



**HOMES FOR GOOD HOUSING AGENCY**  
**BOARD OF COMMISSIONERS MEETING**  
**WEDNESDAY DECEMBER 15TH, 2021**

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# AGENDA

## Homes for Good Housing Agency



### BOARD OF COMMISSIONERS

#### Location of the meeting:

This meeting will be conducted via public video call and conference line (see details below).

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**Wednesday, January 26<sup>th</sup>, 2022 at 1:30pm**

To prevent the spread of COVID-19 Homes for Good will be conducting the January 26<sup>th</sup>, 2022 meeting via a public video call with dial-in capacity. The public will be able to join the call, give public comment, and listen to the call:

Join Zoom Meeting

<https://us02web.zoom.us/j/7427507154?pwd=bkFDWVZjeU9LSjZGR0J0RHF3TUNEUT09>

Meeting ID: 742 750 7154

Passcode: HFGBoard22

One tap mobile

+12532158782,,7427507154#,,,,\*1269327372# US (Tacoma)

Dial by your location

+1 253 215 8782 US (Tacoma)

#### **1. PUBLIC COMMENTS – 20 Minutes**

(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**

A. Election of Board Chair

#### **5. EMERGENCY BUSINESS**

#### **6. EXECUTIVE SESSION**

On January 26<sup>th</sup>, 2022 the Homes for Good Board will hold an executive session pursuant to ORS 192.660(h), "To consult with counsel concerning the legal rights and duties of a public body with regard to current litigation or litigation likely to be filed."

#### **7. ADMINISTRATION**

A. Executive Director Report (Estimated 10 Minutes)

- B. Approval of 12/15/21 Board Meeting Minutes (Estimated 5 Minutes)
- C. **PRESENTATION** — Quarter 1 Excellence Awards (Bailey McEuen, HR Director) (Estimated 10 Minutes)
- D. **DISCUSSION**— Governance Recruitment and Outreach Process Overview and Update (Ela Kubok, Communications Director) (Estimated Time 15 minutes)
- E. **DISCUSSION**— Community Economic Investment Priorities in the Construction Field (Steve Ochs, Real Estate Development Director) (Estimated Time 15 minutes)
- F. **PRESENTATION** — Permanent Supportive Housing Services Overview (Wakan Alferes, Supportive Housing Division Director) (Estimated 30 minutes)

## **7. OTHER BUSINESS**

Adjourn.

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We continue to work with the community that was impacted and/or displaced by the Holiday Farm wildfire. On the Lazy Days Mobile Home Park we have an architect actively developing the site plan including securing an engineering firm to help design the drinking water, waste water and electrical systems and have met with construction company representatives to begin the cost estimating on initial site work. Oregon Housing and Community Services (OHCS) is tentatively holding 20 mobile homes for us from a bulk order of mobile homes that have been constructed. In addition, we are in the process of choosing 10 park model homes that will also be located at Lazy Days that are considered by land use requirements similarly to a recreational vehicle. A pre-submittal meeting with Lane County Land Management and Building Permitting staff is being scheduled for January 28th. Commissioner Buch send a letter to OHCS requesting that OHCS consider the Basketball Academy a top funding and technical assistance priority for housing replacement and her letter received an immediate positive response from OHCS. We are excited to see what is possible in terms of adding additional affordable rental and affordable homeownership units on the Basketball Academy site, while leveraging the recreational sports facility to increase economic development activity in and around the wildfire impacted area.

Homes for Good continues to eclipse all other public housing authorities in the State of Oregon in term of our success in distributing the 184 Emergency Housing Vouchers (EHV) that HUD allocated to us this past Summer. These vouchers were targeted for people experience homelessness and/or domestic violence. 53 households have activated their HCV rent subsidy in a new home or their existing home, 39 household have submitted a form signed by a landlord so we can activate the HCV rent subsidy and we have another 86 households that are currently searching for a home. The EHV program also allows Homes for Good to provide housing navigation funding for application fees, deposits and essential household items. We have invested \$39,000 thus far supporting the housing navigation efforts of people who have been issued an EHV. Homes for Good has also partnered with St. Vincent de Paul to provide essential household items at a 20% discount for EHV households who purchase from their retail thrift stores.



Moss Adams is currently on schedule to issue their opinion on our FY20 Audit and Financial Statement by January 31st, 2022. This will be 30 days after our HUD Deadline of December 31st, 2021 and as a result we may receive a designation from HUD called Late Presumptive Failure. During normal times this would have a negative impact on our overall performance rating with HUD, however, because of federal HUD COVID-19 Waivers the HUD performance rating system is not currently being utilized. Also we are currently in rejection status with HUD on our FY19 audit. Based on three options that we were presented with by HUD we chose one of the options but we needed a few clarifications from them. When we requested clarifications from them they communicated to us that they would no longer meet with us or provide clarifications. After our FY20 Audit is complete and the opinion is issued, Moss Adams and Jeff Bridgens will respond to HUD's most recent rejection of our FY19 Audit. If HUD rejects it again we may receive the Late Presumptive Failure designation but the normal penalty for this designation is not being utilized.

OHCS conducted a weatherization performance evaluation between December 13th and December 17th. Homes for Good is a sub-recipient grantee providing weatherization services for Lane County Human Services Department. A total of 28 client files were reviewed and 23 field inspections were completed. The scope of this evaluation had 5 key elements related to all aspects of the program. In 4 out of 5 categories our team received the top rating. In 1 category related to client files we have some limited improvement to implement. Overall the evaluation went very smoothly and the Homes for Good Energy Services Team should be commended for the excellent work that they do on behalf of low income renters and home owners who need weatherization improvements to their homes.

# MINUTES

## Homes for Good Housing Agency



### BOARD OF COMMISSIONERS

#### Location of the meeting:

This meeting will be conducted via public video call and conference line (see details below).

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**Wednesday, December 15<sup>th</sup>, 2021 at 1:30pm**

To prevent the spread of COVID-19 Homes for Good will conducted the December 15th, 2021 meeting 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.

#### **1. PUBLIC COMMENTS – 20 Minutes**

(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.)

None.

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

None.

#### **3. ADJUSTMENTS TO THE AGENDA**

None.

#### **4. COMMISSIONERS' BUSINESS**

*Joe Berney leaves at 2:00 and comes back at 2:45pm.*

#### **5. EMERGENCY BUSINESS**

None.

#### **6. ADMINISTRATION**

##### A. Executive Director Report (Estimated 10 Minutes)

*Jacob Fox talks about the potential funding from the Build Back Better Legislation that is running through Congress and the Agency's thoughts of how to get ahead of, and plan for, that potential funding.*

*Jacob gives an update on Wildfire Recovery efforts specifically the closing of the purchase of Lazy Days. Jacob talks about issues with getting funding from OHCS and needing to use Homes for Good's other funds to make those purchases. He then talks about the Basketball Academy site, and potential homeownership potentials that the land could have.*

**Heather Buch:** I just wanted to share that the Jacob as being extra-kind when describing the frustration and that he has right now, it has been astounding, the lack of funding getting out the door from that organization right now, and I hope that we can advocate even further, I testified on behalf of this issue to the state legislature, but I think we have to keep up on that.

*Jacob Fox gives an update on The Nel, which now has all four floors built and a roof on the building. He talks about OHCS giving Homes for Good additional funds to compensate for the increase in construction costs, which is helping out with contingency funds that were stretched thin. Homes for Good has also made a request to The City of Eugene for additional funding that will help not take out a permanent loan out on the project, which will allow more funding to go towards services for the project.*

*Jacob Fox gives an update on the Funding Request that has been submitted to the City of Eugene for The Coleman, a project in partnership with Sponsors Inc.*

*Jacob Fox gives an update that Homes for Good is working through the design process and cost estimates for the Bridges on Broadway conversion to Permanent Supportive Housing.*

*Jacob Fox gives an update on the parcel in Florence that Homes for Good is looking at purchasing, and about discussions with Florence City staff about community engagement surrounding that site, and surveying the parcel.*

*Jacob Fox talks about the construction site at 11<sup>th</sup> and Lincoln that is being developed by a private developer, which has been awarded 13 project-based vouchers. The site has the Homes for Good logo on it but is not owned by Homes for Good.*

*Jacob Fox mentions progress on the distribution of Emergency Housing Vouchers (EHV) and how that is going well at this time.*

*Jacob Fox gives an update about struggles Homes for Good is having with HUD in Washington DC regarding the FY2019 audit, which is giving difficulties with the FY20 audit, which is then affecting the ability for Lane County to complete their audit. Jacob is working with HUD headquarters to get the audit timelines back on track.*

*Jacob gives an update on a smoke event that took place at Riverview Terrace earlier in December. It was a heavy smoke event, and it is being investigated as arson. This is not the first suspected arson attempt at the property, and Homes for Good is working on getting a camera system at the building, and retraining staff and residents surrounding evacuation procedures.*

*Joe Berney gives an update about the Springfield Economic and Development Board (SEDA) which has chosen a developer for Glenwood, who will be working with Homes for Good to make plans for the property that they own.*

*Heather Buch, Michelle Thurston, Laurie Trieger, and Jacob Fox discuss and clarify details about the smoke event at Riverview Terrace.*

Motion: **Joe Berney**  
Second: **Jay Bozievich**

**Laurie Trieger:** This is something in the new year, maybe when the new governance model gets into place, we can talk about minutes and minute taking. I really appreciate how they're sort of transcriptions that they are thorough, but it also makes for a lot to read, and I don't bother trying to correct small things, but substantive things.

We can talk about how the minutes are taken and how we want to approach that as an issue later, but there's a comment I made that about sub-committees where it actually specifically says, I said something that's the opposite of what was intended. But, I said something about being a fan of time-limited task forces and ad hoc committees, but not of having lots and lots of ongoing standing committees necessarily.

And again, in the new year, if there's a new governance structure, but that is one correction I wanted to get into the minutes because it was a substantive.

**Minutes approved 7/0 with above noted modification.**

- C. **ORDER 21-15-12-01H** — In the Matter of Authorizing Energy Services' contracts 22-R-0033 and 22-R-0004 (Esteban Montero Chacon, Energy Services Director) (Estimated 10 minutes)

*Esteban Montero Chacon talks about the context and need for the new contracts for Energy Services, these will be three-year contracts which, in the past they have been one year contracts, which will cut down on administrative burden to maintain the contracts.*

**Char Reavis:** What are these contractors preparing to do? I'm a little curious about what kind of energy stuff we're doing, or if this is the energy assistance that we do for low-income people or people who need heaters fixed and stuff like that, or is this to get better energy in our housing?

**Esteban Montero Chacon:** This is the same contractors we have with the same weatherization work that we already do in essence. It's pretty much the same, what we need is to be able to perhaps advance and do more low-income housing every year. That's the idea to keep growing and improving, and we are going to have more funds that we need to use with the same constraints from the DOE (*Department of Energy*), so we just need to make sure that we can build the capacity.

**Joe Berney:** So, this is 100% weatherization and not energy assistance, I think that was the question that Char was getting at.

**Esteban Montero Chacon:** Yes

*Joe Berney talks about DOE (Department of Energy) Community renewable energy grants, and expresses that Homes for Good properties may be good candidates for this funding.*

Motion: **Char Reavis**  
Second: **Heather Buch**

**This motion is approved 7/0.**

- D. **ORDER 21-20-10-02H** — In the Matter of Approving the Homes for Good Commissioner Thurston Term Extension Recommendation (Jacob Fox, Executive Director) (Estimated 10 minutes)

*Michelle Thurston announces she will be abstaining from the vote on this order since it is pertaining to her position on the Board.*

*Jacob Fox explains the normal cycle of recruitment for the Board of Commissioners, and that with the new governance structure and recruitment that will be happening in the next couple of months, it made more sense to extend Michelle's term for a couple of months for staff to work on the governance recruitment for the new Board. If approved by this Board, the motion will go to the Lane County Board of Commissioners in January, then if approved, Michelle's term will be extended until the new board is seated, or June of 2022.*

Motion: **Laurie Trieger**

Second: **Char Reavis**

**This motion is approved 6/0 with Commissioner Thurston Abstaining.**

- E. **ORDER 21-20-10-03H**— In the Matter of Documenting the Executive Director's Annual Performance Evaluation and Instructing Human Resources Regarding Revision of the Employment Agreement (Bailey McEuen, HR Director) (estimated time 10 minutes)

**Bailey McEuen:** So, for some background, Jacob began his tenure with us here in August of 2013 as the Deputy Director and transition to the Homes for Good Executive Director on July 1, 2015. Jacob has an employment agreement with the provision that states that the board agrees to consider a merit increase following his performance evaluation, and that merit increase would be but anywhere between zero and 5% if approved by the board.

So just a quick refresher about the performance and evaluation process, back in March, I came and presented about our agency-wide performance management program, but also recommended a process that was adopted specifically for the ED evaluation, that evaluation includes a couple of different components. The first one is a 365-degree feedback survey, which is a best practice in terms of this kind of high-level performance evaluation, so we seek input from multiple parties, including agency leaders, colleagues, partners and subordinates, part of that adopted process, clarified that every other year we would seek input from external parties, like community partners, and send that to a much broader group of participants and the odd years like 2021, we were going limit the feedback to internal Homes for Good parties. That was really just to make sure that we're not asking to frequently to community partners and appreciating the time that it takes, recognizing the time that it takes to provide that kind of feedback.

So, we sent out a survey to Homes for Good board members, the leadership team, the equity strategy team, and union leaders that are on our joint labor management committee. Another component of the evaluation was a self-evaluation where we asked Jacob to rate himself on the same competencies using a Likert scale of one to five. We also have what we call a performance preview here. We ask some really specific questions mostly in connection to our mission, and then some forward-looking questions that really gets employees to think about what they're going bring over the next review period and what

support they need to get there, and that was a component that we included in Jacob's evaluation or the ED evaluation process to align with the greater general Homes for Good performance evaluation process. And then lastly, there was a goal setting exercise that we as another alignment, we all do during our agency-wide performance evaluations and Jacob did do some goal setting.

*Bailey goes through some of the scores from both the 365 feedback and the self-evaluation, as well as some of the goals that Jacob has set for the review period.*

**Bailey McEuen:** So overall, with the average of 4.2 being exceed expectations, my recommendation as HR Director would be to move forward with the next amendment of Jacob's employment contract with a recommended merit increase of 5% based on performance. And I will open it up for any questions or comments.

**Pat Farr:** I feel compelled to come in on this, it's not often we have an opportunity to talk specifically about someone who is directly in our employment, but I want to mention this, that about six years ago I believe, and I had a chance to walk around Portland. It was an unexpected pleasure that we had, and we looked at some of Jacob's accomplishments in Portland, it was very early in Jacob's tenure with Home for Good, and was more or less in the transition period moving toward the directorship of the agency, and I couldn't believe some of the things that Jacob was pointing out and some of the goals that he had, that he stated at the time for Homes for Good. It seemed highly aspirational, seemed somewhat unachievable, and seemed as if Jacob was reaching for things that were unachievable. But I want to tell you this, if we had a checklist of things that Jacob talked about at that time, one by one Jacob has gone down that list, not just checked them off, but checked them off with pluses. Well, going to details about some of the additional housing opportunities that we have, about streamlining our organization, about making the organization fiscally secure and serving more people more completely than the agency ever had, its all happened in this period of time. I am personally proud to stand and work alongside Jacob, to mention in places remote from Lane County that I worked with Jacob Fox, because it makes me look better and that is a pretty wonderful thing. So, you rate yourself consistently below the 4.2 , I have difficulty writing anything below 5.0 across the board, and I can substantiate that with more dialogue, I don't need to have more from me right now, I think to be pretty evident that I have very strong feelings for the competency of Jacob, and not just that but for the team that you have amassed around yourself, and the credit that you give to them, which would not have happened if you hadn't been here to be the catalytic leader of this organization, so that being said, I hear what do they say, Thank you very much for staying here, thank you for being here, and I look forward to our years and years of providing housing to the people who needed more than ever.

**Michelle Thurston:** I read in the report that you had sent out the survey to board members, leadership homes were on AFSCME local 3267 leadership and members of the Homes for Good equity team. And that 22 with 11 returned. So, my question is, do you feel that the persons that you dispersed the survey to really represent the whole of Homes for Good, or do you think there could be any changes in the future as far as who you ask to fill out the form?

*Bailey McEuen talks about the response rate last year being 52% in the year that the survey was sent to a larger group of community partners, sending it to about 40 people, so not much variance. In speaking with Lane County HR and doing additional research, average response rates seem to be about 35-40%. She expresses that she does think it was a representative sample, but that can be modified in the future.*

**Michelle Thurston:** Okay, I was just curious. I personally been pleased, I know 50% at first when I was first on the Board, and I heard the numbers, I was actually disappointed, but now experience has taught me that is actually a very good number. My only inclining of a thought in the back of my brain is this survey going to lower-level staff or the maintenance group, property managers. I just want to make sure that everybody's voice is being heard. Not just those who are part of the union are part of the equity committee or our leadership staff, but I was quite pleased with the questionnaire that I was able to read and fill out.

**Heather Buch:** No questions, I just want to concur with Commissioner Far and all the comments that he made, and especially appreciate all that you have done, Jacob, on behalf of Wildfire victims in this last year as an Agency, just really stepped up, stepped forward and lead in a time of complete trauma and astonishment of what has happened in our community, and I cannot tell you how much that is appreciated by the people who live there and the people that have been displaced from that region. It has provided to hope for the future and getting renters and tenants backed up, whatever they belong and where they're from. So, thank you so much for that, and that is just on top of all the really great work that you do every single day.

**Laurie Trieger:** I'll just echo, and I don't know Jacob as well as some of you, but I know him well enough to know that he's probably a little uncomfortable with this. But what Commissioner Buch just said, about the work giving people hope, I just hope, Jacob, you can see what we're talking about is the impact you're having on people in our community, it is about your work, but it's about the way your work impacts community, and I hope that you can let yourself take that in and the significance of that and I really appreciate you.

**Char Reavis:** Well, Jacob, I met you when you were Deputy Director. We started working together right away and I was a newer commissioner. You just have a real gift for working with residents, especially in very uncomfortable situations and for residents, and I just can't say enough how much that means to me because that hasn't always been the case, and I think residents know that if they're having difficulties and most of the time, this is not really the staff that's doing anything wrong or you that's doing anything, it's more of like a communication problem. Residents know that they can go to you, and you just have such a kind heart, and I see that in how people react to you, and how they feel safe and confident that if there's an issue that they can be supported, and I just think that you're a great Executive Director and you've done major things along with your great staff to put Homes for Good where it is now, and it hasn't always been that way.

**Jay Bozievich:** I know we've had two major disagreements over policy, and he's aware of those around taking a piece of the fairgrounds and the restructuring of the governance of the agency, but those were major policy issues. The overall running of the agency, and how it's gone over the years, I can't say enough good things about your leadership of the agency. I have a couple of policy things, we don't agree about, but the rest of it, I can't say anything negative about. You've done a wonderful job and I agree with just about everything that's been said about you at this time.

**Michelle Thurston:** I got my part out as a Board member, but as our resident, one thing I've been on very long-term resident for over 25 years, and I've been through some Executive Directors, and the one word that I can highlight as a resident is empowerment, Jacob, you have given residents a sense of empowerment, whether it be the leadership team in which you've hired and you're working with who in turn work with the staff, who in turn work with residents, who empower us to be better people, not just

better residents, not just better humans, but better overall people, and I think that has a lot to do with your overall leadership, and I think everybody else is addressed everything else, so thank you.

*Jacob Fox expresses gratitude for the comments made by the Commissioners.*

I would also just say it's been a tough couple of years, the leadership team that helps me make decisions and run this organization, like each member of that team is an amazing human, and then sort of the amazing human starter ripples across the agency. I know Melanie and Rebecca are also here, Melanie been a leader in our work to create the Strategic Equity Plan, Rebecca is also a member of that team and also as the president of our AFSCME local. So, it's been an intense couple of years I can say that I feel more stretched now than I probably ever have professionally, and most of that just has to do with growth and unexpected needs from the community, like rebuilding after a massive wildfire. But I think as a team, we're also trying to settle ourselves down, get out of that sort of reactive mode and get ready for just new and different things that are coming our way. So anyway, just it's an honor to work with the staff and lead this organization and appreciate you all very much.

Motion: **Pat Farr**

Second: **Char Reavis**

**This motion is approved unanimously 6/0 with commissioner Berney Excused**

- F. **WORK SESSION** — Strategic Equity Plan Goals and FY 22 Tactics Presentation (Equity Strategy Team) (Estimated 45 minutes)

*Jacob Fox introduces the Strategic Equity Plan Presentation, and gives some context for the plan, and the work that has been done working on gathering staff input in the last couple months, and next steps to gather partner and community feedback. He talks about the members of the Equity Strategy Team (EST).*

*Jordyn Shaw goes through the slides describing the process over the last couple of months of meeting with individual teams and workgroups to get feedback on tactics and next steps for the overarching goals that the teams will be working on. She goes through the list of meetings that were held, a sample agenda, and the meeting structure.*

*Jacob Fox goes through some of the more public facing goals for the Board and some of the tactics and steps to achieve those.*

**Char Reavis:** So just briefly, Michelle and I have been working in Cottage Grove with a mobile crisis unit, and we've had two community meetings and our last community meeting was for the Latino-Mayan community, and one of the things that just blew me away that I didn't think about, and learned was that people who come from another country have a different history than we do, and in fact, aren't going to feel like reaching out like maybe we would that were born in the United States. Because in their country, that wasn't what happened and only the elite were even actually able to get any kind of thing. So, I guess this would be a good place to really think about our communities that come from another country with a history and a different type of PTSD, because I think that could just go so far, if we train our staff in any providers really, this is just not unique to Homes for Good.

**Jacob Fox:** I think there's some training that we can do, and I just appreciate our conversation earlier this week, because honestly, that people that are immigrating to our country or who have moved into our country have experienced trauma. And I think about people from Afghanistan that are moving here, and we just haven't talked as an organization about how to be in service to people that have been traumatized by war or just other traumatic systems within their country of origin. So, thank you, and we'll definitely bring that into our planning.

*Jacob Fox continues to go through the slides.*

**Melanie Church:** I specifically have some feedback about the Family Self-Sufficiency Program, I hope I facilitate that session with that group, and one thing that was echoed by them and by all other staff that we spoke with is that they're very concerned about being able to add this responsibility and commitment to equity, but still provide excellent customer service and the essential services and support that we provide to their families, and so that was one of the strongest feedback that we got was that everyone would love to see the increase in the Family Self-Sufficiency Program, but to make sure, that we have the staff capacity and resources that we really need to do that, and talking about language capacity and diversity of the staff is important, but I just wanted to interject here that in the Family Self-Sufficiency Program, there's about a 40% increase in earned income in the course of the program, but we looked at all the other non-family self-sufficiency program participants and they had about a 39% increase in income, and that's a real potential for the growth of the program because that could be escrow towards home ownership or many other things. But what we do see when we break that down further is that that opportunity and increase isn't distributed what equally across race, ethnicity, whether somebody is coming from extremely low-income versus low-income and so that's a part of what we're doing is looking at as we grow this program to make sure that it's equitable in its growth and that everyone is able to realize that 40% increase, and not just specific groups.

*Jacob Fox continues to go through the goals and talks about some plans for rural focus groups relating the Strategic Equity Plan.*

*Bailey McEuen talks about the goals surrounding increasing employee wellness.*

*Laurie Trieiger asks about how hybrid work, and the changing workforce works into this plan.*

*Bailey McEuen talks about the Hybrid Work Plan Draft that has been released to staff for feedback and comments. Right now, this plan exists separately than the Strategic Equity Plan, but was created with equity in mind. Since the timelines for them are different they were created separately but could be put together in the future.*

**Char Reavis:** One thing under the Family Self-Sufficiency and the helping families with sustainability, and you did talk about the schools a little bit working with the schools, but I would really like to see us find a way to broaden out to our children who are in low-income housing, in low-income families and are getting opportunities due to their achievements in school, but the opportunities come with a lot of money, and why I'm saying this is that we have a particular teen here at Laurelwood, junior year, that has the opportunity to go to Europe because of her voice singing, and I've talked to Jacob about this, and it's just so amazing, and the time is now to really honor that and try to help her, because then that can help them move on to college and keep that momentum going. And I would just love to see us to be able to

broaden out, to really be able to celebrate the achievements that our youth are making, even under low-income circumstances.

**Jacob Fox:** I love that idea, and I haven't really had a chance to talk to Ela just about that specific youth opportunity. I'm not sure that we'll be able to do anything for that person, although it's not outside the realm of possibility, but I do think we continue to get contributions to the Homes for Good Foundation, so I could see the possibility of us expanding in the scope of our scholarships to help with achievements that are training and growth opportunities for kids that are in high school to go to Europe and become artists, or other types of training, so I love it.

## **7. OTHER BUSINESS**

Adjourn.

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# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 01/26/2022

**AGENDA TITLE:** Quarter 1 Excellence Awards

**DEPARTMENT:** Human Resources

**CONTACT :** Bailey McEuen

**EXT:**

**PRESENTER:** Bailey McEuen

**EXT:**

**ESTIMATED TIME :** 10 Minutes

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

**Approval Signature**

**EXECUTIVE DIRECTOR:**

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

**DATE:** 1/19/22

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 01/26/2022

**AGENDA TITLE:** Governance Recruitment and Outreach Process Overview and Update

**DEPARTMENT:** Executive

**CONTACT :** Ela Kubok

**EXT:**

**PRESENTER:** Ela Kubok

**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 "E. Kubok", is written over a horizontal line.

**DATE:** 1/19/22

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



## **HOMES FOR GOOD MEMORANDUM**

**TO: Homes for Good Board of Commissioners**

**FROM: Jacob Fox and Ela Kubok**

**AGENDA ITEM TITLE: Discussion/ Homes for Good Governance Board Recruitment process**

**AGENDA DATE: January 26, 2022**

### **I MOTION**

This is a discussion item. No motion is necessary.

### **II ISSUE**

Homes for Good Housing Agency Board Governance changes are currently in progress. Homes for Good and Lane County administration are collaborating on updates to Lane County Manual. Homes for Good has outlined a potential recruitment process for future board and wanted to discuss it with the board.

### **III DISCUSSION**

#### **A. Background**

The Governance transition to a new board with 2 elected Lane County Representatives will require a selection process for the 7 remaining board seats, 2 of the 7 board seats will be assigned to residents/program participants leaving the balance of 5 community-based seats.

Homes for Good had a recruitment process for residents which will serve as a base for creation of the new board recruitment process. In the attached timeline for the process, you can review the steps and elements of the process. New things to note.

We are planning a community info session once the board application is live, we were thinking to create a few Homes for Good 101 sessions for folks to join and ask questions about the agency and the board. We are planning on connecting directly with specific cultural organizations like Centro Latino Americano and NAACP. We are also planning on connecting with the Chamber of Commerce as we have a specific need to real estate and finance expertise for the board.

The application itself will be digital, we plan to have staff available for technical assistance for folks who might have questions or need support with their application. We opt for written answers or if preferred a recorded video covering the questions.

Our team looked at multiple local and regional boards and commissions recruitment processes.

We have also thought about what the selection committee looks like, ideally, we would like to have 2 representatives from our current board participate in the selection panel. We would also like to include Homes for Good Leaders and a Lane County administration representative on the panel.

B. Analysis

Representation matters, the key drivers behind the Governance change as the complexity of Homes for Good expands we have a vision for a process that helps address representation on the board.

Homes for Good drafted materials that are linked in this board memo. Our focus was both accessibility and options for the application to be written or in video format.

**IV IMPLEMENTATION/FOLLOW-UP**

After the discussion at the Homes for Good Board the recruitment process will be presented in front of Lane County Board of Commissioners for approval.

**V ATTACHMENTS**

- I. Recruitment Timeline
- II. Communications Strategy/Marketing Plan

# Homes for Good Governance Transition Timeline



## JANUARY - FEBRUARY 2022

**Board Selection  
Process and  
Application  
Development**

In collaboration with Lane County Admin, materials preparation and approval



## MARCH 2022

**Application  
launch, outreach,  
info sessions,  
selection process,  
interviews**

Making thoughtful connections and ensuring accessibility to the opportunity



## APRIL 2022

**Board  
Selection  
Complete**

Final decision and approval process in collaboration with Lane County Board and Admin



## MAY 2022

**New Board  
Members  
Onboarding**

Joint session for the transitioning board. Introduction and by-laws review





## Homes for Good Board of Commissioners Governance Recruitment Marketing Plan

### 1) Email Marketing (Mailchimp)

- Email #1: Announcement of Application and invite to Info Sessions (**March 1<sup>st</sup>, 2022**)
- Email #2: ICYMI- Recording of one of the two info sessions for public view (**day after 2<sup>nd</sup> info session**)
- Email #2: Reminder of 1 week until deadline (**March 28<sup>th</sup>, 2022**)

**Audiences:** “Community Partners” List, “News Sign Up” List, “Board of Commissioner Agenda” List, “PH/AF/MFH Resident” List, “Section 8 Participant” List

### 2) Social Media (Facebook, Twitter, Instagram, Linked In)

- Post #1: Announcement and Invite to Info Session (Coordinating with Mailchimp) (**March 1<sup>st</sup>, 2022**)
- Post #2: Reminder about Info Session #1 (**Date TBA**)
- Post #3: Reminder about Info Session #2 (**Date TBA**)
- Post #4: ICYMI- Recording of one of the two info sessions for public view (**day after 2<sup>nd</sup> info session**)
- Post #5: 1 Week Until Deadline Reminder (Coordinating with Mailchimp) (**March 28<sup>th</sup>, 2022**)
- Post #6: Day of Deadline Reminder (**April 1<sup>st</sup>, 2022**)

**Audience:** General Population with potential paid post boosting to specific target populations

### 3) Virtual Info Sessions (Zoom shared on Vimeo after or Zoom to Facebook Live)

- Session #1- Lunchtime- (**Date TBA**)
- Session #2- Evening after 5pm- (**Date TBA**)

**Audience:** General Population

### 4) Website

<https://homesforgood.org/about/about-us/board>

- Updating description of the Board at the top of the webpage. (**March 1<sup>st</sup>, 2022**)
- New Section to describe recruitment process, deadlines, info sessions, etc. (**March 1<sup>st</sup>, 2022**)

<https://homesforgood.org/about/news>

- Coordinating information with Announcement Mailchimp Email + Social Media Posts (**March 1<sup>st</sup>, 2022**)

**Audience:** General Population



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



Homes. People. Partnerships. Good. [www.homesforgood.org](http://www.homesforgood.org)

### **5) Other Targeted Outreach**

- Forwarding Email #1: Announcement of Application and invite to Info Sessions to Leadership at Centro Latino Americano to invite staff to participate in the info session and be encouraged to apply, and for them to distribute and share through their channels. **(March 1<sup>st</sup>, 2022)**
- Forwarding Email #1: Announcement of Application and invite to Info Sessions to Leadership at NAACP to invite staff to participate in the info session and be encouraged to apply, and for them to distribute and share through their channels. **(March 1<sup>st</sup>, 2022)**
- Including a graphic/message in the March Resident Update that is posted on all Homes for Good managed property doors. This message is also sent via email to all residents, and posted on the Homes for Good website on the Homepage and the COVID-19 section. This will provide a form of print collateral to residents who do not traditionally receive digital communications. **(March TBA)**



# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 01/26/2022

**AGENDA TITLE:** Discussion: Community Economic Investment Priorities in the Construction Field

**DEPARTMENT:** Real Estate Development Division

**CONTACT :** Steve Ochs

**EXT:** 2530

**PRESENTER:** Steve Ochs

**EXT:** 2530

**ESTIMATED TIME :** 15 Minutes

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

**Approval Signature**

**EXECUTIVE DIRECTOR:**

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**DATE:** 1/19/22

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



## **HOMES FOR GOOD MEMORANDUM**

**TO:** Homes for Good Board of Commissioners

**FROM:** Steve Ochs, Real Estate Development Director

**AGENDA ITEM TITLE:** DISCUSSION/ Community Economic Investment Priorities in the Construction Field

**AGENDA DATE:** January 26, 2022

### **I ISSUE**

Homes for Good Housing Agency has been very active in Real Estate Development in order to meet the Agencies goal of providing housing units and services for those that need it most. In the past few years, it is estimated that this real estate activity has resulted in an estimated \$83 million being brought into the local economy through construction jobs, development and long-term management.

Locally several local agencies including Lane County, Lane Community College and the 4J School District have adopted strategies to ensure that construction dollars created by those agencies meet goals such as maximizing local impact, prioritizing minority and women owned businesses, paying living wages, providing family health benefits and reducing the impact on the environment.

The Homes for Good Board of Commissioners has given direction to staff to develop a process to achieve Homes for Good Agency goals in how this construction money is spent and invested in the community. This coincides with the development of the Agency Strategic Equity Plan and Economic Investment Initiative which are both in development and will help to inform how the process develops.

### **II DISCUSSION**

#### **A. Background/Analysis**

Homes for Good Housing Agency primarily uses the Construction Management/General Contractor (CM/GC) form of contracting for larger new construction and rehabilitation projects. In the past 7 years, these projects these construction contracts have ranged from \$3.5 million (Richardson Bridge Rehab) to \$24 million (RAD Phase 2). Homes for Good also receives dedicated funding from the Department of Housing and Urban Development to perform capital projects in the Public Housing portfolio. These rehab projects are smaller in scope and typically directly bid. Staff would recommend a base threshold of \$1 million dollars in implementing Economic Investment Priorities for contractors and subcontractors.

The Agency currently utilizes a Request for Qualifications (RFQ) Process to select CM/GC's, which allows staff to select contractors based on numerous factors including experience in affordable housing, local knowledge, quality control and Diversity Equity and Inclusion (DEI) outcomes. Additional requirements or information could be required of contractors that bid on large Homes for Good projects. Below is a list of options that staff could include to either pre-qualify contractors similar to the Lane County model and/or include requirements in contracts based on the Lane Community College model. There are federal and state programs that also have numerous requirements depending on the funding type. Some of these are

the Section 3, M/WBE and COBID requirements. These are defined further below, and are included next to possible strategies if they relate to those requirements.

**Section 3 Defined:** The Section 3 program requires that recipients of certain HUD financial assistance, to the greatest extent possible, provide training, employment, contracting and other economic opportunities to low- and very low-income persons, especially recipients of government assistance for housing, and to businesses that provide economic opportunities to low- and very low-income persons.

If you are a recipient of government assistance for housing or if your income falls below HUD's income limits, you may qualify as a Section 3 worker, targeted worker or Section 3 business concern.

**M/WBE and COBID Defined:** Certification Office for Business Inclusion and Diversity (COBID) allows certification of businesses Minority Business Enterprise (MBE) and Women Business Enterprise (WBE) certifications are for minority-owned and women-owned businesses seeking opportunities for state, county, and city government, and other contracts. M/WBE are based on the individual rather than the size of the business. The primary goal of certification is to level the playing field by providing certified firms a fair opportunity to compete for government contracts regardless of owner ethnicity, gender, disability, or firm size. Certifications do not expire.

1. Apprenticeship Program – Participate in one BOLI apprenticeship program.
2. Require documentation to HFG on how their training and apprenticeship program work.
3. Provide documentation to Homes for Good quarterly during construction about provision of apprenticeship opportunities to Section 3 participants.
  - HFG will require CM/GC and subs to market job and apprenticeship opportunities to people and businesses who meet the Section 3 definition.
4. Participate in a minimum of two Section 3 compliance trainings annually. This could include training hosted by contractor for subcontractor.
5. Document that the CM/GC has participated in a Section 3 training and that they have trained their sub-contractors on these requirements.
6. Document Section 3 compliance and benchmarks on recent federally funded projects.
7. Submit Section 3 reporting to HFG on a quarterly basis during the construction life-cycle.
8. Identify and provide a Section 3/COBID Coordinator
  - One person from the CM/GC is HFG point of contact for marketing and reporting.
9. Document at least 2 outreach efforts annually to recruit new COBID firms and promote Section 3 jobs and contracting opportunities.
10. At time of sub-contractor bidding, commit to working with Homes for Good staff to identify and reach out to Section 3/ M/WBE firms.
  - Use list developed by HFG and CM/GC to market opportunities.
11. Document efforts to divide sub-contracting opportunities into smaller quantities to maximize COBID and Section 3 participation.
12. OSHA Trainings – Require 10 trainings for all permanent full-time workers on the project.
13. DEI Prioritization - Provide company DEI action plan and narrative as to impact of the plan on

diversification of labor force and subcontractor hirings.

- Links directly to requirement in HFG RFP for DEI strategies and an action plan if they have one developed

14. Subcontracts of \$50,000 set-aside/prioritized for COBID-certified bidders when available (M/WBE)
15. Giving Back – Document annual efforts on how the company invests in the community (i.e. charitable giving, etc.)
16. Provide and document apprenticeship opportunities and partnerships with construction training programs administered by Lane County school districts.
17. Track and report location of sub-contractor business location.
18. Local Priority – Report Prime contractors workers location.
19. Provide strategies to promote and prioritize sourcing local materials, goods and services.
20. Climate Action – Provide company climate action plan.

Board discussion and prioritization on the strategies listed above as well as any additional requirements is appreciated.

### **III IMPLEMENTATION/FOLLOW-UP**

With board feedback staff will develop a Economic Investment process for future discussion and adoption.

### **IV ATTACHMENTS**

None



# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 01/26/2022

**AGENDA TITLE:** Permanent Supportive Housing Services Overview

**DEPARTMENT:** Supportive Housing Division

**CONTACT :** Wakan Alferes

**EXT:**

**PRESENTER:** Wakan Alferes

**EXT:**

**ESTIMATED TIME :** 30 Minutes

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

**Approval Signature**

**EXECUTIVE DIRECTOR:**

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

**DATE:** 1/19/22

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



# Permanent Supportive Housing

**SERVICES OVERVIEW**



RESIDENT STORY #10

“ 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 our PSH projects 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



# 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](#)

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[The Keystone](#)

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[The Commons on MLK](#)

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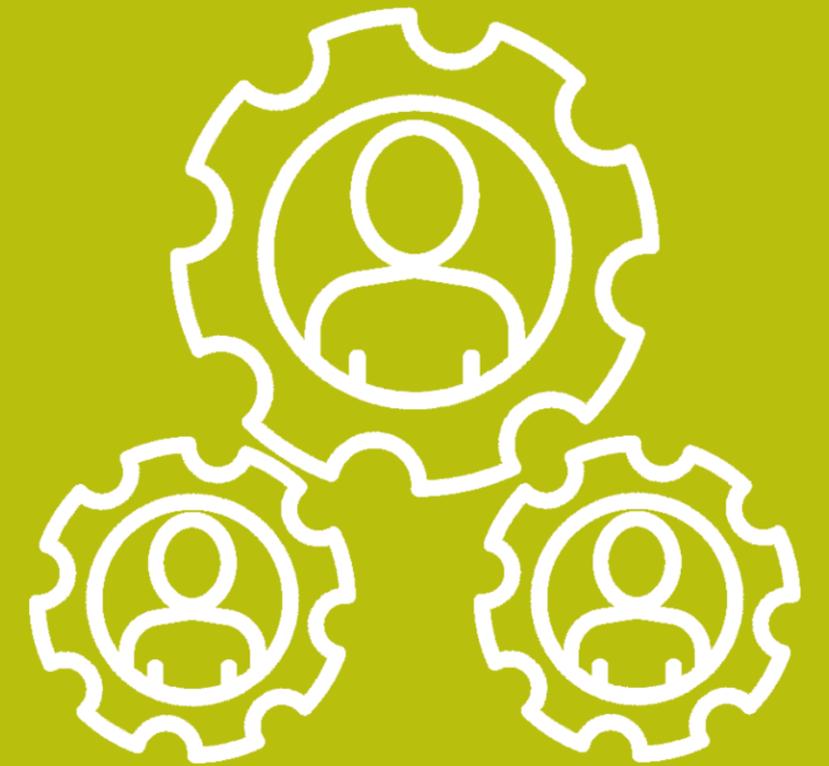




# KEY PARTNERS IN PSH OPERATIONS

COLLABORATION IS KEY

- Owner
- Property Management
- Services Provider
- Coordinated Entry



# Permanent Supportive Housing Service Provision

**Pre-tenancy Support**

**Case Management**

**Peer Support**

**Community Health Workers**

**Behavioral Health Support**

**Drug & Alcohol Treatment**

**Connections to Benefits**

**Financial Literacy Services**

**Housing Stability Support**

**Social and Recreational**

**Leadership & Community  
Building**





# 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 prioritizes referrals from the Frequent User System Engagement (FUSE) list.

## Who are we serving at The Commons on MLK?

The average resident at MLK:

- 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
  - Average of 13 days in in patient treatment
  - Average of 23.53 days in jail
- 88% self report a mental health problem,
- 80% have a physical disability,
- 85% have a chronic medical condition and
- 48% self-report both alcohol and drug abuse



# THE COMMONS ON MLK STATUS UPDATE

- 97 applicants referred since October 2019
- Average of 113 days to complete intake process
- 58 residents have moved in
- 81% have maintained housing, averaging 7.5 months housed
- 50% of residents have no violations or incidents noted
- 14 residents have exited the project

## Overview of Exits

- Average of 3.5 months housed prior to exit
- 4 exits due to violence against staff or other residents
- 2 transfers to other PSH projects
- 2 resident driven exits
- 4 resident deaths
- 2 due to ongoing and extensive building damage



# THE KEYSTONE

The Keystone was developed through the State Supportive Housing Institute funding opportunity and is focused on providing housing to chronically homeless families in Lane County.

## Who are we serving at The Keystone?

The average resident is:

- A single parent household with two children
  - Has been homeless for around 2 years
  - Extremely low to no income
  - 65% of adults self report a mental health disorder
  - 40% report a history of domestic violence
  - 40% report a chronic health condition
  - 10% report an alcohol or drug use disorder
-



# THE KEYSTONE STATUS UPDATE

- First referrals from Central Waitlist in July 22, 2021
- Average of 58 days to complete intake
- First resident moved in September 9, 2021
- 25 families have been referred
- 13 families, including 18 children, have moved into their new homes
- Zero project exits to date
- All 15 families were sponsored for Christmas in their new homes
- Collaborative team working to address recent neighbor concerns



# The Nel Project Update

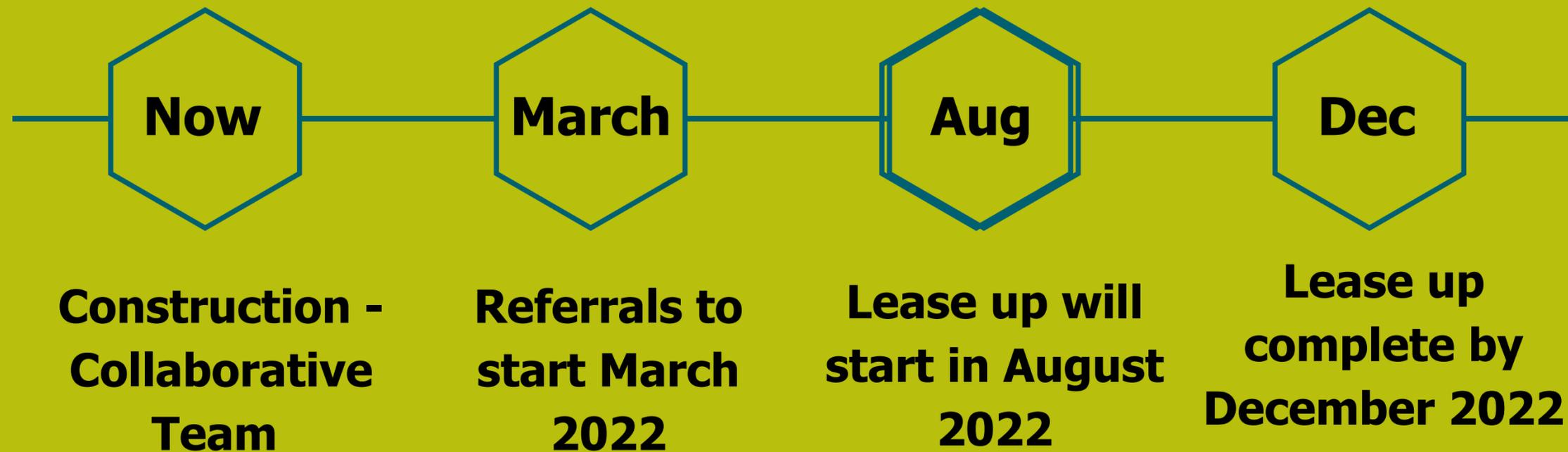


**Quantum Property Management will include:**

- **1 PM/1 APM**
- **1 Maintenance Tech**
- **2 Nigh Hosts**

**Laurel Hill Center support services at The Nel will include:**

- **2 Case Managers**
- **4 Peer Support Specialists/THW**
- **1 QMHP**



**Laurel Hill**  
C E N T E R

# PSH Biggest Challenges

## COVID-19 PANDEMIC

With first referrals starting in Dec 2020, COVID-19 has impacted many aspects of the project launch, lease up and stabilization including major impacts on staffing and building safety as well as the focus of service delivery.

## FUNDING GAPS

- Development: \$97,872k above budget
- Operating Expenses: \$50,000 above budget for year one
- Project Income: \$119,000 less than budgeted
- Services Expenses: \$100,000 add in year one. \$200,000 needed annually for higher staffing level.

## STAFFING

Challenges of managing competing priorities of lease up and stabilization. Managing staff burnout, training and safety. Providing adequate project oversight and coordination.

## REGULATIONS

Navigating complex regulatory systems with high barrier individuals. Multiple funding layers leads to additional complexity for eligibility and compliance. Many residents have challenges with paperwork.

## SAFETY

Trauma "collision" main cause of emergency service usage. Many residents going through stabilization at the same time. Residents not feeling safe.

## BEHAVIORAL CHALLENGES

Challenges finding appropriate settings for highly symptomatic individuals needing assistance with activities of daily living. Needing "off ramps" from MLK for those not successful.

# The Commons on MLK First Year Funding Gaps

**Development**  
**\$97,872**

\$97k above budget due to tax credit adjusters due to slow lease up, supply chain challenges and intercom, flood and elevator repairs in the first 6 months.

**Operating Shortfall**  
**\$169,000**

\$169,000 total operating shortfall for year one. \$119,000 less revenue than budgeted due to slow lease up. \$50,000 above budget for year one due to increased staffing, high maintenance and turnover costs and project security expenses. \$150,000 ongoing gap to fund increased staffing levels.

**Services Investment**  
**\$100,000**

Addition of Resident Services staff and request for additional staffing from service provider added \$100,000 to this year's budget. Request of additional \$200,000 for ShelterCare staffing has also been submitted to Lane County.

**Ongoing Annual Funding  
Needs to Maintain  
Staffing Levels**

**Operations Gap**  
**\$150,000**

**Services Gap**  
**\$200,000**

**Staffing levels can possibly be  
reduced over time as the  
building stabilizes**

# Staffing Challenges

- 24/7 staffing challenges
- Hiring challenges/Need for experienced staff
- Balancing referrals and floor coverage
- High stress positions/preventing burnout
- Demands of crisis management
- Building trust between teams
- Creating shared policies & procedures
- Peer Support role & harm reduction model
- COVID 19 challenges - staff positives and quarantine
- Project and team oversight needs

Position	Originally Budgeted Staffing	Current Project Staffing	Proposal 1: HFG RS Oversight + SC FD
<b>Property Management</b>	FTE	FTE	FTE
Property Manager	1	1	1
Assistant PM	1	1	1
Front Desk	2.4	3.6	5.90
Maintenance	1	2	2
HFG Resident Services		0.5	1
<b>Total FTE</b>	5.4	8.1	10.9
<b>Staff Budget</b>	<b>\$293,247</b>	<b>\$441,149</b>	<b>546,348</b>
<b>Services Positions</b>	FTE	FTE	FTE
Program Manager	1	1	1
Team Lead	1	1	1
Services Assistant	1	1	1
Housing Specialist	2	2	4
Peer Support	4	4	4
CHW	1	1	1
BH/QMHP	0.2	0.2	0.2
<b>Services FTE</b>	10.2	10.2	12.2
<b>Services Staff Budget</b>	<b>\$475,428</b>	<b>\$475,428</b>	<b>\$561,428</b>
<b>Total FTE</b>	15.6	18.3	23.1
<b>Total Staffing Costs</b>	<b>\$768,675</b>	<b>\$916,577</b>	<b>\$1,107,776</b>



Quantum



ShelterCare

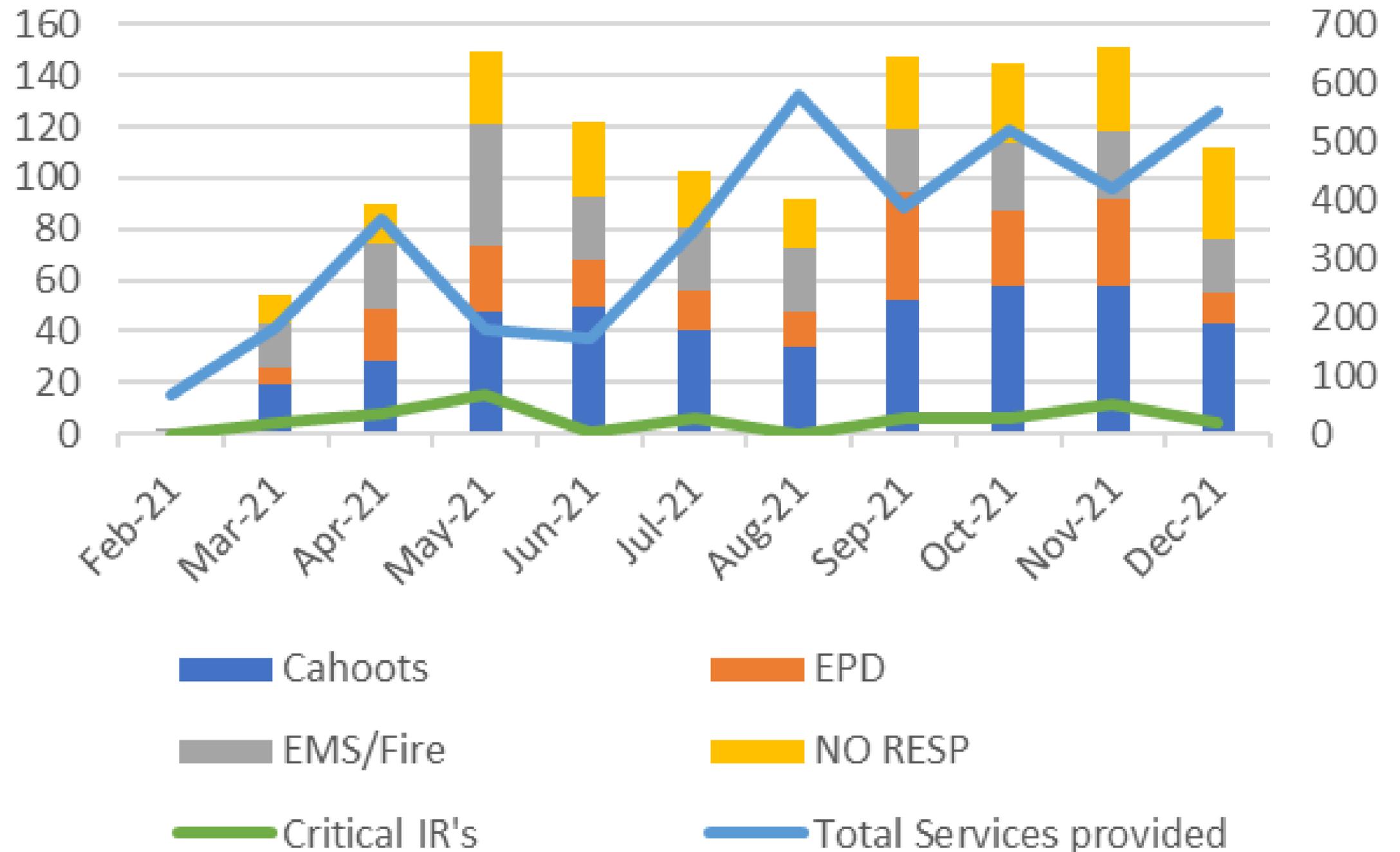


Homes for Good

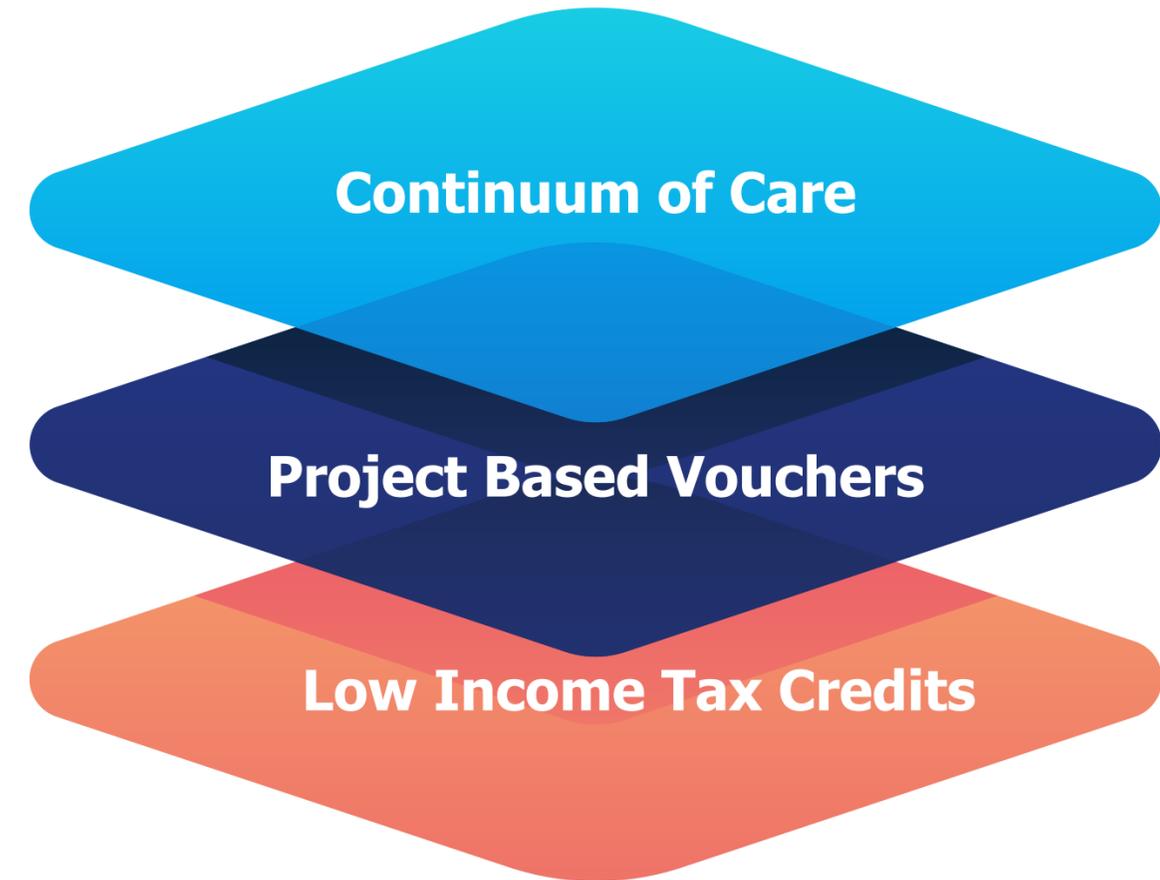
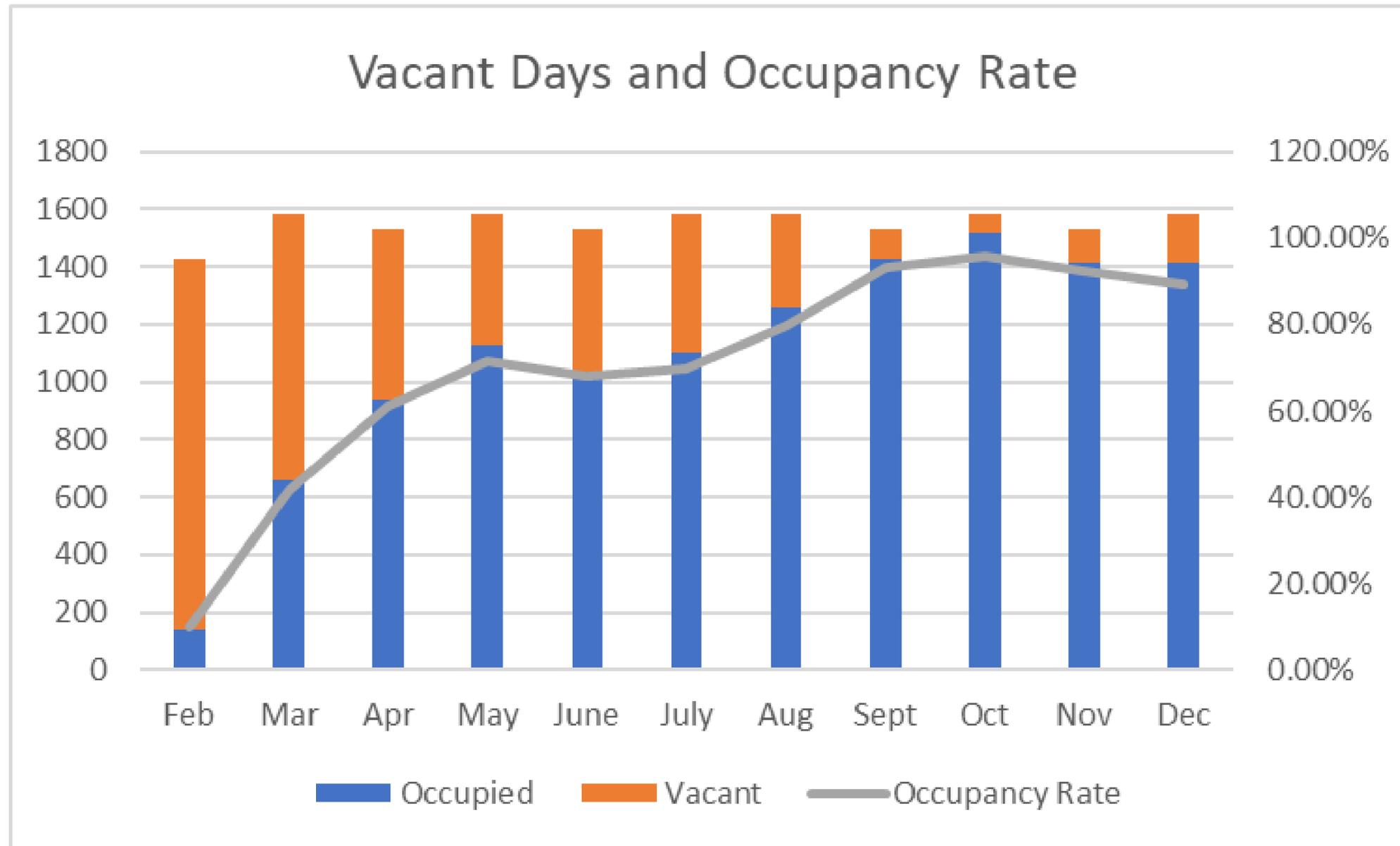
# Safety

- Trauma "collision"
- Lease education and enforcement
- Building security systems
- Staffing levels and training
- Appropriate usage of services

## Calls for Service & Services Provided



# Regulatory Layers & Lease Up Times



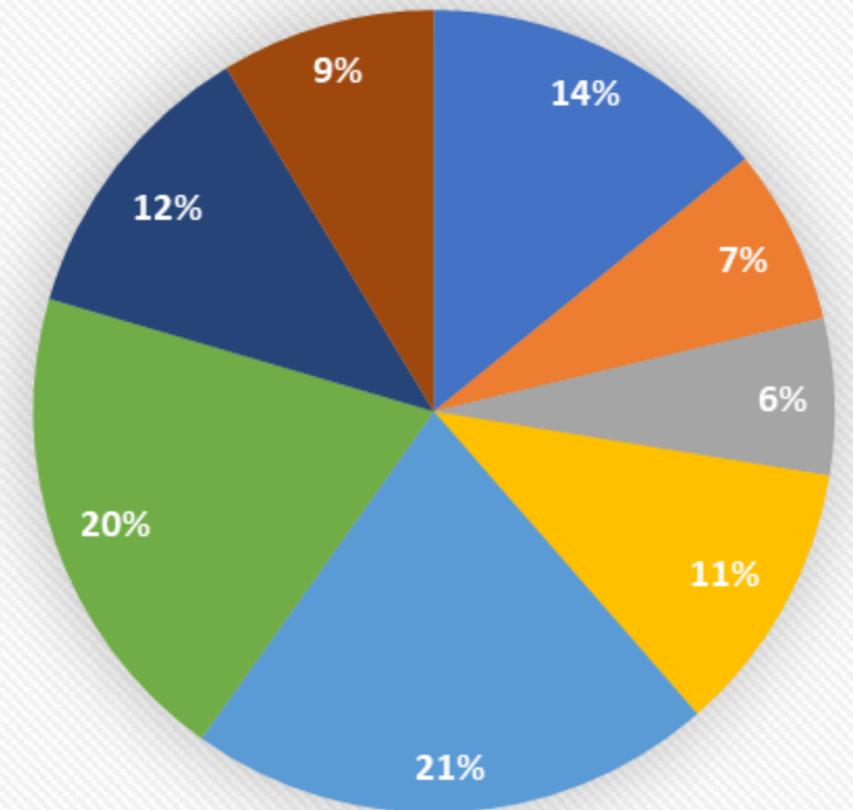
**Average of 113 days from referral to lease up**  
**Target is 60 days or less**

# Behavioral Challenges & Securing Appropriate Placement

Specific challenges working with high needs individuals

- Severe and Persistent Mental Illness
- Unable to complete activities of daily living
- Needing inpatient A/D 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?

Lease Violations at MLK



# PSH Stability Strategies

## FILLING FUNDING GAPS

- Secure increased funding for supportive services staffing through Continuum of Care or Lane County
- Secure additional project funding from City of Eugene
- Increase ability to leverage Medicaid for billable services
- Increase private foundation funding
- Maximize revenue, decrease vacancies

## STABILIZE STAFFING

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

## INCREASE SAFETY

Work with emergency response providers. Increase lease accountability and resident education to increase sense of safety. Offer trauma services and opportunities for leadership.

## STREAMLINE COMPLIANCE

Complete 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?

