

# Housing And Community Services Agency of Lane County

Strategic Plan – 2011-2015  
2014 Goals, Strategies, and Actions

**MISSION:** Making a difference in the quality of affordable housing and related community services

**VISION:** Safe, affordable, energy-efficient housing for all low-income Lane County residents



January, 2014

To Our Residents, Employees and Stakeholders,

The Housing And Community Services Agency (HACSA) of Lane County has provided affordable housing and related community services for over 30 years. Despite difficult economic times, we continue our mission of making a difference in the quality of affordable housing and related community services. HACSA has been designated as a high performing public housing authority (PHA) by the U.S. Department of Housing and Urban Development (HUD) for fiscal years 1997 through 2012, the entire period that HUD's scoring system has been in place.

The Agency's seven person Board of Commissioners is comprised of the five Lane County Commissioners and two appointed commissioners who are residents of HACSA-owned housing. In December 2010, the Board approved the Agency's strategic plan for the period January 1, 2011 through December 31, 2015. The five year time frame was chosen because it is enough time to make some meaningful changes and it is short enough to maintain a sense of urgency.

Last year the HACSA Board approved the strategic plan with specific and measurable strategies and actions for 2013. Semi-annual implementation reviews were submitted to the Board in July of 2013 and January of 2014.

This strategic plan outlines four overall goals that are based on input from HACSA's Board of Commissioners, its employees, residents, community partners and other stakeholders. Included are strategies and actions to be accomplished in 2014 that are specific and measurable. In some cases they may be revised due to unforeseen circumstances. For example, need may increase due to economic factors beyond our control, and federal funding is likely to continue to be stagnant in the near future. At the end of 2014, new strategies and actions will be implemented. We will continue to monitor our progress through semi-annual updates to the HACSA Board of Commissioners.

The success of this plan depends greatly on others beyond HACSA. In 2013 we collaborated with several nonprofit agencies, including ShelterCare, St. Vincent DePaul, NEDCO, Food for Lane County, Sponsors, Metropolitan Affordable Housing and Mainstream Housing. We will continue to collaborate with current partners and we will seek out new partnerships that enhance our mission.

**GOAL 1      Increase the number of affordable housing units available to Lane County residents by 300 by December 31, 2015**

HACSA is currently in the planning stage for the development of approximately 280 new units of affordable housing in Lane County. This includes 50 units in north Eugene, 150 in Glenwood, 60 in downtown Eugene and 20 in west Eugene. In 2013 the Agency completed the rehabilitation of the Norsemen Village Apartments, a 44-unit low-income housing development that serves seniors and people with disabilities.

**GOAL 2 Obtain funding from new sources of at least \$1,250,000 by December 31, 2015**

The HACSA Board stressed the importance of increasing the Agency's housing-related community services. Federal funding accounts for about 84% of HACSA's revenues (HUD alone comprises 71%). This goal was developed because the downturn in the nation's economy and the large federal deficit makes increases in HUD appropriations very unlikely in the foreseeable future. Fundraising will mostly occur through HousingPlus, a nonprofit corporation affiliated with HACSA, which was incorporated in 2012.

**GOAL 3 Increase organizational performance in selected special emphasis areas**

A major reorganization, triggered by the retirement of several key HACSA staff members, and a succession plan for the Executive Director are included in this goal. The HACSA Board called for diversification of the workforce and the employee survey pointed out the need for better communication and the need to address burn out/stress/morale, which are also included.

**GOAL 4 Increase the self-sufficiency of HACSA residents**

Included in this goal are strategies that address responses to resident surveys. There is also a program to help our weatherization clients reduce energy consumption. The Agency's Resident Services Supervisor and Energy Educator are directing many of the strategies included in this goal.

We thank all of you who have contributed to this process. This plan will guide our efforts toward the Agency's vision of safe, affordable, energy-efficient housing for all low-income Lane County residents.

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Larry Abel, Executive Director

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Judith Pothier, Chair, Board of Commissioners

# Housing And Community Services Agency of Lane County Strategic Planning

**Goal 1 “Increase the number of affordable housing units available to Lane County residents by 300 by December 31, 2015.”**

## **Turtle Creek site, Phase II**

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|---|------------|
| 1. Plan for construction of first 4 homes | 01/15/2014 |
| 2. Begin construction                     | 03/15/2014 |

**Staff Responsible:** Real Estate Development Director

## **Dispose of Hope Loop property**

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|--|------------|
| 1. Construction to begin   | 01/06/2014 |
| 2. Land transfer to OregonBILDS at the conclusion of a subdivision process | 09/15/2014 |

**Staff Responsible:** Real Estate Development Director

## **6th & Oak Site**

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| 1. Begin due diligence on site                    | 01/10/2014 |
| 2. Begin master-planning for Market District      | 02/15/2014 |
| 3. Present concepts to community in public forums | mid-2014   |

**Staff Responsible:** Real Estate Development Director

## **Sell 51-112 scattered site public housing units**

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| 1. Receive HUD approval to sell scattered sites                      | 03/31/2014 |
| 2. Issue RFP to secure Real Estate Broker(s) to sell scattered sites | 04/30/2014 |
| 3. Begin Sales of the scattered sites                                | 06/01/2014 |

**Staff Responsible:** Jacob Fox

## Plan and design Bascom Village development Phase II

Collaborate design with St. Vincent de Paul and neighbors ongoing

**Staff Responsible:** Real Estate Development Director

## Continue development process for Glenwood Place

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|---|------------|
| 1. Achieve final allocation of Springfield and Eugene HOME/CDBG funds | 04/10/2014 |
| 2. Submit State funding application                                   | 04/15/2014 |
| 3. Achieve State funding approval                                     | 06/30/2014 |
| 4. Begin design and permit work                                       | 07/01/2014 |

**Staff Responsible:** Real Estate Development Director, Metropolitan Affordable Housing Corporation and Housing Development Center, Inc.

## Investigate Potential New Developments

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| 1. Investigate potential new partnerships with Metro Affordable Housing | 03/31/2014 |
| 2. Determine potential capacity for HACSA-owned site on River Road      | 09/30/2014 |
| 3. 48 <sup>th</sup> & Main: Investigate development scenarios           | 09/30/2014 |

**Staff Responsible:** Real Estate Development Director

## Advocate for Affordable Housing in Lane County

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| 1. Schedule at least three affordable housing photo exhibits of HACSA, St. Vincent DePaul, Metropolitan Affordable Housing and ShelterCare        | 12/31/2014 |
| 2. Obtain at least one municipal "Housing America Month" proclamations in addition to Lane County, the City of Eugene and the City of Springfield | 10/31/2014 |
| 3. Hold one public Housing America event  | 10/31/2014 |

**Staff Responsible:** Larry Abel

## Goal 2 "Obtain funding from new sources of at least \$1,250,000 by December 31, 2015"

### Determine next steps for HousingPlus

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| 1. Meet with the Board to develop a plan for 2014                | 01/21/2014        |
| 2. Implement the plan  | -start 01/31/2014 |
| 3. Receive 501(c) (3) approval from the Internal Revenue Service | 06/30/2014        |

**Staff Responsible:** Larry Abel

**Apply for and secure funding to support the salary and fringe benefits of the Energy Educator**

- 1. Secure at least \$30,000 from utility partners 12/31/2014
- 2. Secure at least \$20,000 from other sources 12/31/2014

**Staff Responsible:** Steve Jole

**Goal #3 “Increase organizational performance in selected special emphasis areas”**

**Sub-Goal #1 Complete a Succession Plan for the Executive Director.**

Continue to develop Jacob Fox’s knowledge in all areas of HACSA operations. Oversee his supervision of the Housing, Section 8 and Energy Services Division – start 01/31/2014

**Staff Responsible:** Larry Abel

**Sub-Goal #2 “Implement major changes in conjunction with reorganizations of the Housing, Section 8 and Energy services Divisions”**

- 1. Assign Geni Sustello, longtime Section 8 Division Director, to the Housing Director position. Assign Chuck Hauk, longtime Housing Director to the Section 8 Division Director position. Due to the retirement of longtime Energy Services Supervisor Barry Pitzer, appoint Steve Jole to the Energy Services Manager position - start 1/31/2014
- 2. Support these key management staff management staff with training, technical assistance and clear transition plans ongoing

**Staff Responsible:** Jacob Fox

**Sub-Goal #3 “Implement Changes in the Energy Services Division”**

- 1. Develop implementation plan for migration from current weatherization database to new weatherization database 09/30/2014
- 2. Decide on which database product best meets the division’s current and future needs 09/30/2014
- 3. Develop and implement a system of relevant criteria and work standards to establish a method of performance evaluation for all energy auditors 12/30/2014
- 4. Develop ‘Weatherization Plus Health’ concept (endorsed by DOE, HUD, CDC and DPA) and integrate the initiative into HACSA’s energy education home visit module 09/30/2014

- 6. Utilize the Energy Educator Position to explore whether HACSA should create a Resource Conservation plan for all HACSA Divisions 12/31/2014

**Staff Responsible:** Steve Jole

**Sub-Goal #4 “Reorganize I.S. Operations”**

- 1. Complete assessment of current IS systems and staffing and develop 2 year budget for ongoing maintenance and new IS software and hardware necessary 09/30/2014
- 2. Develop a succession plan for current IS Support Technician who will retire within the next 3-5 years 12/31/2014

**Staff Responsible:** Jacob Fox

- 3. Determine when the new Payroll system will be implemented and how the training will be conducted 01/31/2014

**Staff Responsible:** Karla Ramsdal

**Sub-Goal #5 “Diversify the HACSA workforce in selected classification in gender and ethnicity by December 31, 2015”**

**Create and maintain workplace atmosphere welcoming of diversity and tolerance**

- 1. All employees attend at least two cultural awareness trainings 12/31/2014
- 2. Identify culturally specific organizations and networks to inform about HACSA job opportunities 12/31/2014
- 2. Inclusion Council will continue to meet monthly and explore topics that would foster cultural awareness within the Agency ongoing

**Staff Responsible:** Jacob Fox and Karla Ramsdal

**Sub-Goal #6 “Achieve an employment satisfaction score of no less than 4 on a 5-point scale from at least 90 percent of employees responding to the survey by December 31, 2015.”**

- 1. Beginning with the reorganization of the Section 8 Division, focus on improving communication, particularly in regards to the following statements included in the December 2012 Employee Feedback Survey. – start 01/31/2014

“When my team members and I work towards a solution to an issue, the problems stay resolved.” Survey result was 2.93 on a scale of 5, with 5 being “Always”

“Disagreements are viewed as opportunities for dialogue and are dealt with directly.” Survey result was 2.33 on a scale of 5.

**Staff Responsible:** Chuck Hauk

2. Implement supervisory training for the five new property managers in the Housing Division, with a focus on communication. 06/30/2014

**Staff Responsible:** Geni Sustello

3. Conduct follow-up communication training for upper level managers. The Abernathy Consulting Group conducted such training in June 2012. This training will include four managers that have been hired since that date. 06/30/2014
4. Survey staff to determine to what degree improvement has been made. 12/31/2014

**Staff Responsible:** Larry Abel

**Sub-Goal #7 “Leverage the knowledge and experience of the Efficiency Committee to identify organizational changes that will allow HACSA to maintain levels of service while receiving less funding from traditional sources”**

1. Continue meetings of the Efficiency Committee quarterly
2. Convene a sub-committee that will develop the implementation plan for the Electronic Document System and Mobile Inspections system 03/31/2014
3. Implement the Electronic Document System and the Mobile Inspections System. 12/31/2014

**Staff Responsible:** Jacob Fox

**Sub-Goal #8 “Continue to implement methods to establish financial viability of the Firwood Apartments through 2015”**

1. Implement a 4-5% rent increase 03/01/2014
2. Reduce the FY 2013 excess of expenditures over income (\$29,639) by at least 20% in FY 2014 12/31/2014

**Staff Responsible:** Geni Sustello

**Sub-Goal #9 “Revise Personnel Policy (Employee Handbook) and complete revisions of all job descriptions”**

1. Meet with Helen Towle regarding retaining services for assistance with the Personnel Policy 03/10/2014



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| 2. Meet with management team regarding proposed changes   | 03/14/2014 |
| 3. Incorporate changes/updates to the Personnel Policy    | 04/30/2014 |
| 4. Complete remaining revision of last 3 job descriptions | 04/30/2014 |

**Staff Responsible:** Karla Ramsdal and Labor Management Committee

**Sub-Goal #10 “To increase efficiencies; explore feasibility of moving away from centralized applications/intake towards site-based applications/intake”**

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| 1. Complete review of current centralized applications/intake procedures  | 03/31/2014 |
| 2. Complete review of potential site-based applications/intake process, including feasibility and determination of increased efficiencies | 06/30/2014 |
| 3. If determined that site-based applications/intake process is feasible and efficient, begin transition                                  | 09/30/2014 |
| 4. Complete transition  | 12/31/2014 |

**Staff Responsible:** Geni Sustello and Jacob Fox

**Sub-Goal #11 “Increase efficiency of Maintenance staff by converting from current paper-documented Inspection system to an electronic Mobile Inspection system”**

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| 1. Determine cost of electronic Mobile Inspection system                  | 03/31/2014 |
| 2. Determine funding source for purchase of Mobile Inspection system      | 06/30/2014 |
| 3. Complete purchase of Mobile Inspection system and begin implementation | 09/30/2014 |

**Staff Responsible:** Geni Sustello and Jacob Fox

**Sub-Goal #12 “Maximize the number of housing choice vouchers issued in FY 2014”**

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| 1. Closely monitor the number of vouchers leased in relation to funding received from HUD  | -start 01/31/2014 |
| 2. Reconvene the Section 8 Advisory Committee if it becomes likely clients will have to be eliminated from the program due to inadequate funding | 09/30/2014        |
| 3. Lease as many vouchers as possible while spending all but \$100,000 or less of Section 8 reserves   | 12/31/2014        |

**Staff Responsible:** Chuck Hauk and Larry Abel

**Sub-Goal # 13 Implement changes and improvements to financial systems”**

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| 1. Decrease the number of checks that are mailed (as opposed to direct deposits) to Section 8 landlords by half; from about 700 to 350 per month | 09/30/2014 |
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**Staff Responsible:** Valerie Warner and Jill Fields

2. Implement a new payroll system 12/31/2014

**Staff Responsible:** Valerie Warner and Karla Ramsdal

**Goal 4 “Increase the self-sufficiency of HACSA residents.”**

**Sub-Goal #1 “Increase the number of families leaving the Family Self-Sufficiency (FSS) program and subsidized housing by 25 percent compared to the fifteen year average by December 31, 2015.”**

1. Increase participation by developing and implementing an outreach plan to increase the number of S8 participants in FSS to reach goal of 109. 12/31/2014
2. Decrease the number of FSS Participants who leave the FSS program without graduating by 5%. 12/31/2014
3. Distribute new FSS Survey for 2014 to identify barriers to graduating and leaving FSS. 10/01/2014

**Staff Responsible:** Mira Gattis

**Sub-Goal #2 “Achieve a resident/participant satisfaction score of no less than 4 on a 5-point scale from at least 90% of residents responding to a survey by December 31, 2015.”**

**Utilize responses from survey**

1. Review data from 2012 survey 02/28/2014
2. Work with staff to develop written plan for addressing areas of concern 04/30/2014
3. Implement plan 06/30/2014
4. Distribute new Resident Survey for 2014 10/01/2014

**Staff Responsible:** Mira Gattis

**Sub-Goal #3 “Provide instruction in the HACSA Home Energy Savings Program to a minimum of 80% of newly leased-up households in Agency-Owned Housing”**

1. Refer newly leased-up households to HACSA’s Energy Educator ongoing
2. Survey Participants regarding usefulness of Energy Education 03/31/2014

**Staff Responsible:** Jim Wilcox and Geni Sustello

**Sub-Goal #4 “Reduce energy consumption by residents of Agency-Owned Housing by converting from current incandescent and CFL lighting to LED lighting”**

1. Determine possible energy consumption savings by converting to LED lighting 03/31/2014

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| 2. Determine funding sources available for conversion to LED lighting | 06/30/2014 |
| 3. Begin planned conversion to LED lighting                           | 09/30/2014 |

**Staff Responsible:** Geni Sustello, Jacob Fox, and Jim Wilcox

**Sub-Goal #5 “Reduce energy consumption by residents of Agency-Owned Housing by converting from current standard shower-heads to low-flow shower-heads at annual UPI inspections and at unit turnover”**

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| 1. Determine current energy consumption using standard shower-heads by AMP  | 03/31/2014 |
| 2. Determine cost of purchasing and/or alternate supply sources (e.g., utility companies) for low-flow shower-heads                   | 03/31/2014 |
| 3. Begin process of replacing current standard shower-heads with low-flow shower-heads at annual UPI inspections and at unit turnover | 06/30/2014 |

**Staff Responsible:** Geni Sustello and Jim Wilcox

**Sub-Goal #6 “Expand services to a broader range of HACSA residents”**

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| 1. Coordinate at least one meeting each with Metropolitan Affordable Housing and St. Vincent de Paul to discuss joint grants that will serve residents in developments that are in close proximity | 03/31/2014 |
| 2. Explore an interagency service delivery model with Metro  | 04/30/2014 |
| 3. Contact four local faith groups to coordinate volunteers to assist with the delivery of services to residents.  | 03/31/2014 |
| 4. Develop 3 year strategic plan for HousingPlus   | 06/30/2014 |
| 5. Expand services offered by Food for Lane County, NEDCO, and Lane Workforce Partnership (LWP) to Assisted Housing and Tax Credit developments  | ongoing    |
| 6. Meet with OSU Extension Service to explore opportunities for after school programs built on the 4H model  | 02/28/2014 |
| 7. Work with NEDCO to offer services to 10 residents who are currently not bankable with the goal of them becoming bankable  | 12/31/2014 |
| 8. Establish two new residents groups and encourage more interaction in resident communities   | 12/31/2014 |

**Staff Responsible:** Mira Gattis

**Sub-Goal #7 “Increase transportation options for Residents”**

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| 1. Identify 20 more residents who are eligible for RideSource   | 12/31/2014 |
| 2. Distribute at least 250 more bus passes to HACSA residents   | 12/31/2014 |
| 3. Promote LTD program for Honored Riders (age 65 or older)   | ongoing    |
| 4. Set up two more information sessions with Goodwill Industries regarding their programs for IDAs for transportation and reduced prices for cars | 12/31/2014 |

**Staff Responsible:** Mira Gattis

**Sub-Goal #8 “Address Food Security Issues for Residents”**

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| 1. | Continue to Promote and Operate Community Gardens for Residents  | ongoing    |
|    | a. Work with residents to maintain current gardens at 3 locations  | ongoing    |
|    | b. Work with one new development to develop a community garden   | 06/30/2014 |
|    | c. Continue work with OSU Master Gardeners for education & support   | ongoing    |
|    | d. Contact U of O Urban Garden to assess getting garden intern   | 03/01/2014 |
| 2. | Participate in two meetings with Healthy Corner Stores Initiatives (HCSI), who partners with corner stores to increase the availability of fresh fruits and vegetables                             | 06/30/2014 |
| 3. | Work to place the Food for Lane County (FFLC) Extra Helpings Program (provides affordable housing residents a few extra groceries) at two new HACSA developments as funding is available from FFLC | 09/30/2014 |
| 4. | Maintain Brown Bag program for senior food at 4 sites and add one or two sites as funding become available from FFLC   | 09/30/2014 |
| 5. | Collaborate with FFLC to provide nutrition education classes at 3 sites  | 09/30/2014 |

**Staff Responsible:** Mira Gattis

**Sub-Goal #9 “Offer programs and employment opportunities to train and/or employ HACSA residents”**

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| 1. | Employ two youth for the summer who attend college at least half time, during the regular school year  | 05/31/2014 |
| 2. | Continue to explore JobsPlus opportunities for residents   | ongoing    |
| 3. | Meet with 15 new HACSA residents to assess needs for employment support and eligibility for Lane Workforce Partnership (LWP) services and/or the FSS Program | 06/30/2014 |
| 4. | Enroll at least 6 HACSA residents in job training programs   | 12/31/2014 |

**Staff Responsible:** Mira Gattis