



HOMES FOR GOOD BOARD OF COMMISSIONERS MEETING

Wednesday, August 21st, 2024

Table Of Contents

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

AGENDA..... Page 2

EXECUTIVE DIRECTOR REPORT..... Page 4

07/24/2024 MINUTES..... Page 15

08/06/2024 MINUTES..... Page 24

PRESENTATION..... Page 28
Medicaid Waiver Enrollment

ORDER 24-21-08-01H..... Page 29
In the Matter of Accepting a Bid & Awarding Contract 24-C-0029 for the Parkview Security Measures Project

ORDER 24-21-08-012H..... Page 36
In the Matter of Approving Modification of Contract #24-P-0009 Professional Financial Consulting Services

PRESENTATION..... Page 45
The Coleman Memorandum of Understanding

PRESENTATION..... Page 53
2023-2024 Strategic Equity Plan Progress Report

AGENDA

Homes for Good Housing Agency

BOARD OF COMMISSIONERS

Location of the meeting:

Homes for Good Administrative Building
100 W 13th Avenue
Eugene, OR 97401



Zoom

This meeting will be conducted in person with the option to join via public video call and conference line (see details below).

Wednesday, August 21st, 2024, at 1:30pm

The August 21st, 2024, the Homes for Good Board of Commissioners meeting will be held at the Homes for Good Administrative Building. It will also be available via a public video call with dial-in capacity. The public has the option to participate in person or by joining via video call or conference line.

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 meetings. 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

8. CONSENT AGENDA

- A. Approval of 07/24/2024 Board Meeting Minutes
- B. Approval of 08/06/2024 Special Board Meeting Minutes

9. PRESENTATION

Medicaid Waiver Enrollment
(Wakan Alferes, Supportive Housing Director) (Estimated 10 minutes)

10. ORDER 24-21-08-01H

In the Matter of Accepting a Bid & Awarding Contract # 24-C-0029 for the Parkview Security Measures Project
(Jared Young, Contract Administrator) (Estimated 5 minutes)

11. ORDER 24-21-08-02H

In the Matter of Approving Modification of Contract #24-P-0009 Professional Financial Consulting Services
(Jasmine Leary Mixon, Executive Supportive Coordinator) (Estimated 10 minutes)

12. PRESENTATION

Review of The Coleman Memorandum of Understanding
(Johanna Jimenez, Project Developer) (Estimated 15 minutes)

13. PRESENTATION

2023-2024 Strategic Equity Plan Progress Report
(Homes for Good Leadership Team) (Estimated 30 minutes)

14. OTHER BUSINESS

Adjourn.

Since our July Board meeting the Real Estate Development Department activity has continued to need organizational focus. We closed the financing transaction for the redevelopment of Bridges on Broadway on July 30th and held an exciting launch of construction event on July 31st that we called "Demo Day". We had numerous Board members attend with an image of Joel and his trusty sledgehammer making it onto the front page of the Register Guard. On August 7th we held a ground breaking ceremony for Ollie Court that was an exciting opportunity to celebrate the transformational partnership between Homes for Good, Head Start of Lane County and Early Childhood Cares that will deliver an 81-unit affordable housing apartment community with six early learning classrooms.



On August 6th Justin, Kirk, Jasmine and I met to kick off our review of our organizational bylaws. We reviewed our bylaws along with Home Forward's (Multnomah County Housing Authority) and Jackson County Housing Authority's. We will be editing our bylaws over the next couple of months and then will bring proposed bylaws revisions to the entire board later this year.

Ela, Jasmine and I have been spending a significant amount of time supporting the Finance Team and the two Clifton Larson Allen consultants. Opening balances for all accounts have been completed and are being updated into our software system, Yardi. Another area of focus is catching up on bank account reconciliations. The opening balances and completing the bank account reconciliations through July 2024 are both key to implementing our comprehensive month end close project. Lastly the FY25 budget process continues to be a great learning opportunity for the entire Leadership Team to learn about Yardi's budget modules and work together as a team.



HOUSING AGENCY

NEWS REPORTS JANUARY – JULY 2024

Homes for Good Receives \$4 million Low-Interest Loan to Boost Affordable Housing Production

PacificSource Community Solutions extended a low-interest \$4 million loan to Homes for Good of Lane County that will be used to increase production of affordable housing through the support of land acquisition, design services, cost estimating, and environmental services.

Link:

https://www.kezi.com/news/local/homes-for-good-receives-4-million-low-interest-loan-to-boost-affordable-housing-production/article_b013325a-0357-11ef-a67f-af150bd4da7a.html

Housing Availability in Lane County Low, Leaving Renters Uneasy

Jacob Fox spoke in an article about the lack of housing in Lane County. Fox specifically spoke about the large number of highly attended sports events of all types creating a market of more short-term rentals than long-term rentals.

Link:

<https://nbc16.com/news/local/housing-availability-in-lane-county-low-leaving-renters-uneasy>

Nearly Four Years After Its Destruction, Lazy Days to Receive New Homes

Homes for Good is rebuilding the Lazy Days Mobile Home and RV park, which was destroyed by the Holiday Farm Fire in 2020 near Blue River, Oregon. The \$12-million project will provide 20 modular homes and 10 tiny homes, housing approximately 75 people, with priority given to those displaced by the fire. The homes will be granted to residents, who will pay a monthly fee for maintenance, and the project is funded by various grants and loans from state and federal sources.

Link:

<https://www.klcc.org/disasters-accidents/2024-05-27/nearly-four-years-after-its-destruction-lazy-days-to-receive-new-homes>

Election 2024: Lane County Commissioner Candidate Q&A with Farr, Mulholland

Pat Farr's history with Homes for Good was mentioned

Link:

<https://www.registerguard.com/story/news/politics/elections/local/2024/04/28/lane-county-elections-candidates-pat-farr-zach-mulholland/73342080007/>

Lane County to Expand Drug Treatment Services, Develop Affordable Housing, With New State Funding

Lane County lawmakers secured \$14.5 million in new funding to expand some services, including affordable housing.

Link:

https://www.cgsentinel.com/news/lane-county-to-expand-drug-treatment-services-develop-affordable-housing-with-new-state-funding/article_0d093f4e-0c05-11ef-8c80-1b9bc74b1d7a.html

Lane County Human Services Offers Energy Assistance Program for Low-Income Individuals

Lane County Human Services (LCHSD) officials on Thursday opened a waiting list for its Low-Income Energy Assistance Program that filled up within an hour, and will do so with the help of Homes for Good.

Link:

https://www.kezi.com/news/local/lane-county-human-services-offers-energy-assistance-program-for-low-income-individuals/article_02682ba2-c161-11ee-a2a4-177f4a66d610.html

For a Wildfire-Ravaged Oregon Community, Recovery is a Slow Process

In 2024, the Holiday Farm Fire nearly burned the town off the map. Now, Homes for Good owns the Lazy Days RV Park, and has broken ground to build affordable housing units.

Link:

<https://www.opb.org/article/2024/07/13/wildfire-ravaged-blue-river-oregon-slow-recovery-process/>

Homes for Good Helps Eugene Mission with New Energy-Efficient Appliances

Thanks to Homes for Good, the Eugene Mission got an upgrade to their heating and cooling systems as a part of the weatherization program.

Link:

https://www.kezi.com/news/homes-for-good-helps-eugene-mission-with-new-energy-efficient-appliances/article_9a363cdc-08e5-11ef-837d-5b4dbc599b44.html

Homes for Good Breaks Ground on Affordable Housing & Early Learning Center Complex

The groundbreaking ceremony held on August 7 that was held on West 13th Avenue and marked the official start of what will be a unique complex. Homes for Good is developing an 81-unit affordable housing project that will also feature an early learning center, addressing both the need for affordable housing and affordable childcare.

Link:

https://www.kezi.com/news/local/homes-for-good-breaks-ground-on-affordable-housing-and-early-learning-center-complex/article_0802a76a-55d9-11ef-9d3b-93d061dfc5d5.html

Demolition at Former Eugene Hotel Aims to Help with Homelessness

Bridges on Broadway built on Lane County's Project Turnkey by converting the former 50-room Red Lion Inn & Suites into a space will provide 57 units of Permanent Supportive Housing (PSH) for people experiencing chronic homelessness.

Link:

<https://www.registerguard.com/story/news/local/2024/08/08/homes-for-good-at-work-on-bridges-on-broadway-at-former-eugene-hotel/74611613007/>

The Register-Guard

LOCAL

Demolition at former Eugene hotel aims to help with homelessness

The project aims to transform a former hotel used as temporary housing into Permanent Supportive Housing units.



Hannarose McGulness
Eugene Register-Guard

Published 9:12 a.m. PT Aug. 8, 2024

Stakeholders smashed hammers into walls with resounding thuds at Homes For Good's first "demo day" on Wednesday. This symphonic destruction marked the beginning of construction for Bridges on Broadway, a project transforming a former hotel into supportive housing units.

Bridges on Broadway takes Lane County's Project Turnkey a step further. The former 50-room Red Lion Inn & Suites temporarily housed people who lost their homes to the 2020 Holiday Farm wildfire and have since found more stable housing. After the remodel, the space will provide 57 units of Permanent Supportive Housing (PSH) for people experiencing chronic homelessness.

Homes For Good has managed the space since it became part of Project Turnkey and plans to continue operating Bridges on Broadway once the property is transformed into PSH. Project Turnkey invested \$125 million statewide in 2020-2023 to create more emergency shelters and temporary housing units. Funding went to local government agencies that invested in projects fine-tuned to meet community needs.

Permanent Supportive Housing and Bridges on Broadway

PSH is a specialized form of housing that combines stable housing with rental assistance and wrap-around services like case management and more to support individuals.

The former hotel rooms are expected to be converted to studio apartments with on-site laundry services, a community room with a kitchen, offices for supportive services and additional parking to support residents, as well as nearby access to public transportation. Homes For Good approaches the management of its PSH units with a "Housing First" model, which typically provides necessary housing for individuals balancing overlapping mental and physical health and substance use concerns.

This approach acknowledges challenges that stem from limited or inadequate access to safe and stable housing, where individuals struggling to meet their basic needs have difficulties meeting other needs. Stipulations of residing in PSH do not require meeting with service providers. They do mandate residents pay their rent on time, keep their units safe and healthy and abide by community agreements.

Jacob Fox, Homes For Good executive director, said the agency's Real Estate Development team formed partnerships to make the transformation of a former hotel into PSH units feasible.

"Homes For Good, the City of Eugene and Lane County decided to start doing Permanent Supportive Housing because we know people in our community are super unhealthy when they're experiencing homelessness," Fox said. "It was actually a big risk and there's been a lot of reward from it but I would also say that it has not been and it still isn't easy."

Project funding was provided by Oregon Housing and Community Services in 2023 to support the development of more PSH units. Additional financial support has come from Lane County, the City of Eugene and partners like Trillium Community Health Plan, who has given over a million dollars to Homes for Good to assist with stabilizing costs of managing apartment communities.

Lane County Commissioner Heather Buch said this transformation to PSH units helps meet a need for more housing in the community. She said a lot of people

need more support than only a roof over their heads and that this addition of PSH units ensures that some of the most vulnerable members of the community can access affordable housing.

“We know that Permanent Supportive Housing is desperately needed in our area,” Buch said. “It comes with wrap-around services for people who not only need a home of their own but also really need those supports.”

Buch said Bridges on Broadway sets a precedent for innovative thinking and imaginative redesign when considering how buildings might undergo a change of use. She said projects like this “help us think differently about those empty buildings around town.”

“People look at the buildings in our community and think because they were zoned some way or because they were used in this one way for so long that it’s hard to imagine that they can utilize it in a totally different manner for the community,” she said.

“When you think outside the box, you can dream a little and think about all of the different kinds of uses and needs that could satisfy the community. This is a way to take one project, morph it into something we desperately need at a critical time in our community and then morph it again into something even more permanent for our most vulnerable communities.”

What will Homes For Good be up to next?

Wednesday’s Demo Day event was the first of its kind for Homes For Good, according to Deputy Director Ela Kubok. Attendees smashed marked walls with sledgehammers, something Kubok called breaking literal and metaphorical barriers.

“Our partners can feel kind of helpless, like ‘we don’t know how to help you.’ So help us break some walls, figuratively and also walls of our community’s perception about how much we need more housing,” Kubok said. “We need to build more housing, far more than we’ve been building, and I think there are some walls around the perception about how much housing we actually need. So let’s break some walls together.”

Homes For Goods has a busy summer planned. After celebrating the start of construction for Bridges on Broadway, the agency will kick off a groundbreaking for its upcoming Ollie Court project. Ollie Court is planned to provide an Early Learning Center in conjunction with 81 Affordable Housing units at the site of the former Naval Reserve building.

Hannarose McGuinness is The Register-Guard's growth and development reporter. Contact her at athmcguinness@registerguard.com

A Future for Housing & Child Care: Latest Eugene Affordable Housing Project Going Up

The groundbreaking of Ollie Court initiated the construction of 81 units of Affordable Housing with an Early Learning Center, named the Leap and Learn Center, next to the former Naval Reserve Site at 13th Ave. and Chambers Street. This project is in partnership with Head Start of Lane County and Early Childhood CARES.

Link:

<https://www.registerguard.com/story/news/local/2024/08/09/eugene-affordable-housing-ollie-court-the-latest-big-project/74676725007/>

The Register-Guard

LOCAL

A future for housing and child care: Latest Eugene affordable housing project going up

Homes For Good hands groundbreaking duties over to kids



Hannarose McGuinness
Eugene Register-Guard

Published 4:04 a.m. PT Aug. 9, 2024 **Updated 10:57 a.m. PT Aug. 9, 2024**

Golden garden trowels and toy construction machinery allowed children to help establish the foundation of a strong future for Eugene on Wednesday at Ollie Court, a development co-locating Affordable Housing units and an Early Learning Center.

A group of children wearing hard hats and construction vests had the honor of breaking ground on the project, the latest Homes For Good development, which is planned to co-locate 81 units of Affordable Housing with an Early Learning Center next to the former Naval Reserve Site at 13th Ave. and Chambers Street.

Two four-story buildings at the site are slated to provide affordable housing and childcare for a city in need of both.

Project partners Head Start of Lane County and Early Childhood CARES helped develop the co-location model with Homes For Good, coupling access to Affordable Housing with accessible childcare in the same space. Head Start of Lane County and Early Childhood CARES plan to manage the Early Learning Center, named the Leap and Learn Center.

The design for Ollie Court features community green spaces, three playgrounds, the 12,000 square-foot Early Learning Center and a range of one-, two- and three-bedroom units on the three-acre site. Tenants must make at or below 50% of the Area Median income to qualify for residency.

Charleen Strauch, executive director of Head Start of Lane County, said this collaborative, co-location model is already being inquired about and replicated across the nation.

“When we’re talking about homelessness, our people out there, we’re talking about families with small children. They’re in our programs,” Stauch said. “This particular project is exciting because we’re finally ready to work together collaboratively, not separately but collaboratively to meet those needs in our community and that’s exciting.... We’re not only addressing that homelessness concern, we’re also encompassing that desperate childcare need.”

Michelle Thurston, Homes For Good board chair, said Ollie Court is the first development of its kind for the agency, setting the precedent for more youth support. She said the agency is celebrating 75 years of providing housing this year and that this development’s groundbreaking is particularly meaningful in that it shows how the agency’s ideas of housing and what it can entail have evolved.

“By embracing innovative approaches, collaborations and partnerships, we are able to open new possibilities for our community and provide safe, stable housing where we as residents are able to not just live but to thrive,” Thurston said. “Not only are we providing the much-needed Affordable Housing, but we are creating new partnerships and we’re taking broader steps in supporting the youth of our community. We all know housing is important but so is childcare and youth.”

Laurie Triegeer, Lane County commissioner and board chair, said this project is not only building homes but is also building community, noting that, ‘childcare is the work that makes all other work possible.’ She said the site is a good location for this development, noting the property’s recent land use for pandemic relief.

“We’re standing on a site that has been a home of sorts to some folks during the pandemic and for quite a bit of time after. We are standing on the site of what was a tent encampment and adjacent to a site that was an RV Safe Sleep site,” Trieger said. “We know this is a good location and we know there are people who need homes — it’s very evident. We can feel it literally in our bones through the ground.”

Jacob Fox, Homes For Good executive director, said the agency’s commitment to providing stable, affordable and accessible housing is essential, especially when rent and home prices in the community have increased by 40% and 88% respectively between 2017 and 2024.

“Eighty-one units is great, but we have a duty to do more,” Fox said.

With construction in full swing, Ollie Court is expected to be completed around mid-summer of 2025. Project funding comes from a number of sources including Oregon Housing and Community Services and the City of Eugene. Partners such as PIVOT Architecture provided architectural services and Chambers Construction is the General Contractor.

Hannarose McGuinness is The Register-Guard’s growth and development reporter. Contact her at athmcguinness@registerguard.com

MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS



Wednesday, July 24th, 2024, at 1:30 p.m.

Homes for Good conducted the July 24th, 2024, meeting in person at the Homes for Good administrative building and via a public video call with dial-in capacity. The public was able to join the call, give public comments, and listen to the call.

CALL TO ORDER

Board Members Present:

Heather Buch

Michelle Thurston

Pat Farr

Kirk Strohman

Chloe Chapman

Larissa Ennis

Destinee Thompson

Board Members Absent:

Joel Iboa

Justin Sandoval

Quorum Met

1. PUBLIC COMMENT

[Section 8 Voucher Holder]

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.

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

None

3. ADJUSTMENTS TO THE AGENDA

Due to technical difficulties in the Homes for Good conference room portions of the meeting were inaccessible to attendees via Zoom. During this time the following items were discussed:

- Public Comment
- Verbal Executive Director Report
- Quarterly Excellence Awards
- Portions of Agency audit

Some board members were in attendance virtually. Therefore, they were unable to provide a vote for all agenda items. They will be indicated as "present" in the overall attendance roster but will be marked as "abstained" for the vote tabulations.

The Strategic Equity Plan Year II Review agenda item has been moved to the August Board meeting agenda.

4. COMMISSIONERS' BUSINESS

None

5. EMERGENCY BUSINESS

None

6. EXECUTIVE SESSION

None

7. ADMINISTRATION

A. Executive Director Report

Jacob Fox discussed the finalized funding and closing of the deal for Ollie Court. Lenders were flexible and understanding during the proformas review

Predevelopment expenses have been received and the intention is to return these funds to the RAD Proceeds account and replenish the balance. The RAD account will be used solely for Real Estate Development payroll as needed.

Jacob will be meeting with Eugene Chamber of Commerce members that have been involved in the Building Home Action Team. They will be reviewing plans for community engagement as a result of the work. This plan will be brought back to the board in the fall for updates.

Discussion Themes

- Upcoming events for Bridges on Broadway and Ollie Court

B. Quarterly Excellence Awards

Rent Assistance Manager, **Natalie Dybens** presented the Quarterly Excellence Award to Office Assistant **Amanda Brockman**

Property Manager, **Travis Baker** presented the Quarterly Excellence Award to Assistant Property Manager, **Brenda Matthews**

Discussion Themes

None

8. CONSENT AGENDA

- A. Approval of 06/26/2024 Meeting Minutes

Vote Tabulations

Motion: **Pat Farr**

Second: **Larissa Ennis**

Discussion: Review to ensure that the appropriate names are included in the vote tabulations for the June minutes.

Ayes: **Michelle Thurston, Justin Sandoval, Kirk Strohman, Chloe Chapman, Larissa Ennis, Pat Farr, Destinee Thompson**

Abstain: **Heather Buch**

Excused: **Joel Iboa, Justin Sandoval**

The [06/26/2024] Consent Agenda was approved [6/1/2]

9. **PRESENTATION: Berman Hopkins Agency Audit Exit Review**

Berman Hopkins, Laura Anne Pray Presenting

Overview

[see presentation titled: **Berman Hopkins FY23 Audit Presentation**]

Discussion Themes

- Adjustments to audited vs. unaudited
- Confidence in the statement of cashflow
- Findings as a result of the audit

No action needed.

10. ORDER 24-24-07-01H: In the Matter of Approving the Audit Plan of Action for Oregon Secretary of State Audits Division

Rent Assistance Director, Beth Ochs & Finance Director, Eileen Lahey Presenting

Overview

During the FY23, completed by Berman Hopkins CPA & Associates, LLP, adjustments were needed to properly report the Agency's financial statements. The adjustments were made to the:

- General ledger
- Unaudited data

These adjustments resulted in the Significant Deficiency in Internal Control finding. This is partly due to not implementing a financial month end close, not following standard operating procedures as it pertains to program participant filing and tracking, and not tracking the completion of HQS inspections.

As a result, a corrective action plan with a detailed response timeline has been drafted and sent to the Oregon Secretary of State Audits Division.

Discussion Themes

- Comfortability with proposed timeline
- Direct correlation between the Strategic Equity Plan and the Agency financial well-being
- Modifications to the timeline

Vote Tabulations

Motion: **Chloe Chapman**

Second: **Kirk Strohman**

Discussion: *None*

Ayes: **Michelle Thurston, Kirk Strohman, Chloe Chapman, Larissa Ennis, Destinee Thompson**

Abstain: **Heather Buch, Pat Farr**

Excused: **Justin Sandoval, Joel Iboa**

ORDER 24-24-07-01H was approved [5/2/2]

11. PRESENTATION: Homes for Good Fiscal Year 2025 Budget Overview

Deputy Director, Ela Kubok Presenting

Overview

[see presentation titled: Budget Timeline Overview]

Discussion Themes

- Calendar invitations for budget office hours
- Plan for Finance Committee meeting

No action needed.

12. ORDER 24-24-07-02H: In the Matter of Approving the 2024-2028 Capital Fund Program Five-Year Action Plan

Contract Administrator, Jared Young Presenting

Overview

Homes for Good receives Capital Fund money on an annual basis for Public Housing properties. These funds are allocated based on need and an agreed upon timeline based on prioritized renovations. Once the plan is created and approved, it is submitted to HUD for the final review. Some of the projects include:

- Increased security measures
- Community room remodels
- Kitchen upgrades
- New windows
- Interior/exterior painting

Discussion Themes

- Reviewed by RAD

Vote Tabulations

Motion: **Kirk Strohman**

Second: **Larissa Ennis**

Discussion: *None*

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

Abstain: *None*

Absent: **Joel Iboa, Justin Sandoval**

ORDER 24-24-07-02H was approved [7/0/2]

13. PRESENTATION: Homes for Good Hate & Bias Policy

Human Resources Director, Bailey McEuen Presenting

Overview

[see presentations titled: Hate & Bias Quick Reference Guide + Hate & Bias Toolkit Workbook]

Discussion Themes

- Easy to read and useful
- Cross-divisional collaboration to sort out nuances of reporting

No action needed.

14. PRESENTATION: Strategic Equity Plan Year II Review

Homes for Good Leadership Team Presenting

This item has been moved to the August Board meeting agenda.

15. OTHER BUSINESS

None

Meeting adjourned at 3:46 p.m.

Minutes Taken By: Jasmine Leary Mixon

MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS



Wednesday, August 6th, 2024, at 1:30 p.m.

Homes for Good conducted the August 6th, 2024, via a public video call with dial-in capacity. The public was able to join the call and listen to the call.

CALL TO ORDER

Board Members Present:

Heather Buch

Michelle Thurston

Pat Farr

Kirk Strohman

Chloe Chapman

Larissa Ennis

Destinee Thompson

Board Members Absent:

Joel Iboa

Justin Sandoval

Quorum Met

1. PUBLIC COMMENT

None

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

None

3. ADJUSTMENTS TO THE AGENDA

None

4. COMMISSIONERS' BUSINESS

None

5. EMERGENCY BUSINESS

None

6. EXECUTIVE SESSION

None

7. ADMINISTRATION

None

8. CONSENT AGENDA

None



9. ORDER 24-06-08-01H: In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from Oregon Housing & Community Services for The Coleman

Project Development Manager, Matt Salazar & Project Developer, Johanna Jimenez Presenting

Overview

The Coleman will be a 4-story elevator building located on the corner of Highway 99 and Roosevelt. This development is in collaboration with Sponsors, Inc. Which provides reentry services for individuals leaving incarceration.

It will be a residence comprised of studio and 1-bedroom units with three mobility accessible units. The ground floor will have a dedicated reentry service ran by Sponsors, Inc. Additionally there will be a community space, area for resident art and individual meeting rooms.

The funding application is for \$13 million through the OHCS Local Innovation & Fast Track Funding. Additionally, funding will be provided through grants and a permanent loan gap funding.

Discussion Themes

- Ensure the documents recorded at close are managed upfront
- Homes for Good advocate for more transparency
- Likelihood to receive Trillium funding
- MOU with Sponsors, Inc. outlining responsibilities
- Sponsors, Inc. predevelopment contributions and grant funding
- Board review of MOU's
- Capacity to execute development of the Coleman
- The sustainability of the project

Vote Tabulations

Motion: **Kirk Strohman**

Second: **Larissa Ennis**

Discussion: *None*

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

Abstain: *None*

Excused: **Justin Sandoval, Joel Iboa**

ORDER 24-06-08-01H was approved [7/0/2]

10.OTHER BUSINESS

None

Meeting adjourned at 12:49 p.m.

Minutes Taken By: Jasmine Leary Mixon



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 08/21/2024

AGENDA TITLE: Medicaid Waiver Enrollment

DEPARTMENT: Supportive Housing Division

CONTACT : Jasmine Leary Mixon

EXT: 62501

PRESENTER: Wakan Alferes

EXT: 62508

ESTIMATED TIME : 10 minutes

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

Approval Signature

EXECUTIVE DIRECTOR:

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

DATE: 08.14.2024

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 08/21/2024

AGENDA TITLE: In the Matter of Accepting a Bid and Awarding Contract #24-C-0029 for the Parkview Security Measures Project.

DEPARTMENT: Supportive Housing Division

CONTACT : Jared Young

EXT: 3432

PRESENTER: Jared Young

EXT: 3432

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. Young", is written over a horizontal line.

DATE: 08.21.2024

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners
FROM: Kurt von der Ehe, Capital Projects Manager
TITLE: In the Matter of Accepting a Bid and Awarding Contract #24-C-0029 Parkview Security Measures
DATE: August 21, 2024

MOTION:

It is moved that Eugene Lock & Safe be awarded contract #24-C-0029 Parkview Security Measures project and that an order to this effect be signed, and an agreement be executed in accordance with bid documents.

DISCUSSION:

A. **Issue**

Parkview Terrace, located in Eugene, Oregon, is a four-story, 150-unit apartment complex comprised of 1 and 2-bedroom units serving seniors and people with disabilities.

Security and safety have become a significant issue at the complex. The Resident Advisory Board has been actively discussing the need for security measures. This project will help reduce the amount of unauthorized visitors to the complex by installing security gates at all entries. The security gates will be controlled with fobs, cards, and cell phones. This will allow residents to open gates remotely for deliveries and in-home care providers while not compromising the security of the complex.

The Agency followed the required procurement process for projects estimated to be over \$100,000. The Request for Bids was published on the Homes for Good website and sent to various plan centers and specific contractors targeted for this type of work. The Agency received three (3) bids. The bids were all determined to be responsive. The lowest bid was substantially lower than the other two bids. After reviewing bid breakdowns, it was determined that the discrepancy was due to two factors; 1) the lowest bid was only using subcontractors for a small portion of the contract, and; 2) as the owner of the company, they are not required to pay themselves Davis-Bacon wages if they are doing the work themselves. To enter into a contract for this work, we need to obtain Board approval as it is over the purchasing threshold.



B. Background

A formal bid process with a bid package was issued by the Agency for the required work. Three (3) bids were obtained, and all three (3) bids were responsive and responsible. The lowest responsive bidder reviewed their bid and confirmed their costs. The public bidding process was employed; the lowest bid has no irregularities and is responsive and responsible. The prices are considered competitive. We recommend the award of the contract to Eugene Lock & Safe.

The total amount of this bid is \$170,817.58. Eugene Lock & Safe will provide performance and payment bonds for this contract.

C. Analysis

The goal of this board order passing is to sign a Construction contract with Eugene Lock & Safe and issue a Notice to Proceed based on contractor and material availability. All expenses related to the procurement, execution, and maintenance of this contract have been budgeted and accounted for by the Capital Projects Team utilizing the FY 23 Capital Fund grant.

D. Furtherance of the Strategic Equity Plan

Pillars 1 and 3 of the Homes for Good Strategic Equity Plan (SEP) were followed. The Certification Office for Business Inclusion & Diversity (COBID) site was referred to for local minority-owned, women-owned, and/or emerging small businesses (MWESB). Eugene Lock & Safe is a local, minority-owned business.

E. Alternatives & Other Options

If the Homes for Good Board of Commissioners has alternative suggestions in lieu of awarding the Construction contract Eugene Lock & Safe, Homes for Good will respond accordingly.

Should the Homes for Good Board of Commissioners determine this contract cannot be approved, the Homes for Good staff would need to re-solicit the contract opportunity. This will extend the award of a contract for at least 2-3 months which would require more administrative costs and jeopardize the financial obligation deadline for the Capital Fund grant.

F. Timing & Implementation

If the Homes for Good Board of Commissioners approves the board order, Homes for Good will send a Construction contract for Eugene Lock & Safe to review. Once all contractual items are received (Payment & Performance Bonds & Certificates of Insurance), Homes for Good and Eugene Lock & Safe will sign and enter into a Construction contract. A Notice to Proceed will be issued to Eugene Lock & Safe when a mutually agreeable schedule is established.



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



Homes. People. Partnerships. Good. www.homesforgood.org

This work is expected that work will commence in Fall of 2024. The final completion date will be no later than Spring 2025.

G. **Recommendation**

It is recommended that the Board of Commissioners approve the contract award of 24-C-0029 Parkview Security Measures to Eugene Lock & Safe.

H. **Follow Up**

Follow-up from the Homes for Good Board of Commissioners will not be needed for this board order.

I. **Attachments**

EXHIBIT A – BID RESULTS

EXHIBIT B – PROJECT SUMMARY



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



Homes. People. Partnerships. Good. www.homesforgood.org

QUOTE RESULTS

PROJECT NUMBER: 24-C-0029

PROJECT NAME: Parkview Security Measures

QUOTES DUE: July 25, 2024, by 2 PM

1. Eugene Lock & Safe	\$170,817.58
2. Bridgeway Contracting	\$278,083.00
3. Dorman Construction	\$298,000.00

CONTRACT ADMINISTRATOR: Jared L Young 07/25/2024

JARED L YOUNG

DATE

PROJECT SUMMARY

- Contract# 24-C-0029 Parkview Security Measures
- Independent Cost Estimate was created for the project in the amount of \$180,035.
- The project was put out to bid on June 10, 2024. Bids were received on July 25, 2024.
- The project will include gates at all openings. 2 will be ADA gates. They will be opened using cards, fobs, and cell phones. This will allow residents to let in deliveries, in-home care providers, and guests, without leaving their units.
- Received 3 bids. 3 were determined to be responsive and responsible. The lowest bid was from Eugene Lock & Safe in the amount of \$170,817.58. The other 2 bids were for \$278,083 and \$298,000.
- Review the bids with the Capital Projects Manager. The other 2 bids relied heavily on subcontractors. They also chose to bore multiple holes vs using the existing chases, which was discussed during the pre-bid and published Q&A postings. Eugene Lock & Safe will be doing a majority of their work. Since the owner is able to do work, he doesn't have to pay himself Davis-Bacon wages.
- Eugene Lock & Safe is a Minority Owned Business Entity.

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

ORDER 4-21-08-01H

In the Matter of Accepting a Bid and
Awarding Contract #24-C-0029 Parkview
Security Measures

WHEREAS, a Request for Bids of the Parkview Security Measures was published on the Homes for Good website; and sent to various plan centers and specific contractors; and

WHEREAS, at a duly publicized time and place on July 25, 2024, Jared Young of Homes for Good Housing Agency, opened bids on the following project: 24-C-0029 Parkview Security Measures; and

WHEREAS, Eugene Lock & Safe is the apparent low bidder for this project; and

WHEREAS, the bid submitted by Eugene Lock & Safe has no irregularities and is responsive and responsible; and

WHEREAS, Capital Funds are available to finance the project; and

WHEREAS, the Executive Director recommends the award of the contract to Eugene Lock & Safe;

NOW IT IS THEREFORE ORDERED THAT: that the Executive Director or Deputy Director is authorized to enter into a Construction Contract with Eugene Lock & Safe for the Parkview Security Measures project in the amount of \$170,817.58. The contractor shall present a valid signed contract with payment and performance securities in accordance with bid and contract requirements and shall satisfactorily complete all work within the specified contract time.

DATED this _____ day of _____, 2024

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 08/21/2024

AGENDA TITLE: In the Matter of Approving Modification of Contract
#24-P-0009 Professional Financial Consulting Services

DEPARTMENT: Finance

CONTACT : Jasmine Leary Mixon

EXT: 62501

PRESENTER: Jasmine Leary Mixon

EXT: 62501

ESTIMATED TIME : 10 minutes

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

Approval Signature

EXECUTIVE DIRECTOR:

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

DATE: 8.14.2024

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Executive Support Coordinator, Jasmine Leary Mixon
TITLE: In the Matter of Approving Modification of Contract #24-P-0009 Professional Financial Consulting Services
DATE: 08/21/2024

MOTION:

It is moved that the Homes for Good Board of Commissioners approve the proposed modifications to Contract #24-P-0009 Professional Financial Consulting Services with Clifton, Larson, Allen LLP (CLA).

DISCUSSION:

A. Issue

The original CLA contract had a "not to exceed limit" of \$150,000. With the pending contractual modifications, the "not to exceed limit" needs to increase to \$249,000. This higher threshold requires board approval prior to entering the agreement.

B. Background

The Finance Director solicited three quotes from three CPA firms with public housing authority experience to provide professional consulting services to the Homes for Good Finance Department. Of the three, CLA was the most responsive and offered a financially competitive quote for services needed.

On December 1st, 2023, Homes for Good and CLA entered into a 5-year agreement with a not to exceed amount of \$150,000. The original scope of work included:

- Assist in audit preparation
- General consulting on GASB and HUD regulations
- General consulting on the Finance Department operations
- Yardi training
- General consulting for the Real Estate Development Department on LITHC deals

During the course of the work outlined in the original contract and based on the audit finding surrounding financial controls, the Finance Department recognized the need for additional support in routine daily and monthly tasks.

CLA has a department called Client Accounting & Advisory Services (CAAS). This department provides support in optimizing internal financial processes, improving financial reporting



and providing expertise staffing resources beyond the internal Finance Department staffing levels and expertise. The goal is to incorporate the support they will provide into the existing CLA contract.

C. Analysis

The purpose of this contract modification is to incorporate CLA's special CAAS services to support the Finance Department in developing stronger controls and monthly financial processes to support the Agency. A project list outlining key priorities for Finance to complete has been drafted and shared with CAAS to create an action plan for support. Key priorities include:

- Yardi transition
- Annual projects
- Daily/Monthly tasks
- Finance Director duty support

The end result will be to create stronger financial processes and controls moving forward. This will allow for a clearer understanding of the Agency's overall financial standing, smoother budget process and long-range financial planning.

The financial impact of this contract modification will be an increase in the cost of services by \$99,000 over the course of the next four (4) years.

D. Furtherance of the Strategic Equity Plan

A strong Finance Department impacts every aspect of the Agency both internally and externally. Working with CAAS furthers the Strategic Equity Plan.

It impacts Pillar #1: "Listen to Our Communities" by continuing to progress in the Yardi transition. Residents, program participants, and landlords will have ease of access to their documents and individual financial data through this portal in a way that they never have before.

It impacts Pillar #3: Create Pathways to Self-Sufficiency. By having a clear understanding of our financial standing as an Agency we can better engage through employment opportunities for the people we service via targeted recruitment. The budget process each year allows each department to project their vacancies and inform Human Resources with opportunities to recruit within our own communities.

It impacts Pillar #4: Lead & Grow Ethically. By being a financially sustainably run Agency we can better provide services for the people we currently serve and seek out opportunities for our business and reach more historically underserved communities. The processes and



controls put in place as a standard for financial operations create a well-supported and functional organization.

E. Alternatives & Other Options

The need to refine internal financial processes is apparent and impacts on the overall operations of the Agency. Alternative resources for support in the Finance Department can be further researched to determine if there is a more cost-effective option.

F. Timing & Implementation

If passed, this modification will go into effect immediately.

G. Recommendation

It is recommended that the Board of Commissioners approve the proposed modifications to Contract #24-P-0009 Professional Financial Consulting Services with CLA to include CAAS.

H. Follow Up

None

I. Attachments

- Contract #24-P-0009 Professional Financial Consulting Services (Modification I)



CONTRACT MODIFICATION

Contract Title	Professional Financial Consulting Services
Contract Number	24-P-0009
Effective Date	08.21.2024
Modification Number	ONE
Contractor	Clifton, Larson, Allen LLP
Previous Contract Term	December 1 st , 2023 – December 1 st , 2028
Current Contract Term	December 1 st , 2023 – December 1 st , 2028
Previous Contract Value	Not to exceed: \$150,000.00 (Spent as of 07.30.2024: \$141,279.75)
Current Contract Value	Not to exceed: \$249,000.00 (Remaining as of 07.30.2024: \$240,279.75)

Modification Details

The contract scope of work has been modified to include additional tasks and consultants. The scope of work as outlined in the original contract shall be continued in addition Exhibit A below.

The professional fees as outlined in Exhibit B have been modified to include the hourly cost of the two (2) additional consultants added to the contract.

The contract not to exceed limit has increased from \$150,000.00 to \$249,000.00. As of 07.30.2024 \$141,279.75 has been spent on this contract. The remaining allowable amount to be spent on this contract is \$240,279.75.



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

Homes. People. Partnerships. Good. www.homesforgood.org



HOMES FOR GOOD HOUSING AGENCY

CONTRACTOR

JACOB FOX, EXECUTIVE DIRECTOR

CONTRACTOR, SIGNATURE

DATE

CONTRACTOR, PRINTED NAME

TITLE

DATE



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



Homes. People. Partnerships. Good. www.homesforgood.org

Exhibit A: Scope of Work

- Assist Finance Manager with entering GL Opening Balances into new software, Yardi
- Assist with Year-to-Date (YTD) period close October 2023 – June 2024
- Reconcile balance sheet accounts related to two (2) entities:
 - Homes for Good – TIN: 93-6002480
 - Homes for Good Foundation – TIN: 45-5090192
- Assist with cash flow analyses
- Conduct an analysis of the current capacity of the finance and accounting team with respect to their assigned roles and responsibilities, and provide management with an analysis and recommendations
- Provide recommendations concerning the requisite number of bank accounts, their grouping and utilization
- Assess and determine completion of month-end close process checklist
- Assist with account reconciliations, month-end close and journal entries
- Provide recommendations to management and assist with implementation of consistent processes, procedures, and reporting



Exhibit B: Professional Fees

Fees are based on the timely delivery of the services provided, and the experience of personnel assigned to the engagement.

As part of the fees, CLA will hold routine, proactive quarterly meetings to review and discuss the impact of new accounting issues and other business issues Home for Good may face.

Fees outlined below also include CLA being available for brief routine questions at no additional charge. Any additional charges not outlined in this contract will be charged based on a mutual, up-front agreement.

A new fee schedule will can be reviewed one (1) year from the effective date of this contract.

Description	Quantity	Unit of Measure	Unit Cost
Principal	1	Hour	\$300
Tax Director	1	Hour	\$280
Controller/CFO	1	Hour	\$205
Assistant Controller	1	Hour	\$140
Senior	1	Hour	\$125
Staff	1	Hour	\$110
Robin Flounlacker	1	Hour	\$185
Holly Atkins	1	Hour	\$185
Not To Exceed Amount:			\$249,000.00

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

ORDER 24-21-08-02H

In the Matter of Approving Modification of
Contract 24-P-0009 Professional Financial
Consulting Services

WHEREAS, Homes for Good solicited three quotes from CPA firms for financial consulting services to support the Finance Department in November 2023.

WHEREAS, Homes for Good selected Clifton Larson Allen, LLP to provide consulting services in December, 2023. for a "not to exceed limit" of \$150,000

WHEREAS, Homes for Good needs to modify the contract to include additional services to support internal financial processes and improve financial reporting from Clifton Larson Allen, LLP via their Client Accounting & Advisory Services Department.

WHEREAS, the contract modification will increase the "not to exceed limit" to \$249,000, a threshold which required Board approval

NOW IT IS THEREFORE ORDERED THAT:

The Homes for Good Board of Commissioners approve the Contract #24-P-0009 Professional Consulting Services with Clifton Larson Allen, LLP to include Client Accounting & Advisory Services.

DATED this _____ day of _____, 2024

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 08/21/2024

AGENDA TITLE: Review of Memorandum of Understanding with Sponsors, Inc. Regarding The Coleman

DEPARTMENT: Real Estate Development Division

CONTACT : Johanna Jimenez

EXT: 2567

PRESENTER: Johanna Jimenez

EXT: 2567

ESTIMATED TIME : 15 minutes

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

Approval Signature

EXECUTIVE DIRECTOR:

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

DATE: 08.14.2024

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Johanna Jimenez, Project Developer
TITLE: Review of Memorandum of Understanding with Sponsors, Inc. Regarding The Coleman
DATE: August 21, 2024

MOTION:

N/A

DISCUSSION:

A. Issue

The Homes for Good Board of Directors has requested insight into the process for establishing Memoranda of Understanding (MOU) around new developments and, specifically, the MOU that has been established between Homes for Good and Sponsors, Inc. in regard to their collaborative work on The Coleman project. The purpose of this presentation is to provide information on how the Project Development Team forms MOUs and how this particular MOU was established.

B. Background

Homes for Good Housing Agency, Lane County, and Sponsors Inc. are leading the effort to develop 50-60 units of new affordable housing next door to Lane County Parole and Probation on Highway 99 and Roosevelt Blvd. The four-story building will include a mix of studios and 1-bedroom units along with community space, offices, conference room, art space, landscaping, parking, and associated infrastructure. This building will also serve as a supportive service space for Sponsors' clients through the construction of a ground floor re-entry resource center (RRC), meeting room with art on display from clients, and additional office space.

The Coleman is intended to serve individuals exiting Sponsors' transitional housing program by providing permanent housing with on-site supportive services. These services would be available to clients living on-site, as well as for clients coming from off-site to receive services.

Homes for Good initially established an MOU with Sponsors, Inc. describing the purpose of the relationship in 2021. In this MOU, Sponsors, Inc. has agreed to provide the resident services at The Coleman at a stipulated rate as well as provide a portion of the funding for



the project. In turn, Homes for Good has agreed to complete the development and be the guarantor for the project.

The MOU has been amended several times between 2021 and now, with the most recent amendment being on August 6, 2024. These amendments have been to account for changes in unit count from the original project to now as well as changes to resident services fees, the Sponsors' contribution amount, and stipulated ownership structure. At this time, Homes for Good and Sponsors, Inc. are still exploring potential ownership structures for The Coleman.

C. Analysis

The Development Team uses MOUs in a variety of ways to establish relationships that bolster our projects. We form MOUs with local organizations to provide design input on future developments or to advertise lease up opportunities to ensure that community members who may not already engage with Homes for Good are aware of a potential housing opportunity. These MOUs do not have a direct financial exchange described in them as the nature of the exchange is not financial.

The Development Team also establishes MOUs that do have financial components to them such as Resident Services MOUs where a Resident Services fee is outlined within the MOU. All new developments have a Resident Services component and subsequent Resident Services MOU. In the majority of new developments, a Resident Services MOU is established between the project ownership entity and Homes for Good Resident Services. In limited cases, Resident Services are provided by other organizations such as at Market District Commons and this example with Sponsors, Inc.

D. Furtherance of the Strategic Equity Plan

The use of MOUs helps implement the Homes for Good strategic equity plan in the following ways:

- Partnering with non-profit agencies and analyze the communities they service to ensure we are providing housing for communities that have been typically underserved.

E. Alternatives & Other Options

N/A

F. Timing & Implementation

N/A

G. Recommendation



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



Homes. People. Partnerships. Good. www.homesforgood.org

N/A

H. Follow Up

If the Board provides feedback to this particular MOU or the manner in which MOUs are currently established, the Development Team will update our procedures accordingly.

I. Attachments

The Coleman MOU with Sponsors, Inc.

**MEMORANDUM OF UNDERSTANDING
BETWEEN
HOMES FOR GOOD HOUSING AGENCY
AND
SPONSORS, INC.**

The Coleman

Purpose of the MOU

Homes for Good Housing Agency (“HFG”) and Sponsors, Inc. (“SPONSORS”) enter into this Memorandum of Understanding (MOU) as a means to accomplish the shared goal of providing affordable Permanent Supportive Housing (PSH) to individuals with conviction histories at The Coleman in Eugene, Oregon.

This MOU outlines the mutual expectations and respective responsibilities of HFG and SPONSORS in relation to The Coleman. This collaboration represents the efforts of both agencies to integrate quality housing and supportive services to this low-income population. HFG will be the developer of the project. SPONSORS will be the service provider and will provide resident services and case management for the project’s residents. An ownership structure will be determined no later than January 1, 2025. When such a decision is made, this MOU will be updated to reflect that decision.

Permanent Housing for People with Conviction Histories

Residents of The Coleman will be low-income individuals with conviction histories, including veterans, seniors, people with disabilities, and those needing behavioral health services and/or treatment for alcohol and drug addiction. SPONSORS will provide case management and wrap around services to all residents of The Coleman.

Fifty-two units at The Coleman will be subject to a preference for tenants with conviction histories referred by SPONSORS. One unit may be reserved for use as a manager unit. Included in the 52 total units, three units will be accessible for persons with mobility disabilities and two units will be accessible for persons with hearing and/or visual disabilities. Residents of The Coleman can earn no more than 60% of the area median income based upon family size.

Roles and Responsibilities

HFG and SPONSORS are committed to providing meaningful support services to the residents at The Coleman. Services offered to residents will include workforce readiness and job readiness, financial literacy programming, referrals to health and wellness services, and services that support positive parenting and tenancy. Both agencies will continually assess resident needs to ensure the services being provided are relevant to the individuals living at The Coleman.

HFG and SPONSORS both have experience with special needs and low-income populations in a permanent supportive housing context and will actively engage in the planning and program development process.

HFG and SPONSORS will meet at least monthly throughout development and construction to develop the program goals, inform the design development, collaborate on securing funding, and develop the project policies and procedures, which include the tenant selection plan, lease up plan, and progressive lease accountability plan.

Under this agreement, HFG will be responsible for the following:

- Act as developer, sponsor, and guarantor.
- Secure financing and exercise reasonable efforts to ensure rents are affordable to low-income people with conviction histories.
- Procure all contracts for and oversee all due diligence, design and construction of the project.
- Obtain all approvals and permits as required.
- Provide asset management and qualified property management to the property.
- During project operations, provide a quarterly payment to SPONSORS to help fund the provision of resident services at the project. At initial lease-up, this is calculated at a minimum of \$3,750 quarterly (\$15,000 annually) and is projected to increase annually by 3 percent.

SPONSORS will be responsible for the following:

- Act as the service provider for The Coleman. SPONSORS commits to working with each resident to develop an individualized case plan for services that will support the resident to retain and be successful in their housing. These services will be made available to the resident on an ongoing basis and will include:
 1. Orientation – SPONSORS will coordinate building and property orientations, with assistance from property management, for each new resident.
 2. Regular on-site presence – SPONSORS will maintain adequate staffing levels to meet the obligations outlined in this MOU.
 3. Voluntary Case Management - SPONSORS will proactively engage residents living at The Coleman in the development of and compliance with a case management plan to foster successful independent living. However, it is important to recognize that active participation in case management is voluntary. SPONSORS will also ensure residents have access to cognitive behavioral therapy groups; individual behavioral health services; support in securing employment, education, and public benefits; mentorship; and other services to support self-sufficiency.
 4. Crisis Management and Intervention - Crisis management and interventions by SPONSORS (in collaboration with Property Management) will be provided as necessary. SPONSORS will respond immediately if the resident shows signs of decompensation or is at imminent risk of eviction. SPONSORS will immediately notify the property manager if it becomes aware of resident issues that jeopardize the safety or stability of the building and its residents.
- Provide \$250,000 of donated funding to the development of The Coleman. SPONSORS has already provided \$75,000 to HFG for predevelopment expenditures. Sponsors will provide an additional \$40,000 upon execution of this amended MOU for a total of \$115,000. The remainder of the \$250,000 will be provided to HFG as needed to pay for predevelopment activities. All of this funding is expected to be provided to HFG prior to closing on the financing of the project and commencing construction.

- SPONSORS may be responsible for securing additional funding for the project if there is a gap in funding. If required, this additional funding will be limited to estimated at \$750,000. If a loan is necessary, HFG will assist SPONSORS in securing a loan.

Terms

This MOU is effective as of October 1, 2021, was amended to update donation amounts and other details as of August 6th, 2024, and will remain in effect until terminated by any of the parties to this agreement. This MOU will be reviewed annually and updated to incorporate changes and clarification of roles and responsibilities as needed and agreed to by all parties.

Termination

Any party may terminate this Memorandum of Understanding for any reason or no reason by giving the other parties ninety (90) days prior written notice. The party wishing to terminate this must provide notice and a written intent to terminate to the other parties.

Agreement

Services provided and payments rendered under this agreement will be reviewed annually to ensure the proper levels of resident services are provided and payments for services are sustainable within the cash flow of the project. Services and payments under this agreement may only be amended with written agreement from both parties. HFG and SPONSORS agree by the signatures below to the conditions set forth in this MOU. This MOU may be amended only in writing and authorized by the designated representative of HFG and SPONSORS.

Signed:



Jacob Fox, Executive Director
Homes for Good Housing Agency (HFG)

Date: Aug 6, 2024



Annie Herz, Executive Director
Sponsors, Inc. (SPONSORS)

Date: 08/06/2024



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 08/21/2024

AGENDA TITLE: 2023-2024 Strategic Equity Plan Progress Report

DEPARTMENT: Executive

CONTACT : Jasmine Leary Mixon

EXT: 2501

PRESENTER: Homes for Good Leadership Team

EXT: --

ESTIMATED TIME : 30 minutes

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

Approval Signature

EXECUTIVE DIRECTOR:

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

DATE: 08.14.2024

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



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

Homes. People. Partnerships. Good. www.homesforgood.org



HOMES FOR GOOD MEMORANDUM REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners
FROM: Homes for Good Leadership Team
TITLE: 2023 – 2024 Strategic Equity Plan Progress Report
DATE: August 21st, 2024

I. Introduction

Purpose

The purpose of this memo is to provide a comprehensive update to the Homes for Good Board of Commissioners on the progress made toward achieving the goals outlined in our 2023 - 2024 Strategic Equity Plan (SEP). This plan is structured around four key pillars: Listen to Our Communities, Tell the Human Story, Create Pathways to Self-Sufficiency, and Lead & Grow Ethically. Each team within our organization has set specific goals aligned with these pillars, and individuals within those teams have further tailored their efforts to support these overarching objectives. This memo aims to summarize the advancements and achievements in each of these areas, highlight challenges faced, and outline opportunities for continued progress and improvement. By presenting this information, we seek to demonstrate our commitment to diversity, equity and inclusion and to ensure transparency and accountability in our efforts.

Background

Homes for Good's Strategic Equity Plan (SEP) is unlike other strategic plans in that it infuses our Diversity, Equity & Inclusion goals in a larger strategic plan to ensure our efforts are steering us in the direction of more equitable and inclusive services, communities and work environments. The SEP serves as an annual plan that outlines our goals and the tactics we will execute to achieve those goals. Team and individual goals are aligned with one of our "pillars" that guide this work; Listen to our Communities, Tell the Human Story, Create Pathways to Self-Sufficiency, and Lead & Grow Ethically.

II. Pillar 1: Listen to Our Communities

Homes for Good lives within the sphere of our community and cannot be separated from that context. In order to be a responsible community organization, we must collaborate, and most importantly listen, to other organizations and people within our community.

We must base operational changes on what we learn from the experiences of organizations with which we collaborate, the people we serve and the greater community. The goals and tactics outlined in this section focus on local partnerships and collaboration.

Division Goals & Progress

- Rent Assistance
 - Seek Feedback – 45% Complete
 - Service center survey is currently being offered and utilized by in person visitors.
 - Local Preference Partnership Optimization – 74% complete
 - Meetings held with key partners
 - Materials have been created for Local Preference partner training
 - Metrics have been established to evaluate LP, including a final evaluation spreadsheet and reporting procedures.
 - Process Improvements – 70% complete
 - 90+% of planned improvements to the Waitlist process using Waitlist Connect (WLC) data have been made.
 - Communication published about populations served using WLC data.
 - Advancing Access – 76% complete
 - We have continued to participate in the Emergency Housing Voucher (EHV) cohort, using data to guide program changes.
 - Implemented 1-on-1 in person support at pop up sites for waitlist openings in rural communities at local culturally specific organizations.
 - Highlight Success Stories – 45% complete
 - Working with SEP work group on adding questions to participant survey to solicit success stories.
- Supportive Housing
 - Expanding Current Programs – 78% complete
 - Expand youth programming to include Youth Internships with Connected Lane County, and Adulting 101 class for teens. Received Teen Empowerment grant from City of Eugene to continue teen programming through FY25.
 - Population based food programming has been implemented in partnership with Food for Lane County and new funds have been received to increase access across portfolio.
 - Refine and improve emergency response procedures – property specific procedures created in coordination with residents and resident councils.
 - Increase Tools to Combat Discrimination in our Housing – 72% complete
 - The Hate & Bias procedure has been developed and staff have been trained.
 - Investigation and leave enforcement procedures have been refined and aligned with the hate & bias procedure.
- Real Estate
 - 3rd Party Managed Community Service Improvements – 25% complete
 - Visioning & ideation sessions have been held with Asset Management, Resident Services & 3rd party leadership.
 - Accessibility – 47% complete
 - Listening sessions at target properties have been held.
 - A written plan is currently being drafted utilizing feedback from listening sessions, implementing universal design and accessibility features for new developments.
 - Combat Discrimination in our Housing – 53% complete
 - A hate & Bias procedure has been created, and a process for responding to incidents at 3rd party sites is being developed including the creation of a crisis team to address instances of hate & bias.
- Energy Services
 - Process Improvements – 75% complete

- We updated the Weatherization application on the website has been drafted. We're currently converting the application to a digital form and revising intake procedures accordingly.
- Targeted Outreach – 100% complete
 - Program outreach has been completed to highest need populations based on the Climate & Economic Justice Mapping tool
 - We attended two events providing education about our programs; one in Partnership with the 4J School District for Latinx families and hosted one Weatherization workshop in partnership with Fossil Free Eugene.
- Shared Services & Executive
 - Human Resources – Drive Change Utilizing Engagement Survey Results – 75% Complete
 - Ideation & calibration sessions complete to identify most impactful change
 - New newsletter article created based on feedback.
 - Learning & development opportunities have been implemented or will be based on feedback.
 - IT – Support Other Division Tactics
 - We supported the communications team in public facing communications about the software migration and impacts to people we serve.
 - We helped the communications team improve website functionality using data to improve the user experience.

III. Pillar 2: Tell the Human Story

The people we serve are the heart of our work. As a social service organization, we work for and with people. The goals and tactics outlined in this section focus on keeping a human-centered approach. They include efforts to gather participant feedback and use that in programmatic changes, amplify voices on our social media platforms, and improve empathy and client interactions for non-client facing team members.

Division Goals & Progress

- Rent Assistance
 - Further Landlord Education & Relationships – 50% complete
 - Hosted three events for Landlord education.
 - Attended the Multifamily NW Prism Education Conference.
 - An avenue for celebrating landlords has been created.
- Supportive Housing
 - Staff Engagement & Cross Division Support – 89% complete
 - A quarterly event calendar has been published so staff & board members can participate in client facing events.
 - A plan has been developed and implemented to create staff volunteer opportunities at Community Night Out & Spring Spruce Up Events. This has resulted in:
 - 76 total events
 - 61 volunteer opportunities for 46 non-client facing team members
 - Communications have been published to residents about Yardi software implementation and it's impacts on the people we serve and support events have been held at all properties to connect residents to new portals.
 - Worked with The Real Estate team to create a shared 3 way MOU and two combined trainings or community events.
- Shared Services & Executive
 - Communications – Highlight Businesses & Contractors – 100% complete

- Internal and external campaigns have been published via newsletter and social media highlighting businesses and contractors we work with & resident owned businesses.
- Bid procedure has been updated and is awaiting implementation.

IV. Pillar 3: Create Pathways to Self-Sufficiency

We usually associate “self-sufficiency” with our Family Self-Sufficiency Program,” but creating pathways to self-sufficiency looks to improve more than just one program.

Through execution of the goals and tactics outlined in this section, we strive to make progress and programmatic improvements to promote wealth building, and improve the mental, physical and financial health of our residents and program participants.

Division Goals & Progress

- Supportive Housing
 - Optimize Resident Communication & Resource Sharing – 82% Complete
 - Communications about Resident Advisor Board (RAB) and its meetings have been published through flyers and social media posts to increase representation from sites not currently represented like PSH and PBV.
 - We’ve utilized resident newsletters to highlight organizations that are close to 3rd party sites and resources they provide, and to promote events for culturally specific communities.
 - Digital and print resources have been developed and implemented highlighting community resources such as DaisyChain, Parenting Now etc. for youth & parenting needs.
 - A plan is being developed to allow access to FSS funds for anyone in the household to utilize a certificate payment.
 - FSS improvements currently in process include tracking advisory committee meeting attendance by partners to measure community representation, and an “opt-out” model for FSS programs at PSH sites.
 - Basic Needs – Environmental Safety, Transportation, Internet Access & Food Security – 60% complete
 - We have applied for funding to add air conditioning or Ductless Heat Pumps at properties without cooling and DHP’s are currently being installed at two sites to increase access to cooling centers during inclement weather.
 - We have partnered with the Toolbox Project and other organizations for bike repair events and resident educational opportunities including opportunities for Spanish speakers.
 - We have assessed resident needs and set property specific goals for internet and device access for health, employment, education and self-sufficiency activities. Funds have been received to add additional computers and internet to community spaces.
 - We’ve expanded our food programs to address food insecurity in our communities in partnership with Food for Lane County that is tailored to population served and are working with FFLC to set up a central food pantry for shelf-stable food for resident access.
- Real Estate
 - Development – Determine Which Types of Housing Have the Most Impact – 17% complete
 - We participated in rental housing redesign and resource engagement series.
- Shared Services & Executive
 - Executive – Meaningful Outreach – 75% complete

- We have created an outreach plan and executed an outreach plan to reach Housing Choice Voucher participants for future board recruitments.
 - We had met with UO and LCC to maintain relationships for internships and LCC pathways.
 - We have ensured that at least 50% of food purchases for events are from local small businesses.
- Communications – Foundation Scholarship Education – 75% complete
 - A series of advertisement campaigns highlighting specific uses of Homes for Good Foundation Scholarship have been created. We are waiting on more stories of people using the scholarship for vocational programs, and plan to publish the campaign in August 2024.
- IT – Support Other Division Tactics
 - We collaborated with the Supportive Housing Division to access and set goals for internet and device access for health, employment, education and other self-sufficiency activities.

V. Pillar 4: Lead & Grow Ethically

Leading & growing ethically means we will lead the way in creating a racially and socially just organizational culture. The goals and tactics outlined in this section focus on improving our employee experience, recruiting and retaining a diverse workforce, utilizing technologies to provide more access to our programs, and reducing the Agency’s carbon footprint.

Division Goals & Progress

- Rent Assistance
 - Participant Education – 100% complete
 - An educational workshop for participants about the recertification process has been executed.
 - The team is currently working with IT to use EHV service fee funds to purchase tech resources for group training needs and future participant workshops.
 - Optimize Move to Work (MTW) Designation – 59% complete
 - We have engaged in MTW cohorts to identify and optimize MTW flexibilities.
 - We have continued to work with HUD PDX and HUD DC on the disconnect between HUD's and the State of Oregon's definition of registered sex offender with the goal of amending the goal to align with the tiered sex offender ranking system in Oregon.
 - Collaboration with MTW Consultant and Sponsors on draft language to provide access to housing for RSO MTW Waiver.
- Supportive Housing
 - Maximize Accessibility of Programs & Services – 71% complete
 - 100% of vital documents have been translated into Spanish.
 - We’ve increased the front line staff who are bilingual in Spanish from 12% to 14%.
 - We’ve collaborated with the Accommodations Coordinator to revise reasonable accommodations procedures to be routed to Property Managers directly to expedite simple requests.
 - We have reviewed and reported access to community room technical resources in our communities and have received funding to expand equipment and access in our community rooms.
 - We have provided resident support sessions across the portfolio to introduce residents to new Yardi tenant portals.

- We are currently collaborating with the Real Estate team to publish an accessibility report based on a survey conducted to make it easier for people who need accessible units to get them.
- Research Viability of Programmatic Changes – 93% complete
 - We continue to research the viability and cost of self-managing Permanent Supportive Housing (PSH) communities, keeping in mind the context of how PSH communities will differ from Public Housing communities.
 - We have finalized the management plan for Bridges on Broadway as an initial self-managed PSH community to open in 2025.
 - We have entered into contracts with QMHP provider for clinical support services as well as a contract with Pacific Source for Medicaid billing for Traditional Health Worker services.
- Energy Services
 - Sustainability & Resiliency – 75% complete
 - We have used the Climate & Economic Justice Map to identify the most vulnerable populations and plan to use data for waitlist prioritization and targeted outreach.
 - We continue to utilize funding from the Community Heat Pump Deployment Program and the Landlord Cooling Space initiative to provide AC or cooling centers to people in our housing.
 - We have identified and applied for a grant to begin the process of electrifying our Energy Auditor fleet.
 - We are working on procuring a consultant to identify climate justice and carbon reduction grants to develop an internal sustainability and carbon neutrality strategy for the next five years.
- Shared Services & Executive
 - Human Resources – Hiring Process Project – 100% Complete
 - We executed focus groups with hiring managers to seek their feedback.
 - A subcommittee of the EST developed written procedures based on hiring manager feedback, including an implicit bias training requirement and candidate feedback mechanism.
 - We providing training on the process to hiring managers and staff members.
 - Human Resources - Onboarding Improvements – 80% Complete
 - We created a new hire training plan for each classification.
 - We built in introduction to the EST and safety committee into the first 9-month onboarding experience.
 - We've adjusted language in onboarding materials to allow new team members to indicate their preferred names for public settings such as the HRIS and email, while ensuring legal names are discreetly used only for necessary documentation like payroll & benefits if they choose.
 - Human Resources -Learning & Development – 68% complete
 - A training series was delivered to staff in Partnership with Transponder to promote gender inclusion in the workplace.
 - We worked with consultants to conduct team building and capacity building sessions aimed at enhancing the connections and relationship between our middle managers and the executive leadership team.
 - Human Resources - Holistic Wellness Benefit – 90% complete
 - We introduced a new benefit – DevNW Financial Foundations at work to provide wealth building resources to team members.

- We continue to evaluate and update our hybrid work plan to offer flexibility and accessibility to classifications that can work remotely.
- Communications – Preparedness – 100% complete
 - In partnership with Safety Committee and Office Coordinator, we create educational campaign about individual and family preparedness for employees, and vulnerabilities of the Administrative Office building.
- Finance – Process Optimization 76% complete
 - We worked with utilities to convert to paperless billing.
 - We developed a plan to expand service deliver to residents, landlords and applicants through Yardi features.
- Finance – Execute Moss Adams Recommendations 33% complete
 - We adjusted division of duties to designate an AP staff member.
 - We are working on updating policies and procedures.
 - We are developing a calendar with daily, weekly, monthly and annual tasks including drawdowns, payroll and required filings.
- IT – Support Other Division Tactics
 - We supported the Finance team in improving efficiency and capabilities and in improving self-service options for residents, landlords and applicants through the Yardi transition.
 - We helped the programmatic divisions provide training and resident support during the Yardi transition.

Highlights

Several significant accomplishments across our divisions stand out as particularly impactful. In the Rent Assistance division, providing one-on-one support at pop-up sites in rural communities allowed individuals who might not have otherwise had access to our rent assistance programs to learn about the services we offer and apply if they qualified. Additionally, the team held an educational workshop about the recertification process and collaborated with IT to purchase technology that will further enhance our ability to provide educational opportunities to those in our programs. They also worked with the Move to Work (MTW) cohort to optimize program flexibilities and addressed discrepancies between HUD and Oregon's definitions of registered sex offenders.

The Supportive Housing division made strides by creating an events calendar and publishing communications inviting staff in non-client-facing roles to volunteer for events such as food programming, Community Night Out, and Spring Spruce-Up Days. This initiative has been popular among staff from all divisions, resulting in 46 team members volunteering and strengthening their connection to our mission. The team also expanded food programming to address food insecurity in partnership with Food for Lane County and is working on setting up a central food pantry for residents to access shelf-stable food. Additionally, a new procedure was implemented to streamline the intake of reasonable accommodation requests, allowing property managers to approve simple and frequent requests without routing them to the Accommodations Coordinator. The Supportive Housing division is also excited about expanding representation on the Resident Advisory Board to include sites not currently represented, such as Permanent Supportive Housing (PSH) and sites with Project-Based Vouchers (PBV).

Furthermore, our Resident Services team expanded youth programming by hosting a youth intern in partnership with Connected Lane County and delivered an "Adulting 101" class for youth in our programs, providing valuable life skills.

The Energy Services team identified the most vulnerable populations using the Climate & Economic Justice Map for waitlist prioritization and targeted outreach and applied for a grant to begin electrifying the Energy Services fleet vehicles.

In the Human Resources division, a project to create and memorialize a hiring process was completed, including a focus on compliance and implicit bias training, redaction of personal information from first-round committee screening, and a feedback mechanism for candidates and hiring managers. The HR team also implemented gender inclusion initiatives, such as a three-part training series with Transponder and updating pre-onboarding materials to allow new team members to indicate their preferred names for public settings while ensuring legal names are used discreetly for necessary documentation. Furthermore, they introduced a new benefits program in partnership with DevNW, providing financial planning resources and training to all team members and their families.

The Communications team focused on improving the website's search functionality to enhance user experience, aligning with our goal to listen to our communities. They successfully communicated important milestones related to the Yardi transition, with four team goals focused on communication, event optimization, highlighting businesses and contractors, and preparedness being 100% completed.

The IT team project managed the Yardi migration, providing essential behind-the-scenes support to all departments affected by the software transition.

Lastly, the creation of the Hate & Bias procedure was a collaborative effort that required significant input and work from all divisions with the Agency. The creation of the procedure and toolkit was a crucial step in addressing the rising reports of hate & bias in our communities. This toolkit educates our staff and third-party management partners, provides a reporting mechanism to ensure leadership is notified of all incidents, outlines detailed procedures to address various forms of hate & bias, and includes a data collection system to track incidents to work toward reducing them over time.

Blockers

Throughout the year, several blockers impacted our progress across various divisions. Leadership turnover in our Real Estate division caused operational constraints, but we are optimistic about the new team structure and grateful to all team members for maintaining operations during this transition.

The Yardi migration presented significant challenges, requiring considerable time and capacity for troubleshooting and adjustments at every step. This transition affected multiple teams, including the Supportive Housing Division, where goals related to rebranding and restructuring the Family Self-Sufficiency program were hindered due to the demands placed on team members by the Yardi transition.

In the Communications team, goals around improving language access on our website were blocked due to the Yardi migration and a hold for reviewing the Language Access plan, which is essential for setting baseline expectations. Additionally, the goal to create a social media campaign for the Homes for Good Foundation Scholarship was paused because no scholarships were awarded to trade or vocational training programs in the last year's round.

The Communications team also faced challenges in supporting other divisions. While they made incremental progress, their ability to provide resources and recommendations was often limited by the pace set by the goal-leading teams.

Overall, these blockers highlight the interconnected nature of our goals and the significant impact that major transitions like the Yardi migration can have across multiple divisions.

Lessons Learned & Looking Ahead

Several key lessons emerged from our experiences this year, offering valuable insights for the future. First and foremost, we learned the importance of not overcommitting and ensuring that our goals are both measurable and realistic, given our available resources and constraints. Overextending our capabilities can lead to incomplete or delayed outcomes, as was evident in some of our goals.

The addition of Permanent Supportive Housing (PSH) services has proven to be a significant and challenging undertaking, demanding increased attention from our shared services teams, particularly HR, IT, and Finance. This highlights the need for careful consideration and planning when integrating large-scale initiatives into our operations.

The Yardi software migration, coupled with finance team restructuring and leadership turnover in our Real Estate division, contributed to some goals experiencing less progress than anticipated. These challenges underscored the interconnected nature of our projects and the impact that major transitions can have on overall performance.

Looking ahead, we will carry forward several goals into the 2024-2025 plan. We will continue to refine and optimize participant feedback mechanisms across all programmatic divisions and third-party managed sites. Expanding representation on our Resident Advisory Board and prioritizing accessibility in our Real Estate portfolio and new developments will remain central to our efforts. Additionally, we will advance hate and bias education in third-party managed communities, create opportunities for participants and landlords to share success stories, and continue our participation in the Move to Work Program, including implementing flexibilities like triennial recertifications. Our Supportive Housing Division will persist in its work toward becoming a Medicaid billing entity.

By applying these lessons and maintaining focus on these ongoing goals, we aim to enhance our strategic planning and execution, ensuring steady progress and continued success in the coming year.

VI. Conclusion

As we reflect on the progress made toward the goals outlined in our 2023 – 2024 Strategic Equity Plan, it's clear that our teams have achieved several noteworthy accomplishments. From enhancing our Rent Assistance to expanding youth programming and developing comprehensive Hate & Bias response procedures, our efforts have made a meaningful impact in our communities and our workplace. These successes highlight our commitment to listening to our communities, telling their stories, creating pathways to self-sufficiency and to leading and growing as an organization and as individuals.

However, we also encountered challenges that affected our progress. The Yardi software migration, leadership transition and other constraints led to some goals experiencing delays or setbacks. Those blockers underscore the importance of aligning our goals with our resources and managing significant changes thoughtfully.

Our experiences this year have taught us valuable lessons about setting realistic objectives and the need for robust support structures when undertaking large initiatives. As we move forward, we are committed to applying these insights to better navigate future challenges and to continue making strides toward completing the goals we set out to accomplish. With a focus on realistic goal-setting and enhanced coordination across teams, we are poised to build on our successes and address the areas that need improvement.

Thank you to everyone who contributed their time and effort to drive our mission forward through doing their part in executing our Strategic Equity Plan!