



HOMES FOR GOOD BOARD OF COMMISSIONERS MEETING

Wednesday, October 25th, 2023

Table Of Contents

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

AGENDA.....	Page 2
EXECUTIVE DIRECTOR REPORT.....	Page 4
QUARTER 4 EXCELLENCE AWARDS.....	Page 5
SEPTEMBER 27TH, 2023 MINUTES.....	Page 6
ORDER 23-25-10-01H.....	Page 26
In the Matter of Updating the Administrative Plan and Admissions & Continued Occupancy (ACOP) - Removal from the Waiting List	
PRESENTATION.....	Page 31
Resident Commissioner Recruitment Timeline	
ORDER 23-25-10-02H.....	Page 33
In the Matter of Non-Represented Classification & Compensation Study and Recommendation	
PRESENTATION.....	Page 81
2023 Executive Director Performance Evaluation Process	

AGENDA

Homes for Good Housing Agency

BOARD OF COMMISSIONERS

Location of the meeting:

Zoom



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

Wednesday, October 25th, 2023, at 1:30pm

The October 25th, 2023, Homes for Good Board of Commissioners meeting will be 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/88069630164>

1. PUBLIC COMMENTS

Maximum time 30 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.

PLEASE NOTE: *The Homes for Good Board of Commissioners is a policy advisory body to Homes for Good and is not designated to resolve issues in public meeting. The Board will not discuss or make decisions immediately on any issue presented.*

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

3. ADJUSTMENTS TO THE AGENDA

4. COMMISSIONERS' BUSINESS

5. EMERGENCY BUSINESS

6. EXECUTIVE SESSION

7. ADMINISTRATION

- A. Executive Director Report
- B. Quarter 4 Excellence Awards

8. CONSENT AGENDA

- A. Approval of 09/27/2023 Board Meeting Minutes

9. ORDER 23-25-10-01H

In the Matter of Updating the Administrative Plan and Admissions and Continued Occupancy (ACOP) – Removal from the Waiting List
(Beth Ochs, Rent Assistance Division Director) (Estimated 15 minutes)

10. PRESENTATION

Resident Commissioner Recruitment Timeline
(Jacob Fox, Executive Director) (Estimated 5 minutes)

11. ORDER 23-25-10-02H

In the Matter of Non-Represented Classification & Compensation Study and Recommendation
(Bailey McEuen, Human Resources Director) (Estimated 25 minutes)

12. PRESENTATION

2023 Executive Director Performance Evaluation Process
(Bailey McEuen, Human Resources Director) (Estimated 25 minutes)

13. OTHER BUSINESS

Adjourn.

On October 4th Wakan, Jasmine and I were able to tour The Oaks at 14th, The Keystone, The Nel and Parkview Terrace with a group of Trillium leaders including the CEO. It was an opportunity to share the improved health outcomes that happen when people who are experiencing chronic homelessness move into the permanent supportive housing (PSH) apartment communities. It was also an opportunity to share the financial challenges that our PSH communities are facing and the subsequent negative financial impacts that are affecting our broader organization. We have submitted grant funding requests to Trillium for The Commons on MLK and for Bridges on Broadway so we are hopeful that telling the story of our experience will result in additional operating funding for our PSH communities

As mentioned in my Board Report from August there are some significant financial challenges in our 20 affordable apartment communities that are managed by 3rd party management companies that we are actively working to address. One of the significant factors over the past year is the number of vacancies and how long they have been vacant. Currently we have 29 vacancies representing 3.39% of the portfolio compounded by the fact that on average these units have been vacant for 109 days.

Another financial challenge, the scope of which only recently became clear, is rent collection and other accounts receivable collections. One management company is systemically problematic, and the other company has room for improvement at a couple of properties. In terms of addressing these issues Eileen, Steve and I joined our asset management team members along with the owners of the 3rd party management companies on September 29th to review property by property financial reports. We wanted to ensure we were all on the same page in terms of the specific improvements that needed to be made in the turning and renting vacant units and in managing accounts receivables. Additionally, we provided an all-day training on October 5th to all 3rd party management company staff that manage our properties to set some performance expectations from the perspective of an owner.

On October 16th we presented financial information to our Board Finance Committee related to the scope of the accounts receivable arrearages, however, at the September 29th meeting the owners of the 3rd party management companies communicated that they need to review the financial information provided in their reports for accuracy. We committed to coordinating with the 3rd party management companies as they review their financial reports for accuracy and providing an update to the Board Finance Committee at the December meeting

On October 10th we were contacted by Pacific Source leadership and asked for an updated pre-development project list that will be attached to the loan documents for the pre-development loan fund. We were informed that the loan documents are very close to being complete. Because this will be the first loan fund of its type in Oregon we are very excited to see results of our advocacy efforts for a fund such as this and for the partnership with Pacific Source that will bring it to a reality





BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 10/25/2023

AGENDA TITLE: Presenting the Quarter 4 Excellence Award Winners

DEPARTMENT: Energy Services Division

CONTACT : Jasmine Leary

EXT: 2501

PRESENTER: Emily Yates & Nat Dybens

EXT:

ESTIMATED TIME : 5 minutes

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

Approval Signature

EXECUTIVE DIRECTOR:

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

DATE: 10.17.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:

MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS



Wednesday, September 27th, 2023, at 1:30 p.m.

Homes for Good conducted the September 27th, 2023, meeting in person The Oaks on 14th Community Room and via a public video call with dial-in capacity. The public was able to join the call, give public comment, and listen to the call.

CALL TO ORDER

Board Members Present:

Heather Buch

Michelle Thurston

Pat Farr

Kirk Strohman

Chloe Chapman

Larissa Ennis

Joel Iboa

Board Members Absent:

Justin Sandoval

QUORUM MET

1. PUBLIC COMMENT

Commenter I:

Section 8 Voucher Holder

OVERVIEW

A recent recipient of a Housing Choice Voucher began the process of having Homes for Good inspect her current residence, that she's lived in for quite some time.

The unit passed the inspection, but the owner of the property is not eligible to rent to Section 8 voucher holders as they have been barred by HUD and the Homes for Good's Housing Choice Voucher Program.

Would like to have the property owner removed from this list so as to continue living in her residence while utilizing her Housing Choice Voucher. Additionally, documents defining "Aging in Place" were provided [*see attachments*].

Commenter II:

Property Owner

OVERVIEW

The property owner that is currently on the HUD and Homes for Good barred landlord list. They would like to be removed from this list to be able to provide housing to senior Housing Choice Voucher holders.

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

The Board of Commissioners and attendees took a moment of silence to honor former Chair, Char Reavis and to acknowledge her passing.

3. ADJUSTMENTS TO THE AGENDA

None

4. COMMISSIONERS' BUSINESS

None

5. EMERGENCY BUSINESS

None

6. EXECUTIVE SESSION

None

7. ADMINISTRATION

A. Executive Director Report

Jacob Fox discussed the celebration of life for Char Reavis. Homes for Good staff, Board members and family were in attendance.

The monthly Board Finance Subcommittee meeting was held with a focus on the budget document. All Board members were invited, and the time was extended to deep dive into the financial reports.

Kirk Strohman during the subcommittee engagement encouraged Homes for Good to think strategically about how to sustainably utilize the scattered site proceeds. Homes for Good leadership, finance team and the Board will have a work session to focus on strategic planning for 2024.

The finance team meets with the auditors, Berman Hopkins, on a weekly basis to review audited financial statements in preparation for the next fiscal year audit and transition to Yardi software.

Discussion Themes

- Split the Board Work Session into two ½ days (January/February 2024)
- Agenda will be prepared during the Finance Subcommittee meetings

B. 2024 Board Calendar

Discussion Themes

- Adjust the finance subcommittee dates to eliminate conflict with Resident Advisory Board meetings
- Updated calendar invites will be sent out to all Board members for 2024

8. CONSENT AGENDA

A. Approval of 08/30/2023 Board Meeting Minutes

Vote Tabulations

Motion: **Michelle Thurston**

Second: **Kirk Strohman**

Discussion: *None*

Ayes: **Heather Buch, Michelle Thurston, Kirk Strohman, Chloe Chapman, Larissa Ennis, Joel Iboa, Pat Farr**

Abstain: *None*

Excused: **Justin Sandoval**

The 09/27/2023 Consent Agenda was approved [7/0/1]

BOARD ORDER(S)

9. ORDER 23-27-09-01H: In the Matter of Approving the Capital Fund Program Significant Amendment Statement

Real Estate Development Director, Steve Ochs Presenting

Overview

In July 2023 the Board approved the Capital Fund 5-Year Action Plan. When this plan was submitted to HUD, it was noted that Homes for Good needed to adopt a Significant Amendment Statement specific to the Capital Projects 5-Year Action Plan. The board order outlines specific significant amendments or modifications that would require a public process.

Discussion Themes

- Appreciation for communication and transparency around the Capital Projects 5-Year Action Plan

Vote Tabulations

Motion: **Michelle Thurston**

Second: **Kirk Strohman**

Discussion: *None*

Ayes: **Heather Buch, Michelle Thurston, Kirk Strohman, Chloe Chapman, Larissa Ennis, Joel Iboa, Pat Farr**

Abstain: *None*

Absent: **Justin Sandoval**

ORDER 23-27-09-01H was approved [7/0/1]

10.ORDER 23-27-09-02H: In the Matter of Approving Contract 23-P-0036 (Architectural Services) for Bridges on Broadway

Project Development Manager, Nora Cronin Presenting

Overview

Bridges on Broadway was a former Red Lion Hotel purchased by Lane County to provide temporary housing to experiencing homelessness, at risk of homelessness or displaced by the wildfires in 2021. In March 2023 Homes for Good received approval for Project-Based Voucher (PBV) rental assistance for all 57 income-qualified units at this site.

The funding received has permitted the development to move forward and start construction in June 2024 – therefore necessitating the execution of the contract with Pinnacle Architecture to start work.

Vote Tabulations

Motion: **Michelle Thurston**

Second: **Chloe Tirabasso**

Discussion: *None*

Ayes: **Heather Buch, Michelle Thurston, Kirk Strohman, Chloe Chapman, Larissa Ennis, Joel Iboa, Pat Farr**

Abstain: *None*

Absent: **Justin Sandoval**

ORDER 23-27-09-02H was approved [7/0/1]

PRESENTATION

11. PRESENTATION: Ground Source Heat Pump Proposal

Energy Services Division Director, Esteban Montero Chacon Presenting

Overview

[see presentation in the Board materials]

Discussion Themes

- Invasiveness of the drilling process
- What repairs (as a result) of the drilling process are covered in the cost
- Potential unintended ecological consequences of adding heat into the ground
- Selection process for homes
- Government incentives
- Disaster preparedness and impact
- Liabilities
- District heating
- Incorporation into new Homes for Good developments

No action needed.

BOARD ORDER(S)

12. ORDER 23-27-09-03H: In the Matter Approving the Fiscal Year 2024 Budget

Executive Director, Jacob Fox Presenting

Overview

2024 BUDGET PRIORITIES

- Financial management systems
- Scattered Site Proceeds strategically invested
- Moving to Work
- Resource development/Grant writing

[see document in the Board materials]

Discussion Themes

- Concern on approval of a deficit budget
- Use of Yardi to assist in budget reporting
- Break even properties – long-term planning with cost increases
- Impact of government shutdown on Homes for Good
- Current HUD field office contacts
- Release budget documents at least a month prior to Board discussion
- Impact of staff turnover especially Leadership Team members

Vote Tabulations

Motion: **Kirk Strohman**

Second: **Chloe Chapman**

Discussion: *None*

Ayes: **Heather Buch, Michelle Thurston, Kirk Strohman, Chloe Chapman, Larissa Ennis, Joel Iboa, Pat Farr**

Abstain: *None*

Absent: **Justin Sandoval**

ORDER 23-27-09-03H was approved [7/0/1]

13. ORDER 23-27-09-04H: In the Matter of Approving the Fiscal Year 2024 Public Housing Operating Budget

Supportive Housing Director, Wakan Alferes Presenting

Overview

HUD requires the Public Housing budget be approved separately from the entire Agency budget.

[see document in the Board materials]

Vote Tabulations

Motion: **Michelle Thurston**

Second: **Chloe Chapman**

Discussion: *None*

Ayes: **Heather Buch, Michelle Thurston, Kirk Strohman, Chloe Chapman, Larissa Ennis, Joel Iboa, Pat Farr**

Abstain: *None*

Absent: **Justin Sandoval**

ORDER 23-27-09-04H was approved [7/0/1]

14. OTHER BUSINESS

None

Meeting adjourned at 3:59 p.m.

Minutes Taken By: Jasmine Leary

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Coping With Transfer Trauma And Relocation Stress Syndrome



**Oct
25
2021**

Coping With Transfer Trauma and Relocation Stress Syndrome

It is said that a change of scenery can be a good thing, but in the medical profession, that's not always a true statement. Especially when it comes to senior care. Changing your living environment can

be difficult for older adults – notably senior citizens – when that person has a complicated medical condition. Often called “transfer trauma,” Relocation Stress Syndrome can occur when an individual moves from one location to another. Among elderly adults, it can lead to a decline in their physical and emotional well-being that can lead to significant health complications and even premature death. It can also trigger depression, psychological distress, and a withdrawal from social activities.

Some individuals are at greater risk of experiencing transfer trauma, or Relocation Stress Syndrome. For example, those with mobility limitations, or difficulty moving around on their own. Individuals who live alone can be set in their ways and have a normal routine. When that is disrupted, feelings can range from mild discomfort to feeling unsafe, and even physically ill. Women and widows of both sexes and those who suffer from a cognitive condition like dementia are also more susceptible.

Occasionally, natural disasters like a hurricane, flood, or wildfire could be the cause of Relocation Stress Syndrome. More recently, residents in long-term care communities have experienced an increase in stress due to the COVID-19 pandemic, and the state and federal mandates that limited visitation, and the risk of closure.

Reducing the Risk of Transfer Trauma



Staying at home is often a big concern for older adults with health issues. Many don't want to leave their beloved home and familiar surroundings. But there are ways that caregivers and loved ones can help reduce the risk of an elderly friend or family member from experiencing transfer trauma.

First, it's important to involve the older adult in the decision-making process, if they are capable of making a sound decision. Give them the opportunity to speak their mind and ask questions. Try to keep them informed of what is going on and allow them to participate in the process. If they feel like they are involved in the process, they are more likely to accept the decision to relocate to a new home without making a fuss.

Another way to alleviate stress is to have other family members or friends involved. If the person's loved ones are collectively working together, the mover will feel loved and supported knowing that everyone is working toward a common goal of helping them get better.

Many times, a move is spawned by a traumatic event or accident, like a fall or medical incident. Sometimes the person in need cannot make a sound decision, either because they are incapacitated in some way

have a medical condition or cognitive impairment, or they are suffering from a memory issue like dementia. Cognitive impairment is when someone has difficulty remembering, learning new tasks, concentrating, or making daily life decisions. Cognitive impairment can range from mild to severe. If this is the case, the relocation is often to a nursing home, assisted living facility, or supportive housing community. These facilities will most likely have trained staff that can help reduce the risk of a new patient experiencing Relocation Stress Syndrome.

Knowing When It's Time

Moving out of a primary residence – a home – can be an emotional process. Many older adults have lived in their homes for years and have a set routine. They know their way around the property and know where everything is. Many have quite a few possessions and it can be difficult to sort through it all when it's time to move. Downsizing can be challenging. It's hard to know what to keep and what to give away. The best thing to do is take it slow if you can. Going through a lifetime of possessions and memories can stir up a lot of emotions. As support, be sure to listen and engage the older adult. Listen to their stories and ask questions. Be sure there is adequate time to reminisce. Sharing stories and memories can be a wonderful time to bond and look back at the full, exciting life that this person has experienced for so many years. It's important to know that, ultimately, possessions come and go, but memories can last forever. Sort possessions into items to keep, things to donate, and heirlooms to give to friends and loved ones.

One thing that can help considerably is to set up their new space similar to the way their home was arranged. Putting up family photos and displaying cherished bric-a-brac can help a person feel more at home in their new setting. Before you begin the moving process, take photos of how things are arranged at the person's home, then replicate the look at their new space. For example, take a photo of a shelf that has photos displayed, then put the images in the same order at the care facility. The familiarity will reduce stress and provide a heightened sense of comfort.

Relocation Stress Syndrome and Dementia



Relocation Stress Syndrome is common with early-stage dementia sufferers who are moving into a care facility from their lifelong residence. The length of time and severity of the transfer trauma can vary from patient to patient. For some early-stage dementia patients, the stress associated with a move can be significant, while others may experience no effects of transfer trauma at all. Some may have mild stress, only lasting for a few days or weeks. Thankfully, most of the stress associated with a move is short-lived once the patient arrives, gets set up, builds friendships, and becomes acclimated to new routine and surroundings. Each person deals with it differently, so it's important to be conscious of the situation and help alleviate concerns whenever you can.

One difficulty that arises with early-stage dementia sufferers is they do not recognize their own deficits and believe they are more than capable of taking care of themselves – when, oftentimes, they cannot. One of the main reasons family members choose to move their loved ones into a community is safety. The lack of awareness and recognition of deficits by dementia sufferers can put added stress on the family.

If transfer trauma does occur, it's important that it is identified and

reduced quickly, or there can be negative consequences like depression, anxiety, resistance to care, and behavior troubles. In some cases, the person may attempt to leave on their own and without warning. Because of this, it is recommended that communities be aware that dementia sufferers are highly susceptible to Relocation Stress Syndrome when they move into long-term care, and a preemptive plan needs to be in place to reduce its effects and duration.

The Premier Senior Living Difference

At Premier Senior Living communities, the staff is trained to build a relationship with new residents and help them connect with others at the community. It's important to facilitate a sense of purpose and belonging by encouraging residents to do things for themselves as much as they can. It's also important to make them feel at home. Residents should be encouraged to live a normal, daily life and accomplish basic tasks throughout the day. From simple tasks like picking up and keeping things tidy, watching television, or fixing a cup of coffee or tea to more complicated tasks like tending to plants in a garden, preparing a meal or snack, and bathing. Whatever they can do, and want to do, they should be allowed and enabled to achieve. This is what helps make a PSL community their home.

When a new resident arrives at a PSL community, they are welcomed into a living environment that promotes individuality and enhances their functional and emotional senses. We work with families to educate and support everyone involved in the relocation process, from the individual receiving help to their spouses and extended family. Communication with the individual and the family early and often is crucial in the overall success of a transfer or relocation.

When a move is needed, it can be bewildering at best, and traumatic at worst. But relocation stress isn't inevitable. When individuals transfer to a quality facility like PSL, distress will be minimized and will ease with time.

PSL communities partner with a full spectrum of home health, hospice and therapy services, including occupational, physical and speech therapy. Our trained professionals will perform an initial assessment

and establish a plan to maximize the individual's functional potential with an emphasis on reducing the undesirable behaviors. The PSL team strives to know and understand the person inside the patient, and will work to develop an effective comprehensive treatment plan.

Category: Senior Tips By PSLG Team October 25, 2021

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Related Posts



5 Reasons Why Seniors Should Move Into Assisted Living Before Winter Hits
October 17, 2022



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September 28, 2022



Why Wellness Programs are Important for Seniors
May 10, 2022



Make a Move Now
March 20, 2022



Overview of Aging in Place

There are various definitions of aging in place, but it generally refers to the phenomena of older adults remaining in their homes and communities as they age, rather than relocating or moving into an institutional setting. The U.S. Centers for Disease Control and Prevention defines aging in place (<https://www.cdc.gov/healthyplaces/terminology.htm>) as:

“the ability to live in one's own home and community safely, independently, and comfortably, regardless of age, income, or ability level.”

Nearly 90% of seniors want to stay in their own homes (<https://assets.aarp.org/rgcenter/ppi/liv-com/aging-in-place-2011-full.pdf>) as they age, and respecting their aging in place preference is an important way to support them. Aging in place promotes life satisfaction, a positive quality of life, and self-esteem (https://assets.aarp.org/rgcenter/il/beyond_50_communities.pdf)—all of which are needed to remain happy, healthy, and well into old age.

When aging in place is supported, the entire community benefits (<https://www.hindawi.com/journals/jar/2012/173247/>). Beyond the health and wellness benefits of aging in place for older adults, community members can benefit from the wisdom that older adults can share from their life experiences. Older adults tend to volunteer more (<https://www.prb.org/resources/volunteering-and-health-for-aging-populations/>) than any other age group and supporting them in doing so, and in remaining active in their community, will help people of all ages.

Resources to Learn More

Aging in Place: A Toolkit for Local Governments (<https://www.aarp.org>)

[/livable-communities/Plan/planning/info-12-2012/aging-in-place-a-toolkit-for-local-governments.html](#)

Document

Provides an overview of aging in place and different program models that local governments can use to address older adults' needs in the community, related to healthcare, the environment, and community planning.

Author(s): Ball, M.

Organization(s): Atlanta Regional Commission, Community Housing Resource Center

[Survey: What Makes a Community Livable? \(https://www.aarp.org/livable-communities/info-2014/aarp-ppi-survey-what-makes-a-community-livable.html\)](#)

Document

Results from a survey in which AARP asked people ages 50 and older about the communities they live in now and what features they hope will exist in whatever community they may reside in as they get older.

Organization(s): AARP

Date: 4/2014

◀ [Previous Page: Demographic Changes and an Aging Population](#)

[\(https://www.ruralhealthinfo.org/toolkits/aging/1/demographics\)](https://www.ruralhealthinfo.org/toolkits/aging/1/demographics)

[Next Page: Aging in Place in Rural Communities](#) ▶

[\(https://www.ruralhealthinfo.org/toolkits/aging/1/rural-issues\)](https://www.ruralhealthinfo.org/toolkits/aging/1/rural-issues)

BETA

FORBES › MONEY › PERSONAL FINANCE

Where Should You Live As You Age: At Home Or In A Senior Community?

Howard Gleckman
Senior Contributor

I cover tax, budget and retirement policy from Washington

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Oct 16, 2015, 09:38am EDT

🕒 **This article is more than 7 years old.**

Older adults may be better off living in age-segregated communities than in neighborhoods or buildings filled with young adults or families with kids. They may have better support, access to more services, and even a better sex life. That, at least, is the conclusion of University of Florida professor Stephen Golant, an environmental gerontologist and expert in the housing of aging populations.

Golant is no shill for senior communities. And he notes that many older adults end up in age-segregated communities through simple inertia rather than moving to formal senior living. Often, they age in place surrounded by other older adults doing the same thing. Big cities, for example, are full of apartment buildings populated by widows who were once young mothers. Their children moved on, their husbands died, but they stayed.

BETA

Many older adults, of course, do move to planned senior housing—communities for “active seniors,” independent living, assisted living, nursing homes, or continuing care communities that combine all of the above. Some sit behind walls and guardhouses. Others enthusiastically open themselves to the broader community. But in nearly all cases, their ever-smiling marketing staff argue that mom will be “happier here” and their half-guilty adult children struggle to believe the sales pitch.

But Golant argues that it may, in fact, be true. For a detailed explanation, take a look at his book *Aging in the Right Place*. But for a brief summary of his message, read this essay from the website *The Conversation* (also reposted on the *Huffington Post* site). He concludes:

“We should not view the residential separation of the old from the young as necessarily harmful and discriminatory but rather as celebrating the preferences of older Americans and nurturing their ability to live happy, dignified, healthy and autonomous lives.”

Many advocates for the aging in place movement strongly disagree. They believe that older adults—and communities at large—are better off with heterogeneous populations where support crosses generations. Here is how a skeptical Golant describes this view:

“In their perhaps idyllic worlds, old and young generations should harmoniously live together in the same buildings and neighborhoods. Older people would care for the children and counsel the youth. The younger groups would feel safer, wiser and respectful of the old. The older group would feel fulfilled

and useful in their roles of caregivers, confidants and volunteers. In question is whether these enriched social outcomes merely represent idealized visions of our pasts.”

BETA

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Stephen thinks it does. In contrast to this ideal, he argues, the reality is often that seniors “live next to what they sometimes feel are noisy babies, obnoxious adolescents, indifferent younger adults or insensitive career professionals.”

Of course, living in a senior community does not guaranty happiness either. Residents may still be lonely and fail to get the services they need. As they become more frail or cognitively impaired, they can be shunned by long-time friends. For a powerful picture of what life can be like at a senior community, watch the 2013 Oscar nominated documentary Kings Point, about a senior community in Delray, FL (here’s an interview with the director Sari Gillman).

The story is, of course, extremely complicated. Some older adults crave mixed communities, even with screaming babies, obnoxious teens, and too-busy-for-words neighbors. Yet, staying at home means confronting tough choices.

Without supports, living at home can be difficult for older adults, especially for those in suburban subdivisions or rural communities. If they cannot drive, they are often trapped. Without sidewalks, they can't exercise. Delivering services to them can be costly and time-consuming. And many of those subdivisions are essentially depopulated during the day, when parents are at work and kids are at school. They can be lonely places.

BETA

Yet, Golant notes, a critical mass of seniors living the same building or neighborhood can change that dynamic. The real benefit to what are sometimes called naturally occurring retirement communities is the ability to efficiently deliver services such as basic medical care, exercise classes, home delivered meals, shared transportation, and simple companionship. And these services and supports can be the difference between staying at home and having to move to a residential care facility.

Some older adults have taken this even further. They've created senior villages, those grass-roots self-help organizations that have sprung up in many (mostly middle-class) neighborhoods around the country. They are communities within communities where older adults can help each other.

Golant's argument may be controversial but it is worth considering. There is no perfect answer to the "where should I live" question. And your answer may be very different from mine. But as we confront the question, we should keep the trade-offs in mind.



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 10/25/2023

AGENDA TITLE:

In the Matter of Updating the Admintrative Plan and Admissions and Continued Occupancy (ACOP)- Removal from the Waiting List

DEPARTMENT: Rent Assistance Division

CONTACT : Beth Ochs

EXT: 2547

PRESENTER: Beth Ochs

EXT: 2547

ESTIMATED TIME : 15min

- 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 "JAF", is written over a horizontal line.

DATE: 10.17.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Beth Ochs, Rent Assistance Division Director

TITLE: Updating the Administrative Plan and Admissions and Continued Occupancy (ACOP) – Removal from the Waiting List

DATE: October 25, 2023

MOTION:

Seeking Board Approval to:

- Update the Administrative Plan and ACOP to remove duplicate entry of an applicant on the same waiting list. Update Administrative Plan and ACOP to clarify how applicants are removed from a waiting list.

DISCUSSION:

A. Issue

Homes for Good is currently converting to a new software, Yardi. Yardi's system provides for single placement on a waiting list. This deviates from our current software, HAB. With the conversion to Yardi Homes for Good requests its Administrative Plan and ACOP to align with the functions of Yardi.

B. Background

Under HAB an applicant could be on the same waitlist multiple times. For example, an applicant could be random selection #500 and local preference referral #5 on the same waitlist.

Under HAB, once an applicant obtained housing from said waitlist all of their placements from that waitlist were removed. For example, housing is obtained from local preference #5. In turn random selection #500 is removed from the waiting list.

C. Analysis

There are 511 applicants who are on a waitlist more than once.

Homes for Good intends to send those applicants written notification that they have retained their highest placement on the waiting list and any duplicate entries have been removed.

This will not impact an applicant's placement on another waiting list. Meaning, an applicant can be on multiple waiting lists with Homes for Good, just not the same waiting list more than once.

D. Furtherance of the Strategic Equity Plan

This request does not have a direct or indirect correlation to our Strategic Equity Plan.

E. Alternatives & Other Options

Homes for Good could choose to maintain a waitlist outside of Yardi. This would require use of an external system that would need to be maintained and would not be accessible through Yardi's portal system. The system in which waitlists will be accessed by applicants.

F. Timing & Implementation

Following Board Approval:

Homes for Good will update its Administrative Plan and ACOP.

Homes for Good will notify applicants of their duplicate removal from a waiting list.

G. Recommendation

Homes for Good recommends the board approve the request to update the Administrative Plan and ACOP to remove duplicate entry of an applicant on the same waiting list. Update Administrative Plan and ACOP to clarify how applicants are removed from a waiting list.

H. Follow Up

None

I. Attachments

None

IN THE BOARD OF COMMISSIONERS OF THE
HOMES FOR GOOD HOUSING AGENCY, OF LANE COUNTY OREGON

ORDER 23-25-10-01H

In the Matter of Updating the Housing Choice Voucher Administrative Plan and Admissions and Continued Occupancy (ACOP), Removal from the Waiting List.

WHEREAS, Homes for Good is required by HUD to establish policies that describe the circumstances under which applicants will be removed from a waiting list.

NOW IT IS THEREFORE ORDERED THAT:

The Housing Choice Voucher Administrative Plan for Fiscal Year 2024 shall be revised as follows:

Page 4-12 is amended to state:

Removal from the Waiting List

PHA Policy:

If at any time an applicant family is on the waiting list, the PHA determines that the family is not eligible for assistance (see Chapter 3), the family will be removed from the waiting list.

If a family is removed from the waiting list because the PHA has determined the family is not eligible for assistance, a notice will be sent to the family's address of record as well as to any alternate address provided on the initial application. The notice will state the reasons the family was removed from the waiting list and will inform the family how to request an informal review regarding the PHA's decision (see Chapter 16) [24 CFR982.201(f)].

Applicant families may be on a program specific tenant-based or project-based voucher waitlist no more than once. If applicant family accepts subsidy they will be removed from said waitlist. The family will continue to remain on any other tenant- based or project-based voucher waitlists they had applied for and were placed on.

The Admissions and Continued Occupancy (ACOP) for Fiscal Year 2024 shall be revised as follows:

Page 4-13 is amended to state:

Removal from the Waiting List

PHA Policy:

If the PHA determines that the family is not eligible for admission (see Chapter 3) at any time while the family is on the waiting list the family will be removed from the waiting list.

If a family is removed from the waiting list because the PHA has determined the family is not eligible for admission, a notice will be sent to the family's address of record as well as to any alternate address provided on the initial application. The notice will state the reasons the family was removed from the waiting list and will inform the family how to request an informal hearing regarding the PHA's decision (see Chapter 14) [24 CFR 960.208(a)].

A family may be on a waitlist no more than once. If applicant family accepts subsidy they will be removed from said waitlist. The family will continue to remain on any other waitlists they had applied for and were placed on.

The PHA will remove an applicant from the waiting list upon request by the applicant family. In such cases no informal hearing is required.

If the applicant does not provide, within the time stated on the PHA letter, required documentation necessary for the PHA to determine eligibility, and the PHA is therefore unable to determine eligibility, the applicant will be removed from the waiting list.

DATED this _____ day of _____, 2023

Vice-Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 10/25/2023

AGENDA TITLE: Resident Commissioner Recruitment Timeline

DEPARTMENT: Executive

CONTACT : Jacob Fox

EXT: 2527

PRESENTER: Jacob Fox

EXT: 2527

ESTIMATED TIME : 5 Minutes

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

Approval Signature

EXECUTIVE DIRECTOR:

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

DATE: 10.17.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



2024 Homes for Good Board of Commissioners Resident Commissioner Recruitment Timeline

October 2023

- 12th**- Resident Advisory Board (RAB) Meeting
 - Communications Team goes to RAB and talks about application + process
- Week of 16th**- Application Opens
 - All Resident Email Communication
 - Targeted email to Family Self-Sufficiency (FSS) clients sent from FSS Coordinators
- 25th**- Homes for Good Board Meeting
 - Commissioners volunteer to be part of the Selection Committee.

November 2023

- 17th**- Applications Close
- 20th – 22nd** – Application Review
 - Reaching out to schedule interviews
 - Sending materials to the Selection Committee
- 23rd + 24th**- Thanksgiving Holiday Closure
- 27th- 1st**- Interviews (Virtual)

December 2023

- Week of 4th**- **Finalize Recommendation**
 - Additional Interviews if Necessary
- 8th**- Board Materials Due for Homes for Good Board Meeting
- 12th**- Board Materials Published Publicly
- 20th**- Homes for Good Board Meeting
 - Recommendation to be approved by Board

January 2024

- 9th**- Lane County Board of Commissioner's Meeting
 - New Board Member Approved by Lane County
- 24th** - Homes for Good Board Meeting
 - New Board Member joins Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 10/25/2023

AGENDA TITLE:

In the Matter of Non-Represented Classification & Compensation Study and Recommendation

DEPARTMENT: Human Resources

CONTACT : Bailey McEuen

EXT: 2520

PRESENTER: Bailey McEuen

EXT: 2520

ESTIMATED TIME : 25 mins

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

Approval Signature

EXECUTIVE DIRECTOR:

DATE: 10.17.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



TO: Homes for Good Board of Commissioners
FROM: Bailey McEuen, Human Resources Director
TITLE: In the Matter of Non-Represented Classification & Compensation Study and Recommendation
DATE: October 25, 2023

MOTION:

It is moved that the Homes for Good Board of Commissioners approve the recommended updates to Homes for Good's Non-Represented Salary Schedule based on recommendations resulting from the 2023 Non-Represented Classification & Compensation Study.

DISCUSSION:

A. Issue

Homes for Good currently lags the market in terms of salary compensation for the majority of non-represented classifications. It's recommended that the Agency adopt a compensation strategy and practice that establishes a clear job classification system, enhancing organizational efficiency, employee engagement & satisfaction, and that the Agency establishes a fair, equitable and sustainable compensation structure for non-represented employees that meets market expectations in terms of pay.

B. Background

Homes for Good engaged with a third-party vendor to complete a Classification & Compensation Study in 2017, resulting in the current framework and salary schedule. Since the last study, the Agency has grown significantly in programs & services offered, our financial position, and full-time equivalent employees (FTE). There are also economic and strategic factors driving the need for a thorough classification & compensation study.

Programs & Services

The study highlights the Agency's growth in new Rent Assistance Programs, Resident Services expansion to third party managed sites, and the addition of Permanent Supportive Housing (PSH) Case Management services.

Financial Growth

The Study also highlights the rapid growth in the Agency's financial position, with the net position increasing by 88% between 2017 and 2022, as reflected in the Audited Financials.

Economic Climate

The study makes reference to several economic factors driving the recommendations, such as the rising cost of living, increased demand for talent and wage compression the Agency is experiencing due to two collective bargaining agreements being ratified since non-represented compensation was last reviewed and updated.

Staffing Levels

The study notes that staffing levels have increased substantially since the last study, with growth in FTE of approximately 40%.

Strategic Factors

Lastly, the study points out several strategic factors impacting the recommendation. Most notably, concerns have been raised by the Board of Commissioners about recruitment, retention and compensation during executive reviews and leadership recruitment processes, indicating a need to assess the competitiveness of our compensation package.

C. Analysis

The study confirms that Homes for Good lags the market in terms of salary compensation for most non-represented classifications, which are largely supervisory and leadership positions. If not addressed, lagging salaries can impact retention causing unwanted and costly turnover of key positions and pose challenges in recruiting & succession planning.

To bring compensation into alignment with market competitors, it's recommended that Homes for Good adopt the updated Non-Represented Compensation Schedule (Schedule B), as outlined in the Recommendations section of the study.

Recommendations also include:

- Adjustments to internal placement for the Communications Specialist, Rent Assistance Supervisor, Finance Manager, Human Resources Director, IT Director, Finance Director & Real Estate Development Director classifications
- Add a Deputy Director classification
- Reclassifying the ADA & HR Coordinator to Accommodations Coordinator and eliminating Confidential job duties, moving the role to the represented Schedule A
- Adding a Payroll & Human Resources Specialist classification
- Placement of employees within their classification's assigned grade on the updated schedule at the step that most closely matches their current rate of pay but does not result in a pay decrease
- Implementing a longevity increase component to recognize long term employees
- Annual cost of living adjustments to the plan based on the year over year change in the CPI-U Western Region, June to June, with a maximum COLA of 5%
- Maintenance & periodic review of the plan to include a classification & compensation review every three to five years to ensure competitiveness and alignment with Homes for Good's strategic goals

Financial Impact Analysis

In terms of financial impact, with the recommendation to place employees at the step nearest their current salary, the financial impact of updating the non-represented salary scheduled will be approximately \$58,000 for FY24, which was reflected in the approved FY24 budget.

In subsequent fiscal years, it's recommended that cost of living adjustments (COLAs) be incorporated into the budget using the year over year change in the CPI-U Western Region, June to June, allowing the board to review and approve the increase as part of the budgeting process.

Current non-represented COLAs are based on the year over year change in CPI-U Western Region, September to September, and are included in budgeting assumptions each year and approved with the budget. The rationale for changing this is to make timelier budgeting assumptions, as the CPI is a lagging indicator, meaning the year over year change from September to September is not released until mid-October. By using the year over year change in CPI from June to June, we will know what the COLA will be for the subsequent fiscal year in July, eliminating the need to estimate adjustments in the budgeting process.

D. Furtherance of the Strategic Equity Plan

The recommended changes to Homes for Good's non-represented compensation further the Strategic Equity Plan by ensuring fair, equitable and sustainable pay for Agency leaders. We also recognize that with growth in programs, FTE and the implementation of the Strategic Equity Plan, we're asking our leaders to grow in terms of sophistication compared to the expectations of them when the current framework was implemented in 2017.

E. Alternatives & Other Options

As an alternative to approving changes to the non-represented salary schedule as outlined in the study, the board could not approve the order and retain the current lagging salary schedule for non-represented classifications. Consequences for not approving the recommended changes could be an increase in turnover for key leadership positions, as comparable roles and similarly situated public agencies currently offer consistently higher salaries compared to Homes for Good's current compensation package.

F. Timing & Implementation

It's recommended that the proposed changes be implemented at the beginning of the pay period following approval and adoption (November 5, 2023).

G. Recommendation

It is recommended that the Board of Commissioners approve the recommended changes to Homes for Good's non-represented salary schedule.

H. Follow Up

If the recommended changes are adopted, Human Resources will document the approved changes to employee salaries and implement the changes.

I. Attachments

2023 Non-Represented Compensation Study

NON REPRESENTED

CLASSIFICATION & COMPENSATION STUDY



OCTOBER 2023

Prepared by Bailey McEuen,
Human Resources Director

TABLE OF CONTENTS

- Executive Summary 1
 - Introduction 1
 - Objective 1
 - Methodology 1
 - Data Analysis 1
 - Recommendation Summary 2
- Compensation Strategy Overview 3
- Background of Non-Represented Compensation Framework 3
- Rational of the Study 4
 - Figure 1: CPI-U Western Region 12 Month Change 5
 - Figure 2: Staffing Levels 2018 - Current 6
- Objectives 7
- Methodology 8
 - Data Collection 8
 - Market Analysis 9
 - Benchmarking 11
 - Geographical Context 13
 - Table 1: Cost of Labor 13
- Analysis 14
 - Job Classification Analysis 14
 - Table 2: Current Internal Placement 14
 - Median Salary Comparison by Classification 15
 - Table 3: Heat Map of Compa Ratios - Current 15
 - Figure 3: Cash Compensation Scatter Plot Comparison 16
 - Benefits & Non-Cash Compensation 17
- Recommendations 17
 - Internal Placement & Leveling 17
 - Table 4: Recommended Internal Placement 19
 - Cash Compensation 20
 - Table 5: Recommended Salary Schedule 21
 - Merit Increases 22
 - Longevity Incentive Pay 22
 - Cost of Living Adjustments (COLAs) 22
 - Employee Placement 23
 - Maintenance & Periodica Review 23
 - Table 6: Compa Ratio Heat Map Post Implementation 24

TABLE OF CONTENTS

- Appendix A: Recommended Schedule B 25
- Appendix B: Raw Survey Data by Classification 26
- Appendix C: Compa Ration Heat Maps - Before & After 31
- Appendix D: Comparison 33
- Appendix E: Internal Placement & Leveling Matrix 36
- Appendix F: Energy Services Director Data 37
- Appendix G: Job Descriptions 38
- Tables & Figures 39
- Works Cited & Source Documents 40

EXECUTIVE SUMMARY

This Classification and Compensation Study report presents a comprehensive analysis and strategic recommendations to align compensation practices with the agency's strategic goals, market pay standards, and non-cash compensation benefits. The study recognizes the imperative need to attract and retain top talent while considering budget constraints and evolving market dynamics.

Introduction

The study reviews the agency's non-represented compensation framework, last assessed in 2017. Since then, significant growth in programs, services, and staffing levels has necessitated an evaluation of the classification and compensation structure. Shifts in the ratio of represented staff to leaders and strategic factors, such as the response to COVID-19 and governance restructuring, further highlight the need for this study. The growing concerns about recruitment, retention, and compensation indicate the importance of assessing the competitiveness of compensation packages. Financial growth, with a doubling of the budget since 2017, underscores the need to ensure sustainable and competitive compensation structures.

Objectives

The primary goal of the study is to establish a clear job classification system, enhancing organizational efficiency, equity, employee engagement, and satisfaction. Secondly, the study aims to establish a fair, equitable, and sustainable compensation structure for non-represented staff, primarily leaders. This entails analyzing market trends and industry standards to determine competitive salary ranges for each job classification.

Methodology

The study involved data collection, job analysis, benchmarking, and a labor market analysis. Data was collected from comparator agencies to ensure accuracy in comparing classifications. Benchmarking was conducted for both benchmark and non-benchmark jobs, with a systematic approach for non-benchmark positions. The study also considered geographic context, adjusting data to reflect differences in the cost of labor between jurisdictions.

Data Analysis

The study analyzed median salary comparisons by classification, indicating that Homes for Good lags in terms of cash compensation for several non-represented classifications. Notably, the study highlighted pay compression issues resulting from two Collective Bargaining Agreements and the growing complexity of programs offered.

Recommendation Summary

The study recommends a new internal placement and releveling system, introducing different grade levels for non-represented classifications based on their responsibilities and competencies. It also advises a shift in language in job descriptions from rigid qualifications to more equitable language, aiming to attract a more diverse pool of applicants.

The existing salary step and grade structure should be retained, but cash compensation should be adjusted to bring salary mid-points closer to market rates while maintaining comparison ratios within the 80% - 120% range. The proposed Schedule B, effective following adoption, offers a balanced approach to compensation management, considering market realities, financial constraints, and organizational goals.

In summary, this study provides a strategic blueprint for Homes for Good to ensure competitive compensation practices, promote employee satisfaction, and attract and retain top talent in a rapidly evolving market, all while aligning with the agency's mission and values.

COMPENSATION STRATEGY OVERVIEW

In the current context, attracting and retaining top talent is crucial for the success of the Agency's operations. Homes for Good's objective is to align compensation practices with market pay standards, while taking financial constraints into consideration, to meet market pay standards and lead in terms of non-cash compensation (time off and fringe benefits). To achieve this, we recommend adopting a multifaceted approach that encompasses various elements of compensation, employee engagement and pay equity best practices.

Continual market analysis is the foundational step, including regular salary surveys and benchmarking to gauge current pay rates among talent competitors. It's crucial that we understand our position within the competitive landscape. With that in mind, we've established clear compensation goals, taking into account our mission, values and financial parameters. We intend to create a holistic total rewards package that appeals to top talent by striking a balance between cash compensation, fringe benefits, paid time off and flexible work arrangements.

Additionally, our commitment to transparency, equity and compliance with regulations underpin our strategy. We recognize that talent development is key, and investment in our leaders, and their training and advancement opportunities will be central to nurturing and retaining our workforce. This strategy prioritizes continuous review and adaptation to remain responsive to evolving market dynamics, a rising cost of living and employee needs. By implementing these measures, Homes for Good seeks to not only meet the market in terms of pay but also create an environment where top talent can thrive while making a meaningful contribution to our workplace and the greater Lane County community.

BACKGROUND OF NON-REPRESENTED COMPENSATION FRAMEWORK

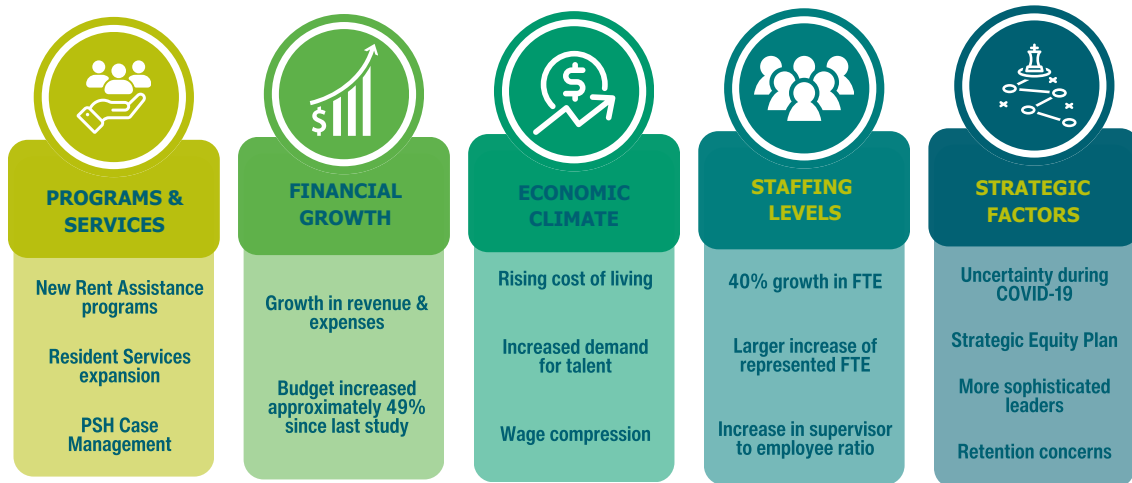
Homes for Good last completed a non-union salary study in 2017. As a result, the current compensation system was implemented to include:

- 7 step system
- 5% between each step, representing annual merit increases until the final step is reached
- 6% between each grade
- Approximately 34% range (difference between the first and final step in a grade)

Prior to this salary study, the Agency's compensation plan included established salary ranges with defined minimums and maximums but did not include any form of placement methodology or any means for providing structured growth within a standardized framework.

RATIONALE OF THE STUDY

Homes for Good has grown significantly since the most recent classification & compensation study, most notably in terms of programs & services offered, financial growth, staffing levels and other strategic factors. There has also been considerable movement in the economic climate since the 2017 study.



Programs & Services

Since 2017, Homes for Good has expanded our programs and services substantially. Most notably, we added several new Rental Assistance programs, expanded Resident Services to third party managed communities, and added Permanent Supportive Housing (PSH) behavioral services.

Financial Growth

Considerable growth in revenue and expenses underscores the importance of aligning compensation with our financial capabilities. Since the last compensation study and subsequent implementation of the current program, Homes for Good has experienced considerable growth in terms of our financial position. The Agency's audited financial reports show 88% growth in financial position between 2017 and 2022. With this extensive growth, we must ensure that our compensation structure remains sustainable and competitive within our industry.

Economic Climate

In light of significant shifts in the economic landscape since 2017, it's imperative for Homes for Good to conduct a comprehensive classification & compensation study to adapt to the evolving conditions. One of the most compelling reasons for such a study is the substantial

increase in the cost of living, which has been prominently reflected in the Consumer Price Index (CPI). This index, which encompasses the prices of essential goods and services, has consistently shown considerable increases in the cost of living, placing a heavier burden on employees' purchasing power and overall quality of life.

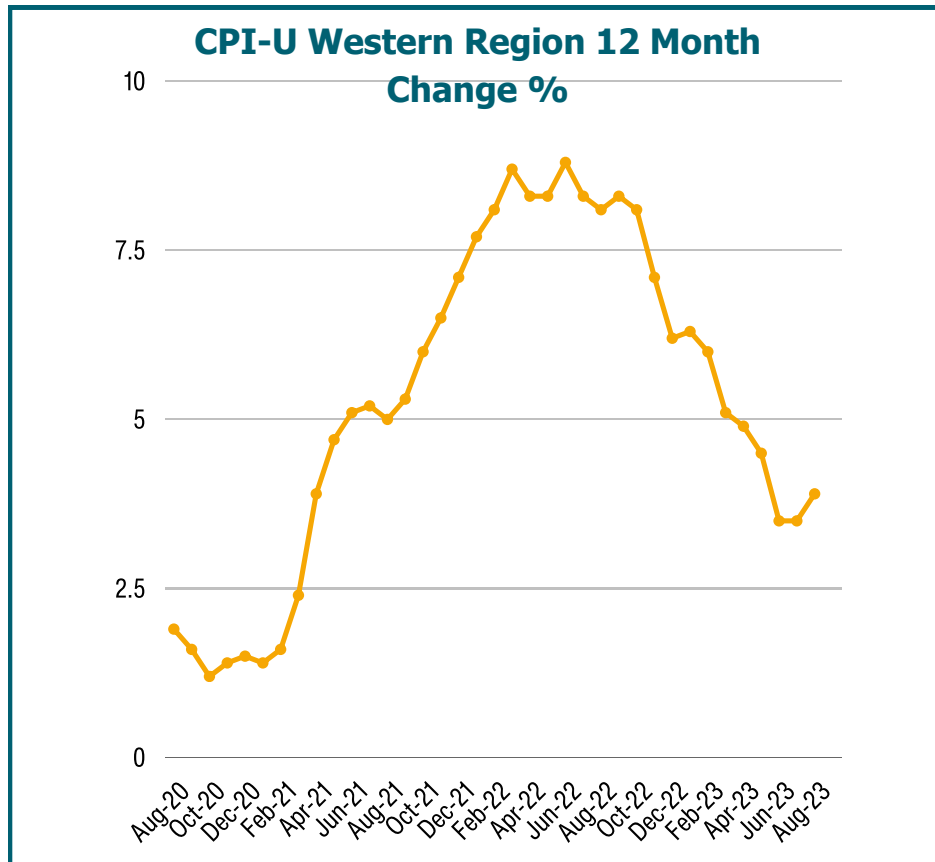


Figure 1 shows the monthly year-over-year percentage change in the CPI-U (Western Region) tracks and reports the rate of inflation of change in the price level of a basket of goods and services in a 12-month period.

Source U.S. Bureau of & Statistics
https://www.bls.gov/regions/west/news-release/consumerpriceindex_west.htm

Additionally, the post-pandemic era has witnessed heightening competition for top talent across industries, prompting the need for organizations to reassess their compensation strategies to attract and retain skilled professionals.

This competitive environment has led to wage compression, where earnings differences between represented staff and leadership diminish, potentially causing internal equity issues and leading to increased turnover of key management positions. In this challenging economic climate, a comprehensive compensation study is not just a strategic priority, but an ethical one, ensuring fair and equitable compensation that aligns with the reality of the times while preserving the ability to attract and retain top talent.

Staffing Levels

Since the previous study, Homes for Good has experienced sizable growth in terms of full time equivalent (FTE) staff, moving from 87.5 FTE to 126 FTE, representing a 44% increase.

Additionally, the shift in ratio of represented staff to leaders from 2017-2023 highlights the changing dynamics within our workplace. At the time of the most recent study, the ratio of supervisors to employees was 1:3. The current reflects one supervisor to every 3.5 employees (1:3.5). Although it may seem like a marginal increase, the ratio is skewed in that some leaders supervise smaller teams than others, with the ratio if 1:13 being the highest. This study takes the ratio of employees to supervisors into consideration in an effort to ensure that Homes for Good's management structure and compensation framework remain effective and aligned with growth trajectory.

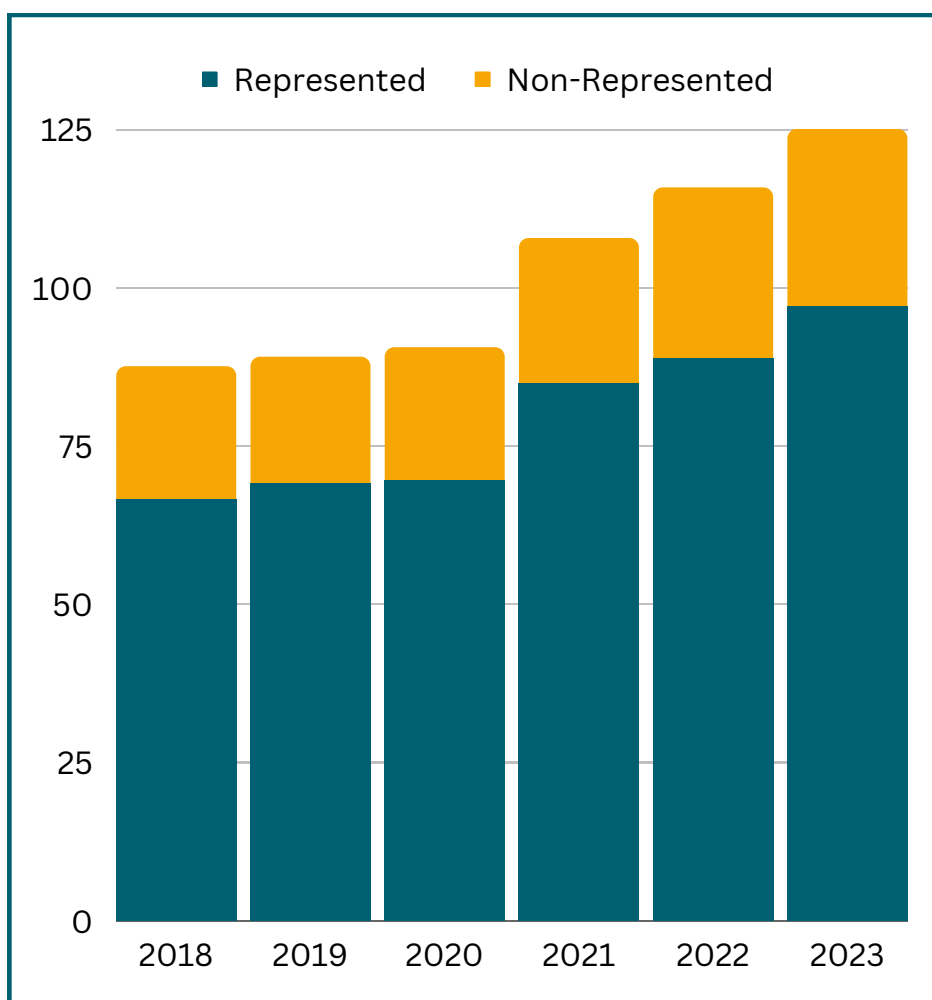


Figure 2 shows growth in FTE, both represented and non-represented from 2018 - current

Strategic Factors

Several strategic factors reinforce the need for this study. First, the Agency has navigated the uncertainties of the pandemic and has undertaken new programs in response to the Community's need during and since the onset of COVID-19. This has greatly impacted the jobs and responsibilities of our leaders, necessitating a review of classification and compensation to reflect these changes accurately. Second, in order to achieve the goals outlined in our Strategic Equity Plan (SEP), we require a higher level of sophistication from our leaders and this shift should be reflected in compensation practices.

Lastly, recent concerns raised by the board about recruitment, retention and compensation during executive reviews and leadership recruitment processes indicate a need to assess the competitiveness of our compensation packages.

OBJECTIVES OF THE STUDY

Aside from being a best practice, periodic classification & compensation studies serve several important objectives aimed at enhancing organizational efficiency, equity, employee engagement, satisfaction and retention.

The primary goal of the study is to establish a clear and well defined job classification system, which involves categorizing various positions based on their roles, responsibilities, span of control and skill requirements. Taking these steps will ensure that every classification is accurately and consistently defined, which will better support efficient workforce planning, recruitment, professional development programs and resource allocation.

Secondly, the study seeks to establish a fair, equitable and sustainable compensation structure for our non-represented employees, which is primarily made up of leaders at different levels of the organization. This requires analyzing market trends and industry standards to determine competitive salary ranges for each job classification. Ensuring that employees are compensated fairly not only promotes job satisfaction but also helps attract and retain a highly skilled workforce. Additionally, a well-structured compensation system can help manage budgetary constraints while aligning with the Agency's strategic goals.

METHODOLOGY

The scope of the study involved comparing total compensation for each non-union classification at similarly situated public agencies throughout Oregon. Data was collected from eight comparator agencies, with two additional comparators for the Energy Services Director classification, which is not traditionally a classification of a public housing authority, and as a result, is difficult to compare.

The public Agencies listed to the right were identified as relevant comparators. However, it should be noted that public housing authorities vary widely across the state in terms of programs offered, legal structures and jurisdictions. Because of this nuance, comparators were selected from public agencies that have been identified as competitors in terms of talent.

The study also explored average compensation by classification through the Milliman Oregon Public Employer Survey, which provides comprehensive and local objective pay data on 198 positions in the Public Sector throughout Oregon. Milliman is one of the world's largest independent actuarial and consulting firms.

In addition to cash compensation, data on core benefits such as paid time off, health insurance and retirement benefits was collected and compared.

Data Collection

Homes for Good identified the following 23 non-represented classifications to review.

ADA & HR Coordinator
Communications Specialist
Executive Support
Maintenance Services Supervisor
Property Management Supervisor
Human Resources Generalist
Rent Assistance Supervisor
Permanent Supportive Housing Supervisor

Asset Manager
CAP Manager
Resident Services Manager Portfolio Manager
Finance Manager
Project Development Manager Energy Services Director Finance Director

Human Resources Director
IT Director
Real Estate Development Director Rent Assistance Director Supportive Housing Director Communications Director Executive Director

Compensation schedules and corresponding job descriptions from comparator agencies were collected. Job descriptions and organizational structures were reviewed to match only jobs that reflected at least 80% of duties and transferrable skills & competencies to ensure accuracy of comparison. When data collected was not clear, the comparator agency was contacted directly to clarify and validate missing or questionable information.

Market Analysis

An analysis of the competitive landscape for talent was conducted as a key component of the study. Market analysis aims to:

- Identify areas within which employers are competing for talent
- Conduct (and participate in) market surveys within the market to determine salary level for specific positions
- Work with leaders to validate market areas, market competitors and job matches (benchmarks)
- Identify market trends such as ancillary pay, merit increases and other pay practices
- Establish, adjust and/or recommend salary structures that will allow an organization to compete for staff within specific classification levels or grades



The results of a labor market analysis, recruitment and retention indicators, availability of funds and internal equity/alignment issues are all considerations when establishing or adjusting salary ranges. These factors are of equal importance when considering making individual pay adjustments.

In terms of mathematics, salary data is represented using compa ratios.

Compa ratios, short for “comparison ratios,” are a critical component of any comprehensive compensation study. These ratios provide a snapshot of how an organization’s pay practices compare to a predetermined market or industry benchmark. Compa ratios offer valuable insights into the competitiveness of an organization’s compensation structure and can be used to guide decision makers in ensuring fair and competitive pay practices.

Compa ratios are calculated as follows:




$$\text{Compa Ratio} = \frac{\text{Homes for Good median pay}}{\text{Comparator median pay}} \times 100$$

A compensation framework that offers compa ratios between 80% and 120% of the market median is generally considered best practice, where 80% represents compensation alignment for less experienced employees who may be new to the particular role, 100% represents alignment for mid-career employees, and 120% represents alignment for very experienced employees or for employees with a highly specialized and in-demand skill.



Falling within this range represents a balanced approach to compensation management while acknowledging market realities and considering the organization's financial constraints and objectives.

Ratios below 80% suggest that an organization is undercompensating employees, where ratios above 120% indicate overcompensation, potentially leading to increased costs without corresponding benefits.

 <p>Leading the Market</p>	<p>A compa ratio greater than 100% indicates a range that is higher than market comparison. This suggests that pay is more generous than similarly situated employers, potentially leading to increased retention and attraction of top talent. However, consistently high compa ratios across an organization can indicate overcompensation.</p>
 <p>Meeting the Market</p>	<p>A compa ratio of exactly 100% indicates that pay matches market comparators precisely. This suggests that compensation practices are aligned with industry standards.</p>
 <p>Lagging the Market</p>	<p>A compa ratio below 100% indicates lagging compensation compared to organizations competing for talent. This could be a sign of potential recruitment and retention challenges.</p>

While maintaining compa ratios between 80% and 120% is widely accepted as a general guideline, organizations can strategically choose where they want to position their practices within this range. This decision should align with the organization's overall compensation strategy, business goals and industry norms.

It's important to distinguish between average (mean) income and median income. Average income, or the mean, is calculated by adding up all the numbers in a data set and dividing this sum by the total count of number in the data set.

On the other hand, median income is the middle value within a data set. To find the median, all of the numbers in a data set are arranged in ascending order and the center number is identified. When comparing cash compensation to comparator roles, the median salary is used as opposed to the mean (average). It's widely considered a best practice when comparing cash compensation to use median income data, not the mean, because outliers can skew the average. An outlier is a value that lies outside most of the other values in a data set and is significantly smaller or larger than in value.

Benchmarking

Benchmarking is a systematic process used to evaluate and compare specific job roles within an organization or industry. It involves analyzing the key responsibilities, skills, competencies, qualifications and performance expectations associated with a particular job, then comparing these factors to similar positions in the market or within an organization. Benchmarking jobs can assist employers in gaining valuable insights into how their roles stack up against industry standards and competitors, enabling them to make informed decisions regarding compensation, recruitment, and talent management strategies. The practice helps ensure that job roles are accurately aligned with market trends, leading to more effective workforce planning and improved overall organization performance.



Benchmarking positions at Homes for Good poses several unique challenges owing to the specificity of roles and the vast geographic area Oregon encompasses. Public Housing Authorities can have a variety of organizational and legal structures. For example, Homes for Good, Home Forward and the Housing Authority of Jackson County are public corporations that are separate from other governments. However, Housing Authorities of Clackamas and Washington Counties are departments within their County Governments, where the Salem Housing Authority sits with the City of Salem Municipality.

Public Housing Authorities also often have specialized functions, making it difficult to compare job functions of similarly situated Agencies.

The cost of living and market conditions can fluctuate greatly within Oregon, making it challenging to determine competitive compensation structures that account for such disparities.

For the purposes of this study, non-represented classifications were compared to those at other Public Housing Authorities, but also to those at other public agencies that have been identified as competitors in terms of talent. Comparable jobs tell into two categories.

Benchmark Job vs Non-Benchmark Job

A benchmark job is one that has a standard and consistent set of responsibilities from one organization to another and for which data is available in valid & reliable surveys.

A non-benchmark job is one for which exact valid and reliable survey data is not available. They may be jobs that are unique to an organization, or they could be jobs that can't be matched to comparable positions in published surveys.

Matching benchmark jobs requires less analysis than non-benchmark jobs. To classify a benchmark job, data is compiled from surveys to determine the median wage rate for the job. The job is then placed into the appropriate grade with a mid-point that is closest to the median salary in reported surveys.

When matching a non-benchmark job, a methodical approach that includes the following steps is followed:

- Determine the position's job family. A job family is a group of jobs in which the work performed is of a similar nature and have similar or related core knowledge and background requirements. A job family framework is a structure that groups jobs by the nature of work rather than by job title or organizational hierarchy. They are often used for comparing skills and responsibilities of similar jobs for the purpose of determining salary ranges for non-benchmark jobs.
- Compare non-benchmark jobs to benchmark jobs within the same job family based on factors important to it (i.e. skills & competency requirements, management responsibilities, span of control, difficulty of job, decision making responsibilities, experience & educational requirements).
- Place the job into the appropriate salary grade and position within the range relative to comparator positions within the same job family.

Job family frameworks are generally maintained by large workplaces with several roles within each functional area of the organization. A large County or City government may have several job families within one organizational function, and several individual roles within each job family. For example, the Information Technology function may have several job families within it, such as IT User Support, Privacy & Security, Database Administration, Network Administration, User Experience etc., and multiple positions within each family.

Function							
Family		Family		Family		Family	
Job	Job	Job	Job	Job	Job	Job	Job

Due to the comparatively small number of non-represented classifications, Homes for Good does not maintain a job family framework for its leaders. Using the IT example referenced above, Homes for Good only has one non-represented IT classification. However, understanding comparator agencies' job family frameworks can offer insight into the appropriate compensation for a non-benchmark position. For example, due to Homes for Good's relatively small size, director classifications of Shared Services Divisions (IT, HR & Finance), often are best aligned with the second most responsible classification within a large County or City government's job family framework.

The tables in Appendix D represent how Homes for Good classifications were compared across comparator agencies.

Geographic Context

Collected survey data was adjusted geographically to reflect "cost of " as calculated by the Economic Research Institute. "Cost of " refers to the difference in pay or markets for a job from one location to another. The cost of is what a particular geographic market offers as the "going rate" or compensation for its job and reflect the local demand and supply of labor.

For example, Clackamas County has a higher cost of labor than Lane County. Therefore, data reported by Clackamas County was adjusted down by 7% to normalize the rates of pay in the Clackamas area to equate to the cost of labor in Lane County.

Agency	Jurisdiction	Cost of Labor
Homes for Good	Eugene, OR	100%
Lane County Government	Eugene, OR	1.00
City of Eugene	Eugene, OR	1.00
City of Springfield	Springfield, OR	1.00
Home Forward	Portland, OR	0.93
Housing Authority of Clackamas County	Oregon City, OR	0.93
Salem Housing Authority	Salem, OR	1.00
Washington County Housing Authority	Hillsboro, OR	0.93
Housing Authority of Jackson County	Medford, OR	1.00
Community Services Consortium (ESD Only)	Corvallis, OR	0.98
Umpqua Community Action Network (ESD Only)	Roseburg, OR	1.02

Table 1 represents the cost of labor for each comparator Agency based on geographic location. Source: Economic Research Institute (ERI)

ANALYSIS

Job Classification Analysis

An in-depth review of job descriptions was conducted for each non-represented classification. The objective of the review was to ensure accuracy of the position’s essential functions, confirm reliable data sufficient to benchmark the position, create a leveling framework to place classifications into the appropriate compensation grade, and to ensure experience and educational requirements are appropriate for the role and to eliminate language that may pose unnecessary barriers to employment that are not relevant to the position.

In addition to evaluating external market data, job descriptions and job requirements were evaluated for each classification reviewed. Various position related factors were considered in recommending internal placement including minimum education & experience requirements, program oversight, level of autonomy, span of control, and current pay structures.

Current Position Title	Current Education & Experience Requirements	Current Internal Placement Grade
Executive Director	Bach + 5 years	L
Rent Assistance Director	Bach + 7 years	K
Supportive Housing Director	Bach + 10 years	K
Communications Director	Bach + 5 years	J
Real Estate Division Director	Bach + 5 years	J
Finance Director	Bach + 5 years	J
Human Resources Director	Bach + 5 years	I
IT Director	Assoc + 5 years	I
Energy Services Director	Bach + 4 years	H
Project Development Manager	Bach + 3 years	G
Asset Manager	Bach + 2 years	F
CAP Manager	Bach + 4 years	F
Portfolio Manager	Bach + 3 years	F
Resident Services Manager	Bach + 5 years	F
Finance Manager	Bach + 5 years	F
Human Resources Generalist	Bach + 3 years	E
Permanent Supportive Housing Manager	Bach + 2 years	D
Communications & Administrative Specialist	Bach + 3 years	C
Executive Support Coordinator	Assoc + 3 years	C
Rent Assistance Supervisor	Bach + 3 years	B
Property Management Supervisor	Assoc + 3 years	B
Maintenance Services Supervisor	HS + 10 years	B
ADA & HR Coordinator	Bach + 2 years	A

Table 2 above represents the current job titles, education and experience requirements and internal placement indicated by “grades.” Grade letters are used to depict how a position might be placed on a salary schedule in relation to others.

Median Salary Comparison by Classification

A comparison of Homes for Good's current salary grades was conducted by comparing range medians (or mid-points) to the medians of grades for comparable classifications. The table below shows compa ratios for each non-represented classification at Homes for Good as compared to classifications at comparator agencies (adjusted for the cost of labor), with the exception of the Energy Services Director classification, which used different comparators and is demonstrated in Appendix F.

Classification	Group	Hourly Rate Median	% Compa Ratio - Lane County Govt	% Compa Ratio - City of Eugene	% Compa Ratio - City of Springfield	% Compa Ratio - Millman	% Compa Ratio - Home Forward	% Compa Ratio - Clackamas	% Compa Ratio - City of Salem	% Compa Ratio - WA County	% Compa Ratio - JCHA	% Compa Ratio - Median
ADA & HR Coordinator	A	\$ 26.57	92%	88%	89%	86%	84%	73%	91%	91%		89%
Maintenance Services Supervisor	B	\$ 32.92	81%	85%	80%	76%	81%	74%	90%	61%	72%	80%
Property Manager	B	\$ 32.92	81%	72%	80%	86%	88%	71%	90%	61%		81%
Rent Assistance Supervisor	B	\$ 32.92	81%	72%	80%	86%	81%	74%	90%	61%		80%
Communications Specialist	C	\$ 33.83	83%	74%	96%	78%	88%	72%	79%	68%		79%
Executive Support	C	\$ 33.83	107%	103%	96%	86%	107%	101%	98%	85%	108%	101%
PSH Supervisor	D	\$ 34.56	77%		84%	90%	85%	74%	95%	64%		84%
HR Generalist	E	\$ 34.89	86%	98%	99%	91%	93%	104%	98%	90%	101%	98%
Asset Manager	F	\$ 36.98	78%	74%	82%	79%	76%	75%	83%	78%	107%	78%
CAP Manager	F	\$ 36.98	82%	80%	82%	79%	83%	75%	83%	74%		81%
Finance Manager	F	\$ 36.98	81%	74%	73%	68%	83%	71%	79%	71%		73%
Portfolio Manager	F	\$ 36.98	81%	74%	73%	79%	76%	83%	83%	65%		78%
Project Development Manager	F	\$ 36.98	81%	74%	73%	68%	76%	75%	79%	65%		74%
Resident Services Manager	F	\$ 36.98	81%	74%	73%	79%	76%	91%	83%	65%		78%
Finance Director	H	\$ 44.04	77%	67%	73%	75%	62%	77%	75%	69%	71%	73%
HR Director	H	\$ 44.04	85%	67%	73%	78%	62%	77%	75%	74%		75%
IT Director	H	\$ 44.04	79%	67%	73%	72%	77%	70%	75%	71%		73%
Communications Director	I	\$ 46.68	68%	71%	77%	71%	66%	68%	80%	72%		71%
Real Estate Development Director	I	\$ 46.68	82%	67%	77%	70%	66%	78%	80%	73%	75%	75%
Rent Assistance Director	J	\$ 52.46	92%	76%	87%	79%	74%	83%	89%	77%	113%	83%
Supportive Housing Director	J	\$ 52.46	92%	76%	87%	79%	74%	83%	89%	77%	85%	83%
Executive Director	K	\$ 72.32	77%	69%	101%	90%	79%	89%	101%	78%	87%	87%

Table 3 shows Homes for Good's non-represented compensation compa ratios for each comparator agency.

The data presented above shows that Homes for Good currently lags the market in terms of cash compensation for many non-represented positions, most notably in grades F - K.

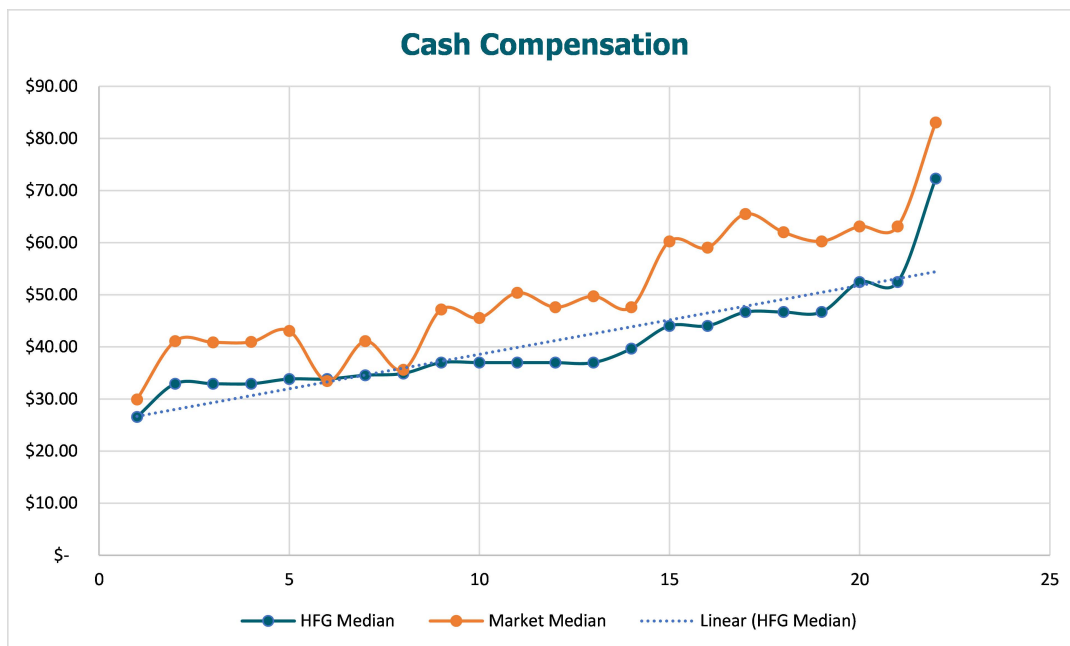


Figure 3 above shows how Homes for Good’s median non-represented compensation compares to market medians for comparable roles at comparator agencies.

A number of classifications are outliers, specifically Executive Support, Communications Specialist, ADA & HR Coordinator and Human Resources Generalist roles. The reason for this inconsistency is due to these classifications being significantly newer than others, meaning a compensation review was conducted when the positions were added or reclassified.

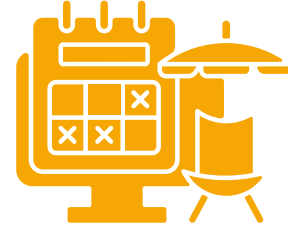
This inconsistency is due to these classifications being significantly newer than others, meaning a compensation review was conducted when the positions were added or reclassified. The Rent Assistance Division Director and Supportive Housing Division Director classifications were reclassified in 2019. In contrast, other classifications have not been reviewed since the 2017 study.

For additional context, as referenced in a previous section, since the 2017 salary study, Homes for Good has grown significantly in performance and complexity of programs offered. With this growth, FTE has grown by approximately 44%, increasing the responsibility and span of control of Agency leaders, requiring higher levels of skill and competency in terms of talent.

The Agency has also ratified two Collective Bargaining Agreements since the most recent study, resulting in significant pay compression between several represented and non-represented classifications. Pay compression, also referred to as salary or wage compression, occurs when there is little differences in pay between employees, regardless of differences in job responsibilities, span of control and required competency. If not addressed, pay compression can lead to turnover, causing key talent to leave for higher paying opportunities.

Benefits & Non-Cash Compensation Analysis

When analyzing classification & compensation information, it's important to assess not only cash compensation packages offered, but also the non-cash components such as paid time off, retirement and health benefits. These elements play a crucial role in attracting and retaining talent, as they reflect an organization's commitment to the wellbeing and job satisfaction of its employees. Unlike cash compensation, which primarily addresses immediate financial needs, these non-cash components contribute significantly to an employee's overall quality of life and long term financial security.



Homes for Good's non-cash compensation, health benefits, paid time off and retirement benefits, meet or lead the market. In terms of health benefits, the Agency's plans are equivalent to similarly situated public employers. However, while most public agencies offer excellent health benefits for reasonable premiums, Homes for Good funds the entire employee health insurance premium for a family, which is impactful to total compensation as only two other comparable employers offer this level of benefit.

Homes for Good's retirement plan is comparable to most comparators. While other comparator agencies participate in the Public Employees Retirement System (PERS), Homes for Good's retirement plan is a 401(k) structure, where a total of 12% contribution is funded by the Agency after six months of employment, which is equivalent to the PERS benefit of comparator agencies.

Homes for Good's paid time off benefits stand out as above average, with only one other comparator employer offering a more generous benefit with .5 more paid days.

RECOMMENDATIONS

Overall, the study found that Homes for Good's non-cash benefit program is comparable to the market. However, base salary is lagging for most non-represented classifications. Therefore, it is recommended that Homes for Good adopt modifications to base pay, including internal placement and leveling, and implementation of updates to the current salary schedule.

Internal Placement & Leveling

After review of job descriptions, both internally and externally, implementing the following internal placement structure is recommended.

Grade A

Non-supervisory classifications, technical & administrative duties.

Grade B

First level supervisory classifications & non-supervisory classifications that perform difficult and varied analytical work whose areas of responsibility and associated recommendations have a substantial impact on Agency operations.

Grade C

Second level supervisory classifications and non-supervisory classifications that perform difficult and varied analytical work . Classifications differ from those in Group B whose span of supervision is substantially smaller.

Grade D

Third level supervisory classification. This grade differs from Grade B in that classifications within are responsible for the management of larger, more complex program and have significantly more responsibility for policy development, planning and program evaluation.

Grade E

Fourth level supervisory classifications. This grade differs from classifications in Grade C in that it includes classifications that are responsible for the management of an entire complex program and/or that supervise other supervisory classifications within lower grades.

Grade F

Fifth supervisory classifications. Classifications within differ from those in lower grades in that areas of expertise in this grade are specific and nuanced, and require more robust experience and potentially a professional certification.

Grade G

First Director level classifications. Classifications within are distinguished from lower grades in that they manage an entire division. This grade differs from subsequent grades in that the span of control and difficulty of work are significantly less than those in Grade G.

Grade H

Second level Director classifications. Programmatic and shared services directors with large, complex programs and/or a wide span of control differentiates classifications in this grade from classifications in previous grades.

Grade I

Third level Director classification. This grade is distinguished from classifications in Grade F by a higher level of responsibility and autonomy, as this classification supervises second level Directors and serves as "second in command," or Deputy Executive.

Grade J

Executive Director classification. This grade is distinguished form all previous grades by responsibility, difficulty of work and complete span of control. Reports to the Board of Commissioners and is ultimately responsible for the performance of the Agency.

Reccomended Position Title	Reccomended Education & Experience Requirements	Reccomended Internal Placement Grades
Executive Director	Bach + 7 years	J
Deputy Director	Bach + 7 years	I
Communications Director	Bach + 5 years	H
Rent Assistance Director	Bach + 5 years	H
Supportive Housing Director	Bach + 5 years	H
Real Estate Division Director	Bach + 5 years	H
Finance Director	Bach + 5 years	H
Human Resources Director	Bach + 5 years	H
IT Director	Bach + 5 years	H
Energy Services Director	Bach + 4 years	G
Project Development Manager	Bach + 4 years	F
Finance Manager	Bach + 4 years	F
Asset Manager	Bach + 4 years	E
CAP Manager	Bach + 4 years	E
Portfolio Manager	Bach + 4 years	E
Resident Services Manager	Bach + 4 years	E
Rent Assistance Supervisor	Bach + 3 years	D
Communications Specialist	Bach + 3 years	D
Human Resources Generalist	Bach + 3 years	C
Permanent Supportive Housing Manager	Bach + 3 years	C
Executive Support Coordinator	Assoc + 3 years	B
Property Manager	Assoc + 3 years	B
Maintenance Services Supervisor	HS + 7 years	B
Payroll & HR Specialist	Assoc + 3 years	A

Table 4 above shows recommended internal placement

See Appendix E for the matrix used to determine placement recommended in Table 4.

The table above represents the recommended internal placement based on minimum education & experience requirements, program oversight, level of autonomy, span of control, and current pay structures.

Based on current job functions, the recommendation also includes reclassifying and retitling the ADA & HR Coordinator position to Accommodations Coordinator, removing confidential duties and transitioning the role to the represented compensation schedule. Lastly, it's recommended that Homes for Good add two classifications to the non-represented schedule; Payroll & Human Resources Specialist and Deputy Director.

Revised job descriptions are included in Appendix G.

After a thorough review of Homes for Good's non-represented job descriptions, it's recommended that the Agency adjust the language in the "education & experience" section of the job descriptions, moving away from firm requirements to more equitable language, as studies consistently show that people who hold marginalized identities are less likely to apply for jobs unless they meet every one of the listed qualifications. The proposal adds the following language to job descriptions following adoption:

"Minimum qualifications are used as a guide for establishing the experience, education, licensure and/or certifications for someone to be successful in the position. Any combination of experience and training that would likely provide the required knowledge and abilities is qualifying. A typical way to obtain the knowledge and abilities would be:"

Cash Compensation - Schedule B

Homes for Good's current non-represented salary schedule includes established salary ranges within a step and grade system. The structure includes 12 letter grades, standardized at 6% between each grade with some variation, and seven steps standardized at 5% between each step. The step and grade system provides Homes for Good with a structure to allow specific, measured growth at 5% per step for each employee within their assigned grade. Each employee is eligible for a step merit increase annually.

It's recommended that Homes for Good retain the current salary step and grade structure, but adjust cash-compensation to bring salary mid-points closer to market, maintaining compa ratios within 80% - 120%.

See the next page for the recommended Schedule B, which is being proposed to take effect at the beginning of the pay period following adoption.



COMPENSATION PLAN - SCHEDULE B - NON-REPRESENTED											% Increase by Classification
GRADE	POSITION		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7		
A	HR & Payroll Coordinator	Hourly	\$ 25.00	\$ 26.25	\$ 27.56	\$ 28.94	\$ 30.39	\$ 31.91	\$ 33.51		
		Bi-weekly	\$ 2,000.00	\$ 2,100.00	\$ 2,204.80	\$ 2,315.20	\$ 2,431.20	\$ 2,552.80	\$ 2,680.80		
		Annually	\$ 52,000.00	\$ 54,600.00	\$ 57,324.80	\$ 60,195.20	\$ 63,211.20	\$ 66,372.80	\$ 69,700.80		
B	Executive Support Maintenance Services Supervisor Property Manager	Hourly	\$ 31.00	\$ 32.55	\$ 34.18	\$ 35.89	\$ 37.68	\$ 39.56	\$ 41.54	6.1%	
		Bi-weekly	\$ 2,480.00	\$ 2,604.00	\$ 2,734.40	\$ 2,871.20	\$ 3,014.40	\$ 3,164.80	\$ 3,323.20	9.0%	
		Annually	\$ 64,480.00	\$ 67,704.00	\$ 71,094.40	\$ 74,651.20	\$ 78,374.40	\$ 82,284.80	\$ 86,403.20	9.0%	
C	Rent Assistance Supervisor PSH Supervisor Human Resources Generalist Communications Specialist	Hourly	\$ 32.50	\$ 34.13	\$ 35.84	\$ 37.63	\$ 39.51	\$ 41.49	\$ 43.56	9%	
		Bi-weekly	\$ 2,600.00	\$ 2,730.40	\$ 2,867.20	\$ 3,010.40	\$ 3,160.80	\$ 3,319.20	\$ 3,484.80	9%	
		Annually	\$ 67,600.00	\$ 70,990.40	\$ 74,547.20	\$ 78,270.40	\$ 82,180.80	\$ 86,299.20	\$ 90,604.80	8%	11%
D	Asset Manager CAP Manager Resident Services Manager Portfolio Manager	Hourly	\$ 37.50	\$ 39.38	\$ 41.35	\$ 43.42	\$ 45.59	\$ 47.87	\$ 50.26	17%	
		Bi-weekly	\$ 3,000.00	\$ 3,150.40	\$ 3,308.00	\$ 3,473.60	\$ 3,647.20	\$ 3,829.60	\$ 4,020.80	17%	
		Annually	\$ 78,000.00	\$ 81,910.40	\$ 86,008.00	\$ 90,313.60	\$ 94,827.20	\$ 99,569.60	\$ 104,540.80	17%	17%
E	Finance Manager Project Development Manager	Hourly	\$ 40.10	\$ 42.11	\$ 44.22	\$ 46.43	\$ 48.75	\$ 51.19	\$ 53.75	26%	
		Bi-weekly	\$ 3,208.00	\$ 3,368.80	\$ 3,537.60	\$ 3,714.40	\$ 3,900.00	\$ 4,095.20	\$ 4,300.00	17%	
		Annually	\$ 83,408.00	\$ 87,588.80	\$ 91,977.60	\$ 96,574.40	\$ 101,400.00	\$ 106,475.20	\$ 111,800.00	17%	
F	Energy Services Director	Hourly	\$ 44.93	\$ 47.18	\$ 49.54	\$ 52.02	\$ 54.62	\$ 57.35	\$ 60.22	28%	
		Bi-weekly	\$ 3,594.40	\$ 3,774.40	\$ 3,963.20	\$ 4,161.60	\$ 4,369.60	\$ 4,588.00	\$ 4,817.60		
		Annually	\$ 93,454.40	\$ 98,134.40	\$ 103,043.20	\$ 108,201.60	\$ 113,609.60	\$ 119,288.00	\$ 125,257.60		
G	Finance Director Human Resources Director IT Director Real Estate Development Director Rent Assistance Director Supportive Housing Director	Hourly	\$ 50.45	\$ 52.97	\$ 55.62	\$ 58.40	\$ 61.32	\$ 64.39	\$ 67.61	25%	
		Bi-weekly	\$ 4,036.00	\$ 4,237.60	\$ 4,449.60	\$ 4,672.00	\$ 4,905.60	\$ 5,151.20	\$ 5,408.80	33%	
		Annually	\$ 104,936.00	\$ 110,177.60	\$ 115,689.60	\$ 121,472.00	\$ 127,545.60	\$ 133,931.20	\$ 140,628.80	33%	
										25%	11%
H	Deputy Director	Hourly	\$ 55.08	\$ 57.83	\$ 60.72	\$ 63.76	\$ 66.95	\$ 70.30	\$ 73.82	25%	
		Bi-weekly	\$ 4,406.40	\$ 4,626.40	\$ 4,857.60	\$ 5,100.80	\$ 5,356.00	\$ 5,624.00	\$ 5,905.60		
		Annually	\$ 114,566.40	\$ 120,286.40	\$ 126,297.60	\$ 132,620.80	\$ 139,256.00	\$ 146,224.00	\$ 153,545.60		
I	Executive Director	Hourly	\$ 73.10	\$ 76.76	\$ 80.60	\$ 84.63	\$ 88.86	\$ 93.30	\$ 97.97	17%	
		Bi-weekly	\$ 5,848.00	\$ 6,140.80	\$ 6,448.00	\$ 6,770.40	\$ 7,108.80	\$ 7,464.00	\$ 7,837.60		
		Annually	\$ 152,048.00	\$ 159,660.80	\$ 167,648.00	\$ 176,030.40	\$ 184,828.80	\$ 194,064.00	\$ 203,777.60		

Table 5 above shows the recommended Non-represented compensation Schedule B

Merit Increases

It's recommended that movement within the salary schedule from one step to the next be based on merit and occur only when the incumbent receives an acceptable performance evaluations. Performance evaluations are completed on a semi-annual basis at Homes for Good, at which time the evaluator will recommend whether the employee will receive a merit increase. Once the incumbent has progressed through Step 7 of their classification's assigned salary grade, no additional merit adjustments will be available. However, these employees will be eligible for a longevity increase, as outlined below, and for non-merit based Cost of Living Adjustments (COLAs).

Longevity Incentive Pay

The following longevity incentive pay premiums are recommended for long term leaders who have progressed through all available steps within their salary grade:

If an employee has been at the top step of their salary grade for three years, they are eligible for a 2% wage increase upon completion 15 years of service with the Agency, and an additional 2% increase upon completion of 20 years of service.

Offering a longevity salary increase for long-term employees can provide numerous advantages for both the employees and the organization. This practice not only acknowledges and rewards loyalty and dedication but also incentivizes retention of experienced staff. Long-serving employees bring a wealth of institutional knowledge, expertise, and a strong understanding of the workplace culture, which can be invaluable for mentoring newer team members and driving innovation. Additionally, this strategy promotes employee morale, job satisfaction, and commitment, fostering a stable and harmonious work environment. In the long run, investing in the well-being and financial security of loyal employees through longevity salary increases can lead to enhanced productivity, reduced turnover, and a stronger, more resilient workforce.

Cost of Living Adjustments (COLAs)

To remain competitive in terms of talent and to account for inflation, it's recommended Homes for Good budget for and implement non-merit based cost of living adjustments (COLAs) to the salary schedule annually. The recommended COLA is a percentage equal to the annual change in the U.S. CPI-U Western Region, June to June. This recommendation will require Homes for Good to use annual the CPI-U Western Region during the budgeting process, forecasting the COLA for the subsequent fiscal year, and submitting for board approval annually.

The CPI-U for the Western Region is a specific regional variation of the Consumer Price Index (CPI), a widely used economic indicator. The CPI measures changes in the cost of a basket of goods and services over time, representing the average expenditures of urban households. The CPI-U Western Region focuses on tracking these changes in the Western part of the United States, providing valuable information about inflation and cost of living trends.

This recommendation limits the annual COLA to a maximum of 5%, meaning that for years when the CPI-U Western Region is higher than 5, COLAs will be limited to 5% in order to control growing labor expenses.

Employee Placement

In terms of methodology for placing individual employees within their classification's assigned grade on the updated salary schedule, it's recommended that each employee be placed on the step that most closely matches their current rate of pay but does not result in a pay decrease.

Maintenance & Periodic Review

A thorough review of compensation practices every three to five years, depending on market movement, is considered best practice. Such regular reviews not only ensure compensation remains competitive, but will also enable the Agency to adapt to shifting context and market demands. It's recommended that Homes for Good conduct another study in three to five years to ensure non-represented compensation remains competitive and to ensure our compensation strategy aligns with our strategic goals in the ever-evolving job landscape.

Classification	Group	Hourly Rate	% Compa Ratio - Lane County Govt	% Compa Ratio - City of Eugene	% Compa Ratio - City of Springfield	% Compa Ratio - Millman	% Compa Ratio - Home Forward	% Compa Ratio - Clackamas	% Compa Ratio - City of Salem	% Compa Ratio - WA County	% Compa Ratio - JCHA	% Compa Ratio - Average
Payroll & HR Specialist	A	\$ 30.10	96%	77%	79%	95%	94%	99%	92%	94%	123%	94%
Maintenance Services Supervisor	B	\$ 35.89	88%	93%	87%	83%	88%	81%	98%	67%	79%	87%
Property Manager	B	\$ 35.89	88%	78%	87%	94%	96%	77%	98%	67%		88%
Executive Support	B	\$ 35.89	114%	109%	102%	91%	114%	107%	104%	90%	115%	107%
HR Generalist	C	\$ 37.04	91%	104%	105%	97%	99%	111%	104%	96%	107%	104%
PSH Supervisor	C	\$ 37.04	82%		90%	97%	91%	80%	101%	69%		90%
Communications Specialist	D	\$ 39.36	97%	86%	111%	90%	103%	84%	92%	79%		91%
Rent Assistance Supervisor	D	\$ 39.36	97%	86%	96%	103%	97%	89%	108%	73%		96%
Asset Manager	E	\$ 42.83	91%	86%	95%	92%	88%	87%	96%	90%	124%	91%
CAP Manager	E	\$ 42.83	95%	93%	95%	92%	96%	87%	96%	86%		94%
Portfolio Manager	E	\$ 42.83	94%	86%	85%	92%	88%	96%	96%	76%		90%
Resident Services Manager	E	\$ 42.83	94%	86%	85%	92%	88%	105%	96%	76%		90%
Finance Manager	F	\$ 46.43	102%	93%	92%	86%	104%	90%	99%	89%		92%
Project Development Manager	F	\$ 46.43	102%	93%	92%	86%	96%	94%	99%	82%		93%
Finance Director	H	\$ 58.40	102%	89%	97%	99%	82%	102%	99%	91%	94%	97%
HR Director	H	\$ 58.40	113%	89%	97%	104%	82%	102%	99%	98%		99%
IT Director	H	\$ 58.40	104%	89%	97%	95%	101%	93%	99%	94%		96%
Real Estate Development Director	H	\$ 58.40	102%	84%	97%	88%	82%	97%	99%	91%	94%	94%
Rent Assistance Director	H	\$ 58.40	102%	84%	97%	88%	82%	93%	99%	86%	126%	93%
Supportive Housing Director	H	\$ 58.40	102%	84%	97%	88%	82%	93%	99%	86%	94%	93%
Communications Director	H	\$ 58.40	85%	89%	97%	89%	82%	85%	99%	90%		89%
Deputy Director	I	\$ 70.09	102%	107%	106%	107%	83%	91%	106%	86%		104%
Executive Director	J	\$ 84.63	91%	80%	118%	105%	92%	105%	118%	91%	102%	102%

Table 6 shows Homes for Good's non-represented compensation compa ratios for each comparator agency upon implementation of the recommended adjustments

APPENDIX A - RECOMMENDED SALARY SCHEDULE B



COMPENSATION PLAN - SCHEDULE B - NON-REPRESENTED										
GRADE	POSITION		STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	
A	HR & Payroll Coordinator	Hourly	\$ 26.00	\$ 27.30	\$ 28.67	\$ 30.10	\$ 31.61	\$ 33.19	\$ 34.85	
		Bi-weekly	\$ 2,080.00	\$ 2,184.00	\$ 2,293.60	\$ 2,408.00	\$ 2,528.80	\$ 2,655.20	\$ 2,788.00	
		Annually	\$ 54,080.00	\$ 56,784.00	\$ 59,633.60	\$ 62,608.00	\$ 65,748.80	\$ 69,035.20	\$ 72,488.00	
B	Executive Support Maintenance Services Supervisor Property Manager	Hourly	\$ 31.00	\$ 32.55	\$ 34.18	\$ 35.89	\$ 37.68	\$ 39.56	\$ 41.54	
		Bi-weekly	\$ 2,480.00	\$ 2,604.00	\$ 2,734.40	\$ 2,871.20	\$ 3,014.40	\$ 3,164.80	\$ 3,323.20	
		Annually	\$ 64,480.00	\$ 67,704.00	\$ 71,094.40	\$ 74,651.20	\$ 78,374.40	\$ 82,284.80	\$ 86,403.20	
C	HR Generalist PSH Supervisor	Hourly	\$ 32.00	\$ 33.60	\$ 35.28	\$ 37.04	\$ 38.89	\$ 40.83	\$ 42.87	
		Bi-weekly	\$ 2,560.00	\$ 2,688.00	\$ 2,822.40	\$ 2,963.20	\$ 3,111.20	\$ 3,266.40	\$ 3,429.60	
		Annually	\$ 66,560.00	\$ 69,888.00	\$ 73,382.40	\$ 77,043.20	\$ 80,891.20	\$ 84,926.40	\$ 89,169.60	
D	Rent Assistance Supervisor Communications Specialist	Hourly	\$ 34.00	\$ 35.70	\$ 37.49	\$ 39.36	\$ 41.33	\$ 43.40	\$ 45.57	
		Bi-weekly	\$ 2,720.00	\$ 2,856.00	\$ 2,999.20	\$ 3,148.80	\$ 3,306.40	\$ 3,472.00	\$ 3,645.60	
		Annually	\$ 70,720.00	\$ 74,256.00	\$ 77,979.20	\$ 81,868.80	\$ 85,966.40	\$ 90,272.00	\$ 94,785.60	
E	Asset Manager CAP Manager Resident Services Manager Portfolio Manager	Hourly	\$ 37.00	\$ 38.85	\$ 40.79	\$ 42.83	\$ 44.97	\$ 47.22	\$ 49.58	
		Bi-weekly	\$ 2,960.00	\$ 3,108.00	\$ 3,263.20	\$ 3,426.40	\$ 3,597.60	\$ 3,777.60	\$ 3,966.40	
		Annually	\$ 76,960.00	\$ 80,808.00	\$ 84,843.20	\$ 89,086.40	\$ 93,537.60	\$ 98,217.60	\$ 103,126.40	
F	Finance Manager Project Development Manager	Hourly	\$ 40.10	\$ 42.11	\$ 44.22	\$ 46.43	\$ 48.75	\$ 51.19	\$ 53.75	
		Bi-weekly	\$ 3,208.00	\$ 3,368.80	\$ 3,537.60	\$ 3,714.40	\$ 3,900.00	\$ 4,095.20	\$ 4,300.00	
		Annually	\$ 83,408.00	\$ 87,588.80	\$ 91,977.60	\$ 96,574.40	\$ 101,400.00	\$ 106,475.20	\$ 111,800.00	
G	Energy Services Director	Hourly	\$ 44.93	\$ 47.18	\$ 49.54	\$ 52.02	\$ 54.62	\$ 57.35	\$ 60.22	
		Bi-weekly	\$ 3,594.40	\$ 3,774.40	\$ 3,963.20	\$ 4,161.60	\$ 4,369.60	\$ 4,588.00	\$ 4,817.60	
		Annually	\$ 93,454.40	\$ 98,134.40	\$ 103,043.20	\$ 108,201.60	\$ 113,609.60	\$ 119,288.00	\$ 125,257.60	
H	Finance Director Human Resources Director IT Director Real Estate Development Director Rent Assistance Director Supportive Housing Director	Hourly	\$ 50.45	\$ 52.97	\$ 55.62	\$ 58.40	\$ 61.32	\$ 64.39	\$ 67.61	
		Bi-weekly	\$ 4,036.00	\$ 4,237.60	\$ 4,449.60	\$ 4,672.00	\$ 4,905.60	\$ 5,151.20	\$ 5,408.80	
		Annually	\$ 104,936.00	\$ 110,177.60	\$ 115,689.60	\$ 121,472.00	\$ 127,545.60	\$ 133,931.20	\$ 140,628.80	
I	Deputy Director	Hourly	\$ 60.54	\$ 63.57	\$ 66.75	\$ 70.09	\$ 73.59	\$ 77.27	\$ 81.13	
		Bi-weekly	\$ 4,843.20	\$ 5,085.60	\$ 5,340.00	\$ 5,607.20	\$ 5,887.20	\$ 6,181.60	\$ 6,490.40	
		Annually	\$ 125,923.20	\$ 132,225.60	\$ 138,840.00	\$ 145,787.20	\$ 153,067.20	\$ 160,721.60	\$ 168,750.40	
J	Executive Director	Hourly	\$ 73.10	\$ 76.76	\$ 80.60	\$ 84.63	\$ 88.86	\$ 93.30	\$ 97.97	
		Bi-weekly	\$ 5,848.00	\$ 6,140.80	\$ 6,448.00	\$ 6,770.40	\$ 7,108.80	\$ 7,464.00	\$ 7,837.60	
		Annually	\$ 152,048.00	\$ 159,660.80	\$ 167,648.00	\$ 176,030.40	\$ 184,828.80	\$ 194,064.00	\$ 203,777.60	

Communications Director											
Organization	Title	BENCHMARK Y/N	ANNUAL COMPENSATION			Adjustment	Other	ADJUSTED			NOTES
			MIN	MID	MAX			MIN	MID	MAX	
Lane County Government	Assistant Department Director N2012	Y	\$ 115,627.20	\$ 142,833.60	\$ 170,040.00	12%	\$ 3,000.00	\$ 132,502.46	\$ 162,973.63	\$ 193,444.80	
City of Eugene	Communications Director	Y	\$ 115,894.60	\$ 136,176.10	\$ 156,457.60	12%	\$ 3,000.00	\$ 132,801.95	\$ 155,517.23	\$ 178,232.51	
City of Springfield	Executive Manager	N	\$ 114,444.00	\$ 137,332.00	\$ 160,221.00	12%	\$ 3,000.00	\$ 131,177.28	\$ 156,812.40	\$ 182,447.52	
Home Forward	Director of Policy & Planning	N	\$ 106,257.48	\$ 138,123.08	\$ 170,008.09	12%	-	\$ 119,008.38	\$ 154,697.85	\$ 190,409.06	
Housing Authority of Clackamas County	Deputy Director of Public & Government Affairs NRP 36	N	\$ 136,926.40	\$ 160,898.40	\$ 184,870.40	12%	\$ 50.00	\$ 153,407.57	\$ 180,256.21	\$ 207,104.85	
Housing Authority of Clackamas County	HACC Development Director	N	\$ 106,273.07	\$ 149,974.53	\$ 143,471.82						
Salem Housing Authority	Division Manager	N	\$ 119,662.44	\$ 140,233.62	\$ 160,804.80	12%	\$ 3,922.56	\$ 137,944.49	\$ 160,984.21	\$ 184,023.94	
Washington County Housing Authority	Public Affairs & Communications Officer	Y	\$ 121,387.44	\$ 134,442.42	\$ 147,497.40	12%	-	\$ 135,953.93	\$ 150,575.51	\$ 165,197.09	
Housing Authority of Jackson County	No Comparable										
Willamette Public Sector Survey	Government Relations Manager	N		\$ 136,344.00							
			Mean	\$ 117,059.08	\$ 139,036.46	\$ 161,671.39		\$ 134,685.15	\$ 160,259.58	\$ 185,827.11	
			Median	\$ 115,760.90	\$ 137,332.50	\$ 160,515.90		\$ 133,801.95	\$ 156,812.40	\$ 184,023.94	
Homes for Good	Communications Director		\$ 83,882.40	\$ 97,104.48	\$ 112,410.48	12%	\$ 3,400.00	\$ 97,348.29	\$ 112,157.02	\$ 125,299.74	
			% Difference from Mean	-39.55%	-43.17%	-43.82%		-38.35%	-42.89%	-43.73%	
			% Difference from Median	-38.00%	-41.43%	-42.76%		-36.42%	-40.82%	-43.52%	

Supportive Housing Director											
Organization	Title	BENCHMARK Y/N	ANNUAL COMPENSATION			Adjustment	Other	ADJUSTED			NOTES
			MIN	MID	MAX			MIN	MID	MAX	
Lane County Government	Housing Program Manager N300010	Y	\$ 96,366.40	\$ 118,955.20	\$ 141,668.80	12%	\$ 3,000.00	\$ 110,930.37	\$ 136,229.82	\$ 161,669.06	
City of Eugene	Grade 10 Asst Mgr	N	\$ 115,897.60	\$ 136,177.60	\$ 156,457.60	12%	\$ 3,000.00	\$ 132,805.31	\$ 155,518.91	\$ 178,232.51	
City of Springfield	Senior Manager	N	\$ 104,472.00	\$ 125,366.50	\$ 146,261.00	12%	\$ 3,000.00	\$ 120,008.64	\$ 143,410.48	\$ 166,812.32	
Home Forward	Director of Community Services	Y	\$ 106,257.48	\$ 138,132.79	\$ 170,008.09	12%	-	\$ 119,008.38	\$ 154,708.72	\$ 190,409.06	
Housing Authority of Clackamas County	Social Svcs Division Dir NRP34	Y	\$ 111,951.80	\$ 131,200.03	\$ 150,648.30	12%	\$ 50.00	\$ 125,436.02	\$ 147,106.06	\$ 168,776.10	
Salem Housing Authority	Manager, HA III	N	\$ 103,072.00	\$ 121,035.18	\$ 138,798.36	12%	\$ 3,922.56	\$ 119,351.20	\$ 139,881.96	\$ 159,376.72	
Washington County Housing Authority	HHS Division Manager	N	\$ 118,799.54	\$ 131,578.36	\$ 144,357.17	12%	-	\$ 133,055.48	\$ 147,367.76	\$ 161,680.03	
Housing Authority of Jackson County	Director of Housing Programs	Y	\$ 107,206.00	\$ 129,027.50	\$ 150,849.00	12%	-	\$ 120,070.72	\$ 144,510.80	\$ 168,950.88	
Willamette Public Sector Survey	No Comparable										
			Mean	\$ 108,027.85	\$ 128,946.65	\$ 149,881.04		\$ 122,612.76	\$ 146,041.81	\$ 169,488.33	
			Median	\$ 106,731.74	\$ 130,163.78	\$ 150,457.60		\$ 120,039.68	\$ 145,808.43	\$ 167,942.21	
Homes for Good	Supportive Housing Director		\$ 94,250.28	\$ 109,106.52	\$ 126,304.44	12%	\$ 3,400.00	\$ 108,960.31	\$ 125,599.30	\$ 144,860.97	
			% Difference from Mean	-14.67%	-18.18%	-19.67%		-17.53%	-16.26%	-17.00%	
			% Difference from Median	-13.24%	-15.30%	-17.56%		-10.17%	-15.00%	-15.83%	

Rent Assistance Director											
Organization	Title	BENCHMARK Y/N	ANNUAL COMPENSATION			Adjustment	Other	ADJUSTED			NOTES
			MIN	MID	MAX			MIN	MID	MAX	
Lane County Government	Housing Program Manager N300010	Y	\$ 96,366.40	\$ 119,017.60	\$ 141,668.80	12%	\$ 3,000.00	\$ 110,930.37	\$ 136,299.71	\$ 161,669.06	
City of Eugene	Grade 10 Asst Mgr	N	\$ 115,897.60	\$ 136,177.60	\$ 156,457.60	12%	\$ 3,000.00	\$ 132,805.31	\$ 155,518.91	\$ 178,232.51	
City of Springfield	Senior Manager	N	\$ 104,472.00	\$ 125,366.50	\$ 146,261.00	12%	\$ 3,000.00	\$ 120,008.64	\$ 143,410.48	\$ 166,812.32	
Home Forward	Director of Housing Choice Voucher Program	Y	\$ 106,257.48	\$ 138,132.79	\$ 170,008.09	12%	-	\$ 119,008.38	\$ 154,708.72	\$ 190,409.06	
Housing Authority of Clackamas County	Social Svcs Division Dir NRP34	Y	\$ 111,951.80	\$ 131,200.03	\$ 150,648.30	12%	\$ 50.00	\$ 125,436.02	\$ 146,904.46	\$ 168,776.10	
Salem Housing Authority	Manager, HA III	N	\$ 103,072.00	\$ 121,035.18	\$ 138,798.36	12%	\$ 3,922.56	\$ 119,351.20	\$ 139,881.96	\$ 159,376.72	
Washington County Housing Authority	HHS Division Manager	N	\$ 118,799.54	\$ 131,578.36	\$ 144,357.17	12%	-	\$ 133,055.48	\$ 147,367.76	\$ 161,680.03	
Housing Authority of Jackson County	Section 8 Director	Y	\$ 79,998.00	\$ 96,282.00	\$ 112,566.00	12%	-	\$ 89,597.76	\$ 107,835.84	\$ 126,073.92	
Willamette Public Sector Survey	No Comparable										
			Mean	\$ 104,581.85	\$ 124,838.76	\$ 145,095.67		\$ 118,253.24	\$ 141,440.98	\$ 164,128.71	
			Median	\$ 105,364.74	\$ 128,243.28	\$ 145,359.09		\$ 119,292.02	\$ 145,157.47	\$ 164,246.18	
Homes for Good	Rent Assistance Director		\$ 94,250.28	\$ 109,106.52	\$ 126,304.44	12%	\$ 3,400.00	\$ 108,960.31	\$ 125,599.30	\$ 144,860.97	
			% Difference from Mean	-10.96%	-14.42%	-14.88%		-8.99%	-12.61%	-13.30%	
			% Difference from Median	-11.79%	-17.54%	-15.05%		-9.85%	-15.52%	-13.36%	

Deputy Director											
Organization	Title	BENCHMARK Y/N	ANNUAL COMPENSATION			Adjustment	Other	ADJUSTED			NOTES
			MIN	MID	MAX			MIN	MID	MAX	
Lane County Government	Assistant Department Director N2012	Y	\$ 115,627.20	\$ 142,833.60	\$ 170,040.00	12%	\$ 3,000.00	\$ 132,502.46	\$ 162,973.63	\$ 193,444.80	
City of Eugene	Grade 10 Asst Mgr	N	\$ 115,897.60	\$ 136,177.60	\$ 156,457.60	12%	\$ 3,000.00	\$ 132,805.31	\$ 155,518.91	\$ 178,232.51	
City of Springfield	Executive Manager	N	\$ 114,444.00	\$ 137,332.00	\$ 160,221.00	12%	\$ 3,000.00	\$ 131,177.28	\$ 156,812.40	\$ 182,447.52	
Home Forward	Chief Administrative Officer	Y	\$ 126,239.02	\$ 164,104.90	\$ 201,990.20	12%	-	\$ 142,344.80	\$ 170,214.32	\$ 198,083.84	
Housing Authority of Clackamas County	Deputy Director of Public & Government Affairs NRP 36	N	\$ 136,926.40	\$ 160,898.40	\$ 184,870.40	12%	\$ 50.00	\$ 153,407.57	\$ 180,256.21	\$ 207,104.85	
Salem Housing Authority	Division Manager	N	\$ 119,662.44	\$ 140,233.62	\$ 160,804.80	12%	\$ 3,922.56	\$ 137,944.49	\$ 160,984.21	\$ 184,023.94	
Washington County Housing Authority	Assistant Director of Housing	Y	\$ 137,773.55	\$ 156,783.33	\$ 175,793.10	12%	-	\$ 154,306.38	\$ 175,597.32	\$ 196,888.27	
Housing Authority of Jackson County	No comparable										
Willamette Public Sector Survey	Government Relations Manager	N		\$ 136,344.00							
			Mean	\$ 123,795.74	\$ 146,838.49	\$ 172,882.44		\$ 140,357.25	\$ 165,357.12	\$ 190,356.98	
			Median	\$ 119,662.44	\$ 141,533.61	\$ 170,040.00		\$ 135,374.50	\$ 161,978.92	\$ 183,734.37	
Homes for Good	Deputy Director										
			% Difference from Mean								
			% Difference from Median								

Executive Director											
Organization	Title	BENCHMARK Y/N	ANNUAL COMPENSATION			Adjustment	Other	ADJUSTED			NOTES
			MIN	MID	MAX			MIN	MID	MAX	
Lane County Government	County Admin / Assistant County Admin	N	\$ 184,088.80	\$ 200,205.20	\$ 216,321.60	12%	\$ 3,000.00	\$ 180,225.18	\$ 200,491.46	\$ 216,510.11	used average of County Admin & Assistant County Admin
City of Eugene	Assistant City Manager	N	\$ 200,532.80	\$ 220,188.80	\$ 239,844.80	12%	\$ 3,000.00	\$ 227,596.74	\$ 249,511.46	\$ 271,636.18	
City of Springfield	Executive Manager	Y	\$ 124,415.00	\$ 149,288.50	\$ 174,162.00	12%	\$ 3,000.00	\$ 142,344.80	\$ 170,214.32	\$ 198,083.84	
Home Forward	Chief Operating Officer	Y	\$ 126,239.02	\$ 164,104.90	\$ 201,990.20	12%	-	\$ 142,344.80	\$ 170,214.32	\$ 198,083.84	
Housing Authority of Clackamas County	Deputy Director of Public & Government Affairs NRP 36	N	\$ 136,926.40	\$ 160,898.40	\$ 184,870.40	12%	\$ 50.00	\$ 153,407.57	\$ 180,256.21	\$ 207,104.85	
Housing Authority of Clackamas County	Director Human Services NRP 40	N	\$ 149,544.66	\$ 175,718.14	\$ 201,891.62						
Salem Housing Authority	Assistant Director	Y	\$ 125,715.24	\$ 147,226.40	\$ 168,737.56	12%	\$ 922.56	\$ 144,723.63	\$ 168,928.13	\$ 193,132.63	
Washington County Housing Authority	Director of Housing Services	Y	\$ 152,039.04	\$ 173,041.21	\$ 194,043.38	12%	-	\$ 170,283.72	\$ 193,806.16	\$ 217,238.59	
Housing Authority of Jackson County	Executive Director	Y	\$ 143,666.00	\$ 172,909.00	\$ 202,152.00	12%	-	\$ 160,905.92	\$ 193,658.08	\$ 226,410.24	
Willamette Public Sector Survey	Assistant City Manager	N		\$ 168,022.40							
			Mean	\$ 146,417.93	\$ 172,570.63	\$ 200,205.51		\$ 165,171.91	\$ 195,096.77	\$ 225,615.68	
			Median	\$ 143,666.00	\$ 170,465.70	\$ 201,891.62		\$ 157,156.74	\$ 188,733.22	\$ 221,778.80	
Homes for Good	Executive Director		\$ 129,947.52	\$ 150,430.56	\$ 174,142.08	12%	\$ 3,400.00	\$ 148,941.22	\$ 171,882.33	\$ 198,438.13	
			% Difference from Mean	-12.67%	-14.72%	-14.97%		-10.60%	-13.51%	-13.70%	
			% Difference from Median	-10.56%	-13.32%	-15.93%		-5.52%	-8.80%	-11.76%	

APPENDIX C - COMPA RATIO HEAT MAP BEFORE

Classification	Group	Hourly Rate Median	% Compa Ratio - Lane County Govt	% Compa Ratio - City of Eugene	% Compa Ratio - City of Springfield	% Compa Ratio - Millman	% Compa Ratio - Home Forward	% Compa Ratio - Clackamas	% Compa Ratio - City of Salem	% Compa Ratio - WA County	% Compa Ratio - JCHA	% Compa Ratio - Median
ADA & HR Coordinator	A	\$ 26.57	92%	88%	89%	86%	84%	73%	91%	91%		89%
Maintenance Services Supervisor	B	\$ 32.92	81%	85%	80%	76%	81%	74%	90%	61%	72%	80%
Property Manager	B	\$ 32.92	81%	72%	80%	86%	88%	71%	90%	61%		81%
Rent Assistance Supervisor	B	\$ 32.92	81%	72%	80%	86%	81%	74%	90%	61%		80%
Communications Specialist	C	\$ 33.83	83%	74%	96%	78%	88%	72%	79%	68%		79%
Executive Support	C	\$ 33.83	107%	103%	96%	86%	107%	101%	98%	85%	108%	101%
PSH Supervisor	D	\$ 34.56	77%		84%	90%	85%	74%	95%	64%		84%
HR Generalist	E	\$ 34.89	86%	98%	99%	91%	93%	104%	98%	90%	101%	98%
Asset Manager	F	\$ 36.98	78%	74%	82%	79%	76%	75%	83%	78%	107%	78%
CAP Manager	F	\$ 36.98	82%	80%	82%	79%	83%	75%	83%	74%		81%
Finance Manager	F	\$ 36.98	81%	74%	73%	68%	83%	71%	79%	71%		73%
Portfolio Manager	F	\$ 36.98	81%	74%	73%	79%	76%	83%	83%	65%		78%
Project Development Manager	F	\$ 36.98	81%	74%	73%	68%	76%	75%	79%	65%		74%
Resident Services Manager	F	\$ 36.98	81%	74%	73%	79%	76%	91%	83%	65%		78%
Finance Director	H	\$ 44.04	77%	67%	73%	75%	62%	77%	75%	69%	71%	73%
HR Director	H	\$ 44.04	85%	67%	73%	78%	62%	77%	75%	74%		75%
IT Director	H	\$ 44.04	79%	67%	73%	72%	77%	70%	75%	71%		73%
Communications Director	I	\$ 46.68	68%	71%	77%	71%	66%	68%	80%	72%		71%
Real Estate Development Director	I	\$ 46.68	82%	67%	77%	70%	66%	78%	80%	73%	75%	75%
Rent Assistance Director	J	\$ 52.46	92%	76%	87%	79%	74%	83%	89%	77%	113%	83%
Supportive Housing Director	J	\$ 52.46	92%	76%	87%	79%	74%	83%	89%	77%	85%	83%
Executive Director	K	\$ 72.32	77%	69%	101%	90%	79%	89%	101%	78%	87%	87%

AFTER

Classification	Group	Hourly Rate	% Compa Ratio - Lane County Govt	% Compa Ratio - City of Eugene	% Compa Ratio - City of Springfield	% Compa Ratio - Millman	% Compa Ratio - Home Forward	% Compa Ratio - Clackamas	% Compa Ratio - City of Salem	% Compa Ratio - WA County	% Compa Ratio - JCHA	% Compa Ratio - Average
Payroll & HR Specialist	A	\$ 30.10	96%	77%	79%	95%	94%	99%	92%	94%	123%	94%
Maintenance Services Supervisor	B	\$ 35.89	88%	93%	87%	83%	88%	81%	98%	67%	79%	87%
Property Manager	B	\$ 35.89	88%	78%	87%	94%	96%	77%	98%	67%		88%
Executive Support	B	\$ 35.89	114%	109%	102%	91%	114%	107%	104%	90%	115%	107%
HR Generalist	C	\$ 37.04	91%	104%	105%	97%	99%	111%	104%	96%	107%	104%
PSH Supervisor	C	\$ 37.04	82%		90%	97%	91%	80%	101%	69%		90%
Communications Specialist	D	\$ 39.36	97%	86%	111%	90%	103%	84%	92%	79%		91%
Rent Assistance Supervisor	D	\$ 39.36	97%	86%	96%	103%	97%	89%	108%	73%		96%
Asset Manager	E	\$ 42.83	91%	86%	95%	92%	88%	87%	96%	90%	124%	91%
CAP Manager	E	\$ 42.83	95%	93%	95%	92%	96%	87%	96%	86%		94%
Portfolio Manager	E	\$ 42.83	94%	86%	85%	92%	88%	96%	96%	76%		90%
Resident Services Manager	E	\$ 42.83	94%	86%	85%	92%	88%	105%	96%	76%		90%
Finance Manager	F	\$ 46.43	102%	93%	92%	86%	104%	90%	99%	89%		92%
Project Development Manager	F	\$ 46.43	102%	93%	92%	86%	96%	94%	99%	82%		93%
Finance Director	H	\$ 58.40	102%	89%	97%	99%	82%	102%	99%	91%	94%	97%
HR Director	H	\$ 58.40	113%	89%	97%	104%	82%	102%	99%	98%		99%
IT Director	H	\$ 58.40	104%	89%	97%	95%	101%	93%	99%	94%		96%
Real Estate Development Director	H	\$ 58.40	102%	84%	97%	88%	82%	97%	99%	91%	94%	94%
Rent Assistance Director	H	\$ 58.40	102%	84%	97%	88%	82%	93%	99%	86%	126%	93%
Supportive Housing Director	H	\$ 58.40	102%	84%	97%	88%	82%	93%	99%	86%	94%	93%
Communications Director	H	\$ 58.40	85%	89%	97%	89%	82%	85%	99%	90%		89%
Deputy Director	I	\$ 70.09	102%	107%	106%	107%	83%	91%	106%	86%		104%
Executive Director	J	\$ 84.63	91%	80%	118%	105%	92%	105%	118%	91%	102%	102%

APPENDIX D - COMPARISONS

HEALTH

Agency	Employee Premium Share	Employer Premiums Share	Health Plan	General Coverage Level	Deductible - Individual	Deductible - Family	OOP Max - Individual	OOP Max - Family	HSA/HRA/VEBA - Individual	HSA/HRA/VEBA - Family
Homes for Good 1	0%	100%	Regence HDHP	80/20	\$ 1,700.00	\$ 3,400.00	\$ 3,400.00	\$ 6,800.00	\$ 1,700.00	\$ 3,400.00
Homes for Good 2	0%	100%	Kaiser HMO	80/20	\$ -	\$ -	\$ 1,500.00	\$ 3,000.00	\$ -	\$ -
Home Forward 1	11%	89%	Kaiser HMO	90/10	\$ 300.00	\$ 600.00	\$ 1,500.00	\$ 3,000.00	\$ -	\$ -
Home Forward 2	11%	89%	Providence PPO	80/20	\$ 300.00	\$ 600.00	\$ 2,300.00	\$ 4,600.00	\$ -	\$ -
Clackamas County HACC 1	5%	95%	Kaiser HMO	90/10	\$ 350.00	\$ 700.00	\$ 1,500.00	\$ 3,000.00	\$ -	\$ -
Clackamas County HACC 2	5%	95%	Providence PPO 1	80/20	\$ 1,000.00	\$ 2,000.00	\$ 3,000.00	\$ 6,000.00	\$ -	\$ -
Clackamas County HACC 3	5%	95%	Providence PPO 2	90/10	\$ 750.00	\$ 1,500.00	\$ 2,500.00	\$ 500.00	\$ 50.00	\$ 50.00
City of Salem HA 1	0%	100%	EBMS HDHP (Self-Insured)	80/20	\$ 1,500.00	\$ 3,000.00	\$ 6,350.00	\$ 12,700.00	\$ 1,352.64	\$ 3,922.56
City of Salem HA 2	5%	95%	EBMS PPO (Self-Insured)	80/20	\$ 250.00	\$ 750.00	\$ 1,250.00	\$ 3,750.00	\$ -	\$ -
City of Salem HA 3	5%	95%	Kaiser HMO	80/20	\$ 250.00	\$ 750.00	\$ 1,250.00	\$ 3,750.00	\$ -	\$ -
Washington County 1	10%	90%	Kaiser HMO (High Ded)	80/20	\$ 750.00	\$ 1,500.00	\$ 1,100.00	\$ 2,200.00	\$ -	\$ -
Washington County 2	10%	90%	Kaiser HMO (Low Ded)	80/20	\$ 250.00	\$ 500.00	\$ 600.00	\$ 1,200.00	\$ -	\$ -
Washington County 3	10%	90%	Providence PPO (High Ded)	80/20	\$ 1,250.00	\$ 3,750.00	\$ 5,950.00	\$ 8,850.00	\$ -	\$ -
Washington County 4	10%	90%	Providence PPO (Low Ded)	80/20	\$ 500.00	\$ 1,500.00	\$ 2,200.00	\$ 6,600.00	\$ -	\$ -
Jackson County Housing Authority	0%	100%	Regence PPO	80/20	\$ 2,000.00	\$ 6,000.00	\$ 7,150.00	\$ 14,300.00	\$ -	\$ -
Lane County Government	\$20 / \$70	remainder	HDHP	80/20	\$ 1,500.00	\$ 3,000.00	\$ 3,000.00	\$ 6,000.00	\$ 1,500.00	\$ 3,000.00
Lane County Government 2	\$30 / \$50	remainder	PPO	80/20	\$ 250.00	\$ 750.00	\$ 2,000.00	\$ 6,000.00	\$ -	\$ -
Lane County Government 3	\$50 / \$70	remainder	Copay Plan	80/20	\$ -	\$ -	\$ 1,500.00	\$ 4,500.00	\$ -	\$ -
City of Eugene 1	9%	91%	City Health	80/20	\$ 150.00	\$ 450.00	\$ 2,000.00	\$ 2,000.00	\$ -	\$ -
City of Springfield	10%	90%	PacificSource PPO	90/10	\$ 1,500.00	\$ 3,000.00	\$ 2,000.00	\$ 4,000.00	\$ 1,500.00	\$ 3,000.00

RETIREMENT

Retirement benefit offered by Homes for Good and comparator agencies; the table below shows a comparison.

Agency	Structure	ER Contribution	EE Pick-up?	Total Contribution
Homes for Good	401(k)	6%	Yes	12%
Home Forward	PERS	6%	Yes	12%
Clackamas County	PERS	6%	Yes	12%
City of Salem	PERS	6%	Yes	12%
Washington County	PERS	6%	Yes	12%
Jackson County Housing Authority	PERS	6%	Yes	12%
Lane County Government	PERS	6%	Yes	12%
City of Eugene	PERS	6%	Yes	12%
City of Springfield	PERS	6%	Yes	12%

APPENDIX D - COMPARISONS

PAID TIME OFF

Paid leave offered by Homes for Good and comparator agencies; the table below shows the comparison. The total at 10-year mark includes sick, holiday, personal/other and vacation days available.

Agency	Days per year			Start	Vacation/PTO Days per Year					Total @ 10yrs
	Sick	Holiday	Personal /other		5 yrs	10 yrs	15 yrs	20 yrs	25 yrs	
Homes for Good	-	13	1	26	28.5	31	33.5	36	38.5	45
Home Forward	13	12	3	10	15	17.5	20	22.5	25	45.5
Clackamas County	12	10	1.25	13	16.5	19.05	22.05	25.05	25.05	42.3
City of Salem	12	10	2	12	16.88	12.92	14.17	15	15.83	36.92
Washington County	12	10	1	12	15	18	21	24	24	41
Jackson County Housing Authority	-	10	-	10	10	12	14	24	30	22
Lane County Government	-	9	0	23	32	35	38	41	44	44
City of Eugene	12	11	0	19.88	24	20.875	27	31	34	43.875
City of Springfield	-	12	-	25	28	31	34	37	43	43

- Clackamas County splits time off between sick and vacation. Adds 10 hours personal time to vacation accrual.
- City of Salem splits time off between sick and vacation. Adds two personal days to vacation accrual.
- Washington County splits time off between sick and vacation. Adds one personal day to vacation accrual. HA employees are not represented.

STRUCTURE

A comparison of compensation structures was conducted for Homes for Good and comparator Agencies for represented positions. The following table reflects the results.

Agency	Wage Structure Type	Spread	# of ranges/grades	# of steps	% Between steps	% between ranges/grades
Homes for Good	Banded Step & Grade	~28%	25	6	5%	no set %
Home Forward	Graded Range	50%	13	NA	NA	9%
Clackamas County	Graded Range	~27%	24	NA	NA	~10%
City of Salem	Banded Step & Grade	~22%	11	6	4%	no set %
Washington County	Banded Step & Grade	~22%	180	5 - 6	5%	~16%
Jackson County Housing Authority	Banded Step & Grade	~40%	8	8	5%	34%
Lane County Government	Banded Step & Grade	~43%	113	9	4-6%	no set %
City of Eugene	Banded Step & Grade	~29%	162	10	3-4%	no set %
City of Springfield	Banded Step & Grade	~40%	21	9	5%	no set %

APPENDIX D - COMPARISONS LONGEVITY

A comparison of compensation structures was conducted for Homes for Good and comparator Agencies for represented positions. The following table reflects the results.

Agency	Wage Structure Type	Spread	# of ranges/grades	# of steps	% Between steps	% between ranges/grades
Homes for Good	Banded Step & Grade	~28%	25	6	5%	no set %
Home Forward	Graded Range	50%	13	NA	NA	9%
Clackamas County	Graded Range	~27%	24	NA	NA	~10%
City of Salem	Banded Step & Grade	~22%	11	6	4%	no set %
Washington County	Banded Step & Grade	~22%	180	5 - 6	5%	~16%
Jackson County Housing Authority	Banded Step & Grade	~40%	8	8	5%	34%
Lane County Government	Banded Step & Grade	~43%	113	9	4-6%	no set %
City of Eugene	Banded Step & Grade	~29%	162	10	3-4%	no set %
City of Springfield	Banded Step & Grade	~40%	21	9	5%	no set %

APPENDIX E - LEVELING MATRIX

Classification	Job Knowledge	Responsibility/Autonomy	Span of Control	Difficulty of Work	Rating	Grade
HR & Payroll Specialist	2	2	1	2	1.75	A
Executive Support	3	3	1	3	2.5	B
Maintenance Services Supervisor	2	3	3	2	2.5	B
Property Manager	2	3	2	3	2.5	B
HR Generalist	3	2	2	3	2.5	C
PSH Supervisor	3	3	2	3	2.75	C
Communications Specialist	3	3.5	1	3	2.625	D
Rent Assistance Supervisor	3	2.5	2	3	2.625	D
Asset Manager	3	3	2	3	2.75	E
CAP Manager	3	3	2	3	2.75	E
Resident Services Manager	3	3	3	3	3	E
Portfolio Manager	3	3	3	3	3	E
Finance Manager	3	3	3	3.5	3.125	F
Project Development Manager	3	3	3	3.5	3.125	F
Energy Services Director	4	3.5	3	3	3.375	G
Finance Director	4	4	3	4	3.75	H
Real Estate Development Director	4	4	3	4	3.75	H
Rent Assistance Director	4	4	3	4	3.75	H
Supportive Housing Director	4	4	3	4	3.75	H
HR Director	4	4	4	4	4	H
IT Director	4	4	4	4	4	H
Communicatoin Director	4	4.5	4.25	4	4.1875	H
Deputy Director	4.5	5	4.5	4.5	4.625	I
Executive Director	5	5	5	5	5	J

	Knowledge	Responsibility	Span of Control	Difficulty of Work
1	Lowest - entry or near entry level	Immediate Supervision. Relies mostly on SOPs	None. Does not supervise anyone	Transaction, procedure driven
2	below average - 2 years experience	Has some independent decision making authority, but mostly works from SOPs	May Supervise/manage small team	Moderate difficulty, still relying mostly on SOP
3	Average - 5 years of experience	Moderate level of decision making authority - may supervise entry level staff	Medium sized team, or shared responsibility at generalist level	Complex tasks, required to troubleshoot
4	Near expert knowledge - 8+ yrs experience in subject matter	Mostly Autonomous - high level decision making authority	Large team or shared responsibility for whole Agency	Complex, difficult, strategic work required to make decisions without SOP or clear solutions.
5	Highest - expert knowledge 10+ years experience	Complete Autonomy - reports to governing body	Highest - executive span of control	Complex, difficult work. Strategic. Carries ultimate responsibility

APPENDIX F - ENERGY SERVICES DIRECTOR COMPA RATIOS

Classification		Group	Hourly Rate	% Compa Ratio - State	% Compa Ratio - County	% Compa Ratio - Comm Service Consortium	% Compa Ratio - Clackamas	% Compa Ratio - UCAN	% Compa Ratio - WA County	% Compa Ratio - Average
Energy Services Director	Current	G	\$ 38.99	100%	102%	111%	89%	102%	69%	90%
Energy Services Director	Post Recommendation	G	\$ 52.02	133%	136%	149%	119%	136%	92%	120%

APPENDIX G: JOB DESCRIPTIONS

[Accommodations Coordinator](#) 
[Asset Manager](#)
[Capital Projects Manager](#)
[Communications Specialist](#)
[Deputy Director](#)
[Energy Services Director](#)
[Executive Assistant](#)
[Executive Director](#)
[Finance Director](#)
[Finance Manager](#)
[Human Resources Director](#)
[Human Resources Generalist](#)
[IT Director](#)
[Maintenance Services Supervisor](#)
[Payroll & HR Specialist](#)
[Portfolio Manager](#)
[Project Development Manager](#)
[Property Manager](#)
[Permanent Supportive Housing \(PSH\) Supervisor](#)
[Real Estate Development Director](#)
[Rent Assistance Division Director](#)
[Rent Assistance Supervisor](#)
[Resident Services Manager](#)
[Supportive Housing Director](#)

TABLES & FIGURES

Tables

Table 1: Cost of Labor	13
Table 2: Current Internal Placement	14
Table 3: Heat Map of Compa Ratios - Current	15
Table 4: Recommended Internal Placement	19
Table 5: Recommended Salary Schedule	21
Table 6: Heat Map of Compa Ratios - Post Recommendation	22

Figures

Figure 1: CPI-U Western Region 12 Month Change	5
Figure 2: Staffing Levels 2018 - Current	6
Figure 3: Cash Compensation Scatter Plot Comparison	16

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[Article: A major IT skills gap exists in government](#)

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Pager, D., Pedulla, D. (2015). Race, Self-Reflection, and the Job Search Process. American Journal of Sociology. 120 (4), 1005 - 1054. 10.1086/681072.

[Milliman 2023 Public Sector Salary Survey Results](#)

[Report - FTE by Year](#)

[Source Document - Final Workbook](#)

IN THE BOARD OF COMMISSIONERS OF THE
HOMES FOR GOOD HOUSING AGENCY, OF LANE COUNTY OREGON

ORDER 23-25-10-02H

In the Matter of Non-Represented
Classification & Compensation Study and
Recommendation

WHEREAS, Homes for Good is committed to hiring, developing and retaining top talent.

WHEREAS, Homes for Good has completed a comprehensive classification and compensation study.

WHEREAS, Homes for Good lags in terms of salary compensation for the majority of non-represented classifications.

NOW IT IS THEREFORE ORDERED THAT:

Recommended updates to the Salary Schedule as outlined in the 2023 Non-Represented Classification & Compensation Study be adopted and implemented.

DATED this _____ day of _____, 2023

Vice-Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 10/25/2023

AGENDA TITLE:

2023 Executive Director Performance Evaluation Process

DEPARTMENT: Human Resources

CONTACT : Bailey McEuen

EXT: 2520

PRESENTER: Bailey McEuen

EXT: 2520

ESTIMATED TIME : 15 mins

- 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 "B. McEuen", is written over a horizontal line.

DATE: 10.17.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE: