

Housing And Community Services Agency of Lane County

Strategic Plan – 2011-2015
2015 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





HACSA

Housing And Community Services Agency of Lane County
177 Day Island Road, Eugene, OR 97401-2484



EQUAL HOUSING
OPPORTUNITY

(541) 682-3755 | Fax (541) 682-3411 | TTY (541) 682-3412 | www.hacsa.org

January, 2015

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 2013, 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 2014. Semi-annual implementation reviews were submitted to the Board in July of 2014 and January of 2015.

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 2015 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 2015, a new five year strategic plan will be submitted to the Board for approval. 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 2014 we collaborated with several nonprofit agencies, including ShelterCare, St. Vincent DePaul, NEDCO, Food for Lane County, Sponsors, Cornerstone Community Housing, Centro Latino Americano and Habitat for Humanity. 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 283 new units of affordable housing in Lane County. This includes 48 units in north Eugene, 105 in Glenwood, 60 in downtown Eugene and 70 in west Eugene.

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 potentially 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 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 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.


Larry Abel, Executive Director


Charene Reavis, Chair
Board of Commissioners

Housing And Community Services Agency of Lane County 2015 Strategic Plan

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

Sub-Goal #1 “Turtle Creek site, Phase II”

1. Complete analysis of feasibility for construction of first 4 homes. 03/31/2015
2. If feasible, obtain necessary financing in place for summer construction. 06/30/2015
3. If not feasible, determine alternate plan. 12/31/2015

Staff Responsible: Steve Ochs

Sub-Goal #2 “Hope Loop Property”

1. Begin construction for home on 2nd lot. 06/30/2015
2. Transfer land for 2nd home to Oregon BILDS. 09/30/2015
3. Transfer Lots 8 and 9 to Habitat for Humanity. 09/30/2015

Staff Responsible: Steve Ochs

Sub-Goal #3 “6th & Oak”

1. Complete RFP process for CM/GC. 03/31/2015
2. Begin schematic design and develop preliminary budget. 03/31/2015
3. Complete financial modeling for a 4% and a 9% tax credit project. 06/30/2015
4. Coordinate with City of Eugene to decide whether to pursue 4% or 9% tax credits. 09/30/2015
5. Finalize design and budget. 12/31/2015

Staff Responsible: Jacob Fox and Steve Ochs

Sub-Goal #4 “Rental Assistance Demonstration Program”

1. Engage with HUD to develop project plan and timeline for the HACSA Rental Assistance Demonstration Project. 03/31/2015
2. Establish the project management team. 06/30/2015
3. Issue RFP to secure Real Estate Broker(s) to sell scattered sites. 12/31/2015

Staff Responsible: Jacob Fox, Beth Gydé and Steve Ochs

Sub-Goal #5 “Bascom Village (Phase II)”

1. Finish design and construction documents. 03/31/2015
2. Transfer land from City of Eugene to HACSA. 06/30/2015
3. Close on equity and construction financing. 06/30/2015
4. Begin construction. 09/30/2015

Staff Responsible: Steve Ochs

Sub-Goal #6 “Glenwood Place”

- 1. Renew option agreement for property. 03/31/2015
- 2. Complete HUD waiver process. 09/30/2015
- 3. Finalize design and budget. 12/31/2015

Staff Responsible: Steve Ochs

Sub-Goal #7 “The Oaks at 14th”

- 1. Complete design and budget. 03/31/2015
- 2. Complete zone change. 03/31/2015
- 3. Submit application for tax credits. 06/30/2015
- 4. Select architect and CM/GC. 06/30/2015
- 5. If funded, finalize design and construction documents. 09/30/2015

Staff Responsible: Jacob Fox and Steve Ochs

Sub-Goal #8 “Housing First Project”

- 1. In partnership with St. Vincent de Paul staff, develop project summary and pro-forma. 03/31/2015
- 2. Engage with leadership from local jurisdictions to gain necessary resources. 06/30/2015
- 3. Determine which OHCS funding cycle to pursue. 09/30/2015
- 4. Finalize design and budget. 12/31/2015

Staff Responsible: Jacob Fox & Steve Ochs

Sub-Goal #9 “Investigate New Development Opportunities”

- 1. Investigate potential new partnerships with Cornerstone Community Housing and St. Vincent de Paul. Ongoing
- 2. Begin process to clear floodplain issues on HACSA-owned site on River Road. 06/30/2015
- 3. Participate in long term planning with the City of Springfield for HACSA-owned site on 48th and Main. Ongoing

Staff Responsible: Jacob Fox and Steve Ochs

Sub-Goal #10 “Advocate for Affordable Housing in Lane County”

- 1. Shoot a 20-Minute video of Iton Udosenata, the principal of Cottage Grove High School, who was formerly a HACSA public housing resident. 01/31/2015

Staff Responsible: Larry Abel

- 2. Show the video at various events, including National Association of Housing and Redevelopment Officials conferences. 10/31/2015
- 3. Schedule at least three affordable housing photo exhibits of HACSA, St. Vincent de Paul, Cornerstone Community Housing (Cornerstone) and ShelterCare developments. 12/31/2015

4. Obtain at least one municipal “Housing America Month” proclamation in addition to Lane County, the City of Eugene and the City of Springfield. 10/31/2015
5. Hold an expanded public Housing America event, as outlined in the Meyer Memorial Trust Housing Advocacy grant. 10/31/2015

Staff Responsible: Jacob Fox

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

Determine next steps for HousingPlus.

1. Meet with the Board to develop a plan for 2015. 02/28/2015
2. Explore potential formal partnership with Cornerstone. 06/30/2015
3. Pursue funding opportunities with partner organizations. ongoing

Staff Responsible: Jacob Fox

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

Sub-Goal #1 “Complete succession plan for the Executive Director and develop succession plans for key Senior Management positions.”

1. Larry Abel will retire from HACSA on July 1, 2015. Pending Board approval, Jacob Fox will be the next HACSA Executive Director 06/30/2015

Staff Responsible: HACSA Board

2. Jacob Fox appoints a new Deputy Director 06/30/2015
3. Succession plans developed for Housing Division Director, Section 8 Division Director, Weatherization Program Manager, Finance Director, IT Technician and Modernization Coordinator. 12/31/2015

Staff Responsible: Jacob Fox

Sub-Goal #2 “Improve organization and individual employee performance”

1. Replace Efficiency Committee with Breakthrough Strategy teams to help HACSA address organizational challenges. 03/31/2015
2. Launch and successfully complete two Breakthrough teams to address organizational challenges in the Housing Division and the Section 8 Division. 06/30/2015
3. Identify additional organizational challenges for future Breakthrough teams. 12/31/2015

Staff Responsible: Jacob Fox and Valerie Warner

4. Research Resource Conservation best practices and sample plans from other organizations. 06/30/2015
5. Develop an outline for a Resource Conservation Plan for HACSA. 09/30/2015
6. Develop and implement a Resource Conservation plan for the Housing Division as a pilot for the rest of the organization.

Staff Responsible: Valerie Warner, Geni Sustello and Jim Wilcox

Sub-Goal # 3 “Refine and enhance contracting and procurement systems and oversight for all HACSA Divisions”

1. Explore HAB and FileVision capabilities to monitor and report on existing contracts. 03/31/2015
2. Expand knowledge of resources for procurement training. 03/31/2015
3. Appropriate staff to attend procurement training. 06/30/2015
4. Develop central contract tracking system with deadline notification capability. 12/31/2015

Staff Responsible: Richard Dannemiller, Valerie Warner, Beth Gydé and Steve Ochs

Sub-Goal #4 “Merge HACSA’s Development, Asset Management and Capital Project Functions.”

1. Assess current structure of existing departments. 06/30/2015
2. Identify areas of overlap for consolidation and streamlining staffing and processes. If reorganization of current teams creates efficiencies, develop implementation timeline. 12/31/2015

Staff Responsible: Steve Ochs, Beth Gydé and Richard Dannemiller

Sub-Goal #5 “Develop systems and reports to track revenue and expenses for Development and Asset Management functions.”

1. Develop a new cost center for Asset Management for tracking revenue and expenses. 06/30/2015
2. Identify amount of predictable revenue that is obtainable from existing housing portfolio and develop corresponding plan to budget for and expend these funds. 09/30/2015
3. Estimate amount of unrestricted revenue that will be received from new development activities for 2015-2016. 09/30/2015

Staff Responsible: Valerie Warner, Beth Gydé and Steve Ochs

Sub-Goal #6 “Implement operational improvements in the Section 8 Division.”

1. Expand use of HAB functionality and reporting. 06/30/2015
2. Develop clear procedures and key task responsibilities for each job classification. 09/30/2015
3. Implement the new electronic document system, FileVision. 12/31/2015
4. Increase the lease rate for 2015 to 99% or higher. 12/31/2015

Staff Responsible: Chuck Hauk and Beth Ochs

Sub-Goal #7 “Implement operational improvements in the Housing Division.”

1. Expand use of HAB functionality and reporting. 06/30/2015
2. Develop clear procedures and key task responsibilities for each job classification. 09/30/2015

- | | |
|---|------------|
| 3. Develop implementation plan for acquisition and utilization of mobile devices for AMP staff. | 09/30/2015 |
| 4. Increase revenue and cut expenses to achieve a \$150k reduction in withdrawals from Housing Division reserves. | 09/30/2015 |
| 5. Implement the new electronic document system, FileVision. | 12/31/2015 |
| 6. Complete analysis of transition to site based waiting lists and intake. Develop implementation plan. | 12/31/2015 |

Staff Responsible: Geni Sustello and Jill Fields

Sub-Goal #8 “Implement operational improvements in the Energy Services Division.”

- | | |
|---|------------|
| 1. Develop implementation plan for migration from current weatherization database to new weatherization database. | 06/30/2015 |
| 2. Decide on which database product best meets the division’s current and future needs. | 09/30/2015 |
| 3. Develop “Weatherization Plus Health” concept (endorsed by DOE, HUD, CDC and DPA) and integrate the initiative into HACSA’s energy education home visit module. | 09/30/2015 |
| 4. Increase job completions by 10%. | 12/31/2015 |

Staff Responsible: Steve Jole

Sub-Goal #9 “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. | 12/31/2015 |
| 2. The Inclusion Council will offer a minimum of four cultural awareness trainings to staff during the calendar year. | 12/31/2015 |
| 3. Identify culturally specific organizations and networks to inform about HACSA job opportunities. | 12/31/2015 |
| 4. The Inclusion Council will continue to meet monthly and develop a plan to increase cultural awareness within the Agency. | ongoing |

Staff Responsible: Chuck Hauk and Karla Ramsdal

Sub-Goal #10 “Improve employee satisfaction score by at least 20% over the results from the December 2012 employee satisfaction survey, by December 2015.”

- | | |
|--|------------|
| 1. Complete survey with employees regarding training needs and regarding career advancement goals. | 03/31/2015 |
| 2. Continue regular meetings with the different work groups in all HACSA Divisions with an emphasis on improving communication and coordination. | Ongoing |
| 3. Complete employee satisfaction survey. | 09/30/2015 |
| 4. Determine to what degree improvement has been made and share results of satisfaction survey with employees. | 12/31/2015 |

Staff Responsible: Chuck Hauk and Karla Ramsdal

Sub-Goal #11 “Continue to implement methods to establish financial viability of the Firwood Apartments through 2015.”

1. Implement a 4-5% rent increase. 03/01/2015

Staff Responsible: Geni Sustello

2. Develop a capital needs assessment. 06/30/2015

Staff Responsible: Beth Gydé

3. Prepare a schedule of how and when these capital needs will be funded. 09/30/2015

Staff Responsible: Valerie Warner and Jacob Fox

Sub-Goal #12 “Revise Personnel Policy (Employee Handbook) and complete revisions of all job descriptions.”

1. Develop an outline of Employee Handbook. 03/31/2015
2. Meet with management team regarding proposed changes and gather input. 06/30/2015
3. Incorporate changes/updates to the Employee Handbook. 12/31/2015

Staff Responsible: Karla Ramsdal and Labor Management Committee

Sub-Goal #13 “Maximize the number of housing choice vouchers, HUD VASH vouchers, Shelter Plus Care Vouchers, and Section 8 Home Ownership Vouchers issued in FY 2015.”

1. Closely monitor the number of vouchers leased in each program, in relation to funding received from HUD. Ongoing
2. Implement tracking systems for each program, which allow more accurate tracking of Voucher issuance and expiration, as well as time from issuance to completion of HAP contract. 03/31/2015
3. Complete analysis of transition to issuance of Vouchers through HAB computer system. Implement transition. 09/30/2015
4. Lease rate of 99% or higher in three Voucher programs (S8, HUD-VASH, and SPC), as measured against available vouchers/funding. 12/31/2015
5. Increase Section 8 Home Ownership from current 22 households to a minimum of 30 households (with a maximum of 50 households). 12/31/2015

Staff Responsible: Chuck Hauk and Beth Ochs

Sub-Goal # 14 Implement changes and improvements to financial systems.”

1. Decrease the number of checks that are mailed (as opposed to direct deposits) to Section 8 landlords to 200 (from about 700 in 2013) per month. 12/31/2015

Staff Responsible: Valerie Warner and Nicole Tarricone

2. New payroll system in place. 01/15/2015

3. Explore two payroll add-ons, online time cards and web-based remittance reporting, to see if they will result in cost savings. 03/31/2015
4. Implement one or both add-ons if they are cost effective. 06/30/2015

Staff Responsible: Valerie Warner and Karla Ramsdal

5. Roll out ACH payments to accounts payable vendors. Reduce number of accounts payable checks by 10%. 06/30/2015

Staff Responsible: Valerie Warner and Nicole Tarricone

6. Implement new Tenant Repayment Agreement procedures 03/31/2015

Staff Responsible: Beth Ochs, Chuck Hauk and Valerie Warner

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. Distribute survey to FSS participants. 02/28/2015
2. Analyze FSS Survey to assist with identifying barriers to FSS participants graduating and leaving housing. 12/31/2015
3. Continue with implementation of FSS outreach plan to increase the number of FSS participants to maintain an overall goal of at least 160 participants. 12/31/2015

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.”

1. Analyze responses from 2014 survey. 04/30/2015
2. Identify areas of concern and work with staff to develop a plan for addressing these areas. 06/30/2015
3. Implement plan. 12/31/2015

Staff Responsible: Mira Gattis, Chuck Hauk and Geni Sustello

Sub-Goal #3 “Expand services to a broader range of HACSA residents.”

1. Explore an interagency service delivery model with Cornerstone. 04/30/2015
2. Continue to seek opportunities to identify joint grant opportunities with other low income housing providers. 12/31/2015
3. Identify at least three services offered by Food for Lane County, NEDCO, and/or Lane Workforce Partnership (LWP) that can be offered to Assisted Housing and Tax Credit development residents. 12/31/2015
4. Work with NEDCO to offer services to 10 residents who are currently not bankable with the goal of them becoming bankable. 12/31/2015

Staff Responsible: Mira Gattis

Sub-Goal #4 “Increase transportation options for Residents.”

- 1. Distribute at least 250 more bus passes to HACSA residents. 12/31/2015
- 2. Refer at least eight qualified residents to Goodwill Industries regarding their programs for IDAs for transportation and reduced prices for cars. 12/31/2015

Staff Responsible: Mira Gattis

Sub-Goal #5 “Address Food Security Issues for Residents.”

- 1. Continue to Promote and Operate Community Gardens for Residents.
 - a) Work with residents to maintain current gardens at 3 locations. ongoing
 - b) Work with one new development to develop a community garden. 12/31/2015
 - c) Continue work with OSU Master Gardeners for education & support. 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. 09/30/2015
- 3. Maintain Brown Bag program for senior food at 4 sites and add one or two sites as funding become available from FFLC. 09/30/2015
- 4. Collaborate with FFLC and OSU Extension Service to provide nutrition education classes at six sites. 12/31/2015

Staff Responsible: Mira Gattis

Sub-Goal #6 “Offer programs and employment opportunities to train and/or employ HACSA residents.”

- 1. Continue to explore Jobs Plus opportunities for residents Ongoing. 06/30/2015
- 2. Employ two youth for the summer who attend college at least half time, during the regular school year.
- 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. 06/30/2015
- 4. Enroll at least 6 HACSA residents in job training programs. 12/31/2015
- 5. Identify families whose income is zero to Very Low and develop an outreach plan to encourage participation in supportive programs including FSS. 12/31/2015

Staff Responsible: Mira Gattis

Sub-Goal #7 “Explore options for increasing Resident Services staff.”

- 1. Maintain current number of FSS participants to be eligible for an additional FSS staff member in 2016. 04/30/2015
- 2. Hire at least one additional Resident Services staff person. 06/30/2015