

Housing And Community Services Agency of Lane County

Strategic Plan – 2011-2015
2013 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, 2013

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 2011, 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 2012. Semi-annual implementation reviews were submitted to the Board in July of 2012 and January of 2013.

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 2013 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 decrease in the near future. At the end of 2013 and 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 2012 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 2012 the Agency completed the 35-unit rehabilitation of the Hawthorn Apartments, housing for adults with psychiatric disabilities. The rehabilitation of

the Norsemen Village Apartments, a 44-unit low-income housing development that serves seniors and people with disabilities, is about 50% complete.

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 83% 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 last year.

GOAL 3 Increase organizational performance in selected special emphasis areas

A major reorganization, triggered by the retirement of several key HACSA staff members, is 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 Resources 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.

Larry Abel, Executive Director

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.”

Close Out the rehabilitation of Hawthorn at 29th Place Apartments

Conduct project closeout, including attainment of equity and completion of first year tax returns

04/01/2013

Staff Responsible: Betsy Hunter

Develop a plan for Turtle Creek site, Phase II

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| 1. Present project to the Board | 01/15/2013 |
| 2. Conduct an RFQ for architecture services | 01/31/2013 |
| 3. Create design for two to three home plans | 06/30/2013 |
| 4. Develop project budget | 09/30/2013 |

Staff Responsible: Betsy Hunter

Dispose of Hope Loop property

Analyze potential for ownership units similar to Turtle Creek II

06/30/2013

Staff Responsible: Betsy Hunter

Complete rehabilitation of Norsemen Village Apartments

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| 1. Monitor construction, report to funders, process monthly pay requests | ongoing |
| 2. Complete construction and conduct closeout with funders | 07/31/2013 |

Staff Responsible: Betsy Hunter

Sell 10 – 20 scattered site public housing units

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| 1. Begin public hearing process with resident groups | 01/31/2013 |
| 2. Calculate financial costs and benefits of disposal | 03/31/2013 |
| 3. Obtain appraisals on scattered site units | 03/31/2013 |
| 4. Seek Board approval | 05/15/2013 |
| 5. Submit application to the U.S. Department of Housing and Urban Development (HUD) Special Applications Center (SAC) | 06/28/2013 |

Staff Responsible: Dorothy Cummings and Chuck Hauk

Plan and design Bascom Village development

Collaborate design with St. Vincent de Paul and neighbors ongoing

Staff Responsible: Betsy Hunter

Identify opportunities for “Catalytic” project in Glenwood in conjunction with participation in Lane Livability Consortium

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| 1. Begin draft of State funding application | 01/15/2013 |
| 2. Submit funding application | 06/15/2013 |
| 3. Achieve funding approval | 08/30/2013 |
| 4. Begin design and permit work | 09/01/2013 |

Staff Responsible: Betsy Hunter

Evaluate redevelopment potential of portion of Laurelwood site in Florence

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| 1. Complete evaluation of existing regulations | 06/30/2013 |
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Staff Responsible: Dorothy Cummings

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| 2. Develop feasibility strategy for new units | 09/30/2013 |
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Staff Responsible: Betsy Hunter

Initiate pre-development of 48th and Main parcel

Create conceptual development plan for site 07/15/2013

Staff Responsible: Betsy Hunter

Investigate Potential New Developments

1. If proposal is selected by County, begin due diligence on 6th & Oak site 02/15/2013
2. Investigate potential new partnerships with Metro Affordable Housing 03/31/2013
3. Determine potential capacity for HACSA-owned site on River Road 06/30/2013

Staff Responsible: Betsy Hunter

Advocate for Affordable Housing in Lane County

1. Schedule at least three affordable housing photo exhibits of HACSA, St. Vincent DePaul, Metropolitan Affordable Housing, ShelterCare and Mainstream Housing developments 12/31/2013
2. Obtain at least two municipal "Housing America Month" proclamations in addition to Lane County and the City of Eugene 10/31/2013

Staff Responsible: Larry Abel

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

Receive 501(c)(3) tax exempt status for HousingPlus from the Internal Revenue Service

1. Continue working with David Atkin and Nonprofit Support Services to provide information to the IRS – start 01/31/2013
2. Receive 501(c)(3) approval from IRS 06/30/2013

Determine next steps for HousingPlus

1. Meet with Tim Armstrong (Lane Community College's Non-Profit Management Institute Director) and the Board to develop a plan for 2013 01/31/2013
2. Implement the plan – start 01/31/2013

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 12/31/2013
2. Secure at least \$15,000 from other sources 12/31/2013

Staff Responsible: Barry Pitzer

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

Sub-Goal #1 Finalize reorganization of the Housing Division and complete a Succession Plan for the Executive Director.

Finalize Reorganization of the Housing Division

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| 1. Implement reduced lobby hours | 01/02/2013 |
| 2. Complete hiring of replacement Assistant Property Manager | 02/28/2013 |
| 3. Complete initial training of recently hired Property Manager (PM) | 02/28/2013 |
| 4. Complete re-assignment of Intake duties due to elimination of one Intake Coordinator position | 02/28/2013 |
| 5. Complete APMs’ assumptions of maintenance tracking duties due to elimination of one Administrative Assistant position | 02/28/2013 |
| 6. Complete de-centralization of maintenance inventory | 03/31/2013 |
| 7. Continue Training Calendar, including the following topics: Fair Housing, Sexual Harassment, Discrimination issues, Customer Service, No Trespass Notices, and Inventory | ongoing |

Staff Responsible: Chuck Hauk

Prepare Succession Plan for the Executive Director

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| Complete Succession Plan | 03/31/2013 |
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Staff Responsible: Dorothy Cummings

Sub-Goal #2 “Implement Changes in the Energy Services Division”

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| 1. Explore alternative database storage options, with intent to transfer waiting list and active weatherization client records | -start 01/31/2013 |
| 2. Decide on which product best meets the division’s current and future needs | 02/28/2013 |
| 3. Transfer the waiting list and client records and test the new product | 04/30/2013 |
| 4. Implement the new software | 05/31/2013 |

Staff Responsible: Susan Neff

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| 5. Develop and implement a system of relevant criteria and work standards to establish a method of performance evaluation for all energy auditors | 06/30/2013 |
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6. Develop 'Weatherization Plus Health' concept (endorsed by DOE, HUD, CDC and EPA) and integrate the initiative into HACSA's energy education home visit module 04/30/2013
7. Develop and implement new weatherization 'HomeFree' (temporary program name) program between EWEB and HACSA -start 01/31/2013

Staff Responsible: Barry Pitzer

Sub-Goal #3 "Reorganize I.S. Operations"

1. Since HACSA's long-term Programmer will be retiring in late spring 2013, determine her replacement in the areas of housing software/security, payroll system and website maintenance 05/31/2013
2. Determine an I.S. liaison for each department 05/31/2013

Staff Responsible: Huu Dang

Sub-Goal #4 "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 12/31/2013
2. Inclusion Council will continue to meet monthly and explore topics that would foster cultural awareness within the Agency ongoing

Staff Responsible: Dorothy Cummings

Sub-Goal #5 "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."

Improve communication between managers and line staff

1. Review results of last year's communication training and decide which areas need improvement 01/31/2013
2. Work on targeted areas 09/30/2013
3. Survey staff to determine to what degree improvements have been made 12/31/2013

Staff Responsible: Division Directors

Sub-Goal #6 “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”

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| 1. Continue meetings of the Efficiency Committee | 01/31/2013 |
| 2. Develop one or more ideas by researching and engaging HACSA employees, other agencies and stakeholders | 06/30/2013 |
| 3. Discuss ideas with Division Directors | 08/31/2013 |
| 4. Implement at least one new idea | 10/31/2013 |

Staff Responsible: Huu Dang

Sub-Goal #7 “Transition Income Certification for Section 8 FSS participants from the Income Analysts to the FSS Coordinators”

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| 1. Complete training, analyze any potential obstacles and set up internal systems | 02/28/2013 |
| 2. Transition income certification to the FSS coordinators | 03/31/2013 |

Staff Responsible: Mira Gattis

Sub-Goal #8 “Review last year’s Section 8 Local Preference and establish an additional Local Preference this year”

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| 1. Issue five Section 8 Housing Choice Vouchers (HCV) to clients of Sponsors, Inc | 06/30/2013 |
| 2. Ascertain that all five clients are residents at Village Oaks or Firwood Apartments | 08/31/2013 |
| 3. Evaluate other possible local preferences for voucher holders to reside in HACSA owned housing | 04/30/2013 |
| 4. Determine a new preference and include it in the Section 8 Administrative Plan and Agency Plan | 05/31/2013 |
| 5. Implement the preference for five families | 09/30/2013 |
| 6. Review the success of last year’s and this year’s local preferences | 12/31/2013 |

Staff Responsible: Geni Sustello and Chuck Hauk

Sub-Goal #9 “Reduce the FY 2012 excess of expenditures over income (\$58,538) of Firwood Apartments by at least 50% in FY 2013 and implement methods to establish its financial viability through 2015”

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| 1. Refine budget for FY 2013 | 01/31/2013 |
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Staff Responsible: Huu Dang

2. Obtain an agreement from the City of Eugene to defer payments of rehab loans 01/31/2013

Staff Responsible: Larry Abel

3. Implement rent increase 03/01/2013

Staff Responsible: Chuck Hauk

Sub-Goal #10 “To increase efficiencies, move away from paper applications for housing assistance and implement the use of on-line “iApply” application for housing assistance”

1. Complete review of iApply materials from current software vendor 02/28/2013
2. Complete addition of iApply option for Agency-Owned Housing Programs to HACSA website (www.hacsa.org) 03/31/2013
3. Complete training of staff in use of iApply option for housing applications 03/31/2013
4. Fully implement use of iApply housing applications for Agency-Owned Housing 04/30/2013

Staff Responsible: Chuck Hauk

Sub-Goal #11 “Revise Personnel Policy (Employee Handbook) and complete revisions of all job descriptions”

1. Meet with management team regarding proposed changes 03/15/2013
2. Submit revised Personnel Policy to Board for approval 03/31/2013
3. Incorporate changes/updates to the Personnel Policy 04/30/2013
4. Complete revisions of all job descriptions 05/31/2013

Staff Responsible: Dorothy Cummings and Labor Management Committee

Sub-Goal #12 “Initiate creating electronic records for Section 8 participants”

1. Contact other housing agencies who have completed successful electronic conversion 03/31/2013
2. Issue a RFP to companies interested in doing the conversion 07/31/2013
3. Select company from RFP submissions 09/15/2013
4. Establish procedures for conversion 10/31/2013
5. Initiate creating electronic records 12/31/2013

Staff Responsible: Geni Sustello

Sub-Goal #13 “Establish social media outreach regarding program information”

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| 1. Utilize Social Media to advertise the opening of the Section 8 waiting list to both reach a greater demographic and reduce the cost of traditional advertising | 03/31/2013 |
| 2. Establish a landlord/property manager newsletter on website and/or social media sites | 06/30/2013 |

Staff Responsible: Geni Sustello

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.”

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| 1. Survey FSS participants to determine what they need to become self-sufficient and to leave subsidized housing in five years | 02/28/2013 |
| 2. Establish system to provide FSS Program information to Public Housing residents and Section 8 participants separately, after lease up, to increase awareness of the program | 04/30/2013 |
| 3. Continue to increase the number of FSS participation until goal of 162 participants is reached | 04/30/2013 |
| 4. Increase the number of participants who leave subsidized housing by 10% | 12/31/2013 |

Staff Responsible: Mira Gattis

Sub-Goal #2 “Reduce energy consumption by 20% in households receiving weatherization services and energy conservation education by December 31, 2015”

Implement and Evaluate Measures Designed to Reduce Energy Consumption in Two Public Housing Developments

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| 1. Determine effective messaging techniques that will help Parkview Terrace residents reduce the amount of hot water they use when doing laundry | 01/31/2013 |
| 2. Utilize these techniques when instructing residents | 04/30/2013 |
| 3. Survey residents to determine if they have reduced the amount of hot water | 07/31/2013 |
| 4. Measure gas savings | 12/31/2013 |
| 5. Monitor water consumption at Lindeborg Place to assess effectiveness of conservation measures conveyed to them in November 2012 | 12/31/2013 |

Staff Responsible: Jim Wilcox

Deliver Energy Education Program to EWEB Customers Who Are Also LIHEAP Energy Assistance Recipients

- 1. Refine pilot presentation that was given in December 2012 01/15/2013
- 2. Deliver presentation monthly - start 01/31/2013

Staff Responsible: Jim Wilcox

Deliver Multiple and Varied Energy Education Presentations

- 1. 15 Head Start presentations - start 01/31/2013
- 2. 15 elementary school presentations - start 01/31/2013
- 3. 5 residential group presentations - start 01/31/2013
- 4. 2 community presentations - start 01/31/2013
- 5. 25 home visits - start 01/31/2013

Staff Responsible: Jim Wilcox

Evaluate Energy Consumption Data of 29 Households with Children and/or High Energy Burden

- 1. Analyze consumption data through February 28, 2013 03/31/2013
- 2. Report post education consumption data to participants 04/30/2013
- 3. Assess effectiveness of program and decide whether or not to repeat it 06/30/2013

Staff Responsible: Jim Wilcox

Monitor and evaluate the energy consumption of the households that participated in the Oregon Department of Justice program between 2007 and 2011

- 1. Obtain energy consumption history from EWEB for the 30 solar households 11/30/2013
- 2. Review and report individual energy savings to solar households 12/31/2013

Staff Responsible: Barry Pitzer

Sub-Goal #3 “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. Analyze data from 2012 survey 02/28/2013
- 2. Work with staff to develop goals for addressing areas of concern 04/30/2013
- 3. Implement goals 06/30/2013

Staff Responsible: Mira Gattis

Expand services to a broader range of HACSA residents

1. Set up meetings with Metropolitan Affordable Housing and St. Vincent de Paul to discuss joint grants that will serve residents in developments that are in close proximity 03/31/2013
2. Work with HousingPlus to develop grant proposals for services ongoing
3. Develop a plan to expand services offered by Food for Lane County, NEDCO, and Lane Workforce Partnership (LWP) to Assisted Housing and Tax Credit developments 06/30/2013
4. Meet with OSU Extension Service to explore opportunities for after school programs build on the 4J model 12/31/2013

Staff Responsible: Mira Gattis

Provide 1,000 bus passes to residents by December 31, 2015 and increase their transportation options

1. Identify 20 residents who are eligible for RideSource 06/30/2013
2. Distribute at least 250 more bus passes to HACSA residents 09/30/2013
3. Promote LTD program for Honored Riders (age 70 or older) ongoing
4. Set up two information sessions with Goodwill Industries regarding their programs for IDAs for transportation and reduced prices for cars 12/31/2013

Staff Responsible: Mira Gattis

Continue to promote gardens for residents

1. Maintain involvement with OSU Extension Service for assistance with compost education and garden information meetings ongoing
2. Work with residents to maintain current gardens at 3 locations ongoing
3. Work with one new development to develop a community garden 03/31/2013
4. Prepare a budget and get approval for all estimated costs 05/31/2013

Staff Responsible: Mira Gattis

Assist HACSA residents to access healthy food while stretching their limited income

1. Participate in meetings of Healthy Corner Stores Initiatives (HCSI), who partners with corner stores to increase the availability of fresh fruits and vegetables ongoing
2. 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 06/30/2013
3. Collaborate with FFLC to provide nutrition education classes at 3 sites 09/30/2013

Staff Responsible: Mira Gattis

Become more responsive to resident needs

- 1. Establish two new residents groups and encourage more interaction in resident communities 12/31/2013
- 2. Work with NEDCO to offer services to 10 residents who are currently not bankable with the goal of them becoming bankable 12/31/2013

Staff Responsible: Mira Gattis

Develop new programs to train and/or employ HACSA residents

- 1. Employ two youth for the summer who attend college at least half time, during the regular school year 05/31/2013
- 2. Meet with HACSA residents who indicated in the November 2012 survey that they were actively looking for work to assess their needs and eligibility for Lane Workforce Partnership (LWP) services 06/30/2013
- 3. Enroll at least 6 HACSA residents in job training programs 12/31/2013

Staff Responsible: Mira Gattis

Sub-Goal #4 “Provide instruction in the HACSA Home Energy Savings Program to a minimum of 75% of newly leased-up households in Agency-Owned Housing”

- 1. Develop Written Materials to introduce newly leased up households to HACSA’s Energy Educator 01/31/2013
- 2. Establish protocol for referring newly leased-up households to HACSA’s Energy Educator and for tracking participation in Home Energy Savings Program 01/31/2013
- 3. Refer newly leased-up households to HACSA’s Energy Educator ongoing
- 4. Survey Participants regarding usefulness of Energy Education 10/31/2013

Staff Responsible: Jim Wilcox and Chuck Hauk