



HOMES FOR GOOD BOARD OF COMMISSIONERS MEETING
Wednesday, June 25th, 2025

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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



Teams

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

Wednesday, June 25th, 2025, at 1:30pm

The June 25th, 2025, 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.

Teams Meeting:

Join Meeting: [Link](#)

Meeting ID: 233 949 250 95

Passcode: BHWRbS

Dial-In: +1 689-206-0388,,817935186#

Phone Conference ID: 817 935 186#

Guide to Using Teams: [Link](#)

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

The Homes for Good Board will hold an Executive Session pursuant to ORS 192.660(d), to conduct deliberations with persons designated by the governing body to carry on labor negotiations.

Representatives of the news media and designated staff shall be allowed to attend the executive session. All other members of the audience are asked to leave the room. Representatives of the news media are specifically directed not to report on any of the deliberations during the executive session, except to state the general subject of the session as previously announced. No decision may be made in executive session.

7. ADMINISTRATION

A. Executive Director Report

8. CONSENT AGENDA

- A. Approval of 04/30/2025 Board Meeting Minutes
- B. Approval of 05/14/2025 Board Finance Committee Meeting Minutes
- C. Approval of 06/12/2025 Board Finance Committee Meeting Minutes
- D. Approval of ORDER 25-25-06-01H: In the Matter of Appointing Members of the Homes for Good Foundation Board of Directors

9. ORDER 25-25-06-02H

In the Matter of Granting Approval for the Submittal of the Annual Plan and MTW Supplement to HUD (Beth Ochs, Rent Assistance Director) (Estimated 20 minutes)

10. ORDER 25-25-06-03H

In the Matter of Approving the Access & Opportunity Plan for July 2025 – June 2026
(Jordyn Shaw, Public Information Officer) (Estimated 30 minutes)

11. PRESENTATION

Financial Sustainability Roadmap Timeline
(Jacob Fox, Executive Director) (Estimated 15 minutes)

12. OTHER BUSINESS

Adjourn.

Over the past few months, we have been dealing with a landlord that has filed three separate Notices of Small Claims against us related to the landlord's opinion that funds were due to them beyond what we had already disbursed. In Small Claims Court there is a required mediation step in advance of the case going before a judge. Each case requires a mediation session which is scheduled for a half a day before the case can go before a judge. In one case we settled with the landlord for a small sum just to save the staff time expense of going before a judge. In the two other cases the landlord refused to mediate, and both cases went before a judge. In the first case the landlord didn't attend the trial, so the judgment was in our favor, and we waived the money award. In the second case the landlord did attend the trial, and the judge ruled in our favor, and we were awarded the filing fee and the prevailing party fee. When you add up the staff time invested in these three cases it is a significant expense to our organization and there were 5 half days that we had to devote to defending ourselves not including the preparatory time.

We continue to actively develop our plans for Parcel 2 in the Riverfront Urban Renewal Area in partnership with the Atkins Dame and the City of Eugene. The development, construction and operating budgets have been significantly refined, which has resulted in a \$1.2mm gap that we are currently working to resolve. These types of gaps are typical for a project in this state of pre-development. Atkins Dame is also refining design and cost estimating with us in the loop providing our input as the future owner. We are working on all the legal documents for this partnership including an option agreement for the land, an intergovernmental agreement and a joint development agreement. Atkins Dame

Act Now Lane Housing Production Action Team continues to deliver agreed upon work products. We have finished up the GIS mapping system to identify optimal land to purchase for future housing development. We have developed a project cost estimate for a 6 plex on land that when acquired included a single-family home and a project cost estimate for an accessory dwelling unit. Our current focus is developing a methodology that would educate elected officials and administrators from our local jurisdictions on the return on investments if we increase our housing production by 1000 units in Lane County.





HOUSING AGENCY

NEWS REPORTS

May 2025 - June 2025

Applications opening for Lazy Days Mobile Home and RV Park in Blue River

May 12th, 2025

Lazy Days Mobile Home and RV Park in Blue River, which was destroyed in the 2020 Holiday Farm Fire, has reopened after being rebuilt by Homes for Good, with housing applications opening for 13 available two-bedroom modular homes for rent or rent-to-own. Priority is given to former Lazy Days residents or Holiday Farm Fire victims who meet income requirements of no more than 80% of Area Median Income, with applications reviewed on a first-come, first-served basis.

Link:

https://www.kezi.com/news/local/applications-opening-for-lazy-days-mobile-home-and-rv-park-in-blue-river/article_84dd147b-6ac9-4c00-a445-79a3e9e15d40.html

Woman accused of embezzling from local agency indicted on 20 crimes

May 16th, 2025

Miranda Wilcox, a 60-year-old former payroll specialist at Homes for Good, was indicted on 20 crimes including three counts of aggravated first-degree theft and 17 counts of computer crime for allegedly stealing more than \$100,000 from the affordable housing agency. The alleged thefts occurred between April 2022 and September 2024 while she worked at the organization that helps low-income families find housing

Link:

https://www.kezi.com/news/local/woman-accused-of-embezzling-from-local-non-profit-indicted-on-20-crimes/article_66df5cbc-7519-4116-b6b5-dfb9bad73d0e.html

EPD make arrest in embezzlement case involving local housing agency Homes for Good

May 16th, 2025

Eugene Police arrested Miranda Renee Wilcox, a 59-year-old former HR & Payroll specialist at Homes for Good, charging her with three counts of aggravated theft in the first degree and 17 counts of computer crime after an investigation revealed she embezzled approximately \$560,000 from the housing assistance agency. The theft was initially estimated at \$125,000 when reported in September 2024, but months of investigation by the Financial Crimes Unit uncovered the much larger loss through review of thousands of bank statements.

Link:

<https://nbc16.com/newsletter-daily/eugene-police-make-arrest-in-embezzlement-case-involving-local-non-profit-homes-for-good-crimes-finances-theft-lane-county-oregon>

Police arrest Homes for Good employee on theft charges

May 16th, 2025

Miranda Renee Wilcox, 59, a former human relations and payroll specialist at Homes for Good, was arrested and charged with 20 felony counts including three charges of aggravated first-degree theft and 17 charges of computer crimes for allegedly embezzling about \$560,000 from the Lane County public housing agency. The investigation began in September 2024 when the agency initially estimated losses at \$125,000, but months of investigation by Eugene Police's Financial Crimes Unit revealed the actual theft was much larger, spanning from 2022 to 2024.

Link:

<https://lookouteugene-springfield.com/story/latest-news/2025/05/16/police-arrest-homes-for-good-employee-on-theft-charges/>

Eugene woman accused of embezzling over \$500K from low-income housing nonprofit

May 16th, 2025

Miranda Renee Wilcox, a 59-year-old former human resources and payroll specialist at Homes for Good, was arrested and charged with three counts of first-degree aggravated theft and 17 counts of computer crime for allegedly embezzling approximately \$560,000 from the nonprofit housing organization. The theft was initially estimated at \$125,000 when reported in September 2024, but months of investigation by Eugene Police revealed the actual loss was much higher, leading to Wilcox's arrest on May 14.

Link:

<https://www.registerguard.com/story/news/crime/2025/05/16/homes-for-good-embezzlement-case/83674303007/>

EPD make arrest in embezzlement case involving local housing agency Homes For Good

Eugene Police arrested Miranda Renee Wilcox, a 59-year-old former HR & Payroll specialist at Homes for Good, on charges of three counts of aggravated theft in the first degree and 17 counts of computer crime after discovering she allegedly embezzled approximately \$560,000 from the housing assistance agency. The theft was initially estimated at \$125,000 when reported in September 2024, but months of investigation by the Financial Crimes Unit revealed the actual loss was much higher through review of thousands of bank statements.

Link:

<https://kval.com/news/local/eugene-police-make-arrest-in-embezzlement-case-involving-local-non-profit-homes-for-good-crimes-finances-theft-lane-county-oregon>

Link:

<https://www.msn.com/en-us/news/crime/eugene-police-make-arrest-in-embezzlement-case-involving-local-non-profit-homes-for-good/ar-AA1Eva3q>

**Former Homes for Good employee arrested
in embezzlement scheme**

May 16th, 2025

Miranda Renee Wilcox, a 59-year-old former HR and Payroll specialist at Homes for Good, was arrested on May 14 after an investigation revealed approximately \$560,000 in missing funding from the Lane County housing authority. She faces multiple charges including one count of forgery, six counts of aggravated theft, 16 counts of identity theft, and 114 counts of computer crime related to the alleged embezzlement scheme that was reported to police in September 2024

Link:

<https://www.klcc.org/crime-law-justice/2025-05-16/former-homes-for-good-employee-arrested-in-embezzlement-scheme>

Link:

<https://www.oregonlive.com/crime/2025/05/oregon-public-housing-employee-arrested-in-embezzlement-scheme.html>

**Former Homes for Good employee arrested in \$560,000
embezzlement case**

May 16th, 2025

A former Homes for Good employee who worked as a human resources and payroll specialist from February 2015 until September 2024 was arrested on charges of allegedly embezzling approximately \$560,000 from the Lane County public housing authority. The former employee faces 137 charges including 16 counts of identity theft, six counts of aggravated theft in the first degree, 114 counts of computer crime, and one count of forgery after an investigation that began with an initial estimate of \$125,000 in losses.

Link:

<https://dailymerald.com/166042/city-news/former-homes-for-good-employee-arrested-in-560000-embezzlement-case/>

Eugene City Council approves \$710K for affordable housing projects amid rising homelessness

June 10th, 2025

Eugene City Council unanimously approved nearly \$710,000 in Affordable Housing Trust Fund spending to create 205 new affordable housing units, amid a 14% rise in homelessness in Lane County. Homes for Good, a previous AHTF recipient in 2023, was cited as an example of the fund's impact, with the organization saying AHTF funding allowed it to increase capacity at its future Coleman affordable housing site by more than 25%, expanding from 38 to 52 housing units.

Link:

<https://dailymerald.com/167010/city-news/eugene-city-council-approves-710k-for-affordable-housing-projects-amid-rising-homelessness/>

More felony charges filed against Homes for Good former employee

June 11th, 2025

Miranda Renee Wilcox, 59, a former Homes for Good payroll specialist, now faces six counts of first-degree theft (up from three) and 21 counts of felony identity theft in connection with an alleged embezzlement of approximately \$560,000 from the Lane County public housing agency. The updated indictment filed Friday covers thefts allegedly occurring from early 2022 through September 2024, with each theft charge representing an amount greater than \$50,000.

Link:

<https://lookouteugene-springfield.com/story/latest-news/2025/06/09/homes-for-good-charges-filed/>

**What's that being built next to
César E. Chávez Elementary School?**

June 13th, 2025

Ollie Court is an 81-unit affordable housing complex being built by Homes For Good near West 13th Avenue and Chambers Street in Eugene, featuring a co-located 12,000-square-foot early learning center with six classrooms for both residents and the broader community. Construction began in summer 2024 and is expected to be completed by the end of December, serving households earning at or below 50% of the Area Median Income (about \$45,000 annually for a family of four).

Link:

<https://www.registerguard.com/story/news/local/2025/06/13/eugene-oregon-affordable-housing-ollie-court/84175225007/>

MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS



Wednesday, April 30th, 2025, at 1:30 p.m.

Homes for Good conducted the April 30th, 2025, 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

Justin Sandoval

Kirk Strohman

Chloe Chapman

Larissa Ennis

Destinee Thompson

Board Members Absent:

Michelle Thurston

Pat Farr

Joel Iboa

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

A. Executive Director Report

Jacob Fox discussed ongoing work with A.C.T Now Lane and the Housing Production Subcommittee development of a GIS Mapping tool that identifies optimal land for housing production. Additionally, there are a variety of proformas to financially plan for various housing types. Such as: 70-unit garden style apartment community, mid-rise, 2-plex, 3-plex, 4-plex, and 9-plex along with other non-traditional housing types.

Hayden Homes is providing plans for 9-plex developments specifically.

Pivot Architecture is working on developing plans for a detached bedroom community (bed/bath with shared laundry and kitchen space)

Larissa Ennis and Kirk Strohman are both on the A.C.T. Now Steering Committee. Additionally, Larissa Ennis is the lead for the Communications Subcommittee.

Jacob Fox sits on the Synchron Board with determines and sets insurance rates for the insurance pool Homes for Good is a part of. In previous meetings the board has discussed removing Homes for Good from that pool – **but with Jacob's ongoing** involvement and ability to advocate on behalf of Homes for Good, the Agency for the time being will remain in the pool.

Homes for Good received money from Northwest Natural and Oregon Health Authority to replace the heating and colling system at the Heeran Center. Based on recent appraisal of \$5.2 million Homes for Good is open to selling the property Lane County if they are interested.

A reminder that Jacob Fox will be out of the office next month and Deputy Director, Ela Kubok **will be handling the meeting in Jacob's place.**

Discussion Themes

- GIS Mapping and accessibility factors included
- B. Quarterly Employee Excellence Awards
- Rent Assistance Manager, Nat Dybens presented the Employee Excellence Award to Denise Hernandez
 - Deputy Director, Ela Kubok presented the Employee Excellence Award to Cori Larson

8. CONSENT AGENDA

- A. Approval of 03/19/2025 Board Meeting Minutes
- B. Approval of 04/09/2025 Finance Committee Meeting Minutes
- C. ORDER 25-30-04-01H: In the Matter of Accepting a Bid & Awarding Contract #25-C-0018 McKenzie Village Reroofs Phase 10

Vote Tabulations

Motion: Heather Buch

Second: Justin Sandoval

Discussion: *None*

Ayes: Heather Buch, Justin Sandoval, Kirk Strohman, Chloe Chapman, Larissa Ennis, Destinee Thompson

Abstain: *None*

Excused: Michelle Thurston, Joel I boa, Pat Farr

The 04/30/2025 Consent Agenda was approved [6/0/3]

9. ORDER 25-30-04-02: In the Matter of Approving the Bylaws of Homes for Good Housing Agency of Lane County, Oregon Revisions

Executive Director, Jacob Fox Presenting

Overview

A Bylaws Ad Hoc Committee was established to review, update and revise the bylaws to provide more specificity and clarity surrounding the Homes for Good Board of Commissioner Bylaws. The Ad Hoc Committee members were Jacob Fox, Kirk Strohmman, Justin Sandoval, and Jasmine Leary Mixon. Homes for Good utilized other Public Housing Authority Bylaws as reference documents such as Jackson County and Home Forward.

The primary changes or clarifications included in the revisions were:

- Specificity of Board Finance Committee
- Term limits of Chair and Vice Chair
- Board Chair and Vice Chair nomination/succession process
- Conflict of interest language and reference ORS as basis

Discussion Themes

- Clarifying authorized signers Board Chair and/or
- Clarifying the succession plan of Chair to include the Vice Chair may assume the role upon election period, but it is not mandatory nor guaranteed.
 - Article III Section 3: Revised language to say, "The Chair of the Agency may be the **previous Vice Chair**."

Vote Tabulations

Motion: Chloe Chapman

Second: Destinee Thompson

Discussion: *None*

Ayes: Heather Buch, Justin Sandoval, Kirk Strohmman, Chloe Chapman, Larissa Ennis, Destinee Thompson

Abstain: *None*

Excused: Michelle Thurston, Joel I boa, Pat Farr

ORDER 25-30-04-02H was approved [6/0/3]

10. ORDER 25-30-04-03H: In the Matter of Authorizing the Executive Director to Enter Homes for Good into a Joint Development Agreement with Atkins-Dame and an Intergovernmental Agreement with the City of Eugene to Develop Affordable Housing on Parcel 2 in the Eugene Urban Renewal District
Real Estate Development Director, Audrey Banks Presenting

Overview

"Parcel 2" is a one of several parcels in the Eugene Riverfront Urban Renewal District owned by the City of Eugene and is specifically designated for affordable housing. City of Eugene currently owns the land. Homes for Good wants to enter into an intergovernmental agreement (IGA) with the City of Eugene for a real property transfer agreement in the amount of \$1.00.

Atkins Dame would be the contractor and project manager for all aspects of pre-development and construction. Homes for Good wants to enter into a joint development agreement (JDA) with Atkin-Dame. Developer fees would be split 50/50.

The current concept would be a mixed property of 29 studios and 48 open 1-bedroom units. The development would also include a ground-floor management office, bike storage, and lobby. A community room would be located for residents on the 2nd floor. There is space for 14 parking spaces and additional parking options are being discussed.

Discussion Themes

- Appreciation for the expediency of the development and that affordable housing will be developed as part of this urban renewal project.
- Confirmed legal review of proposed agreements
- Windows in units
- Parking options without building additional parking facilities (City Hall, Parkview Terrace, etc.)
- Incorporation of the area history – specifically the displacement of the Black community to build the Ferry Street Bridge

Vote Tabulations

Motion: Destinee Thompson

Second: Heather Buch

Discussion: *None*

Ayes: Heather Buch, Justin Sandoval, Kirk Strohmman, Chloe Chapman, Larissa Ennis, Destinee Thompson

Abstain: *None*

Excused: Michelle Thurston, Joel I boa, Pat Farr

ORDER 25-30-04-03H was approved [6/0/3]

11. OTHER BUSINESS

[Justin] May is bike month – ride a bike!

Meeting adjourned at 2:25 p.m.

Minutes Taken By: Jasmine Leary Mixon

MINUTES

Homes for Good Housing Agency

FINANCE COMMITTEE



Wednesday, May 15th, 2025, at 1:30 p.m.

Homes for Good conducted the May 15th, 2025, meeting via a public video call with dial-in capacity. The public was able to join and listen to the call.

CALL TO ORDER

Committee Members Present:

Kirk Strohman

Chloe Chapman

Larissa Ennis

1. Audit Updates

Finance Director, Dan Temmesfeld presenting

Overview

BERMAN HOPKINS AUDIT

Berman Hopkins is on track to issue audit by the end of May. There are a few key open items to clear up, but they should be resolved by the auditor and Brandy McPherson at the end of the week.

NOVOGRADAC

There are 10 single audits total that Novogradac is working on. Four (4) have been completed and submitted. Three (3) are drafted and under final review – they should be submitted by the beginning of next week. These properties are Bascom Village, The Oaks and The Nel. The three (3) remaining audits will be drafted next week for Munsel Park, Market District Commons and Richardson Bridge.

Discussion Themes

None

2. Budget to Actuals: Central Office Cost Center

Deputy Director, Ela Kubok presenting

Overview

Yardi creates budget to actual reports. The board has been provided with an Excel version of this report. **Ela Kubok presented the report directly from Yardi which allows for a “drill down” into what specific charges are to budget line items to explain how the Agency is “on-track”, exceeding the budget or below budget.**

In reviewing the report Homes for Good has been able to determine how things should be coded in the future to ensure they are reported in the correct budget line item.

It is unclear what will be finalized in the federal budget. The first draft proposed budget would indicate an overall 43% budget cut for Homes for Good. Historically the federal budget process results in a compromise, therefore Homes for Good will do scenario planning based on 25% cut.

NOTABLE BUDGET LINES

- Consultants
- Insurance Claim Reimbursements
- Maintenance provides a breakdown of Fee for Service work completed that is required to be budgeted through the COCC by HUD

Discussion Themes

- **Utilization of the “Cashflow” line item in the report** (total income – total expense = cashflow) to quickly reference if the COCC is on budget – it has no relation to what is actually in the bank accounts
 - Separate internal reporting is used for weekly cashflow analysis
 - **“Live” budget to actual reporting in Yardi with “drill down” capabilities is helpful**
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-

3. Budget to Actuals: Public Housing AMP Roll-Up

Supportive Housing Director, Wakan Alferes presenting

Overview

Yardi creates budget to actual reports. The board has been provided with an Excel version of this report. Wakan Alferes **presented the report directly from Yardi which allows for a “drill down” into what specific charges are to budget line items to explain how the Agency is “on-track”, exceeding the budget or below budget.**

In reviewing the report Homes for Good has been able to determine if there are opportunities to consolidate accounts and reduce bank fees.

NOTABLE BUDGET LINES

- Operating subsidy expectations are below budget
- CAP Fund contributions have not been received, but are expected
- Cell tower revenue had not been received for three (3) years but has since caught up and regularly paid
- Administrative expenses below budget – primarily because of allocated charges
- Traditional Health Worker Billing has allowed for a reduction in tenant services charges
- Increase in contracts/supplies due to unexpected work
- Insurance may appear under budget – **but it's paid on an annual/semi-annual basis** for which impounds are accrued and paid as a lump amount

Discussion Themes

- Traditional Health Worker Billing qualifying activities
 - Future goals to reduce bank accounts and subsequently bank fees
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4. Budget to Actuals: Real Estate Development

Real Estate Development Director, Audrey Banks presenting

Overview

Yardi creates budget to actual reports. The board has been provided with an Excel version of this report. Audrey Banks **presented the report directly from Yardi which allows for a “drill down” into what specific charges are to budget line items to explain how the Agency is “on-track”, exceeding the budget or below budget.**

In reviewing the report Homes for Good has been able to determine any interest accruing accounts that could be paid off to save money.

NOTABLE BUDGET LINES

- Budgets are based on projected completion dates for developments and the receipt of developer fees
- Paid leave has impacted salaries

Discussion Themes

- Multi-year budgeting for development projects because numerous situations could cause a delay in receipt of developer fees based off originally planned timelines
-
-

5. Budget to Actuals: Asset Management

Real Estate Development Director, Audrey Banks presenting

Overview

Yardi creates budget to actual reports. The board has been provided with an Excel version of this **report. Audrey Banks presented the report directly from Yardi which allows for a “drill down” into what specific charges are to budget line items to explain how the Agency is “on-track”, exceeding the budget or below budget.**

In reviewing the report Homes for Good has been able to determine how to plan and assign budget items more accurately in the upcoming budget cycle.

NOTABLE BUDGET LINES

- **“Other Government Grants” is where Lottery Bond Funds are tracked and is housed under Asset Management**; this will be moved to another budget in the future to produce more accurate numbers for the Asset Management Budget
- Paid leave has impacted salaries
- Meet regularly with Finance to ask questions on unexpected costs that appear throughout the fiscal year (such as a staff member receiving a work cell phone)
- Budgeted owner contributions have helped with funding management

Discussion Themes

- Use of an “Agency All” roll-up
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6. Financial Sustainability Roadmap Timeline

Deputy Director, Ela Kubok Presenting

Overview

The Leadership during their weekly meeting reviewed the Financial Sustainability Roadmap and created a draft timeline. Task leads were assigned, and an estimated timeline and sequencing are outlined. Additional details that are still under discussion are estimated costs and time commitments.

Discussion Themes

- Timeline based on prioritization and realistic ability to complete tasks based on existing daily tasks
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Meeting adjourned at 2:32 p.m.

Minutes Taken By: Jasmine Leary Mixon

MINUTES

Homes for Good Housing Agency

FINANCE COMMITTEE



Wednesday, June 11th, 2025 at 1:30 p.m.

Homes for Good conducted the June 11th, 2025 board finance committee meeting via a public video call with dial-in capacity. The public was able to join and listen to the call.

Committee Members Present:

Kirk Strohman

Chloe Chapman

Larissa Ennis

Michelle Thurston

Justin Sandoval

1. Audit Updates

Deputy Director/Controller, Ela Kubok/Sean Pearson presenting

Overview

Finance Director has resigned and no longer with Homes for Good. A consultant actively working with Salem Housing Authority will take on the interim role of Finance Director to support Homes for Good. The priority tasks for the finance team is finalizing the audit and initiating the budget process.

All but one of the Low-Income Housing Tax Credit (LIHTC) audits have been finalized. Munsel Park is the remaining property under review.

The Homes for Good general audit is in the final stages of completion. The deadline for submission of financial statements to HUD is June 30th, 2025. Based of ongoing discussions with auditors, it is expected everything will be submitted on time.

A new addition to the audit is a "Looking Forward" statement. This provides an overview of the priorities and direction the Agency is moving towards. There is additional context added to the audit that is considered more "user friendly" for the public and board to digest information and interpret any changes from last years' audit.

Discussion Themes

None

2. Budget Timeline

Deputy Director/Executive Support Coordinator, Ela Kubok presenting

Overview

Homes for Good has begun their budget preparation process. Last year required multiple meetings and an extended timeline over the course of several months. This year, since staff are more familiar with Yardi and with historical data existing in Yardi, the process has been simplified.

The federal government is also in the midst of their budget process. Any funding impacts will be considered while preparing the Agency budgets. The Leadership Team, in addition to budget preparation, is conducting scenario-planning in the event of 20% funding reductions based on FY24 budget numbers. This would impact programs in various ways depending on the type of funding reductions.

[see: [Budget Timeline document](#)]

Discussion Themes

- Office hours for board members were helpful last year for context setting – and will be held this year as well
 - To Agency knowledge, other Public Housing Authorities are not conducting scenario-planning studies based on funding cuts – but others outside of Oregon could be
-
-

3. Wage Trends

HR Director, Bailey McEuen presenting

Overview

- Approximately cumulative increase of 32% from 2018-present for most classifications
- Wage adjustments include:
 - Merit increases
 - Contract ratification
 - Cost of Living Adjustments (COLA)
- HUD funding uncertainty and program growth are new factors going into bargaining this year
- Priorities will remain focused on mandatory subjects of bargaining

Discussion Themes

- Overlapping timelines of budgeting and bargaining leads to the need for assumptions in some cases
 - Factoring in financial realities/uncertainties when bargaining
-
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4. Energy Services Budget to Actuals

Energy Services Director, Esteban Montero Chacon presenting

Overview

There aren't significant issues or concerns with the budget report. The noticeable variances are a result of budgeting nuances such as:

- Coding discrepancies when invoicing, causing items to fall under the wrong budget line
- Income numbers were entered monthly, but most of the income is based on grants, which have life cycles that differ from the budget timeline.

Discussion Themes

None

5. Rent Assistance Budget to Actuals

Rent Assistance Director, Beth Ochs presenting

Overview

There aren't significant issues or concerns with the budget report. The noticeable variances are a result of budgeting or unexpected nuances such as:

- Criminal background check costs were reduced with the switch to Yardi, which were not anticipated during the budget process
- Consultant costs were for MTW support. The consultant is still contracted with the Agency, but they are not providing as significant of support as expected
- Allocated tenant services includes salaries for Family Self-Sufficiency staff but are higher than anticipated, it is a probably coding issue
- Inspection costs should remain consistent, but it is possible there will be a need to increase costs with the lease-up of new housing developments
- Housing Assistance Payment data is under review, as the Agency waits to hear from HUD funding confirmations

Discussion Themes

- Budget to actuals reports are utilized as a reference document to see where funds were allocated, spending trends of the Agency and forecasting on the expense side.
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Meeting adjourned at 2:32 p.m.
Minutes Taken By: Jasmine Leary Mixon



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 06/25/2025

In the Matter of Appointing Members of the Homes for Good Foundation Board of Directors

DEPARTMENT: Executive

CONTACT : Jordyn Shaw

EXT: 2593

PRESENTER: Jordyn Shaw

EXT: 2593

ESTIMATED TIME : Consent

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

DATE: 06.18.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Jordyn Shaw, Public Information Officer

AGENDA ITEM TITLE: ORDER 25-06-25-01H // In the Matter of Appointing Members of the Homes for Good Foundation Board of Directors

AGENDA DATE: June 25th, 2025

MOTION:

It is moved that Frankie Lee shall be appointed to the Homes for Good Foundation Board of Directors.

DISCUSSION:

A. Issue

Homes for Good Housing Agency Board of Commissioners approval is necessary for the appointment of members of the Homes for Good Foundation Board of Directors.

B. Background

The Foundation has changed substantially since its formation in 2013.

Notable developments include:

- Name change from HousingPlus to Homes for Good Foundation in 2019
- Updated bylaws in 2020
- A new logo and brand plan in 2023
- Providing a total of \$36,250 in scholarships since 2016 with \$8,000 still slated to be provided in the next year.
- Supporting Resident Services through grant pass throughs of \$25,000
- Hosted 11 paid interns since 2016
- Hosted the first Scholar on Board from the UO who completed 90 hours of work on Foundation related tasks and improvements.

The Homes for Good Foundation board currently has two Homes for Good staff members: Nat Dybens, Nicole Tarricone; and 3 non-Homes for Good Staff members: Darci Phillips, Karen Saxe, and Quinne Hauth.

After the resignation of a staff board member in early 2025, Homes for Good staff ran an internal recruitment for Foundation Board Members. The application was communicated to staff on April 29th, 2025 via an all-staff email and the applications were due on May 23rd, 2025. Applicants had the opportunity to join the May 13th Foundation Meeting if interested. Homes for Good received one

application from a staff member, which they wish to grant membership to the board.

C. Analysis

In Accordance with Article II, Section 3. Number of Directors, of the Homes for Good Foundation Bylaws, *The Board of Directors will consist of no fewer than three and no more than fifteen members for the first year. The Secretary shall ensure that the Corporation maintains a current formal record of the names, contact information, and status of Directors. The contact information of Directors must be in the form of a street address, mailing address, or electronic address at which the Director elects to receive notices and other messages from the Corporation.*

In Accordance with Article II, Section 2. Qualifications of Directors, *Nominees for positions on the Board of Directors must have exhibited an interest in and commitment to the purposes of Homes for Good Foundation and must have expertise in areas relevant to the needs of the organization.*

Article II, Section 5, Selection of Directors of the Homes for Good Foundation Bylaws, states: *Directors shall serve only until the next annual election of Directors after the expiration of their terms, when Directors may be re-elected and any new Directors will be elected by the Board of Commissioners of Homes for Good Housing Agency at an annual meeting held for that purpose during the first quarter of the calendar year.*

The position was not until late quarter 1, in which recruitment could not be run within the timeframe to hold an annual meeting within the first quarter of the calendar year, hence the request being made in quarter 2.

D. Furtherance of the Access & Opportunity Plan

This appointment aligns with our Lead and Grow Ethically pillar, specifically goal #13 *We will maintain a staff turnover rate at or below the average for public employers in Oregon.*

Being a member of the Homes for Good Foundation Board offers a unique professional development opportunity. In this opportunity **are investing in our staff's growth hoping increase job satisfaction and to limit turn over.**

E. Alternatives & Other Options

If not approved at this time, Homes for Good staff will bring the order back to the Board in January of 2026 for approval.

F. Timing & Implementation

Frankie will be approved as a member, and her first Board Meeting as a Board Member would be the August 12th, 2025 Meeting. She will serve a two-year term.

G. Recommendation

Approval of the proposed motion.

H. Follow Up

Upon approval of the Order, Frankie Lee-Johnson will be appointed for a two-year term to the Homes for Good Foundation Board of Directors.

I. Attachments

- Updated Homes for Good Foundation Bylaws

BYLAWS

OF



Adopted:

(Date)

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NOTE: The Oregon Nonprofit Corporation Act (ORS Chapter 65) both establishes and limits the powers and procedures available to nonprofit corporations. Where any questions arise about the meaning of these bylaws, or where these bylaws are silent on an issue, the Oregon Nonprofit Corporation Act should be consulted. If you would like assistance in updating, amending, or interpreting these bylaws, contact David Atkin, Attorney.

BYLAWS OF THE HOMES FOR GOOD FOUNDATION

ARTICLE I. PURPOSE

Section 1. Purpose. The purposes of the Homes for Good Foundation are exclusively those allowed for organizations defined under §501(c)(3) of the Internal Revenue Code. Within these limits, the purposes of the Homes for Good Foundation include the following:

To improve the living conditions and quality of life of low-income Lane County residents.

ARTICLE II. BOARD OF DIRECTORS

Section 1. Duties of the Board. The Board of Directors must establish the corporation's policies and review and change them as necessary, oversee its programs, appoint or employ and supervise its staff director, authorize its expenditures, oversee its financial affairs, and ensure the proper management and use of its assets and property.

The Board must also ensure that the corporation properly employs the necessary corporate formalities to make its decisions, that it prepares and submits all required state and federal reports, and that it operates in compliance with relevant state and federal laws. Board members must diligently prepare for, attend, and participate in the meetings of the Board of Directors and any Board committees as needed, in order to carry out these tasks.

The Board shall strive to meet at least four times per year, and shall strive to do this by meeting at least once each quarter of the year. The role of the Board does not include direct management or conduct of the daily operations of the organization, or the supervision of staff members other than the staff's executive director.

Section 2. Qualifications of Directors. Nominees for positions on the Board of Directors must have exhibited an interest in and commitment to the purposes of the Homes for Good Foundation, and must have expertise in areas relevant to the needs of the organization.

Section 3. Number of Directors. The Board of Directors will consist of no fewer than three and no more than fifteen members for the first year. The Secretary shall ensure that the Corporation maintains a current formal record of the names, contact information, and status of Directors. The contact information of Directors must be in the form of a street address, mailing address, or electronic address at which the Director elects to receive notices and other messages from the Corporation.

Section 4. Terms of Directors. Directors will serve two year terms. However, unless they formally resign or are removed from office, directors will remain in office until their successors are properly elected, designated, or appointed. There is no limit to the number of terms, successive or otherwise, a director may serve.

Section 5. Selection of Directors. Directors shall serve only until the next annual election of Directors after the expiration of their terms, when Directors may be re-elected and any new Directors will be elected by the Board of Commissioners of Homes for Good Housing Agency at an annual meeting held for that purpose during the first quarter of the calendar year. Nominations for new Board members may be made by the Board of Directors, by individual Board members, or by a Nominating Committee.

Section 6. Filling Vacancies. The Board of Directors, by a majority vote of all of the Directors in office, may elect new directors to fill any vacancies on the Board, including vacancies created by the passage of a resolution increasing the total number of Board member positions. A director elected to fill a vacancy will serve the remainder of the term normally associated with that position.

Section 7. Removal of Directors. A director may be removed for the causes stated in these bylaws by a majority of the Board of Commissioners of Homes for Good Housing Agency. A director may be removed only for the following cause: breach of a Director's fiduciary responsibility.

Section 8. Resignation of Directors. A director may resign at any time. The resignation of a director must be in writing and be delivered to the Board of Directors, its presiding officer, the president, or the secretary. Once delivered, a notice of resignation is irrevocable.

Section 9. Election of Officers. As soon as possible following each annual election of directors, the Board of Directors must elect officers of the corporation.

Section 10. Conduct of Directors. Directors must discharge their duty of loyalty and their duty of diligence in good faith with the care an ordinarily prudent person in a like position would exercise under similar circumstances and in a manner the director reasonably believes to be in the best interest of the corporation.

Section 11. Quorum. At all meetings of the Board of Directors, the presence or participation of a quorum, which is at least a fifty-one percent (51%) majority of the number of Directors in office immediately before the meeting begins, is necessary to allow the transaction of corporate business or the making of corporate decisions.

Section 12. Decision-Making and Voting. The affirmative vote of at least a fifty-one percent (51%) majority of all of the Directors in office is necessary and sufficient to make a decision of the Board of Directors of the Homes for Good Foundation unless a

greater proportion is required by law or by these bylaws. An abstention counts as part of the total number of votes cast, and does not reduce the number of affirmative votes required to pass a motion.

All decisions require a clearly stated motion, a second, and a vote that must be recorded in the written minutes. Each member of the Board of Directors will have one vote. At the request of any director, the names will be recorded in the minutes of each director who voted for, voted against, or abstained on a particular motion.

Section 13. No Proxy Voting. No voting by proxy is allowed at any meeting of the Board of Directors or as part of reaching any decision of the Board.

Section 14. Meetings. The Board must meet at least four times per year, and shall strive to do this by meeting at least once each quarter of the year. Meetings of the Board of Directors may be called by the president, the chair of the Board, or 50% of the directors in office. Roberts Rules of Order may be consulted for guidance but shall not be binding.

Section 15. Executive Session Meetings. The Board President or the Board by a majority vote of the Directors present may at any time decide to go into an Executive Session meeting. Executive Session shall be used when the Board deems it is necessary to protect the confidentiality of the matters that will be considered there.

Executive Session meetings may be attended only by members of the Board of Directors, and any guests the Board invites to join the meeting, which may include the Executive Director, other staff, or any other person the Board wishes to invite. A Director may also be excluded from any portion of Executive Session meetings in which matters will be considered that present a conflict of interest for that Director.

Minutes shall be properly recorded, but shall only be read or approved at a subsequent Executive Session if there is a need to continue to insure the confidentiality of the matters contained in the minutes. The Secretary shall take care to record in the minutes only the motions passed and information essential to comply with the law, in order to protect the confidential nature of Executive Sessions.

Section 16. Telephonic Meetings. Meetings may be held by telephone, video conferencing, internet-based communication or other method, as long as all participating directors may simultaneously hear and speak with each other. A director participating in such a meeting is deemed present for purposes of a quorum.

Section 17. Decisions by Mail or Email.

(A) Voting by Mail. Any decision that the Board of Directors may make at a meeting may be made without a meeting if the decision is approved by the affirmative vote of all

of the Directors of the Board. A clearly stated motion must be sent to all of the Directors on the Board by mail or fax, with clear instructions that this process requires one hundred percent (100%) of the Directors to vote "yes" for the motion to pass. Motions are adopted and effective on the date that all Directors in office have responded with an affirmative "yes" vote. If any Director votes "no," abstains, or fails to vote, then the motion fails to pass. A printed record of each Director's vote must be kept in the corporate records.

(B) Voting by Email. Voting by email may be authorized by the Board of Directors. Unless prohibited or limited by the Articles of Incorporation or these Bylaws, any action which may be taken at any annual, regular, or special meeting of the Board of Directors may be taken without a meeting by email if: (1) The Corporation has a record of all Directors email addresses; and (2) The Corporation maintains a copy of the announcement and record of the Director's votes in the corporate minutes.

The announcement shall be sent to each Director at the email address stored in the corporate records and shall include: (1) A description of the action to be taken; (2) A deadline to respond with a vote which may not be less than forty-eight (48) hours; (3) A statement that a Director may change their vote any time prior to the deadline; and (4) An effective date if the action is intended to be effective at a date which is later than the deadline date.

The affirmative vote of a majority of all Directors in office is an act of the Board of Directors if the action is taken pursuant to this section, unless a greater number of affirmative votes for the proposed action is required by law, the Articles of Incorporation, or these Bylaws.

Section 18. Notice of Meetings. Notice must be given of every meeting of the Board, stating the date, time, and location of the meeting, and the purpose of the meeting if so required by law or these bylaws. The notice must be given not less than forty eight (48) hours in advance of the meeting if delivered by telephone conversation or in person, and not less than seven (7) days in advance if delivered by first class mail, email, or fax to an address provided by the individual director.

Regular meetings: After the initial notice is given of the schedule for a series of regular meetings, which will occur at a fixed time and place, no further separate notice is required for each of those regular meetings. Notice must state the time, date, and location of the meeting. The Board may by resolution establish or change the dates of regularly scheduled meetings, with proper notice given to all directors.

Section 19. Waiver of Notice. Any director may waive the right to receive full advance notice of any meeting. Waivers of notice must be in writing, signed by the person entitled to notice, and given to the secretary to be placed in the corporate records. Waivers may be signed before or after the meeting has taken place. The attendance of

a director at any meeting without specific objection to the notice constitutes a waiver of the right to receive full notice of that meeting.

Section 20. Authority of Directors. The President and the Executive Director shall be the official spokespersons for the organization, and may represent the organization and its positions whenever appropriate. No member of the Board of Directors other than the President may officially represent the positions of the organization or speak or act on behalf of the organization without specific approval by the Board to do so.

ARTICLE III. OFFICERS AND STAFF

Section 1. Officers. The officers of Homes for Good Foundation must carry out the policies and decisions of the Board of Directors as directed by the Board. Officers must include a president, secretary, and treasurer, and may also include a vice president/president elect, a chairperson and any other officers the Board may desire. The same person may not hold the offices of president and secretary at the same time, but the same person may hold any other two offices. Officers do not have to serve simultaneously as members of the Board of Directors. Officers who are not members of the Board have no right to vote on Board decisions.

Section 2. Election and Term of Office. The officers of Homes for Good Foundation will be elected for a one year term by the Board of Directors. Election of officers must be done as soon as possible following the annual election of directors. However, unless they formally resign or are removed from office, officers will remain in office until their successors are properly elected, designated or appointed. There is no limit to the number of terms, successive or otherwise, an officer may serve.

Section 3. Removal. Any officer elected by the Board of Directors may be removed by the Board of Directors whenever, in its judgment, the interests of the corporation would be best served by such removal. The person being considered for removal has no vote in the process of removal.

Section 4. Vacancies. If any office of the corporation becomes vacant by death, resignation, retirement, removal, disqualification, or any other cause, the remaining directors still in office, although less than a quorum, may elect or appoint an officer to fill such a vacancy. The elected officer will hold office for the unexpired portion of the term of that office.

Section 5. President. The president is the principal officer of the corporation and will, in general, supervise or oversee the supervision of all of the affairs of the corporation. The president generally will preside at all meetings of the Board of Directors unless the Board selects another person to preside. The president must also perform other duties

as may be assigned by the Board of Directors. The president may serve as an ex-officio member of any committee.

Section 6. Vice-President/President Elect. In the absence of the president or in the event of the president's inability to act, the vice-president performs the duties of the president. The vice-president, when acting as president, has all the powers of and is subject to all the restrictions on the president. The vice-president must also perform other duties assigned by the Board of Directors. More than one position of vice-president may be created and their duties clarified in an ordinary resolution of the Board.

Section 7. Secretary. The secretary must perform or oversee the performance of the following duties: a) record and keep the minutes of the meetings of the members and of the Board of Directors or any Board committees, b) see that all notices are duly given in accordance with the provisions of these bylaws or as required by law; c) be custodian of the corporate records; d) keep a register of each member's mailing address provided by such member; e) ensure that all required state and federal reports are prepared and filed in a timely fashion; and f) perform or oversee all duties incident to the office of secretary and such other duties as from time to time may be assigned by the president or by the Board of Directors. The Secretary may delegate some or all of these tasks but remains responsible for their proper completion.

Section 8. Treasurer. The treasurer must perform or oversee the performance of the following duties: a) be responsible for the proper management and control of all funds of the corporation; b) prepare full and accurate financial records on a timely basis of all of the income, expenses, and assets of the corporation; c) present reports at Board meetings on the financial affairs of the corporation; and d) provide financial information necessary to prepare and file the required reports to state and federal government agencies, showing the income, disbursements, and assets of the corporation. The Treasurer may delegate some or all of these tasks but remains responsible for their proper completion.

Section 9. Chair. The Board may elect a chair and determine their duties.

Section 10. Executive Director and Staff. The Board may appoint or employ an executive director or other staff, whether paid or unpaid, to perform and conduct the programs and activities of the organization. The Board of Directors shall evaluate the performance of the Executive Director on an annual basis. Unless the Board determines otherwise, the executive director will have the power, subject to the approval of the Board of Directors, to hire staff, establish staff duties and performance standards, evaluate the performance of staff, and when necessary terminate the employment of staff of the corporation. The Executive Director shall receive notice of all Board meetings and Executive Committee meetings, and shall ordinarily attend all Board

meetings, except when the Board goes into Executive Session to meet without the Executive Director present.

ARTICLE IV. COMMITTEES

Section 1. Establishment. The Board may establish any committee, including standing committees or temporary committees, by a resolution of the Board. Such resolutions must name the committee and the purpose of the committee, must state whether it is a "Board" committee or a "non-Board" committee, as defined below.

Section 2. Board Committees. The Board may establish "Board" committees to which are delegated part of the power of the whole Board to authorize expenditures, approve amendments to budgets, set policies, and authorize programs or activities. Such committees must be established by the affirmative vote of at least a majority of all directors then in office. Board Committees must consist of two or more directors, and they must not have any members who are not members of the Board of Directors. Board Committees must follow all of the meeting requirements that the Board of Directors itself must follow, including the requirements for proper notice, for having a quorum to conduct votes, the passage of motions, the writing of minutes, and the subsequent approval and permanent storage of Board Committee minutes. The Board may require further procedures that Board Committees must follow as well. For all Board committees, the Board must pass a resolution that clearly states what powers, authority, and duties have been delegated to the committee, who is the chair of the committee, and who are the members of the committee.

Section 3. Non-Board Committees.

A. The Board may establish "non-Board" committees, including working committees or advisory committees, which do not have the power to authorize expenditures, adopt budgets, set policy, establish programs, or make decisions for the corporation. Such committees are established through a resolution adopted by the directors present at a properly called meeting. Any person may be a member of such a committee, whether or not that person is a member of the Board of Directors.

B. Financial Oversight Committee. There shall be a committee responsible for financial oversight of the organization's income and expenses, which shall be named the Finance and Audit Committee or the Financial Oversight Committee. The committee must consist of two or more persons, including at least one person with some financial experience or experience with bookkeeping, who are not the organization's check signers or bookkeepers. The committee shall be responsible for overseeing the organization's financial transactions and the implementation of the organization's financial policies. As part of its mission, the committee shall review on a monthly basis, or oversee a monthly review of, the organization's expenditures, financial transactions, bank statements, returned checks, and credit card statements. The committee shall

report any questions or concerns about the organization's finances to the Board. The committee shall also make the necessary arrangements for and oversee the organization's annual audit or annual financial review, which is described in these bylaws.

Section 4. Committee Members. The Board must appoint the members of every Board committee. The Board may appoint the members of Non-Board Committees, or delegate this task to the President or the Committee Chair. The term of office of a member of a committee will continue until their successor is appointed unless the committee is terminated, the member resigns or is removed from the committee, or the member ceases to qualify as a member of the committee.

Section 5. Chair. One member of each committee will be selected or appointed chair by the Board, or if the Board wishes, it may delegate that power to the president or the members of the committee.

Section 6. Committee Procedures. Unless otherwise specified, Board Committee meetings will operate with the same quorum and voting requirements as the full Board, and as far as possible will operate according to the procedures of the Board as stated in these bylaws. If any formal decisions or resolutions are voted on at a committee meeting, then the votes and the resolutions so adopted must be recorded in the form of corporate minutes and filed with the secretary.

Section 7. Limitation on Powers. No committee may a) elect, appoint, or remove any officer, member of the Board of Directors, or member of a Board committee; b) authorize the sale, lease, exchange, or mortgage of all or substantially all of the property and assets of the corporation; c) authorize the dissolution of the corporation or revoke proceedings therefore; d) amend, alter, or repeal the Articles, the bylaws, or any resolution of the Board of Directors; or e) authorize the payment of a dividend or any part of the income or profit of the corporation to its directors or officers.

ARTICLE V. MISCELLANEOUS PROVISIONS

Section 1. Compensation of Officers and Directors. No officer or member of the Board of Directors will receive any compensation for fulfilling the responsibilities of a member of the Board or of an officer as defined in these bylaws. However, the corporation may pay compensation to officers and members of the Board of Directors for other services performed as employees or independent contractors as long as the required rules for conflicts of interest are followed. Board members and their relatives who receive regular compensation from the corporation must always constitute less than a majority of the Board. Officers and members of the Board of Directors may receive reimbursement for actual expenses they incur in the course of fulfilling their responsibilities.

Section 2. Conflicts of Interest. A conflict of interest is always present whenever the corporation pays money or other compensation, or provides any tangible benefits, to an officer or member of the Board or to a member of a director's or officer's family. All transactions involving conflicts of interest must be approved using the following procedures: 1) Conflict of interest transactions must be approved by the full Board of Directors; they cannot be approved by the President, Executive Committee, Executive Director or other staff. 2) Directors and officers who have a conflict of interest in any matter must a) declare the existence of any direct or indirect conflict of interest, b) disclose the details of the proposed transaction on the record, c) abstain from voting on that matter and d) leave the room where the vote is to take place, until the votes have been counted. The minutes must record this to show that it was done. 3) The rest of the Board must analyze the transaction and sufficient information to ensure that all transactions involving a conflict of interest are fair to the corporation and that no special benefits are being given to any person. The information relied upon by the Board, and its source, must be recorded in the minutes. 4) All conflict-of-interest transactions must be approved by the affirmative vote of a majority of all of the members of the Board of Directors who do not have a conflict of interest involved in that issue, as long as no less than two disinterested directors vote to approve the transaction.

Section 3. Tax Year. The tax year of the corporation is October 1 - September 30.

Section 4. Financial Controls. The Board of Directors shall adopt formal Board policies that provide a system of financial controls that are adequate to prevent the misuse, embezzlement or theft of the organization's funds and assets, and that would discover it if those problems or crimes were to occur. Those financial policies shall require that there must be three separate levels of financial operations, and that those operations shall be performed by different people: 1) those with the authority to spend the organization's money; 2) those who are the bookkeeper(s) who record and track the income and expenditures; and 3) those who oversee the bookkeeping system and the expenditure of funds. This means that the persons who have authority to sign the corporation's checks or use its credit cards shall not be allowed to also serve as the organization's bookkeeper(s); and that the organization's bookkeeper(s) shall not be given permission or authority to spend the organization's money, sign its checks or use its credit cards.

Section 5. Annual Financial Assessment. The Board must require the performance of an annual audit, financial review, financial compilation or financial assessment, which must involve the services of a trusted person with bookkeeping skills and knowledge, who does not do the bookkeeping for the organization or sign checks for the organization. This need not be a formal audit, but must at least involve a sufficiently thorough review of the organization's financial records so that it would likely discover any misuse, embezzlement or theft of the organization's funds or assets.

The financial oversight committee described above shall select the person performing the annual financial assessment and shall ensure that the resulting report is presented to the entire board.

Section 6. No Discrimination. In the delivery of its services to the public, Homes for Good Foundation does not discriminate for or against any person on the basis of ethnicity, nationality, place of origin, religion, gender, sexual orientation, marital status, familial status, economic status, age, or mental or physical disability.

Section 7. Written Documents. Wherever these Bylaws require a written document, such document may be created, stored, or transmitted by electronic means in lieu of a physical, hard, or paper copy of the document. Notwithstanding the foregoing, the Corporation shall strive to store corporate documents as both electronic and physical documents whenever practicable.

ARTICLE VI. AMENDMENTS

Section 1. Articles of Incorporation and Bylaws. The affirmative vote of at least two-thirds of all the Directors in office, at a properly called meeting, at which a quorum is present, is necessary and sufficient, to make, alter, amend, or repeal the provisions in the bylaws or the Articles of Incorporation dealing with duties and powers and meetings of the Board, except as otherwise provided by law. However, only the Board of Commissioners of Homes for Good Housing Agency may make amendments which would affect or alter the Board of Commissioners power to appoint or remove the Board of Directors. Proper written notice must be given in advance, including either a written copy of the proposed amendments or a written summary of those amendments.



CERTIFICATE OF SECRETARY

I, the undersigned, do hereby certify that the foregoing bylaws constitute the bylaws of the Homes for Good Foundation, as duly adopted by the Board of Directors on the ____ day of _____, 2020.

Signed this ____ day of _____, 2020.

Secretary of the Homes for Good Foundation

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

ORDER 25-25-06-01H

In the Matter of Appointing the Members of
the Homes for Good Foundation Board of
Directors.

WHEREAS, according to the Homes for Good Foundation bylaws, the Homes for Good Housing Agency Board of Commissioners must appoint Members of the Homes for Good Foundation Board of Directors; and

WHEREAS, according to the Homes for Good Foundation bylaws, the Board of Directors will consist of no fewer than three and no more than fifteen members, and

WHEREAS, Frankie Lee has expressed interest in joining the Homes for Good Foundation Board via an internal staff recruitment application.

NOW IT IS THEREFORE ORDERED THAT:

Frankie Lee is appointed to the Homes for Good Foundation Board of Directors to serve a two-year term.

DATED this _____ day of _____, 2025

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 06/25/2025

AGENDA TITLE: In the Matter of Granting Approval for the Submittal of the Annual Plan & MTW Supplement to HUD

DEPARTMENT: Rent Assistance Division

CONTACT : Beth Ochs

EXT: 2547

PRESENTER: Beth Ochs

EXT: 2547

ESTIMATED TIME : 20 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: 06.18.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



ANNUAL PLAN SUBMISSION

What is a PHA Plan?

The PHA Plan is a comprehensive guide to public housing agency (PHA) policies, programs, operations, and strategies for meeting local housing needs and goals.

There are two parts to the PHA Plan:

- 1) The 5-Year Plan is submitted to HUD once every five years. It describes the PHA **mission**, long-range **goals & objectives**, and approach to **managing programs** and **providing services** for the upcoming year.
- 2) The Annual Plan is submitted to HUD every year. It **updates goals & objectives** in the 5-Year Plan, describes **changes & new activities**, and summarizes **changes to program policies**.



Why does the PHA Plan matter to me?

The major components of the PHA Plan include policies and procedures for each of the major HUD programs:

Public Housing – Admissions and Continued Occupancy Plan (ACOP)

Housing Choice Voucher Programs – Administrative Plan (Admin Plan)

Changes are made to the ACOP & Admin Plan each year.

As a Moving to Work agency, Homes for Good must also submit an MTW Supplement with its Annual Plan each year (new in 2023).

The Resident Advisory Board (RAB) plays an important role in reviewing and providing feedback on potential changes.

- For housing programs not included here, Homes for Good works to align policies across programs as much as possible and each program has its own policy and regulatory structure.
- Firwood TSP provides guidance for application and tenant selection. No HUD regulations apply at this project.
- Multifamily Housing (Abbie Lane, Fourteen Pines, Village Oaks) Tenant Selection Plan provides guidance on application and tenant selection. HUD 4350.1 provides regulatory guidance for these projects but does not allow PHA level revisions or updates.

ACOP



Guiding document for the Public Housing Program. Includes:

- Overview of Housing Agency organization and structure
- Overview and history of Public Housing Program
- Fair housing and nondiscrimination policies
- Policies for persons with disabilities and persons with limited English proficiency
- Overview of eligibility (Criteria, definitions, denial of assistance etc)
- Applications, waiting list and tenant selection plans
- Income and rent determinations, adjusted income, calculating rent etc.
- Verification of family information, income and eligibility
- Leasing and inspections
- Annual and interim reexaminations
- Pet and animal policies
- Community Service requirements
- Transfer policy
- Lease terminations
- Grievance and appeals
- Program administration and record keeping

Admin Plan



Guiding document for the Section 8 Program. Includes:

- Overview of Housing Agency organization and structure
- Overview of Housing Choice Voucher Program (Section 8)
- Fair Housing and nondiscrimination policies
- Policies for persons with disabilities and persons with limited English proficiency
- Overview of eligibility (criteria, definitions, denial of assistance, etc.)
- Applications, waiting list and selection from waiting list
- Housing Quality Standards and Rent Reasonableness Determinations
- Portability and moving with your voucher
- Annual and interim re-examinations
- Termination of assistance and tenancy
- Grievance and appeals
- Program administration and record keeping
- Project Based Voucher (PBV) and Rental Assistance Demonstration (RAD) programs
- Emergency Housing Vouchers

What are our goals for policy review?

Align policies to with our Strategic Equity Plan

- ❖ Listen to our communities
- ❖ Tell the human story
- ❖ Pathways to self-sufficiency
- ❖ Lead and grow ethically

Reduce barriers to eligibility and program success

Understand and reduce the impact of program rules on participants

Align program policies to simplify participant experiences & procedures across programs

When does this process begin and end?



Jan - Annual Plan First Look

Feb - Annual Plan Orientation & Policy Review Topics

Mar – ACOP, MTW & Admin Plan Review

Homes for Good teams will review and make suggested changes to both sets of these policies. We will then present these changes to you so that you can provide feedback.

Apr - Annual Plan "Small Book" Sharing

Homes for Good teams will take your March feedback and review our proposed policy changes again. When we are done, all HUD plan materials are assembled into a **"Small Book"** of changes and required forms.

We will then present what we decided so that you can provide feedback again. Any feedback you provide on the **"Small Book"** will be included as an attachment in the final Annual Plan that we submit to HUD.

A Public Comment Period and Public Hearing will be available for the **"Small Book"** prior to the June Board meeting where we will request that the Board approve our proposed PHA Annual Plan.

Our PHA Annual Plan is due to HUD by July 18, 2025.

Input Received:

Resident Advisory Board(RAB) meeting on May 8th2025

Members of the RAB voiced concern regarding the recent regulatory change that, in certain cases, requires student loan funds exceeding educational costs to be counted as income. They emphasized that this regulation unfairly penalizes low-income individuals who rely on student loans to access higher education. Given that these loans already accrue significant interest, treating them as income creates an additional and unnecessary financial barrier. This change could severely limit educational opportunities for those who can least afford it and discourages academic advancement among underserved populations.

Public Comments

There were no comments from the public during the comment period, or the public hearings on June 13th 2025.



Annual Plan FY2026

[Link to FY 2026 Annual Plan](#)

Acronym Key



- PHA – Public Housing Authority
- HUD – Housing and Urban Development
- RAD – Rent assistance demonstration
- HAP – Housing assistance payment
- ACOP – Admissions and Occupancy Plan
- VAWA – Violence against women act
- ADA – Americans with disabilities act
- AMP – Asset managed property
- COC – Continuum of Care
- REAC – Real Estate Assessment Center
- HQS – Housing quality standards
- FMR – Fair market rent
- FSS – Family Self-Sufficiency
- ROSS – Resident opportunity and self-sufficiency
- HCV – Housing choice voucher
- IDA – Individual development account
- LIHTC – Low income housing tax credit
- LIHEAP – Low income housing energy assistance program
- MTW – Moving to work
- NOFA – Notice of funding available
- RAB – Resident advisory board
- PBV – Project based vouchers
- PHA – Public housing authority
- PIC – Public and Indian Housing Information Center
- S+C – Shelter Plus Care
- VASH – **Veteran's administration supportive housing**

Thank You!



Homes. People. Partnerships. Good.



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Beth Ochs, Rent Assistance Division Director
TITLE: Submittal of the Annual Plan and MTW Supplement
DATE: June 25, 2025

MOTION:

Seeking Board Approval to Submit the Annual and MTW Supplement to HUD via the required HUD forms noted below.

DISCUSSION:

A. Issue

Homes for Good is seeking Board approval and certification that Homes for Good has complied with the applicable requirements listed on the Certification of Compliance with PHA Plan and Related Regulations, HUD form 50077-ST-HCV-HP and the MTW Certifications of Compliance, HUD form 50075-MTW

B. Background

Homes for Good is required by Section 511 of the Quality Housing and Work Responsibility Act of 1998 (and ensuing HUD requirements) to submit an Annual Plan to HUD. This year we are required to submit an Annual Plan covering FY 2026, which begins October 1, 2025, and ends September 30, 2026.

As in previous years, the focus of the Plans is to identify the programs and services provided under the Public Housing (PH) and Tenant Based Rental Assistance Programs and to allow public access and comment on those programs and services.

The Work Responsibility Act requires public housing authorities work with their Public Housing Resident Advisory Boards (RAB) on the planning and development of the Plans. In order to meet this requirement, Homes for Good began meeting with the RAB in January 2025. Homes for Good is submitting the Plan to the Homes for Good Board of Commissioners for deliberation and if approved the Plans will be electronically submission to HUD no later than July 18, 2025.

C. Analysis

The submittal of the Annual Plan includes the Move to Work Supplement.



Updates on the impact of our current MTW policies:

- Ability to approve Reasonable Accommodations at the PHA level instead of sending such request to HUD in Washington D.C.
 - During FY24 37 households utilized this waiver
 - This streamlined process saved approximately 528 hours of wait time
- Ability to perform Rent Reasonableness studies with PHA staff instead of using a third-party entity
 - 99 were performed by PHA staff
 - \$5,985 savings in FY24, and \$3,465.00 thus far in FY25 (10.01.24- 03.31.25) by having PHA staff complete the task
- Ability to perform tri-ennial recertification process
 - Approximately \$66,410 in cost savings
 - A 6-month snapshot in FY25 saw a reduction of 807 Annual reviews, with a time savings of approximately 183 hours per month.
- Ability to limit Choice Mobility (access to a HCV voucher) for PSH PBV families
 - 17 families expressed an interest in moving
 - 8 families participated in a Move on Assessment
 - 6 did not meet Move on Readiness benchmarks
 - 2 did meet Move on Readiness benchmarks and were referred for an HCV voucher

D. Furtherance of the Access & Opportunity Plan

As we submit our Annual Plan to HUD, we are grounding our approach in the priorities outlined in our Access and Opportunity Plan. This strategic framework shapes not only our internal values but also the programs, partnerships, and initiatives we commit to. The pillars of our Plan most aligned with our Annual Plan include:

Listen to Our Communities

Community engagement is a foundational part of our planning process. This pillar is directly reflected in our Annual Plan through the integration of resident and program participant feedback. Listening allows us to understand real-time barriers, identify opportunities for collaboration, and design services that are responsive to local needs. Our Annual Plan highlights specific initiatives—such as expanded outreach efforts through local preferences that were developed through community conversations.

Create Pathways to Self-Sufficiency

Our Annual Plan outlines a broad commitment to supporting residents' long-term stability and success beyond housing assistance. While this includes the Family Self-Sufficiency Program, our efforts extend further through new service models such as onsite income reviews to help families complete essential paperwork, and the continuation of our Homeownership Program. This pillar guides how we design programs that not only help residents stay housed—but build toward greater financial independence and long-term opportunity.

Lead and Grow Ethically

Organizational integrity and equity are at the core of how we operate. Our Annual Plan reflects this through expanded use of technology to reduce access barriers and lower our environmental impact. This includes adding options for electronic document submittal to reduce paper use and offer more accessible forms of communication. These efforts demonstrate our commitment to operating in a way that is transparent, responsible, and aligned with the values of equity and sustainability.



By integrating pillars into our HUD Annual Plan, we ensure that our planning and reporting processes reflect not just regulatory requirements, but a deeper mission to serve equitably, act responsibly, and remain community-driven in all aspects of our work.

E. Alternatives & Other Options

HUD requires submission of the Plans by July 18, 2025. Should the board choose not to approve the Plans at this time exploration of an emergency board meeting before the July 18th deadline may be an option.

Homes for Good provided the required public hearings for the Plans on June 13, 2025. No comments were received.

F. Timing & Implementation

A copy of the Certification of Compliance with PHA Plan and Related Regulations, HUD form 50077 and the MTW Certifications of Compliance, HUD form 50075-MTW will be submitted to HUD upon written approval by the Homes for Good Chair.

Upon approval by the Board, Homes for Good will submit the Plans and aforementioned certifications to HUD.

G. Recommendation

It is recommended that the board approve the request to submit the Annual and 5 Year Plans to HUD.

H. Follow Up

Homes for Good will revise its Plans in response to regulatory changes under HOTMA and will engage the board as applicable when said changes come into effect.

I. Attachments

Certification of Compliance with PHA Plan and Related Regulations, HUD form 50077-ST-HCV-HP
MTW Certifications of Compliance, HUD form 50075-MTW
PHA Annual Plan Small Book

MTW CERTIFICATIONS OF COMPLIANCE***U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
OFFICE OF PUBLIC AND INDIAN HOUSING*****Certifications of Compliance with Regulations:
Board Resolution to Accompany the MTW Supplement to the Annual PHA Plan**

Acting on behalf of the Board of Commissioners of the Moving to Work Public Housing Agency (MTW PHA) listed below, as its Chairperson or other authorized MTW PHA official if there is no Board of Commissioners, I approve the submission of the MTW Supplement to the Annual PHA Plan for the MTW PHA Fiscal Year beginning (DD/MM/YYYY), hereinafter referred to as "the MTW Supplement", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the MTW Supplement and implementation thereof:

- (1) The PHA made the proposed MTW Supplement and all information relevant to the public hearing available for public inspection at least 45 days before the hearing, published a notice that a hearing would be held and conducted a hearing to discuss the MTW Supplement and invited public comment.
- (2) The MTW PHA took into consideration public and resident comments (including those of its Resident Advisory Board(s) or tenant associations, as applicable) before approval of the MTW Supplement by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the annual MTW Supplement.
- (3) The MTW PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1 (or successor form as required by HUD).
- (4) The MTW PHA will carry out the MTW Supplement in conformity with Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d-2000d-4), the Fair Housing Act (42 U.S.C. 3601-19), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), and Title II of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.), the Violence Against Women Act (34 U.S.C. § 12291 et seq.), and all regulations implementing these authorities; and other applicable Federal, State, and local civil rights laws.
- (5) The MTW Supplement is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
- (6) The MTW Supplement contains a signed certification by the appropriate State or local official (form HUD-50077-SL) that the Plan is consistent with the applicable Consolidated Plan, which includes any applicable fair housing goals or strategies for the MTW PHA's jurisdiction and a description of the way the MTW Supplement is consistent with the applicable Consolidated Plan (24 CFR 91.2, 91.225, 91.325, and 91.425).
- (7) The MTW PHA will affirmatively further fair housing in compliance with the Fair Housing Act, 24 CFR 5.150 et. seq, 24 CFR 903.7(o), and 24 CFR 903.15, which means that it will take meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics. Specifically, affirmatively furthering fair housing requires meaningful actions that, taken together, address significant disparities in housing needs and in access to opportunity, replacing segregated living patterns with truly integrated and balanced living patterns, transforming racially or ethnically concentrated areas of poverty into areas of opportunity, and fostering and maintaining compliance with civil rights and fair housing laws. 24 CFR 5.151. The MTW PHA certifies that it will take no action that is materially inconsistent with its obligation to affirmatively further fair housing.
- (8) The MTW PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975 and HUD's implementing regulations at 24 C.F.R. Part 146.
- (9) In accordance with the Fair Housing Act and Act's prohibition on sex discrimination, which includes sexual orientation and gender identity, and 24 CFR 5.105(a)(2), HUD's Equal Access Rule, the MTW PHA will not base a determination of eligibility for housing based on actual or perceived sexual orientation, gender identity, or marital status and will not otherwise discriminate because of sex (including sexual orientation and gender identity), will make no inquiries concerning the gender identification or sexual orientation of an applicant for or occupant of HUD-assisted housing.
- (10) The MTW PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, 'Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped' for people with physical disabilities.
- (11) The MTW PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low- or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
- (12) The MTW PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
- (13) The MTW PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment.
- (14) The MTW PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.

- (15) The MTW PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
- (16) The MTW PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the MTW PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
- (17) With respect to public housing and applicable local, non-traditional development the MTW PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
- (18) The MTW PHA will keep records in accordance with 2 CFR 200.333-200.337 and facilitate an effective audit to determine compliance with program requirements.
- (19) The MTW PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
- (20) The MTW PHA will comply with the policies, guidelines, and requirements of 2 CFR Part 200.
- (21) The MTW PHA must fulfill its responsibilities to comply with and ensure enforcement of housing quality standards as required in PIH Notice 2011-45, or successor notice, for any local, non-traditional program units. The MTW PHA must fulfill its responsibilities to comply with and ensure enforcement of Housing Quality Standards, as defined in 24 CFR Part 982, for any Housing Choice Voucher units under administration.
- (22) The MTW PHA will undertake only activities and programs covered by the Moving to Work Operations Notice in a manner consistent with its MTW Supplement and will utilize covered grant funds only for activities that are approvable under the Moving to Work Operations Notice and included in its MTW Supplement. MTW Waivers activities being implemented by the agency must fall within the safe harbors outlined in Appendix I of the Moving to Work Operations Notice and/or HUD approved Agency-Specific or Safe Harbor Waivers.
- (23) All attachments to the MTW Supplement have been and will continue to be available at all times and all locations that the MTW Supplement is available for public inspection. All required supporting documents have been made available for public inspection along with the MTW Supplement and additional requirements at the primary business office of the PHA and at all other times and locations identified by the MTW PHA in its MTW Supplement and will continue to be made available at least at the primary business office of the MTW PHA and should be made available electronically, upon request.

MTW PHA NAME

MTW PHA NUMBER/HA CODE

I/We, the undersigned, certify under penalty of perjury that the information provided above is true and correct. WARNING: Anyone who knowingly submits a false claim or makes a false statement is subject to criminal and/or civil penalties, including confinement for up to 5 years, fines, and civil and administrative penalties. (18 U.S.C. §§ 287, 1001, 1010, 1012, 1014; 31 U.S.C. §3729, 3802).

NAME OF AUTHORIZED OFFICIAL

TITLE

SIGNATURE

DATE

** Must be signed by either the Chairperson or Secretary of the Board of the MTW PHA's legislative body. This certification cannot be signed by an employee unless authorized by the MTW PHA Board to do so. If this document is not signed by the Chairperson or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.*

PHA Name : Housing Authority & Comm Svcs Of Lane Co

PHA Code : OR006

MTW Supplement for PHA Fiscal Year Beginning : (MM/DD/YYYY): 10/1/2025

PHA Program Type: Combined

MTW Cohort Number: Landlord Incentives

MTW Supplement Submission Type: Annual Submission

B. MTW Supplement Narrative.

Homes for Good has a strong commitment and track record for bringing collaborative and innovative projects to the community. Homes for Good's initial MTW Supplement aimed to align the needs of the community and residents with the three (3) MTW Statutory Objectives in ways that help transform operations, encourage self-sufficiency, and better utilize the funding it receives. Since its last MTW Supplement, Homes for Good has decreased the amount of time it takes households to find and lease a suitable unit, saved approximately \$84,820 in administrative costs, and enabled 37 of households with reasonable accommodations to find housing easier using an Exception Payment Standard.

Cost Effectiveness: Homes for Good is dedicated to exploring MTW flexibility options such as implementing triennial reviews and eliminating deductions and/or modifying the HQS inspection schedule. Some of the waivers associated with cost effectiveness have already been implemented or will be implemented in the next Fiscal Year. Waivers related to cost-effectiveness allow Homes for Good to redirect staff time and resources toward activities that have a higher value for the participant and the community.

Self-Sufficiency: Homes for Good envisions the agency automatically enrolling households into its Self-Sufficiency Program upon participant entry, resulting in a dramatic increase in participation. While this year's MTW Supplement does not include modifications to the FSS program, Homes for Good plans to work internally to design the program and select the appropriate waivers in the future.

Housing Choice: Homes for Good is dedicated to exploring mortgage assistance and expanded homeownership programs. We believe homeownership is a key element in ending generational poverty. Homes for Good is also interested in increasing utilization of project-based vouchers. During FY2023, Homes for Good implemented several waivers that help streamline the use of project-based vouchers. While Homes for Good did not add any project-based vouchers in FY2025, these flexibilities will help the agency streamline the process of adding additional PBV units in the future.

As a member of the Landlord Incentives cohort of the Moving to Work program, Homes for Good implemented Pre-Qualifying Unit Inspections and Alternate Inspection Schedule. These are described in more detail in Section C of the MTW Supplement.

Homes for Good implemented other MTW flexibilities in its first year as an MTW agency as well. The activities selected for the year were prioritized using the following three objectives:

Reallocate resources to reduce paperwork and refocus staff efforts on navigation and prevention. Serve the greatest number of households possible through new affordable housing and housing service programs that help individuals in need and communities thrive; and activities implemented will further Homes for Good's Strategic Equity Plan by creating pathways to self-sufficiency and leading and growing ethically.

All activities entered into the FY26 MTW Supplement have been implemented. However, note that Homes for Good decided to hold off on implementing waiver 3.a for Public Housing until HUD is ready for MTW agencies to submit their 50058 records to the new Housing Information Portal (HIP).

C. The policies that the MTW agency is using or has used (currently implement, plan to implement in the submission year, plan to discontinue, previously discontinued).

1. Tenant Rent Policies	
a. Tiered Rent (PH)	Not Currently Implemented
b. Tiered Rent (HCV)	Not Currently Implemented
c. Stepped Rent (PH)	Not Currently Implemented
d. Stepped Rent (HCV)	Not Currently Implemented
e. Minimum Rent (PH)	Not Currently Implemented
f. Minimum Rent (HCV)	Not Currently Implemented
g. Total Tenant Payment as a Percentage of Gross Income (PH)	Not Currently Implemented
h. Total Tenant Payment as a Percentage of Gross Income (HCV)	Not Currently Implemented
i. Alternative Utility Allowance (PH)	Not Currently Implemented
j. Alternative Utility Allowance (HCV)	Not Currently Implemented
k. Fixed Rents (PH)	Not Currently Implemented
l. Fixed Subsidy (HCV)	Not Currently Implemented
m. Utility Reimbursements (PH)	Not Currently Implemented
n. Utility Reimbursements (HCV)	Not Currently Implemented
o. Initial Rent Burden (HCV)	Not Currently Implemented
p. Imputed Income (PH)	Not Currently Implemented
q. Imputed Income (HCV)	Not Currently Implemented
r. Elimination of Deduction(s) (PH)	Not Currently Implemented
s. Elimination of Deduction(s) (HCV)	Not Currently Implemented
t. Standard Deductions (PH)	Not Currently Implemented
u. Standard Deductions (HCV)	Not Currently Implemented
v. Alternative Income Inclusions/Exclusions (PH)	Not Currently Implemented
w. Alternative Income Inclusions/Exclusions (HCV)	Not Currently Implemented
2. Payment Standards and Rent Reasonableness	
a. Payment Standards- Small Area Fair Market Rents (HCV)	Not Currently Implemented
b. Payment Standards- Fair Market Rents (HCV)	Currently Implementing
c. Rent Reasonableness – Process (HCV)	Not Currently Implemented
d. Rent Reasonableness – Third-Party Requirement (HCV)	Currently Implementing
3. Reexaminations	
a. Alternative Reexamination Schedule for Households (PH)	Not Currently Implemented
b. Alternative Reexamination Schedule for Households (HCV)	Currently Implementing
c. Self-Certification of Assets (PH)	Not Currently Implemented
d. Self-Certification of Assets (HCV)	Not Currently Implemented
4. Landlord Leasing Incentives	
a. Vacancy Loss (HCV-Tenant-based Assistance)	Not Currently Implemented
b. Damage Claims (HCV-Tenant-based Assistance)	Not Currently Implemented
c. Other Landlord Incentives (HCV- Tenant-based Assistance)	Not Currently Implemented
5. Housing Quality Standards (HQS)	
a. Pre-Qualifying Unit Inspections (HCV)	Currently Implementing
b. Reasonable Penalty Payments for Landlords (HCV)	Not Currently Implemented
c. Third-Party Requirement (HCV)	Currently Implementing
d. Alternative Inspection Schedule (HCV)	Currently Implementing
6. Short-Term Assistance	
a. Short-Term Assistance (PH)	Not Currently Implemented
b. Short-Term Assistance (HCV)	Not Currently Implemented
7. Term-Limited Assistance	
a. Term-Limited Assistance (PH)	Not Currently Implemented
b. Term-Limited Assistance (HCV)	Not Currently Implemented
8. Increase Elderly Age (PH & HCV)	

Increase Elderly Age (PH & HCV)	Not Currently Implemented
9. Project-Based Voucher Program Flexibilities	
a. Increase PBV Program Cap (HCV)	Not Currently Implemented
b. Increase PBV Project Cap (HCV)	Not Currently Implemented
c. Elimination of PBV Selection Process for PHA-owned Projects Without Improvement, Development, or Replacement (HCV)	Currently Implementing
d. Alternative PBV Selection Process (HCV)	Not Currently Implemented
e. Alternative PBV Unit Types (Shared Housing and Manufactured Housing) (HCV)	Not Currently Implemented
f. Increase PBV HAP Contract Length (HCV)	Not Currently Implemented
g. Increase PBV Rent to Owner (HCV)	Not Currently Implemented
h. Limit Portability for PBV Units (HCV)	Currently Implementing
10. Family Self-Sufficiency Program with MTW Flexibility	
a.PH Waive Operating a Required FSS Program (PH)	Not Currently Implemented
a.HCV Waive Operating a Required FSS Program (HCV)	Not Currently Implemented
b.PH Alternative Structure for Establishing Program Coordinating Committee (PH)	Not Currently Implemented
b. HCV Alternative Structure for Establishing Program Coordinating Committee (HCV)	Not Currently Implemented
c.PH Alternative Family Selection Procedures (PH)	Not Currently Implemented
c.HCV Alternative Family Selection Procedures (HCV)	Not Currently Implemented
d.PH Modify or Eliminate the Contract of Participation (PH)	Not Currently Implemented
d.HCV Modify or Eliminate the Contract of Participation (HCV)	Not Currently Implemented
e.PH Policies for Addressing Increases in Family Income (PH)	Not Currently Implemented
e.HCV Policies for Addressing Increases in Family Income (HCV)	Not Currently Implemented
11. MTW Self-Sufficiency Program	
a.PH Alternative Family Selection Procedures (PH)	Not Currently Implemented
a.HCV Alternative Family Selection Procedures (HCV)	Not Currently Implemented
b.PH Policies for Addressing Increases in Family Income (PH)	Not Currently Implemented
b.HCV Policies for Addressing Increases in Family Income (HCV)	Not Currently Implemented
12. Work Requirement	
a. Work Requirement (PH)	Not Currently Implemented
b. Work Requirement (HCV)	Not Currently Implemented
13. Use of Public Housing as an Incentive for Economic Progress (PH)	
Use of Public Housing as an Incentive for Economic Progress (PH)	Not Currently Implemented
14. Moving on Policy	
a. Waive Initial HQS Inspection Requirement (HCV)	Not Currently Implemented
b.PH Allow Income Calculations from Partner Agencies (PH)	Not Currently Implemented
b.HCV Allow Income Calculations from Partner Agencies (HCV)	Not Currently Implemented
c.PH Aligning Tenant Rents and Utility Payments Between Partner Agencies (PH)	Not Currently Implemented
c.HCV Aligning Tenant Rents and Utility Payments Between Partner Agencies (HCV)	Not Currently Implemented
15. Acquisition without Prior HUD Approval (PH)	
Acquisition without Prior HUD Approval (PH)	Not Currently Implemented
16. Deconcentration of Poverty in Public Housing Policy (PH)	
Deconcentration of Poverty in Public Housing Policy (PH)	Not Currently Implemented
17. Local, Non-Traditional Activities	
a. Rental Subsidy Programs	Not Currently Implemented
b. Service Provision	Not Currently Implemented

C. MTW Activities Plan that Housing Authority & Comm Svcs Of Lane Co Plans to Implement in the Submission Year or Is Currently Implementing

2.b. - Payment Standards- Fair Market Rents (HCV)

Describe the MTW activity, the MTW agency's goal(s) for the MTW activity, and, if applicable, how the MTW activity contributes to a larger initiative

Homes for Good will use this waiver to allow the PHA to self-certify exception payment standards (EPS) in the case of reasonable accommodation. This waiver will increase the housing opportunities of our HCV Program participants needing accessibility features requiring a reasonable accommodation.

EPS's are those that are above 120% and currently require approval of the HUD field office. Homes for Good proposes using its MTW flexibility to allow it to self-certify EPS's (up to 150% of FMR) in the case of a reasonable accommodation. The current process to approve EPS's through the field office is time consuming and burdensome for the family, the housing agency, and HUD, and many times while approval was pending, the unit becomes unavailable. Units with accessibility features typically have significantly higher rents and, without an expedited approval of the EPS, households with accessibility needs are severely limited in their housing options.

Which of the MTW statutory objectives does this MTW activity serve?

Housing choice

What are the cost implications of this MTW activity? Pick the best description of the cost implications based on what you know today.

Increased expenditures

Does the MTW activity under this waiver apply to all assisted households or only to a subset or subsets of assisted households?

The MTW activity applies only to a subset or subsets of assisted households

Does the MTW activity apply only to new admissions, only to currently assisted households, or to both new admissions and currently assisted households?

New admissions and currently assisted households

Does the MTW activity apply to all family types or only to selected family types?

The MTW activity applies only to selected family types

Please select the family types subject to this MTW activity.

Other – another specifically defined target population or populations.

If Other Selected in Previous Question: Please describe this target population in the text box.

This waiver will impact households with approved reasonable accommodations in the Housing Choice Voucher program who are searching for units with accessibility features.

Does the MTW activity apply to all HCV tenant-based units and properties with project-based vouchers?

The MTW activity applies to all tenant-based units

Based on the Fiscal Year goals listed in the activity's previous Fiscal Year's narrative, provide a description about what has been accomplished or changed during the implementation.

A total of 37 households with Reasonable Accommodations (RAs) were housed using the Exception Payment Standards (EPS) method during October 1, 2024, thru March 24, 2025. This streamlined process saved families and Homes for Good

staff approximately 528 hours with Homes for Good using its MTW flexibility to approve these EPS over 120% of Fair Market Rent (FMR).

Does this MTW activity require a hardship policy?

Yes

This document is attached.

Does the hardship policy apply to more than this MTW activity?

Yes

Please list all of the applicable MTW activities. (Only upload hardship policy once when said policy applies to multiple MTW activities.)

3.a. - Alternative Reexamination Schedule for Households (PH); 3.b. - Alternative Reexamination Schedule for Households (HCV)

Has the MTW agency modified the hardship policy since the last submission of the MTW Supplement?

No

How many hardship requests have been received associated with this activity in the past year?

No hardship were requested in the most recent fiscal year.

Does the MTW agency need a Safe Harbor Waiver to implement this MTW activity as described?

Yes

What is the status of the Safe Harbor Waiver request?

The waiver request is being submitted for review with this submission of the MTW Supplement (see Section D).

Does the MTW activity require an impact analysis?

Yes

This document is attached.

Does the impact analysis apply to more than this MTW activity?

No

Please explain the payment standards by FMR:

EPS's are those that are above 120% and currently require approval of the HUD field office. Homes for Good proposes using its MTW flexibility to allow it to self-certify EPS's (up to 150% of FMR) in the case of a reasonable accommodation.

2.d. - Rent Reasonableness – Third-Party Requirement (HCV)

Describe the MTW activity, the MTW agency's goal(s) for the MTW activity, and, if applicable, how the MTW activity contributes to a larger initiative

Homes for Good will use this waiver to eliminate the requirement that the PHA use a third-party entity to perform rent-reasonableness determinations for units and properties the agency owns, manages, or controls.

Procuring and overseeing a third-party contractor for rent reasonableness is costly and time-consuming for the agency.

Instead, Homes for Good will apply its current rent reasonableness process for non-owned/managed units to units it owns and manages. This process has adequate controls in place to ensure uniformity, auditability, transparency, and fairness of the determination.

Which of the MTW statutory objectives does this MTW activity serve?

Cost effectiveness

What are the cost implications of this MTW activity? Pick the best description of the cost implications based on what you know today.

Decreased expenditures

Does the MTW activity under this waiver apply to all assisted households or only to a subset or subsets of assisted households?

The MTW activity applies to all assisted households

Based on the Fiscal Year goals listed in the activity's previous Fiscal Year's narrative, provide a description about what has been accomplished or changed during the implementation.

The cost saved by performing rent reasonableness internally for units owned or managed by Homes for Good has gone from \$5,985 in FY24 to \$3,465 during the first part of FY25 (10/1/24-3/31/25).

Does the MTW agency need a Safe Harbor Waiver to implement this MTW activity as described?

No

Please explain or upload a description of the quality assurance method.

Quality assurance is built into Homes for Goods process because the agency uses a third-party app that bases its results on objective measures. The comparables provided to establish rent reasonableness are documented within each tenant file.

No document is attached.

Please explain or upload a description of the rent reasonableness determination method.

Homes for Good will continue to use Nelrod's EZ Reasonable Rent Determinations (EZRRD) software to perform rent reasonableness determinations. EZRRD uses its five-method analysis system to compare multiple features per unit for a more in-depth analysis, and automatically identifies the three best comparables based on the system's objective market analysis.

No document is attached.

3.b. - Alternative Reexamination Schedule for Households (HCV)

Describe the MTW activity, the MTW agency's goal(s) for the MTW activity, and, if applicable, how the MTW activity contributes to a larger initiative

Homes for Good will implement a triennial recertification policy for elderly and disabled households in both its Public Housing and Housing Choice Voucher programs. This will benefit the client and the PHA by reducing the burden of the regular review cycle. Homes for Good plans to implement this policy in the Housing Choice Voucher program first, then implement in the Public Housing program the following year.

Waiving these provisions will allow Homes for Good to implement a triennial recertification policy for elderly and disabled households in both its Public Housing and Housing Choice Voucher programs. This will benefit the client and the PHA by reducing the burden of the regular review cycle. Homes for Good plans to implement this policy in the Housing Choice Voucher program first, then implement in the Public Housing program the following year.

To address changes in household circumstances, Homes for Good will continue to allow interims for households per its

interim policies described at the end of the waiver.

Homes for Good does not request to waive any of the safe harbors related to this waiver and will operate within the following safe harbors:

Reexaminations must occur at least every three years.

The agency must allow at least one interim adjustment per year at the request of the household, if the household gross income has decreased 10% or more.

Agency must implement an impact analysis.

Agency must include a hardship policy.

Which of the MTW statutory objectives does this MTW activity serve?

Cost effectiveness

What are the cost implications of this MTW activity? Pick the best description of the cost implications based on what you know today.

Decreased expenditures

Does the MTW activity under this waiver apply to all assisted households or only to a subset or subsets of assisted households?

The MTW activity applies only to a subset or subsets of assisted households

Does the MTW activity apply only to new admissions, only to currently assisted households, or to both new admissions and currently assisted households?

New admissions and currently assisted households

Does the MTW activity apply to all family types or only to selected family types?

The MTW activity applies only to selected family types

Please select the family types subject to this MTW activity.

Elderly families; Disabled families (to the extent those families are not exempt via a reasonable accommodation); Other – another specifically defined target population or populations.

If Other Selected in Previous Question: Please describe this target population in the text box.

Elderly and/or disabled families on fixed income

Does the MTW activity apply to all HCV tenant-based units and properties with project-based vouchers?

The MTW activity applies to specific tenant-based units and/or properties with project-based vouchers

Please describe which tenant-based units and/or properties with project-based vouchers participate in the MTW activity.

Applies to any tenant based or project based household that is a family of elderly and/or disabled status with fixed income.

Based on the Fiscal Year goals listed in the activity's previous Fiscal Year's narrative, provide a description about what has been accomplished or changed during the implementation.

Due to the delayed implementation of HIP for 50058 processing Homes for Good held off on implementing alternative reexaminations for Public Housing. Once HIP has been implemented and housing authorities no longer need to hold 50058's in preparation for HIP, Homes for Good will begin implementing this waiver for HIP.

Since implementation of tri-reexaminations for the Housing Choice Voucher Program the administrative cost savings has been approximately \$66,410.

Does this MTW activity require a hardship policy?

Yes

This document is attached.

Does the hardship policy apply to more than this MTW activity?

Yes

Please list all of the applicable MTW activities. (Only upload hardship policy once when said policy applies to multiple MTW activities.)

3.a. - Alternative Reexamination Schedule for Households (PH); 3.b. - Alternative Reexamination Schedule for Households (HCV)

Has the MTW agency modified the hardship policy since the last submission of the MTW Supplement?

No

How many hardship requests have been received associated with this activity in the past year?

No hardship were requested in the most recent fiscal year.

Does the MTW agency need a Safe Harbor Waiver to implement this MTW activity as described?

No

Does the MTW activity require an impact analysis?

Yes

This document is attached.

Does the impact analysis apply to more than this MTW activity?

Yes

Please list all of the applicable MTW activities. (Only upload impact analysis once when said impact analysis applies to multiple MTW activities.)

3.a. - Alternative Reexamination Schedule for Households (PH); 3.b. - Alternative Reexamination Schedule for Households (HCV)

What is the recertification schedule?

Once every three years

How many interim recertifications per year may a household request?

2 or more

Please describe briefly how the MTW agency plans to address changes in family/household circumstances under the alternative reexamination schedule.

Homes for Good interim policies are as follows:

- Homes for Good will allow households to request an interim if the household's income decreases.
- Homes for Good will not require a household to report increases in income or changes.
- Homes for Good will apply the most recent payment standard during the interim, reducing the likelihood that a rent increase negatively impacts the rent burden of the household.

Note that under HOTMA, HUD requires the increased payment standard to be applied no later than the earliest of:

- a. The effective date of an increase in the gross rent that would result in an increase in the family share;

- b. The family's first regular or interim reexamination; or
- c. One year following the effective date of the increase in the payment standard amount.

Note that under Homes for Good's policy and associated MTW waiver, c) above may not always be met since the payment standard will not be applied until the next review, unless the household has an interim for other reasons. Therefore, Homes for Good amends this waiver to add 24 CFR 982.505(c)(4) to the list of policies that it waives.

5.a. - Pre-Qualifying Unit Inspections (HCV)

Describe the MTW activity, the MTW agency's goal(s) for the MTW activity, and, if applicable, how the MTW activity contributes to a larger initiative

As part of the requirements of the Landlord Incentive cohort, Homes for Good (HFG) must select two (2) MTW activities related to landlord incentives in its initial plan year. One of the activities HFG selected is Waiver 5.a, Pre-Qualifying Unit Inspections.

HFG's landlord outreach revealed a strong desire among landlords to reduce the time it takes to approve the Request for Tenancy Approval (RFTA) during the lease-up process. Inspections for new move-ins typically happen once the RFTA is approved but prior to the tenant moving into the unit. Since the scheduling of the inspection and the potential for failures and re-inspections takes time, the current process can delay the move-in. The Pre-Qualifying Unit Inspections MTW activity will allow HFG to perform the inspection earlier in the process, enabling the household to move into the unit once the RFTA is approved.

HFG does not request waiving any of the safe harbors for this activity, which are listed below:
 The pre-inspection must have been conducted within 90 days of the participant occupying the unit.
 The participant must be able to request an interim inspection.

HQS inspection standards must not be altered as found at 24 C.F.R. 982.401.

Which of the MTW statutory objectives does this MTW activity serve?

Housing choice

What are the cost implications of this MTW activity? Pick the best description of the cost implications based on what you know today.

Increased expenditures

Does the MTW activity under this waiver apply to all assisted households or only to a subset or subsets of assisted households?

The MTW activity applies only to a subset or subsets of assisted households

Does the MTW activity apply only to new admissions, only to currently assisted households, or to both new admissions and currently assisted households?

New admissions (i.e., applicants) only

Does the MTW activity apply to all family types or only to selected family types?

The MTW activity applies to all family types

Does the MTW activity apply to all HCV tenant-based units and properties with project-based vouchers?

The MTW activity applies to all tenant-based units

Based on the Fiscal Year goals listed in the activity's previous Fiscal Year's narrative, provide a description about what has been accomplished or changed during the implementation.

The number of pre-qualifying unit inspections approved in FY2024 was 3 and is currently at 2 pre-qualifying unit inspections for the first part of FY25 (10/1/24-3/31/25).

In FY24 the average time to approve a Request for Tenancy Approval (RTA) unit for pre-inspection was 9.6 days

compared to 12 days average for regular inspection. Thus far the FY25 current average for pre-inspection is 7.5 days.
Data for regular inspection for this FY is not currently available.

Does the MTW agency need a Safe Harbor Waiver to implement this MTW activity as described?

No

How long is the pre-inspection valid for?

The pre-inspection is valid for 90 days.

5.c. - Third-Party Requirement (HCV)

Describe the MTW activity, the MTW agency's goal(s) for the MTW activity, and, if applicable, how the MTW activity contributes to a larger initiative

Homes for Good will eliminate the requirement that the PHA use a third-party entity to perform Housing Quality Standard (HQS) inspections on units and properties the agency owns, manages, or controls.

Procuring and overseeing a third-party contractor for HQS inspections services is costly and time-consuming for the agency. Instead, Homes for Good will utilize its in-house HQS inspection team and the policies and procedures governing HQS inspections for the Housing Choice Voucher program. The HQS inspection process has built-in quality control measures in place that will help to ensure the inspections performed at properties owned or managed by Homes for Good are uniform fair and that the process is transparent and auditable. We conduct monitoring inspections to verify that the units comply with the required HQS and/or NSPIRE standards. These inspections are carried out by PHA staff who were not involved in the initial inspection. This practice ensures a high level of quality control by providing an independent review of the units.

Homes for Good does not request to waive any of the safe harbors related to this waiver and will operate within the following safe harbors:

The agency shall establish and make available a quality assurance method to ensure an objective analysis.

The participant must be able to request an interim inspection.

HQS inspection standards must not be altered as found at 24 C.F.R. 982.401.

At the Department's request, the agency must obtain the services of a third-party entity to determine if PHA-owned units pass HQS.

Which of the MTW statutory objectives does this MTW activity serve?

Cost effectiveness

What are the cost implications of this MTW activity? Pick the best description of the cost implications based on what you know today.

Increased revenue; Decreased expenditures

Does the MTW activity under this waiver apply to all assisted households or only to a subset or subsets of assisted households?

The MTW activity applies only to a subset or subsets of assisted households

Does the MTW activity apply only to new admissions, only to currently assisted households, or to both new admissions and currently assisted households?

New admissions and currently assisted households

Does the MTW activity apply to all family types or only to selected family types?

The MTW activity applies to all family types

Does the MTW activity apply to all HCV tenant-based units and properties with project-based vouchers?

The MTW activity applies to all properties with project-based vouchers

Based on the Fiscal Year goals listed in the activity's previous Fiscal Year's narrative, provide a description about what has been accomplished or changed during the implementation.

The estimated savings on Inspections for the first part of FY25 (10/1/24-4/3/25) is approximately \$15,890. (Please note cost varies per unit size, location, and whether a reinspection (RI) is needed for estimation).

Does the MTW agency need a Safe Harbor Waiver to implement this MTW activity as described?

No

Please explain or upload the description of the quality assurance method:

Following will explain the quality assurance method

In conducting quality control, PHA supervisory staff will use a random selection process to determine which units will be inspected for compliance with HQS and/or NSPIRE standards, as applicable.

The review of these randomly selected units will be performed by PHA staff who were not involved in the initial inspection, ensuring a high level of quality assurance through independent evaluation.

Additionally, upon request from HUD, PHA will provide further oversight by engaging a third-party inspector who is not a PHA staff member.

No document is attached.

5.d. - Alternative Inspection Schedule (HCV)

Describe the MTW activity, the MTW agency's goal(s) for the MTW activity, and, if applicable, how the MTW activity contributes to a larger initiative

As part of the requirements of the Landlord Incentive cohort, Homes for Good (HFG) must select two (2) MTW activities related to landlord incentives in its initial plan year. One of the activities HFG selected is Waiver 5.d, Alternative Inspection Schedule.

Implementing an alternative schedule for Housing Quality Standard (HQS) inspections would increase inspector bandwidth for performing pre-inspections, re-inspections, and responding timeline to special inspection requests. HFG estimates that the increased bandwidth would allow inspectors to complete HQS inspections within 1-2 business days of the landlord contacting HFG.

This activity will allow HFG to inspect its HCV units every three (3) years instead of annually or biennially. In lieu of the regular annual or biennial inspection, HFG hired a full-time Landlord Liaison to

- 1) Field calls from applicants and tenants who are searching for housing,
- 2) Work with tenants who have concerns or questions regarding their existing housing,
- 3) Work with landlords to address concerns and understand the housing standards each unit must meet.

With a Landlord Educator on staff, HFG is confident that HQS concerns and/or questions that may arise between inspections will be addressed through landlord and tenant outreach or special inspections, as both tenants and landlords have a dedicated communication channel to voice concerns.

Which of the MTW statutory objectives does this MTW activity serve?

Cost effectiveness

What are the cost implications of this MTW activity? Pick the best description of the cost implications based on what you know today.

Neutral (no cost implications)

Does the MTW activity under this waiver apply to all assisted households or only to a subset or subsets of assisted households?

The MTW activity applies to all assisted households

Based on the Fiscal Year goals listed in the activity's previous Fiscal Year's narrative, provide a description about what has been accomplished or changed during the implementation.

The reduction in the amount of time it takes to approve a unit for move-ins has decreased from an average of 57 days to 53 days between CY 2023 to 2024.

The number of special inspections conducted in FY24 was 8, and thus far for FY25 is currently 5 (10/1/24-3/31/25).

The number of interactions between Homes for Good's landlord educator and landlords or tenants has increased from two events to nine events thus far in FY2025. There have been 374 additional interactions, such as phone calls and emails,

between the landlord educator and landlords or tenants between October 1, 2024 thru March 31, 2025.

Does the MTW agency need a Safe Harbor Waiver to implement this MTW activity as described?

No

9.c. - Elimination of PBV Selection Process for PHA-owned Projects Without Improvement, Development, or Replacement (HCV)

Describe the MTW activity, the MTW agency's goal(s) for the MTW activity, and, if applicable, how the MTW activity contributes to a larger initiative

Homes for Good implemented this waiver to allow Homes for Good to award project-based vouchers to non-Public Housing properties it owns without a selection process and without engaging in an initiative to improve, develop, or replace a Public Housing property or site. This waiver does not apply to other HUD-required selection requirements and the agency will ensure that the process to award vouchers is uniform and transparent.

Homes for Good will operate within the following safe harbors:

A subsidy layering review must be conducted.

The agency must complete site selection requirements.

HQS inspections must be performed by an independent entity according to 24 C.F.R. 983.59(b) or 24 C.F.R. 983.103(f) unless MTW 5.c is implemented.

The agency is subject to Notice PIH 2013-27 where applicable, or successor.

Property must be owned by a single-asset entity of the agency, see Notice PIH 2017-21.

Which of the MTW statutory objectives does this MTW activity serve?

Cost effectiveness

What are the cost implications of this MTW activity? Pick the best description of the cost implications based on what you know today.

Decreased expenditures

Does the MTW activity under this waiver apply to all assisted households or only to a subset or subsets of assisted households?

The MTW activity applies to all assisted households

Based on the Fiscal Year goals listed in the activity's previous Fiscal Year's narrative, provide a description about what has been accomplished or changed during the implementation.

There were no non-Public Housing properties owned by Homes for Good that were selected for project-based vouchers

without a competitive process in FY25

Does the MTW agency need a Safe Harbor Waiver to implement this MTW activity as described?

No

9.h. - Limit Portability for PBV Units (HCV)

Describe the MTW activity, the MTW agency's goal(s) for the MTW activity, and, if applicable, how the MTW activity contributes to a larger initiative

The Lane County Housing Authority (LCHA) (aka Homes for Good) requests to waive a safe harbor requirement under MTW Waiver 9.h., Limit Portability for PBV Unit. Under the activity Homes for Good will waive the requirement of providing a tenant-based voucher at 12 months when requested by a PBV household. As a safe harbor to the activity, portability cannot be restricted for more than 24 months. Homes for Good is seeking to waive this safe harbor and restrict mobility for its Permanent Supportive Housing PBV households with respect to a household's readiness to move. Homes for Good intends to offer portability to PSH PBV via a local preference based on scoring under Homes for Good's Move On assessment tool. Under this framework the overall timeframe for access to the tenant-based voucher is amended to allow for TBVs to be provided before 12 months or after 24 months, but no longer than 36 months.

Waiving the portability requirement will lower the cost of turning units for households moving to a tenant-based voucher, help the PBV project to cashflow by continuing to assist households, decrease the administrative burden associated with program unit transfers, and ensure that households on Homes for Good's waitlists are offered a tenant-based voucher first.

Homes for Good previously received approval to waive the following Safe Harbor: Portability under this activity must not be restricted for more than 24 months.

Which of the MTW statutory objectives does this MTW activity serve?

Cost effectiveness

What are the cost implications of this MTW activity? Pick the best description of the cost implications based on what you know today.

Increased revenue; Decreased expenditures

Does the MTW activity under this waiver apply to all assisted households or only to a subset or subsets of assisted households?

The MTW activity applies only to a subset or subsets of assisted households

Does the MTW activity apply only to new admissions, only to currently assisted households, or to both new admissions and currently assisted households?

Currently assisted households only

Does the MTW activity apply to all family types or only to selected family types?

The MTW activity applies only to selected family types

Please select the family types subject to this MTW activity.

Other – another specifically defined target population or populations.

If Other Selected in Previous Question: Please describe this target population in the text box.

Families living in Permanent Supportive Housing Project Based Voucher Units

Does the MTW activity apply to all HCV tenant-based units and properties with project-based vouchers?

The MTW activity applies to specific tenant-based units and/or properties with project-based vouchers

Please describe which tenant-based units and/or properties with project-based vouchers participate in the MTW activity.

Only applies to families living in Permanent Supportive Housing Project Based Voucher Units

Based on the Fiscal Year goals listed in the activity's previous Fiscal Year's narrative, provide a description about what has been accomplished or changed during the implementation.

No families have moved out of a PSH PBV project with a Housing Choice Voucher (HCV). Currently, only one family (PBV at Nel) is sitting on the Choice Mobility waitlist. Homes for Good currently does not have a tenant-based voucher to issue this family

An additional 17 families have expressed interest in moving out of Homes for Good PSH PBV projects. Of these families 8 have participated in a Move on Assessment to determine eligibility. Of those 8 families 6 did not meet the "Move on Readiness" benchmarks and are actively working with supportive services to meet the necessary requirements, the other two families were determined to be "Move on Ready" and their referrals were sent to exercise portability.

Does the MTW agency need a Safe Harbor Waiver to implement this MTW activity as described?

Yes

What is the status of the Safe Harbor Waiver request?

The waiver was previously approved.

Please describe the extent to which the Safe Harbor Waiver is supporting the MTW agency's goal in implementing this MTW activity.

Homes for Good requests to waive the following safe harbor. Detailed information related to this safe harbor waiver request are included in Section D of the MTW Supplement to the PHA Plan.

i. Portability under this activity must not be restricted for more than 24 months.

Homes for Good not request to waive any other safe harbors related to this waiver and will operate within the following safe harbors:

i. The agency must have a clear and uniform policy in place to address how move requests are received and how they are approved/denied for PBV households.

ii. Participants must still retain the ability to request a tenant-based voucher for reasonable accommodation according to existing rules.

D.	Safe Harbor Waivers.
D.1	<p>Will the MTW agency submit request for approval of a Safe Harbor Waiver this year?</p> <p>Yes, the Safe Harbor Waiver request(s) for 2b, 9h is(are) attached.</p>

E.	Agency-Specific Waiver(s).
E.1	<p>Agency-Specific Waiver(s) for HUD Approval:</p> <p>The MTW demonstration program is intended to foster innovation and HUD encourages MTW agencies, in consultation with their residents and stakeholders, to be creative in their approach to solving affordable housing issues facing their local communities. For this reason, flexibilities beyond those provided for in Appendix I may be needed. Agency-Specific Waivers may be requested if an MTW agency wishes to implement additional activities, or waive a statutory and/or regulatory requirement not included in Appendix I.</p> <p>In order to pursue an Agency-Specific Waiver, an MTW agency must include an Agency-Specific Waiver request, an impact analysis, and a hardship policy (as applicable), and respond to all of the mandatory core questions as applicable.</p> <p>For each Agency-Specific Waiver(s) request, please upload supporting documentation, that includes: a) a full description of the activity, including what the agency is proposing to waive (i.e., statute, regulation, and/or Operations Notice), b) how the initiative achieves one or more of the 3 MTW statutory objectives, c) a description of which population groups and household types that will be impacted by this activity, d) any cost implications associated with the activity, e) an implementation timeline for the initiative, f) an impact analysis, g) a description of the hardship policy for the initiative, and h) a copy of all comments received at the public hearing along with the MTW agency's description of how the comments were considered, as a required attachment to the MTW Supplement.</p> <p>Will the MTW agency submit a request for approval of an Agency-Specific Waiver this year?</p> <p>No</p>

E.2	<p>Agency-Specific Waiver(s) for which HUD Approval has been Received:</p> <p>Does the MTW agency have any approved Agency-Specific Waivers? No</p>
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F.	Public Housing Operating Subsidy Grant Reporting.
F.1	Total Public Housing Operating subsidy amount authorized, disbursed by 9/30, remaining, and deadline for disbursement, by Federal Fiscal Year for each year the PHA is designated an MTW agency.

Federal Fiscal Year (FFY)	Total Operating Subsidy Authorized Amount	How Much PHA Disbursed by the 9/30 Reporting Period	Remaining Not Yet Disbursed	Deadline
2022	\$2,106,617	\$2,106,617	\$0	2030-09-30
2023	\$1,710,993	\$1,515,064	\$195,929	2031-09-30
2024	\$2,475,046	\$2,407,233	\$639,169	2032-09-30
2025	\$1,983,264	\$1,926,063	\$696,370	2033-09-30

G.	MTW Statutory Requirements.	
G.1	75% Very Low Income – Local, Non-Traditional. HUD will verify compliance with the statutory requirement that at least 75% of the households assisted by the MTW agency are very low-income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA must provide data for the actual families housed upon admission during the PHA's most recently completed Fiscal Year for its Local, Non-Traditional program households.	
Income Level		Number of Local, Non-Traditional Households Admitted in the Fiscal Year*
80%-50% Area Median Income		0
49%-30% Area Median Income		0
Below 30% Area Median Income		0
Total Local, Non-Traditional Households		0

*Local, non-traditional income data must be provided in the MTW Supplement form until such time that it can be submitted in IMS-PIC or other HUD system.

G.2	Establishing Reasonable Rent Policy.
Has the MTW agency established a rent reform policy to encourage employment and self-sufficiency? No	
Please describe the MTW agency's plans for its future rent reform activity and the implementation timeline. N/A	

G.3	Substantially the Same (STS) – Local, Non-Traditional.	
The total number of unit months that families were housed in a local, non-traditional rental subsidy for the prior full calendar year.	0 # of unit months	
The total number of unit months that families were housed in a local, non-traditional housing development program for the prior full calendar year.	0 # of unit months	

Number of units developed under the local, non-traditional housing development activity that were available for occupancy during the prior full calendar year:

PROPERTY NAME/ ADDRESS	0/1 BR	2 BR	3 BR	4 BR	5 BR	6+ BR	TOTAL UNITS	POPULATION TYPE*	if Population Type is Other	# of Section 504 Accessible (Mobility)**	# of Section 504 Accessible (Hearing/ Vision)	Was this Property Made Available for Initial Occupancy during the Prior Full Calendar Year?	What was the Total Amount of MTW Funds Invested into the Property?
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G.4	Comparable Mix (by Family Size) – Local, Non-Traditional.
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To demonstrate compliance with the statutory requirement to continue serving a 'comparable mix" of families by family size to that which would have been served without MTW, the MTW agency will provide the number of families occupying local, non-traditional units by household size for the most recently completed Fiscal Year in the provided table.

Family Size:	Occupied Number of Local, Non-Traditional units by Household Size
1 Person	0
2 Person	0
3 Person	0
4 Person	0
5 Person	0
6+ Person	0
Totals	0

H.	Public Comment
	Attached you will find a copy of all of the comments received and a description of how the agency analyzed the comments, as well as any decisions made based on those comments.
	Please see attached for an additional public hearing held for Agency-Specific Waiver(s) and/or Safe Harbor Waiver(s)

I.	Evaluations.
	No known evaluations.

**Certification of Compliance with PHA Plan
and Related Regulations
(Standard, Troubled, HCV-Only, and High
Performer PHAs)**

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 09/30/2027

**PHA Certifications of Compliance with PHA Plan, Civil Rights, and Related Laws and Regulations
including PHA Plan Elements that Have Changed**

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairperson or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the 5-Year and/or Annual PHA Plan, hereinafter referred to as "the Plan", of which this document is a part, and make the following certification and agreements with the Department of Housing and Urban Development (HUD) for the PHA fiscal year beginning 10/2025, in connection with the submission of the Plan and implementation thereof:

1. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located (24 CFR § 91.2).
2. The Plan contains a certification by the appropriate State or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments (AI) to Fair Housing Choice, or Assessment of Fair Housing (AFH) when applicable, for the PHA's jurisdiction and a description of the manner in which the PHA Plan is consistent with the applicable Consolidated Plan (24 CFR §§ 91.2, 91.225, 91.325, and 91.425).
3. The PHA has established a Resident Advisory Board or Boards, the membership of which represents the residents assisted by the PHA, consulted with this Resident Advisory Board or Boards in developing the Plan, including any changes or revisions to the policies and programs identified in the Plan before they were implemented, and considered the recommendations of the RAB (24 CFR 903.13). The PHA has included in the Plan submission a copy of the recommendations made by the Resident Advisory Board or Boards and a description of the manner in which the Plan addresses these recommendations.
4. The PHA provides assurance as part of this certification that:
 - (i) The Resident Advisory Board had an opportunity to review and comment on the changes to the policies and programs before implementation by the PHA;
 - (ii) The changes were duly approved by the PHA Board of Directors (or similar governing body); and
 - (iii) The revised policies and programs are available for review and inspection, at the principal office of the PHA during normal business hours.
5. The PHA made the proposed Plan and all information relevant to the public hearing available for public inspection at least 45 days before the hearing, published a notice that a hearing would be held and conducted a hearing to discuss the Plan and invited public comment.
6. The PHA certifies that it will carry out the public housing program of the agency in conformity with title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d-2000d—4), the Fair Housing Act (42 U.S.C. 3601-19), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), title II of the Americans with Disabilities Act (42 U.S.C. 12101 et seq.), and other applicable civil rights requirements and that it will affirmatively further fair housing in the administration of the program. In addition, if it administers a Housing Choice Voucher Program, the PHA certifies that it will administer the program in conformity with the Fair Housing Act, title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, title II of the Americans with Disabilities Act, and other applicable civil rights requirements, and that it will affirmatively further fair housing in the administration of the program.
7. The PHA will affirmatively further fair housing, which means that it will take meaningful actions to further the goals identified in the Assessment of Fair Housing (AFH) conducted in accordance with the requirements of 24 CFR § 5.150 through 5.180, that it will take no action that is materially inconsistent with its obligation to affirmatively further fair

housing, and that it will address fair housing issues and contributing factors in its programs, in accordance with 24 CFR § 903.7(o)(3). The PHA will fulfill the requirements at 24 CFR § 903.7(o) and 24 CFR § 903.15(d). Until such time as the PHA is required to submit an AFH, the PHA will fulfill the requirements at 24 CFR § 903.7(o) promulgated prior to August 17, 2015, which means that it examines its programs or proposed programs; identifies any impediments to fair housing choice within those programs; addresses those impediments in a reasonable fashion in view of the resources available; works with local jurisdictions to implement any of the jurisdiction's initiatives to affirmatively further fair housing that require the PHA's involvement; and maintains records reflecting these analyses and actions.

8. For PHA Plans that include a policy for site-based waiting lists:

- The PHA regularly submits required data to HUD's 50058 PIC/IMS Module in an accurate, complete and timely manner (as specified in PIH Notice 2011-65);
- The system of site-based waiting lists provides for full disclosure to each applicant in the selection of the development in which to reside, including basic information about available sites; and an estimate of the period of time the applicant would likely have to wait to be admitted to units of different sizes and types at each site;
- Adoption of a site-based waiting list would not violate any court order or settlement agreement or be inconsistent with a pending complaint brought by HUD;
- The PHA shall take reasonable measures to assure that such a waiting list is consistent with affirmatively furthering fair housing; and
- The PHA provides for review of its site-based waiting list policy to determine if it is consistent with civil rights laws and certifications, as specified in 24 CFR 903.7(o)(1).

9. The PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.

10. In accordance with 24 CFR § 5.105(a)(2), HUD's Equal Access Rule, the PHA will not make a determination of eligibility for housing based on sexual orientation, gender identify, or marital status and will make no inquiries concerning the gender identification or sexual orientation of an applicant for or occupant of HUD-assisted housing.

11. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.

12. The PHA will comply with the requirements of Section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.

13. The PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.

14. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).

15. The PHA will provide the responsible entity or HUD any documentation that the responsible entity or HUD needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58 or Part 50, respectively.

16. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under Section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.

17. The PHA will keep records in accordance with 2 CFR 200.333 and facilitate an effective audit to determine compliance with program requirements.

18. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act, the Residential Lead-Based Paint Hazard Reduction Act of 1992, and 24 CFR Part 35.

19. The PHA will comply with the policies, guidelines, and requirements of 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Financial Assistance, including but not limited to submitting the assurances required under 24 CFR §§ 1.5, 3.115, 8.50, and 107.25 by submitting an SF-424, including the required assurances in SF-424B or D, as applicable.

- 20. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the regulations and included in its Plan.
- 21. All attachments to the Plan have been and will continue to be available at all times and all locations that the PHA Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its PHA Plan and will continue to be made available at least at the primary business office of the PHA.
- 22. The PHA certifies that it is in compliance with applicable Federal statutory and regulatory requirements, including the Declaration of Trust(s).

Housing Authority & Comm Svcs of Lane Co

OR006

PHA Name

PHA Number/HA Code

Annual PHA Plan for Fiscal Year **2025**

5-Year PHA Plan for Fiscal Years 20__ - 20__

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. **Warning:** HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802).

Name of Executive Director MR Jacob Fox		Name Board Chairman Larissa Ennis	
Signature	Date	Signature	Date

The United States Department of Housing and Urban Development is authorized to solicit the information requested in this form by virtue of Title 12, U.S. Code, Section 1701 et seq., and regulations promulgated thereunder at Title 12, Code of Federal Regulations. Responses to the collection of information are required to obtain a benefit or to retain a benefit. The information requested does not lend itself to confidentiality. This information is collected to ensure compliance with PHA Plan, Civil Rights, and related laws and regulations including PHA plan elements that have changed.

Public reporting burden for this information collection is estimated to average 0.16 hours per year per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. HUD may not collect this information, and respondents are not required to complete this form, unless it displays a currently valid OMB Control Number.

Form identification: OR006-Housing Authority & Comm Svcs of Lane Co form HUD-50077-ST-HCV-HP (Form ID - 1378) for CY 2025 printed by Noël Oostdijk in HUD Secure Systems/Public Housing Portal at 06/13/2025 01:16PM EST

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

ORDER 25-25-06-02H

In the Matter of Granting Approval for the
Submittal of the Annual Plan, and MTW
Supplement to HUD.

WHEREAS, Homes for Good is required by Section 511 of the Quality Housing and Work Responsibility Act of 1998 (and ensuing HUD requirements) to submit a Certification of Compliance with PHA Plan and Related Regulations for its Annual Plan

WHEREAS, Homes for Good is required by Move to Work to submit an MTW Certification of Compliance with its MTW Supplement.

NOW IT IS THEREFORE ORDERED THAT:

The Homes for Good Board approve the submittal of the Annual Plan and MTW Supplement by way of signature on the following documents:

Certification of Compliance with PHA Plan and Related Regulations, HUD Form 50077-ST-HCV-HP

MTW Certifications of Compliance, HUD Form 50075- MTW

DATED this _____ day of _____, 2025

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 06/25/2025

In the Matter of Approving the Access & Opportunity Plan for July 2025 - June 2026

DEPARTMENT: Executive

CONTACT : Jordyn Shaw

EXT: 2593

PRESENTER: Access & Opportunity Planning 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 "JAF", is written over a horizontal line.

DATE: 06.18.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Jordyn Shaw, Public Information Officer
TITLE: In the Matter of approving the Access & Opportunity Plan for July 2025 – June 2026
DATE: June 25th, 2025

MOTION:

It is moved that the Board of Commissioners approve Homes for Good's Access & Opportunity Plan which effective July 2025 to June 2026.

DISCUSSION:

A. Issue

Homes for Good Housing Agency is requesting Board approval for the Access & Opportunity Plan that was created to formalize a strategy on how to address barriers to housing, services, and programs.

B. Background

To further our Diversity, Equity, and Inclusion goals, Homes for Good established an internal Equity Strategy Team (EST) to address racial disparities within our organization, promote equity in our hiring and promotional practices, as well as to provide greater opportunities in contracting and services available to the people we serve. One of the primary goals of the EST was to develop a Strategic Equity Plan for the agency that would alleviate barriers for our contractors, partners, and participants in accessing our programs and services.

We launched the development of the Strategic Equity Plan in the Fall of 2020 with a work session with the Homes for Good Board of Commissioners. In the first two quarters of 2021 we continued the development of this plan by actively engaging our staff members to get their advice and input on the plan. In the Summer of 2021, we brought back the Strategic Equity Plan to the Homes for Good Board of Commissioners for advice and input during another work session.

The results of the initial draft led to the creation of a framework for a 3-year plan that infuses Diversity, Equity, and Inclusion into a larger strategic plan to make sure all efforts are being steered in the direction of more equitable and inclusive services. The Strategic Equity Plan has been divided by four overarching themes: Listen to Our Communities, Tell the Human Story, Create Pathways to Self-Sufficiency, and Lead and Grow Ethically.

In June of 2022 the Homes for Good Board of Commissioner's approved the Strategic

Equity Plan for Year 1 (July 2022 – June 2023), and the plan was put into action. Homes for Good staff documented and reported progress on the plan by bringing quarterly progress reports to the Board of Commissioners and distributing these reports to staff and residents.

In June of 2023, and June of 2024 Years 2 and 3 were subsequently approved by the board. These plans **used the previous year's** plan as a base, modifying the goals to show progress over the past year, and to focus the goals on better customer service for our residents and clients. The EST drafted these plans from



March - June of the respected years engaging with Board members in two separate SEP subcommittee meetings, a Board gallery walk, the Leadership team, Manager team, and an All-Staff gallery walk. Engagements allowed the plan to be revised, refined, and clarified to make sure progress could be made within the next year towards the goals with the objective of being more measurable.

In April of 2025, Homes for Good introduced our Community Centered Initiatives made up of 2 parts: The Access & Opportunity Plan and our Financial Stability Roadmap. These two plans will come **together into a larger planning effort to combine all the Agency's strategic planning into one place.** The Initiatives will be dynamic in years to come, with the possibility of additional parts and plans which can be added as needed.

With this, the Strategic Equity Plan has been transformed into the Access & Opportunity Plan. This plan will continue to focus on increasing access to our programs and services through evaluating the best practices and ways that the Agency can break down systematic barriers. The focus continues to be on the communities we serve, learning from their experiences to base operational changes on. We will continue to take a human-centered approach, making programmatic changes to promote wealth building as well as improving the mental, physical, and financial health of our residents and program participants. We will also continue to improve our employee experience to regain and retain a diverse workforce. This plan will continue to be **guided on the pillars of "Listen to our Communities," "Tell the Human Story," "Create Pathways to Self-Sufficiency," and "Lead and Grow Ethically,"** and is co-written by our Access + Opportunity Planning Team and our Leadership Team being informed by management, staff, and Board feedback.

C. Analysis

The Access & Opportunity Plan continues to be informed by management, staff, and Board feedback. This year, feedback from three different engagements and activities informed the direction of the plan.

All-Staff Engagement

On March 18, 2025, Homes for Good staff participated in an engagement session. The purpose of this session was to reflect on the current SEP, identify priorities for the next year, and begin shaping the goals and tactics that inform the Access & Opportunity. Staff responded to the following five questions, using sticky notes to share their input:

1. **What is a challenge or opportunity in your department that should be reflected in next year's SEP?**
2. What SEP goals might not be accomplished this year and should be carried forward?
3. What is one thing you can begin doing now to make progress on an SEP goal?
4. What barriers or roadblocks have impacted progress on SEP goals?
5. What SEP progress point are you most proud of from the past year?

How Staff Feedback Shows Up in the Plan: New and Enhanced Goals & Tactics

Staff emphasized the need for greater professional development, leadership opportunities, and technical training. Sample input included: *"More internal hiring," "Increase certification opportunities," "More hands-on training,"* and *"Career advancement support."* These comments are reflected in:

- Goal 7's tactic *"Integrate trainings and a skills inventory into our Agency Interest List for internal employment opportunities."*
- Goal 12's tactic *"Implement maintenance skills assessments and annual training on maintenance tasks and formalized customer service training."*
- Goal 16's tactic *"Train Maintenance staff on appliance repair to reduce equipment replacement costs and environmental impact."*



Capacity challenges, including understaffing and heavy workloads, were frequently cited. These comments are reflected in Goal 13 with tactics such as:

- *"Implement procedures to reduce redundancies and increase efficiency of 2–3 tasks using AI."*
- *"Implement AI agents, both staff- and public-facing, for handling common questions."*

How Staff Feedback Shows Up in the Plan: New Continuation of Goals

Staff advocated more Yardi training and expanded use of digital portals for participants. These are reflected in Goal 13's Tactics:

- *"Continue Yardi portal implementation focusing on Rent Assistance for recertifications, the Vendor portal and Vendor Shield."*
- *"Using the Computer on Wheels (COW), host basic computer skill classes for residents."*

Board Engagement

On March 19, 2025, the Homes for Good Board of Commissioners held a work session to provide input on future strategic directions. Commissioners responded to four questions:

1. If the Board were to have specific SEP-related responsibilities, what should they be?
2. What current SEP goals are important to continue into next year?
3. How can the Board better support existing SEP goals in the coming year?
4. What are emerging challenges or opportunities that should be reflected in the next SEP?

How Board Feedback Shows Up in the Plan: Continuation and Expansion of Goals

Commissioners emphasized the importance of public-private partnerships and sustaining efforts that were already underway. This is reflected in Goal 10: *"Educate and mobilize the private sector to increase affordable housing development and preservation, with a focus on housing stability for cost-burdened households and people experiencing homelessness."*

Sustainability, program growth, and HUD education were also key themes. Commissioners specifically proposed expanding the Family Self-Sufficiency (FSS) program and supporting voucher-holder education. These comments are reflected in:

- Goal 6's tactic, *"Complete rebrand and rename of FSS program with MTW waiver possibilities to increase enrollment by 25%."*
- Goal 9's tactic, *"Create and implement a process for recertification workshops, including a staffing schedule, facilitator guide, and accessible community spaces."*

Middle Management Engagement

On April 30, 2025, Homes for Good's leadership team and supervisor/manager team participated in a strategy workshop to co-develop new tactics for the Access & Opportunity Plan. Working in small groups by functional area, participants identified concrete actions and then linked them to existing or emerging strategic goals.

How Middle Management Feedback Shows Up in the Plan: New Tactics

A variety of new tactics originated directly from this session, including:

Pillar 1: Listen to Our Communities

- *"Implement customer service surveys within community rooms."*



- *"Host 2 annual listening sessions in collaboration with RED and Communications."*
- *"Support Resident Councils by providing 2 trainings and forming 1 new Council."*
- *"Create a more robust informational page for landlords on the Homes for Good website."*
- *"Expand landlord meetings to occur in external Property Management offices."*

Pillar 2: Tell the Human Story

- *"Incorporate a 'Resident Corner Section' in quarterly newsletters."*
- *"Add a section to newsletters to talk about policy/procedure modifications and site improvements."*
- *"Celebrate successes with residents such as good inspection scores."*

Pillar 3: Create Pathways to Self-Sufficiency

- *"Create and implement a process for recertification workshops, including a staffing schedule, facilitator guide, and identifying community spaces."*
- *"Create an action plan for a voluntary rent reporting program to increase resident credit scores."*
- *"Increase resident employment opportunities through expansions to PSH CREW and FSS internships."*
- ***"Strengthen partnerships with STEP, Workforce Lane, Connected Lane, etc."***

Pillar 4: Lead & Grow Ethically

- *"Implement maintenance skills assessments and annual training on maintenance tasks and formalized customer service training."*
- *"Train Maintenance staff on appliance repair to save money and reduce carbon footprint."*
- *"Plant drought-resistant native plants at new developments and rehabs with an emphasis on pest-repelling plants."*
- *"Create process and procedures to reduce the number of trips that maintenance staff take to pick up supplies to increase 'wrench' time."*

C. Alternatives & Other Options

If the plan is not approved, the Access & Opportunity Team will revise the plan based on feedback or shortcomings and bring the plan back to the board in August of 2025

D. Timing & Implementation

Progress and implementation of certain tactics have already begun. Upon approval of the plan, other tactics will start to be implemented, and progress will begin to be compiled for a quarterly report.

E. Recommendation

It is recommended that the Board of Commissioners approve the Access & Opportunity Plan for July of 2025- June 2026.

F. Follow Up

The Access & Opportunity Planning Team will bring two annual updates to the Board of Commissioners of the progress made towards the Access & Opportunity Plan goals. These progress reports will occur in January 2026 (July-December progress) and July 2026 (January-June progress).

G. Attachments

- Access & Opportunity Plan for July of 2025- June 2026.



Access & Oppportunity Plan

July 2025 - June 2026

Homes. People. Partnerships. Good.

Introduction

Homes for Good's Access & Opportunity Plan for July 2025 - June 2026 establishes our commitment to creating stable housing solutions and strengthening community partnerships throughout Lane County. This plan builds on our foundation of providing homes, serving people, fostering partnerships, and delivering good outcomes for our community.

Our strategic approach centers on four interconnected pillars that guide our work: Listen to Our Communities emphasizes collaboration and resident-driven decision making; Tell the Human Story focuses on sharing client experiences and ensuring our services are usable by all; Create Pathways to Self-Sufficiency supports long-term financial stability and employment opportunities; and Lead and Grow Ethically promotes responsible operations, staff development, and environmental stewardship.

Through 16 specific goals and dozens of tactical initiatives, this plan addresses the full spectrum of our work—from rent assistance and property management to resident services and community development. Each goal includes measurable outcomes and clear accountability, ensuring we can track progress and adapt our approach based on community feedback and changing needs. It represents our continued commitment to housing stability, community engagement, and responsive service delivery that meets people where they are and supports their path forward.

**Listen to our
Communities**



**Tell the
Human Story**



**Create Pathways
to Self-Sufficiency**



**Lead & Grow
Ethically**



Meet the Access & Opportunity Planning Team

The Access & Opportunity Planning Team serves as the strategic coordination hub for Homes for Good's Community Centered Initiatives and organizational development efforts.

This cross-functional team is responsible for developing, implementing, and monitoring our Access & Opportunity Plan while ensuring alignment with our mission to provide stable housing solutions and strengthen community partnerships.



SELENA GONZALEZ-FLORES

Housing Specialist



CORI LARSON

Real Estate Accounting Administrator



LIVI CAMBA

Resident Services Specialist



TRAVIS BAKER

Property Manager



REBECCA MURPHY-LYONS

Programs & Grants Specialist



JOSÉ ZARATE

Family Self Sufficiency Coordinator



JASMINE LEARY-MIXON

Executive Support Coordinator



JORDYN SHAW

Public Information Officer



BAILEY MCEUEN

Human Resources Director



JACOB FOX

Executive Director



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.

The goals and tactics in this section are guided by input from residents and aim to improve their experience with our programs. The goals and tactics outlined in this section focus on local partnership and collaboration.

Pillar #1

Listen to Our Communities

Goal #1

Compare feedback from focus groups and surveys with changes made to policies, procedures, and site improvements to ensure resident input drives outcomes.

Rent Assistance

- Based on Landlord feedback, create a more robust informational page for landlords on the Homes for Good website.

Property Management

- Through the 2025 satisfaction survey: gather general service feedback, and assess changes made from 2023 survey.

Resident Services

- Support Resident Councils by providing 2 Resident Council trainings and helping form 1 new Resident Council.

Rent Assistance

- We will expand the customer service survey to participants served remotely.

Resident Services

- Host 2 annual listening sessions in collaboration with RED and Communications to gain feedback on development, programming and resident procedures.

RED

- Develop processes with 3rd party sites to allow ongoing feedback both internally and with residents. Incorporate these into the onboarding of a new property management company in 2025.

Property Management

- Implement customer service surveys within community rooms

Pillar #1

Listen to Our Communities

Goal #2

Shape new development and rehabilitation efforts—including housing type, design, and scale—based on input from residents and community members, with priority for households with greatest housing need.

RED

- Develop a preservation plan based on input from residents about their housing needs.

RED

- Continue rural community outreach regarding the Field on Quince including homeownership opportunities and develops partnerships with Three Rivers Casino and affiliated tribal members.

Goal #3

Use community-based spaces for meetings and workshops to improve usability and participation in familiar and trusted environments.

Rent Assistance

- Create and implement a process for recertification workshops, including: a staffing schedule, facilitators guide, and identifying community spaces to hold the workshops.

Rent Assistance

- Expand Landlord meetings to occur in external Property Management Offices.



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 in this section focus on sharing client experiences to build community understanding and ensuring our communications are usable by all community members. This includes gathering resident stories, improving our content design, and using feedback to demonstrate program impact.

Pillar #2

Tell the Human Story

Goal #4

Use social media and other agency platforms to share the lived experiences of clients, fostering empathy and understanding.

Goal #5

Embed usability best practices in all public-facing content.

Communications

- Create a process and staff resources to continuously collect and share resident stories, quotes and photos to share via social media.

Property Management

- Celebrate successes with residents such as good inspection scores, and share through internal and external channels.

Supportive Housing

- Add a section to quarterly Resident newsletters to talk about policy/procedure modifications and site improvements we make based on their feedback.

Resident Services

- Incorporating a "Resident Corner Section" in quarterly Resident newsletters to provide space for resident groups, councils or individuals to share stories.

Communications

- Improve onboarding and training resources for staff who create public facing materials including a training on Functional Design.

Rent Assistance

- Using existing presentations and resident stories, create and present an Agency Overview Presentation to the community.
 - Set Monthly goals to achieve creation of agency overview presentation.
 - Create yearly calendar on where we would present agency overview
 - Set limit on number of agency overviews.
 - Record Agency Overview Presentation.



Pillar #3

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 process and programmatic improvements to promote wealth building, and improve the mental, physical and financial health of our residents and program participants.

Pillar #3

Pathways to Self-Sufficiency

Goal #6

Develop and highlight programs that support long-term financial empowerment for households.

Goal #7

Expand internship and job opportunities through targeted recruitment and internal staff engagement, with a focus on residents and individuals with firsthand experience of housing insecurity.

Goal #8

Increase opportunities for HUD Section 3-eligible businesses and workers to promote self-sufficiency and local economic development.

Goal #9

We will create educational & employment opportunities for youth in our programs through intentional partnerships with local organizations serving youth.

Property Management

- Create an action plan for a voluntary rent reporting program that reports on-time rent payments to credit bureau to increase resident credit scores.

Resident Services

- Complete rebrand and rename of FSS program including possible "opt out" options and MTW waiver possibilities to increase enrollment by 25%

Human Resources

- Integrate trainings and a skills inventory into our Agency Interest List for internal employment opportunities.

Resident Services

- Increase resident employment opportunities through expansions to PSH CREW and FSS internships.

RED

- Continue rural community outreach regarding the Field on Quince including homeownership opportunities and develops partnerships with Three Rivers Casino and affiliated tribal members.

Rent Assistance

- Create and implement a process for recertification workshops, including: a staffing schedule, facilitators guide, and identifying community spaces to hold the workshops.



Pillar #4

Lead and Grow Ethically

“Leading & Growing Ethically” means we will lead the way in creating a welcoming and respectful workplace culture that reflects our community values and supports all staff and residents.

The goals and tactics outlined in this section focus on improving our employee experience, building our local workforce, utilizing technologies to provide more access to our programs, and reducing the Agency's carbon footprint.

Pillar #4

Lead and Grow Ethically

Goal #10

Educate and mobilize the private sector to increase affordable housing development and preservation, with a focus on housing stability for cost-burdened households and people experiencing homelessness.

Goal #11

Implement a system to document, report, and respond to incidents of harassment or harm, in compliance with HUD requirements and community standards.

Goal #12

Reduce staff turnover by improving training, clarifying job expectations, and building confidence in tools and systems.

Agency

- Develop a framework for an annual economic impact report or presentation.

Energy Services

- Provide educational programs about the Weatherization program with local Utilities.

Communications

- Create and share social media campaigns and other platforms educational materials addressing funding processes and changes focusing on human impact.

Agency

- Engage with private sector developers and construction companies to gather their input on how to increase housing production of lower middle-income housing.

Supportive Housing

- Provide tools and materials for Kids Club and other resident groups to help them recognize and respond to harmful or unfair treatment in their communities.

Property Management

- Implement maintenance skills assessments and annual training on maintenance tasks and formalized customer service training.

Pillar #4

Lead and Grow Ethically

Goal #13

Improve service delivery by optimizing technology systems and digital tools.

- IT**
 - Implement AI agents both staff facing and public facing for common questions.

- IT**
 - Continue Yardi portal implementation focusing on Rent Assistance for recertifications, the Vendor portal and Vendor Shield.

- IT**
 - Implement procedures to reduce redundancies and increase efficiency of 2-3 tasks using AI.

- Finance**
 - Contact all non ACH vendors and encourage usage of vendor portal

- Rent Assistance**
 - Through various communications channels, reach out to Landlords to encourage usage of the landlord portal in Yardi.

- IT**
 - Using the Computer on Wheels (COW) host two basic computer skill classes for residents.

Goal #14

Increase households served by the Weatherization Assistance Program by 10%.

- Energy Services**
 - Finish the weatherization of Firwood.

- Energy Services**
 - Create an action plan to weatherize additional Agency owned properties.

Goal #15

Use data and education to improve the effectiveness and transparency of Local Preference programs.

- Rent Assistance**
 - Assess who is being served by Local Preferences (LPs) to ensure not creating disparate impact, holding bi-monthly LP meetings to discuss LP Metrics, and incorporating metrics into Executive Director Reports.

- Energy Services**
 - Based on feedback from constituents, update and simplify the WX application on the Homes for Good website, as well as adding a method to collect feedback within the application.

Pillar #4

Lead and Grow Ethically

Goal #16

Incorporate environmental stewardship and resource efficiency into workplace practices and service delivery.

RED

- Complete energy efficiency improvements at Bus Barn and HVAC system replacement at Heeran Center.

Property Management

- Based on recommendations from Lane County recycling, launch a Green House Initiative through assessing and implement improved signage and instructions provided at intake for recycling at Public Housing Properties.

Energy Services

- Utilize the funding from programs like the Community Heat Pump Deployment Program and the Landlord Provided Cooling Space Initiative to provide AC or cooling centers for our residents.

Property Management

- Train Maintenance staff on appliance repair so that we save money on replacing appliances and reduce our carbon footprint.

Agency

- Research products that our staff offices uses and access eco-friendly-ness with the intention of replacing non-eco-friendly items.

Property Management

- Create process and procedures to reduce the the number of trips that maintenance staff take to pick up supplies to increase "wrench" time for maintenance staff.

Energy Services

- Apply for another Fleet Electrification Grant to replace Agency gas vehicles with Electric vehicles.

Agency

- Create a building usability plan for the Service Center at 100 W 13th Ave. Including potential renovation costs for improvements.

RED

- Plant drought resistant native plants at new developments and rehabs with an emphasis on pest repelling plants.



Benchmarks, Metrics, and Continuous Initiatives

Homes for Good has established continuous work that connects to our plan which are outlined in this section. These are tasks we want to continue to complete year over year.

This section also outlines a number of benchmarks and metrics that Homes for Good has captured and is looking to improve upon.

Benchmarks, Metrics, and Continuous Initiatives

Pillar	Goal	Team	Metrics and Continuous Initiatives	Benchmark
Listen to our Communities	#1	RS	Increasing participation in Resident Satisfaction Survey by 25% and complete a Family Self-Sufficiency (FSS) participant survey.	146 participants in 2023
Listen to our Communities	#1	Coms	Continue evaluating the website search bar functions on a quarterly basis and optimizing based on use.	
Tell the Human Story	#4	RS	Create and distribute a quarterly impact report to provide information on Resident Services and PSH services provided and community impact.	
Tell the Human Story	#4	Coms	Increase the amount of client and staff stories shared, focusing on FSS client successes and PSH residents.	16 stories shared in 2024/25
Lead and Grow Ethically	#11	HR	70% of employees have intermediate understanding of the history of housing discrimination in Lane County, Oregon through our Employee Engagement Survey	87% answered yes within Employee engagement Survey.
Lead and Grow Ethically	#11	Agency	Continue to train staff on reporting incidents of harassment or harm, in compliance with HUD requirements and community standards, and baseline activity.	
Lead and Grow Ethically	#11	HR	Continue budgeting and programming of annual Access & Opportunity related staff trainings.	

Pillar	Goal	Team	Metrics and Continuous Initiatives	Benchmark
Lead and Grow Ethically	#11	SH	Provide annual bystander intervention training at Homes for Good communities.	
Lead and Grow Ethically	#11	HR	Maintain turnover rates consistent with other Public Employers.	14.4% vs. 18% for Oregon Public Employers.
Lead and Grow Ethically	#12	HR	Gather onboarding satisfaction data to set a benchmark of onboarding satisfaction and effectiveness.	
Lead and Grow Ethically	#12	HR	Increase employee engagement score by 10% over the next two years.	73% of respondents answered favorably
Lead and Grow Ethically	#12	HR	Monitor hiring data to local data to assess community representation.	
Lead and Grow Ethically	#12	HR	Increasing candidate favorability score by 10%	74% of respondents answered favorably
Lead and Grow Ethically	#13	Fin	Increase vendor usage of ACH by 10%	
Lead and Grow Ethically	#13	Fin	Have at least 90% of invoices paid within 6 weeks.	
Lead and Grow Ethically	#15	RS	Expand membership of the FSS Advisory Board to include organizations such as: Plaza, NAACP, etc.	

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

ORDER 25-25-06-03H

In the Matter of approving the Access &
Opportunity Plan for July 2025 – June 2026

WHEREAS, the Homes for Good's Access & Opportunity Team was as a created cross-functional team is responsible for developing, implementing, and monitoring our Access & Opportunity Plan while ensuring alignment with our mission to provide stable housing solutions and strengthen community partnerships; and

WHEREAS, the Access & Opportunity Planning Team created a Access & Opportunity Plan that outlines the goals and actions steps of the agency to build on our foundation of providing homes, serving people, fostering partnerships, and delivering good outcomes for our community over the course of the next year; and

WHEREAS, the goals and action steps of the Access & Opportunity Plan were shared with the staff, and the board for feedback, comments, and concerns;

WHEREAS, the staff on 3/18/25 participated in a all-staff engagement for recommendations and feedback to incorporate into the plan; and

WHEREAS, the Board met on 3/19/25 in a work session for recommendations and feedback to incorporate into the plan; and

WHEREAS, it has been determined that the goals and actions steps that the Access & Opportunity Team drafted are aligned with the input and recommendations as well as the mission of the organization;

NOW IT IS THEREFORE ORDERED THAT:

The Homes for Good Board of Commissioners review and approve Access & Opportunity Plan for July 2025 – June 2026.

DATED this _____ day of _____, 2025

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 05/21/2025

AGENDA TITLE: Overview of the Financial Sustainability Roadmap Timeline

DEPARTMENT: Executive

CONTACT : Ela Kubok

EXT: 2506

PRESENTER: Ela Kubok

EXT: 2506

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

DATE: 06.18.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:

Self-Managed Portfolio Repositioning + Ela + Wakan	[Audrey]														Task Lead	Anticipated Hours	Anticipated Cost	Notes
	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26				
Hire a consultant to analyze Public Housing portfolio and develop project plan and timeline for how to optimize repositioning considering federal subsidy options, LIHTC, and debt.															Jacob Wakan Audrey	(consultant hours)	(consultant costs)	
Have kick-off meeting with our land use consultant and our legal counsel specific to the McKenzie Village water/sewer system.															Audrey	(track)	(pay as we go)	
Rezone McKenzie Village from Public Land & Open Space to R-1 Residential.															Audrey	(track)	(pay as we go)	Could impact SUB taking on McKenzie Village water/sewage if re-zoned as residential
Identify attorney that specializes in property acquisition and eminent domain for Firwood. Determine source of bridge loan for acquisition.															Jacob	(Attorney hours)	(Attorney costs)	

Third-Party Managed Portfolio Repositioning [Audrey + Sean + Wakan]	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Task Lead	Anticipated Hours	Anticipated Cost	Notes
Complete a financial analysis for self-managing this portfolio or part of it.															Wakan Victoria	12hrs	No cost	
If financial analysis indicates self-management is feasible a more comprehensive business plan should be developed.															Victoria	(Jacob talk to Vic/Audrey)	(Jacob talk to Vic/Audrey)	
Complete a recapitalization/re-syndication plan for the portfolio with a priority list of which properties should be prioritized.															Victoria	(Jacob talk to Vic/Audrey)	(Jacob talk to Vic/Audrey)	
Determine whether existing properties beyond the LIHTC compliance period (15 years) could be sold as affordable condos as a strategy to preserve property, increase affordable home ownership and increase organizational financial liquidity.															Victoria	(Jacob talk to Vic/Audrey)	(Jacob talk to Vic/Audrey)	

Lease Vacant Commercial Space [Audrey + Ela + Sean]	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Task Lead	Anticipated Hours	Anticipated Cost	Notes
Prepare operating budget for the Bus Barn factoring in grant for the CDC and other capital projects currently in play.															Audrey	40	0	
Begin negotiations with Lane County to convert Bus Barn from long term lease to Homes for Good ownership.															Jacob	10	0	
Analyze The Olive clinic space using reasonable assumptions and various scenarios (i.e., if the space would need \$150k in tenant improvements how long would it take to recoup the cost through a market-rate lease; could the improvements be Agency financed?).															Ela	40	\$150-200K	Utilize the formatting for the Bus Barn operating budget that Audrey is drafting
Develop plan and timeline to transfer the ownership of the Heeran Center to another organization															Jacob Audrey Victoria	60	0	
Market the Farview Office space to other public organizations															Audrey and Wakan	12	(realtor costs)	

Trends & Five-Year Forecast [Ela + Sean]	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Task Lead	Anticipated Hours	Anticipated Cost	Notes
Review Lane County's five-year forecast and a multi-year forecast from a PHA as a tool for the Agency to learn from.															Sean	20		Coincide with next years' budget cycle. Bailey will need some labor forecasting for bargaining purposes
Develop a multi-year labor cost increase trending analysis that can be used during bargaining and the FY 26 budget development.															Sean + Bailey	10		
Finish quality control for FY 25 Yardi budget variance reports.															Sean	17		
Determine what capability Yardi has for multi-year financial forecasting.															Sean	~12		Jan - Mar: Review tool + April - Jun: Utilize tool
Develop forecast for Medicaid HRSN (Health-Related Social Needs) revenue growth.															Wakan + Sean	12	N/A	

Cashflow Analysis + Sean]	[Ela												Task Lead	Anticipated Hours	Anticipated Cost	Notes		
	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26					May-26	Jun-26
Analyze the COCC cashflow to determine if expenses are exceeding revenue or if the fronting of funds in advance of getting reimbursements is creating the cash flow challenges.															Ela			linked to Budget?
Analyze the Public Housing portfolio to determine if expenses are exceeding revenue.															Sean	8	0	linked to Budget?
Determine what impacts a new CBA could have on our agency cash flow.															Sean	12	0	with Bailey
Update our overhead allocation methodologies for key grants and the Energy Services Department.															Sean	16	0	current highest priority
Redesign our array of bank accounts and dramatically reduce the # of accounts from the existing array of @150.															Sean	25 Hours		potentially in conjunction with bank migration
Complete the reconciliation between our records and HUD's records for the HCV Admin Fee and HAP															Sean	15-25 hours	0	

Grant Compliance, Invoicing & Fiscal Monitoring [Beth + Esteban + Sean + Wakan]	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Task Lead	Anticipated Hours	Anticipated Cost	Notes
	As noted in the Trends & Five-Year Forecast slides considers we will analyze how much revenue potential there is for Medicaid HRSN billing. We may want to engage a consultant to help analyze current practices and future potential including estimating how much revenue could be generated from Medicaid HRSN billing.															Wakan	12	N/A
As we build our FY 26 Budget in the considers we will determine whether there is enough funding from these grants to add a Grant Accounting position in Finance and a Grants Compliance position(s) that can take some pressure off Department Directors.															Sean	8	0	linked to Budget?
We will develop a "go/no go" decision making tool to assess grant and funding opportunities that considers allowable administrative overhead fees, complexity, regulatory oversight, etc.															Sean	12	0	Need outside feedback to develop metrics and values