



HOMES FOR GOOD BOARD OF COMMISSIONERS MEETING  
Wednesday, April 26<sup>th</sup>, 2023

Table Of Contents

*(Click On Each Agenda Item to Navigate to That Section)*

AGENDA..... Page 2

EXECUTIVE DIRECTOR REPORT..... Page 4

QUARTER 2 EXEC**CELLENCE AWARDS**..... Page 5

MARCH 29<sup>TH</sup>, 2023 MINUTES..... Page 10

**PRESENTATION**.....

Fiscal Year 2024 Budget Calendar Review Page 15

**PRESENTATION**..... Page 20

Supportive Housing Division Overview & Permanent Supportive Housing Introduction

**PRESENTATION**..... Page 47

Strategic Equity Plan Quarter 3 Progress & Board Input for Year 2

**PRESENTATION**..... Page 55

Real Estate Development Quarter 2 Pipeline Overview

# 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 97405



Zoom

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

---

Wednesday, April 26<sup>th</sup>, 2023, at 1:30pm

The April 26<sup>th</sup>, 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 2 Excellence Awards

## 8. CONSENT AGENDA

- A. Approval of 03/29/2023 Board Meeting Minutes

## 9. PRESENTATION

Fiscal Year 2024 Budget Calendar Review  
*(Jacob Fox, Executive Director) (Estimated 15 mins.)*

## 10. PRESENTATION

Supportive Housing Division Overview & Permanent Supportive Housing Introduction  
*(Wakan Alferes, Supportive Housing Division Director) (Estimated 45 mins.)*

## 11. PRESENTATION

Strategic Equity Plan Quarter 3 Progress & Board Input for Year 2  
*(Jacob Fox, Executive Director) (Estimated 20 mins.)*

## 12. PRESENTATION

Real Estate Development Quarter 2 Pipeline Overview  
*(Steve Ochs, Real Estate Development Director) (Estimated 15 mins.)*

## 13. OTHER BUSINESS

Adjourn.

---

The Homes for Good partnership with Sponsor's Inc. and Lane County, in support of people returning to Lane County after completing their prison sentence, continues to receive national attention as a best practice model that should be replicated across the nation. On April 5th Paul Solomon and Laura Johnson from Sponsors, Donovan Dumire from Lane County's Parole and Probation Department and I were panelists on a Webinar titled Housing Finance Basics for Criminal Justice Partners attended by over 200 professionals from local government and community-based organizations. This webinar was organized by the Council of State Governments and co-hosted by the Department of Justice. Our portion of the webinar was very well received and another opportunity to encourage other communities to create similar partnerships to what we have here in Lane County.

On April 6th we had the first meeting of the Homes for Good Board Finance Sub-Committee that included Homes for Good staff and Chloe and Kirk as the representatives from our Board. The initial meeting focused on how we want to structure the committee's work. On April 12th we held our 2nd meeting and continued the discussion about how the committee should focus its efforts and we reviewed two budgets to actual reports, the Central Office Cost Center, and the Public Housing portfolio roll-up. Based on input from Chloe and Kirk the plan is for the Finance Sub-Committee to continue meeting monthly and develop the array of financial reports that we want to distribute to the broader Board on a yet to be determined frequency. As staff members we are very thankful for Chloe and Kirk's support and input.



After the Board authorized Homes for Good staff to move forward with the software migration from HAB to Yardi Homes for Good staff, in consultation with our legal counsel, finalized contractual negotiations with Yardi and executed the contract. Ela is the Leadership Team member responsible for implementing this software migration and she organized our first internal project management meeting, and we are also in the process of pulling together a comprehensive list of documentation that Yardi needs to inform our software conversion from HAB to Yardi. We are in the process of determining the cost allocation methodology to pay for the one-time and ongoing costs associated with this software conversion and will share this information with the Board at the May or June Board meeting.



We successfully implemented a significant change in our payroll systems by converting to the electronic timesheet system provided by ADP. This necessitated us shifting from monthly payroll to bi-weekly payroll. Bailey was the Leadership Team member responsible for implementing this new system in partnership with Miranda Wilcox from our Finance Team. Bailey provided exceptional communication to our employees throughout the process and between Bailey and Miranda staff received group training and one on one support, which was key to the success of this transition.



# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 04/26/2023

**AGENDA TITLE:** Quarter 2 Excellence Awards

**DEPARTMENT:** Executive

**CONTACT :** Jasmine Leary

**EXT:** 2501

**PRESENTER:** Beth Ochs & Nat Dybens

**EXT:** --

**ESTIMATED TIME :** 5 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" or similar initials, written over a horizontal line.

**DATE:** 04.18.2023

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



**EXCELLENCE  
AWARD**

---

APRIL 2023



# EXCELLENCE AWARD

APRIL 2023

CIERA IS EXCEPTIONAL AT COMMUNICATING EFFECTIVELY AS A WHOLE. SHE HAS AN INNATE ABILITY TO CONVEY HER THOUGHTS AND IDEAS CLEARLY AND CONCISELY, MAKING HER AN EXCELLENT COMMUNICATOR. THROUGH HER SKILLS, CIERA IS ABLE TO LISTEN ACTIVELY AND RESPOND APPROPRIATELY, DEMONSTRATING EMPATHY AND UNDERSTANDING.

CIERA'S COMMUNICATION SKILLS MAKES HER AN ASSET IN ANY SITUATION. SHE RELIABLY DEMONSTRATES OUTSTANDING CAPABILITY IN ASSISTING OUR CLIENTS HOWEVER THEY MAY SHOW UP. SHE MOTIVATES AND INSPIRES HER TEAM MEMBERS IN THIS WAY. AS A MENTOR, SHE HAS PROVIDED ALL PARTIES (MENTEES, PEER MENTORS, AND SUPERVISOR) WITH THOUGHTFUL FEEDBACK AND IDEAS.

TIME AND TIME AGAIN, SHE HAS BEEN AN EXCEPTIONAL TEAM PLAYER, WILLING TO PIVOT AND BE FLEXIBLE TO EMERGING NEEDS. HER COLLABORATIVE APPROACH AND POSITIVE ATTITUDE MAKE HER AN ASSET TO ANY TEAM.

-NAT DYBENS  
RENT ASSISTANCE SUPERVISOR



**EXCELLENCE  
AWARD**

---

APRIL 2023





# EXCELLENCE AWARD

APRIL 2023

SANDY HAS BEEN AT HOMES FOR GOOD SINCE DECEMBER OF 1997, AND FOR 25 YEARS SHE HAS BEEN CONSISTENTLY COMPASSIONATE TO THOSE WE SERVE AND GOAL ORIENTATED TO THE WORK AT HAND. SHE STARTED HER CAREER AT HOMES FOR GOOD AS AN OFFICE ASSISTANT, SPENT TIME AS A CASELOAD HOUSING SPECIALIST, AND TIME IN RESIDENT SERVICES. SHE CURRENTLY IS A MEMBER OF OUR INTAKE TEAM. TO GIVE AN IDEA OF THE VOLUME OF WORK MANAGED BY SANDY AND TEAM, IN THE LAST THREE MONTHS INTAKE HAS RECEIVED 1,560 PHONE CALLS, 3709 EMAILS, SENT OUT 925 APPLICATIONS AND PROCESSED 422 INCOMING APPLICATIONS. SANDY IS THE GOOD IN HOMES FOR GOOD. SANDY IS A DEDICATED, EXCELLENT AND CARING MEMBER OF OUR TEAM. THANK YOU TO SANDY FOR ALL THE WORK YOU DO.

-BETH OCHS  
RENT ASSISTANCE DIRECTOR

# MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS

---

Wednesday, March 29<sup>th</sup>, 2023, at 1:30 p.m.

Homes for Good conducted the March 29<sup>th</sup>, 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:

Char Reavis

Michelle Thurston

Pat Farr

Kirk Strohman

Chloe Tirabasso

Larissa Ennis

Joel Iboa

Board Members Absent:

Heather Buch

Justin Sandoval

\*\*QUORUM MET\*

1. PUBLIC COMMENT

*None*

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

*None*

3. ADJUSTMENTS TO THE AGENDA

[Jacob Fox] Agenda Item #10: Presentation "In the Matter of the Central Office Cost Center & Public Housing Budget to Actual Reports" will not be on the agenda for this month. The Finance Sub-Committee will begin meeting in April to review the reports in preparation for the April Board meeting.

[Char Reavis] The NAHRO Award will be presented at the April Board meeting as Homes for Good staff involved in this project are out of the office during this meeting.

4. **COMMISSIONERS' BUSINESS**

*None*

5. EMERGENCY BUSINESS

*None*

6. ADMINISTRATION

A. Executive Director Report

*Jacob Fox discussed his time at the Commons on MLK – which a Permanent Supportive Housing (PSH) project. In January Homes for Good assumed the supportive services at the property in place of ShelterCare. Over the past several months there has been an increase of positive engagement from residents. It has brought to light the physical and mental healing needed and resulting from the supportive services and community engagement. There will be further discussion of the Commons on MLK during the April Board meeting.*

*A Florence community engagement event was held to discuss and introduce the Quince Street project. Homes for Good staff, community members and the city council was in attendance. There were questions and critical comments voiced, but overall, the response and participation was a positive experience.*

*The Finance Director recruitment is ongoing. Interviews have been held, but the search continues for a candidate that will be good fit for Homes for Good.*

*The Central Office Cost Center (COCC), the overhead department, is currently tracking close to budget. A deep dive into the reports will be conducted with the Finance sub-committee and shared at a later Board meeting.*

Discussion Themes

- Upcoming opportunities for Board members to be engaged at Homes for Good events.
- Overall positive response from the Florence community on the upcoming Quince Street development.
- Florence community engagement themes:

- Tax Credit Housing resident eligibility
- Risk of a prospective resident taking advantage of the resources
- Real Estate Development decisioning process for property acquisition and metrics of ongoing properties.

## 7. CONSENT AGENDA

### A. Approval of 02/22/23 Board Meeting Minutes

### B. ORDER 23-29-03-01H: In the Matter of Updating the Administrative Plan – Emergency Housing Vouchers, Service Fees

#### Vote Tabulations

Motion: Kirk Strohmman

Second: Michelle Thurston

Discussion: *None*

Ayes: Char Reavis, Michelle Thurston, Kirk Strohmman, Chloe Tirabasso, Larissa Ennis, Pat Farr

Abstain: *None*

Excused: Heather Buch

Absent: Joel Iboa, Justin Sandoval

March 29<sup>th</sup>, 2023, Consent Agenda was approved [6/0/1/2]

## 8. PRESENTATION: In the Matter of Introducing Berman Hopkins as Homes for **Good's Finance Audit Firm**

*Executive Director, Jacob Fox & Berman Hopkins Partner, Laura Anne Pray Presenting*

Prior auditor Moss Adams lacked experience working with HUD and recommended Homes for Good solicit an audit firm that regularly works with HUD.

Recently, HUD rejected unaudited financial submissions for minor issues. This is the first submission for members of the Finance Division have completed these submissions without a Finance Director to assist. Berman Hopkins has been helpful in supporting the Finance Division during this process.

Berman Hopkins presents an overview of the firm and the timeline for the audit submission to HUD.

*[Slide presentation available in the Board packet]*

#### Discussion Themes

- Timeline will shift next year due to **this year's shift in audit firms.**
- Investor/Lender issues with FY22 audit timing.
- Berman Hopkins experience working with HUD.
- Moss Adams Assessment

No action needed

9. ORDER 23-29-03-02H: In the Matter of Approving the Execution of an Agreement with Yardi Systems, Inc.

*IT Director, Curtis Wyant Presenting*

The current software Homes for Good uses is HAB. This is software specifically for housing authority data management. The Supportive Housing Division, Rent Assistance Division and Finance Division all use this software. Another company, MRI, acquired HAB and multiple other software companies that provide housing authority data management, which significantly limited the software options available to choose from. MRI has no intention of updating the HAB systems, which are already significantly outdated.

Yardi is a software vendor that offers services for commercial and government clients. Yardi offers the following services that would benefit Homes for Good:

- Incorporate Move to Work designation
- Continue use of FileVision
- Self-service options
- Financial reporting
- In-system approvals

The proposal is for a five-year contract. A portion of the pricing is on fixed GSA rates. A one-time concession \$50,000 was negotiated, along with the price for non-GSA rate features. Once the contract is signed, Homes for Good will pay 25% of the first-year costs and the remaining balance will be paid in the next fiscal year. This will allow Yardi costs to be worked into the budget without substantial financial burden to Homes for Good. Migration will be a 7–8-month process.

Discussion Themes

- Migration expectations
- Long term cost savings
- The use of a 3<sup>rd</sup> party consultant
- Berman Hopkins experience with Yardi
- Restated budget
- Resident impact
- Product specifics
- Staff access out of office
- Yardi back-up process

Vote Tabulations

Motion: Michelle Thurston

Second: Larissa Ennis

Discussion: *None*

Ayes: Char Reavis, Michelle Thurston, Kirk Strohman, Chloe Tirabasso, Larissa Ennis, Pat Farr, Joel Iboa

Abstain: *None*

Excused: Heather Buch

Absent: Justin Sandoval

Board Order 23-29-03-01H was passed [7/0/1/1]

10. PRESENTATION: In the Matter of the Central Office Cost Center & Public Housing Budget to Actual Report

*Executive Director, Jacob Fox Presenting*

Removed from the agenda.

11. Other Business

Joel Iboa attended the Emergency Homelessness Response Package signing event in Salem, Oregon. Governor, Tina Kotek signed House Bills 5019 and 2001. This legislation directly addresses the homelessness state **of emergency declared during Governor Kotek's first day in office. The funding will be dedicated to** homelessness prevention programs, increased shelter capacity, rehousing services and more.

Meeting adjourned at 3:12 p.m.

*Minutes Taken By: Jasmine Leary*



# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 04/26/2023

**AGENDA TITLE:** Fiscal Year 2024 Budget Calendar Review

**DEPARTMENT:** Finance

**CONTACT :** Jacob Fox

**EXT:** 2527

**PRESENTER:** Jacob Fox

**EXT:** 2527

**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 "J. Fox", is written over a horizontal line.

**DATE:** 04.18.2023

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**

**MAY 2023**

Prepare templates & manuals

**JULY 2023**

Final individual department budgets & narratives due to Finance department

**SEPTEMBER 2023**

Present budget packet to Board

**JUNE 2023**

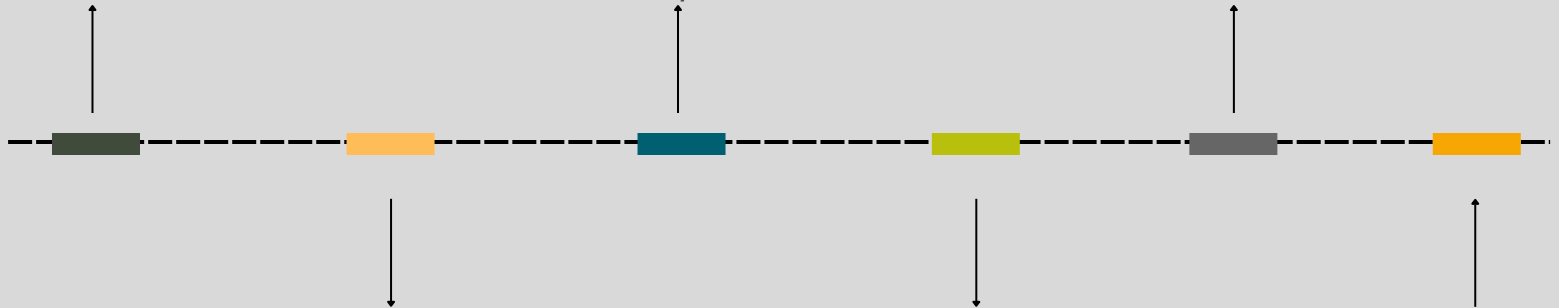
Prepare individual department budget instructions

**AUGUST 2023**

Finalize budget packet

**OCTOBER 2023**

Present budget pack to all staff







# Budget Calendar Details

|      |      |  |
|------|------|--|
| MAY  | 4th  | Meet with Equity Strategy Team                       |
| MAY  | 18th | Finance + Board Sub-Committee Meeting                |
| MAY  | 19th | Complete Payroll Roster                              |
| MAY  | 19th | Prepare Budget Manual                                |
| MAY  | 19th | Prepare Budget Templates                             |
| JUNE | 1st  | Supportive Housing Budget Preparer Instructions      |
| JUNE | 1st  | Energy Services Budget Preparer Instructions         |
| JUNE | 1st  | Rent Assistance Budget Preparer Instructions         |
| JUNE | 1st  | Real Estate Development Budget Preparer Instructions |
| JUNE | 14th | Finance + Board Sub-Committee Meeting                |
| JUNE | 15th | Statistical Data Charts & Narrative Instructions     |



# Budget Calendar Details

|      |      |  |
|------|------|--|
| JUNE | 30th | Supportive Housing Budget Due to Division Director |
| JULY | 12th | Finance + Board Sub-Committee Meeting              |
| JULY | 12th | All Staff Presentation                             |
| JULY | 14th | Supportive Housing Budget Due to Finance           |
| JULY | 14th | Real Estate Development Budget Due to Finance      |
| JULY | 14th | Submit Materials for Board                         |
| JULY | 14th | Rent Assistance Budget Due to Finance              |
| JULY | 14th | Energy Services Budget Due to Finance              |
| JULY | 14th | Statistical Data Charts & Narrative Instructions   |
| JULY | 14th | Central Office Cost Center Budget Due to Finance   |
| JULY | 31st | 3rd Party Managed Properties Budget Due to Finance |



# Budget Calendar Details

|           |      |  |
|-----------|------|--|
| JULY      | 31st | Statistical Data Narratives & Charts Due   |
| AUGUST    | 7th  | Budget Summaries Due to Executive Director |
| AUGUST    | 16th | Finance + Board Sub-Committee Meeting      |
| AUGUST    | 28th | Finalize Budget                            |
| SEPTEMBER | 14th | Finance + Board Sub-Committee Meeting      |
| SEPTEMBER | 20th | Submit Materials for Board                 |
| SEPTEMBER | 22nd | Publish Budget Packet                      |
| SEPTEMBER | 27th | Present Budget to Board                    |
| OCTOBER   | 11th | All Staff Presentation                     |



# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 04/26/2023

**AGENDA TITLE:** Supportive Housing Division Overview & Permanent Supportive Housing Introduction

**DEPARTMENT:** Supportive Housing Division

**CONTACT :** Wakan Alferes

**EXT:** 2508

**PRESENTER:** Wakan Alferes

**EXT:** 2508

**ESTIMATED TIME :** 45 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 "Wakan Alferes", is written over a horizontal line.

**DATE:** 04.18.2023

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



# Supportive Housing Division

**Operational Overview & PSH Updates**

# SUPPORTIVE HOUSING DIVISION



Homes for Good Supportive Housing Division is responsible for:

- Operations of 846 units of Public, Multifamily and Affordable Housing (about 50% of Agency owned housing).
- Operations of a 50 unit temporary shelter at Bridges on Broadway.
- Oversight of Continuum of Care, ROSS and FSS federal grant programs.
- Supportive Service provision for residents at most agency owned housing including PSH and 3rd party managed properties (serving around 1550 households).
- PSH collaborative and operational support including Case Management and services at The Commons on MLK.
- Staffing has grown to almost 45% of the Agency total with 58 FTE including Division Director, Property Management Team, Maintenance Team, Resident Services Team and PSH Team.



“  
HOMES IS A  
SAFE PLACE TO  
LIVE THAT YOU  
DON'T HAVE TO  
BE ON THE  
STREET  
”

TEREASA

70 YEARS OF HOUSING



**We believe that housing is a human right and by combining affordable housing with supportive services, we are able to put that vision into practice**



RESIDENT STORY #8

“  
HOME IS A STABLE  
PLACE FOR ME AND  
MY FAMILY. A ROOF  
OVER OUR HEADS,  
AND NOT HAVING TO  
WORRY IF IT IS  
RAINING  
”

KIMBERLY

70 YEARS OF HOUSING



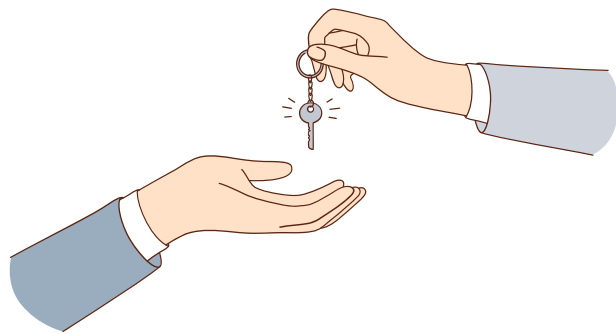
## 2022 Property Management



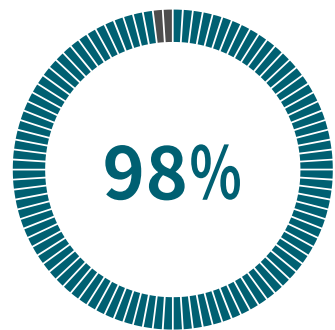
Assisted over 800 residents in signing new leases & community rules



10 HUD REAC inspections completed 60% above 90 points



Completed over 94 new move ins

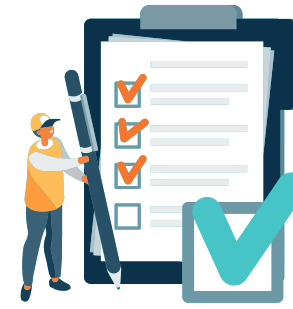


Maintained a 98% occupancy across the portfolio



Assisted over 50 residents with past due balances connect to rent assistance

## 2022 Maintenance



Completed over 550 Preventative Maintenance Inspections



Completed 147 vacate turns average of 23 days



Completed 6,008 work order requests

## 2022 Resident Services



Met with 591 residents 2,805 times



Held over 175 food distribution events at properties



Vaccinated 123 residents at 5 vaccine clinics



Held over 20 resident meetings and over 50 resident events



Assisted 124 FSS participants in working towards their goals



**\$123,901.30**  
Total Escrow Distributed to 23 FSS Graduates



# Public Housing Properties



## Cresview Villa

350 S. 2nd Street Creswell, OR 97426

- Single-Level Apartments
- Onsite Laundry Room
- Private Patio, and Community Room
- Units Reserved for Seniors & Persons with Disabilities



## Laurelwood Homes

Neighborhood Surrounding 1137 Maple Street, Florence, OR 97439

- Single-Level Duplexes
- Laundry Hook-Ups
- Private Patio, Backyard, Community Room, and Playground
- 1-Bedroom Units Reserved for Seniors & Persons with Disabilities



## Maplewood Meadows

2855 Matt Drive Eugene OR, 97402

- Townhomes
- Laundry Hook-Ups
- Fenced Yards, Exterior Storage, Community Room, and Playground



## Pengra Court

R Street in Springfield, OR 97477

- Townhomes
- Laundry Hook-Ups
- Private Patio and Backyard

## McKenzie Village

Neighborhood Surrounding 300 W Fairview Dr. Springfield OR, 97477

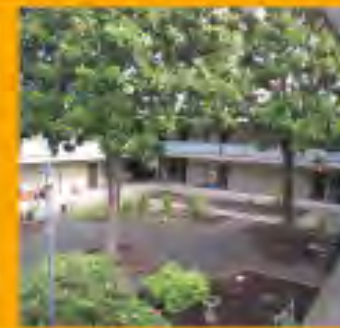
- Single-Level Duplexes
- Laundry Hook-Ups
- Private Backyards, and Community Room
- Units Reserved for Seniors & Persons with Disabilities



## Lindeborg Place

840 Holly St, Junction City, OR 97448

- Single-Level Apartments with Elevator
- Onsite Laundry Room
- Community Room
- Units Reserved for Seniors & Persons with Disabilities



## Parkview Terrace

255 High Street in Eugene, 97401

- Single-Level Apartments with Elevator
- Onsite Laundry Room
- Balcony, and Community Room
- Units Reserved for Seniors & Persons with Disabilities



## Riverview Terrace

925 W Main St, Cottage Grove, OR 97424

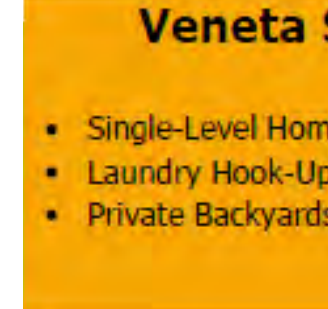
- Single-Level Apartments with Elevator
- Onsite Laundry Room on each Floor
- Private Balcony or Patio, and Community Room
- Units Reserved for Seniors & Persons with Disabilities



## Veneta Villa

25115 E Broadway Ave, Veneta, OR 97487

- Single-Level Apartments
- Onsite Laundry Room
- Private Patios
- Units Reserved for Seniors & Persons with Disabilities



## Veneta Scattered Site Homes

Veneta, OR 97487

- Single-Level Homes and Duplexes
- Laundry Hook-Ups
- Private Backyards



# HUD Multifamily Properties



## Abbie Lane Courts

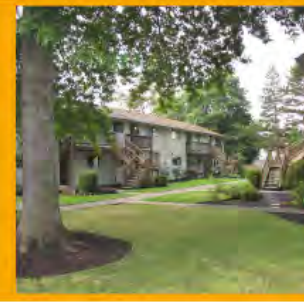
1011 Abbie Ln, Eugene, OR 97401

- Townhomes and Single-Level Apartments
- Laundry Room
- Enclosed Patios with Storage Closets

## Village Oaks

3602 West 18th Avenue, Eugene, OR 97402

- Ground and Second Floor Single-Level Apartments
- Onsite Laundry Room
- Private Balcony on Second Floor Apartments, Two Playgrounds, and Community Room



## Fourteen Pines

2748 Willakenzie Road, Eugene, OR 97401

- Ground and Second Floor Single-Level Apartments
- Laundry Room
- Private Balcony or Patio, Playground, and Community Room



# Flat Rent Properties



## Legion Cottages

North I St. and Ashe Ave., Cottage Grove, OR 97424

- Studio Cottages
- Laundry Room and Community Room available at Riverview Terrace
- Private Patio, and Outside Storage Closet
- Inside storage loft accessed by ladder

## Village Oaks

3602 West 18th Avenue, Eugene, OR 97402

- Ground and Second Floor Single-Level Apartments
- Onsite Laundry Room
- Private Balcony on Second Floor Apartments, Two Playgrounds, and Community Room



## Firwood Apartments

2111 West 12th, Eugene, OR 97402

- Ground Floor and Second Floor Single-Level Apartments
- Onsite Laundry Room
- Private Patio or Balcony



Temporary Shelter (50 units) prepping to convert to Permanent Supportive Housing



Bridges on Broadway



# HOMES FOR GOOD

## DEDICATED PSH & HOUSING FIRST

Homes for Good believes that everyone deserves an affordable home, and we feel strongly that our resources should be used to support those with the highest barriers to stable housing.

The 2018 Lane County Shelter Feasibility Study (TAC Report) set a goal of developing 350 new units of Permanent Supportive Housing and we are actively working to help meet this goal with our pipeline of projects that you can see below.

All referrals for our Dedicated Permanent Supportive Housing projects come through Lane County Coordinated Entry system's centralized waitlist.



[The Nel](#)

---



[The Keystone](#)

---



[The Commons on MLK](#)

---



# KEY PARTNERS IN PSH OPERATIONS

COLLABORATION IS KEY

- Owner
- Property Management
- Services Provider
- Coordinated Entry





# THE NEL

Located at 11th and Charnelton, the Nel is a 45-unit PSH project prioritizing people experiencing chronic homelessness from Lane County's Coordinated Entry Central Wait List. The property is managed by Quantum Residential, and Laurel Hill Center is providing case management and peer support services.

## Project Updates and Resident Info

- The first residents moved in in August 2022.
- 48 residents having been housed since the project opened.
- Occupancy has remained between 98-100% throughout operations with very few exits.
- Active resident groups with Karaoke being the resident favorite.





# THE KEYSTONE

The Keystone is a permanent supportive housing project located at 1188 W. 13th Avenue on the corner of 13th Ave and Tyler Street, and was developed through the State Supportive Housing Institute funding opportunity and is focused on providing housing to chronically homeless families in Lane County.

## Project Updates & Resident Info

- The first residents moved in September 2021.
- 16 families have been housed since the project opened.
- 14 families have been stably housed for 12+ months.
- No site incidents or major violations in the past 8 months.

The average resident is:

- A single parent household with two children
- Has been homeless for around 2 years
- Extremely low to no income



# THE COMMONS ON MLK



The Commons on MLK was developed through a community collaboration to identify, engage, house, and support the people in our community who have been homeless the longest and utilize the most resources. This project includes 51 studio units and prioritizes referrals from the Frequent User System Engagement (FUSE) list.

## Project Updates & Resident Info

- The first residents moved in in February 2021, 82 residents have been housed since opening
- 62% remained stably housed for 12+ months and 33% remained stably housed for 24+ months
- Services transition from ShelterCare to Homes for Good effective January 1, 2023
- The average residents is:
  - VISPDAT score of 14-16, highly vulnerable, has been homeless on average around 5 years
  - In the 180 days prior to housing: Average of 9.37 visits to the Emergency Room, 13 days in inpatient treatment, 23.53 days in jail

### **Client Story: Jane**

**While in FUSE, Jane was assisted in getting into emergency housing. FUSE helped Jane reestablish care with a cardiac specialist, a primary medical home she trusted and attends her appointments regularly. In 2021, Jane moved into Commons on MLK. Her apartment continues to be a model example and is spotlessly clean and tidy. Jane no longer displays verbal aggression and is quite sweet to her neighbors and staff. Jane now has a sense of community and overall appears happy and content to this day. Jane has found home.**

### **Client Story: Rodger**

**Rodger was one of the first residents to move into The Commons on MLK and had previously had challenges maintaining housing and services due to his drinking. Rodger currently runs a Sober Group in the building, volunteers with the services team and is working to start the Resident Council. Rodger has had no recent violations at The Commons on MLK, pays his rent on time and passes all of his inspections. Rodger would like to continue living at The Commons on MLK and supporting his neighbors as they transition off the street. Rodger has found a home.**



### **Client story: Dianne**

**Dianne recently moved in to The Commons on MLK after living on the street for a number of years. Prior to moving into The Commons on MLK, Dianne had been to the emergency room more than 20 times per month over the last 12 months and has been banned from many providers including CAHOOTS. Since moving into The Commons, she has only gone to emergency room four times and one of those was to get a refill for meds. Dianne has received assistance reconnecting with her PCP, completing intake for treatment and connecting to a behavioral health team. Dianne is not yet stable, and may need a higher level of care, but has begun the process of addressing her needs now that she is housed.**

### **Client story: Mark**

**Mark moved into The Commons on MLK in 2021. Throughout his stay, Mark has struggled to maintain his home and has failed numerous inspections due to egress and safety concerns in his unit. Mark worked with the services team to coordinate an insurance paid clean out of his unit and create a Housing Stability Plan which set small goals for daily check ins. Mark has now passed 4 consecutive inspections and is no longer at risk of eviction. Mark is currently going through the process to qualify for in home care. Mark is still working on stabilizing, but is making progress on getting the help he needs.**

# Systems Impact: Why this Work Is Important

---

- Focuses on working collaboratively with other systems
- Break the cycle of crisis
- Compares FUSE Participants Visits within Complex Systems of Care six months prior to engagement and six months after program exit

|                  | FUSE (N=120)    | MLK (N=51)       |
|------------------|-----------------|------------------|
| ED Visits        | 36.12% Decrease | 24.82 % Decrease |
| Inpatient Visits | 39.51% Decrease | 25.65% Decrease  |
| Inpatient Days   | 60.37% Decrease | 53.23% Decrease  |
| Jail Bookings    | 66.87% Decrease | 54.24% Decrease  |
| Jail Days        | 28.08% Decrease | 61.83% Decrease  |

Source: [PacificSource](#), Collective Medical, Lane County Jail

# The Commons on MLK Challenges

## FUNDING GAPS

- Operating budget continues to see major shortfalls (totaling around \$1,000,000 since project opening) primarily due to:
  - Extensive building damage due to behavioral health challenges and struggles with completing ADL's.
  - High turnover and vacancy for repair causing revenue loss
- Services funding gaps continue to present challenges to ensuring the building is staffed appropriately and robust services are available.
  - Healthcare funding contributions currently time limited
  - OHA funding for services staff expansion is also time limited

## SERVICES TRANSITIONS

Homes for Good transitioned into the service provider role in Jan and has hired a team of 4 PSH Case Managers, 2 Resident Services Specialists and 2 Resident Services Assistants.

## SAFETY

Maintaining resident and staff sense of safety has been challenging with episodes of violence and other crisis. Trauma "collision" between residents increases episodes of escalation.

## BEHAVIORAL CHALLENGES

Challenges finding appropriate settings for highly symptomatic individuals needing assistance with activities of daily living or presenting behavior that is a risk to the community. Needing "off ramps" from MLK for those not successful.

## TURNOVER & VACANCY

Almost half of placements at The Commons on MLK have exited the project back to homelessness, most for violent behavior. High turnover impacts both resident and financial stability.

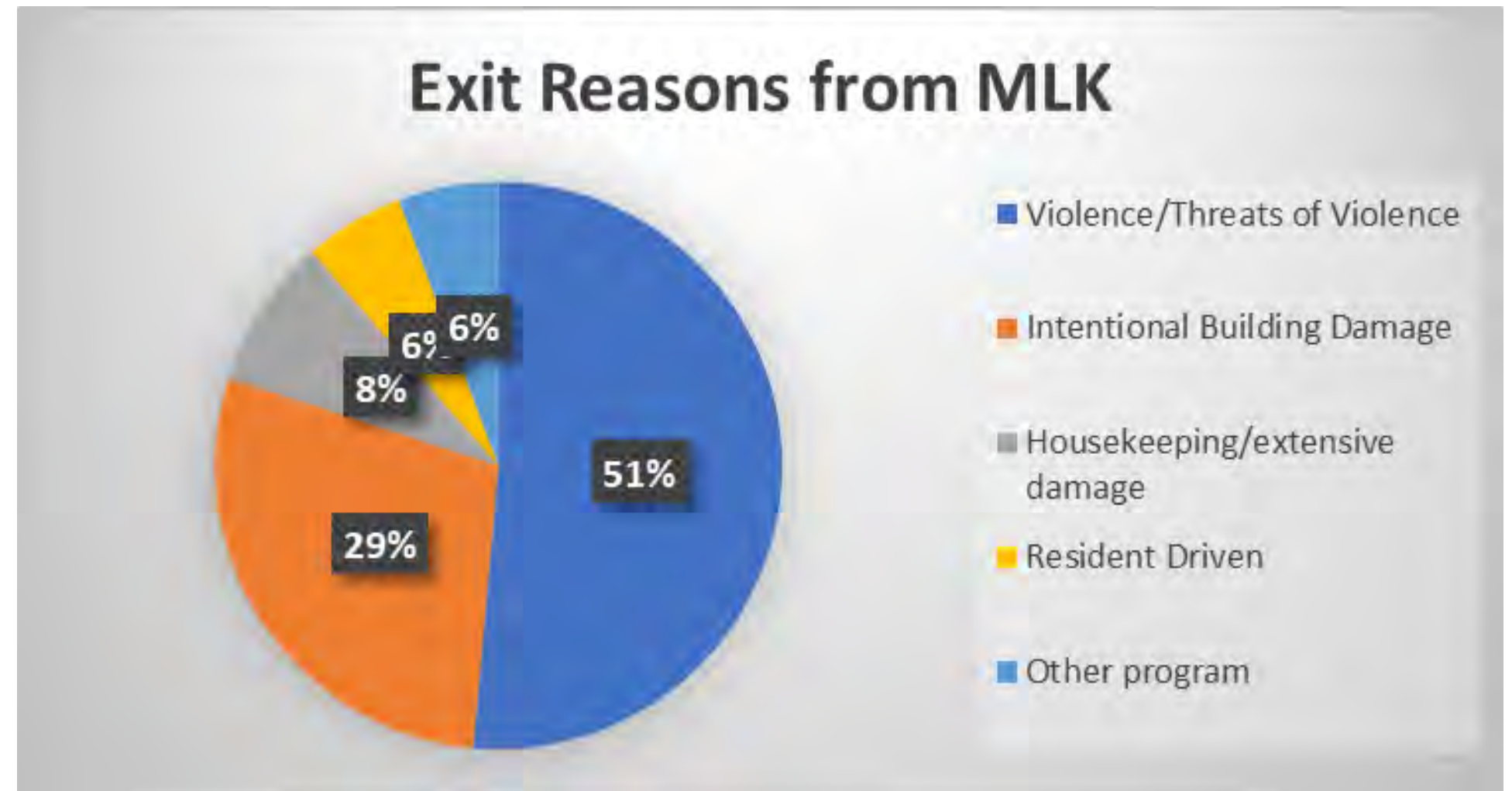
# Permanent Supportive Housing Resident History

| Disability At Start                 | MLK Commons | The Nel | All Scattered Site Average |
|-------------------------------------|-------------|---------|----------------------------|
| Mental Health Disorder              | 89%         | 87%     | 65%                        |
| Alcohol Use Disorder                | 14%         | 12%     | 9%                         |
| Drug Use Disorder                   | 28%         | 17%     | 12%                        |
| Both Alcohol and Drug Use Disorders | 46%         | 47%     | 17%                        |
| Chronic Health Condition            | 87%         | 80%     | 49%                        |
| HIV/AIDS                            | 3%          | 7%      | 0%                         |
| Development Disability              | 26%         | 22%     | 27%                        |
| Physical Disability                 | 82%         | 72%     | 47%                        |

# Exits from The Commons on MLK

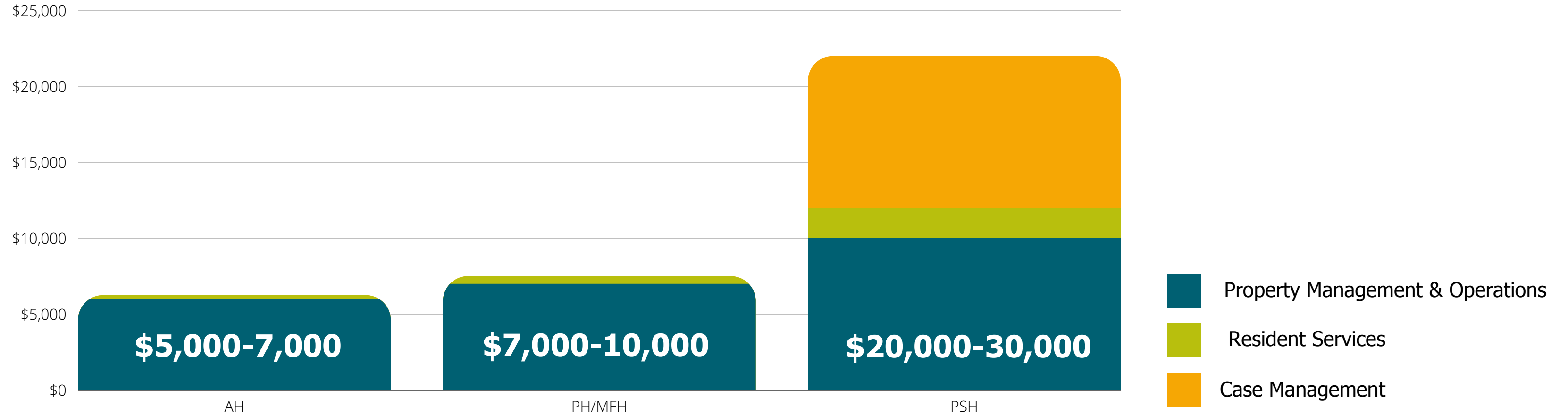
Most residents who are unsuccessful at The Commons on MLK were exited for one of the following reasons:

- Unable to complete activities of daily living
- Needing inpatient treatment services
- Intentionally damaging unit or building
- Unable to maintain health and safety standards in housekeeping
- Highly volatile or violent behavior
- If not MLK, then where?



*\*Note, the above data does not include residents who passed away while housed*

# Operating Cost Comparisons Across Housing Types



## Affordable Housing & Tax Credit

- \$350-500 per unit for services**  
**Low Need/Light Touch Services**
- Resource & Referral
  - Financial Education
  - Asset Building
  - Coaching
  - Employment Support
  - Community Building

## Public Housing, PBRA & PBV

- \$500-\$900 per unit for services**  
**Medium Need/Medium Touch Services**
- Housing Navigation
  - Tenant Education
  - Food Assistance
  - Housing Stability Interventions
  - Resource & Referral
  - Aging in Place

## Permanent Supportive Housing

- \$10,000-15,000 per year for services**  
**High Need/High Touch Services**
- Intensive Case Management
  - Behavioral Health Support
  - On-site Care Team
  - 24/7 Staff
  - Low staff ratios

# FUNDING SUPPORTIVE SERVICES



**Peacehealth**



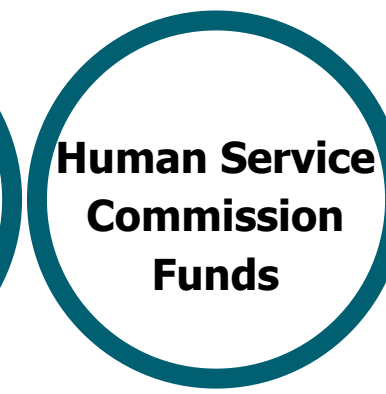
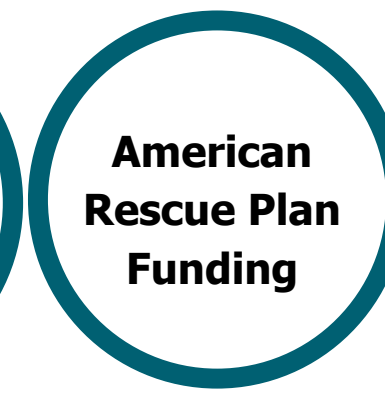
**Kaiser  
Permanente**



**Trillium  
Community  
Health Plan**



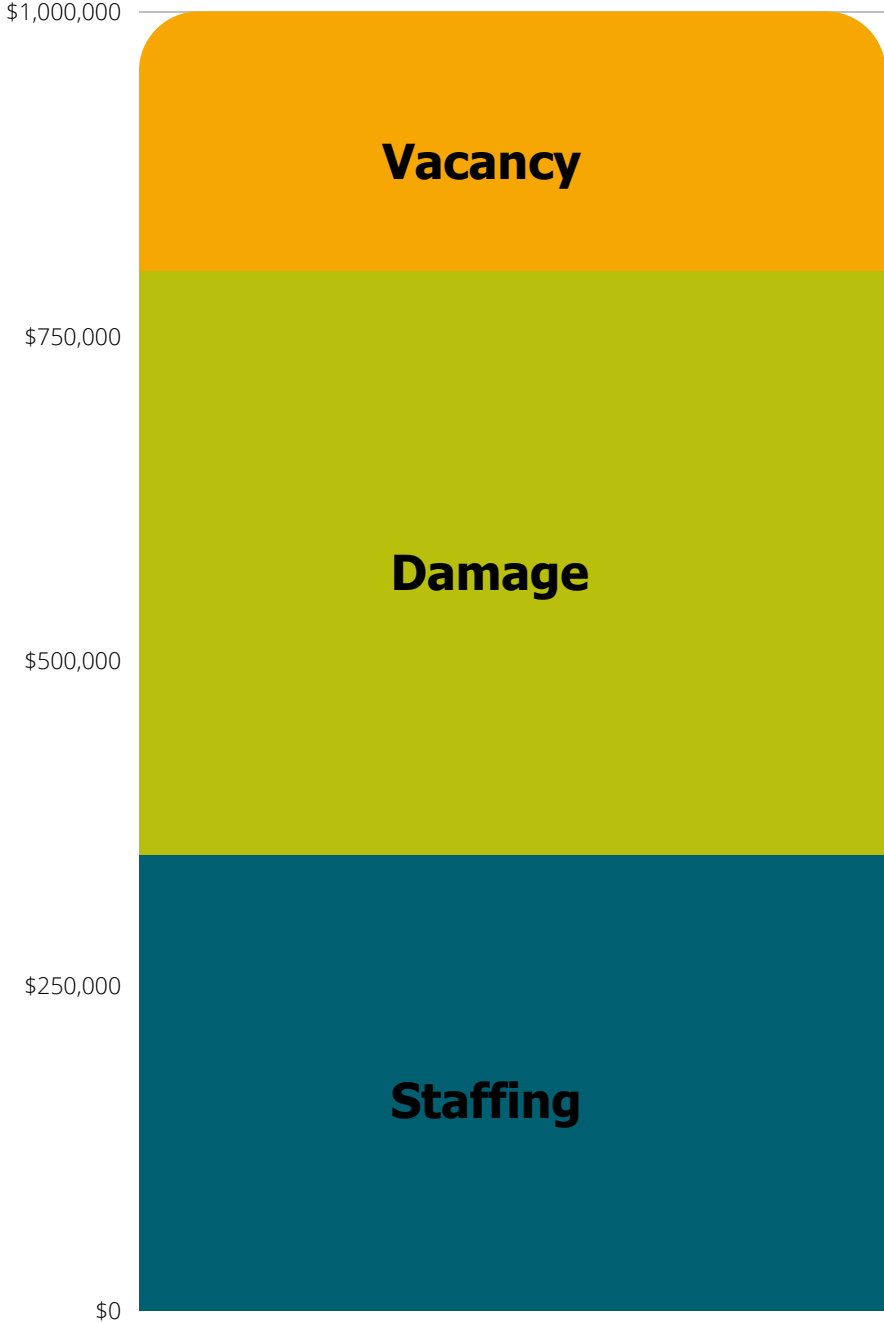
**Pacific Source  
Health Plans**



*Healthcare partners contributed funding for capital and services at The Commons on MLK. Service funding contributions will be fully expended in 2023 and Lane County is working to identify long term funding for this project.*

***Note that The Commons on MLK was built before the state PSH funding was created, so they have not been eligible to receive services funding from OHCS like The Nel and The Keystone.***

# Operating Shortfall Drivers



The Commons on MLK has averaged roughly **\$40,000 operating shortfall every month since opening**. Other PSH projects appear stable and The Keystone will likely cashflow in 2023.

- **Vacancy** - due to high turnover and long unit turns due to extensive damage, occupancy has remained around 75-80% causing ongoing revenue loss.
- **Damage** - ongoing issues with resident caused flooding, fires and unit damage. Some turns have had to be rebuilt down to the studs with one turn costing over \$60,000 to repair.
- **Staffing** - the need for 24/7 staffing at the front desk, building security, the high maintenance and building cleanliness needs have lead to unmanageable staffing costs.

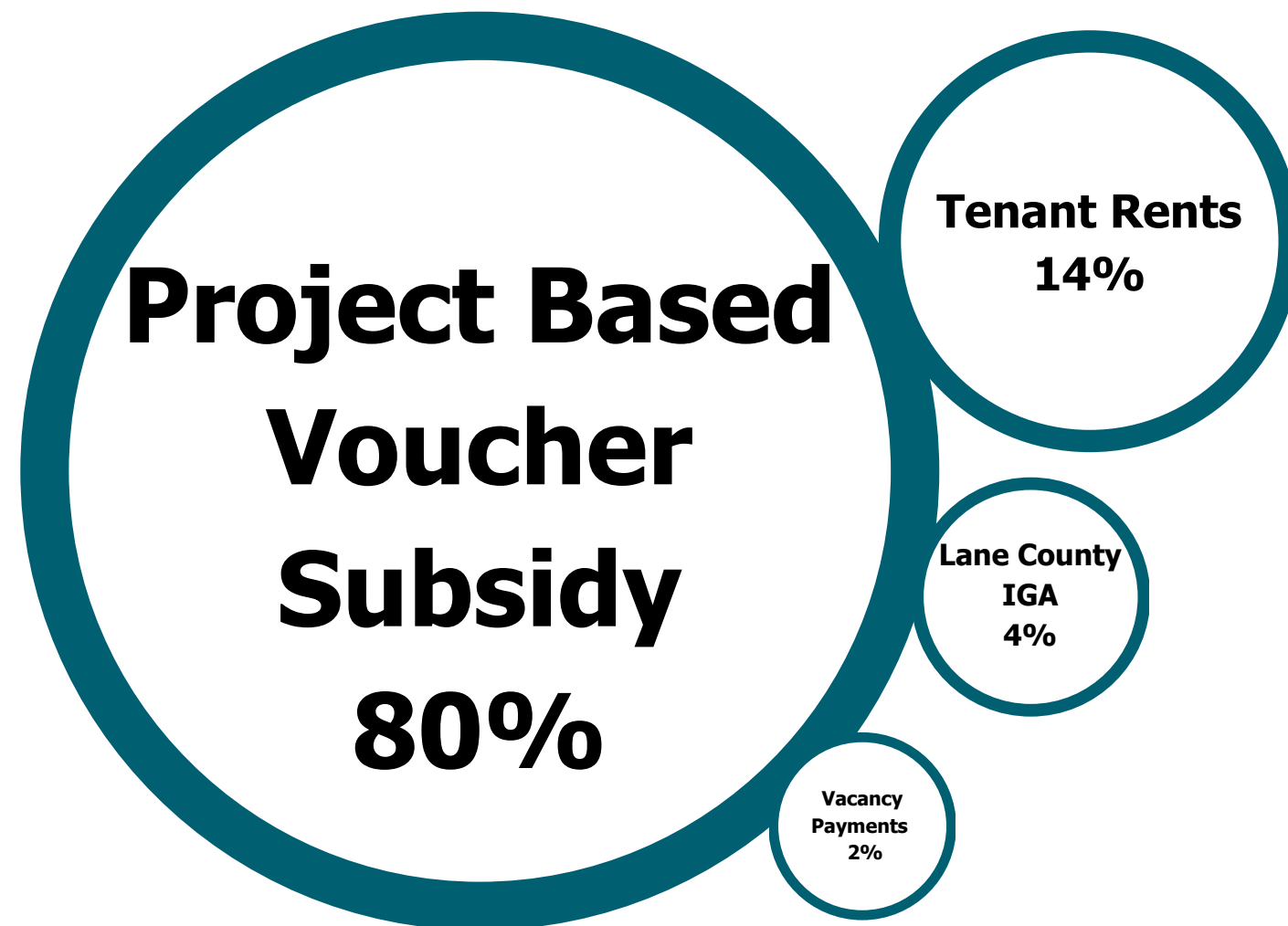
**The Commons on MLK**  
24 months of operations

**The Nel**  
7 months of operations

**The Keystone**  
19 months of operations



# FUNDING OPERATIONS



**Contract rent is \$992 per unit or \$11,904 per unit annually.**

**Building operating budget with 24/7 staffing is roughly \$17,000 per unit annually.**

**With vacancy at around 20%, this creates an annual deficit of around \$150,000 not accounting for bad debt.**

Residents pay 30% of their adjusted gross income towards rent with the average resident paying \$196 per month.

# DAMAGE AND EXTRODINARY EXPENSES



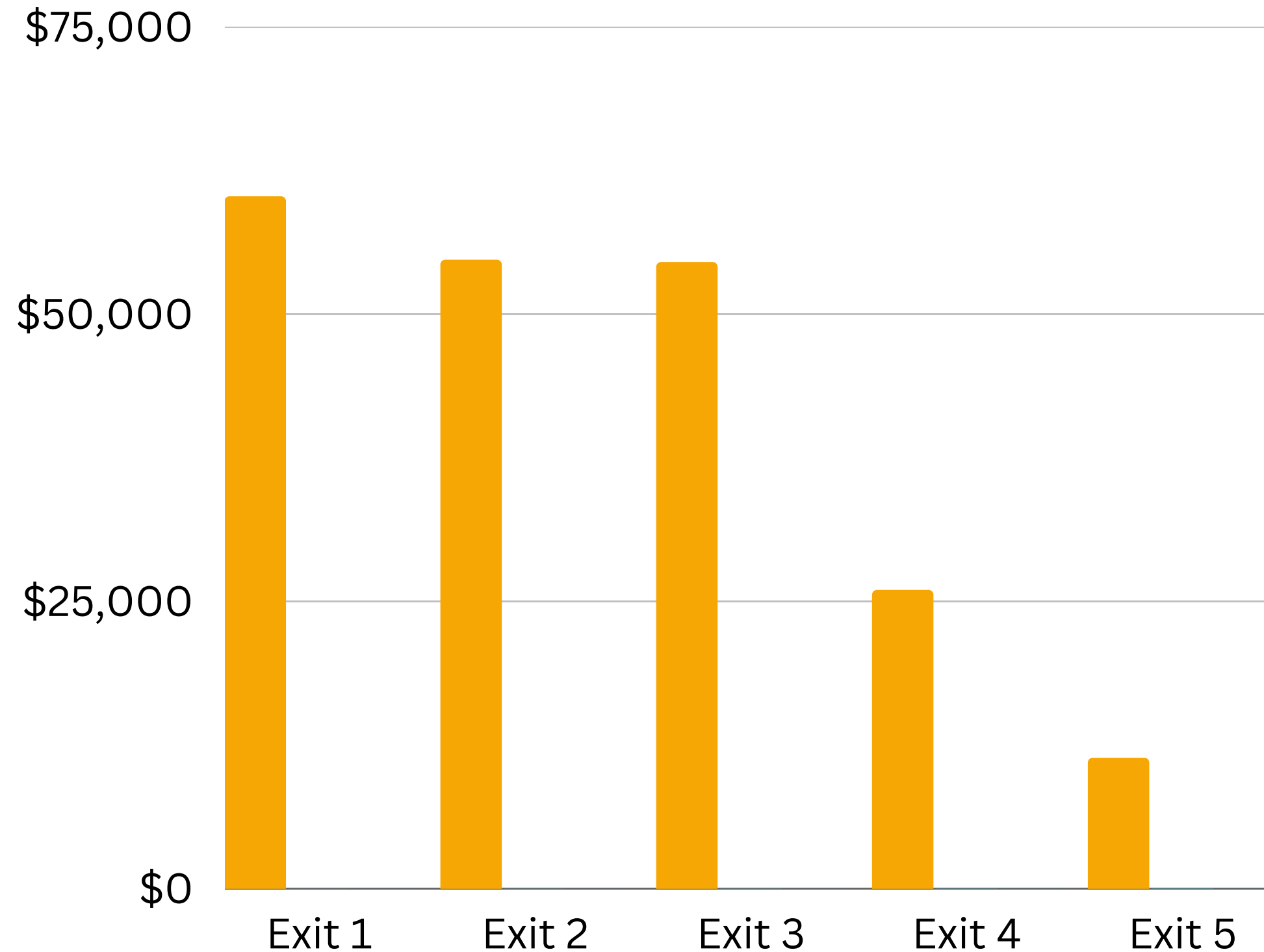
**Insurance  
Claims  
\$132,000**

**Bad Debt  
\$241,000**

**Incident losses  
not submitted  
\$216,725**

**Mitigation  
Funds  
\$12,000**

# RESIDENT BAD DEBT/DAMAGES



## Top 5 most expensive exits

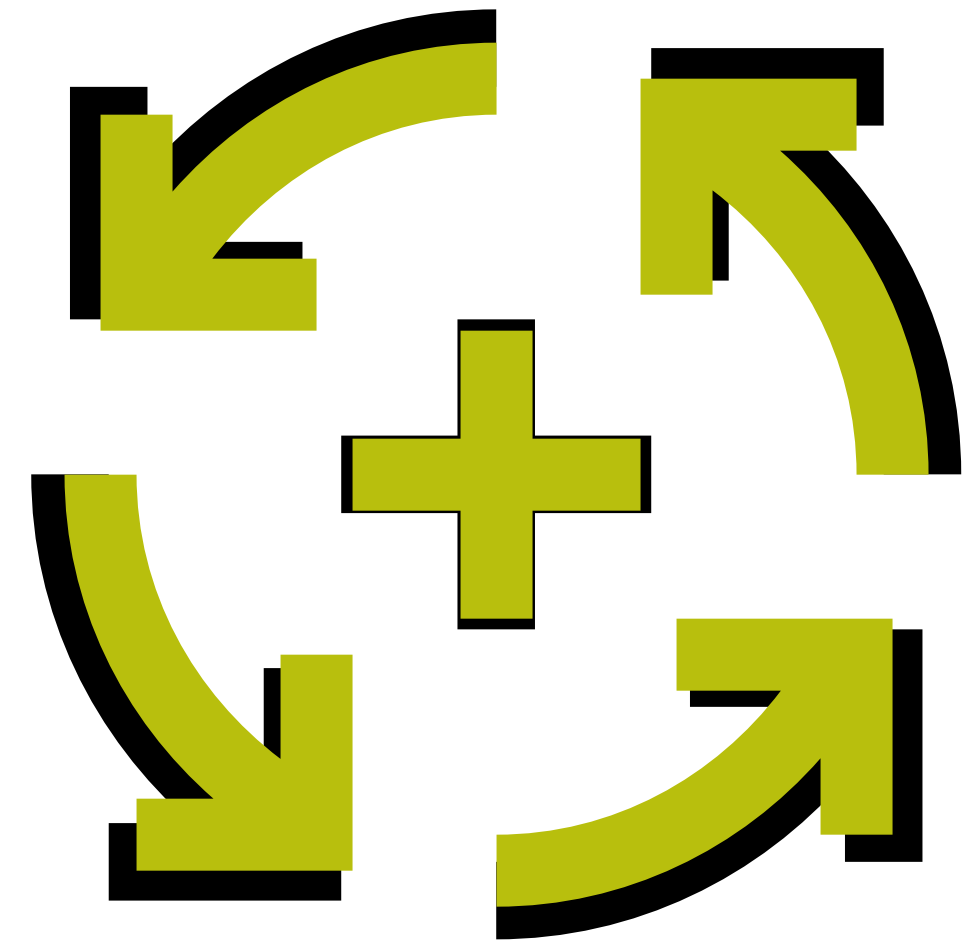
**\$60,176.25**  
**\$54,658.82**  
**\$54,459.88**  
**\$25,917.87**  
**\$11,306.61**

**Most exits costs have been related to extreme unit damage including biohazard removal, flood remediation and other extraordinary turn expenses like torn up flooring, dismantled appliances, broken windows etc.**

# CONTINUED PROCESS REVIEW & IMPROVEMENT



- Hired new PSH Supervisor for Homes for Good
- Lane County Outreach assistance with referrals
- Revised inspection procedures
- New referral checklist with FUSE/CE
- Service transition to Homes for Good
- LCBH hiring for dedicated QMHP for MLK
- Vacancy payment process in place with PBV
- Transition of front desk staffing to services team
- Revised Lease Enforcement process
- Shortfall funding received through ARPA award
- Advocacy for new OHCS mitigation funding
- Strengthened partnerships with CCO's, emergency responders and community providers



# PSH Stability Strategies

## FILLING FUNDING GAPS

- Secure gap funding to replace expiring HealthCare partner contributions.
- Engage City of Eugene additional project or risk mitigation funding.
- Map out how to maximize access to new OHCS mitigation funding.
- Map out ways to maximize new Medicaid waiver and billing.
- Decrease turnover and maximize project revenue (utilizing new vacancy payments etc.)

## STABILIZE STAFFING

Ensure adequate staffing ratios and skill levels to reflect the acuity of clients served. Ensure ongoing training and support systems to account for staff turn over.

## INCREASE SAFETY

Increase staff de-escalation skills, review referral process, work with emergency response providers. Increase lease accountability and resident education to increase sense of safety.

## STREAMLINE COMPLIANCE

Working through process improvement review with Lane County to identify areas to streamline regulatory compliance to simplify the process for the resident and increase success rate and lease up timeline. Apply lessons learned.

## RECALIBRATE PLACEMENTS

Strengthen systems collaboration to increase success of those that need assistance with living independently or need a higher level of care. Create flexibility within PSH programs to ensure service continuity after departure.

# QUESTIONS?





# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 04/26/2023

**AGENDA TITLE:** Strategic Equity Plan Quarter 3 Progress & Board Input for Year 2

**DEPARTMENT:** Executive

**CONTACT :** Jacob Fox

**EXT:** 2527

**PRESENTER:** Jacob Fox

**EXT:** 2527

**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 "J. Fox", is written over a horizontal line.

**DATE:** 04.18.2023

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



# Strategic Equity Plan

**We have identified four  
main areas of focus for our 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**  
**Quarter 3: January - March 2023**  
**Progress Report**

## 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.

We will develop new client engagement systems to share with clients the programmatic improvements we are achieving, and we will seek guidance from our clients on how we can continue to make programmatic improvements based on direct feedback from the people we serve. We will intentionally focus this client engagement on clients from the BIPOC community clients with disabilities.

- Continuity of Operations Presentation at RAB about evacuation planning.
- The FSS Program updates based on the feedback of the focus groups including:
- Starting a monthly group that allows participants to share resources and connect with one another and reach out to participants in ways that they identified as meaningful.
- Having coordinators write handwritten notes when a participant is going through a hard time, or at a time of celebration.
- Creation of social media campaign to share FSS Focus group quotes—Campaign in both English and Spanish to promote Spanish Speaking Coordinator.
- Customer experience survey (Opiniator) launched 11/30/22 in the lobby of our Service Center. Responses received starting January.
- Engagement at RAB for Annual Plan/Moving to Work at the Resident Advisory Board Meeting.
- Implementation of CutureAmp for internal employee surveys to receive feedback in a safe and confidential way, but will also allow for staff to view the data in meaningful ways that will provide much more insight into your experiences and potential actions the Agency can take to improve. First Employee Engagement survey was conducted, and closed March 31st.

We will offer to develop new relationships with culturally specific organizations, organizations serving the BIPOC Communities and BIPOC leaders in Lane County.

- In discussions with DHS and 15th Night regarding local preference for project based vouchers.
- In discussions with Head Start regarding local preference for tenant based vouchers
- In discussions with Restorative Justice, Center for Dialogue and Resolution regarding local preference for tenant based vouchers
- Met with Three Rivers Casino staff (including Tribal Council Member) to discuss local preference for Project Based Vouchers.
- Engaged with Centro Latino Americano, Lane African American/Black Student Success, and Honey (Culturally Specific Organizations), Head Start of Lane County, Parenting Now, Eugene Relief Nursery, Daisy CHAIN, and Nurturely (Culturally Responsive Organizations), and Early Childhood CARES, and Parkside Community Preschool (Organizations that serve children with disabilities/delays) around resident preference, site programing and site design for Ollie Court.
- Executed MOU with Centro Latino Americano for Ollie Court. Additional MOUs with other organizations are being explored.

We will continue to seek opportunities to support the non-profit network, local and state jurisdictions and the business community through preferences and partnerships.

- Applied and accepted to Advancing Equity through Emergency Housing Vouchers Community of Practice Cohort. Cohort focuses on examining structural racism in housing inequality.
- Partnering with Oregon Housing and Community Services (OHCS) and Lane County in the distribution of emergency rental assistance funds via OREDAP
- Signed MOUs with Siuslaw Outreach Services, Sponsors Inc. and Senior & Disabled Services to partner at Quince Street Apts.
- Expansion of Public Housing local preference to include MOVE ON and Domestic Violence (DV)

We will use specific instances of housing discrimination faced by our prospective and existing clients to identify trends in housing discrimination occurring in Lane County. We will pay careful attention to specific instances and trends of housing discrimination that are being experienced by people from the BIPOC community and people with disabilities.

- Partnering with Lane Council of Governments (LCOG) on data evaluation for the Waitlist Connect, based on demographics, and area poverty levels
- Rent Assistance Supervisor presented at BOLI Fair Housing Event.
- Revised Affirmatively Furthering Fair Housing Marketing Plan (AFHMP) for Abbie Lane, Village Oaks, and Fourteen Pines, to develop new strategies to engage under represented populations.



## Strategic Equity Plan

Quarter 3: January - March 2023

Progress Report

### 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.

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.

- Internal initiative to gather more resident photos to share in internal newsletter and external social media platforms.
- Homes for Good Foundation email communication with staff sharing quotes from scholarship recipients.

Staff that don't 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.

- Energy Services Department Participated in a Weatherization Workshop organized by Beyond Toxics and targeted to historically marginalized communities.
- "Spring Spruce Up" Events scheduled for two Public Housing sites.

Homes for Good's external communication channels are used 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.

- Energy Services Department Participated in a Weatherization Workshop organized by Beyond Toxics and targeted to historically marginalized communities.
- "Spring Spruce Up" Events scheduled for two Public Housing sites.
- Shared resident event photos from Permanent Supportive Housing and Public Housing sites.

Homes for Good will educate the business community about 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.

- Joined Oregon Association of Minority Entrepreneurs (OAME) and will attend regular meetings.
- Held outreach event at Florence Events Center to highlight efforts to provide housing resources on the coast with marketing targeting communities of color.
- Met with Meili Construction to discuss and strategize implementation of Equitable Contracting Initiative (ECI) requirements for Lazy Days.
- Met with Chambers construction to discuss and strategize implementation of Equitable Contracting Initiative (ECI) requirements for Ollie Court.
- Presented at Westside Neighbors and Downtown Neighborhood Association meetings to provide project updates and explain Equitable Contracting Initiative (ECI) basics in order to spread awareness of equity efforts being made on our projects to raise community awareness and support.



## Strategic Equity Plan

Quarter 3: January - March 2023

### Progress Report

## 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.

We will determine what funding resources would be necessary to make the Family Self Sufficiency program automatic enrollment program for any qualified client. Programmatic outreach will focus on BIPOC and Spanish speaking clients.

We will communicate our goal of improving educational achievement for children and youth that are served by Homes for Good to education leaders in Lane County and seek their input and partnership in this effort.

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.

We will continue affordable housing production and the rehabilitation of existing affordable within the metro area and rural areas. We will experiment with housing types and scale for rural Lane County based on input from local residents and especially the BIPOC community.

- Naval Reserve Site (Ollie Court) Funding Application submitted to Oregon Housing and Community Services (OHCS) for Low Income Housing Tax Credit Notice of Funding (LIHTC NOFA).
- Continue work to expand Oak Street Child Development Center and looking at expansion to the rest of Oak Court.
- Executed Memorandum of Understandings (MOUs) with Head Start of Lane County, Early Childhood CARES for Ollie Court. Additional MOUs with other organizations are being explored.

- Resident Services expansion to additional 3rd party managed properties.

- Outreach event in Florence for Quince Street site, gathering feedback on site names, and providing educational materials.
- Tabled at Mapleton School District event to educate on Homes for Good housing options and providing educational materials
- Submitted Oregon Housing and Community Services (OHCS) funding applications for Bridges on Broadway (Rehab Hotel to Permanent Supportive Housing), Ollie Court and Quince Street (both new construction). Both Ollie Court and Quince Street will prioritize marketing to communities of color.
- Submitted Affordable Housing Trust Fund (AHTF) funding applications to the city of Eugene for The Coleman and Bridges on Broadway.
- Continued attendance at Housing Implementation Plan Meetings in Florence.



## Strategic Equity Plan

Quarter 3: January - March 2023

Progress Report

### 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.

Homes for Good's programmatic resources, like the Housing Choice Voucher Home Ownership Program, that are proven to build wealth have been assessed with the goal to increase wealth for clients from the BIPOC community.

- Established 13 Project Based Vouchers at Ketanji Court. Project has a Memorandum of Understanding (MOU) with Centro Latino to provide supportive services on site.

We have developed the framework of a 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.

- Utilized the State of Oregon's Certification Office for Business Inclusion and Diversity (COBID) site and Section 3 Opportunity Portal to offer solicitation opportunities to business owners for Supportive Housing contract opportunities.
- Contracted with two Minority, Women Owned, Emerging Small Business (MWESB) businesses
- Contracted with one Section 3 business
- Contracted with BDA Architects (Women Owned Business) at Lazy Days and Quince Street Apartments.
- Continue to represent Homes for Good at CADE (Contracting Alliance for Diversity and Equity) Steering Committee Meetings.
- Joined Oregon Association of Minority Entrepreneurs (OAME) and will attend meeting regularly.



## Strategic Equity Plan

Quarter 3: January - March 2023

Progress Report

### 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.

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.

- Collaborating with Fair Housing Council of Oregon (FHCO) on educational materials for landlords with an emphasis that incentivizing landlords and waitlist preferences for high barrier populations is not a violation of FHCO.
- Collaboration with Tusk Consulting on capacity building with all supervisors and managers at the agency
- Opened applications for new Equity Strategy Team members. Held interviews, and welcomed 5 new members to the team.
- \$1090 in Diversity, Equity, and Inclusion resources distributed to staff based on staff requests.

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.

- California Coalition for Rural Housing Internship awarded, and started advertising for the position.
- Comprehensive hiring packet created for Finance Director position casting a wide net.
- Inclusive Language document created for Equity Strategy Team and Finance Director recruitment to help candidates understand the language we use at Homes for Good.
- Implementation of CultureAmp employee engagement platform.
- Development of interviewing resource packet to best prepare candidates for discussions about equity, access and social justice.
- Launch of Preference Center for Mailchimp Communications, allowing people to have more control over which emails they receive from us. Ability to only select to receive job posting emails if that is all someone is interested in. Limits erroneous emails to people, and reduces unsubscribes because someone is receiving content they are not interested in.
- HR and members of the Equity Strategy Team (EST) met to work through process improvements to hiring and recruitment.

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.

- Wellness Committee hosted a EAP training through Cascade for employees to watch.

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

- Got approval from the Homes for Good Foundation board to recycle used Construction Fence Screens into bags to fundraise for The Homes for Good Foundation.
- Transition to online time card system with ADP, eliminating paper timecards.
- Working on selecting YARDI software will eliminate a lot paper long term.
- Energy Services Department transitioning to full electronic client files for in-office and on-the-filed work.
- Electronic timekeeping implementation for all employees.



## Strategic Equity Plan

Quarter 3: January - March 2023

Progress Report

### 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.

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.

- Finalized the IT Security Annex of the Continuity of Operations Plan.
- Start of work on evacuation plans for all sites.

We will provide communication and programmatic enhancements to clients who don't speak/read English as their first language.

- Added English and Spanish pamphlets from BOLI to the Service Center's reception area.

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.

We will identify and document federal and state statutes and regulations that create barriers to access and active participation in Homes for Good governance, programs and apartment communities.

- Have been meeting with Centro Latino Americano regarding Ollie Place and discussing how to work through major barriers (including immigration status) to accessing Project Based Vouchers.

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.

- Resident services now serving more affordable housing sites including at new proposed developments at Ollie Place and Quince Street.
- Developed services and management plan for and submitted application to Oregon Housing and Community Service (OHCS) to provide funding to convert Bridges on Broadway to Permanent Supportive Housing.



# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 04/26/2023

**AGENDA TITLE:** Real Estate Development Quarter 2 Pipeline Overview

**DEPARTMENT:** Real Estate Development Division

**CONTACT :** Steve Ochs

**EXT:**

**PRESENTER:** Steve Ochs

**EXT:**

**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 "S. Ochs", is written over a horizontal line.

**DATE:** 04.18.2023

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



Real Estate Development  
Pipeline Update



# Currently In Pipeline

## BREAKING GROUND

LAZY DAYS  
MOBILE  
HOME  
PARK

BRIDGES  
ON  
BROADWAY

OLLIE  
COURT

THE  
COLEMAN

QUINCE  
STREET

GLENWOOD  
PLACE

BLUE  
RIVER  
DRIVE  
SITE



2023

2024

2025

2026+

# Ollie Court



## Recent Activity

- December 2022 – Applied for 80 Project Based Vouchers
- Feb-Mar 2023 – Design Updated to Accommodate Budget Changes
- March 2023 – Notified of PBV Award
- March 2023 – Applied for \$24,733,451 total in OHCS LIFT/4% LIHTC
- March 2023 – Requested \$4,900,000 Lottery Bond funding for Early Learning Center
- April 2023 – Applied for \$56,169 Eugene SDC Exemption



## Next Steps

- May 2023 – Speak at Oregon Legislature Lottery Bond Hearing
- June 2023 – Receive decision on SDC Exemption Funding
- August 2023 – Receive decision on OHCS LIFT/4% LIHTC funding application
- Fall 2023 – Initiate RFP for Financing Partner

# Bridges on Broadway



## Recent Activity

- December 2022 – Applied for 57 Project Based Vouchers
- March 2023 – Applied for \$500,000 from City of Eugene Affordable Housing Trust Fund
- March 2023 – Notified of PBV Award
- March 2023 – Applied for \$8,400,000 in OHCS PSH Funding
- April 2023 – Applied for \$55,721 from City of Eugene SDC Exemption
- April 2023 – Applied for \$750,000 from Trillium



## Next Steps

- April 2023 – AHTF Committee decides on funding recommendations
- May 2023 – Eugene City Council decides on AHTF recommendations
- June 2023 – Receive decision on SDC Exemption Funding
- August 2023 – Receive decision on OHCS PSH funding application

# Quince Street



## Recent Activity

- December 2022 – Applied for 85 Project Based Vouchers
- February-March 2023 – Design Updated to Accommodate Budget Changes
- February 2023 – Notified of PBV Award
- March 2023 – Held Community Outreach Event at Florence Events Center
- March 2023 – Applied for \$28,760,676 total in OHCS LIFT/4% LIHTC



## Next Steps

- Spring 2023 – Finalize naming of development
- August 2023 – Receive decision on OHCS LIFT/4% LIHTC funding application
- Fall 2023 – Initiate RFP for Financing Partner

# Lazy Days



## Recent Activity

- Initiated Release of Funds process for HUD Environmental Review
- Submitted Building Permits and Septic Permits for Review
- Initiated bidding process for construction contract



## Next Steps

- April 2023 – Finalize Release of Funds process for HUD Environmental Review
- May 2023 – Sign grant agreements
- June 2023 – Begin construction

# The Coleman



## Recent Activity

- Unsuccessful 2022 9% LIHTC application
- Updated design from 52 Units to 38 Units to Increase Funding Opportunities and Competitiveness
- March 2023 – Applied for \$1.5M in Congressionally Directed Spending
- March 2023 – Applied for \$757,612 from City of Eugene Affordable Housing Trust Fund



## Next Steps

- April 2023 – AHTF Committee votes on funding recommendations
- May 2023 – Speak at Oregon Legislature Lottery Bond Hearing
- May 2023 – Eugene City Council votes on AHTF recommendations
- Summer 2023 – Submit Application for OHCS Small Projects NOFA
- June 2023 – Submit Federal Home Loan Bank application
- August 2023 – Submit Small Projects NOFA application

Thank You!



Homes. People. Partnerships. Good.