformas have been developed, and VIHA is working with the VIHFA to establish a Tax-Exempt Bond Program to provide financing need to bring this project to fruition. Once the Tax-Exempt Bond Program is established, the project should close in the first quarter of 2023.

The financial closing is now tentatively scheduled for the first quarter of 2023.

Stony Ground - Phase 1 (Wilford Pedro Home aka "Whim Gardens")

Site: Wilford Pedro consists of 98 public housing units. The physical address of the property is 53 Estate Whim, Frederiksted, St. Croix.

Construction Scope of Work: The concept plan calls for the existing 98 units to be demolished and replaced with 97 RAD-LIHTC units. VIHA will request a transfer of assistance of these units to the Stony Ground site as an alternative location to redevelop this project. VIHA has executed a Purchase Agreement for Stony Ground. An acquisition proposal must be submitted to and approved by HUD as part of the RAD conversion process.

Development Costs/Funding: Total development cost is pegged at \$89.0 million with funding coming from CDBG-DR, Permanent Mortgage, and Deferred Developer Fee.

Timeline: The financial closing for the first phase is now tentatively scheduled for 1st quarter of 2023.

Location: John F. Kennedy is located northwest of the central business district of Christiansted on St. Croix. The site is near the Caribbean Sea, WAPA utility plant and the previously demolished Ralph de Chabert site.

Construction Scope of Work: The development will be demolished in phases and part of a RAD conversion. The first phase will include the construction of 100 units. The other phase containing 100 units will be constructed at Stoney Ground.

Development Costs/Funding: Total development cost is pegged at \$62.7 million with funding coming from CDBG-DR, FEMA, LIHTC equity, Bond Senior Mortgage, and Deferred Developer Fee. Project funding will include tax-exempt bonds.

Timeline: The financial closing for the project is scheduled for last quarter of 2023.

John F. Kennedy Terrace - Phase I (Stoney Ground Phase 2/3)

To address the critical need for housing for the residents of John F. Kennedy Terrace, VIHA will request approval from HUD to transfer 134 RAD project-based rental assistance units from the JFK and Joseph James sites to the Stoney Ground site. This transfer of assistance (ToA) will enable VIHA to build new housing while at the same time allowing residents to remain in place with the new development is being constructed.

Existing residents at JFK and Joseph James will be given the right of first refusal to move to the newly constructed Stoney Ground site, transfer to another VIHA public housing property, or receive a tenant-based voucher to relocate elsewhere.

We expect that the remaining 100 units in this CHAP will be replaced onsite at JFK.

The financing transaction of Basin Triangle (Alphonso "Piggy" Gerard) will also include the next D. Hamilton Jackson Terrace project, which consists of 110 units in 14 residential buildings, as well as a community center. These projects are directly adjacent to each other. These projects comprise 32 one-bedroom units, 60 two-bedroom units, 38 three-bedroom units, and six four-bedroom units. The project is in the Estate Richmond neighborhood of Christiansted and includes 32 one-bedroom units, 48 two-bedroom units, 24 three-bedroom units, and six four-bedroom units.

Construction Scope of Work: One hundred (134) new units will be constructed on the Stoney Grounds site in two phases.

Development Costs/Funding: Total development cost is pegged at \$61.1 million with funding coming from CDBG-DR, FEMA, LIHTC equity, Bond Senior Mortgage, and Deferred Developer Fee.

Timeline: The project is expected to close in December 2023.

Williams Delight Villas

Site: Property Description

The Williams Delight Villas was built in 1969 on 43.4 acres of land and are located on Plots 158 & 159 Estate Williams Delight in St. Croix, Virgin Islands. There are 300 single-family

detached homes that vary in size. There are 149 homes on the east side which has a community center building and four small parks. The remaining 151 homes are on the west side which has a large park, a basketball court and six small parks. The chart below provides the number of bedroom sizes and their square footages:

Location: The homes are connected to the St. Croix public water system and have cisterns to collect rainwater (the cisterns are not operational at this time). These cisterns are an important source of water because water is scarce and expensive in the U.S. Virgin Islands. As many as four homes share one cistern divided into separate small reservoirs. The foundations are a slab-on-grade construction with exterior 6" pre-cast concrete walls and a 4" flat masonry roof. Some of the homes have been renovated to include a galvanized metal roof above the masonry roof.

Estate Williams Delight, of which Williams Delight Villas is a part, is zoned R-2. The lot sizes within the Williams Delight development range from 3,900 to 6,100 square feet. Since the current zoning laws have an increased lot size minimum, additions to existing homes may be restricted unless a homeowner acquires an adjacent lot to increase the total size of his or her lot. Provisions will be incorporated in the mortgage documents that limit the use of each lot as residential and will require consistency with the requirements of the current zoning with respect to yards, width, depth, and open space.

Williams Delight is built on low, flat land in the center of the island of St. Croix approximately ten miles from the nearest town of Frederiksted. The development is located between the main east and west highways, Queen Mary Highway on the north and Melvin Evans Highway on the south. Within a two-mile area of Williams Delight there are schools covering pre-school through college.

The site is convenient to both commercial and industrial center of the islands, centrally located to employment and shopping. The site is located along the main east and west travel artery allowing access to the hospital, services, and amenities. Public transportation and a school bus are available at the site.

Construction Scope of Work: The Williams Delight Villas (WD), built in 1969, consists of 300 single-family detached homes. The physical address of the property is 158 Estate William's Delight, Frederiksted, St. Croix.

31 homes have been sold to the families residing in their home at the time of the sale. The Program was approved by HUD on September 8, 1995. There are five vacant lots and 264 homes: 106 of the homes are occupied, with the remaining 158 being vacant.

Demolition: VIHA will demolish Homes that meet HUD's obsolescence requirements. We estimate that 48 units and 105 occupied units be demolished.

The chart below provides the occupancy status as of May 2022:

OCCUPANCY STATUS					
	Sold	Occupied	Vacant Units	Vacant Lots	Total
2BR	16	45	92		153
3BR	16	51	58		125
4BR	0	9	8		17
Vacant Lot				5	5
Total	32	105	158	5	300

The chart below includes 56 homes occupied by families who have submitted a Letter of Interest, 26 of which have met the 35% income threshold. VIHA will assess 25 vacant units to determine which ones are most suitable for homeownership.

Timelines: The developer and VIHA has developed a concept plan and program for selling units under Section 5h and Section 32. VIHA's goal is to sell 75 single-family detached homes: 50 occupied and 25 vacant. Eligible purchasers must meet the requirements of the U.S. Department of Housing and Urban Development (HUD) Section 32 Homeownership Program. Under the Section current families are offered the first right of refusal to purchase the home in which they reside. Existing residents will also have the right to purchase another home that is currently being managed, built, or sold by VIHA. If the existing resident chooses to purchase an alternative site, their income will be restricted to 80% AML.

Purchasers have the option to either obtain a mortgage loan or do a cash purchase. Purchasers are responsible for paying the down payment and closing costs associated with their purchase. They are also required to use their own funds to contribute 1% of the sales price of the home towards their down payment. The homes will be sold for the appraised price, which will vary depending on house size and location.

Nicasio Nico Apartments

Site: Nicasio Nico is in East Christiansted on the Island of St. Croix, which includes 60 vacant, significantly deteriorated multi-family units. The physical address is 72C Estate LaGrande Princesse, St. Croix, VI 00820.

Location: The site is adjacent to residential neighborhoods and a residential/resort area bordering the Caribbean Sea and has Caribbean views and access to the beach.

Construction Scope of Work: The project will consist of the demolition of 60 units and replacing them with 60 standard project-based units. VIHA anticipates that new units will be constructed back on the site to reconnect the site to the surrounding amenities.

Development Costs/Funding: The total development cost is estimated at \$32.0 million, with funding coming from a variety of sources, including FEMA, CDBG-DR, LIHTC equity, and private financing.

Timeline: The project is expected to close in 2027.

Joseph James Terrace

Site: The property consists of 34 units and was built in 1956 with an addition in 1966. VIHA envisions rehabilitating these units under RAD. The physical address of the property is 184 A&B Estate Ruby, Christiansted. St. Croix.

This project is a part of the 234-unit JFK Terrace CHAP. We expect that these 34 units will be transferred offsite to Stoney Ground via a Transfer of Assistance (ToA).

Location: The site is situated in the Ruby community of Christiansted in the northcentral part of the Island of St. Croix. The Stoney Ground site is being explored as an alternative site for this project.

Scope of Work: The project is envisioned as a conversion-only project, which means no additional private funds are expected to be leveraged.

Development Costs/Funding: Total development cost is pegged at \$4.6 million, with all the funding coming from CDBG-DR.

Timeline: The project is expected to close in 2024.

Ludvig E. Harrigan Court

Site: Ludvig Harrigan currently comprises nine (9) one, two, and three-story buildings with a total of 70 dwelling units. The buildings were originally constructed between 1958 and 1960. The official address of the development is #1-5 Estate Mars Hill & Wheel of Fortune, Frederiksted, St. Croix, Virgin Islands 00840.

Location: The buildings are situated in an area to the south of downtown Frederiksted. Entertainment, stores, and restaurants are easily accessible via city streets and public transportation in the St. Croix area. Single-family and multi-family housing and commercial property are common to Estate Mars Hill and Wheel of Fortune.

Construction Scope of Work: Seventy units will be demolished and replaced with 70 newly constructed standard project-based units.

Development Costs/Funding: Total development cost is pegged at \$37.3 million with funding coming from a variety of sources, including FEMA, CDBG-DR, LIHTC equity, and private financing.

Timeline: The project is expected to close in 2024.

Marley Homes and Marley Homes Additions

Site: These two properties consist of 94 units. The properties were built in 1956, with the additions added in 1966. The physical address for the property is 190A, 190B&191B, Estate Two Brothers, Frederiksted, St. Croix.

Location: These properties are situated in the Two Brothers community of Frederiksted in the southwestern part of the Island of St. Croix. The properties are adjacent to the beautiful West Bay and near the Caribbean Museum Center for the Arts.

Construction Scope of Work: The initial plan called for rehabilitating 94 units under one Commitment to Enter into Housing Assistance Payment (CHAP). VIHA is now exploring ways to reimagine the site by constructing up to 118 new units that would integrate the development with the surrounding community and take advantage of its proximity to West End Bay.

Development Costs/Funding: Total development cost is pegged at \$61.5 million with funding coming from CDBG-DR, FEMA, Federal Home Loan Bank, Private Mortgage, and LIHTC equity.

Timeline: The project is expected to close in 2024.

Aureo Diaz Heights

Site: Aureo Diaz consists of 100 public housing units. The physical address of the property is #5 Estate Bethlehem, Christiansted, St. Croix, 00851

Location: The site is near the St. Croix VIHA office and is 0.3 miles from the USVI Superior Court and 0.93 miles from the University of the Virgin Islands St. Croix campus.

Construction Scope of Work: The concept plan and feasibility analysis are being developed. The current plan calls for the construction of up to 125 units with 100 RAD-LIHTC units and 25 LIHTC only units. The Stoney Ground site is being explored as an alternative site for this project.

Development Costs/Funding: Total development cost is pegged at \$65 million with funding coming from CDBG-DR, FEMA, Permanent Mortgage, and Deferred Developer Fee.

Timeline: The project is expected to close in 2025.

Mount Pleasant

Site: The site consists of 44 units. The physical address of the site is # 5 Estate Mount Pleasant.

Location: The site is 1.96 miles from Manny Bay, 1.68 miles from Henry E. Rholsen Airport, and .82 miles from the Cruzan Rum Distillery.

Construction Scope of Work: The initial plan called for the redevelopment of 44 units. The concept plan envisions up to 79 units, with 44 units being RAD-LIHTC and 35 being LIHTC-only. The Stoney Ground site is being explored as an alternative site for this project.

Development Costs/Funding: Total development cost is pegged at \$42.7 million with funding coming from CDBG-DR, FEMA, Permanent Mortgage, and Deferred Developer Fee.

Timeline: The Richman Group, in conjunction with VIHA, has begun developing conceptual site plans to reimagine this development. The project is expected to close in 2024.

Candido Guadalupe

Site: This development consists of 90 units that will be demolished. The physical address of the property is # 20 Estate Slob, Kingshill, VI 00851

Location: The site is .29 miles from the Solo Historic District and .16 miles from Alfredo Andrews Elementary School.

Construction Scope of Work: The initial plan calls for the demolition of 90 units and the construction of 90 new units.

Development Costs/Funding: Total development cost is pegged at \$48 million.

Timeline: The project is expected to close in 2027.

Conversion of Public Housing to Project-Based Assistance Under RAD

VIHA will continue based on the 2018 CHAP approvals, the conversion of one or more of its St. Croix properties for conversion to project-based assistance under the Rental Assistance Demonstration Program in 2019. Participation in the program would allow for the redevelopment and/or modernization of properties that VIHA currently does not have the financial resources to undertake.

The Virgin Islands Housing Authority anticipates converting additional developments to project-based assistance under the Rental Assistance Demonstration (RAD) Program.

VIHA certifies that it is currently compliant with all fair housing and civil rights requirements, including those imposed by any remedial orders or agreements that may arise in the future.

RAD was designed by HUD to assist in addressing the capital needs of public housing by providing VIHA with access to private sources of capital to repair and preserve its affordable housing assets. Please be aware that upon conversion, the Authority's Capital Fund Budget will be reduced by the pro rata share of Public Housing Developments converted as part of the Demonstration.

The conversion of the public housing properties to the Multifamily RAD Project-Based Rental Assistance (PBRA) program will entail a significant change from the VIHA's standard business operations. The properties will transition from the HUD Office of Public and Indian Housing (PIH) Division to the HUD Office of Multifamily Housing (MFH) Division. It is important to understand that the property will no longer be a part of VIHA's regular inventory. Therefore, unlike the RAD PBV program (which remains under PIH), VIHA's HCVP staff will not administer the MF RAD PBRA HAP Contract.

The RAD PBRA HAP Contract will be between HUD and the new Owner. The initial contract will be for 20 years and will be subject to annual appropriations. HUD shall offer, and the Project Owner shall accept, a renewal contract for the prescribed number of units at the expiration of the initial contract and each renewal contract. Each Covered Project with a PBRA HAP Contract will be subject to a 20-year RAD Use Agreement that will renew with the HAP Contract on the property assisted by the HAP Contract.

At conversion, the public housing properties will transition to blended properties, subject to the requirements of both the PBRA and the LIHTC programs. All new applicants must qualify for both programs to be deemed eligible for admission. VIHA's HCVP staff will establish and manage the waiting lists and determine new applicant eligibility. The Owner's Agent (a private property management company) will be responsible for all other aspects of administering the programs and managing the property.

VIHA will establish and maintain two district-wide Multifamily RAD PBRA Wait Lists for the properties converting to project-based rental assistance. One in the District of St. Croix, and one in the District of St. Thomas/St. John. Each list will initially be populated with the current applicants on the public housing waiting list of the same district, and then opened to the public. The existing public housing applicants who wish to be added to both districts' waiting lists will be added to both lists and will maintain their original public housing application date(s).

For public housing projects converting assistance to PBRA under the First Component of the Demonstration, 24 CFR part 880, Section 8 Housing Assistance Payments Program for New Construction as modified for RAD and as set forth in Appendix I (of the Notice H 2019-09) and applicable existing and subsequent Office of Housing guidance will apply.

Special Provisions Affecting the Public Housing Conversions to the RAD PBRA Program may be found in Notice H 2019-09 (Section 1.7).

Name of Development	Wilford Pedro Home
AMP #	VQ001000025
PBV or PBRA	PBV
Capital Fund Impact	\$398,175.18
De Minimis Reduction	Yes
Post-Conversion Bedroom Mix	
1 BR	84
2 BR	13
Total Post Conversion Units	97
Pre-Conversion Unit Type	Family
Post-Conversion Unit Type	Elderly/Disabled
Transfer of Assistance	Yes

Current Project Address: 53 Estate Whim, Frederiksted, St. Croix, 00840. The Project will be transferred to Stoney Ground, St. Croix, VI 00840

There will be 84 one-bedroom units and 13 two-bedroom units. The remaining unit will be a non-RAD employee occupied unit.

Name of Development	John F. Kennedy Terrace
AMP #	VQ001000022A
PBV or PBRA	PBV
Capital Fund Impact	\$0.00
De Minimis Reduction	No
Post-Conversion Bedroom Mix	
0 BR	8
1 BR	70
2 BR	60
3 BR	72
4 BR	16
5 BR	8
Total Post Conversion Units	234
Pre-Conversion Unit Type	Family
Post-Conversion Unit Type	Family
Transfer of Assistance	Yes

Project Address: 1 Estate Richmond, Christiansted, ST. Croix, 00820 for JFK and

Project Description: The VIHA proposes to convert 234 units to RAD, including 200 units at John F. Kennedy Terrace and 34 at Joseph James. These units will be replaced with new units on and offsite.

Name of Development	Ralph deChabert (David Hamilton Jackson and Alphonso "Piggy" Gerard)
AMP #	VQ 001000021
PBV or PBRA	PBR
Capital Fund Impact	\$344,064
De Minimis Reduction	No
Post-Conversion Bedroom Mix	
1 BR	32
2 BR	60
3 BR	42
4 BR	6
Total Pre-Conversion Units	136
Post-Conversion Bedroom Mix	
2 BR	60
3 BR	42
4 BR	6
Total Post -Conversion Units	136
Pre-Conversion Unit Type	Family
Post-Conversion Unit Type	Family

Project Address: The physical address of David Hamilton Jackson is 7 Estate Richmond, Christiansted, St. Croix and the physical address for Alphonso Gerard is 8 Estate Richmond, Christiansted, St. Croix.

Project Description:

The financing transaction of Basin Triangle (Alphonso "Piggy" Gerard) will also include the next D. Hamilton Jackson Terrace project, which consists of 110 units in 14 residential buildings, as well as a community center. These projects are directly adjacent to each other. These projects comprise 32 one-bedroom units, 60 two-bedroom units, 38 three-bedroom units, and 6 four-bedroom units. The project is in the Estate Richmond neighborhood of Christiansted and includes 32 one-bedroom units, 48 two-bedroom units, 24 three-bedroom units, and six four-bedroom units.

Name of Development	Walter I.M. Hodge Pavilion
AMP #	VQ 001000024
PBV or PBRA	PBRA
Capital Fund Impact	\$690,000

De Minimis Reduction	Yes
Pre-Conversion Bedroom Mix	
1 BR	36
2 BR	88
3 BR	90
4 BR	36
Total Pre-Conversion Units	250
Post-Conversion Bedroom Mix	
1 BR	36
2 BR	87
3 BR	89
4 BR	36
Total Post-Conversion Units	248
Pre-Conversion Unit Type	Family
Post-Conversion Unit Type	Family

Project Address: 194A, 194AA, 194AB & 194C Estate Smithfield, Frederiksted, St. Croix, VI

Project Description: Walter I. M. Hodge Pavilion consists of 250 units and is situated in the Smithfield community of Frederiksted. The site is also near the Sandy Point Wildlife Preserve. The Portfolio Repositioning Strategy calls for the property to be rehabilitated and converted to project-based assistance under RAD. There will be a reduction of two units that will be converted to community space. There will be a reduction of one 2-bedroom apartment and one 3-bedroom apartment.

Name of Development	Marley Homes Additions
AMP #	VQ 001000024
PBV or PBRA	PBV
Capital Fund Impact	\$165,600
De Minimis Reduction	No
Post Conversion Bedroom Mix	
1 BR	8
2 BR	18
3 BR	26
4 BR	8
Total Post-Conversion Units	60
Post-Conversion Bedroom Mix	
1 BR	8
2 BR	18
3 BR	26
4 BR	8
Total-Post Conversion Units	60
Pre-Conversion Unit Type	Family

Post-Conversion Unit Type	Family
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Project Address: 190A, 190B&191B, Estate Two Brothers, Frederiksted, St. Croix, VI

Project Description: Marley Homes and Marley Additions may be combined with Marley Homes into a single Commitment to Enter Housing Assistance Payment (CHAP). These properties in Two Brothers community of Frederiksted in the southwestern part of the Island of St. Croix. The property was built in 1956 with the additions added in 1966. VIHA envisions rehabilitating these 94 units under CHAP.

Name of Development	Oswald Harris
AMP #	VQ 001000011
PBV or PBRA	PBV
Capital Fund Impact	\$817,200
De Minimis Reduction	Yes
Pre-Conversion Bedroom Mix	
1 BR	52
2 BR	96
3 BR	116
4 BR	24
5 BR	12
Total Pre-Conversion Units	300
Post-Conversion Bedroom Mix	
1 BR	49
2 BR	91
3 BR	111
4 BR	23
5 BR	11
Total Post Conversion Units	285
Pre-Conversion Unit Type	Elderly
Post-Conversion Unit Type	Elderly

Project Address: Parcel # 1A Estate Thomas, # 5 New Quarter, St. Thomas, VI

Project Description: The property was built in 1959 and contains 300 units and will be demolished under Section 18 to provide housing with a preference for the elderly.

Name of Development	Estate Bovoni
AMP #	VQ 001000013
PBV or PBRA	PBV
Capital Fund Impact	\$1,001,376
De Minimis Reduction	No
Pre- Conversion Bedroom Mix	
1 BR	61

2 BR	129
3 BR	128
4 BR	48
Total Pre- Conversion Units	366
Post-Conversion Bedroom Mix	
1 BR	61
2 BR	129
3 BR	128
4 BR	48
Total Post- Conversion Units	366
Pre-Conversion Unit Type	Family
Post-Conversion Unit Type	Family

Project Address: #2-3A Estate Bovoni, St. Thomas, VI

Project Description: The property contains 366 units. All of these units will be converted to project-based assistance under RAD.

Name of Development	Aureo Diaz Heights
AMP #	VQ 001000023
PBV or PBRA	PBV
Capital Fund Impact	\$272,400
De Minimis Reduction	No
Pre-Conversion Bedroom Mix	
1 BR	22
2 BR	32
3 BR	16
4 BR	10
Total Pre-Conversion Units	100
Post-Conversion Bedroom Mix	
1 BR	22
2 BR	32
3 BR	36
4 BR	10
Total Post Conversion Units	100 (75 RAD/25 Standard PBV)
Pre-Conversion Unit Type	Family
Post-Conversion Unit Type	Family

Project Address: # 5 Upper Bethlehem, Kingshill, St. Croix, VI

Project Description: This development consists of 100 units and was constructed in 1968. The VIHA anticipates converting 75 units to project-based assistance under RAD and 25 units to project-based assistance under the standard PBV program.

Name of Development	The Knolls at Contant
AMP #	VQ 001000015
PBV or PBRA	PBV
Capital Fund Impact	\$208,512
De Minimis Reduction	No
Pre-Conversion Bedroom Mix	
1 BR	8
2 BR	20
3 BR	56
4 BR	8
Total Pre-Conversion Units	96
Post-Conversion Bedroom Mix	
2 BR	8
3 BR	20
4 BR	56
5 BR	8
Total Post Conversion Units	96
Pre-Conversion Unit Type	Family
Post-Conversion Unit Type	Family

Project Address: #171 Estate Contant, St. Thomas, VI

Project Description: The property was built in 1971 and contains 96 unit. The agency anticipates converting this property to RAD as an operational conversion.

Name of Development	Mount Pleasant
AMP #	VQ 001000023
PBV or PBRA	PBV
Capital Fund Impact	\$119,856
De Minimis Reduction	No
Pre-Conversion Bedroom Mix	
1 BR	0
2 BR	24
3 BR	20
4 BR	0
Total Pre-Conversion Units	44
Post-Conversion Bedroom Mix	
1 BR	0

2 BR	24
3 BR	20
4 BR	0
Total Post Conversion Units	44
Pre-Conversion Unit Type	Family
Post-Conversion Unit Type	Family

Project Address: #5 Estate Mount Pleasant, St. Croix, VI

Project Description: The property was built in 1971 and contains 44 units. All of these units will be converted to project-based rental assistance under RAD. VIHA anticipates that will be an operational conversion.

Project-Based Vouchers

VIHA administers the Territory's Housing Choice Voucher Program, which is budgeted to provide rental assistance to 2,320 low-income households. VIHA provides project-based rental subsidy to affordable housing sites on St. Thomas and St. Croix. VIHA will advocate for increased funding allocations to provide additional units with Project-Based Vouchers (PBV). VIHA will support changes in HUD regulations to increase the cap of PBV available in its funding allocation.

Units with Approved Vacancies for Modernization

VIHA has requested exemptions for approximately 128 vacant units categorized as 'undergoing modernization'. Exemptions for approximately an additional 200 vacant units will be submitted throughout the next 12 months. This number of vacancies will change as VIHA implements RAD.

B4. Most Recent Fiscal Year Audit

**VIRGIN ISLANDS HOUSING AUTHORITY
SCHEDULE OF FINDINGS AND QUESTIONED COSTS
DECEMBER 31, 2020**

I. Summary of Auditors' Results

Financial Statement Section

1.	Type of auditors' report issued:	Unmodified
2.	Internal control over financial reporting	
	a. Material weakness(es) identified?	No
	b. Significant deficiency(ies) identified?	None Reported
3.	Noncompliance material to the financial statements?	No

Federal Awards Section

1.	Internal control over compliance:	
	a. Material weakness(es) identified?	No
	b. Significant deficiency(ies) identified?	None Reported
2.	Type of auditors' report on compliance for major programs:	Unmodified
3.	Any audit findings disclosed that are required to be reported in accordance with 2 CFR 200.516(a)?	No
4.	Identification of major programs:	

<u>CFDA Number</u>	<u>Name of Federal Program</u>
14.871	Housing Voucher Cluster:
14.HCC	Section 8 Housing Choice Vouchers
	Section 8 Housing Choice Vouchers - CARES Act
14.PHC	Public and Indian Housing Program - CARES Act
14.218	Community Development Block Grant - Entitlement Grants - Disaster Recovery

5.	Dollar threshold used to distinguish between Type A and Type B Programs:	\$1,477,175
6.	Auditee qualified as low-risk Auditee?	No

**VIRGIN ISLANDS HOUSING AUTHORITY
SCHEDULE OF FINDINGS AND QUESTIONED COSTS (continued)
FOR THE YEAR ENDED DECEMBER 31, 2020**

II. Financial Statement Findings

There were no findings relating to the financial statements which are required to be reported in accordance with *Government Auditing Standards*.

III. Federal Award Findings and Questioned Costs

There were no findings or questioned costs relating to federal awards.

IV. Prior Year Audit Findings

There were no findings or questioned costs in the prior year.

B5. Progress Report

Provide a description of the PHA's progress in meeting its Mission and Goals described in the PHA 5-Year and Annual Plan. For Fiscal Year 2023, VIHA has restated its mission statement and refined its Strategic Framework. The figure below diagrams VIHA's four (4) overarching goals and twenty (20) sub-goals. VIHA will concentrate on improving quality control and transparency, enhancing its housing portfolio, increasing operational efficiency while encouraging resident advocacy.

VIHA'S FY 2021-2025 Strategic Framework			
The Virgin Islands Housing Authority encourages the development and professional management of a variety of affordable housing opportunities, facilities and supportive services to sustain vibrant and progressive communities, provide economic development and self-sufficiency options for residents, assuring equal access to quality housing and safer communities through partnerships.			
Goal 1. Implement Asset Repositioning and Redevelopment Plan by maximizing the leveraging of federal funds	Goal 2. Develop and Implement industry best practices in HR, IT and Procurement divisions through systems, processes and procedures	Goal 3. Implement industry best practices in Asset Management and HCVP	Goal 4. Increase resident economic family self-sufficiency through mixed-income communities and leveraging Housing Choice Vouchers
FY2021	FY2022	FY2023	FY2024
FY 2023 Sub-Goals			
1A. Implement portfolio transformation through Asset Repositioning Plan and HUD's RAD Program	2A. Research & Implement industry best practices in IT to support Asset Management	3A. Procure and Implement Asset Management Company to manage 3rd Party Property Management	4A. Develop a core resident services platform designed for progressive economic family self-sufficiency
1B. Expedite relocation, demolition & redevelopment of Tutu High-Rise on three sites	2B. Coordinate process to effectively prepare and retrieve Executive Office and Board documents	3B. Implement strategies to reduce accounts receivables to benchmark standard of 2% of rents	4B. Forge stakeholder & resident leadership support of Asset Repositioning Plan & deconcentration of poverty
1C. Expedite relocation, demolition & redevelopment of JFK on two or three sites	2C. Negotiate a fair and progressive collective bargaining agreement and introduce performance-based evaluations for staff	3C. Increase REAC overall Inspection score on PHAS with implementation of a Preventative Maintenance Plan	4C. Promote resident lease accountability to transition from legacy public housing to other subsidy models
1D. Expedite relocation, demolition & redevelopment of Lucinda Millin into senior housing and healthcare model	2D. Determine agency training requirements, and coordinate and evaluate effectiveness of training	3D. Improve quality of life through sustained curb appeal strategies including enhanced landscape features at all developments	4D. Develop action plan to increase resident financial literacy to participate in homeownership initiatives
1E. Expedite planning, demolition & redevelopment of VIHA's Central Office with mixed used facility	2E. Update Personnel Policy to implement progressive performance appraisal with Reward & Recognition plan	3E. Procure 3rd party property management companies to manage public housing AMPs by District	4E. Implement public relations and education programs for residents, landlords and the public to understand the value of Housing Choice vouchers
FY2025			
Goal 5. Prepare People, Processes and Procedures for functional transition of operations to support 10-Year Redevelopment Plan			
5A. Develop a Short-term Strategic Plan for IT including a Dashboard for senior staff to monitor operational progress towards achieving goals.			
5B. Develop an Executive Office electronic archival and retrieval system for resolutions,			
5C. Negotiate a fair and progressive collective bargaining agreement and introduce performance-based evaluation for staff growth and development.			
5D. Implement training for key positions to support transition to 3rd-Party Property Management and 10-Year Redevelopment Plan			
5E. Update Personnel Policy to implement progressive performance evaluation with reward and recognition plan			

VIHA Strategic Goal 1: Implement Asset Repositioning and Redevelopment Plan by maximizing the leveraging of federal funds.

Goal No. 1 Objectives:

Sub-goals:

A. Implement portfolio transformation through Asset Repositioning Plan and HUD's RAD Program

Status: The goals in the Transition Agreement have all been completed with the exception of the Public Housing Occupancy and Tenants Account Receivables which are longer-term in nature and are appropriately monitored in the Public Housing Assessment System (PHAS).

B. Expedite relocation, demolition & redevelopment of Tutu High-Rise on three sites

Status: Relocation of all 284 Estate Tutu Residents was successfully completed with the last resident moving out on December 21, 2018. Construction of Phase I of the Estate Tutu Redevelopment on the old Estate Donoe site began on December 7, 2020, to start the 3-phase redevelopment of the former Estate Tutu Hi-Rise Apartments. Phase II is scheduled to start in January 2023.

C. Expedite relocation, demolition & redevelopment of JFK on two or three sites

Status: Relocation for John F. Kennedy residents is currently on hold. Relocation began with 157 families in place in 2021. However, as per the directive of the Governor, VIHA has held back on this relocation initiative, and has realigned its redevelopment efforts to make sure that a new development is constructed for the families to relocate to. Instead of providing HCVP vouchers or placement in other LIPH units.

D. Expedite relocation, demolition & redevelopment of Lucinda Millin into senior housing and healthcare model

Status: VIHA has committed to plan and provide relocation options for seniors prior to demolition. The schedule is still being formulated.

E. Expedite planning, demolition & redevelopment of VIHA's Central Office with mixed used facility

Status: VIHA is still working on design of its existing office location, other location options and the best configuration to support a more professional office for clients

that provides the needed service and safety precautions, with the observance of new health protocols.

VIHA Strategic Goal 2: Develop and Implement industry best practices in HR, IT and Procurement divisions through systems, processes and procedures.

Goal No. 2 Objectives:

Sub-goals:

A. Research & Implement industry best practices in IT to support Asset Management

Status: The capabilities of the IT organization helps to identify operational readiness in the characteristics and competencies required to support Asset Management effectively. The IT Department continues to rebuild its infrastructure that was damaged from the hurricanes of 2017. Once that infrastructure rebuild is completed in 2023, the support necessary to properly network and provide the connectivity and efficiency to Asset Management will be more realistic.

B. Coordinate process to effectively prepare and retrieve Executive Office and Board documents

Status: Our IT Department has implemented a web-based solution for Board documents to be retrieved from VIHA's website. This process is being refined as VIHA continues to update its IT platform and its website.

C. Negotiate a fair and progressive collective bargaining agreement and introduce performance-based evaluations for staff

Status: VIHA successfully negotiated its 2022-2024 Collective Bargaining Agreement with the United Steelworker Union (Locals 8248 and 8249). VIHA will continue to foster a positive and collaborative relationship with the Unions and work towards developing and implementing a fair and equitable performance-based system for its unionized and non-unionized employees.

D. Determine agency training requirements, and coordinate and evaluate effectiveness of training

People are our most valued resource and VIHA will invest in their growth and development through and integrated training approach for employees at all levels (union and non-union). The integrated approach will be based on:

Manager as Coach: Coaching for performance and development training will be provided to all managers of employees. Managers will learn communication, delegation, goal setting, setting clear expectations, coaching conversation, and performance management skills.

These new skills will help managers identify the skills and training needed for their employees to successfully achieve their goals. Individual development plans will be created focused on the 3Es of development.

- Development through Experience (on-the-job training, learning from mistakes, job sharing, etc.)
- Development through Exposure (mentoring, coaching, accountability groups, etc.)
- Development through Education (formal training, conferences,

In addition to performance related learning, employees will have the opportunity to improve or develop in the following areas:

Project Management, Negotiating, Critical Thinking, Emotional Intelligence, Conflict Resolution, Building Trust, Developing and Managing Relationships etc.

Lastly, the senior leadership team and board members will receive and Emotional Intelligence diagnostic Leadership Assessment to identify strengths and areas for development. Professional coaching services will be provided to help leaders meet their development goals.

F. Update Personnel Policy to implement progressive performance appraisal with Reward & Recognition Plan.

Status: VIHA completed an update of its 2002 Personnel Policy and Procedures Manual and replaced it with a new Personnel Handbook effective June 1, 2020. VIHA is currently reviewing a Reward and Recognition Policy to support performance improvement. These documents will be submitted to the Board and it is anticipated that both documents will be implemented in FY 2023.

VIHA Strategic Goal 3: Implement industry best practices in Asset Management and HCVP.

Goal No. 3 Objectives:

Sub-goals:

A. Procure and Implement Asset Management Company to manage 3rd Party Property Management Companies

Our goal is to develop our transitioning staff to be competitive in the public/private job markets. To accomplish this goal, the authority will provide internal and external education and training opportunities to help them increase their competence and people skills.

Properties that are transitioning to 3rd-party property management will be identified; key positions and employees will be identified for training. VIHA will conduct a needs analysis to identify training and development needs of employees. Training content will be curated or developed. VIHA will oversee training and development plan to ensure training needs are being met. Throughout the training phase, course(s) and content will be evaluated to determine return on investment.

B. Implement strategies to reduce accounts receivables to benchmark standard of 2% of rents

Status: Staff have put in place measures for residents to report loss of income to adjust the resident's rent accordingly. This ensures the residents do not incur undue rent burdens. Information regarding loss of employment and how the Property Manager can assist the household has been communicated via public service announcements, press releases, as well as direct mailings to all Public Housing residents. Tenant Account Receivable is one of the categories that is scored by HUD for the financial indicators. A maximum score of five (5) points can be earned. The sub-indicator represents the amount of tenant accounts receivable against tenant revenue.

The objective of the Department of Asset Management is to purge the balances and determine the accuracy of each tenant's TARs by taking into consideration deferred maintenance repairs and adjusting the individual accounts accordingly. We continue to use the following objectives to reduce the TARs balance:

- Adjust TARs balances by deducting deferred maintenance
- Implement interim rent adjustments due to loss of household income
- Prioritize the largest household TARs balances and secure repayment agreements

C. Increase REAC overall Inspection score on PHAS with implementation of a Preventative Maintenance Plan

Status: The Agency continues to refine its processes toward this objective, including utilizing a work order grouping system (i.e. emergency, routine, or inspections), reviewing existing staff's skills and conducting targeted placement to address work orders (i.e. plumbing, electrical, carpentry, masonry, etc.). The Agency is currently focused on reducing the amount of open work orders. A Preventative Maintenance Plan was developed in the first quarter of 2020. Due to the challenges and setbacks caused by COVID-19, it is safe to say, the launching of the Preventative Maintenance Plan will not be as effective as originally planned until the mid-2023.

D. Improve quality of life through sustained curb appeal strategies including enhanced landscape features at all developments

Status: A plan to enhance curb appeal has been developed considering the existing landscape unique to each development. Existing personnel is currently receiving on the job training on enhancing the landscape and maintaining curb appeal. Pilot sites are being selected to implement an example of what this new landscaping element would look like; one site on St. Thomas and one site on St. Croix.

E. Procure 3rd party property management companies to manage public housing AMPs by District

Status: VIHA is working with HUD PIH to refine the specific projects to be included in the final plan of action for RAD conversion. This final plan was completed in 2021.

VIHA Strategic Goal 4: Increase resident economic family self-sufficiency through mixed-income communities and leveraging Housing Choice Vouchers.

Goal No. 4 Objectives:

Sub-goals:

A. Develop a core resident services platform designed for progressive economic family self-sufficiency

Operationalized Policies & Procedures

Resident Wellness & Empowerment leadership will develop a comprehensive departmental operations manual which consist of updated policies and procedures for each functional area within the department. This includes service coordination, Family Self-Sufficiency (FSS), Resident Councils, and grants and contracts administration. In each area of department operations, policies and procedures will be developed based upon HUD guidelines and an examination of best practices.

Staffing & Recruitment

Recruitment - Resident Wellness & Empowerment (RWE) has developed new job descriptions for each area of the department and recruitment will continue to thoughtfully fill the existing vacancies within the department. Recruitment efforts will include internal candidates and both local and national outreach. – New job descriptions for all positions within the RWE have been finalized and posted through HR's regular recruitment channels. HR has reported a great response thus far to each of the open positions within RWE.

Training & Skill Development – RWE will develop and implement a comprehensive training workshop which will train staff on the new direction of the department, their roles, and new processes for conducting the day-to-day work of facilitating

resident success. Additionally, team members will be provided with a required menu of trainings that addresses needed skill development areas.

University of the Virgin Islands/School of Social Work – Steps to formalize a relationship between UVI and its School of Social Work and VIHA has completed. RWE department will serve as a field placement internship site for Social Work students in both the undergraduate and graduate Social Work programs.

□ Bright Path Community Health & Wellness Centers

Via the U. S. House of Representatives Committee on Appropriations, VIHA and its RWE department has secured a total of \$300,000 to implement strategies designed to address the mental health needs of residents residing in VIHA communities. RWE will collaborate with selected community partners to create and operate Community Health and Wellness centers ensuring the provision of onsite mental health and connections to other health related services in community center space located in two (2) VIHA public housing communities (1 in St. Thomas and 1 in St. Croix). Deploying Community Health Workers, a specific focus will be given to elderly and disabled individuals in their quest to achieve healthy aging, thus creating a supportive housing environment.

- VIHA and RWE will continue to identify and secure funding to support the ongoing operations of this initiative which seeks to achieve the following outcomes.
- Convenient and easily accessible
- Improved mental and physical health
- Increased mental bandwidth to execute tasks that help lift residents out of poverty
- Decreased lease violations

□ Relationship Building

To aid RWE staff in ensuring the success of implementing the Bright Path strategy and facilitating positive resident outcomes, RWE will be procuring some specific specialized professional consulting services for the purposes of aiding RWE and its staff in developing effective relationships and partnerships with VIHA residents, community service providers (both nonprofit and governmental), and the broader community. The selected firms will be specifically charged with leading RWE in the development of a comprehensive community engagement strategy and a marketing and communications strategy.

B. Forge stakeholder & resident leadership support of Asset Repositioning Plan & deconcentration of poverty

Bright Path Community Service Coordination Plans

Based on data collected via a needs assessment process, CRRCs will develop Bright Path Community Service Coordination Plans for the communities in which they are responsible for ensuring service coordination for. Upon final approval of RWE leadership, CRRCs will implement those plans while working with individuals or families in their assigned communities and with community partners to identify and implement strategies and interventions to facilitate positive outcomes and individual and family wholistic wellness.

Resident Councils

Instrumental in ensuring connections to services and resources and positive resident outcomes is the operations of effective Resident Councils at each VIHA community. The role of all VIHA resident councils is to improve the quality of life and resident satisfaction as well as participating in self-help process while enabling residents to create positive living environments for all residents living in VIHA communities. Resident Councils will actively participate in the wellness and empowerment of residents via a working partnership with VIHA. Thus, VIHA will work to ensure the effective operations of more Resident Councils within VIHA communities this upcoming year.

C. Promote resident lease accountability to transition from legacy public housing to other subsidy models

Status: VIHA will educate resident council members on lease provisions with emphasis on the Community Service and Self-Sufficiency requirement. VIHA will seek community service placement opportunities with government agencies, the non-profit sector, the business sector, the VIHA Governing Board and through the members of the FSS Program Coordinating Committee.

D. Develop action plan to increase resident financial literacy to participate in homeownership initiatives

Status: VIHA will continue to work closely with property managers, duly elected resident leaders and other interest community stakeholders to conduct resident meetings with the goal of orienting, educating and encouraging residents about importance and benefits of resident council membership. VIHA will continue to identify interested residents, provide assistance, support, schedule coordination and conduct resident council elections in accordance with HUD guidelines.

E. Implement public relations and education programs for residents, landlords and the public to understand the value of Housing Choice vouchers.

Status: VIHA will distribute posters, flyers and brochures for the Family Self-Sufficiency program (FSS), within VIHA communities, during annual resident certification, and in the broader community. VIHA will showcase resident

programs and successful outcomes. VIHA will participate in community fairs and events which align with current agency priorities and initiatives.

Goal No. 5 Objectives: Prepare People, Processes and Procedures for functional transition of operations to support 10-Year Redevelopment Plan

Sub-goals:

A. Develop a Short-term Strategic Plan for IT including a Dashboard for senior staff to monitor operational progress towards achieving goals.

Administrative Fundamentals

It is essential to have the proper governance and policies defined to drive the direction of VIHA's technology landscape. A successful governance implementation will require support from the entire organization and a culture shift to support processes under the new model. This shift will need executive sponsorship to help drive the establishment and execution of new policies. Management's lack of commitment may deliver half-implemented processes or zero traction toward change. Critical activities involved with this include:

- Establish frameworks detailing SOPs (Standard Operating Procedures) for IT
- Develop a data resilience plan
- Develop business continuity strategy
- Develop Service Level Agreements to improve our customer's experience

Core Infrastructure

Establishing a sustainable infrastructure to support the Housing Authority's current business is vital to realizing future capabilities. Areas of focus include:

- Updating St. Thomas and St. Croix server rooms to provide a secure environment of physical assets.
- Establish high-availability architecture to mitigate against potential vulnerabilities and outages from natural and malicious events.

Hardened IT security to bolster protection from attacks and data breaches.

Workforce Expansion

VIHA should consult a network architect to assess the environment and further determine the effort required to develop their infrastructure. This assessment and the VIHA technology roadmap can establish a refined budget and timeline to conclude the prioritization and scale of its infrastructure needs.

As VIHA matures its infrastructure and services, positioning the right resources to support the growth is critical to ensuring success. VIHA should consider acquiring an additional full-time employee to reinforce its support model. An analyst or engineer having a range of experience in supporting VIHA's infrastructure and services will also benefit its future growth strategy.

B. Develop an Executive Office electronic archival and retrieval system for resolutions,

Status: After documenting the system requirements, an electronic portal was developed and posted to VIHA's website.

C. Negotiate a fair and progressive collective bargaining agreement and introduce performance-based evaluation for staff growth and development.

The authority's leadership team will meet with USW representatives to discuss proposed improvements in our performance-based evaluation process. Over the next year, we will develop a strategy that will improve performance conversations and coaching leading to the implementation individual development planning. Our goal is to help employees identify their employment goals and the steps required to achieve those goals.

Our employee union representatives will be invited to join Employee Action Groups (EAG) to provide vital consultation during the development of our new performance evaluation and management practice. See timeline listed under goal 3E.

D. Implement training for key positions to support transition to 3rd-Party Property Management and 10-Year Redevelopment.

Our goal is to develop our transitioning staff to be competitive in the public/private job markets. To accomplish this goal, the authority will provide internal and external education and training opportunities to help them increase their competence and people skills.

Properties that are transitioning to 3rd-party property management will be identified; key positions and employees will be identified for training. VIHA will conduct a needs analysis to identify training and development needs of employees. Training content will be curated or developed. VIHA will oversee training and development plan to ensure training needs are being met. Throughout the training phase, course(s) and content will be evaluated to determine return on investment.

E. Update Personnel Policy to implement progressive performance evaluation with reward and recognition plan.

Having a consist performance evaluation, management, recognition, and reward practice is critical to the success of the authority. The practice must meet the organization where we are today with measurable steps that will help the authority transition to a performance evaluation and management process tied to measurable objectives and key results for each area of operations. The follow road map highlights to critical steps required for success. In addition, employees and union must be engaged in the process from the start. To accomplish this, an employee action group will be established.

VIHA has hired a Director of Administration responsible for human resources, procurement, training, legal, and strategy. This first step in developing a new performance evaluation and management strategy is to gain buy-in at all levels of the organization. To accomplish this, an Employee Action Group (EAG) consisting of managers, skilled and professional employees. The group will be responsible for evaluating our current state, highlighting gaps in process, workflow, and systems, and reimaging the future state and inform our strategy, change, training, and communication plans. Plans will be vetted with VIHA's union representatives.

All employees will receive training on the new performance evaluation and management practice in the fall of 2023. Supervisors will receive additional training related to coaching teams for performance. Year-End performance reviews will be conducted using the new practice.

During the first quarter of 2024, supervisors will receive training on employee engagement, creating development plans, recognition, and rewards.

6. Resident Advisory Board (RAB) Comments.

B6. Resident Advisory Board (RAB) Comments

C1. Capital Improvements

See HUD Form- 50075.2