



## HOMES FOR GOOD BOARD OF COMMISSIONERS' MEETING

Wednesday, February 26<sup>th</sup>, 2026

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# AGENDA

**Homes for Good Housing Agency**

**BOARD OF COMMISSIONERS**

**Location of the meeting:**

Homes for Good Administrative Building  
100 W 13<sup>th</sup> Avenue  
Eugene, OR 97401



Teams

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

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## **Wednesday, February 26<sup>th</sup>, 2025, at 1:30pm**

The February 26<sup>th</sup>, 2025 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.

### **Teams Meeting:**

Join Meeting: [Link](#)

Meeting ID: 233 949 250 95

Passcode: BHWRbS

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Dial-In: +1 689-206-0388,,817935186#

Phone Conference ID: 817 935 186#

Guide to Using Teams: [Link](#)

## **1. PUBLIC COMMENTS**

Maximum time 30 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.

**PLEASE NOTE:** *The Homes for Good Board of Commissioners is a policy advisory body to Homes for Good and is not designated to resolve issues in public meetings. The Board will not discuss or make decisions immediately on any issue presented.*

## **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. Quarterly Employee Excellence Award

## **8. CONSENT AGENDA**

- A. Approval of 01/29/2025 Board Meeting Minutes

## **9. PRESENTATION**

Homes for Good Auditor Berman Hopkins Entrance Review  
(Berman Hopkins) (Estimated 20 minutes)

## **10. ORDER 25-26-02-01H**

In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from Oregon Housing & Community Services for the Florence Quince Street Site  
(Elena Coleman, Project Developer) (Estimated 20 minutes)

## **11. PRESENTATION**

HUD Annual Plan Overview  
(Beth Ochs, Rent Assistance Director) (Estimated 25 minutes)

**12. PRESENTATION**

Strategic Equity Plan – Six Month Progress Report  
(Equity Strategy Team) (Estimated 20 minutes)

**13. PRESENTATION**

Introduction to the Financial Sustainability Roadmap  
(Jacob Fox, Executive Director) (Estimated 30 minutes)

**14. OTHER BUSINESS**

Adjourn.

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We know the Homes for Good Board members have concerns about how our funding from The Department of Housing and Urban Development might be negatively impacted by the memos and executive orders coming from the White House Executive Offices starting on Monday, January 27th 2025. The people that are served by our federally subsidized rent assistance programs, our employees and our Board members have questions and concerns about these memos and executive orders. The concerns have been centered around whether these memos and executive orders will negatively impact the people we serve by preventing us from receiving our funding and whether funding disruptions could put our jobs at risk. The bottom line is that our funding has not been disrupted and all of our programs are operating normally at this time.

It is important to understand that Homes for Good is not a federal agency. We're also not a federal contractor governed by the Office of Federal Contract Compliance, so we are not subject to the executive orders or the blocked OMB memo. Homes for Good is obligated to comply with state and federal laws, and we are doing so.

Over the past few weeks the Management Team has been discussing how we respond to the people we serve and our employees who are concerned about these executive orders and how the media is reporting the potential impacts of the executive orders that are being issued. Our plan with the people we serve and our employees is to issue communications when we have facts to pass along that are specific to federal regulatory changes or funding reductions. If media or a political party communicate that there are cuts or policy changes that may impact our work we will not issue a communication until we have facts that can back up the communication. Currently our work, policies and commitment to being in service to our community remain unchanged.

HUD has shared potential funding projections for CY25 that suggest a possible reduction in our HAP funding, though the exact amount remains uncertain. For CY2025, HUD is currently proposing funding at 97.5% or 88.59%. In recent years funding has been in the 99th percentile. Given these potential reductions, it is important that Homes for Good receives the required paperwork from families by the specified deadlines. As costs in the community continue to rise, and with potential funding cuts, it's important that we report accurate expenses to HUD on a monthly basis. Late submissions can result in missed reporting windows, which may impact our ability to maintain subsidy assistance for families who miss deadlines for paperwork required by federal statute and regulation.



*Photos of Lazy Days February 2025*



**HOUSING AGENCY**

**NEWS REPORTS FEBRUARY 2025**

## **6 Affordable Housing Projects in Eugene and Springfield to get funds or a Tax Exemption**

The Eugene City Council approved funding and tax exemptions for six affordable housing projects to address the local housing crisis. Using federal HOME funds and local incentives, the projects will create housing for low-income individuals, previously incarcerated people, and those with mental health or substance abuse challenges. Notable developments include "The Coleman," offering 51 units for formerly incarcerated residents, and "Laurel Hill Center River Road Housing," with 35 units for individuals with disabilities. Additional tax-exempt projects will add 192 new units.

Link:

<https://djcoregon.com/news/2024/11/15/affordable-housing-complex-rising-in-eugene/>

## **Oregon passed expensive legislation supporting renters facing housing crisis. Eviction cases are still climbing**

Despite Oregon's significant legislative efforts to support renters amid a housing crisis, cases of eviction have escalated from an average of 1,500 per month in 2019 to over 2,300 per month in 2024. The surge in eviction highlights the challenges faced by many working families who struggle to keep up with rising rents, even with wage gains. While tenant advocates emphasize the need for more robust protections, property management representatives argue that recent legislative changes have inadvertently exacerbated the problem, leading landlords to increase rents, pursue evictions, or sell properties. This complex situation underscores the ongoing tension between providing tenant support and maintaining a viable rental market.

Link:

<https://www.opb.org/article/2025/01/29/oregon-housing-renters-land-lords-politics-homelessness-rent-renters-eviction/>

### **Lazy Days reopens, offering displaced Blue River residents a way home**

Lazy Days Mobile Home Park in Blue River has reopened, providing housing for residents displaced by the 2020 Holiday Farm Fire. The park now features updated infrastructure and new modular homes, offering a fresh start for the community. This redevelopment is part of ongoing efforts to rebuild areas affected by wildfire, aiming to restore a sense of normalcy and stability for those who lost their homes.

Link:

[https://www.kezi.com/news/lazy-days-reopens-offering-displaced-blue-river-residents-a-way-home/article\\_ebb9d0d8-e03e-11ef-82c6-3bda90dcdacd.html](https://www.kezi.com/news/lazy-days-reopens-offering-displaced-blue-river-residents-a-way-home/article_ebb9d0d8-e03e-11ef-82c6-3bda90dcdacd.html)

### **Local nonprofit unveils 20 homes at RV park for families displaced by 2020 fire**

Homes for Good, Lane County's housing agency, recently unveiled 20 new homes at the Lazy Days RV Park in Blue River, Oregon, to provide housing for families displaced by the 2020 Holiday Farm Fire. The grand opening event included a bus program and tours of the new modular homes, showcasing the organization's commitment to supporting community recovery efforts

Link:

<https://nbc16.com/news/local/local-nonprofit-unveils-20-homes-at-rv-park-for-families-displaced-by-2020-fire#>

<https://kval.com/news/local/local-nonprofit-unveils-20-homes-at-rv-park-for-families-displaced-by-2020-fire#>

### **Homes for Good opens rebuilt housing community for fire survivors on McKenzie River**

Homes for Good, Lane County's housing agency, has rebuilt the Lazy Days Mobile Home and RV Park near Blue River, Oregon, which was destroyed in the 2020 Holiday Farm Fire. The new Lazy Days Community features 20 modular homes with fire-resistant designs, ready for occupancy, with plans for an additional 10 units by April. Priority housing is offered to those displaced by the

fire, especially former residents of the original park. The project aims to transition to resident ownership and management, fostering a resilient community.

Link:

<https://www.klcc.org/housing-homelessness/2025-02-02/homes-for-good-opens-rebuilt-housing-community-for-fire-survivors-on-mckenzie-river>

<https://www.opb.org/article/2025/02/02/lazy-days-community-holiday-farm-fire/>





# EXCELLENCE AWARD

JANUARY 2025





# EXCELLENCE AWARD

JANUARY 2025

I AM THRILLED TO NOMINATE LACEY FOR THE EXCELLENCE AWARD. SINCE JOINING OUR TEAM, SHE HAS CONSISTENTLY GONE ABOVE AND BEYOND, DEMONSTRATING EXCEPTIONAL DEDICATION, TEAMWORK, AND CARE FOR EVERYONE SHE INTERACTS WITH.

SEVERAL MONTHS AGO, LACEY STEPPED OUTSIDE HER ROLE AS ADMINISTRATIVE ASSISTANT TO TAKE ON THE COMPLEX RESPONSIBILITY OF INVOICING LANE COUNTY DURING A CRITICAL TRANSITION PERIOD FOR OUR FINANCIAL TEAM. HER WILLINGNESS TO TAKE ON THIS CHALLENGING TASK ENSURED EVERYTHING STAYED ON TRACK, SHOWCASING HER COMMITMENT AND ADAPTABILITY.

LACEY IS A TRUE TEAM PLAYER, ALWAYS MAKING SURE COLLEAGUES HAVE WHAT THEY NEED TO SUCCEED AND TREATING PROGRAM PARTICIPANTS WITH THE UTMOST RESPECT. SHE FOSTERS A CULTURE OF INCLUSIVITY, GOING OUT OF HER WAY TO MAKE EVERYONE FEEL WELCOMED—WHETHER IT'S BY USING THE CORRECT PRONOUNS OR ENCOURAGING OTHERS TO DO THE SAME. HER WARMTH AND ADVOCACY CREATE AN ENVIRONMENT WHERE EVERYONE FEELS VALUED.

BEYOND ENERGY SERVICES, LACEY IS ALWAYS READY TO PITCH IN, WHETHER IT'S ASSISTING THE RESIDENT SERVICES TEAM WITH FOOD DELIVERIES, PARTICIPATING IN WEATHERIZATION WORKSHOPS, OR HELPING AT COMMUNITY EVENTS, LIKE COMMUNITY NIGHT OUT. ONE OF HER MOST IMPRESSIVE CONTRIBUTIONS THIS YEAR WAS HER PIVOTAL ROLE IN THE NORTHWEST NATURAL PILOT PROJECT, WHERE SHE TOOK ON MULTIPLE RESPONSIBILITIES AND HELPED ENSURE THE PROJECT WAS A COMPLETE SUCCESS.

WE ARE INCREDIBLY LUCKY TO HAVE LACEY ON OUR TEAM. HER DEDICATION, RESPECT, AND POSITIVE ENERGY INSPIRE US ALL, AND I CAN'T THINK OF ANYONE MORE DESERVING OF THIS RECOGNITION.

ESTEBAN MONTERO CHAGON  
ENERGY SERVICES DIRECTOR



# EXCELLENCE AWARD

JANUARY 2025





# EXCELLENCE AWARD

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JANUARY 2025

RACHEL HAS DEMONSTRATED EXCEPTIONAL PROFESSIONAL EXCELLENCE BY LEADING THE IMPLEMENTATION OF YARDI PAYSCAN, REVOLUTIONIZING OUR ORGANIZATION'S INVOICE PROCESSING WORKFLOW. WORKING COLLABORATIVELY WITH JOSH FROM IT, SHE SUCCESSFULLY DECOMMISSIONED OUR OUTDATED, INEFFICIENT MANUAL APPROVAL SYSTEM. IN ADDITION TO THE TRANSITION TO SOFTWARE RACHEL COLLABORATED WITH COLLEAGUES TO CREATE THE ACCOUNTS PAYABLE TOOLKIT – WHICH CREATED A PROCEDURAL AVENUE FOR ALL EMPLOYEES TO BE ABLE TO COMPLETE FORMS, CODE AND PROCESS INVOICES IN A MORE ACCURATE AND EFFICIENT WAY. BY CHAMPIONING THIS DIGITAL TRANSFORMATION, RACHEL HAS ENHANCED OUR OPERATIONAL EFFICIENCY AND POSITIONED OUR AGENCY AT THE FOREFRONT OF TECHNOLOGICAL INNOVATION IN FINANCIAL MANAGEMENT.

ELA KUBOK  
DEPUTY DIRECTOR

## **MINUTES**

### **Homes for Good Housing Agency**

#### **BOARD OF COMMISSIONERS**

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**Wednesday, January 29<sup>th</sup>, 2025, at 1:30 p.m.**

Homes for Good conducted the January 29<sup>th</sup>, 2025, 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 comments, and listen to the call.

#### **CALL TO ORDER**

Board Members Present:

**Heather Buch**

**Michelle Thurston**

**Justin Sandoval**

**Pat Farr**

**Kirk Strohman**

**Chloe Chapman**

**Larissa Ennis**

**Joel Iboa**

**Destinee Thompson**

Board Members Absent:

*None*

**Quorum Met**

## 1. PUBLIC COMMENT

*None*

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

*None*

## 3. ADJUSTMENTS TO THE AGENDA

*None*

## 4. COMMISSIONERS' BUSINESS

### A. Appointment of Board Chair

In accordance with the Homes for Good Bylaws Article II Section 2, "The Chairperson of the Agency shall be elected annually by majority vote of the Agency Board at its first meeting in January."

### Discussion Themes

- Before the board governance change in 2022 the board chair would be the two (2) commissioners served by Homes for Good programs and vice chair would be the vice chair of the Lane County Board of County Commissioners.
- Vision moving forward is the vice chair moves into the chair position.
- **Michelle Thurston** nominated **Larissa Ennis** as Board Chair

### Vote Tabulations

Motion: **Michelle Thurston**

Second: **Pat Farr**

Discussion:

- **Chloe Chapman** says thanks to **Michelle Thurston** for her service and stepping into the role during some historically difficult and emotional times for the board. Additional appreciation for **Larissa Ennis'** willingness, thoughtfulness and engagement thus far with the board.
- **Pat Farr** expresses thanks to **Michelle Thurston** for her service and especially support during the transition of the governance board
- **Kirk Strohman** states the bylaws are in the process of being reviewed. If approved the changes will be helpful in moving forward in determining roles. Additionally, he expressed appreciation for **Michelle Thurston** and her hard work, and he looks forward to **Larissa Ennis** stepping into the Chair role.

Ayes: **Heather Buch, Chloe Chapman, Larissa Ennis, Pat Farr, Joel Iboa, Justin Sandoval, Kirk Strohman, Destinee Thompson, Michelle Thurston**

Abstain: *None*

Absent: *None*

**Appointment of Larissa Ennis as Board Chair was approved [9/0/0]**

B. Appointment of Board Vice Chair

In accordance with Article II Section 2 of the Homes for Good Bylaws, "The Vice Chairperson of the Agency shall be elected annually by the majority vote of the Agency Board at its first meeting in January".

**Discussion Themes**

- **Chloe Chapman** nominated **Destinee Thompson** as Board Vice Chair
- **Kirk Strohman** asks **Larissa Ennis** and **Destinee Thompson** what their goals are as they step into the roles of Chair and Vice Chair
  - **Destinee Thompson** is interested in learning more side-by-side with the Chair and supporting the goals of the board and the Agency
  - **Larissa Ennis** desires to be in support of the organization and specifically the Executive Director. The hope is to be able to provide advocacy and collaboration to determine where board members can "plug-in" and provide additional support.
- **Jacob Fox** addresses the involvement Michelle has had on a legislative level to advocate for Homes for Good and the community. There is hope that Michelle can continue her community involvement and advocacy work.

**Vote Tabulations**

Motion: **Chloe Chapman**

Second: **Michelle Thurston**

Discussion:

- **Chloe Chapman** is excited to have Destinee step into the vice chair role – she has been a natural fit to this board since she joined.
- **Larissa Ennis** expresses excitement to have Destinee to step into a new leadership role and to work together.

Ayes: **Heather Buch, Chloe Chapman, Larissa Ennis, Pat Farr, Joel Iboa, Justin Sandoval, Kirk Strohman, Destinee Thompson, Michelle Thurston**

Abstain: *None*

Absent: *None*

**Appointment of Destinee Thompson as Board Vice Chair was approved  
[9/0/0]**

- C. Homes for Good Subcommittee/Ad Hoc Committee Member Assignments  
Assignments don't need to be confirmed during the meeting. But as the work continues for each subcommittee and ad hoc committee. The selected number of committee members is strategic to ensure that a quorum is not present and mitigate any opportunities for decisioning.

Discussion:

- **Jacob Fox** recommends that the Chair be on the Finance Subcommittee
- **Destinee Thompson** would like to join the SEP ad hoc committee and step down from the Finance Subcommittee
- **Joel Iboa** would like to discuss in the future what other Public Housing Authorities are doing for committee work on their boards.
- **Michelle Thurston** is willing to step down from that committee to allow opportunities for other members to participate

## 5. EMERGENCY BUSINESS

*None*

## 6. EXECUTIVE SESSION

*None*

## 7. ADMINISTRATION

### A. Executive Director Report

**Jacob Fox** discussed the community event Homes for Good had an opportunity to attend in January. Staff participated in the State of the County and State of the City of Eugene addresses. Homes for Good is eager for opportunities to collaborate with new City of Eugene mayor, Kaarin Knudson in addressing housing needs in the community.

Commissioner Kirk Strohman has been reappointed for a four-year term as approved by the Lane County Board of County Commissioners meeting on January 7<sup>th</sup>, 2025 – we appreciate Kirk for his service and are grateful for his expertise and oversight.

The Homes for Good Leadership Team held a two-day retreat with the focus on developing a financial sustainability roadmap. As part of enhancing the Agency's financial management, a financial controller position was created, with Sean Pearson joining our team in January

There will need to be a special board meeting February 12<sup>th</sup> (add a separate meeting for 30 mins prior to the Finance Committee meeting) to discuss the Firwood Ductless Heat Pump Project. The details of the procurement process and selected contractor were not available for the January 29<sup>th</sup> board meeting, but a board review will be needed prior to the February 26<sup>th</sup> board meeting.

Ollie Court is on schedule and on budget. Bridges on Broadway has encountered some unforeseen circumstances with building conditions (not built to code) which

has exhausted the project contingency. The Real Estate Development team discovered opportunities for cost savings in supplies and if needed will reach out to Oregon Housing & Community Services (OHCS) for additional funding if needed.

### **Discussion Themes**

- The hope and continued efforts for Homes for Good to leverage and utilize funds available for Energy Services and weatherization.

#### B. Employee of the Year Award

Supportive Housing Director, **Wakan Alferes** & Real Estate Development Director, **Audrey Banks** present the Employee of the Year Award to Project Developer, **Will Hartley**.

## **8. CONSENT AGENDA**

### A. Approval of 12/18/24 Board Meeting Minutes

#### **Vote Tabulations**

Motion: **Kirk Strohman**

Second: **Justin Sandoval**

Discussion: *None*

Ayes: **Heather Buch, Chloe Chapman, Larissa Ennis, Pat Farr, Joel Iboa, Justin Sandoval, Kirk Strohman, Destinee Thompson, Michelle Thurston**

Abstain: *None*

Absent: *None*

**The 01/29/25 Consent Agenda was approved [9/0/0]**

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## 9. PRESENTATION: Bioculture Health Indices Research for PSH Residents

*UO Associate Professor of Anthropology, Dr. Jo Weaver Presenting*

### **Overview**

Dr. Weaver is conducting research to develop an understanding of different factors that can impact health amongst people experiencing homelessness. This research compares experiences of people living with unsheltered homelessness, sheltered homelessness and permanent supportive housing.

Links: <https://blogs.uoregon.edu/weaverlab/houselessness-research/>

### **Discussion Themes**

- Funding source: National Science Foundation
- A large enough sample should be expected within the year. Presentations will be given at neighborhood association meetings, city and county level. The data will also be published and distributed to participants and policy makers
- It is possible to reproduce this project and work elsewhere if the funding is available. This is increasing network development along the west coast. There is hope of having a larger research network overall.
- Forced displacement in the study is defined currently as: "How many time in last 3-6 have they been required to move against their will".
- **Heather Buch** requests to stay informed on future presentations and networking engagements and is willing to offer additional support.

**No action needed.**

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**10. ORDER 25-29-01-01H: In the Matter of Approving Contract 25-C-00014 Lazy Days Park Model Construction Contract with Palm Harbor**

*Real Estate Development Director, Audrey Banks Presenting*

**Overview**

The Lazy Days site will have 10 park model RV homes on the property. Phase I was the completion of the site work and installation of modular homes. Phase II is the delivery of the park model RV's.

They look like tiny homes but are built to the RV code (different from the modular home code). They will be designed and match the modular homes to maintain a cohesive site design.

Homes for Good is working with the manufacturer and general contractor to ensure they are registered appropriately with the DMV. While they are RV homes, they will be permanently affixed with utility hook-ups. These models are designed for 1-2 occupants.

Three (3) proposals were submitted and there were significant variations in price due to the range of options in design. Palm Harbor scored the highest – and specializes in RV homes. The Real Estate Development team had the opportunity to visit their production site and tour a model home.

**Discussion Themes**

- Gap funding plans

**Vote Tabulations**

Motion: **Kirk Strohman**

Second: **Larissa Ennis**

Discussion: Approval of this order will allow a deposit to be made for the purchase of the RV homes. Even with board approval until the funding negotiations with OCHS have been completed, guaranteed, and available a deposit will not be given to Palm Harbor.

Ayes: **Heather Buch, Chloe Chapman, Larissa Ennis, Pat Farr, Joel Iboa, Justin Sandoval, Kirk Strohman, Destinee Thompson, Michelle Thurston**

Abstain: *None*

Absent: *None*

**ORDER 25-29-01-01H was approved [9/0/0]**

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**11. ORDER 25-29-01-02H: In the Matter of Updating the Administrative Plan and the Admissions and Continued Occupancy Plan - Distributions from Non-Revocable Trusts**

*Rent Assistance Director, Beth Ochs Presenting*

**Overview**

According to Housing Opportunity Modernization Act (HOTMA) principal funds dispersed from a non-revocable trust are not to be considered a source of income – but interest from the trust will be considered income. Until December 2024 HUD had not authorized the use of the policy.

With HUD approval and court precedence in program participants prevailing that the funds are not considered reportable income, the approval will eliminate the ongoing administrative burden and legal costs as a result.

**Discussion Themes**

- Limits to trust amounts
- Upcoming HOTMA changes that include additional assets beyond income considerations for programmatic qualifications
- If the approval of this order creates issues moving forward the board should be informed

**Vote Tabulations**

Motion: **Chloe Chapman**

Second: **Destinee Thompson**

Discussion:

Ayes: **Heather Buch, Chloe Chapman, Larissa Ennis, Pat Farr, Joel Iboa, Justin Sandoval, Kirk Strohman, Destinee Thompson, Michelle Thurston**

Abstain: *None*

Absent: *None*

**ORDER 25-29-01-02H was approved [9/0/0]**

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## **12. PRESENTATION: Audit Corrective Action Plan Update**

*Finance Director, Dan Temmesfeld & Deputy Director, Ela Kubok Presenting*

### **Overview**

Engagement with Clifton Larson Allen has been reduced based on the needs of the Finance Team. Most recently the Finance Team has been working on the REAC submission, which is the annual unaudited financial submission to HUD. It was submitted in November, a rejection was received, and a resubmission was completed and accepted. If there any delays to this goal, the board will be kept apprised.

This REAC submission is what triggers the commencement of the Agency financial audit. With the acceptance of REAC, this allows the audit process to begin 2-3 months earlier than usual. The Agency is still on track to meet the March audit submission deadline.

There are a few bank reconciliations for fiscal year 2024 that are still under review. They are estimated to be completed the following week. As part of the month-end close process, bank reconciliations for fiscal year 2025 have commenced (specifically October 2024 and November 2024).

The auditors, Berman Hopkins, will attend the February 26<sup>th</sup> board meeting.

### **Discussion Themes**

- Encouraged by the progress of the Finance Team especially with the addition of **Dan Temmesfeld** (Finance Director) and **Sean Pearson** (Controller)
- The board is available to provide additional support as needed

**No action needed.**

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### **13. OTHER BUSINESS**

[**Chloe Chapman**] Concern regarding Executive Orders at the federal level  
Executive Orders that could have an impact on Homes for Good have been rejected by the courts. **Ela Kubok** and **Jordyn Shaw** are working on a communications plan (public-facing, staff-facing, and board-facing) It is possible that there could be impact to funding sources – but at this time it's unclear what is factual.

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**Meeting adjourned at 3:51 p.m.**  
*Minutes Taken By: Jasmine Leary Mixon*



# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 02/26/2025

**AGENDA TITLE:** Homes for Good Auditor Berman Hopkins Entrance Review

**DEPARTMENT:** Executive

**CONTACT :** Dan Temmesfeld

**EXT:** 2525

**PRESENTER:** Laura Anne Pray - Berman Hopkins

**EXT:** --

**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 "JAF", is written over a horizontal line.

**DATE:** 2/19/25

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**






**DATE:**



# AUDIT PRESENTATION 2024

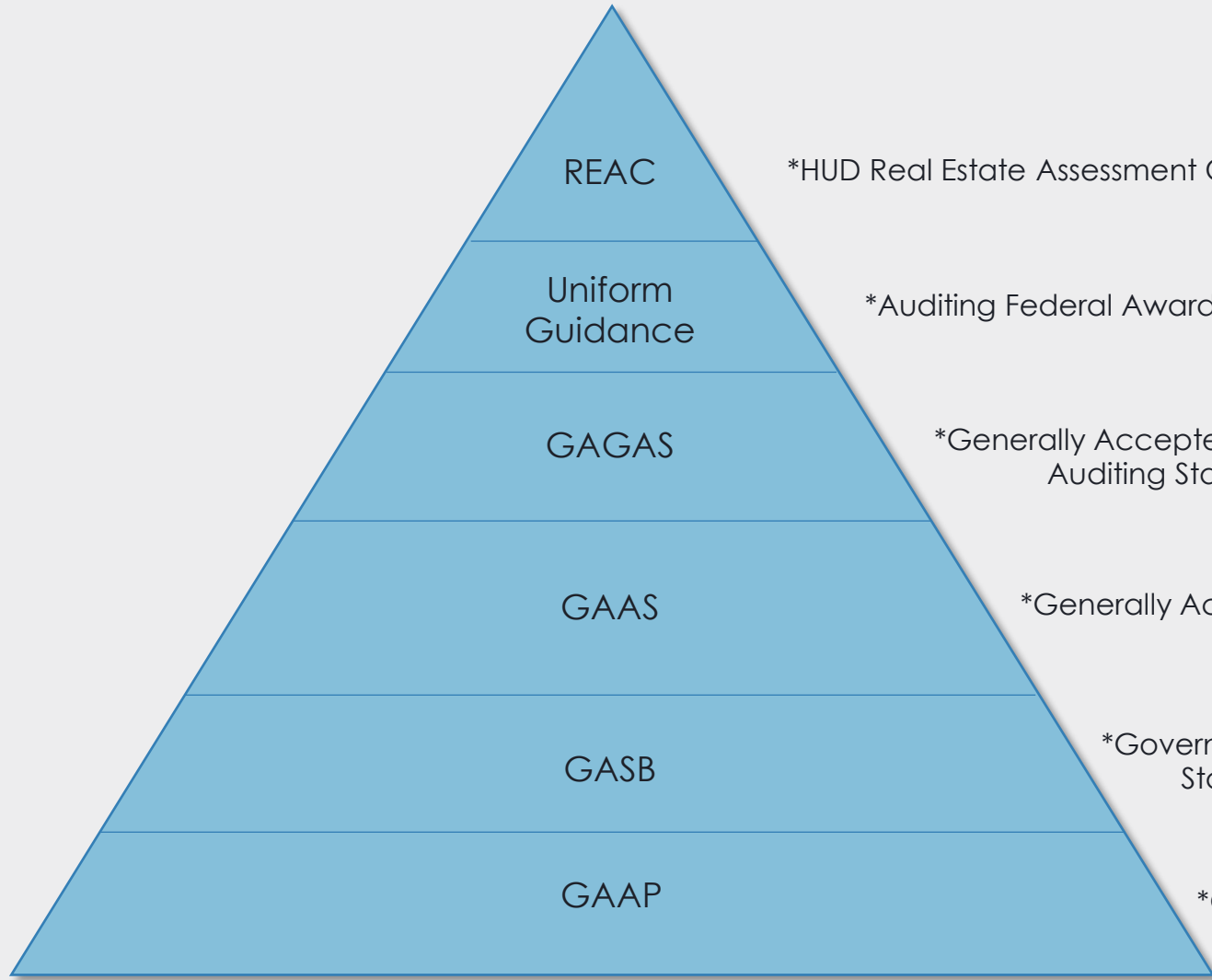
Presented by Berman Hopkins CPAs and Associates, LLP  
Laura Anne Pray, CPA  
Parker Howard



- 1  Introduction
- 2  12-month Period Ended September 30, 2024
- 3  Audit covers Financial as well as Controls and Compliance
- 4  Financial Includes All Programs as One Opinion Unit
- 5  HUD Real Estate Assessment Center ("REAC")

# General Overview + Key Points





\*HUD Real Estate Assessment Center

\*Auditing Federal Awards

\*Generally Accepted Government Auditing Standards

\*Generally Accepted Auditing Standards

\*Governmental Accounting Standards Board

\*Generally Accepted Accounting Principles

Follows  
Governmental  
(and HUD)  
Accounting +  
Auditing  
Guidelines





# Three Levels of Audit Standards

LEVEL 1 – AICPA Audit Standards

- Normal Audit Standards

LEVEL 2 – Government Auditing Standards

- Taxpayer \$s
- Waste
- Abuse
- Reasonable & Necessary








LEVEL 3 – Uniform Guidance (Formerly OMB A-133)

- Federal Awards Compliance for Major Programs



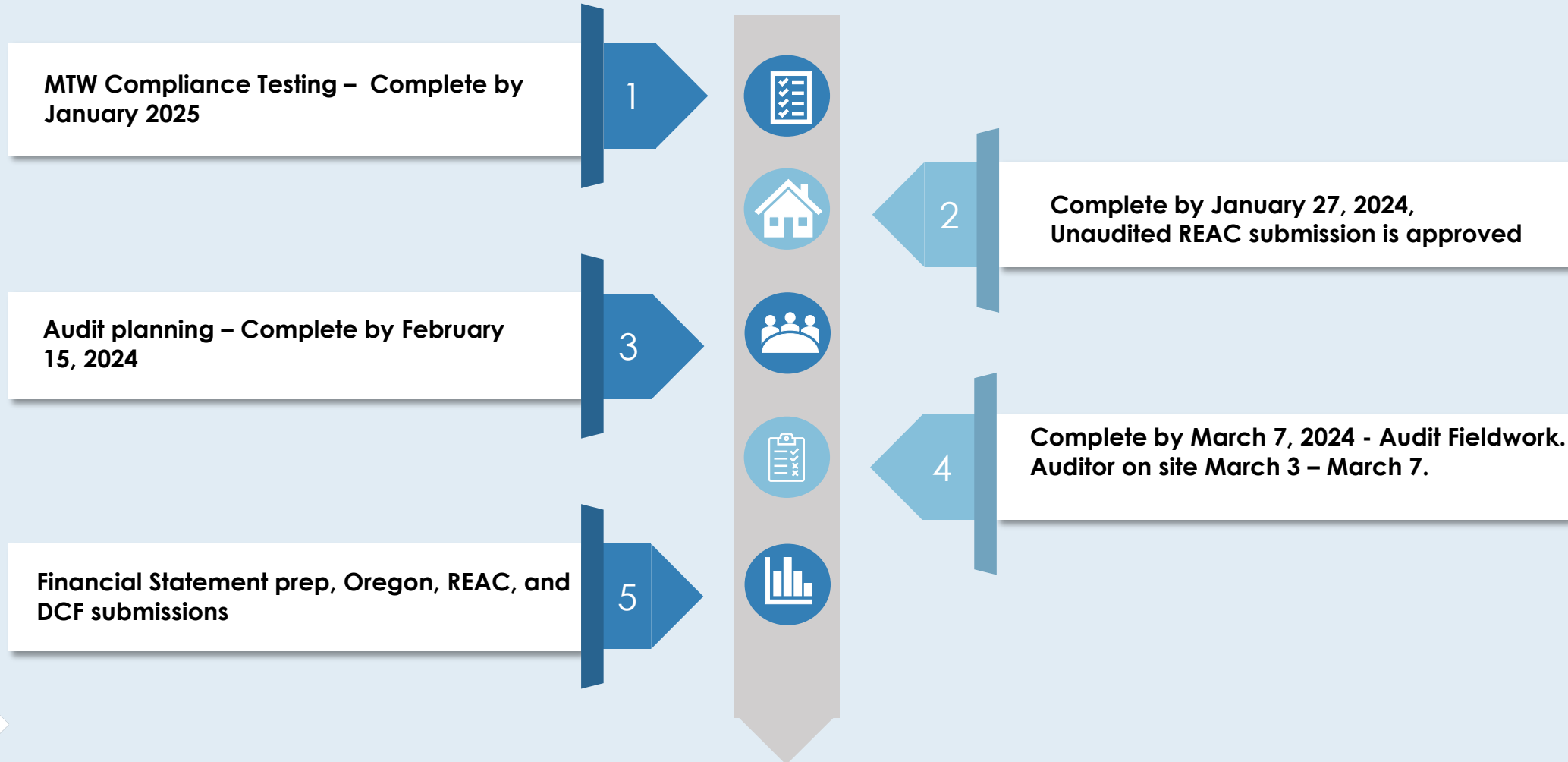


# Identified Significant Risks of Material Misstatement

- 1  Management override of controls
- 2  Revenue recognition
- 3  Restricted net position
- 4  FDS reporting in accordance with HUD guidelines
- 5  Compliance with grant requirements
- 6  Improper eligibility determination for the Moving to Work program relating to Housing Choice Voucher and Public Housing
- 7  Improper usage of funds for Moving to Work program relating to Capital Fund Program



# Timeline



# QUESTION & ANSWER

Laura Anne Pray, CPA  
Parker Howard  
Thank you!





# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 02/26/2025

In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from Oregon Housing and Community Services for the Florence Quince Street Site

**DEPARTMENT:** Real Estate Development Division

**CONTACT :** Elena Coleman

**EXT:**

**PRESENTER:** Elena Coleman

**EXT:**

**ESTIMATED TIME :** 10 Min

- 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 "JAF", is written over a horizontal line.

**DATE:** 2/19/25

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



## **HOMES FOR GOOD MEMORANDUM**

**TO:** Homes for Good Board of Commissioners  
**FROM:** Elena Coleman, Project Developer  
**TITLE:** In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from Oregon Housing and Community Services for the Florence Quince Street Site  
**DATE:** 2/26/2025

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### **MOTION:**

It is moved that the Homes for Good Board of Commissioners authorize the Executive Director or Designee to apply for assistance from Oregon Housing and Community Services for the Quince Street Site in Florence, Oregon.

### **DISCUSSION:**

A. **Issue**

On January 6, 2025, Oregon Housing and Community Services (OHCS) released a Notice of Funding Availability (NOFA) for LIFT Homeownership for new affordable homeownership developments. Applications are due by March 10, 2025. Homes for Good intends to apply for this funding to develop Phase 1 (a new affordable homeownership apartment community) on the Quince Street Site in Florence, Oregon.

One requirement of the NOFA is a board resolution authorizing the sponsor to apply for specific program funds, accepting program regulations and responsibilities, and indicating the authorized signers. This memorandum requests such board authorization.

B. **Background**

On December 7, 2022, Homes for Good purchased the 6.88-acre site at 505 Quince Street in Florence, Oregon for the purpose of developing affordable housing. Homes for Good conducted due diligence on the property and feasibility of different development scenarios.

Homes for Good has worked with BDA Architecture and Planning to develop a conceptual design and Walsh Construction to prepare a budget estimate. The design and housing type was informed by a series of outreach meetings with staff and Florence-area organizations and businesses. Based on this feedback, Homes for Good intends to develop a mix of affordable homeownership condominiums and an affordable rental apartment complex.



The development on this property will be a phased approach – Phase 1 will be development of 30 homeownership units. Phase 2 will be development of 56 affordable rental apartments. Upon completion of both phases of the development, there will be a total of 86 units in three buildings across the 6.88-acre site, with a mixture of one-, two-, and three-bedroom units.

Phase 1 will feature larger bedroom sizes in townhome-style condo flats, all of which will be sold to first-time homebuyers under 80% of area median income. This development will create homeownership and wealth-building opportunities for low- to moderate- income families who otherwise would not be able to afford to purchase a home, especially within the Florence area.

Over the last several years, the cost of market rate properties for sale in Florence have increased at an unsustainable rate for residents that live and work in Florence. Additionally, Lane County remains underbuilt with homeownership opportunities. Development of affordable homeownership community will provide opportunities for members of the community that are 80% AMI or below and unable to purchase a residence.

Phase 2 will feature a 4-story, elevator-served apartment building for households up to 60% area median income. Homes for Good will pursue affordable rental housing funding opportunities to develop Phase 2, likely in Spring 2025.

The property will include plenty of parking, play areas, walking paths, and other amenities. Homes for Good will continue to work with community partners and other stakeholders through the design and development process to ensure the appropriate accessibility, amenities, and services are provided on the site.

### C. **Analysis**

With board approval, Homes for Good will continue efforts in preparing our application for funds to develop the apartment community on Quince Street in Florence, Oregon. Staff will submit our application for the OHCS LIFT Homeownership NOFA by the deadline of March 10, 2025.

If all sources of funding are secured for Phase 1, the estimated timeline is to start construction in early Winter of 2026 with construction completed by May 2028 with all units purchased upon construction completion or shortly thereafter.

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

This project furthers the Strategic Equity Plan (SEP)'s goal of continuing affordable housing production. The design maximizes the number of units that can be fit onsite with a variety of bedroom sizes and unit types. By developing affordable homeownership units, Homes for Good is also experimenting in the types of housing the agency has not developed in the past and creating homeownership and wealth-building opportunities for low-income households.

By developing this complex in Florence, Homes for Good is also working to cultivate relationships and supporting housing production goals with rural communities. Homes for Good is exploring a variety of preferences and partnerships for this project with a particular focus on



preferences that will allow low-income families and Black, Indigenous, and other People of Color (BIPOC) to access this housing and services.

E. **Alternatives & Other Options**

If the board does not approve the order, Homes for Good could revisit development of only rental units on the Quince Street Site as described above and will not apply for affordable homeownership resources through the current OHCS NOFA.

F. **Timing & Implementation**

The funding application is due to Oregon Housing and Community Services (OHCS) on March 10, 2025. Funding award notification is expected by May/June 2025.

Homes for Good will pursue affordable rental housing funding opportunities for Phase 2, likely in Spring 2025.

G. **Recommendation**

It is recommended that the Board of Commissioners approve the attached board order to allow Homes for Good Housing Agency to apply for the LIFT Homeownership funding.

H. **Follow Up**

If successful in the OHCS NOFA, there will be future approvals needed from the board to move forward with development of the site. These board orders will include approval for the required legal documents associated with affordable homeownership development, entering into the construction contract, and final approval of the borrowing and financing.

I. **Attachments**

None.

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

ORDER 25-26-02-01H

In the Matter of Authorizing the Executive  
Director or Designee to Apply for Assistance  
from Oregon Housing and Community  
Services for the Florence Quince Street Site

WHEREAS, Housing and Community Services Agency of Lane County doing business as Home for Good Housing Agency (the "Authority") is a public body corporate and politic, exercising public and essential governmental functions, and having all the powers necessary or convenient to carry out and effectuate the purposes of the ORS 456.055 to 456.235 (the "Housing Authorities Law"); and

WHEREAS, a purpose of the Authority under the Housing Authorities Law is to construct, acquire, manage and operate affordable housing for persons of lower income; and

WHEREAS, the Authority purchased real property located at 505 Quince Street in Florence Oregon at Map & Tax lot 18-12-26-33-00400 and 18-12-35-22-03200 in December 2022 for the purpose of developing affordable housing; and

WHEREAS, the Authority wishes to obtain assistance from Oregon Housing and Community Services and other sources to provide funding for the affordable housing development on this property.

NOW IT IS THEREFORE ORDERED THAT:

The Authority shall develop the property at 505 Quince Street in Florence, Oregon as an affordable housing community;

The Executive Director or Designee is authorized to apply to Oregon Housing and Community Services for Local Innovation and Fast Track (LIFT) Homeownership Funds;

The Authority will accept the responsibilities and requirements of any grant or loan programs applied for through the Oregon Housing and Community Services LIFT Notice of Funding Availability (NOFA) and other gap funding;

The Executive Director or Designee is authorized to release project information to OHCS or other organizations providing gap funding from the financial partners listed in the application and authorizes OHCS to verify any application information as required to complete its due diligence.

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2025



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Chair, Homes for Good Board of Commissioners

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Secretary, Homes for Good Board of Commissioners



# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 02/26/2025

**AGENDA TITLE:** HUD Annual Plan Overview

**DEPARTMENT:** Rent Assistance Division

**CONTACT :** Beth Ochs

**EXT:** 2547

**PRESENTER:** Beth Ochs

**EXT:** 2547

**ESTIMATED TIME :** 25 min

- 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 "JAF", is written over a horizontal line.

**DATE:** 2/19/25

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



## **HUD ANNUAL PLAN OVERVIEW**

# What is a PHA Plan?

The PHA Plan is a comprehensive guide to public housing agency (PHA) policies, programs, operations, and strategies for meeting local housing needs and goals.

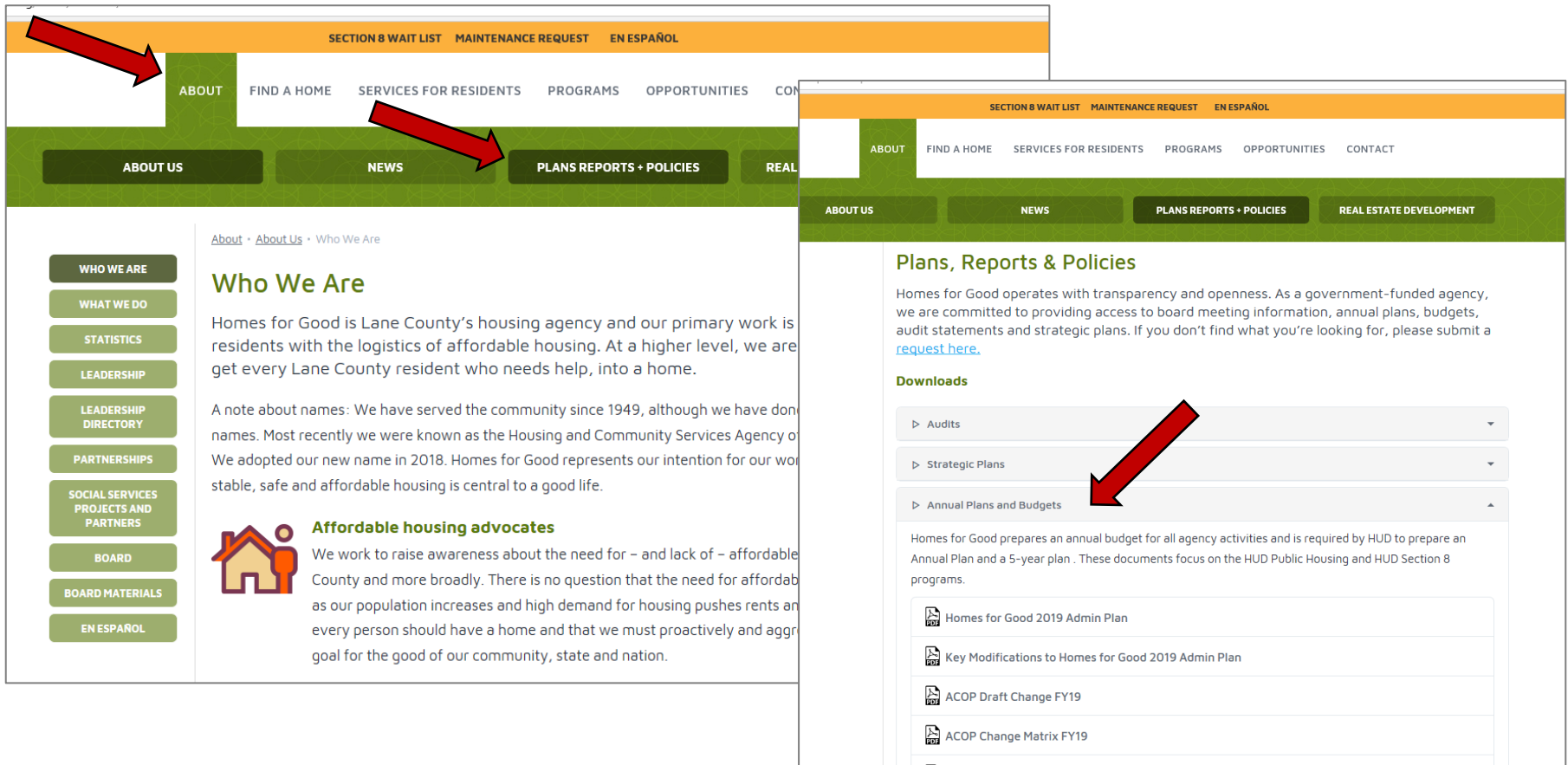
There are two parts to the PHA Plan:

- 1) The **5-Year Plan** is submitted to HUD once every five years. It describes the PHA **mission**, long-range **goals & objectives**, and approach to **managing programs** and **providing services** for the upcoming year.
- 2) The **Annual Plan** is submitted to HUD every year. It **updates goals & objectives** in the 5-Year Plan, describes **changes & new activities**, and summarizes **changes to program policies**.

# Where do I find our PHA Plans?

Visit [homesforgood.org](https://homesforgood.org) & then click **About** at the top of the page.

Choose **Plans Reports & Policies** & then click to expand **Annual Plans and Budgets**.



The image shows two overlapping screenshots of the Homes for Good website. The top screenshot shows the main navigation menu with 'ABOUT' highlighted by a red arrow. Below the menu, a secondary navigation bar contains buttons for 'ABOUT US', 'NEWS', 'PLANS REPORTS + POLICIES', and 'REAL ESTATE DEVELOPMENT'. A second red arrow points to the 'PLANS REPORTS + POLICIES' button. The bottom screenshot shows the 'Plans, Reports & Policies' page. It features a 'Downloads' section with a dropdown menu. A red arrow points to the 'Annual Plans and Budgets' option in the dropdown. Below this, a list of documents is displayed, including 'Homes for Good 2019 Admin Plan', 'Key Modifications to Homes for Good 2019 Admin Plan', 'ACOP Draft Change FY19', and 'ACOP Change Matrix FY19'.

Printed copies are also available for review in each of the Homes for Good offices.

# Homes for Good Housing Programs



Public Housing	Project Based Vouchers	Tenant Based Vouchers	HUD/OHCS Oversight
<p><b>Admissions and Continued Occupancy Policy (ACOP)</b></p> <p>Maplewood Meadows (PH) Parkview Terrace (PH) McKenzie Village (PH) Riverview Terrace (PH) Laurelwood Homes (PH) Cresview Villa (PH) Veneta Villa (PH) Lindeborg Place (PH) Pengra Court (PH)</p>	<p><b>Administrative (Admin) Plan</b></p> <p>Sarang (PBV) Hayden Bridge Landing (PBV) Sheldon Village (some PBV) Richardson Bridge (some PBV) Market District Commons (some PBV) The Commons on MLK (PBV - CE) The Nel (PBV - CE) The Keystone (PBV - CE)</p>	<p><b>Housing Choice Voucher (HCV - Section 8)</b></p> <p>Foster Youth Initiative Vouchers Veteran's Affairs Supportive Housing (VASH) Emergency Housing Vouchers</p>	<p>4350.1 Regulatory Guidance Tenant Selection Plan</p> <p><b>HUD Multifamily</b></p> <p>Village Oaks (PBRA) Fourteen Pines (PBRA) Abbie Lane (PBRA)</p>
			<p><b>No Regulatory Guidance</b> Tenant Selection Plan</p> <p><b>Homes for Good Managed Sites</b></p> <p>Firwood Legion Cottages</p>



# Why does the PHA Plan matter to me?

The major components of the PHA Plan include policies and procedures for each of the major HUD programs:

**Public Housing** – Admissions and Continued Occupancy Plan (ACOP)

**Housing Choice Voucher Programs** – Administrative Plan (Admin Plan)

**Changes are made to the ACOP & Admin Plan each year.**

**As a Moving to Work agency, Homes for Good must also submit an MTW Supplement with its Annual Plan each year (new in 2023).**

**The Resident Advisory Board (RAB) plays an important role in reviewing and providing feedback on potential changes.**

- For housing programs not included here, Homes for Good works to align policies across programs as much as possible and each program has its own policy and regulatory structure.
- Firwood TSP provides guidance for application and tenant selection. No HUD regulations apply at this project.
- Multifamily Housing (Abbie Lane, Fourteen Pines, Village Oaks) Tenant Selection Plan provides guidance on application and tenant selection. HUD 4350.1 provides regulatory guidance for these projects but does not allow PHA level revisions or updates.



# ACOP



## **Guiding document for the Public Housing Program. Includes:**

- Overview of Housing Agency organization and structure
- Overview and history of Public Housing Program
- Fair housing and nondiscrimination policies
- Policies for persons with disabilities and persons with limited English proficiency
- Overview of eligibility (Criteria, definitions, denial of assistance etc)
- Applications, waiting list and tenant selection plans
- Income and rent determinations, adjusted income, calculating rent etc.
- Verification of family information, income and eligibility
- Leasing and inspections
- Annual and interim reexaminations
- Pet and animal policies
- Community Service requirements
- Transfer policy
- Lease terminations
- Grievance and appeals
- Program administration and record keeping



# Admin Plan



## Guiding document for the Section 8 Program. Includes:

- Overview of Housing Agency organization and structure
- Overview of Housing Choice Voucher Program (Section 8)
- Fair Housing and nondiscrimination policies
- Policies for persons with disabilities and persons with limited English proficiency
- Overview of eligibility (criteria, definitions, denial of assistance, etc.)
- Applications, waiting list and selection from waiting list
- Housing Quality Standards and Rent Reasonableness Determinations
- Portability and moving with your voucher
- Annual and interim re-examinations
- Termination of assistance and tenancy
- Grievance and appeals
- Program administration and record keeping
- Project Based Voucher (PBV) and Rental Assistance Demonstration (RAD) programs
- Emergency Housing Vouchers

# Moving to Work Supplement



- ❖ **In 2023, Homes for Good submitted its 1<sup>st</sup> MTW Supplement as part of the Annual Plan process**
- ❖ **MTW gives housing authorities the ability to design and implement new, local programs that traditionally would not be possible**
- ❖ **Using this flexibility, Homes for Good will be able to reduce administrative burdens and increase program effectiveness**
- ❖ **MTW will give Homes for Good additional tools to reduce cost and shift resources**
  - **Triennial Recertification Process**
  - **Triennial Inspection Process**
  - **Inspect our own units**



# What are our goals for policy review?

## **Align policies to with our Strategic Equity Plan**

- ❖ Listen to our communities
- ❖ Tell the human story
- ❖ Pathways to self-sufficiency
- ❖ Lead and grow ethically

## **Reduce barriers to eligibility and program success**

## **Understand and reduce the impact of program rules on participants**

## **Align program policies to simplify participant experiences & procedures across programs**

# How do I read policy documents?

## PART II: POLICIES RELATED TO PERSONS WITH DISABILITIES

### 2-II.A. OVERVIEW

One type of disability discrimination prohibited by the Fair Housing Act is the refusal to make reasonable accommodation in rules, policies, practices, or services when such accommodation may be necessary to afford a person with a disability the equal opportunity to use and enjoy a program or dwelling under the program.

The PHA must ensure that persons with disabilities have full access to the PHA's programs and services. This responsibility begins with the first inquiry of an interested family and continues through every programmatic area of the public housing program [24 CFR 8].

The PHA must provide a notice to each tenant that the tenant may, at any time during the tenancy, request reasonable accommodation of a handicap of a household member, including reasonable accommodation so that the tenant can meet lease requirements or other requirements of tenancy [24 CFR 966.7(b)].

#### PHA Policy

The PHA will ask all applicants and resident families if they require any type of accommodations, in writing, on the intake application, reexamination documents, and notices of adverse action by the PHA, by including the following language:

“If you or anyone in your family is a person with disabilities, and you require a specific accommodation in order to fully utilize our programs and services, please contact the housing authority.”

A specific position and phone number will be provided as the contact person for requests for accommodation for persons with disabilities.

**Each section includes:**

- **HUD regulation**
- **PHA Policy**

*PHA can revise policy, but needs to comply with relevant regulations*

# When does this process begin and end?



Jan - **Annual Plan First Look**

Feb - **Annual Plan Orientation & Policy Review Topics**

Mar – **ACOP, MTW & Admin Plan Review**

Homes for Good teams will review and make suggested changes to both sets of these policies. We will then present these changes to you so that you can provide feedback.

Apr - **Annual Plan "Small Book" Sharing**

Homes for Good teams will take your March feedback and review our proposed policy changes again. When we are done, all HUD plan materials are assembled into a "Small Book" of changes and required forms.

We will then present what we decided so that you can provide feedback again. Any feedback you provide on the "Small Book" will be included as an attachment in the final Annual Plan that we submit to HUD.

A Public Comment Period and Public Hearing will be available for the "Small Book" prior to the June Board meeting where we will request that the Board approve our proposed PHA Annual Plan.

Our PHA Annual Plan is due to HUD by July 18, 2025.

# **We need your input:**

**Which policies would you like to see us review during this process?**

# Acronym Key



- PHA – Public Housing Authority
- HUD – Housing and Urban Development
- RAD – Rent assistance demonstration
- HAP – Housing assistance payment
- ACOP – Admissions and Occupancy Plan
- VAWA – Violence against women act
- ADA – Americans with disabilities act
- AMP – Asset managed property
- COC – Continuum of Care
- REAC – Real Estate Assessment Center
- HQS – Housing quality standards
- FMR – Fair market rent
- FSS – Family Self-Sufficiency
- ROSS – Resident opportunity and self-sufficiency
- HCV – Housing choice voucher
- IDA – Individual development account
- LIHTC – Low income housing tax credit
- LIHEAP – Low income housing energy assistance program
- MTW – Moving to work
- NOFA – Notice of funding available
- RAB – Resident advisory board
- PBV – Project based vouchers
- PHA – Public housing authority
- PIC – Public and Indian Housing Information Center
- S+C – Shelter Plus Care
- VASH – Veteran’s administration supportive housing



Thank You!



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# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 02/26/2025

**AGENDA TITLE:** Strategic Equity Plan - Six Month Progress Report

**DEPARTMENT:** Executive

**CONTACT :** Travis Baker

**EXT:**

**PRESENTER:** Equity Strategy Team

**EXT:**

**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 "T. Baker", written over a horizontal line.

**DATE:** 2/19/25

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



Strategic Equity Plan – Bi-Annual Update



# SEP Pillars

Listen to our  
Communities

Tell the  
Human Story

Create  
Pathways to  
Self-  
Sufficiency

Lead and  
Grow  
Ethically

# Listen to our Communities



Based on input received through client engagement efforts such as focus groups and surveys, we will measure client satisfaction with how we have modified policies, procedures and performed site improvements

- Publicize RAB & resident meetings through site flyers & social media posts, including participants in PSH and PBV programs. **(Complete)**
- Make policy/procedure modifications to PSH programs based on 2024 survey. **(Complete)**
- Identify survey questions about experiencing of discrimination, hate & bias. **(Complete)**

We will focus development and rehabilitation efforts including housing type, design, and scale based on input from residents and especially historically underserved and/or underrepresented communities in affordable housing programs.

- SH & RED teams will collaborate to host an annual listening session to collect and incorporate participant feedback in housing design and development. **(In Progress)**

Focus development and rehabilitation efforts based on input from residents and especially from historically underserved communities.

- Continue to coordinate participation in events for culturally specific organizations, organizations serving the BIPOC communities through tabling and selective sponsorships, with a focus on partners or organizations we are partnering within other projects. **(In Progress)**

# Tell the Human Story



Through social media campaigns, foster empathy by amplifying stories of participants with an emphasis on the formerly unhoused to increase community awareness of why so many people are experiencing homelessness.

- Complete: Create a campaign on the basis of the book Homelessness is Housing Issue, informational social media campaign to span 8-10 posts. **(Complete)**
- Schedule 2x annual resident quarterly to collect resident stories and feedback for community sharing. (In Progress)
- Provide quarterly report with information related to eviction prevention services provided by the Resident Services team. **(In Progress)**

Catalyze progress by educating and engaging the business community in efforts to increase housing supply in Lane County to address homelessness and housing stability for low wage workers.

- Complete: Develop scope of work for Building Home Housing Production Team 2.0 work. **(Complete)**
- Engage with private sector developers and construction companies to gather their input on how to increase housing production of lower middle-income housing. **(In Progress)**

# Create Pathways to Self-Sufficiency



We will increase participation in the Housing Choice Voucher (HCV) Home Ownership Program by 25% through partnerships with non-traditional housing developers.

- Create S8HO program materials to be shared with lenders and program partners to increase program understanding. **(In Progress)**
- Host an annual Home Ownership workshop/fair to help connect participants to home ownership resources. **(In Progress)**

We will increase enrollment in the Family Self-Sufficiency Program by 50%.

- Re-initiate "opt-out" model at Keystone and Ketanji Court as pilot sites during 2024-2025 plan year. **(In Progress)**
- Complete Yardi set up to expand FSS program into HUD Multifamily sites and enroll 5 new participants from MFH in 2024-2025. **(In Progress)**
- Create "onboarding" materials for FSS that highlight program basics and "opportunity" periods that are best to apply to FSS. **(In Progress)**
- Include FSS outreach materials in "change of income" process. **(Complete)**

We will create educational & employment opportunities for youth in our programs through intentional partnerships with local organizations serving youth. **(In Progress)**

- Build partnership with Connected Lane County's *Navigate* program, which offers individualized work readiness and school re-engagement support services for youth facing significant barriers to employment and education. **(In Progress)**

We will create long term stable employment opportunities by hiring two people we serve in our programs through targeted recruitments.

- Include quarterly newsletters and Homes for Good job postings at site bulletin boards to increase visibility of employment opportunities to people we serve. **(In Progress)**



# Create Pathways to Self-Sufficiency



We will optimize funding of services through Medicaid billing for rent assistance, supportive housing and climate resilience to ultimately increase self-sufficiency and health outcomes of people we serve, increasing the amount of Medicaid funding used to support Resident Services by at least \$100k during the plan year.

- Complete enrollment as an HRSN provider and establish referral process through Connect Oregon. **(Complete)**
- Create a team to develop and execute a Medicaid billing plan. **(In Progress)**
- Three Resident Services team members will complete the traditional health worker training. **(Complete)**

Through equitable contracting efforts, we will increase the annual amount we compensate BIPOC and women-owned businesses and contractors by 20%

- Ensure at least 50% of food purchases for staff events are from small/local businesses. **(In Progress)**
- Utilize the existing Lane County database to solicit bids and services for local minority-owned, women-owned and service-disabled owned businesses. **(In Progress)**

# Lead and Grow Ethically



We will grow the number of families & individuals from historically underserved and/or underrepresented communities on our programs & waitlists by 10% by enhancing accessibility & mitigating barriers through educational opportunities and intentional relationship building with culturally specific organizations.

- Develop action plan to decrease racial disparities in PSH exits to homelessness by 10%. **(In Progress)**

We will develop & implement a robust data colligation and reporting mechanism to accurately document and respond to hate & bias incidents in our communities and workplace, allowing us to set a baseline and ultimately reduce hate & bias incidents by 10% this plan year.

- Ensure at least 25% of SHD staff attend CSH annual Cultural Humility - Centering Racial Equity & Anti-oppressive Practices conference. **(Complete)**
- Annual Fair Housing training has been provided to Division staff. **(Complete)**
- Staff training on hate & bias response procedure and racial/social justice. **(Complete)**

# Lead and Grow Ethically



We will address sustainability & the effects of climate change in our communities.

- Based on recommendations from Lane County recycling assessment, implement improved signage and instructions provided at intake. Track by reduction in waste utility charges. **(In Progress)**

We will optimize the use of technology to enhance customer service.

- Working Resident Services, create materials and communicate to residents about new software functionalities with Yardi to do things like pay rent, submit forms, etc. **(Complete)**
- Add resident computers to remote site community rooms. **(In Progress)**
- Expand staff work options at remote sites. **(In Progress)**
- Continue the Yardi software implementation, cleanup, and optimization. **(In Progress)**

We will maintain a staff turnover rate at or below the average for public employers in Oregon.

- The Supportive Housing Division will increase staff favorable responses to at least two employee engagement survey areas, specifically to, "I have access to the things I need to do my job well," and "at Homes for Good there is open and honest two-way communication." **(In Progress)**

# Thank You!



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# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 02/26/2025

**AGENDA TITLE:** Introduction to the Financial Sustainability Roadmap

**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:** 2/19/25

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



# Financial Sustainability Road Map

*February 26<sup>th</sup>, 2025*



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[Click on titles to go directly to the page]

## **LONG RANGE FINANCIAL PLANNING**

The Future of Public Housing

3<sup>rd</sup> Party Managed Portfolio  
Analysis

Leasing Vacant Commercial  
Spaces

Trends + Five-Year Forecast

## **AGENCY FINANCES**

Cashflow Analysis

Bank Accounts

Grant Compliance & Invoicing

Medicaid Billing

## **GENERAL**

Technological Efficiencies

Bargaining



The Homes for Good Leadership Team with the support of our facilitator, Margaret Van Vliet created a Financial Sustainability Roadmap. The work outlined will be embedded into future versions of the Strategic Equity Plan and will stand as the framework for current and future Agency financial decision-making. For any considerations that have direct resident impact, resident feedback will be solicited and considered as part of the decision-making

Homes for Good is a dynamic Agency with various funding streams and unique services that aren't standard to all Public Housing Authorities. A few of these include Real Estate Development and Energy Services. As the Leadership Team created a plan for financial sustainability our mission as an Agency remained at the forefront...

**Homes. People. Partnerships. Good.**

# The Future of Public Housing

## [Long Range Financial Planning]

### CONSIDERATIONS

- Financial risks and opportunities as HUD continues long-term policy of incentivizing conversion of PH to HCV and PBV\*
- Uncertainties with how HUD may change going forward
- Resident demographics and temporary relocation needs
- Property characteristics and future development potential
- Capacity to undertake the complex processes

*\*Rental Assistance Demonstration and/or Section 18 Demolition or Disposition*

# The Future of Public Housing

## [Long Range Financial Planning]

### QUESTIONS & IDEAS

1. Would it make sense to convert properties into storage units to help with tenant temporary needs or long-term profit-making venture?

### NEXT STEPS

1. Hire a consultant to analyze optimal way to approach packaging properties for conversion

# 3<sup>rd</sup> Party Managed Portfolio Analysis

## [Long Range Financial Planning]

### CONSIDERATIONS

- 3<sup>rd</sup> party property management firms have not met standards
- Agency covering shortfalls is unsustainable
- In-house property management would need internal LIHTC compliance capacity
- Agency labor costs higher than outside management firms
- Agency staff would provide better overall service to residents
- Recapitalization of some properties could free up cashflow

# 3<sup>rd</sup> Party Managed Portfolio Analysis

## [Long Range Financial Planning]

### QUESTIONS & IDEAS

1. Target certain properties to try self-managing first – such as non-LIHTC
2. Can we afford to bring management in-house if financial controls and revenue collection is tightened in other areas?
3. Can we retain strong organizational culture if FTE is expanded significantly?

### NEXT STEPS

1. Scope and perform a cost-benefit analysis of bringing property management in house

# Leasing Vacant Commercial Space

## [Long Range Financial Planning]

### CONSIDERATIONS

- The vacant commercial space problem is not new, and not unique to the Agency
- Even with external communication and marketing, there is a lack of commercial real estate leasing expertise
- Dedicate time to imagine alternatives scenarios
- Sale of commercial spaces vs. lease of commercial spaces

# Leasing Vacant Commercial Space

## [Long Range Financial Planning]

### QUESTIONS & IDEAS

1. Convert space to a childcare facility
2. Partner with a BIPOC lender or grant for a new business start-up

### NEXT STEPS

1. Analyze various financial scenarios around what a childcare business could reasonably pay for a lease, and what the Agency debt capacity might be to help cover the costs of a conversion
2. Analyze The Olive clinic space using reasonable assumptions and various scenarios (i.e., if the space would need \$150k in tenant improvements how long would it take to recoup the cost through a market-rate lease; could the improvements be Agency financed?)



# Trends & Five-Year Forecast

[Long Range Financial Planning]

## CONSIDERATIONS

- Costs in all areas of business are increasing faster than revenues
- Path to sustainability is necessary given the financial risks
- Increased property operating costs, especially insurance, maintenance and labor
- Current financial reporting creates barriers to how the Agency can subsidize the Continuum of Care Program and the true costs of Permanent Supportive Housing units

# Trends & Five-Year Forecast

## [Long Range Financial Planning]

### DEPENDENCES

- Bargaining
- Changes to 3<sup>rd</sup> party management contracts
- Federal policy
- New development and related fees
- Reserve policies
- Demolition/disposition
- Leasing vacant commercial space
- Change in Fiscal leadership and approaches

# Trends & Five-Year Forecast

[Long Range Financial Planning]

## QUESTIONS & IDEAS

1. Develop criteria to make decisions going forward
2. Separate out property and program costs from Central Office Cost Center to understand all costs and variables
3. How to build operations resiliency and save resources
4. Develop strategies to secure new revenue and increase existing revenue
5. Create a “rainy day” fund in the event of funding delays

## NEXT STEPS

1. Quantify owner contributions to both Permanent Supportive Housing properties and non-Permanent Supportive Housing properties that are 3<sup>rd</sup> party managed
2. Review Lane County’s five-year forecast as a tool for the Agency to learn from

**Co-Leads: Dan + Ela + Sean**

# Cashflow Analysis

## [Agency Finances]

### CONSIDERATIONS

- Tracking challenges related to having 150 separate bank accounts and the need to consolidate when possible
- Inconsistent naming conventions, account access, controls and clear purposes
- Program managers creating individual processes for tracking
- Hiring of a new Accounts Receivable Technician

# Cashflow Analysis

## [Agency Finances]

### DEPENDENCIES

- Reduction in number of bank accounts to track revenue, expenses and cash management
- Invoicing protocols
- Receipt of cash development fees timing
- Understanding of unrestricted revenue management
- Expenditure deadlines associated with some grants
- Limits on administrative percentages imposed by state and federal program rules

# Cashflow Analysis

## [Agency Finances]

### QUESTIONS & IDEAS

1. Renegotiation of PILOT agreement with cities and county
2. Need to understand how Energy Performance Contracts would be handled in the event of demo/dipso or other recapitalization process
3. Benefit of examining how COCC is managed – level of overhead costs/shared services charged to each department
4. Benchmark to gauge the appropriateness of our expense ratios based on similar PHAs, not market
5. Obtain a capital line of credit to help manage timing issues associated with cash receipts and payment obligations

# Bank Accounts

## [Agency Finances]

### CONSIDERATIONS

- Tracking challenges related to having 150 separate bank accounts and the need to consolidate when possible
- Inconsistent naming conventions, account access, controls and clear purposes
- Program managers creating individual processes for tracking
- Hiring of a new Accounts Receivable Technician



# Bank Accounts

## [Agency Finances]

### NEXT STEPS

1. Change access rights so Dan and Sean are in control
2. Map accounts to relevant property and program area
3. Develop recommendation for consolidation and account closing by program area based on specific business needs
4. Conform General Ledger naming standards to common protocol and align with names of bank accounts
5. Clarify purpose of each account prior to extension of access rights
6. HUD issues funding notices, fiscal needs to be aware that funds will be received, create the A/R, then track
7. Update protocols to guard against co-mingling funds with different restrictions and purposes

# Grant Compliance & Invoicing

## [Agency Finances]

### CONSIDERATIONS

- Lacking policy to guide management and administration of complex federal and state grant programs
- Must strengthen both fiscal compliance and program compliance
- Some program areas have well established written policies and procedures, but not consistent processes across the Agency
- Not all “free” money is worth having

# Grant Compliance & Invoicing

## [Agency Finances]

### QUESTIONS & IDEAS

1. Dan and Sean will gain more familiarity with each program area and associated revenue sources.
2. Draft new policies and procedures to include clarity about roles between fiscal and program staff
3. Any new fiscal job description should include understanding of compliance obligations
4. Agency adopt criteria for what kinds of new programs and grants to accept and deploy criteria moving forward

# Medicaid Billing

## [Agency Finances]

### CONSIDERATIONS

- Contract with Pacific Source to pay for specified “health workers” services within the Supportive Housing department (separate from the new 1115 waiver for Health-Related Social Needs)
- Stand up Medicaid 1115 Waiver billing system for Health-Related Social Needs
- 13 Resident Services staff are certified to have their time working with Medicaid-eligible residents billed
- Possible to expand arrangement with thoughtful strategies and the ability to maximize billings
- Wakan currently generates invoices – not a sustainable solution moving forward

# Medicaid Billing

## [Agency Finances]

### NEXT STEPS

1. Explore potential to expand
2. Engage a consultant to help analyze current practices and future potential including estimating how much revenue could be generated from billing Medicaid

# Technological Efficiencies

## [General]

### CONSIDERATIONS

- Potential exists to use AI-based tools to carry out routine tasks that consume significant staff time
- Analysis of data/reports may pose opportunities to offer a backstop to Office Assistants
- Use of tools will require a pro/con assessment and skill-building
- Continue building the internal shared resource digital library
- Eliminate duplicative workarounds – especially with Yardi information and reporting

# Bargaining

## [General]

### CONSIDERATIONS

- History of fair and generous wage increases
- Recruitments consistently capture numerous applicants – confidence that Agency pays market-based wages
- Unpredictability of state and federal revenues
- Not all revenues are fungible across program areas



# Bargaining

## [Agency Finances]

### NEXT STEPS

1. Expense analysis (past and future)
2. Timing as it relates to development of the budget and board approval
3. Develop a communication plan at various Agency levels



# QUESTIONS

