



HOMES FOR GOOD BOARD OF COMMISSIONERS MEETING

Wednesday, July 26th, 2023

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AGENDA

Homes for Good Housing Agency

BOARD OF COMMISSIONERS

Location of the meeting:

Homes for Good Administrative Building
100 W 13th Avenue
Eugene, OR 97405



Zoom

This meeting will be conducted in person with option to join via public video call and conference line (see details below).

Wednesday, July 26th, 2023, at 1:30pm

The July 26th, 2023, Homes for Good Board of Commissioners meeting will be held at the Homes for Good Administrative Building. It will also be available via a public video call with dial-in capacity. The public has the option to participate in person or by joining via video call or conference line.

Join Zoom Meeting:

<https://us02web.zoom.us/j/88069630164>

1. PUBLIC COMMENTS

Maximum time 20 minutes: Speakers will be taken in the order in which they sign up and will be limited to 3-minutes per public comments. If the number wishing to testify exceeds 10 speakers, then additional speakers may be allowed if the chair determines that time permits or may be taken at a later time.

2. COMMISSIONERS' RESPONSE TO PUBLIC COMMENTS AND/OR OTHER ISSUES AND REMONSTRANCE (2 min. limit per commissioner)

3. ADJUSTMENTS TO THE AGENDA

4. COMMISSIONERS' BUSINESS

5. EMERGENCY BUSINESS

6. EXECUTIVE SESSION

7. ADMINISTRATION

- A. Executive Director Report
- B. Quarter 3 Excellence Awards

8. CONSENT AGENDA

- A. Approval of 06/28/2023 Board Meeting Minutes

9. ORDER 23-26-07-01H

In the Matter of Approving the 2023-2027 Capital Fund Program Five-Year Action Plan
(Kurt von der Ehe, CAP Project Manager) (Estimated 15 minutes)

10. ORDER 23-26-07-02H

In the Matter of Approving the Audit Plan of Action for Oregon Secretary of State Audits Division
(Jacob Fox, Executive Director) (Estimated 10 Minutes)

11. PRESENTATION I

Introduction to Budget Timeline & Process
(Jacob Fox, Executive Director) (Estimated 20 minutes)

12. ORDER 23-26-07-03H

In the Matter of Approving Homes for Good's Strategic Equity Plan for July 2023 – June 2024
(Jacob Fox, Executive Director) (Estimated 30 minutes)

13. DISCUSSION

Resident Access to Cooling Data
(Wakan Alferes, Supportive Housing Director) and (Steve Ochs, Real Estate Development Director)
(Estimated 10 minutes)

14. OTHER BUSINESS

Adjourn.

In late June we found out that the Oregon State Legislature approved our \$4.9mm request for an allocation of lottery bond funds to fund the capital costs associated with the early learning center that will be part of the Ollie Court apartment community. Then days later we found out that Oregon Housing and Community Services fully funded our request for \$11.3mm in Local Innovation and Fast Track funding and our request for \$13.5mm in Low Income Housing Tax Credits. The City of Eugene had already awarded us the 3.5 acres of land and an additional \$3mm in funding resources. We are very excited to be the developer of this innovative apartment community with an early learning center. Our funding requests would not have been successful without our partnerships with Head Start of Lane County, Early Childhood Cares, PIVOT Architecture and the Jefferson Westside Neighborhood Association.

As of Friday, June 30th we successfully submitted our FY 22 Independent Auditor's Report along with our Audited Financial Statements to HUD, the Federal Clearinghouse and the State of Oregon Secretary of State's Audit Division. Our new audit firm Berman and Hopkins was extremely thorough through the process and exceptionally helpful in problem solving in the days leading up to the submissions. Throughout the audit process and especially the last week Brandy and Stacy from our Finance Team worked many hours of overtime to respond to questions and documentation requests from our auditors. The FY 22 Audit Report included a Significant Deficiency in Internal Controls driven in large part by beginning balances in the FY 22 unaudited financials prepared by our former Finance Director not matching ending balances from the prior FY 21 audit. Staff had to prepare a corrective action plan to be included in the FY 22 Audit Report. In addition, the State of Oregon Secretary of State's Audit Division requires the Homes for Good Governance Board to be briefed and to approve the corrective action plan, which is on the agenda for this meeting. Brandy and Stacy will need to make adjustments in our software system to reflect the audited financials that were submitted to our regulatory bodies. We have scheduled weekly meetings with our auditors to make sure these adjustments are informed by their expertise. Also we are planning to complete our FY 23 audit by the 6 month deadline required by the State of Oregon rather than the historical 9 month deadline that we have met to satisfy the HUD audit deadline. A principle from Berman and Hopkins will attend our August 30th Board meeting to provide an overview of our FY 22 Audit Report and answer any questions that Board members have.

On a related note we are excited to report that we have hired a Finance Director, Eileen Lehey. Eileen will start on July 25th and will join our Board meeting on July 26th for an introduction. Eileen has worked as a Chief Finance Officer and Finance Director for two local non-profits over the past 7 years. The timing couldn't be better for us because we are mid-way through our FY 24 budget process, we are completing a software conversion and the year end close of FY 23 are a few months away.





BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 07/26/2023

AGENDA TITLE: Presentation of the Quarter 3 Excellence Award Recipients

DEPARTMENT: Executive

CONTACT : Jasmine Leary

EXT: 2150

PRESENTER: Jasmine Leary

EXT: 2150

ESTIMATED TIME : 10 minutes

- ORDER/RESOLUTION
- PUBLIC HEARING/ORDINANCE
- DISCUSSION OR PRESENTATION (NO ACTION)
- APPOINTMENTS
- REPORT
- PUBLIC COMMENT ANTICIPATED

Approval Signature

EXECUTIVE DIRECTOR:

A handwritten signature in black ink, appearing to be "JL", is written over a horizontal line.

DATE: 07.18.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



**EXCELLENCE
AWARD**

JULY 2023



EXCELLENCE AWARD

JULY 2023

E HAS BEEN A WONDERFUL ASSET TO THE REAL ESTATE DEVELOPMENT TEAM. THEY ARE ENGAGED IN THEIR WORK AND OFFER SUGGESTIONS ON HOW TO STREAMLINE PROCESSES, IMPLEMENT NEW IDEAS, AND BRING A LOT OF FUN TO THE WORK WE DO. E IS CARING AND THOUGHTFUL ABOUT THE PEOPLE WE SERVE AND WANTS TO MAKE SURE THAT THEIR HOMES ARE PLACES OF COMFORT FOR THEM. E HAS TAKEN ON MANY INTERNAL PROCESS IMPROVEMENTS AND TOOK ON A LOT OF WORK IN PULLING TOGETHER THE EQUITABLE CONTRACTING INITIATIVE – MAKING SURE THAT HOMES FOR GOOD IS A LEADER IN HAVING CONTRACTS THAT DEMONSTRATE OUR COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION. IN ADDITION TO ALL THOSE THINGS, E DEVELOPED A COMPREHENSIVE ROLLOUT OF A NEW TASK MANAGEMENT SOFTWARE FOR THE ASSET MANAGEMENT AND DEVELOPMENT TEAMS. E IS ENGAGING, INFORMATIVE, AND A CRITICAL THINKER. THEY ARE HELPFUL WITH ENGAGING COMMUNITY PARTNERS, STAFF FROM OTHER DEPARTMENTS, AND OUR TEAM. THEY ALWAYS JUMP AT THE CHANCE TO VOLUNTEER AROUND THE AGENCY WHENEVER OPPORTUNITIES ARISE, EVEN DONATING THEIR OWN GARDEN SUPPLIES TO THE COMMONS ON MLK'S GARDEN CLUB. THERE IS NOT A SINGLE PERSON WE HAVE SPOKEN TO AT THE AGENCY WHO HAS INTERACTED WITH E WHO HAS NOT COMMENTED ON HOW MUCH THEY ENJOY WORKING WITH THEM. EVERYONE KNOWS THEY CAN ALWAYS DEPEND ON E FOR KEEPING US ORGANIZED AND THEIR THOUGHTFUL AND IMPORTANT INPUT. WE ARE ALL SO GLAD THEY CHOOSE TO WORK FOR HOMES FOR GOOD.

-NORA CRONIN
PROJECT DEVELOPMENT MANAGER



**EXCELLENCE
AWARD**

JULY 2023



← WELCOME



EXCELLENCE AWARD

JULY 2023

BRANDY HAS TO HAVE THE MOST " I CAN AND WILL LEARN THIS " ATTITUDE EVER. SHE IS VERY ATTENTIVE TO LEARNING NEW SKILLS AND SHE PICKS THEM UP QUICKLY. I'VE SEEN A HUGE GROWTH IN HER ABILITIES OVER THE LAST 1-1/2 YEARS. SHE OFTEN HAS TO WORK IN VERY STRESSFUL SITUATIONS BUT SHE ALWAYS SHOWS UP TO CM WITH A SMILE.

-JEFF CHAMP
MAINTENANCE SERVICES SUPERVISOR

WE HAVE BEEN EXTREMELY LUCKY TO HAVE A TEAM MEMBER LIKE BRANDY. SHE JOINED OUR TEAM AT A DIFFICULT TIME IN THE SPRING OF 2022 WHEN WE WERE SO SHORT-HANDED, AND STILL IN THE THROES OF COVID BUT SHE HIT THE GROUND RUNNING AND HASN'T STOPPED. BRANDY HAS RAISED THE BAR WITH THE QUALITY OF HER WORK AND HER ATTENTION TO DETAIL IN EACH WORK ORDER SHE DOES. SHE HAS ALWAYS EXCEEDED EXPECTATIONS AND IS CONSTANTLY SEEKING OUT LEARNING EXPERIENCES TO ADD NEW SKILLS TO HER TOOLBELT - NOTHING IS TOO BIG OF A CHALLENGE. BRANDY SHOWS UNPARALLELED CUSTOMER SERVICE AND BRINGS A SENSE OF EMPATHY AND COMPASSION WHEN INTERACTING WITH OUR RESIDENTS. WE HAVE RECEIVED SO MANY COMPLIMENTS ON HER CARING AND RESPECTFUL ATTITUDE, AND THE EXCELLENT JOB SHE HAS DONE IN THEIR HOMES.

IN THE WORDS OF ARISTOTLE, "WE ARE WHAT WE REPEATEDLY DO. EXCELLENCE THEN, IS NOT AN ACT, BUT A HABIT." BRANDY'S WORK IS AT THAT LEVEL OF EXCELLENCE. THE ENTHUSIASM AND DEDICATION SHE BRINGS TO HER JOB ISN'T SOMETHING THAT CAN BE TAUGHT – IT'S A GIFT. THANK YOU, BRANDY, FOR BRINGING HEART AND SOUL TO OUR TEAM, AND TO ALL OF HOMES FOR GOOD.

-MARYANNE BUSSEY
PROPERTY MANAGEMENT SUPERVISOR

MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS



Wednesday, June 28th, 2023, at 1:30 p.m.

Homes for Good conducted the June 28th, 2023, meeting in person at the Homes for Good administrative building and via a public video call with dial-in capacity. The public was able to join the call, give public comment, and listen to the call.

CALL TO ORDER

Board Members Present:

Heather Buch

Michelle Thurston

Justin Sandoval

Pat Farr

Larissa Ennis

Joel Iboa

Board Members Absent:

Justin Sandoval (joined shortly after call to order)

Kirk Strohman

Chloe Tirabasso

Char Reavis

Quorum Met

1. PUBLIC COMMENT

None

2. COMMISSIONERS' RESPONSE TO PUBLIC COMMENTS AND/OR OTHER ISSUES AND REMONSTRANCE

None

3. ADJUSTMENTS TO THE AGENDA

- PRESENTATION I: Energy Services Division Overview (Item #13) was the first agenda item discussed following Administration.
- ORDER 23-28-06-04H: In the Matter of Approving the Submission of the PHA FY 2024 Move to Work Supplement Plan (Item #12) was the first order of the agenda discussed following the consent agenda.

4. COMMISSIONERS' BUSINESS

None

5. EMERGENCY BUSINESS

None

6. EXECUTIVE SESSION

None

7. ADMINISTRATION

A. Executive Director Report

Jacob Fox discussed Homes for Good sponsoring at the Juneteenth Celebration held in Alton Baker Park on July 18th, 2023. The Energy Services Division had the opportunity to table at the event. Additionally, Jacob Fox had the opportunity to meet and engage with two new school board members.

The financial audit for FY 2022 has differed from previous audit firstly because Homes for Good is working with a new audit firm and secondly because throughout the process, the Finance Director position has been vacant as of late January 2023.

There have been challenges in accounting for various line items and the unaudited financials as they were completed by the previous Finance Director. With the issued opinion it is expected to include a significant deficiency as a result of the materials changes the auditors had to make between the unaudited financials and the audited financials. There will be a corresponding corrective action plan that the finance team has already begun to work on.

Strategic Equity Plan (SEP) Year Two board subcommittee has met twice since its creation. Members include, Homes for Good's Equity Strategy Team (EST), **Larissa Ennis**, **Joel Iboa**, **Justin Sandoval** and **Michelle Thurston**.

The board subcommittee has met regularly to discuss and improve the budget variance reports. It has been helpful to have **Kirk Strohman** and **Chloe Tirabasso** meet with the finance team on a monthly basis to clarify and enhance the reporting tools utilized.

Per the board request, included in the board packet is a list of ongoing events and opportunities for resident engagement. Should any board members like to attend, please contact **Jacob Fox** or **Jasmine Leary**.

Discussion Themes

- Implementing a monthly closing of the financial books
- Consulting firms for forensic accounting

B. Resident Services Event Calendar

[Refer to Board Packet]

Discussion Themes

None

8. CONSENT AGENDA

A. Approval of 05/31/2023 Board Meeting Minutes

Vote Tabulations

Motion: **Larissa Ennis**

Second: **Michelle Thurston**

Discussion: Vote tabulations were inaccurately recorded. Consent agenda is approved on the basis the errors are corrected.

Ayes: **Heather Buch, Michelle Thurston, Justin Sandoval, Larissa Ennis, Pat Farr**

Abstain: *None*

Excused: **Char Reavis, Chloe Tirabasso, Kirk Strohman, Joel Iboa**

The 05/31/2023 meeting minutes were passed [5/0/4]

ORDERS:**9. ORDER 23-28-06-01H: In the Matter of the Submission of the PHA FY 2024 Annual Plan**

Compliance & Data Analyst, Mira Miller Presenting

Overview

The process to review and prepare the Annual Plan began in January 2023 and is submitted to HUD July 2023. The Resident Advisory Board (RAB), Homes for Good staff and the public are all involved in the document review. The Annual Plan includes the policies for the following:

- Public Housing Program
- Administrative Plan (Vouchers)
- MTW Supplement Plan

Discussion Themes

None

Vote Tabulations

Motion: **Larissa Ennis**

Second: **Michelle Thurston**

Discussion: *None*

Ayes: **Heather Buch, Michelle Thurston, Justin Sandoval, Larissa Ennis, Joel Iboa, Pat Farr**

Abstain: *None*

Excused: **Char Reavis, Kirk Strohman, Chloe Tirabasso**

ORDER 23-28-06-01H was approved [6/0/3]

10. ORDER 23-28-06-02H: In the Matter of Approving Contracts 23-P-0024 [Early Design Scope] & 23-P-0025 [Architectural Services] for Ollie Court

Project Developer, Matt Salazar Presenting

Overview

Through community engagement the name “Ollie Court” was selected for the property formerly known as the Naval Reserve. The property will be developed as housing and an early learning center.

In December 2019 the Architect Request for Proposal was published with four architectural firms to select from. Pivot Architecture was awarded the contract due to their expertise and experience with co-locating affordable housing and affordable childcare.

Pivot drafted a design for application materials, which were submitted to the State in March 2023. Homes for Good will know July or August 2023 if the funding has been received.

Typically, early designing doesn’t begin until a source of funding has been secured. In this instance, the scheduled construction start date would not be met, if early design is paused until funding has been secured. The scope has been split into early design and the remaining architectural services to allow the board to approve either: none, one or both contracts for Ollie Court.

Additionally, Homes for Good has been awarded \$4.9 million in lottery bond funds for the early learning center from the State of Oregon as the result of House Bill 5030.

Discussion Themes

None

Vote Tabulations

Motion: **Michelle Thurston**

Second: **Pat Farr**

Discussion: *None*

Ayes: **Heather Buch, Michelle Thurston, Justin Sandoval, Larissa Ennis, Joel Iboa, Pat Farr**

Abstain: *None*

Excused: **Char Reavis, Kirk Strohman, Chloe Tirabasso**

ORDER 23-28-06-02H was approved [6/0/3]

11. ORDER 23-28-06-03H: In the Matter of Authorizing the Transfer of Property at 375 Iowa Street in Eugene Oregon to Sponsors, Inc.

Real Estate Development Director, Steve Ochs Presenting

Overview

The Iowa Street land was originally purchased by Sponsors, Inc. to be utilized in addition to the land that Roosevelt Crossings is now on. Sponsors determined the Iowa Street land would not be used as part of Roosevelt Crossings. Subsequently the land ownership was transferred from Sponsors to Homes for Good. As a government agency, Homes for Good can own land tax-free, if the land will be developed into affordable housing.

The land sat vacant for several years until 2019, at which time it was developed by Sponsors into Jeffrey Commons, an affordable housing mini home village for Sponsors' program participants. Therefore, Homes for Good no longer needs to hold the ownership for this land and would like to transfer the deed back to Sponsors.

If it is determined that Homes for Good paid for the property to initiate the transfer, further investigation will be needed, and it is expected Sponsors will reimburse Homes for Good.

If there was an agreement that Homes for Good would buy the land and transfer the title back to Sponsors at no cost, then this item would be presented to the Homes for Good board again with more details and a recommendation upon further investigation.

Discussion Themes

None

Vote Tabulations

Motion: **Larissa Ennis**

Second: **Michelle Thurston**

Discussion: *None*

Ayes: **Heather Buch, Michelle Thurston, Justin Sandoval, Larissa Ennis, Joel Iboa, Pat Farr**

Abstain: *None*

Excused: **Char Reavis, Kirk Strohman, Chloe Tirabasso**

ORDER 23-28-06-03H was approved [6/0/3]

12. ORDER 23-28-06-04H: In the Matter of Approving the Submission of the PHA FY2024 Move to Work Supplement Plan

Rent Assistance Director, Beth Ochs Presenting

Overview

This is Homes for Good's first Move to Work (MTW) Supplement Plan. The Supplement Plan is an attachment to the Administrative Plan with a focus on MTW activity. In May 2022 Homes for Good became an MTW Agency. Since that time Homes for Good in collaboration with a MTW consultant has been drafting the Supplement Plan.

MTW WAIVER NARRATIVES:

The MTW Waiver Narratives document lists the waivers Homes for Good wants to implement in the first Supplement Plan. A full analysis was conducted on the Alternative Re-Exam Schedule. PHA's traditionally are required to conduct an annual income review for all Housing Choice Voucher (HCV) participants. Homes for Good is proposing to change the income review to every three years. The analysis details the financial and demographic impact.

The results of the analysis indicated that the new schedule would allow participating families to retain income increases for a longer period of time. But there would be a financial impact to Homes for Good. Homes for Good would be spending \$1.2 million more in housing assistance payments.

The conversion to Yardi software will provide opportunities for Homes for Good to offset the potential increase in spending, as Yardi has pre-established waivers in their system. As the conversion to Yardi has not yet happened, the waivers dependent on Yardi will need to be revisited once Homes for Good begins the use of the software.

Discussion Themes

- Staff time saved

Vote Tabulations

Motion: **Michelle Thurston**

Second: **Larissa Ennis**

Discussion: *None*

Ayes: **Heather Buch, Michelle Thurston, Justin Sandoval, Larissa Ennis, Pat Farr, Joel Iboa**

Abstain: *None*

Excused: **Char Reavis, Kirk Strohman, Chloe Tirabasso**

ORDER 23-28-06-04H was approved [6/0/3]

PRESENTATIONS:

13. PRESENTATION I: Energy Services Division Overview

Energy Services Director, Esteban Montero Chacon Presenting

[Refer to Board Packet]

Overview

The Energy Services Division at Homes for Good has three primary programs that assist Lane County residents with energy savings, heating repair and general energy education. These programs are:

- Weatherization Program
- Heat Systems Crisis Program
- Energy Education Program

Discussion Themes

- Utilizing ductless heat pumps for heating and cooling
- Oregon is considered a "heating zone" only
- Grants in the pipeline to assist with cooling
- Medical benefits of the Energy Services program
- Community Action Partnership of Oregon (CAPO) helps track the funding opportunities for the Energy Services Division
- Services covers all of Lane County – need is mapped out by zip code
- Beyond Toxics presentation on "do it yourself" (DIY) weatherization

No action needed.

14. OTHER BUSINESS

None

Meeting adjourned at 2:37 p.m.

Minutes Taken By: Jasmine Leary



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 07/26/2023

AGENDA TITLE: In the Matter of Approving the 2023-2027 Capital Fund Program Five-Year Action Plan.

DEPARTMENT: Executive

CONTACT : Kurt von der Ehe

EXT: 2568

PRESENTER: Kurt von der Ehe

EXT: 2568

ESTIMATED TIME : 15 Minutes

- ORDER/RESOLUTION**
- PUBLIC HEARING/ORDINANCE**
- DISCUSSION OR PRESENTATION (NO ACTION)**
- APPOINTMENTS**
- REPORT**
- PUBLIC COMMENT ANTICIPATED**

Approval Signature

EXECUTIVE DIRECTOR:

A handwritten signature in black ink, appearing to be "K. von der Ehe", written over a horizontal line.

DATE: 07.18.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Kurt von der Ehe, Capital Projects Manager
TITLE: In the Matter of Approving the 2023-2027 Capital Fund Program Five-Year Action Plan
DATE: July 26th, 2023

MOTION:

It is moved that the order/resolution be adopted approving the submission of the 2023-2027 Capital Fund Program Five-Year Action Plan.

DISCUSSION:

A. Issue

Capital Fund Five-Year Action Plan (the Plan) requires Board approval and certification that Homes for Good Housing Agency (Homes for Good) has complied with the applicable requirements listed on the certification form.

B. Background

Every year Homes for Good receives Capital Fund money to use on Public Housing units to provide routine maintenance and minor modifications. The Agency is required by Section 511 of the Quality Housing and Work Responsibility Act of 1998 (and ensuing HUD requirements) to submit a Five-Year Action Plan to the Department of Housing and Urban Development (HUD). This Five-Year Action Plan shows HUD how Homes for Good intends to spend the Capital Fund money over the next five years. HUD approval of the Plan is required for approval prior to initiating projects included in the plan. Along with the electronic submission, Homes for Good is required to submit to HUD the Board certification in a HUD prescribed format.

Homes for Good's Capital Projects team (CAP Team) uses several steps in developing this Five-Year Action Plan. First, a very detailed Green Physical Needs Assessment (GPNA) is conducted every five years. The assessment is conducted by a third party and looks closely at the condition of all of the Public Housing apartment communities. This includes siding, roofs, units, windows, condition of walkways and parking lots, etc. The CAP team then does their own Capital Needs Assessments (CNA) and site visits to take a closer look at the sites. They then use this information to prioritize and schedule work. Immediate health and safety concerns, accessibility needs and building envelope work are prioritized with this information.



The team also works closely with the Supportive Housing Division Property Management team to understand issues at the different properties and the capital work that may be required. Once the Five-Year Plan is developed the teams meet to discuss the plan further and understand the timing of projects related to specific apartment communities.

In addition to this outreach, the CAP team publishes in The Register-Guard and on the Homes for Good website a public notice of a 45-day comment period. Throughout the comment period, the Plan and supporting documents have been available for public viewing at both the Homes for Good service center and on the Homes for Good website. Once the public comment period closes, a public hearing on the proposed plan is held. This gives the community to provide input on the plan. A public hearing was held at the end of the public comment period on June 29, 2023. No questions or comments were received regarding the Five-Year Capital Fund Action Plan 2023-2027.

A key strategy in the Homes for Good Equity Strategy plan is to include residents in planning for preservation work. In addition, HUD requires that housing authorities work with their Resident Advisory Boards (RAB) on the development of the plan. This year, input was received from RAB prior to creating the plan. After the plan was created, Homes for Good staff met with the RAB on June 8, 2023, and presented the various components of the plan. At the RAB meeting there were several topics discussed to include:

- Security measures was a big emphasis in our planning discussions with RAB and site staff. All planned security measure projects were moved up in the plan to 2023.
- RAB requested that community room remodels happen at a select number of sites. These projects were coupled with site office remodels and moved up into 2023.
- The CAP team was asked how we ensure that projects are done. The CAP team has monthly and semi-annually reporting requirements. All projects are reported to HUD in the EPIC system. This includes final cost of the project, number of units included, and if the project was completed at the time of reporting. All projects must be completed within a 4-year period that starts when the Capital Fund amount is published by HUD.

C. Analysis

As noted above, Homes for Good is required to submit the Capital Fund Program Five-Year Action Plan. The plan is developed with input from a variety of sources and stakeholders and prioritizes maintenance and upgrades that provide safe very livable housing.

As required, the Plan is also consistent and directly implements the 2020 Eugene-Springfield Consolidated Plan (Consolidated Plan). This plan is the result of an inter-jurisdictional effort designed to address the housing needs of the community. A priority need of the Consolidated Plan is to is conserving and improving existing affordable



housing. The Five-Year Plan does exactly that by allowing Homes for Good to upgrade and preserve the Public Housing portfolio.

As shown in much greater detail in Attachment 1 (Capital Fund Five-Year Plan 2023-2027) there is a wide range of work scheduled to occur over the next five years spread out across the Public Housing portfolio.

Over the next two years, the larger projects include security measures at eight sites, five community room remodels, kitchen upgrades at Pengra Court, new windows and exterior paint at Parkview Terrace, and purchasing plumbing equipment that will allow Homes for Good staff to clear drains, thus saving the Agency thousands of dollars in drain cleaning services.

If emergencies arise or priorities shift, the CAP team can shift money within years to meet those emergencies or priorities and revise this Plan annually to meet community needs.

D. Furtherance of the Strategic Equity Plan

This board order furthers the Homes for Good Strategic Equity Plan (SEP) following Pillars.

Pillar #1 Listen to Our Community – A goal under this pillar is to make programmatic improvements based on direct feedback from the people we serve. Homes for Good staff has increased engagement with residents of our communities and the Resident Advisory Board (RAB) in the development of the Five-Year Capital Plan and will further improve communication with partners and continue getting feedback from the RAB.

Another goal under this pillar is to identify trends of housing discrimination. Strategies include conducting an accessible unit inventory and developing capital project plans to address accessibility shortcomings. The accessibility inventory has been completed but not yet analyzed. The current plan includes varied ADA modifications and can include others in future years once the inventory has been fully analyzed and prioritized.

Pillar #3 Create pathways to self-sufficiency – A goal under this pillar includes rehabilitation of existing affordable housing within the metro and rural areas. The strategy to improve this is to increase the cross-department involvement in neighborhood and resident meetings, as well as outreach tactics and incentives to increase community participation. The CAP team is implementing this by working closely with the Supportive Housing and Communications departments in increasing resident community participation.

E. Alternatives & Other Options

There are no direct alternatives to approving the Capital Project Five-Year plan. If there are changes the board wishes to make to the plan it is recommended that these be addressed prior to the revision of the plan so that required deadlines are not missed.

To receive a Capital Fund Program grant, a PHA must meet three administrative prerequisites which are: 1. Validate project-level information in HUD's data systems, 2.



Have an approved Five-Year Action Plan and 3. Enter into a Capital Fund Annual Contributions Contract Amendment with HUD. Presenting the plan for board approval facilitates one of the three mandatory administrative requirements to obtain funding.

F. Timing & Implementation

Once the board order has been passed, the signed board order and other programmatic documents are submitted to HUD for final approval. HUD will process and calculate the grant award. This typically occurs within a month of the board approval and grant submittal.

G. Recommendation

It is recommended that the Board of Commissioners approve the submission of the 2023-2027 Capital Fund Program Five-Year Action Plan.

H. Follow Up

Upon approval by the Board, the Executive Director will submit the ORDER/Resolution of the Capital Fund 5-Year Plan to HUD.

I. Attachments

- Attachment I: Capital Fund Program Five Year Action Plan 2023-2027.
- Attachment II: Public Comment Advertisement for Public Hearing.

IN THE BOARD OF COMMISSIONERS OF THE
HOMES FOR GOOD HOUSING AGENCY, OF LANE COUNTY OREGON

ORDER 23-26-07-01H

In the Matter of Approving the Submission of
the Five-Year Capital Fund Action Plan 2023-
2027

WHEREAS, it is necessary for the Board to approve the submission of the Five-Year Capital Fund Action Plan 2023-2027 for Homes for Good Housing Agency; and

WHEREAS, the Five-Year Capital Fund Action Plan 2023-2027 was presented to the Resident Advisory Board (RAB) on June 8, 2023; and

WHEREAS, a public hearing to receive comments on the Five-Year Capital Fund Action Plan 2023-2027 was held on June 29, 2023; and

WHEREAS, Homes for Good Housing Agency Executive Director has recommended approval of the proposed Five-Year Capital Fund Action Plan 2023-2027; and

WHEREAS, Pillars 1 and 3 of the Homes for Good Strategic Equity Plan (SEP) were followed; and

WHEREAS, the Board having fully considered the Executive Director's recommendation,

NOW IT IS THEREFORE ORDERED THAT: The Board authorizes the submission of the Five-Year Capital Fund Action Plan 2023-2027.

DATED this _____ day of _____, 2023

Vice-Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners

HOMES FOR GOOD HOUSING AGENCY
 CAPITAL FUND 5-YEAR ACTION PLAN
 FY23-FY27



| WORK TO BE DONE | FY23 | FY24 | FY25 | FY26 | FY27 |
|---|--------------------|---------------------|---------------------|---------------------|---------------------|
| AMP 100 LAURELWOOD (29 UNITS) | | | | | |
| Interior/Exterior Comp Mod | | \$80,000.00 | \$80,000.00 | \$80,266.00 | |
| Appliances and Heaters | | | | \$25,000.00 | |
| Plumbing & Drain Lines | | | | \$9,000.00 | |
| Gutters | | | | | \$30,000.00 |
| Siding | | | | | \$80,000.00 |
| Generator | | | | | \$40,000.00 |
| Trees | | | | | \$10,000.00 |
| Parking lot | | | | \$15,000.00 | |
| Walks, Slabs, & Driveways (Includes ADA Site work) | | | \$40,000.00 | \$60,307.00 | |
| Exterior Paint | | \$120,000.00 | | | |
| Security Measures- cameras, alarm, gates | \$40,000.00 | | | | |
| AMP 100 LAURELWOOD SUB TOTAL | \$40,000.00 | \$200,000.00 | \$120,000.00 | \$189,573.00 | \$160,000.00 |

| WORK TO BE DONE | FY23 | FY24 | FY25 | FY26 | FY27 |
|---|--------------------|---------------------|---------------------|---------------------|---------------------|
| AMP 200 MCKENZIE VILLAGE (172 UNITS) | | | | | |
| Roofs/Gutters | \$40,000.00 | | \$40,000.00 | | \$100,000.00 |
| Kitchen Upgrades | | | | \$40,000.00 | |
| Plumbing and Storm Drain | | | | \$20,000.00 | |
| Abatements/Remediation | | \$20,000.00 | | \$20,000.00 | |
| Concrete (includes ADA site work) | | | \$30,000.00 | | |
| Bath Fans | | | | \$30,000.00 | |
| Fencing | | | | \$10,000.00 | |
| ADA Units | | | | | \$80,000.00 |
| Community Room Remodel | \$15,000.00 | | | | |
| Tub Surrounds | | \$112,000.00 | | | |
| Appliances- Stoves/Fridges/Range Hoods | | | | \$30,000.00 | |
| Fairview Parking Lot | | | | \$10,000.00 | |
| Windows (as needed) | | | | \$10,000.00 | |
| Doors | | | \$40,000.00 | | |
| Trees | | | | \$10,000.00 | |
| AMP 200 MCKENZIE VILLAGE SUB TOTAL | \$55,000.00 | \$132,000.00 | \$110,000.00 | \$180,000.00 | \$180,000.00 |

HOMES FOR GOOD HOUSING AGENCY
 CAPITAL FUND 5-YEAR ACTION PLAN
 FY23-FY27



| WORK TO BE DONE | FY23 | FY24 | FY25 | FY26 | FY27 |
|--|--------------------|---------------------|---------------------|---------------------|--------------------|
| AMP 200 PENGRA COURT (22 UNITS) | | | | | |
| Trees | | | | \$20,000.00 | |
| Fence | | | | \$30,000.00 | |
| Water Heaters (50 gal low boys) | | \$29,000.00 | | | |
| Kitchen Upgrades- Including appliances | | \$225,000.00 | \$200,000.00 | | |
| Interior Mods | | | | \$50,000.00 | |
| Irrigation and Plumbing | | | | \$50,446.00 | |
| Security Measures- cameras, alarm, gates | \$50,000.00 | | | | |
| Parking Lot | | | | | \$25,000.00 |
| Concrete | | | \$40,000.00 | | \$30,000.00 |
| AMP 200 PENGRA COURT SUB TOTAL | \$50,000.00 | \$254,000.00 | \$240,000.00 | \$150,446.00 | \$55,000.00 |

| WORK TO BE DONE | FY23 | FY24 | FY25 | FY26 | FY27 |
|---|--------------------|--------------------|---------------|--------------------|---------------------|
| AMP 300 MAPLEWOOD MEADOWS (38 UNITS) | | | | | |
| Community Room Reroof & Gutters | | \$40,000.00 | | | |
| Trees | | | | | \$20,000.00 |
| Fence | | | | | \$50,000.00 |
| Tub Faucets | | | | | \$25,000.00 |
| Security Measures- cameras, alarm, gates | \$45,000.00 | | | | |
| Concrete Walks & Slabs | | | | \$20,000.00 | |
| Parking Lot | | | | | \$10,000.00 |
| AMP 300 MAPLEWOOD MEADOWS SUB TOTAL | \$45,000.00 | \$40,000.00 | \$0.00 | \$20,000.00 | \$105,000.00 |

HOMES FOR GOOD HOUSING AGENCY
 CAPITAL FUND 5-YEAR ACTION PLAN
 FY23-FY27



| WORK TO BE DONE | FY23 | FY24 | FY25 | FY26 | FY27 |
|--|---------------------|--------------------|--------------------|---------------------|--------------------|
| AMP 400 PARKVIEW TERRACE (150 UNITS) | | | | | |
| Abatements/Remediation | | | \$10,000.00 | | |
| Window Replacement w/Exterior Paint | \$415,000.00 | | | | |
| Water Heaters/Boilers/Heating System | \$85,000.00 | | | | |
| Elevator Upgrades/Repair | | | | \$50,000.00 | |
| Plumbing and Storm Drains | | | | \$30,000.00 | |
| Generator | | | | \$60,000.00 | |
| Parking Lot | | \$10,000.00 | | | |
| Remodel Community Room, Lobby, Lobby Restrooms | \$40,000.00 | | | | |
| Trees | | | | | \$10,000.00 |
| Security Measures- cameras, alarm, gates | \$51,000.00 | | | | |
| Concrete Walks and Slabs | | \$45,000.00 | \$40,000.00 | | |
| AMP 400 PARKVIEW TERRACE SUB TOTAL | \$591,000.00 | \$55,000.00 | \$50,000.00 | \$140,000.00 | \$10,000.00 |

| WORK TO BE DONE | FY23 | FY24 | FY25 | FY26 | FY27 |
|---|--------------------|---------------------|---------------------|---------------------|---------------------|
| AMP 500 LINDEBORG PLACE (40 UNITS) | | | | | |
| Plumbing and Storm Drains | | | | \$20,000.00 | |
| Parking Lot | | | | \$15,000.00 | |
| Roof/Gutters | | | \$50,000.00 | | |
| Ductless Heat Pumps | | | | | \$180,000.00 |
| Community Room Remodel | \$15,000.00 | | | | |
| Trees | | | | | \$10,000.00 |
| Concrete Walks & Slabs | | | | \$70,000.00 | |
| Elevator Upgrades | | | | | \$30,000.00 |
| Generator | | | | \$45,000.00 | |
| Bath Upgrades | | \$200,000.00 | \$200,000.00 | | |
| Security Measures- cameras, alarm, gates | \$45,000.00 | | | | |
| AMP 500 LINDEBORG PLACE SUB TOTAL | \$60,000.00 | \$200,000.00 | \$250,000.00 | \$150,000.00 | \$220,000.00 |

HOMES FOR GOOD HOUSING AGENCY
 CAPITAL FUND 5-YEAR ACTION PLAN
 FY23-FY27



| WORK TO BE DONE | FY23 | FY24 | FY25 | FY26 | FY27 |
|---|---------------------|--------------------|--------------------|--------------------|---------------------|
| AMP 500 VENETA VILLA (30 UNITS) | | | | | |
| Plumbing and Storm Drain | \$20,000.00 | | | | |
| Roofs/Gutters | | \$20,000.00 | | | |
| Concrete Walks and Slabs | | | \$63,073.00 | \$50,000.00 | \$60,000.00 |
| Exterior Doors | | | | | \$38,000.00 |
| Trees | | | | \$20,000.00 | |
| Ext Paint | | | | | \$50,000.00 |
| ADA Site Work/Pave Gravel Area/Dumpster Pad | \$50,000.00 | | | | |
| Parking Lot | | | \$15,000.00 | | |
| Security Measures- cameras, alarm, gates | \$40,000.00 | | | | |
| AMP 500 VENETA VILLA SUB TOTAL | \$110,000.00 | \$20,000.00 | \$78,073.00 | \$70,000.00 | \$148,000.00 |

| WORK TO BE DONE | FY23 | FY24 | FY25 | FY26 | FY27 |
|---|---------------|---------------------|---------------------|--------------------|---------------|
| AMP 500 VENETA SCATTERED SITES (20 UNITS) | | | | | |
| Comp Mods | | | \$50,000.00 | | |
| Concrete Walks and Slabs | | | | \$49,000.00 | |
| Roofs/Gutters | | | | \$20,000.00 | |
| Plumbing | | | \$14,000.00 | | |
| Trees | | | | \$20,000.00 | |
| Driveways/Parking Lots | | \$50,000.00 | | | |
| Ext Paint | | \$50,000.00 | \$50,000.00 | | |
| AMP 500 VENETA VILLA SCATTERED SITES SUB TOTAL | \$0.00 | \$100,000.00 | \$114,000.00 | \$89,000.00 | \$0.00 |

HOMES FOR GOOD HOUSING AGENCY
 CAPITAL FUND 5-YEAR ACTION PLAN
 FY23-FY27



| WORK TO BE DONE | FY23 | FY24 | FY25 | FY26 | FY27 |
|--|--------------------|--------------------|--------------------|--------------------|---------------------|
| AMP 600 CRESVIEW VILLA (34 UNITS) | | | | | |
| Abatements | | | \$10,000.00 | | |
| Concrete Walks and Slab | | | \$40,446.00 | | |
| Parking Lot | | \$20,000.00 | | | |
| Community Room/Office Remodel | \$40,000.00 | | | | |
| Ductless Heat Pumps | | | | | \$183,000.00 |
| Trees | | | | | \$10,000.00 |
| Rear ADA Exit | | | | \$20,000.00 | |
| Security Measures- cameras, alarm, gates | \$40,019.00 | | | | |
| Generator | | | | \$40,000.00 | |
| Plumbing and Storm Drains | | | | \$10,000.00 | |
| AMP 600 CRESVIEW VILLA SUB TOTAL | \$80,019.00 | \$20,000.00 | \$50,446.00 | \$70,000.00 | \$193,000.00 |

| WORK TO BE DONE | FY23 | FY24 | FY25 | FY26 | FY27 |
|---|--------------------|---------------------|---------------|--------------------|--------------------|
| AMP 600 RIVERVIEW TERRACE (60 UNITS) | | | | | |
| Seismic Upgrade | | | | | \$40,000.00 |
| Concrete Walks and Slab | | | | \$40,000.00 | |
| Exterior Bollard Lights | | | | \$27,000.00 | |
| Auto Doors in lobby | \$15,000.00 | | | | |
| Trees | | | | | \$10,000.00 |
| Generator | | \$45,000.00 | | | |
| Elevator Repair/Upgrade | | | | \$20,000.00 | \$40,019.00 |
| Flooring in common areas | | \$40,019.00 | | | |
| Security Measures- cameras, alarm, gates | \$50,000.00 | | | | |
| Abatements/Remediation | | \$40,000.00 | | | |
| AMP 600 RIVERVIEW TERRACE SUB TOTAL | \$65,000.00 | \$125,019.00 | \$0.00 | \$87,000.00 | \$90,019.00 |

Work Item Sub Totals \$1,096,019.00 \$1,146,019.00 \$1,012,519.00 \$1,146,019.00 \$1,161,019.00

HOMES FOR GOOD HOUSING AGENCY
 CAPITAL FUND 5-YEAR ACTION PLAN
 FY23-FY27



| <u>OTHER</u> | FY23 | FY24 | FY25 | FY26 | FY27 |
|--------------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| 1406- Operations | \$300,000.00 | \$250,000.00 | \$300,000.00 | \$250,000.00 | \$250,000.00 |
| 1408- Management Improvements | \$35,000.00 | \$35,000.00 | \$35,000.00 | \$35,000.00 | \$35,000.00 |
| 1410- Grant Administration Fee (10%) | \$168,000.00 | \$168,000.00 | \$168,000.00 | \$168,000.00 | \$168,000.00 |
| 1480- Grant Audit | \$2,000.00 | \$2,000.00 | \$2,000.00 | \$2,000.00 | \$2,000.00 |
| 1480- Architect | \$20,000.00 | \$20,000.00 | \$20,000.00 | \$20,000.00 | \$20,000.00 |
| 1480 Fees and Sundries | \$10,000.00 | \$10,000.00 | \$10,000.00 | \$10,000.00 | \$10,000.00 |
| 1480 GPNA | \$1,500.00 | \$1,500.00 | \$35,000.00 | \$1,500.00 | \$1,500.00 |
| 1480- Cap Fund Vehicle Purchase | \$0.00 | \$0.00 | \$50,000.00 | \$0.00 | \$0.00 |
| 1480- Relocation | \$5,000.00 | \$5,000.00 | \$5,000.00 | \$5,000.00 | \$5,000.00 |
| 1480- Contingency (3%) | \$45,000.00 | \$45,000.00 | \$45,000.00 | \$45,000.00 | \$30,000.00 |
| "Other" Sub Totals | \$586,500.00 | \$536,500.00 | \$670,000.00 | \$536,500.00 | \$521,500.00 |

| | FY23 | FY24 | FY25 | FY26 | FY27 |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Work Items Sub total | \$1,096,019.00 | \$1,146,019.00 | \$1,012,519.00 | \$1,146,019.00 | \$1,161,019.00 |
| Others Sub Total | \$586,500.00 | \$536,500.00 | \$670,000.00 | \$536,500.00 | \$521,500.00 |
| Total | \$1,682,519.00 | \$1,682,519.00 | \$1,682,519.00 | \$1,682,519.00 | \$1,682,519.00 |

Left to spend \$0.00 \$0.00 \$0.00 \$0.00 \$0.00

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LOCALiQ

The Register-Guard

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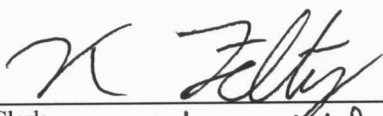
Homes For Good
Homes For Good
100 W 13Th AVE
Eugene OR 97401-3433

STATE OF WISCONSIN, COUNTY OF BROWN

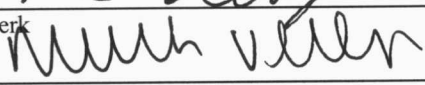
The Register-Guard, a newspaper of general circulation as defined in ORS 193.010 and 193.020; published at Eugene in the State of Oregon, County of Lane; that the printed copy of which is hereto annexed, is publishing in the entire issue of said newspaper in the issues dated:

05/14/2023, 05/21/2023

Sworn to and subscribed before on 05/21/2023



Legal Clerk



Notary, State of WI, County of Brown

8-25-26

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Please do not use this form for payment remittance.

Homes for Good Housing Agency
100 W. 13th Ave
Eugene, OR 97401

Capital Fund Program 5 Year Action Plan (2023-2027)

Notice of 45 Day Comment Period and Public Hearing

Homes for Good Housing Agency will be submitting its Capital Fund Program Five-Year Action Plan

The public examination and comment period for the Capital Fund 5 Year Plan begins Sunday, May 14, 2023, and ends Wednesday, June 28, 2023, with a public hearing on Thursday June 29, 2023, at 9 AM at the Homes for Good Service Center, located at 100 W. 13th Ave, Eugene, OR 97401.

The 5 Year Action Plan can be found on the Agency website at:

<https://www.homesforgood.org/opportunities/contracts-and-vendors/bid-opportunities> or be viewed at the Homes for Good Service Center. You may request an emailed copy of the 5 Year Action plan by calling Jared Young at (541) 852-2879 or emailing jyoung@homesforgood.org.

Written comments may be submitted to Jared Young, Contract Administrator, Homes for Good Housing Agency, 100 W. 13th Ave, Eugene, OR 97401.

If you have any questions regarding the Capital Fund 5 Year Plan, please contact Jared Young at (541) 682-3432.

If you are in need of a reasonable accommodation in regard to this meeting, please call Teresa Hashagen at (541) 682-2562 at least 24 hours prior to the meeting time.

The Agency is an equal opportunity employer and complies with State and Federal laws and regulations relating to the 1973 Rehabilitation Act, Section 504, and the 1990 Americans with Disabilities Act (ADA) and the 2009 Americans with Disabilities Act Amendment (ADAA). Homes for Good Housing Agency does not discriminate on the basis of disability status in the admission or access to its federally assisted programs or activities.

HOMES FOR GOOD
Received - Eugene - Mail

MAY 30 2023

T H

MARIAH VERHAGEN
Notary Public
State of Wisconsin





BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 07/26/2023

AGENDA TITLE: In the Matter of Approving the Audit Plan of Action for Oregon Secretary of State Audits Division

DEPARTMENT: Finance

CONTACT : Jacob Fox

EXT:

PRESENTER: Jacob Fox

EXT:

ESTIMATED TIME : 10

- ORDER/RESOLUTION**
- PUBLIC HEARING/ORDINANCE**
- DISCUSSION OR PRESENTATION (NO ACTION)**
- APPOINTMENTS**
- REPORT**
- PUBLIC COMMENT ANTICIPATED**

Approval Signature

EXECUTIVE DIRECTOR:

DATE:

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Jacob Fox, Executive Director
TITLE: In the Matter of Approving the FY 22 Financial Audit Significant Deficiency Plan of Action
DATE: July 26th, 2023

MOTION:

It is moved that the Homes for Good Board of Commissioners approve the FY 22 Financial Audit Significant Deficiency Plan of Action

DISCUSSION:

A. **Issue**

The FY 22 Financial Audit was complete on June 30th, 2023 by Berman Hopkins CPA's and Associates, LLP (B&H). This audit documented a Significant Deficiency in Internal Control related to material changes that our auditors had to make in our FY 22 audited financial statements. Homes for Good staff prepared a corrective action plan that was included in the FY 22 Financial Audit report. On 7/17 our auditors informed us that we are required to submit a Plan of Action approved by the governance body that addresses the deficiencies to the Oregon Secretary of State Audits Division (OSoSAD) within 30 days of the filing the audit report.

B. **Background**

The following key events are relevant background:

- In mid-2022 Homes for Good hired Moss Adams to complete a Finance Department Assessment.
- Our former Finance Director prepared FY 22 unaudited financials and submitted to HUD by the due date of December 15th, 2022.
- The Moss Adams Finance Department Final Report was issued on January 11th, 2023. This report included 14 recommendations for improvement in the Finance Department.
- Homes for Good's Finance Director submitted their resignation on January 17th, 2023.
- Homes for Good selected a new audit firm, B&H, through a competitive process in February of 2023.
- The FY 22 Financial Audit was complete on June 30th, 2023 by Berman Hopkins CPA's and Associates, LLP (B&H).



- A Significant Deficiency in Internal Control was found related to material changes that our auditors had to make in our FY 22 audited financial statements.
- On July 17th, 2023 our auditors informed us that we are required to submit a Plan of Action approved by the governance body that addresses the deficiencies to the Oregon Secretary of State Audits Division (OSoSAD) within 30 days of the filing the audit report.
- On July 25th, 2023 Eileen Lahey starts her position as the new Homes for Good Finance Director.

C. **Analysis**

Through the audit process we were able to identify three causes resulting in this significant deficiency:

1. The prior Finance Director had made topside adjustments to financials being entered to REAC without backup documentation. This means that they made reclassifications or additions, but those adjustments were not recorded to the Homes for Good system to match. This resulted in instances of beginning balances varying from prior audited financial ending balances. We needed to retroactively adjust in our system to reconcile to our prior audited balances.
2. A third-party management company we work with that manages a majority of our discretely presented components and blended components underwent a software conversion in 2022. Data validation was missed in the conversion, resulting in Homes for Good being provided monthly financial statements for uploads that included duplicated and/or erroneous data. It was not brought to our attention until late February of 2023 (after the FY 22 unaudited financials submission) that there were significant issues that needed to be addressed.
3. The Finance Department does not have a robust month end/quarter end/annual close process. This resulted in reconciliation problems, as some areas were only being validated once annually rather than at routine intervals throughout the year.

Collectively, these items resulted in the auditor's Finding of a Significant Deficiency in Internal Control.

D. **Furtherance of the Strategic Equity Plan**

This Board Order does not directly connect to the Strategic Equity Plan

E. **Alternatives & Other Options**



There are no alternatives to the OSoSAD requirement to submit a Plan of Action for the FY 22 Financial Audit Significant Deficiency.

F. Timing & Implementation

Below is the table that will be included in our Plan of Action submission to the OSoSAD.

| Action | Time Frame | Responsible Person |
|--|-----------------------------------|-------------------------------------|
| Recruit new Finance Director | August 31 st , 2023 | Jacob Fox Executive Director |
| Implement month-end financial close checklist and deadlines | September 30 th , 2023 | Brandy McPherson Finance Manager |
| Complete software migration from HAB to Yardi | December 31 st , 2023 | Ela Kubok Communication Director |
| All Finance Division staff members will complete HUD and REAC Finance Training | December 31 st , 2023 | Brandy McPherson Finance Manager |
| Review and update all Finance policies, procedures, and controls | December 31 st , 2023 | Brandy McPherson Finance Manager |

G. Recommendation

It is recommended that the Board of Commissioners approve this board order.

H. Follow Up

Homes for Good staff will update the board periodically on the continued implementation of the Moss Adams assessment recommendations. In addition, Chloe and Kirk as members of the Homes for Good Board Finance Committee will be updated regularly during this committee's regular meetings.

I. Attachments

FY 22 Financial Audit Significant Deficiency Plan of Action

IN THE BOARD OF COMMISSIONERS OF THE
HOMES FOR GOOD HOUSING AGENCY, OF LANE COUNTY OREGON

ORDER 23-26-07-02H

In the Matter of Approving the FY 22
Financial Audit Significant Deficiency Plan of
Action

WHEREAS, In mid-2022 Homes for Good hired Moss Adams to complete a Finance Department Assessment.

WHEREAS, Our former Finance Director prepared FY 22 unaudited financials and submitted to HUD by the due date of December 15th, 2022.

WHEREAS, The Moss Adams Finance Department Final Report was issued on January 11th, 2023. This report included 14 recommendations for improvement in the Finance Department.

WHEREAS, Homes for Good's Finance Director submitted their resignation on January 17th, 2023.

WHEREAS, Homes for Good selected a new audit firm, B&H, through a competitive process in February of 2023.

WHEREAS, The FY 22 Financial Audit was complete on June 30th, 2023 by Berman Hopkins CPA's and Associates, LLP (B&H).

WHEREAS, A Significant Deficiency in Internal Control was found related to material changes that our auditors had to make in our FY 22 audited financial statements.

WHEREAS, On July 17th, 2023 our auditors informed us that we are required to submit a Plan of Action approved by the governance body that addresses the deficiencies to the Oregon Secretary of State Audits Division (OSoSAD) within 30 days of the filing the audit report.

WHEREFORE, Homes for Good created the FY 22 Financial Audit Significant Deficiency Plan of Action to be submitted to the Oregon Secretary of State Audits Division (OSoSAD).

NOW IT IS THEREFORE ORDERED THAT:

The Homes for Good Board of Commissioners approve the FY 22 Financial Audit Significant Deficiency Plan of Action to be submitted to the Oregon Secretary of State Audits Division (OSoSAD).

DATED this _____ day of _____, 2023

Chair, Homes for Good Board of Commissioners



July 26th, 2023

Oregon Secretary of State, Audits Division
255 Capitol St. NE, Suite #500 Salem, OR 97310

Plan of Action for Sample Municipality

Homes for Good Housing Agency respectfully submits the following corrective action plan in response to deficiencies reported in our audit of fiscal year ended September 30, 2022. The audit was completed by the independent auditing firm Berman Hopkins CPAs and Associates, LLP and reported the deficiencies listed below. The plan of action was adopted by the governing body at their meeting on July 26th, 2023, as indicated by signatures below.

The deficiencies are listed below, including the adopted plan of action and timeframe for each.

1. Deficiency #1 (2022-001)
 - a. Type of Deficiency (Significant Deficiency) – During our audit of the Agency’s financial statements, adjustments were needed to properly report the financial statements in accordance with generally accepted accounting principles. Certain accounts had not been properly reconciled and corrective entries were not readily available. Significant audit adjustments were necessary for several audit areas. and auditor. The Agency should continue to develop and implement internal controls over both internal and external reporting, and the year-end close process to ensure reporting remains accurate and timely, with any unexpected financial data being investigated and corrected before it is reported. The Agency should consider additional staff training on development activities and its financial software. recommendation
 - b. Plan of Action and Timeframe for Implementation

| Action | Time Frame | Responsible Person |
|---|-----------------------------------|-------------------------------------|
| Recruit new Finance Director | August 31 st , 2023 | Jacob Fox Executive Director |
| Implement month-end financial close checklist and deadlines | September 30 th , 2023 | Brandy McPherson Finance Manager |
| Complete software migration from HAB to Yardi | December 31 st , 2023 | Ela Kubok Communication Director |



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| | | |
|--|----------------------------------|-------------------------------------|
| All Finance Division staff members will complete HUD and REAC Finance Training | December 31 st , 2023 | Brandy McPherson Finance Manager |
| Review and update all Finance policies, procedures, and controls | December 31 st , 2023 | Brandy McPherson Finance Manager |

Sincerely,

Heather Buch,
Governing Board Vice-Chair, Homes for Good Housing Agency

Jacob Fox, Executive Director
Executive Director and Governance Board Secretary, Homes for Good Housing Agency



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 07/26/2023

AGENDA TITLE: Introduction to Budget Timeline & Process

DEPARTMENT: Finance

CONTACT : Jacob Fox

EXT: 2527

PRESENTER: Jacob Fox

EXT: 252

ESTIMATED TIME : 20 minutes

- ORDER/RESOLUTION
- PUBLIC HEARING/ORDINANCE
- DISCUSSION OR PRESENTATION (NO ACTION)
- APPOINTMENTS
- REPORT
- PUBLIC COMMENT ANTICIPATED

Approval Signature

EXECUTIVE DIRECTOR:

A handwritten signature in black ink, appearing to be "JF", is written over a horizontal line.

DATE: 07.18.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



Financial Overview

July 26th, 2023

OVERVIEW

The Agency

- Fiscal Year: 10.01 - 09.30
- Organized as a government
- A component unit of Lane County, Oregon

Financial Portfolios

- Rent Assistance
- Supportive Housing
- Supportive Housing
- Community Services
- Central Office Cost Center



AGENCY FUNDING



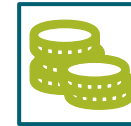
**2022 annual
revenues were
\$53,167,000
million**



**73% of funding is
federal
assistance**



**86% of federal
assistance is from
HUD**



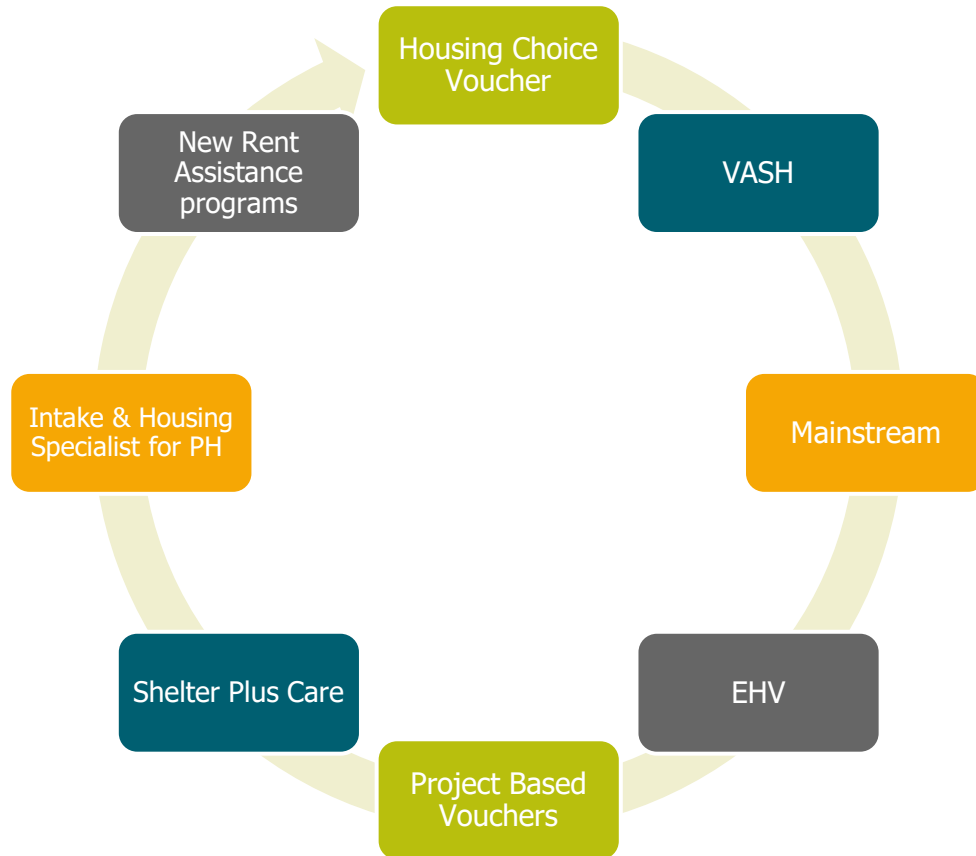
Other revenues*



*Other revenues include, State grants, developer fees, sales of properties, & private grants

RENT ASSISTANCE

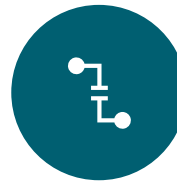
Rent assistance is the largest expense



SUPPORTIVE HOUSING



Includes 16 self-operated properties throughout Lane County, Oregon



Includes 7 third-party managed properties (blended component units)



Supported by rents and operating subsidies from HUD



Use of HUD capital grants



Follow HUD's Asset Management Model

COMMUNITY SERVICES



Real Estate
Development



Asset
Management



Energy
Services



Commercial
Real Estate



Scholarships

Central Office Cost Center

Administration of Homes for Good includes:

- Executive
- Human Resources
- Information Technology
- Administrative Buildings
- Accounting
- Fleet Management
- Procurement
- Fee for Service [Maintenance & Resident Services]



PEOPLE

Currently there are 117 FTE employed at Homes for Good

91 of these positions are union members

Salaries and fringe were budgeted for over \$12.2 million for 2023

Attractive benefits



FY24 AGENCY BUDGET



- ✓ Navigation
- ✓ More in-depth discussions of key operations
- ✓ Summarized historical information
- ✓ Information sessions

FY24 ANTICIPATED BUDGET CONSIDERATIONS

- FY23 Moving to Work award allows regulatory/funding flexibility between the Housing Choice Voucher Program, the Public Housing Program and the Capital Fund Program
- Salary and benefit commitments and structure has labor costs increasing significantly
- Real Estate Division has lower developer fee earnings than in past fiscal years
- Scattered site sales proceeds allow for strategic investments
- Operating contract costs, supplies and property insurance costs are increasing at an unprecedented level
- Opportunities to increase impact through new program and funding opportunities will arise





QUESTIONS

2024 BUDGET CALENDAR

| TASK | STAFF | FINANCE | DUE DATE |
|--|-----------------|--------------|------------|
| Meet with EST | -- | All | 05.04.2023 |
| Finance + Board Subcommittee Meeting | -- | All | 05.18.2023 |
| Payroll Roster Completed | -- | Miranda | 05.19.2023 |
| Prepare Budget Manual | -- | Brandy | 05.19.2023 |
| COCC Budget Due | Shared Services | Stacy | 05.26.2023 |
| Prepare Budget Templates | -- | Stacy | 06.01.2023 |
| Supportive Housing Budget Preparer Instructions | Wakan | Stacy/Brandy | 06.01.2023 |
| Energy Services Budget Preparer Instructions | Esteban | Stacy/Brandy | 06.01.2023 |
| Rent Assistance Budget Preparer Instructions | Beth O. | Stacy/Brandy | 06.01.2023 |
| Development Budget Preparer Instructions | Steve | Cori | 06.01.2023 |
| Finance + Board Subcommittee Meeting | -- | All | 06.14.2023 |
| Statistical Data Charts & Narrative Instructions | -- | Stacy | 06.15.2023 |
| Supportive Housing Budget Due to Division Director | Wakan | Stacy | 06.30.2023 |
| Finance + Board Subcommittee Meeting | -- | All | 07.12.2023 |
| Supportive Housing Budget Due | Wakan | Stacy/Brandy | 07.14.2023 |
| Development Budget Due | Steve | Stacy/Brandy | 07.14.2023 |
| Budget Document to Jasmine for Board | Jasmine | Brandy | 07.14.2023 |
| Rent Assistance Budgets Due | Beth O. | Stacy/Brandy | 07.14.2023 |
| Energy Services Budget Due | Esteban | Stacy/Brandy | 07.14.2023 |
| 3rd Party PM Budgets Due | Beth G. | Stacy/Brandy | 07.31.2023 |
| Statistical Data, Narratives & Charts Due | -- | Stacy | 07.31.2023 |
| Monthly Cash Management Analysis for COCC | Jasmine | Brandy | 07.31.2023 |
| Budget Summaries & Cash Management Analysis | Jacob | All | 08.07.2023 |
| All Staff Budget Briefings | Jacob | Brandy | 08.15.2023 |
| Finance + Board Subcommittee Meeting | -- | All | 08.16.2023 |
| Finance + Leadership Budget Retreat | Leadership | All | 08.17.2023 |
| All Staff Budget Briefings | Jacob | Brandy | 08.17.2023 |
| Finalize Budget | -- | Stacy/Brandy | 08.28.2023 |
| Finance + Leadership Budget Retreat | Leadership | All | 09.11.2023 |
| Finance + Board Subcommittee Meeting | -- | All | 09.14.2023 |
| Budget Packet to Jasmine for Board Documents | Jasmine | Brandy | 09.20.2023 |
| Budget Packet Published | Jasmine | -- | 09.22.2023 |
| Budget Presentation to Board | Jacob | Brandy | 09.27.2023 |
| All-Staff Presentation | Jacob | Brandy | 10.11.2023 |



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 07/26/2023

AGENDA TITLE: In the Matter of Approving Year 2 of the Strategic Equity Plan

DEPARTMENT: Executive

CONTACT : Jacob Fox

EXT: 2527

PRESENTER: Jacob Fox

EXT: 2527

ESTIMATED TIME : 30 minutes

- ORDER/RESOLUTION**
- PUBLIC HEARING/ORDINANCE**
- DISCUSSION OR PRESENTATION (NO ACTION)**
- APPOINTMENTS**
- REPORT**
- PUBLIC COMMENT ANTICIPATED**

Approval Signature

EXECUTIVE DIRECTOR:

A handwritten signature in black ink, appearing to be "J. Fox", is written over a horizontal line.

DATE: 07.18.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Jacob Fox, Executive Director
TITLE: In the Matter of Approving Homes for Good's Strategic Equity Plan for July 2023 – June 2024
DATE: July 26th, 2023

MOTION:

It is moved that the Board of Commissioners approve Homes for Good's Strategic Equity Plan which effective July 2023 to June 2024.

DISCUSSION:

A. Issue

Homes for Good Housing Agency is requesting Board approval for the Strategic Equity Plan that was created to formalize a strategy on how to address barriers to housing, services, and programs.

B. Background

To further our Diversity, Equity, and Inclusion goals, Homes for Good established an internal Equity Strategy Team (EST) to address racial disparities within our organization, promote equity in our hiring and promotional practices, as well as to provide greater opportunities in contracting and services available to the people we serve. One of the primary goals of the EST was to develop a Strategic Equity Plan for the agency that would alleviate barriers for our contractors, partners, and participants in accessing our programs and services.

We launched the development of the Strategic Equity Plan in the Fall of 2020 with a work session with the Homes for Good Board of Commissioners. In the first two quarters of 2021 we continued the development of this plan by actively engaging our staff members to get their advice and input on the plan. In the Summer of 2021, we brought back the Strategic Equity Plan to the Homes for Good Board of Commissioners for advice and input during another work session.

The results of the initial draft led to the creation of a framework for a 3-year plan that infuses Diversity, Equity, and Inclusion into a larger strategic plan to make sure all efforts are being steered in the direction of more equitable and inclusive services. The Strategic



Equity Plan has been divided by four overarching themes: Listen to Our Communities, Tell the Human Story, Create Pathways to Self-Sufficiency, and Lead and Grow Ethically.

In June of 2022 the Homes for Good Board of Commissioner's approved the Strategic Equity Plan for FY 23, and the plan was put into action. Homes for Good staff documented and reported progress on the plan by bringing quarterly progress reports to the Board of Commissioners and distributing these reports to staff and residents.

In May of 2023, the Homes for Good EST started writing the Strategic Equity Plan for FY 24. This plan uses the FY 23 plan as a base, modifying the goals to show progress over the past year, and to focus the goals on better customer service for our residents and clients.

The EST drafted the FY 24 plan over May and June of 2023, engaging with residents at two Resident Advisory Board meetings, engaging with four Board members in two separate meetings, the Leadership team, the supervisors team, and presenting at a Homes for Good All-Staff meeting. Engagements allowed the plan to be revised, refined, and clarified to make sure progress could be made within the next year towards the goals.

C. Alternatives & Other Options

If the plan is not approved, the EST will revise the plan based on feedback or shortcomings and bring the plan back to the board in August of 2024.

D. Timing & Implementation

Progress and implementation of certain tactics have already begun. Upon approval of the plan, other tactics will start to be implemented, and progress will begin to be compiled for a quarterly report.

E. Recommendation

It is recommended that the Board of Commissioners approve the Strategic Equity Plan for July 2023 – June 2024.

F. Follow Up

The EST will bring quarterly updates to the Board of Commissioners of progress made towards the Strategic Equity Plan goals. These will progress reports will occur in October 2023 (July-September progress), January 2024 (October – December progress), April 2024 (January-March) and July 2024 (April-June progress).



100 West 13th Avenue, Eugene, OR 97401 • PH 541-682-3755 • FAX 541-682-3411



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G. Attachments

- Strategic Equity Plan for July 2023 – June 2024

IN THE BOARD OF COMMISSIONERS OF THE
HOMES FOR GOOD HOUSING AGENCY, OF LANE COUNTY OREGON

ORDER 23-26-07-03H

In the Matter of Approving Homes for Good's
Strategic Equity Plan for July 2023 – June
2024

WHEREAS, the Homes for Good Equity Strategy Team was created to guide the agency in furthering Diversity, Equity, and Inclusion goals; and

WHEREAS, the Equity Strategy Team created a Strategic Equity Plan that outlines the goals and actions steps of the agency to address barriers to housing, programs, and services over the course of the next year; and

WHEREAS, the goals and action steps of the Strategic Equity Plan were shared with the residents, staff, and the board for feedback, comments, and concerns; and

WHEREAS, it has been determined that the goals and actions steps that the Equity Strategy Team drafted are aligned with the input and recommendations;

NOW IT IS THEREFORE ORDERED THAT:

The Homes for Good Board of Commissioners review and approve the Strategic Equity Plan for July 2023 – June 2024.

DATED this _____ day of _____, 2023

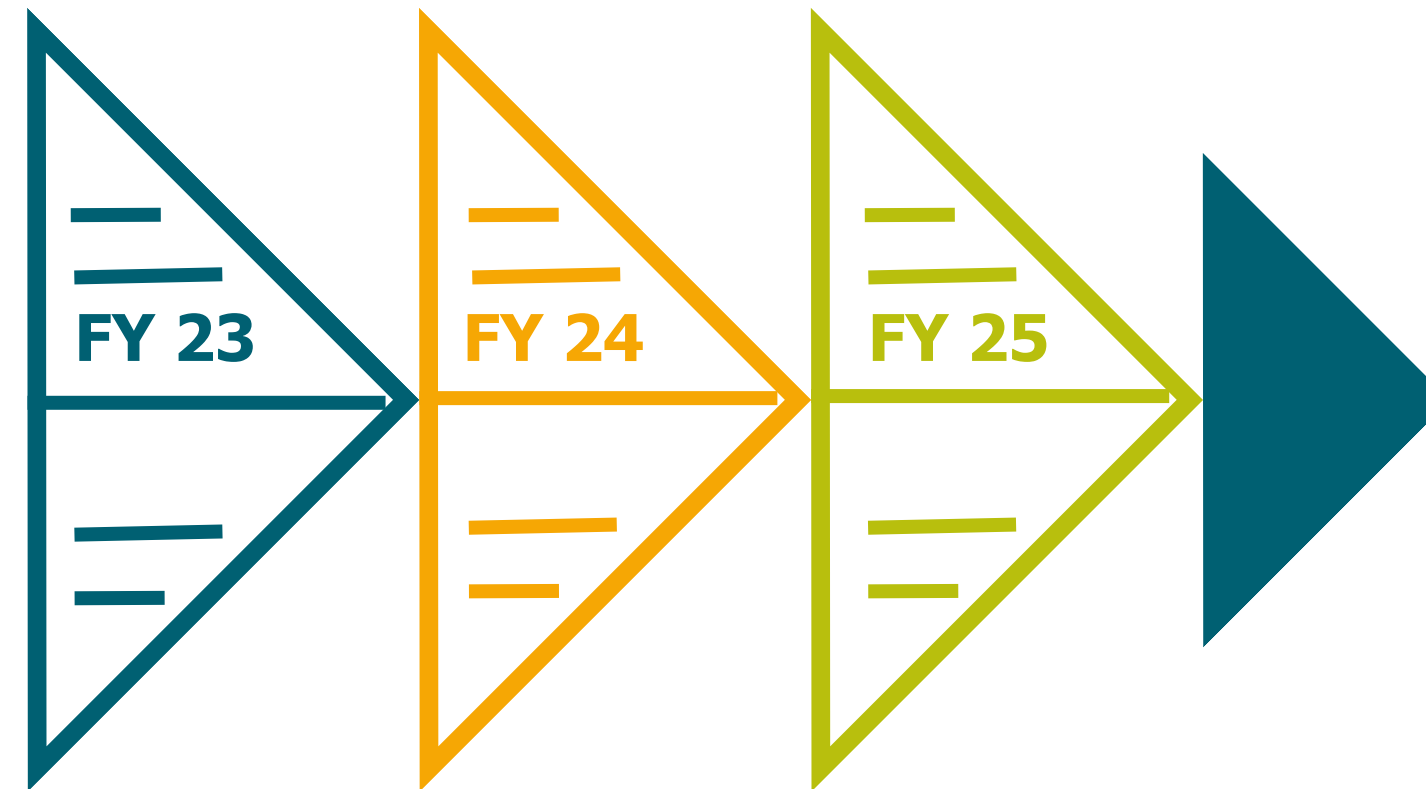
Vice-Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



STRATEGIC EQUITY PLAN

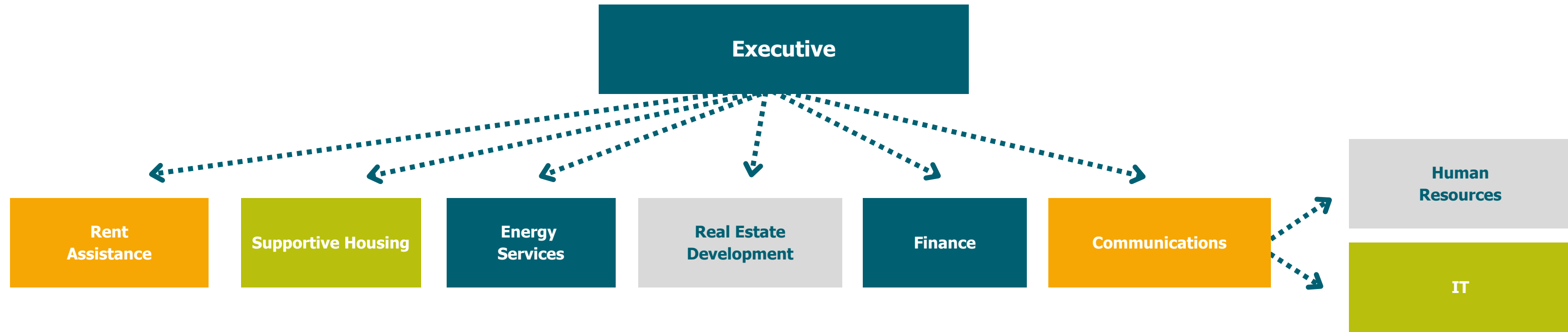
JULY 2023 – JUNE 2024



- 1) Listen to Our Community
- 2) Tell the Human Story
- 3) Create Pathways to Self-Sufficiency
- 4) Lead and Grow Ethically

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Homes for Good's Organizational Chart



Rent Assistance

Includes Housing Specialists, Office Assistants, Intake, and Housing Inspectors. This team focuses on administering Section 8 Rental Assistance Programs, the lobby and customer experience, and Agency Housing Intake

Supportive Housing

Includes Property Management, Maintenance, Family Self Sufficiency Coordinators, and Resident Services staff. This team manages the Public Housing portfolio as well as provides services to residents living in Homes for Good Housing.

Energy Services

Includes Energy Auditors and Administrative staff responsible for running a Department of Energy Weatherization Program, as well as a Heat Crisis program.

Real Estate Development

Includes Developers, Asset Managers, and a Capital Projects team. This team is responsible for developing new Affordable Housing, managing relationships with outside property managers who manage the Affordable Housing the Agency has built, and coordinating Capital Projects for the Public Housing portfolio.

Finance

Responsible for managing the finances and accounts of Homes for Good.

Communications

Focuses on outreach and communications efforts to educate and inform residents, partners, and the public about Homes for Good programs.

Human Resources

Responsible for employee relations and talent management within the organization.

IT

Manages Information and Technology at Homes for Good Office locations and sites.



Strategic Equity Plan July 2023 – June 2024

Our Diversity, Equity, and Inclusion Journey So Far

2018 Overall DEI Theme: Getting Organized to Do the Work.

- Staff began conversations about the collective need to intentionally integrate DEI into the fabric of our organization.
- We identified the need to hire outside consultants to help chart and support our DEI journey
- We engaged with, and learned from, other organizations like Lane County that had begun intentional engagement in terms of DEI growth.

2019 Overall DEI Theme: Baseline Organizational Readiness, Capacity Building and Staff Education.

- We issued a Request for Qualifications (RFQ) for consultants that could help chart and support our DEI journey. We hired consultants to steward us through initial training and capacity building
- Consultants facilitated the creation of The CORE Team to help guide our DEI journey. This group of employees volunteered to help launch and inform our DEI journey. The CORE team met throughout the year to guide our DEI journey. Joint meetings between the CORE Team and the Leadership Team (LT) also occurred periodically.
- The Consultants reviewed a significant amount of data related to our organization like demographics of our employees, demographics of our clients and demographics of our applicants.
- The Consultants and the CORE Team led an all-day staff learning session focused on building a collective understanding the racial equity culture change process, key terms and elements of race and racism and to explore Homes for Good's culture and how to embed racial equity more deeply into the organization.
- The Consultants facilitated a joint meeting between the CORE Team and the LT to compile and summarize the work from the last year, including the staff input received at the staff learning session. In this joint meeting we created building blocks of focus for our Strategic Equity Plan, which are reflected in the current SEP overarching goals.

2020 Overall DEI Theme: Use the Move into Our New Administrative building, The Olive, to Continue the Growth of DEI into Our Organizational Culture. Create Equity Strategy Team.

- CORE Team focuses on providing input in the EST application and charter and officially closes out their work as a team.
- The EST application process launched, and the team members were selected. Staff members along with our two Appointed Commissioners served as the selection committee.
- The Consultants facilitated a joint meeting between the EST and the CORE Team to share the history of the DEI work and begin the process of building the Equity Strategy Team. They also facilitated another Equity Strategy Team meeting focused on relationship building and building capacity for engagement.

2021 Overall DEI Theme: Develop the Homes for Good Strategic Equity Plan

- Equity Strategy Team held reoccurring meetings and began the development of the Strategic Equity Plan framework, format, and overarching goals.
- The Strategic Equity Plan overarching goals that were drafted were informed by our DEI work in 2019 and 2020 and shaped most recently by the Equity Strategy Team. These goals were shared with all staff and we received some very valuable feedback that will be integrated in overarching goals.
- The EST held multiple staff engagements, and presentations at the Homes for Good Board of Commissioners meetings to gain feedback and direction on the Overarching Goals and Tactics to achieve those goals in preparation for public outreach and engagement.

2022 Overall DEI Theme: Develop the Homes for Good Strategic Equity Plan

- The Equity Strategy Team held reoccurring meetings and drafted the FY23 Strategic Equity Plan
- In May of 2022, the EST did public outreach for feedback on the proposed Strategic Equity Plan
- In June of 2022 the Homes for Good Board of Commissioners Approved our Strategic Equity Plan
- In October of 2022, the Equity Strategy Team and the Leadership Team presented the Quarter One progress for Strategic Equity Plan goals.

2023 Overall DEI Theme: Revise and Expand the Strategic Equity plan with a Focus on Customer Service

- The Equity Strategy Team held reoccurring meetings and began the to revise the FY 23 plan for FY 24 transforming goals and tactics with a focus on customer service.
- The Equity Strategy Team continued to collect progress on the Strategic Equity Plan and present them to the Board on a quarterly basis.
- The Equity Strategy Team recruited four new team members to be part of the writing process.
- The Equity Strategy Team held multiple engagements to gather feedback and edits for the plan including going to the Resident Advisory Board twice, two engagements with Homes for Good Board of Commissioner members, an all-staff presentation, and meetings with the Leadership team and Supervisor team.



Strategic Equity Plan July 2023 – June 2024

Meet the Equity Strategy (EST) Team

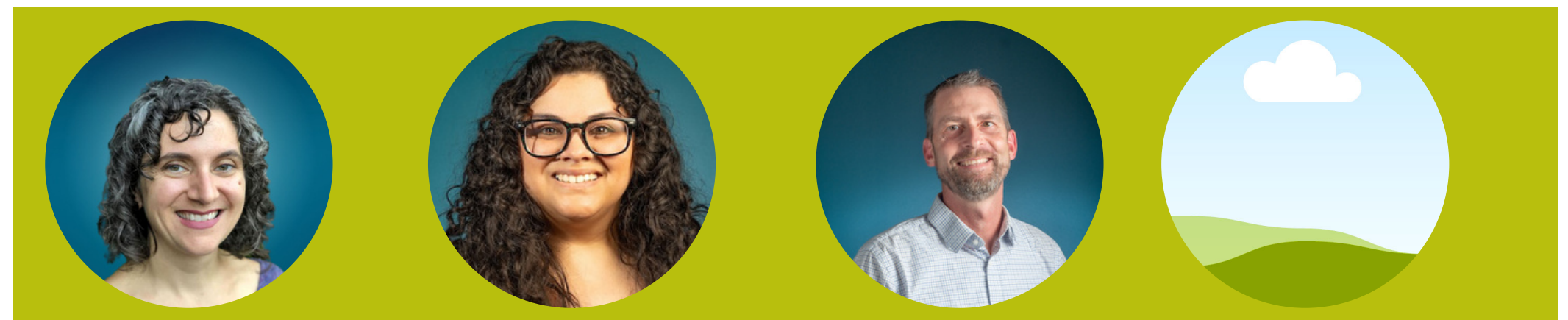
In 2023, the EST added four new members to help write the FY 24 Strategic Equity Plan



REBECCA MURPHY-LYONS
Grants and Programs Specialist

TRAVIS BAKER
Property Manager

MARIA HUFFMAN
Painter



CORI LARSON
Real Estate Accounting Administrator

LIVI CAMBA
Resident Services Specialist

STEVE OCHS
Real Estate Development Director

MIRA MILLER
Compliance and Data Analyst



JOSÉ ZARATE
Family Self Sufficiency Coordinator

MINA KUHN
Office Administrative Coordinator

JASMINE LEARY
Executive Support Coordinator

JORDYN SHAW
Communications Administrative Specialist

BAILEY MCEUEN
Human Resources Director

JACOB FOX
Executive Director



Strategic Equity Plan **July 2023 – June 2024**

The Four areas of our Strategic Equity Plan

Homes for Good's Strategic Equity Plan is unlike other strategic plans in that it infuses our Diversity, Equity, and Inclusion goals into a larger strategic plan for the Agency to make sure all of our efforts are steering us in the direction of more equitable and inclusive services.

Our Strategic Equity Plan is an annual plan that outlines our goals, and the actions we are going to take to achieve those goals. Each goal builds and transforms over a three year period and the steps to achieve those are evaluated and adjusted on an annual basis based on progress.

Listen to our Communities

Our Agency lives within the the sphere of our community, and can not be separated from that context. In order to be a responsible community organization, we must collaborate-- and most importantly listen-- to other organizations and people within our community. We must learn from their experiences and base operational changes on them to improve their experience. These goals focus on local partnership and collaboration.

Tell the Human Story

The people we serve are the heart of our work. As a social service organization, we work for and with people. These goals focus on keeping a human-centered approach. They include efforts to gather participant feedback and use that in programmatic changes, amplifying those voices on our media platforms, and improved empathy and client interactions for non-client facing staff.

Create Pathways to Self-Sufficiency

We usually associate "Self-Sufficiency" with our "Family Self-Sufficiency Program," but creating pathways to self-sufficiency looks to improve more than just one program. With these goals, we hope to make process and programmatic improvements to promote wealth building, and improve the mental and physical health of our all of our Residents and Program Participants.

Lead and Grow Ethically

"Leading and Growing Ethically" means we will lead the way in creating a racially and socially just organizational culture. These goals focus on improving our employee experience, recruiting and retaining a diverse workforce, utilizing technologies to provide more access to our programs, and reducing the Agency's carbon footprint.



Strategic Equity Plan **July 2023 – June 2024**

**Transforming Goals from
FY 23 to FY 24**

In writing the FY 24 Plan, the Homes for Good Equity Strategy Team took the goals from FY23 and modified and expanded them to
1) reflect the progress we have made in the last year, and
2) focus on the customer experience and customer service.

FY 23

We will collect and understand best practices for an organization wide carbon footprint reduction and greenhouse gas reductions.

FY 24

We will strategically incorporate principles of Climate Justice as an organization to address the disproportionate impact on low-income communities and communities of color while incorporating best practices for carbon footprint and greenhouse gas reduction.

FY 23

We will identify and document clients who don't have the skills, access or resources to utilize modern technology for communication and submission of required forms and documentation. our Residents and Program Participants.

FY 24

We will introduce clients to the use of electronic forms via Yardi Voyager and utilize the computers in on-site community rooms to continue familiarization with electronic systems and portals the Agency offers.



Strategic Equity Plan July 2023 – June 2024

How to Read the Strategic Equity Plan

Theme There are four themes in our Strategic Equity Plan. At the top of the page you will find the theme of the following goals.

Goal These are the individual goals, or what we hope to achieve.

Tactic A tactic is the action steps we plan on taking to achieve a goal. The tactics are broken down by team or division. There are often multiple tactics to achieve a single goal, and multiple teams working towards the goals at the same time.

Goals and Tactics Chart

This section has all of our themes, goals, and tactics for FY24. It gives the reader an overview of everything the Agency is doing to achieve our goals over the next year.



Strategic Equity Plan FY 24 Goals + Tactics

#1 Listen to our communities.

| | | | |
|--|---|---|---|
| <p>Utilizing feedback collected through client engagement systems, such as focus groups, surveys, social media campaigns, emails, etc., we will make intentional programmatic improvements and communicate those improvements to clients. Continuing to use existing client engagement systems, we will continue to gather feedback AND to monitor if programmatic improvements are positively affecting clients. We will modify existing systems to ensure only actionable data is being collected. We will intentionally focus this client engagement on clients from the BIPOC community and clients with disabilities.</p> | <p>We will foster our existing relationships with culturally specific organizations, organizations serving the BIPOC communities and BIPOC leaders in Lane County through Local Preferences, Memorandum of Understanding (MOU)s, events, meetings, etc. We will use these methods to provide specialized support for the clients they serve.</p> | <p>Through preferences, partnerships, and education, we will foster our existing relationships with the non-profit network, local and state jurisdictions, and the business community to support our shared purposes.</p> | <p>We will use Resident Feedback and specific instances of housing discrimination or harassment faced by our prospective and existing clients in Lane County, found in the previous year to make programmatic improvements to improve the housing experience and access for people from the BIPOC community and people with disabilities.</p> |
| <p>Supportive Housing</p> <ul style="list-style-type: none"> Complete Fiscal Year 23 resident survey and showcase the data that is received Publicize the Resident Advisory Board (RAB) and meetings through site flyers and social media posts. Increase representation from sites not represented including Permanent Supportive Housing and Project Based Vouchers. Work on procedures and processes for the SPC and Section 8 Home Ownership Programs so participants better understand the program(s) and how they benefit them. Utilize the resident survey as an avenue for feedback on transportation needs | <p>Executive</p> <ul style="list-style-type: none"> Continue to coordinate participation in events to culturally specific organizations, organizations serving the BIPOC Communities through tabling and selective sponsorships, with a focus on partners or organizations we are partnering with in other projects (have existing Memorandum of Understanding (MOU)s, etc.). Create clear guidelines for which organization/types of requests get sponsored and which won't. | <p>Rent Assistance</p> <ul style="list-style-type: none"> Education on Local Preferences to increase cross-cultural communication, foster understanding on why we value local preference, and promote inclusivity. Identify metrics that will be utilized to define Local Preference partners who are meeting the goals of the preference. Report on metrics out and adjust Local Preference partnerships in relationship to metrics. Collaborate with the Communications Team to develop training and presentation materials and train the Landlord and Community Relations Specialist to provide an Agency Overview presentation that can be used when partners request for their staff to be trained about our services. | <p>Rent Assistance</p> <ul style="list-style-type: none"> Implement a "housing discrimination" HMS note category, train staff on its use and review notes generated monthly with Leadership Team. Take appropriate action based on trending notes. Continued participation in the Emergency Housing Voucher (EHV) Cohort to advance racial equity for EHV. Utilize data to guide change for the EHV program. Utilize in-person, one-on-one support at pop up sites for wait list openings to bring access to rural or other marginalized communities. |



Strategic Equity Plan July 2023 – June 2024

How to Read the Strategic Equity Plan

Team Breakdown Chart

This section has all of the same information as the Goals and Tactics Chart, but is formatted by team. This view allows a team to see exactly what they are responsible for in the plan.

Team

The team tasked with executing a tactic.

Theme

There are four themes in our Strategic Equity Plan. Each row shows all of the tactics a team will be working on towards that theme.

Primary Tactic

These are the tactics, or action steps, a team is responsible for in the plan. A primary tactic means that team takes the lead in executing tactic.

Secondary Tactic

These are tactics that teams will need to assist other teams in completing. Any tactic in the secondary tactic column for one team, is a primary tactic for the team in bold.

HR

Primary Tactics

| | |
|-------------------------------------|--|
| Listen to our Communities | <ul style="list-style-type: none"> Building employee trust through Culture Amp employee engagement survey and communicating about internal improvements that come from survey results. |
| Tell the Human Story | |
| Create Pathways to Self-Sufficiency | <ul style="list-style-type: none"> Prioritize the creation of two Homes for Good English-Spanish bilingual internships by 9/30/2024 |
| Lead and Grow Ethically | <ul style="list-style-type: none"> Work with TransPonder to provide staff training on topics such as queer and trans microaggressions, pronouns and names, and implicit and explicit biases. Reboot new hire onboarding - include Equity Strategy Team meet & greet, DEI journey and SEP review Continue Tusk & Banyan Coaching & Consulting's engagement with the Supervisor Team Have Leadership Team and Equity Strategy Team members attend the Government Alliance on Race & Equity (GARE) or Partners in Diversity conference for Equity Continue annual budgeting and programming of DEI related staff training. Continue expanding pronoun accessibility including elimination of binary language in documents and adding a pronoun field in Bamboo Hiring process - include training piece, candidate and hiring manager feedback component. Review job descriptions to determine who needs to drive as a primary function, a secondary function and who does not need to drive, with the plan to connect with HARRP next year. Use Work from Home Culture Amp feedback to review and evaluate hybrid work plan. Continue offering remote work and as much flexibility as possible while meeting the needs of people we serve. Continue offering flexibility to people with disabilities, returning from leave and new parents. Develop Learning & Development program based on Culture Amp Engagement results. Design an Employee Assistance Program (EAP)-like program for employees to access financial wellness classes and resources Put together general education materials about the Public Service Loan forgiveness program, use these materials for existing staff and in recruitment. Research the benefits and disadvantages of an Agency funded Dependent Care Assistance Plan (DCAP) account for employees and make decision for Fiscal Year 23 budgeting. Look into payroll deduction option for the OregonSaves education savings program to implemented in Fiscal Year 23 or Calendar Year 23 |

Secondary Tactics

| | |
|-------------------------------------|---|
| Listen to our Communities | |
| Tell the Human Story | |
| Create Pathways to Self-Sufficiency | <ul style="list-style-type: none"> (Supportive Housing) Expand the teen internship to one additional Public Housing property (Supportive Housing) Expand youth internships for summer food programming (Supportive Housing) Increase hiring of front-line staff who are bilingual in Spanish across all divisions but with a focus on Supportive Housing & Maintenance classifications. Have evergreen job postings, referral cards, or a way to inquiry, or get on an interest list outside of normal jobs postings. (Supportive Housing) Expedite pre-determined Reasonable Accommodations directly to Property Managers, instead of waiting in the queue |
| Lead and Grow Ethically | |



Strategic Equity Plan

July 2023 – June 2024

Goals + Tactics

#1 Listen to Our Communities

| | | | |
|---|---|---|--|
| <p>Utilizing feedback collected through client engagement systems, such as focus groups, surveys, social media campaigns, emails, and our website— we will make intentional programmatic improvements and communicate those improvements to clients. Continuing to use existing client engagement systems, we will continue to gather feedback AND to monitor if programmatic improvements are positively affecting clients. We will modify existing systems to ensure only actionable data is collected. We will intentionally focus this client engagement on clients from the BIPOC community and clients with disabilities.</p> | <p>We will foster our existing relationships with culturally specific organizations, organizations serving the BIPOC Communities and BIPOC leaders in Lane County through Local Preferences, Memorandum of Understanding (MOU)s, events, meetings, etc. We will use these methods to provide specialized support for the clients they serve.</p> | <p>Through preferences, partnerships, and education, we will foster our existing relationships with the non-profit network, local and state jurisdictions, and the business community to support our shared purposes.</p> | <p>We will use Resident Feedback and specific instances of housing discrimination or harassment faced by our prospective and existing clients in Lane County, found in the previous year to make programmatic improvements to improve the housing experience and access for people from the BIPOC community and people with disabilities.</p> |
| <p>Supportive Housing</p> <ul style="list-style-type: none"> • Complete Fiscal Year 23 resident survey and highlight the data. • Publicize the Resident Advisory Board (RAB), and its meetings through site flyers and social media posts. Increase representation from sites not represented including Permanent Supportive Housing (PSH) and Project Based Vouchers (PBV). • Work on procedures and processes for the Shelter + Care (SPC) and Section 8 Home Ownership Programs so participants better understand the program(s) and how they benefit them. • Utilize the Fiscal Year 23 resident survey as an avenue for feedback on transportation needs. | <p>Executive</p> <ul style="list-style-type: none"> • Continue to coordinate participation in events for culturally specific organizations, or organizations serving the BIPOC Communities, through tabling and selective sponsorships, with a focus on existing partnerships. Create clear guidelines for which organization/types of requests get sponsored and which will not. | <p>Rent Assistance</p> <ul style="list-style-type: none"> • Educate on Local Preferences to increase cross-cultural communication, foster understanding on why we value local preference, and promote inclusivity. • Identify metrics to define Local Preference partners who are meeting the goals of the preference. Report the metrics out and adjust Local Preference partnerships in relationship to metrics. • Collaborate with the Communications Team to develop training and presentation materials and train the Landlord and Community Relations Specialist to provide an Agency Overview presentation for requested partner trainings about our services. | <p>Rent Assistance</p> <ul style="list-style-type: none"> • Implement a “housing discrimination” HMS note category, train staff on its use, and review notes generated monthly with Leadership Team. Take appropriate action based on trending notes. • Continued participation in the Emergency Housing Voucher (EHV) Cohort to advance racial equity for EHV. Utilize data to guide change for the EHV program. • Utilize in-person, one-on-one support at pop up sites for wait list openings to bring access to rural or other marginalized communities. |

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| <p>Communications</p> <ul style="list-style-type: none"> • Communicate software changes for Yardi Voyager that are public facing. • Communicate the effects of being a Moving to Work Agency. • Understand the best practices for accessibility on social media and websites—including designing for color blindness, and formatting for screen readers, and incorporating best practices into our website and social media past alt text. • Improve website search functionality using data to improve user experience. | <p>Real Estate Development + Asset Management</p> <ul style="list-style-type: none"> • Continue building our relationship with the Confederated Tribes of the Coos, Lower Umpqua, and Siuslaw Indians with the goal of entering a MOU or other formal partnership to provide housing or partnering in the development of housing at the Field on Quince. • Meet with established culturally specific organizations at least quarterly to build relationships and work towards deeper engagement with project development. • Collaborate with Rent Assistance to develop a comprehensive list of non-profit partners to further engagement with culturally specific organizations. The goal of this engagement will be to assess how best we can serve the expectations for Oregon Housing and Community Services (OHCS) funding applications and the clients of culturally specific organizations who need housing. | <p>Agency/Executive</p> <ul style="list-style-type: none"> • Continue to coordinate participation in events for culturally specific organizations, or organizations serving the BIPOC Communities, through tabling and selective sponsorships, with a focus on existing partnerships. Create clear guidelines for which organization/types of requests get sponsored and which will not. • Create a Relationship Management System to track who at Homes for Good is the main contact for each partnership for internal use. • Create and manage a resource sharing document for internal use. • Have 50% or more of food purchases for staff events to be from small/local businesses. | <p>Supportive Housing</p> <ul style="list-style-type: none"> • Provide resident learning opportunities including presentations, events, and newsletter articles to increase community understanding of discrimination and harassment. • Refine investigation and lease enforcement procedures to ensure timely and appropriate response to incidents of harassment or discrimination in our communities. • Provide training to on-site staff on harassment, discrimination, and hate/bias incident response. • Develop racial disparity analysis plan for Permanent Supportive Housing programs (SPC/Madrone and The Commons in MLK specifically). |
| <p>Energy Services</p> <ul style="list-style-type: none"> • Based on feedback from constituents, updating and simplifying the Weatherization application on the Homes for Good website, as well as adding a method to collect feedback within the application • Do targeted outreach to the populations identified as highest need according to the Climate and Economic Justice mapping tool. • Attend two events each year in partnership with culturally specific organizations. | <p>Supportive Housing:</p> <ul style="list-style-type: none"> • Utilize resident newsletters to highlight organizations that are close to third party and Homes for Good sites and note how they assist clients and to promote events and resources for culturally specific communities. • Utilize relationship with the Corporation for Supportive Housing (CSH) and other local orgs to offer culturally specific trainings to staff on an ongoing basis • Work to expand membership of Family Self Sufficiency advisory board to organizations serving the BIPOC community. | <p>Supportive Housing</p> <ul style="list-style-type: none"> • Utilize events such as Community Night Out and the Whole Health Fair to bring together partners and residents to share resources. • Implement new preferences in Public Housing for Move On participants and Survivors of Domestic Violence by finalizing Memorandum of Understanding (MOU)'s. • Continue participation in Lane Housing Collaborative. | <p>Real Estate Development + Asset Management</p> <ul style="list-style-type: none"> • Develop processes with Third-Party Property Management Companies and Homes for Good Resident Services to allow ongoing feedback loop between residents, Homes for Good staff, and Property Management. • Determine the appropriate number of accessible units for all new construction developments based on need in community and targeted populations. • Create a documented plan for implementing Universal Design and accessibility features for all new developments. This will include targeted outreach to people with disabilities to gain feedback on the accessibility of our housing. • Work with Rent Assistance and Supportive Housing to publish the accessibility report based on the survey conducted to make it easier for people who need accessible units to get them. • Work with Third-Party Property Management Companies and Homes for Good Resident services to create shared vision for properties to include adoption of three-way Memorandum of Understandings and two combined trainings or community events. • Create processes for responding to instances of discrimination at properties we own and manage. This will include a crisis team that will bring in community partners to address and manage situations to find solutions. |

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| <p>Rent Assistance</p> <ul style="list-style-type: none"> • Expand customer service survey to participants served remotely. • Make improvements to the Wait List process using wait list Connect 2021 data and educating the community about the populations we served. • Utilize the resident survey as an avenue for feedback on transportation needs and general accessibility barriers. | <p>Communications</p> <ul style="list-style-type: none"> • Refine materials in event to-go bag based on event feedback through internal survey. • Prioritize tabling, and community presentations that help connect and educate communities we historically have not engaged with i.e., Plaza de Nuestra Comunidad. • Target outreach through events and other methods to get more contractors and subcontractors on our email list to be notified when Bids are open. | | |
| <p>Agency</p> <ul style="list-style-type: none"> • Organize and activate our Internal All-Staff Teams channel to provide a mechanism for cross-divisional resource sharing and communication. | | | |
| <p>Real Estate Development + Asset Management</p> <ul style="list-style-type: none"> • Develop processes with Third-Party Property Management Companies to allow ongoing feedback loop both internally and with residents. | | | |
| <p>HR</p> <ul style="list-style-type: none"> • Build employee trust through CultureAmp employee engagement survey and communicating about internal improvements that come from survey results. | | | |

2 Tell the Human Story

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| <p>We will translate our data into stories that educate our staff in a manner that grows our ability to be emphatic towards the challenges faced by people experiencing poverty in our apartment communities and rent assistance programs.</p> | <p>Staff that do not engage with our clients as part of their core responsibilities will be provided the opportunities to be directly in service to increase empathy and understanding of the people we serve. All staff receive training on empathy and de-escalation for people experiencing trauma and crisis.</p> | <p>Homes for Good uses external communication channels as a platform to share and amplify the stories of Homes for Good clients with an emphasis on clients from the BIPOC community and people with disabilities.</p> | <p>Homes for Good will educate, engage, and support the business community of Lane County in efforts to implement a Strategic Equity Plan to infuse equity into the culture and growth of our organization and our efforts to target our housing resources to communities most marginalized in our community with an emphasis on people from the BIPOC community and people with disabilities.</p> |
| <p>Rent Assistance</p> <ul style="list-style-type: none"> • Complete a participant survey that creates an opportunity for participants to provide quotes with permission to use them for internal and external communications. • Highlight success stories from Rent Assistance programs from both participants and partnering landlords. • Increase the number of educational events for the landlord community. • Develop an avenue to celebrate partnering Landlords. | <p>Agency</p> <ul style="list-style-type: none"> • Plan and calendar events at least 6 months in advance. • Have non-client facing staff attend two resident/community events per year. • Create opportunities for staff to submit DEI resources for the agency DEI Resource List. The Equity Strategy Team will follow up by sending an annual reminder to staff about the DEI Resource List. | <p>Supportive Housing</p> <ul style="list-style-type: none"> • Continue working to collect photos and permission forms at all events for social media and newsletter sharing. • Highlight Family Self Sufficiency graduates and resident success stories through internal and external newsletters, the Homes for Good website, and social media. • Collect and share information about resident owned businesses through internal and external newsletters, and social media. • Celebrate resident initiated efforts for community building efforts like community gardens and celebrations. | <p>Supportive Housing</p> <ul style="list-style-type: none"> • Use community education about Permanent Supportive Housing to highlight our focus on marginalized communities. |
| <p>Supportive Housing</p> <ul style="list-style-type: none"> • Complete a participant survey that creates an opportunity for participants to provide quotes with permission to use them for internal and external communications. • Implement an annual Family Self Sufficiency graduation celebration. | <p>Rent Assistance</p> <ul style="list-style-type: none"> • Provide volunteer opportunities at in-person, one-on-one support at pop up sites for wait list openings. | <p>Communications</p> <ul style="list-style-type: none"> • Use external channels to spotlight business and contractor that Homes for Good works with such as landscapers, janitorial, food trucks. | |
| | <p>Supportive Housing</p> <ul style="list-style-type: none"> • Publish a quarterly event calendar to enable Homes for Good staff, Third Party Property Management staff and board members to participate in participant-facing events. • Create staff volunteer opportunities at Extra Helping/Senior Grocery events, Community Night Out, and annual Spring/Fall Spruce Up events. | | |

#3 Create Pathways to Self-Sufficiency

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| <p>We will use Fiscal Year 22 participant and partner feedback to reduce barriers to participation and improve quality of service for Family Self-Sufficiency program participation with a focus on BIPOC and Spanish-speaking clients.</p> | <p>We will use Fiscal Year 22 feedback and build feedback loops to improve educational achievement for children and youth served by Homes for Good.</p> | <p>We will determine how to continue to grow resident services supports including developing initiatives to improve the mental and physical health of residents living in our apartment communities with an emphasis on clients from the BIPOC community and clients with disabilities.</p> | <p>We will provide affordable housing and the rehabilitation of affordable housing within the metro and rural areas. We will base the housing type, design and scale-based on input from residents and especially the BIPOC and marginalized communities.</p> |
| <p>Supportive Housing</p> <ul style="list-style-type: none"> Assess steps to rebrand & rename the Family Self-Sufficiency program to help redefine program success beyond employment and increased earnings. Ensure access to Family Self-Sufficiency funds for anyone in the household to utilize for certificate payment. Assess Family Self-Sufficiency program participants who do not graduate this year for trends, to address the complexity of self-sufficiency (physical, mental, financial, and overall quality of life) with a focus on equity for BIPOC communities. <ul style="list-style-type: none"> Measure data trends over time: <ul style="list-style-type: none"> How many households per fiscal year: <ul style="list-style-type: none"> Increase from one HUD income level to the next Racial disparities in Increase from one HUD income level to the next "Graduate"/Complete a Family Self Sufficiency contract of participation Purchase a home Track Family Self Sufficiency advisory committee meeting attendance by partner to measure community representation in formal HUD family self-sufficiency program. Re-initiate "opt out" model of Family Self-Sufficiency program at Permanent Supportive Housing sites when EID is discontinued in December of 2023. Expand Family Self-Sufficiency program into HUD Multifamily sites. | <p>Supportive Housing</p> <ul style="list-style-type: none"> Promote food security through Resident Services food programs tailored to each population and working with Food for Lane County to set up a central pantry of self-stable food for resident access. Expand the teen internship to one additional Public Housing property Create official digital and printed copies of community resources including DaisyChain, ParentingNow, etc. for youth specific needs and parenting resources. Continue building partnership with school districts to support youth in our communities. Expand youth programming to include Adulting 101 group for teens. Expand youth internships for summer food programming. | <p>Supporting Housing</p> <ul style="list-style-type: none"> Apply for funding to add air conditioning to community rooms at properties without individual Ductless Heat Pumps (DHP)S or air conditioning units. Partner with the Toolbox Project, and other partners, for bike repair events and resident education opportunities, including opportunities for Spanish speakers. Create a baseline for water & air filtration & air in individual participant homes to improve or track in future years. Assess and communicate transportation options that do not require a car to build program participant and staff knowledge. Assess and set goals for Internet & device access for health, employment, education, or other self-sufficiency activities. | <p>Real Estate Development + Asset Management</p> <ul style="list-style-type: none"> Identify the type of housing we can and should be producing in the next 5 to 10 years by: <ol style="list-style-type: none"> Identifying funding streams for different housing types, including an approach for smaller projects and scaling projects for rural areas. Discussing with the communities their need for housing, and what housing types fit those needs. Identifying and partnering with organizations that may specialize in housing types that Homes for Good have not developed in the past. |
| <p>Communications</p> <ul style="list-style-type: none"> Increase advertisement of the specific uses of the Homes for Good Foundation Scholarship (i.e., trade, vocational program, certificate, etc.). | | | |

#3 Create Pathways to Self-Sufficiency (Continued)

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| <p>We will promote the Housing Choice Voucher Home Ownership Program (also known as Section 8 Homeownership) to eligible program participants and educate community leaders on how individuals can use these programs, which are proven to build wealth have been assessed with the goal to increase wealth for clients from the BIPOC community.</p> | <p>We will implement the framework of our plan to expand client employment opportunities and expand the number of contracts we have with businesses owned by people from the BIPOC community and businesses owned by women.</p> |
| <p>Supportive Housing</p> <ul style="list-style-type: none"> • Create 60-second spotlights for Resident Services, Family Self-Sufficiency, and Section 8 Homeownership programs at quarterly All-Staff meetings. • Train all staff that interact with participants and feedback annually and at onboarding on how to use Family Self Sufficiency as a launchpad for the Section 8 Homeownership (Section 8 Homeownership) program. • Create a bilingual Section 8 Homeownership briefing video. • Increase outreach to Housing Choice Voucher participants with a focus on Spanish-speaking households. • Partner with local lenders to promote Section 8 Homeownership programs through a bilingual Section 8 Homeownership briefing video and learn about strategies for homeownership with record high home prices. | <p>Real Estate Development + Asset Management</p> <ul style="list-style-type: none"> • Adopt Equitable Contracting Initiative Implementation Plan and Program Guide. Work with Communications to build educational materials for both internal and external partners to roll this out. This will include providing a contractor landing page on our website and specific internal procedures based on staff job positions. Develop and roll out training for staff. • Identify and train internal staff to assist with Certification Office for Business Inclusion and Diversity (COBID) certifications including bilingual assistance. • Collaborate in developing and participating in quarterly outreach events through Contracting Alliance for Diversity & Equity (CADE) Business Accelerator meetings and Oregon Association of Minority Entrepreneurs (OAME). |
| | <p>Agency</p> <ul style="list-style-type: none"> • Meet twice annually with University of Oregon & Lane Community College to build on existing relationships for internships and Lane Community College Career Pathways. • With the Goal of staff feeling comfortable in the transition of transferring to a Bilingual staff member, or interpretation service, provide a Customer Service-Level Spanish training, with refresher trainings and materials as needed, to better equip staff when working with Spanish speaking residents or businesses. • Partner with an organization who can offer resident support in Oregon Association of Minority Entrepreneurs (OAME), Certification Office for Business Inclusion and Diversity (COBID) etc to benefit from these organizations. |
| | <p>HR</p> <ul style="list-style-type: none"> • Prioritize the creation of two Homes for Good English-Spanish bilingual internships by September 2024. |
| | <p>Supportive Housing</p> <ul style="list-style-type: none"> • Connect with community partners for youth training and workforce development opportunities. |

#4 Lead and Grow Ethically

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| <p>We will focus on educating staff about our vision for a racially and socially just organizational culture. This education will leverage our current strengths related to compliance and organizational growth as we embrace newer elements of our evolving organizational culture to include social justice advocacy, individual DEI competence and the value and interdependence of human beings.</p> | <p>We will review hiring, promotion and retention practices with an emphasis on supporting the career growth for existing employees while also recruiting externally and attracting diverse talent including people from the BIPOC Community and people with disabilities.</p> | <p>We will develop a plan to expand our employee assistance program to include an emphasis on improving health outcomes, retirement outcomes, savings outcomes, and educational outcomes.</p> | <p>We will strategically incorporate principles of Climate Justice as an organization to address the disproportionate impact on low-income communities and communities of color while incorporating best practices for carbon footprint and greenhouse gas reduction.</p> |
| <p>HR</p> <ul style="list-style-type: none"> • Work with TransPonder to provide staff training on topics such as queer and trans microaggressions, pronouns and names, and implicit and explicit biases. • Reboot new hire onboarding - include an Equity Strategy Team meet & greet, DEI journey and SEP review. • Continue Tusk & Banyan Coaching & Consulting's engagement with the Supervisor Team • Have Leadership Team and Equity Strategy Team members attend the Government Alliance on Race & Equity (GARE) or Partners in Diversity conference for Equity Continue annual budgeting and programming of DEI related staff training. • Continue expanding pronoun accessibility including elimination of binary language in documents and adding a pronoun field in Bamboo. | <p>HR</p> <ul style="list-style-type: none"> • Document and standardize the hiring process – include training piece, candidate and hiring manager feedback component. • Review job descriptions to determine who needs to drive as a primary function, a secondary function and who does not need to drive, with the plan to connect with HARRP next year. • Use Work from Home CultureAmp feedback to review and evaluate hybrid work plan. Continue offering remote work and as much flexibility as possible while meeting the needs of people we serve. • Continue offering flexibility to people with disabilities, returning from leave and new parents. • Develop Learning & Development program based on Culture Amp Engagement results. | <p>HR</p> <ul style="list-style-type: none"> • Design an Employee Assistance Program (EAP)-like program for employees to access financial wellness classes and resources. • Put together general education materials about the Public Service Loan forgiveness program, use these materials for existing staff and in recruitment. • Research the benefits and disadvantages of an Agency funded Dependent Care Assistance Plan (DCAP) account for employees and make decision for Fiscal Year 23 budgeting. • Research payroll deduction option for the OregonSaves education savings program to implemented in Fiscal Year 24 or Calendar Year 24. | <p>Energy Services</p> <ul style="list-style-type: none"> • Procure a consultant to help identify and apply to Climate Justice and Carbon Reduction grants to develop an internal Sustainability and Carbon Neutrality strategy for the next 5 years. • Utilize a Climate and Economic Justice Map to identify the most vulnerable populations and plan to use that for Waitlist prioritization and targeted outreach Climate & Economic Justice Screening Tool. • Identify and apply for at least one grant to begin the process of electrifying our auditor fleet. |
| <p>Finance:</p> <ul style="list-style-type: none"> • Develop charts and budget dashboard that can inform decision making. | | | <p>Finance</p> <ul style="list-style-type: none"> • Work with Utility Companies to get paperless billing. |
| <p>Supportive Housing</p> <ul style="list-style-type: none"> • Host Hollaback Bystander Intervention training for our housing communities. | | | <p>Real Estate Development + Asset Management</p> <ul style="list-style-type: none"> • Utilize the funding from programs like the Community Heat Pump Deployment Program and the Landlord Provided Cooling Space Initiative to provide AC or cooling centers for our residents. • Identify and utilize funding sources available for resiliency and sustainability in existing and new communities. |

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| | | | Agency <ul style="list-style-type: none">• Continue hybrid work to limit emissions and commuting where appropriate.• Explore methods of saving paper in our office environment through the use of new software tools available through Yardi.• Explore alternatives to using traditional paper, paper towels, toilet paper, etc., in our office spaces.• Support recycling programs in our housing communities and office spaces. |
| | | | Supportive Housing <ul style="list-style-type: none">• Using cooling assessment, build strategy to increase air conditioning and Ductless Heat Pumps (DHP) access in all apartments and community rooms.• Apply for GGRP funds for HUD Multifamily Housing sites to increase energy saving measures. |

#4 Lead and Grow Ethically (Continued)

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| <p>We will continue our efforts to develop systems of resiliency That anticipate hazards that may disrupt essential functions and processes. We will continue to develop Annexes to the Continuity of Operations plan as prioritized by the Hazard and Vulnerability Analysis.</p> | <p>We will provide communication and programmatic enhancements to clients who don't speak/read English as their first language.</p> | <p>We will introduce clients to the use of electronic forms via Yardi Voyager and utilize the computers in on-site community rooms to continue familiarization with electronic systems and portals the Agency offers.</p> | <p>We will, as an Agency identify and determine how to reduce barriers to access and active participation in Homes for Good governance, programs, and apartment communities. We will continue to identify & document federal and state statutes and regulations that also create additional barriers.</p> | <p>We will determine the financial viability of a desired growth plan for the Supportive Housing Division in coordination with our efforts to secure capital and supportive services for new permanent supportive housing apartment communities.</p> |
| <p>Communications</p> <ul style="list-style-type: none"> • In coordination with the Safety Committee and the Office Coordinator, create two employee messaging campaigns. One about individual and family preparedness for employees, and other about basic safety and vulnerabilities of the 100 W 13th Ave Office Building. | <p>Agency</p> <ul style="list-style-type: none"> • After all vital documents are translated, review the Language Access Plan, and make any necessary changes. • With the Goal of staff feeling comfortable in the transition of transferring to a Bilingual staff member, or interpretation service, provide a Customer Service-Level Spanish training, with refresher trainings and materials as needed, to better equip staff when working with Spanish speaking residents or businesses | <p>Communications</p> <ul style="list-style-type: none"> • Create educational materials to help residents access computer literacy programs and other community resources to increase knowledge of how to use technology. • Communicate with residents about new software functionalities with Yardi to do things like pay rent, submit forms, etc. | <p>Rent Assistance</p> <ul style="list-style-type: none"> • Engage with Moving to Work Cohorts to identify and implement Moving to Work flexibilities Continue to work with HUD Portland Field Office and HUD in DC on the disconnect between HUD definition of registered sex offender and State of Oregon definition with the goal of amending the national definition. | <p>Supportive Housing</p> <ul style="list-style-type: none"> • Continue research viability of and cost of self-managing our Permanent Supportive Housing communities, keeping in mind the context of how Permanent Supportive Housing communities will differ from our current Public Housing properties. • Continue work on Bridges on Broadway as initial property to self-manage. • Explore partnerships for providing Qualified mental Health Provider (QMHP) and Care Coordination Organization (CCO) billing services. • Increase hiring of front-line staff who are bilingual in Spanish across all divisions but with a focus on Supportive Housing & Maintenance classifications. Have evergreen job postings, referral cards, or a way to inquire, or get on an interest list outside of normal jobs postings. |
| <p>Agency</p> <ul style="list-style-type: none"> • Create a list, matching employees with Homes for Good properties based on location as their report site in case of an emergency. • Remaining a hybrid workplace to stay "practiced" and easily pivot in the event of an emergency | <p>Communications/IT</p> <ul style="list-style-type: none"> • Explore and implement technology solutions for increased language capabilities and accessibility for the Homes for Good website. | <p>Supportive Housing</p> <ul style="list-style-type: none"> • Review access to community room computers. • Provide training/resident support sessions to introduce Yardi portals. | <p>Supportive Housing</p> <ul style="list-style-type: none"> • Expedite pre-determined Reasonable Accommodations directly to Property Managers, instead of waiting in the queue. • Partner with TransPonder to support participants and applicants who do not use their legal name. | |

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| <p>Supportive Housing</p> <ul style="list-style-type: none"> • Refine and improve resident emergency response procedures and resources. • Build out staff and resident training to increase resiliency and emergency response systems • Continue to develop site evacuation plans. | <p>Supportive Housing</p> <ul style="list-style-type: none"> • Finish translation of vital documents as defined by the Language Access Plan. | <p>IT</p> <ul style="list-style-type: none"> • Through Yardi software conversion, reduce paperwork usage and optimize accessibility. | <p>Agency</p> <ul style="list-style-type: none"> • Create specific outreach to the Housing Choice Voucher for participants to be on the Homes for Good Board during the Board Recruitment process. | |
| | | <p>Rent Assistance</p> <ul style="list-style-type: none"> • Host educational workshop for re-certification. | | |
| | | <p>Finance</p> <ul style="list-style-type: none"> • Improve our efficiency and capabilities, and expand self-service options for residents, landlords, and applicants through the transition of Yardi. | | |



Strategic Equity Plan

July 2023 – June 2024

Team Breakdown Chart

Agency and Executive

Primary Tactics

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| Listen to our Communities | <ul style="list-style-type: none"> Organize and activate our Internal All-Staff Teams channel to provide a mechanism for cross-divisional resource sharing and communication. Continue to coordinate participation in events for culturally specific organizations, or organizations serving the BIPOC Communities, through tabling and selective sponsorships, with a focus on existing partnerships. Create clear guidelines for which organization/types of requests get sponsored and which will not. Create a Relationship Management System to track who at Homes for Good is the main contact for each partnership for internal use. Create and manage a resource sharing document for internal use. Have 50% or more of food purchases for staff events to be from small/local businesses |
| Tell the Human Story | <ul style="list-style-type: none"> Plan and calendar events at least 6 months in advance. Have non-client facing staff attend two resident/community events per year. Create opportunities for staff to submit DEI resources for the agency DEI Resource List. The Equity Strategy Team will follow up by sending an annual reminder to staff about the DEI Resource List. |
| Create Pathways to Self-Sufficiency | <ul style="list-style-type: none"> Meet twice annually with University of Oregon & Lane Community College to build on existing relationships for internships and Lane Community College Career Pathways With the Goal of staff feeling comfortable in the transition of transferring to a Bilingual staff member, or interpretation service, provide a Customer Service-Level Spanish training, with refresher trainings and materials as needed, to better equip staff when working with Spanish speaking residents or businesses. Partner with an organization who can offer resident support in Oregon Association of Minority Entrepreneurs (OAME), Certification Office for Business Inclusion and Diversity (COBID) etc. to benefit from these organizations |
| Lead and Grow Ethically | <ul style="list-style-type: none"> Continue hybrid work to limit emissions and commuting, where appropriate. Explore methods of saving paper in our office environment through the use of new software tools available through Yardi. Explore alternatives to using traditional paper, paper towels, toilet paper, etc in our office spaces. Support recycling programs in our housing communities and office spaces. Create a list, matching employees with Homes for Good properties based on location as their report site in case of an emergency. Remaining a hybrid workplace to stay "practiced" and easily pivot in the event of an emergency After all vital documents are translated, review the Language Access Plan and make any necessary changes. With the Goal of staff feeling comfortable in the transition of transferring to a Bilingual staff member, or interpretation service, provide a Customer Service-Level Spanish training, with refresher trainings and materials as needed, to better equip staff when working with Spanish speaking residents or businesses. Create specific outreach to the Housing Choice Voucher for participants to be on the Homes for Good Board during the Board Recruitment process. |

Finance

Primary Tactics

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| Listen to our Communities | |
| Tell the Human Story | |
| Create Pathways to Self-Sufficiency | |
| Lead and Grow Ethically | <ul style="list-style-type: none">• Work with Utility Companies to get paperless billing.• Improve our efficiency and capabilities, and expand self-service options for residents, landlords, and applicants through the transition of Yardi.• Develop charts and budget dashboards that can inform decision making. |

Secondary Tactics

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| Listen to our Communities | |
| Tell the Human Story | |
| Create Pathways to Self-Sufficiency | |
| Lead and Grow Ethically | <ul style="list-style-type: none">• (Supportive Housing) Continue research viability of and cost of self-managing our Permanent Supportive Housing communities, keeping in mind the context of how Permanent Supportive Housing communities will differ from our current Public Housing properties.• (Supportive Housing) Explore partnerships for providing Qualified mental Health Provider (QMHP) and Care Coordination Organization (CCO) billing services. |

Communications

Primary Tactics

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| Listen to our Communities | <ul style="list-style-type: none"> • Communicate software changes for Yardi Voyager that are public facing. • Communicate the effects of being a Moving to Work Agency. • Understand the best practices for accessibility on social media and websites—including designing for color blindness, and formatting for screen readers, and incorporating best practices into our website and social media past alt text. • Improve website search functionality using data to improve user experience • Refine materials in event to-go bag based on event feedback through internal survey. • Prioritize tabling, and community presentations that help connect and educate communities we historically have not engaged with i.e. Plaza de Nuestra Comunidad • Target outreach through events and other methods to get more contractors and subcontractors on our email list to be notified when Bids are open. |
| Tell the Human Story | <ul style="list-style-type: none"> • Use external channels to spotlight business and contractor that Homes for Good works with such as landscapers, janitorial, food trucks |
| Create Pathways to Self-Sufficiency | <ul style="list-style-type: none"> • Increase advertisement of the specific uses of the Homes for Good Foundation Scholarship (i.e., trade, vocational program, certificate, etc.). |
| Lead and Grow Ethically | <ul style="list-style-type: none"> • In coordination with the Safety Committee and the Office Coordinator, create two employee messaging campaigns. One about individual and family preparedness for employees, and other about basic safety and vulnerabilities of the 100 W 13th Ave Office Building. • Explore and implement technology solutions for increased language capabilities and accessibility for the Homes for Good website. • Create educational materials to help residents access computer literacy programs and other community resources to increase knowledge of how to use technology. • Communicate with residents about new software functionalities with Yardi to do things like pay rent, submit forms, etc. |

Secondary Tactics

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| Listen to our Communities | <ul style="list-style-type: none"> • (Energy Services) Based on feedback from constituents, updating and simplifying the Weatherization application on the Homes for Good website, as well as adding a method to collect feedback within the application • (Energy Services) Do targeted outreach to the populations identified as highest need according to the Climate and Economic Justice mapping tool. • (Rent Assistance) Make improvements to the Wait List process using wait list Connect 2021 data and educating the community about the populations we served. • (Rent Assistance) Educate on Local Preferences to increase cross-cultural communication, foster understanding on why we value local preference, and promote inclusivity. • (Rent Assistance) Collaborate with the Communications Team to develop training and presentation materials and train the Landlord and Community Relations Specialist to provide an Agency Overview presentation for requested partner trainings about our services. • (Rent Assistance) Utilize in-person, one-on-one support at pop up sites for wait list openings to bring access to rural or other marginalized communities. |
| Tell the Human Story | <ul style="list-style-type: none"> • (Rent Assistance) Highlight success stories from Rent Assistance programs from both participants and partnering landlords. • (Rent Assistance) Develop an avenue to celebrate partnering Landlords. • (Supportive Housing) Publish a quarterly event calendar to enable Homes for Good staff, Third Party Property Management staff and board members to participate in participant-facing events. |

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| | <ul style="list-style-type: none"> • (Supportive Housing) Continue working to collect photos and permission forms at all events for social media and newsletter sharing. • (Supportive Housing) Highlight Family Self Sufficiency graduates and resident success stories through internal and external newsletters, the Homes for Good website, and social media. • (Supportive Housing) Collect and share information about resident owned businesses through internal and external newsletters, and social media. • (Supportive Housing) Celebrate resident initiated efforts for community building efforts like community gardens and celebration. • (Supportive Housing) Use community education about Permanent Supportive Housing to highlight our focus on marginalized communities. |
| Create Pathways to Self-Sufficiency | <ul style="list-style-type: none"> • (Supportive Housing) Assess steps to rebrand & rename the Family Self-Sufficiency program to help redefine program success beyond employment and increased earnings. • (Supportive Housing) Create official digital and printed copies of community resources including DaisyChain, ParentingNow, etc. for youth specific needs and parenting resources. • (Supportive Housing) Create 60-second spotlights for Resident Services, Family Self-Sufficiency, and Section 8 Homeownership programs at quarterly All-Staff meetings. • (Supportive Housing) Create a bilingual Section 8 Homeownership briefing video. |
| Lead and Grow Ethically | |

HR

Primary Tactics

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| Listen to our Communities | <ul style="list-style-type: none"> • Build employee trust through CultureAmp employee engagement survey and communicating about internal improvements that come from survey results. |
| Tell the Human Story | |
| Create Pathways to Self-Sufficiency | <ul style="list-style-type: none"> • Prioritize the creation of two Homes for Good English-Spanish bilingual internships by September 2024 |
| Lead and Grow Ethically | <ul style="list-style-type: none"> • Work with TransPonder to provide staff training on topics such as queer and trans microaggressions, pronouns and names, and implicit and explicit biases. • Reboot new hire onboarding - include an Equity Strategy Team meet & greet, DEI journey and SEP review. • Continue Tusk & Banyan Coaching & Consulting's engagement with the Supervisor Team • Have Leadership Team and Equity Strategy Team members attend the Government Alliance on Race & Equity (GARE) or Partners in Diversity conference for Equity • Continue annual budgeting and programming of DEI related staff training. • Continue expanding pronoun accessibility including elimination of binary language in documents and adding a pronoun field in Bamboo • Document and standardize the hiring process – include training piece, candidate and hiring manager feedback component. • Review job descriptions to determine who needs to drive as a primary function, a secondary function and who does not need to drive, with the plan to connect with HARRP next year. • Use Work from Home Culture Amp feedback to review and evaluate hybrid work plan. Continue offering remote work and as much flexibility as possible while meeting the needs of people we serve. • Continue offering flexibility to people with disabilities, returning from leave and new parents. • Develop Learning & Development program based on Culture Amp Engagement results. • Design an Employee Assistance Program (EAP)-like program for employees to access financial wellness classes and resources • Put together general education materials about the Public Service Loan forgiveness program, use these materials for existing staff and in recruitment. • Research the benefits and disadvantages of an Agency funded Dependent Care Assistance Plan (DCAP) account for employees and make decision for Fiscal Year 23 budgeting. • Research payroll deduction option for the OregonSaves education savings program to implemented in Fiscal Year 24 or Calendar Year 24. |

Secondary Tactics

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| Listen to our Communities | |
| Tell the Human Story | |
| Create Pathways to Self-Sufficiency | <ul style="list-style-type: none"> • (Supportive Housing) Expand the teen internship to one additional Public Housing property. • (Supportive Housing) Expand youth internships for summer food programming. |
| Lead and Grow Ethically | <ul style="list-style-type: none"> • (Supportive Housing) Increase hiring of front-line staff who are bilingual in Spanish across all divisions but with a focus on Supportive Housing & Maintenance classifications. Have evergreen job postings, referral cards, or a way to inquire, or get on an interest list outside of normal jobs postings. • (Supportive Housing) Expedite pre-determined Reasonable Accommodations directly to Property Managers, instead of waiting in the queue. |

IT

Primary Tactics

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| Listen to our Communities | |
| Tell the Human Story | |
| Create Pathways to Self-Sufficiency | |
| Lead and Grow Ethically | <ul style="list-style-type: none">• Through Yardi software conversion, reduce paperwork usage and optimize accessibility. |

Secondary Tactics

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| Listen to our Communities | <ul style="list-style-type: none">• (Communications) Communicate software changes for Yardi Voyager that are public facing.• (Communications) Improve website search functionality using data to improve user experience. |
| Tell the Human Story | |
| Create Pathways to Self-Sufficiency | <ul style="list-style-type: none">• (Supportive Housing) Assess and set goals for Internet & device access for health, employment, education, or other self-sufficiency activities. |
| Lead and Grow Ethically | <ul style="list-style-type: none">• (Finance) Improve our efficiency and capabilities, and expand self-service options for residents, landlords, and applicants through the transition of Yardi.• (Communications) Explore and implement technology solutions for increased language capabilities and accessibility for the Homes for Good website.• (Supportive Housing) Review access to community room computers.• (Supportive Housing) Provide training/resident support sessions to introduce Yardi portals. |

Rent Assistance

Primary Tactics

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| Listen to our Communities | <ul style="list-style-type: none"> • Expand customer service survey to participants served remotely. • Make improvements to the Wait List process using wait list Connect 2021 data and educating the community about the populations we served. • Educate on Local Preferences to increase cross-cultural communication, foster understanding on why we value local preference, and promote inclusivity. • Identify metrics to define Local Preference partners who are meeting the goals of the preference. Report the metrics out and adjust Local Preference partnerships in relationship to metrics. • Collaborate with Communications to develop training and presentation materials and train the Landlord and Community Relations Specialist to provide an Agency Overview presentation that can be used when partners request for their staff to be trained about our services. • Implement a "housing discrimination" HMS note category, train staff on its use, and review notes generated monthly with Leadership Team. Take appropriate action based on trending notes. • Continued participation in the Emergency Housing Voucher (EHV) Cohort to advance racial equity for EHV. Utilize data to guide change for the EHV program. • Utilize in-person, one-on-one support at pop up sites for wait list openings to bring access to rural or other marginalized communities. • Utilize the client survey as an avenue for feedback on transportation needs and general accessibility barriers. • Engage third parties for feedback via surveys. |
| Tell the Human Story | <ul style="list-style-type: none"> • Complete a participant survey that creates an opportunity for participants to provide quotes with permission to use them for internal and external communications. • Highlight success stories from Rent Assistance programs from both participants and partnering landlords. • Increase the number of educational events for the landlord community • Develop an avenue to celebrate partnering Landlords. • Provide Volunteer opportunities at in-person, one-on-one support at pop up sites for wait list openings |
| Create Pathways to Self-Sufficiency | |
| Lead and Grow Ethically | <ul style="list-style-type: none"> • Host educational workshop for re-certification • Engage with Moving to Work Cohorts to identify and implement Moving to Work flexibilities Continue to work with HUD Portland Field Office and HUD in DC on the disconnect between HUD definition of registered sex offender and State of Oregon definition with the goal of amending the national definition. |

Secondary Tactics

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| Listen to our Communities | <ul style="list-style-type: none"> • (Communications) Communicate software changes for Yardi Voyager that are public facing. • (Communications) Communicate the effects of being a Moving to Work Agency. • (Real Estate Development) Collaborate with Rent Assistance to develop a comprehensive list of non-profit partners to further engagement with culturally specific organizations. The goal of this engagement will be to assess how best we can serve the expectations for Oregon Housing and Community Services (OHCS) funding applications and the clients of culturally specific organizations who need housing. • (Real Estate Development) Work with Rent Assistance and Supportive Housing to publish the accessibility report based on the survey conducted to make it easier for people who need accessible units to get them. • (Real Estate Development) Create processes for responding to instances of discrimination at properties we own and manage. This will include a crisis team that will bring in community partners to address and manage situations to find solutions. |
| Tell the Human Story | |
| Create Pathways to Self-Sufficiency | |
| Lead and Grow | |

Supportive Housing

Primary Tactics

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| <p>Listen to our Communities</p> | <ul style="list-style-type: none"> • Complete Fiscal Year 23 resident survey and highlight the data. • Publicize the Resident Advisory Board (RAB), and its meetings through site flyers and social media posts. Increase representation from sites not represented including Permanent Supportive Housing (PSH) and Project Based Vouchers (PBV). • Utilize the Fiscal Year 23 resident survey as an avenue for feedback on transportation needs. • Work on procedures and processes for the Shelter + Care (SPC) and Section 8 Home Ownership so participants better understand the program(s) and how they benefit them. • Utilize resident newsletters to highlight organizations that are close to third party and Homes for Good sites and note how they assist clients and to promote events and resources for culturally specific communities. • Utilize relationship with the Corporation for Supportive Housing (CSH) and other local orgs to offer culturally specific trainings to staff on an ongoing basis • Work to expand membership of Family Self-Sufficiency advisory board to organizations serving the BIPOC community. • Utilize events such as Community Night Out and the Whole Health fair to bring together partners and residents to share resources. • Implement new preferences in Public Housing for Move On participants and Survivors of Domestic Violence by finalizing Memorandum of Understanding (MOU)'s . • Continue participation in Lane Housing Collaborative. • Provide Resident learning opportunities including presentations, events, and newsletter articles to increase community understanding of discrimination and harassment. • Refine investigation and lease enforcement procedures to ensure timely and appropriate response to incidents of harassment or discrimination in our communities. • Provide training to on-site staff on harassment, discrimination and hate/bias incident response. • Develop racial disparity analysis plan for Permanent Supportive Housing programs (SPC/Madrone and The Commons on MLK specifically) • Utilize the resident survey as an avenue for feedback on transportation needs and general accessibility barriers. |
| <p>Tell the Human Story</p> | <ul style="list-style-type: none"> • Complete a participant survey that creates an opportunity for participants to provide quotes with permission to use them for internal and external communications. • Implement an annual Family Self Sufficiency graduation celebration. • Publish a quarterly event calendar to enable Homes for Good staff, Third Party Property Management staff and board members to participate in participant-facing events. • Create staff volunteer opportunities at Extra Helping/Senior Grocery events, Community Night Out, and annual Spring/Fall Spruce Up events. • Continue working to collect photos and permission forms at all events for social media and newsletter sharing • Work with the communications team to collect and highlight Family Self Sufficiency graduates and resident success stories through internal and external newsletters, the Homes for Good website, and social media. • Collect and share information about resident owned businesses through internal and external newsletters, and social media • Celebrate resident initiated efforts for community building efforts like community gardens and celebrations. • Use community education about Permanent Supportive Housing to highlight our focus on marginalized communities |
| <p>Create Pathways to Self-Sufficiency</p> | <ul style="list-style-type: none"> • Continue building partnership with school districts to support youth in our communities • Expand youth programming to include Adulting 101 group for teens • Expand youth internships for summer food programming • Continue building partnership with Bethel district to support youth at Sarang and neighboring communities • Apply for funding to add air conditioning units to community rooms at properties without individual Ductless Heat Pumps (DHP)'S/air conditioning units • Partner with the Toolbox Project, and other partners, for bike repair events and resident education opportunities, including opportunities for Spanish speakers. • Create a baseline for water & air filtration & air in individual participant homes to improve or track in future years • Assess and communicate transportation options that do not require a car to build program participant and staff knowledge • Assess and set goals for Internet & device access for health, employment, education or other self-sufficiency activities. • Access to Family Self Sufficiency funds for anyone in the household to utilize for certificate payment • Assess steps to rebrand & rename the Family Self-Sufficiency program to help redefine program success beyond employment and increased earnings • Ensure access to Family Self-Sufficiency funds for anyone in the household to utilize for certificate payment. |

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| | <ul style="list-style-type: none"> • Assess Family Self Sufficiency program participants who do not graduate this year for trends, to address complexities of self-sufficiency (physical, mental, financial, and overall quality of life) with a focus on equity for BIPOC communities. <ul style="list-style-type: none"> ◦ Measure data trends over time: <ul style="list-style-type: none"> How many households per fiscal year: <ul style="list-style-type: none"> ▪ Increase from one HUD income level to the next ▪ Racial disparities in Increase from one HUD income level to the next ▪ "Graduate"/Complete a Family Self Sufficiency contract of participation ▪ Purchase a home • Track Family Self Sufficiency advisory committee meeting attendance by partner to measure community representation in formal HUD family self-sufficiency program • Re-initiate "opt out" model of Family Self-Sufficiency program at Permanent Supportive Housing sites when EID is discontinued in December of 2023. • Expand Family Self Sufficiency program into HUD Multifamily sites • Promote food security through Resident Services food programs tailored to each population and working with Food for Lane County to set up a central pantry of self-stable food for resident access. • Expand the teen internship program to one additional Public Housing property • Create official digital and printed copies of community resources including DaisyChain, ParentingNow, etc. for youth specific needs and parenting resources • Partner with local lenders to promote Section 8 Homeownership programs through a bilingual Section 8 Homeownership briefing video and learn about strategies for homeownership with record high home prices • Create 60-second spotlights for Resident Services, Family Self-Sufficiency, and Section 8 Homeownership programs at quarterly All-Staff meetings • Train all staff that interact with participants and feedback annually and at onboarding on how to use Family Self Sufficiency as a launchpad for the Section 8 Homeownership program • Create a bilingual Section 8 Homeownership briefing video. • Connect with community partners for youth training and workforce development opportunities. |
| <p>Lead and Grow Ethically</p> | <ul style="list-style-type: none"> • Host Hollaback Bystander Intervention training for our housing communities. • Using cooling assessment, build strategy to increase AC and Ductless Heat Pumps (DHP) access in all apartments and community rooms. • Apply for GGRP funds for HUD Multifamily Housing sites to increase energy saving measures. • Refine and improve resident emergency response procedures and resources. • Build out staff and resident training to increase resiliency and emergency response systems • Continue to develop site evacuation plans. • Finish translation of vital documents as defined by the Language Access Plan. • Review access to community room computers. • Provide training/resident support sessions to introduce Yardi portals. • Expedite pre-determined Reasonable Accommodations directly to Property Managers instead of waiting in the queue. • Partner with Transponder to support participants and applicants who don't use their legal name. • Continue research viability of and cost of self-managing our Permanent Supportive Housing communities, keeping in mind the context of how Permanent Supportive Housing communities will differ from our current Public Housing properties. • Continue work on Bridges on Broadway as initial property to self-manage. • Explore partnerships for providing Qualified mental Health Provider (QMHP) and Care Coordination Organization (CCO) billing services. • Increase hiring of front-line staff who are bilingual in Spanish across all divisions but with a focus on Supportive Housing & Maintenance classifications. Have evergreen job postings, referral cards, or a way to inquire, or get on an interest list outside of normal jobs postings. |

Secondary Tactics

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| Listen to our Communities | <ul style="list-style-type: none">• (Communications) Communicate software changes for Yardi Voyager that are public facing.• (Real Estate Development) Work with Rent Assistance and Supportive Housing to publish the accessibility report based on the survey conducted to make it easier for people who need accessible units to get them.• (Real Estate Development) Work with Third-Party Property Management Companies and Homes for Good Resident services to create shared vision for properties to include adoption of three-way Memorandum of Understandings and two combined trainings or community events.• (Real Estate Development) Create processes for responding to instances of discrimination at properties we own and manage. This will include a crisis team that will bring in community partners to address and manage situations to find solutions.• (Real Estate Development) Develop processes with Third-Party Property Management Companies and Homes for Good Resident Services to allow ongoing feedback loop between residents, Homes for Good staff, and Property Management.• (Real Estate Development) Work with Third-Party Property Management Companies and Homes for Good Resident services to create shared vision for properties to include adoption of three-way Memorandum of Understandings and two combined trainings or community events. |
| Tell the Human Story | |
| Create Pathways to Self-Sufficiency | |
| Lead and Grow Ethically | <ul style="list-style-type: none">• (Real Estate Development) Utilize the funding from programs like the Community Heat Pump Deployment Program and the Landlord Provided Cooling Space Initiative to provide AC or cooling centers for our residents. |

Real Estate Development, Asset Management, CAP

Primary Tactics

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| <p>Listen to our Communities</p> | <ul style="list-style-type: none"> • Develop processes with Third-Party Property Management Companies and Homes for Good Resident Services to allow ongoing feedback loop between residents, Homes for Good staff, and Property Management. • Continue building our relationship with the Confederated Tribes of the Coos, Lower Umpqua, and Siuslaw Indians with the goal of entering a MOU or other formal partnership to provide housing or partnering in the development of housing at the Field on Quince. • Meet with established culturally specific organizations at least quarterly to build relationships and work towards deeper engagement with project development. • Collaborate with Rent Assistance to develop a comprehensive list of non-profit partners to further engagement with culturally specific organizations. The goal of this engagement will be to assess how best we can serve the expectations for Oregon Housing and Community Services (OHCS) funding applications and the clients of culturally specific organizations who need housing. • Determine the appropriate number of accessible units for all new construction developments based on need in community and targeted populations. • Create a documented plan for implementing Universal Design and accessibility features for all new developments. This will include targeted outreach to people with disabilities to gain feedback on the accessibility of our housing. • Work with Rent Assistance and Supportive Housing to publish the accessibility report based on the survey conducted to make it easier for people who need accessible units to get them. • Work with Third-Party Property Management Companies and Homes for Good Resident services to create shared vision for properties to include adoption of three-way Memorandum of Understandings and two combined trainings or community events. • Create processes for responding to instances of discrimination at properties we own and manage. This will include a crisis team that will bring in community partners to address and manage situations to find solutions. • Provide trauma informed care training for Third-Party Property Management staff. |
| <p>Tell the Human Story</p> | |
| <p>Create Pathways to Self-Sufficiency</p> | <ul style="list-style-type: none"> • Identify the type of housing we can and should be producing in the next 5 to 10 years by: <ol style="list-style-type: none"> 1. Identifying funding streams for different housing types, including an approach for smaller projects and scaling projects for rural areas. 2. Discussing with the communities their need for housing, and what housing types fit those needs. 3. Identifying and partnering with organizations that may specialize in housing types that Homes for Good haven't developed in the past. • Adopt an Equitable Contracting Initiative Implementation Plan and Program Guide. Work with Communications to build educational materials for both internal and external partners to roll this out. This will include providing a contractor landing page on our website and specific procedures based on staff job positions. Develop and roll out training for staff. • Identify and train internal staff to assist with Certification Office for Business Inclusion and Diversity (COBID) • certifications including bilingual assistance. • Collaborate in developing and participating in quarterly outreach events through Contracting Alliance for Diversity & Equity (CADE) Business Accelerator meetings and Oregon Association of Minority Entrepreneurs (OAME) |
| <p>Lead and Grow Ethically</p> | <ul style="list-style-type: none"> • Utilize the funding from programs like the Community Heat Pump Deployment Program and the Landlord Provided Cooling Space Initiative to provide air conditioning or cooling centers for our residents. • Identify and utilize funding sources available for resiliency and sustainability in existing and new communities. |

Secondary Tactics

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| Listen to our Communities | <ul style="list-style-type: none">• (Communications) Target outreach through events and other methods to get more contractors and subcontractors on our email list to be notified when Bids are open. |
| Tell the Human Story | |
| Create Pathways to Self-Sufficiency | <ul style="list-style-type: none">• (Supportive Housing) Continue building partnerships with school districts to support youth in our communities.• (Supportive Housing) Connect with community partners for youth training and workforce development opportunities. |
| Lead and Grow Ethically | <ul style="list-style-type: none">• (Supportive Housing) Continued research viability of and cost of self-managing our Permanent Supportive Housing communities, keeping in mind the context of how Permanent Supportive Housing communities will differ from our current Public Housing properties.• (Supportive Housing) Continue work on Bridges on Broadway as initial property to self-manage. |

Energy Services

Primary Tactics

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| Listen to our Communities | <ul style="list-style-type: none"> Based on feedback from constituents, updating and simplifying the Weatherization application on the Homes for Good website, as well as adding a method to collect feedback within the application Do targeted outreach to the populations identified as highest need according to the Climate and Economic Justice mapping tool. Attend two events each year in partnership with culturally specific organizations |
| Tell the Human Story | |
| Create Pathways to Self-Sufficiency | |
| Lead and Grow Ethically | <ul style="list-style-type: none"> Procure a consultant to help identify and apply to Climate Justice and Carbon Reduction grants to develop an internal Sustainability and Carbon Neutrality strategy for the next 5 years. Utilize a Climate and Economic Justice Map to identify the most vulnerable populations and plan to use that for Waitlist prioritization and targeted outreach Climate & Economic Justice Screening Tool. Utilize the funding from programs like the Community Heat Pump Deployment Program and the Landlord Provided Cooling Space Initiative to provide AC or cooling centers for our residents. Identify and apply for at least one grant to begin the process of electrifying our auditor fleet. |

Secondary Tactics

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| Listen to our Communities | |
| Tell the Human Story | |
| Create Pathways to Self-Sufficiency | <ul style="list-style-type: none"> (Real Estate Development) Utilize the funding from programs like the Community Heat Pump Deployment Program and the Landlord Provided Cooling Space Initiative to provide AC or cooling centers for our residents. (Supportive Housing) Create a baseline for water & air filtration & air in individual participant homes to improve or track in future years. |
| Lead and Grow Ethically | <ul style="list-style-type: none"> (Supportive Housing) Using cooling assessment, build strategy to increase air conditioning and Ductless Heat Pumps (DHP) access in all apartments and community rooms. (Supportive Housing) Apply for GGRP funds for HUD Multifamily Housing sites to increase energy saving measures. |



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 07/26/2023

AGENDA TITLE: Resident Access to Cooling Data

DEPARTMENT: Executive

CONTACT : Wakan Alferes

EXT:

PRESENTER: Wakan Alferes and Steve Ochs

EXT:

ESTIMATED TIME : 10

- ORDER/RESOLUTION
- PUBLIC HEARING/ORDINANCE
- DISCUSSION OR PRESENTATION (NO ACTION)
- APPOINTMENTS
- REPORT
- PUBLIC COMMENT ANTICIPATED

Approval Signature

EXECUTIVE DIRECTOR:

DATE:

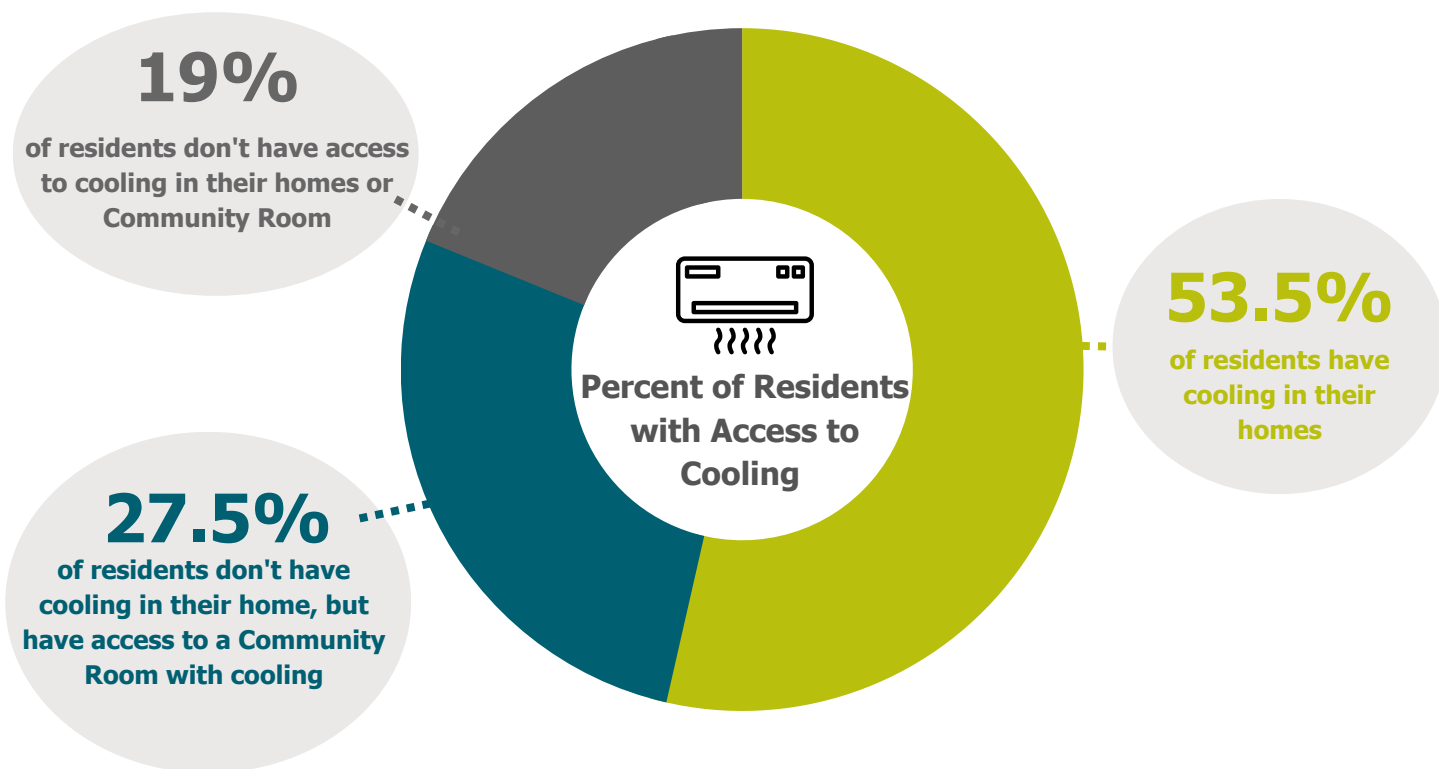
LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:

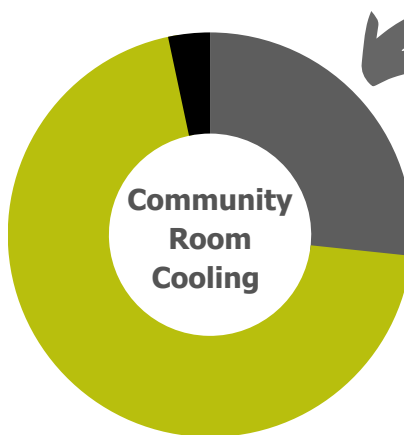
Homes for Good Resident Access to Cooling



70% of Community Rooms have cooling

We are applying for funding for cooling in 27% of the Community Rooms

3% we have not applied for funding and do not have cooling



Where we are applying for Community Room cooling funding

1. Camas Apts.
2. Laurel Gardens
3. Willakenzie Townhomes
4. Turtle Creek
5. Walnut Park
6. Commons on MLK
7. Lindeborg Place
8. Parkview Terrace

