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HOMES FOR GOOD BOARD OF COMMISSIONERS MEETING

Wednesday, July 30th, 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 the option to join via public video call and conference line (see details below).

Wednesday, July 30th, 2025 at 1:30pm

The July 30th, 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

7. ADMINISTRATION

- A. Executive Director Report
- B. Quarterly Employee Excellence Awards
- C. FY26 Budget Timeline Overview

8. CONSENT AGENDA

- A. Approval of 06/25/2025 Board Meeting Minutes
- B. ORDER 25-30-07-01H: In the Matter of Updating the Administrative Plan – New Project Based Voucher Community & Local Preferences
- C. ORDER 25-30-07-02H: In the Matter of Appointing Members of the Homes for Good Foundation Board of Directors

9. PRESENTATION

Berman Hopkins Agency Audit Exit Review
(Laura Anne Pray & Parker Howard, Berman Hopkins) (Estimated 30 minutes)

10. ORDER 25-30-07-03H

In the Matter of Approving the FY24 Financial Audit Significant Deficiency Plan of Action
(Ela Kubok, Deputy Director) (Estimated 20 minutes)

11. ORDER 25-30-07-04H

In the Matter of Approving the Submission of the Five-Year Capital Fund Action Plan 2025-2029
(Kurt von der Ehe, CAP Project Manager & Jared Young, Contract Administrator) (Estimated 15 minutes)

12. PRESENTATION

Permanent Supportive Housing Program Overview & Impact
(Wakan Alferes, Supportive Housing Director & Camryn Leland, Permanent Supportive Housing Manager) (Estimated 20 minutes)

13. PRESENTATION

Strategic Equity Plan Progress Report

(Access & Opportunity Planning Team Members) (Estimated 20 minutes)

14. OTHER BUSINESS

Adjourn.

Our Rent Assistance Director, Beth Ochs, is resigning and finishing her tenure in early September. As a consummate professional she gave us plenty of notice to develop a transition plan and run a recruitment to hire a new Director. She has been an innovative and dedicated professional in our organization and community for over 20 years who will be dearly missed. On July 6th we opened up the recruitment and at the writing of this report we have received 50 applications and out of this pool we plan to interview 6 candidates.

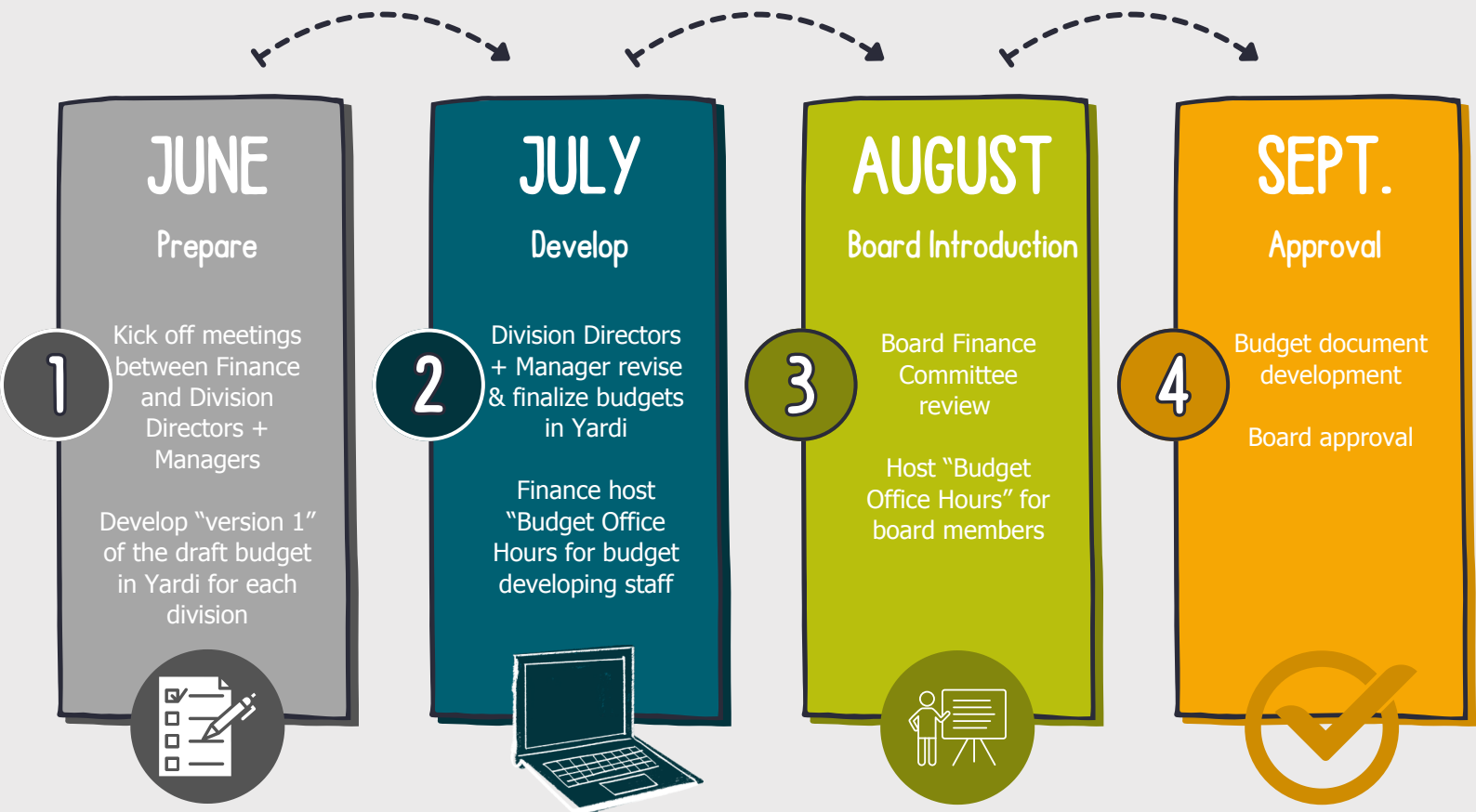
Also on July 6th we opened up the recruitment to fill our vacant Finance Director position. As of the writing of this report we have received 6 applicants. If after 4 weeks we don't have viable candidates in the pool we will hire a recruiting firm to do a national search.



On August 7th from 3:30pm-6:30pm we will be celebrating our annual Community Night Out for the people we serve. This event will be at Alton Baker Park. We want to give the Board a heads up and we would love for all of you to attend. Justin has been encouraging the Homes for Good Real Estate Development Team to more actively engage with organization focused on improving transportation systems in Lane County. In response to his encouragement we had a meeting with the Transportation Planning Manager, Rob Inerfeld, and the Transportation Options Program Manager, Shane Rhodes. We were able to review our development pipelines and received some helpful advice about how to coordinate with the City of Eugene Transportation Planning office on these projects and future projects. We have also scheduled a meeting with Lane Transit District in August. Thanks to Justin for helping us better connect!



General Budget Timeline



Fiscal Year 2026

Budget Timeline

June		
DATE	TASK	ASSIGNEE(S)
06.09-06.16	Compile Budget Workbooks	Finance
6.17	LT Review of Budget Workbooks	Directors
06.18-06.25	Compile Manager Budget Prep Materials	Finance
6.25	Distribute Manager Budget Prep Materials	Jasmine

August		
DATE	TASK	ASSIGNEE(S)
8.07	Materials due for Board Finance Committee	Directors
8.13	Board Finance Committee Meeting	Directors
08.18-08.22	Board & All Staff Budget Office Hours	Directors
8.29	Budget Narratives & Photos Due	Directors

July		
DATE	TASK	ASSIGNEE(S)
7.02	Manager Info Session	Finance
7.07	Version I Yardi Budgets Finalized	Finance
07.07-08.06	Directors + Managers Compile Budgets & Narratives	Directors

September		
DATE	TASK	ASSIGNEE(S)
9.05	Export Yardi Budgets	Jasmine
09.08-09.11	Complete Budget Document	Jordyn
9.12	Board Materials Due	Jordyn + Jasmine
9.24	Board Meeting	Directors
9.25	Upload Public Housing Budget	Finance + Jacob



EXCELLENCE AWARD

JULY 2025



EXCELLENCE AWARD

JULY 2025

Kat has stepped into her role with the Asset Management team in September 2024 as Asset Management Specialist. Coming from rent assistance at Homes for Good, Kat brings strong agency knowledge, a positive attitude and professionalism to the Asset Management team and the Real Estate Department as a whole. Kat has demonstrated strong skills in prioritization of time sensitive and organizing ongoing tasks. She is dependable and thorough in her quality of work.

Kat has also shown excellent skills in both written and verbal communication to both internal staff and external partners. Kat shows great decision-making skills while working independently and also is a wonderful team member for collaborative projects. Kat brings a sense of humor to the workplace when appropriate and is a joyful person to work with. We are glad she is part of our team and look forward to watching her future growth in her role.

Audrey Banks
Real Estate Development Division Director



EXCELLENCE AWARD

JULY 2025



EXCELLENCE AWARD

JULY 2025

David's positive attitude, strong work ethic and team oriented demeanor set the stage for a collaborative environment for those that get the chance to work alongside him. David has a knack for identifying big picture improvements and solutions for the rural portfolio he leads. The residents that David serves have been very vocal in expressing their appreciation of David's quality of work and professional demeanor. However, one virtue that is consistently noted is David's compassion and authenticity. David has a knack for ensuring people around him feel respected and that they are heard on a personal level, all while maintaining a professional demeanor.

Travis Baker
Property Manager

MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS



Wednesday, June 25th, 2025 at 1:30 p.m.

Homes for Good conducted the June 25th, 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

Kirk Strohman

Chloe Chapman

Larissa Ennis

Joel Iboa

Board Members Absent:

Pat Farr

Joel Iboa

Destinee Thompson

Quorum Met

1. PUBLIC COMMENT

None

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

None

3. ADJUSTMENTS TO THE AGENDA

- The Agency will need to discuss with legal counsel if the full board can approve the Board Finance Committee meeting minutes or if those can be approved solely by the Board Finance Committee. In the interim Consent Agenda items "B" and "C" will be placed on hold for approval until legal counsel has provided input.
- Rent Assistance Director, Beth Ochs, is unable to attend the board meeting, Supportive Housing Director, Wakan Alferes, will be presenting the Annual Plan on her behalf.

4. COMMISSIONERS' BUSINESS

None

5. EMERGENCY BUSINESS

None

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

Jacob Fox discussed the intention in the future is to have a key performance indicator (KPI) component embedded in the Executive Director Report. Jacob's experience with Small Claims Court speaks to unexpected situations that can come up and take a significant amount of staff time to prepare and engage in with mediation and court appearances.

Parcel II has a \$1.2mm gap which is common for a project of this size at this point in pre-development. City staff leader Will Dougherty isn't eager to go back to the City Council to ask for more money, but it could be beneficial, considering all the money they invested in other developments on the Riverwalk Project. The project has been pushed into the state ORCA (Oregon Centralized Application) system – which offers loans, grants, and tax credit funds to develop affordable housing throughout Oregon. The legal agreements authorized by the board are still in need of final legal review. For board members wishing to help with City Council engagement, Jacob can provide some speaking materials for support.

The Agency has drafted financial statements and Controller Sean Pearson is reviewing the audited financials prepared by external auditors, Berman Hopkins. Findings include a significant deficiency in internal controls because of a material difference between unaudited and audited financials. Even with this deficiency, improvements have been made since the previous audit. The second finding was regarding compliance and eligibility. Client files are pulled and reviewed for accuracy and any errors are considered a finding. The last finding was from the CAP fund draws versus invoice payment timing. A corrective action plan has been created and implemented. Berman Hopkins will attend the July board meeting for an audit exit review.

Discussion Themes

- Media engagement or investor concerns surrounding the audit
- Memo coupled with audit document and corrective action plan to provide clarity of process improvements
- Impact of Finance Director vacancies and the use of a recruiting firm for filling the vacancy

8. CONSENT AGENDA

- A. Approval of 04/30/2025 Board Meeting Minutes
- ~~B. Approval of 05/14/2025 Board Finance Committee Meeting Minutes~~
[Removed Item B – see “Adjustments to the Agenda” notes]
- ~~C. Approval of 06/11/2025 Board Finance Committee Meeting Minutes~~
[Removed Item C – see “Adjustments to the Agenda” notes]
- D. Approval of ORDER 25-25-06-01H: In the Matter of Appointing Members of the Homes for Good Foundation Board of Directors

Vote Tabulations

Motion: **Heather Buch**

Second: **Chloe Chapman**

Discussion: Item B & C have been removed from the consent agenda and are not considered as part of the vote tabulation per the notes indicated in “Adjustments to the Agenda”.

Ayes: **Heather Buch, Michelle Thurston, Justin Sandoval, Kirk Strohman, Chloe Chapman, Larissa Ennis**

Abstain: *None*

Excused: **Pat Farr, Destinee Thompson, Joel Iboa**

The 06/25/2025 Consent Agenda was approved [6/0/3]

9. ORDER 25-25-06-02H: In the Matter of Granting Approval for the Submittal of the Annual Plan & MTW Supplement to HUD

Supportive Housing Director, Wakan Alferes Presenting

Overview

The Annual Plan is required to be submitted to HUD with any updated policies and any goals updated based on the Five-Year Plan. This plan included all the policies for the Section 8 Program, MTW Supplement, and Public Housing Program.

[see presentation titled: Annual Plan Submission]

Discussion Themes

- The Resident Advisory Board (RAB) is engaged as part of the development of this plan for feedback and questions.

Vote Tabulations

Motion: **Heather Buch**

Second: **Michelle Thurston**

Discussion: *None*

Ayes: **Heather Buch, Michelle Thurston, Justin Sandoval, Kirk Strohman, Chloe Chapman, Larissa Ennis**

Abstain: *None*

Excused: **Pat Farr, Destinee Thompson, Joel Iboa**

ORDER 25-25-06-02H was approved [6/0/3]

10. ORDER 25-25-06-03H: In the Matter of Approving the Access & Opportunity Plan for July 2025 – June 2026

Public Information Officer, Jordyn Shaw

Overview

Homes for Good has transitioned from having an annual Strategic Equity Plan to the Access & Opportunity Plan. The shift highlights the intent and reason behind the goals outlined in the plan – to prioritize access and opportunity (financially, residentially, professionally) to the people we serve and may serve in the future.

[see presentation titled: Access & Opportunity Plan]

Discussion Themes

- Definition of a Section 3 business
- Edit plan to re-align Goal 8
- Existing relationship with DevNW for financial literacy
- Excitement for Economic Impact Reporting in the future
- Process and success of soliciting feedback from the Board and staff
- Staff turnover and alignment with other public employers

Vote Tabulations

Motion: **Chloe Chapman**

Second: **Michelle Thurston**

Discussion: *None*

Ayes: **Heather Buch, Michelle Thurston, Justin Sandoval, Kirk Strohman, Chloe Chapman, Larissa Ennis**

Abstain: *None*

Excused: **Pat Farr, Destinee Thompson, Joel Iboa**

ORDER 25-25-06-03H was approved [6/0/3]

11. PRESENTATION: Financial Sustainability Roadmap Timeline

Executive Director, Jacob Fox & Deputy Director, Ela Kubok Presenting

Overview

The Financial Sustainability Roadmap is an Agency plan with a focus on Agency-wide financial sustainability. There are specific goals and tactics outlined with assigned leads. The timeline provides more detail on expected costs, the hours needed to complete the task, when the task will start, and be completed.

Updates:

- Homes for Good has worked with Cameron McCarthy to assist with mapping out the McKenzie Village rezone. This will need water and sewer to be replaced under the right-of-way that the Agency owns before Springfield Utility Board (SUB) will assume responsibility for the water and sewer.
- In the fall the Agency would like to conduct a financial analysis of portfolio self-management for properties that are currently 3rd party managed.
- Bus Barn will need to reapply in the fall for the childcare grant through the State of Oregon.
- Diversify the potential uses of the medical space in the administrative building.
- Possible sale of Heeran Center

[see presentation titled: Financial Sustainability Roadmap Timeline]

Discussion Themes

- Previous efforts to sell Firwood
- Timeline for new development items
- Use of seller's note for Heeran Center sale
- Holly Mar-Conte at Eugene Chamber providing support in grant writing for childcare
- Utilization of HRSN for rent assistance and regulations around "double dipping"
- Utilization of business banking services to provide account consolidation support
- Include internal staff time costs in "Cost" column

No action needed.

12. OTHER BUSINESS

None

Meeting adjourned at 3:27p.m.

Minutes Taken By: Jasmine Leary Mixon



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 07/30/2025

AGENDA TITLE: In the Matter of Updating the Administrative Plan - New Project Based Voucher Community and Local Preferences

DEPARTMENT: Rent Assistance Division

CONTACT : Beth Ochs

EXT: 2547

PRESENTER: Beth Ochs

EXT: 2547

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 "JAF", is written over a horizontal line.

DATE: 07.23.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Beth Ochs, Rent Assistance Division Director

TITLE: In The Matter of Updating the Administrative Plan – New Project Based Voucher Communities and Local Preferences

DATE: July 30, 2025

MOTION:

Seeking Board Approval to:

- Add Bridges on Broadway and Ollie Court to the waitlist of Project Based Voucher (PBV) communities.
- Add Local Preference at:
 - Bridges on Broadway under the Transitional Homeless Family preference.
 - Ollie Court under Homeless Family, Elderly and Disabled, and Transitional Homeless Family

DISCUSSION:

A. Issue

Homes for Good is seeking Board approval to add two Project-Based Voucher (PBV) communities—Bridges on Broadway and Ollie Court—to its PBV waitlists.

In addition, Homes for Good proposes establishing local preferences at both sites. These preferences are designed to expand access for marginalized populations, provide targeted support to individuals navigating housing barriers, and help build effective waitlists aligned with community needs.

B. Background

Bridges on Broadway

Located at 599 East Broadway in Eugene, Bridges on Broadway is scheduled for completion in August 2025. This 57-unit community of studio apartments will serve chronically homeless individuals and veterans. Referrals for these units will come through Lane County's Centralized Waitlist, prioritizing those with the most urgent housing needs.

Ollie Court

Ollie Court, located adjacent to the Lane County Fairgrounds, is projected to be completed in late 2025.

This 81-unit community will serve households at or below 50% of the Area Median Income, with one-, two-, and three-bedroom units. This board order seeks Preference to be given to homeless families, elderly and disabled households, and transitional homeless families.

Both developments are aligned with HUD policy, which allows Public Housing Agencies to apply local preferences to prioritize applicants with specific needs—such as homelessness, disability, or displacement—on our waitlists. This ensures limited housing resources are directed where they are most urgently needed.

C. Analysis

Bridges on Broadway is a Permanent Supportive Housing community and will utilize the Centralized Waitlist managed by Lane County. This system identifies and prioritizes individuals based on a comprehensive vulnerability assessment, including factors such as housing status, physical health, and history of homelessness. Homes for Good will conduct further eligibility screening upon referral.

Ollie Court is a PBV community that will also feature an Early Learning Center, developed in partnership with Head Start of Lane County and Early Childhood CARES. In March 2025, Homes for Good hosted a stakeholder meeting to gauge local preference interest. Eight community agencies participated, with six requesting local preference.

As of July 15, 2025, the local preference referral partners slated for Ollie Court include:

- Oregon Department of Human Services
- Head Start of Lane County
- Eugene School District 4J
- ARC of Lane County
- Senior & Disability Services
- Lane County Dovetail Program
- Veterans Administration Program

D. Furtherance of the Access and Opportunity Plan

The use of local preferences advances the goals outlined in Homes for Good's Access and Opportunity Plan by centering community voice and fostering equity through strong partnerships. These preferences strengthen our ability to serve marginalized households by offering tailored support in navigating eligibility processes and removing barriers to stable housing.

E. Alternatives & Other Options

Homes for Good could opt not to implement local preferences and instead rely solely on the general waitlist. However, this approach may limit access for high-barrier populations and reduce the impact of intentional partnerships. It would also conflict with funding requirements for Bridges on Broadway, which mandates the use of the Centralized Waitlist.

F. Timing & Implementation

Following Board Approval:

Homes will update its Administrative Plan.

G. Recommendation

Homes for Good recommends that the Board approve the addition of Bridges on Broadway and Ollie Court

as PBV communities on its waitlists and authorize the implementation of local preferences at both sites.

H. Follow Up

None

I. Attachments

None

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

ORDER 25-30-07-01H

In the Matter of Updating the Housing Choice
Voucher Administrative Plan, New Project
Based Voucher Communities for Waitlists and
Local Preferences

WHEREAS, Homes for Good is permitted to establish a separate waiting list for Project Based Voucher units in particular projects or buildings or for sets of such units.

WHEREAS, Homes for Good is permitted to establish local preferences, and to give priority to serving families that meet those criteria.

NOW IT IS THEREFORE ORDERED THAT:

The Housing Choice Voucher Administrative Plan for Fiscal Year 2025 shall be revised as follows:

Page 17-38 is amended to add under Organization of the Waiting List,

The PHA will establish and manage separate waiting lists for individual projects or buildings that are receiving PBV assistance. The PHA currently has waiting lists for the following PBV projects:

Bridges on Broadway – Studio bedroom waiting list, with a total of 57 PBV units. Applicants must be referred from an approved entity under local preference.

Ollie Court – 1, 2 and 3-bedroom units, with a total of 81 PBV units. Applicants must be referred from an approved entity under local preference.

PHA reserves the right to add additional waiting lists as needed to manage a PBV program.

Page 17-39 is amended to add under Selection from the Waiting List,

The PHA will provide a selection preference when required by the regulation (e.g., eligible in-place families, elderly families or units with supportive services, or mobility impaired persons for accessible units). The PHA reserves the right to add additional preferences as new PBV units are developed.

Bridges on Broadway:

Preference will be given to:

Transitional Homeless Family Preference

This preference applies to transitional housing person who are homeless and who are referred from a Homes for Good approved entity (an entity

with an active MOU/MOA with Homes for Good). The definition of “homeless” and “transitional” for this purpose will be included in the MOU/MOA with the qualified entity.

Ollie Court

Preference will be given to:

Veteran’s Assisted Supportive Housing (VASH) voucher participants for one bedroom units

This preference applies to families with an active VASH voucher who are referred to Homes for Good by the local Veteran’s Administration Office.

Homeless Family Preference for two and three-bedroom units

This preference applies to homeless families who have been referred from a Homes for Good approved entity (an entity with an active MOU/MOA with Homes for Good). The definition of ‘homeless’ for this purpose will be included in the MOU/MOA with the qualified entity.

Transitional Homeless Family Preference

This preference applies to transitional housing person who are homeless and who are referred from a Homes for Good approved entity (an entity with an active MOU/MOA with Homes for Good). The definition of “homeless” and “transitional” for this purpose will be included in the MOU/MOA with the qualified entity.

Elderly and/or Disabled Family Preference

This preference applies to elderly and/or disabled families. Families must be referred by a Homes for Good approved entity (an entity with an active MOU/MOA with Homes for Good). The definition of ‘disabled’ and “elderly” for this purpose will be included in the MOU/MOA with the qualified entity.

Families will be selected on a first-come, first-served basis according to the date and time their local preference referral is received by Homes for Good.

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: 07/30/2025

AGENDA TITLE: 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 "JH", is written over a horizontal line.

DATE: 07.23.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



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MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Jordyn Shaw, Public Information Officer

AGENDA ITEM TITLE: ORDER 25-30-07-02H // In the Matter of Appointing Members of the Homes for Good Foundation Board of Directors

AGENDA DATE: July 30th, 2025

MOTION:

It is moved that Alexia Johnson 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 \$40,250 in scholarships since 2016 with \$4,000 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 three Homes for Good staff members: Nat Dybens, Nicole Tarricone, Frankie Lee; and 3 non-Homes for Good Staff members: Darci Phillips, Karen Saxe, and Quinne Hauth.

In 2024, the Homes for Good Foundation welcomed their first Scholar On Board Quinne Hauth, and still sits on the Homes for Good Foundation Board. She completed 90 hours of volunteer work for the Board and the Foundation, which allowed for a number of key functions and improvements to happen for the Foundation. In June of 2025, another student Alexia, expressed interest in doing similar work for the

2025-2026 academic year. To fulfill the requirements of the UO Scholars on Board Alexia will, if appointed, be a full voting member of the board, as well as volunteering a total of 90 hours over the course of August 2025 – June 2026.

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.*

Ela and Jordyn attended the Scholars on Board end of the Year Presentations in June of 2025, where interest was expressed by various students to participate in next year's class. The timeline of the class does not align with appointing a new member in quarter 1.

D. Furtherance of the Access & Opportunity Plan

Although it is not connected to specific tactics outlined in this year's Access & Opportunity Plan, it aligns with Goal #9 "We will create educational & employment opportunities for youth in our programs through intentional partnerships with local organizations serving youth." Within Pathways to Self Sufficiency as we continue partnerships with the University of Oregon growing these educational opportunities.

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

Alexia 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 as a full voting member.

G. Recommendation

Approval of the proposed motion.

H. Follow Up

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

I. Attachments

None

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

ORDER 25-30-07-02H

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, Alexia Johnson has expressed interest in joining the Homes for Good Foundation Board in accordance with the University of Oregon's Scholars on Board Program,

WHEREAS, the Homes for Good Housing Agency Board appoints Alexia Johnson to serve a two-year term.

NOW IT IS THEREFORE ORDERED THAT:

Alexia Johnson 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

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



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 07/30/2025

AGENDA TITLE: Berman Hopkins Agency Audit Exit Review

DEPARTMENT: Finance

CONTACT : Berman Hopkins

EXT:

PRESENTER: Berman Hopkins

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: 07.23.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:






DATE:



AUDIT PRESENTATION 2024

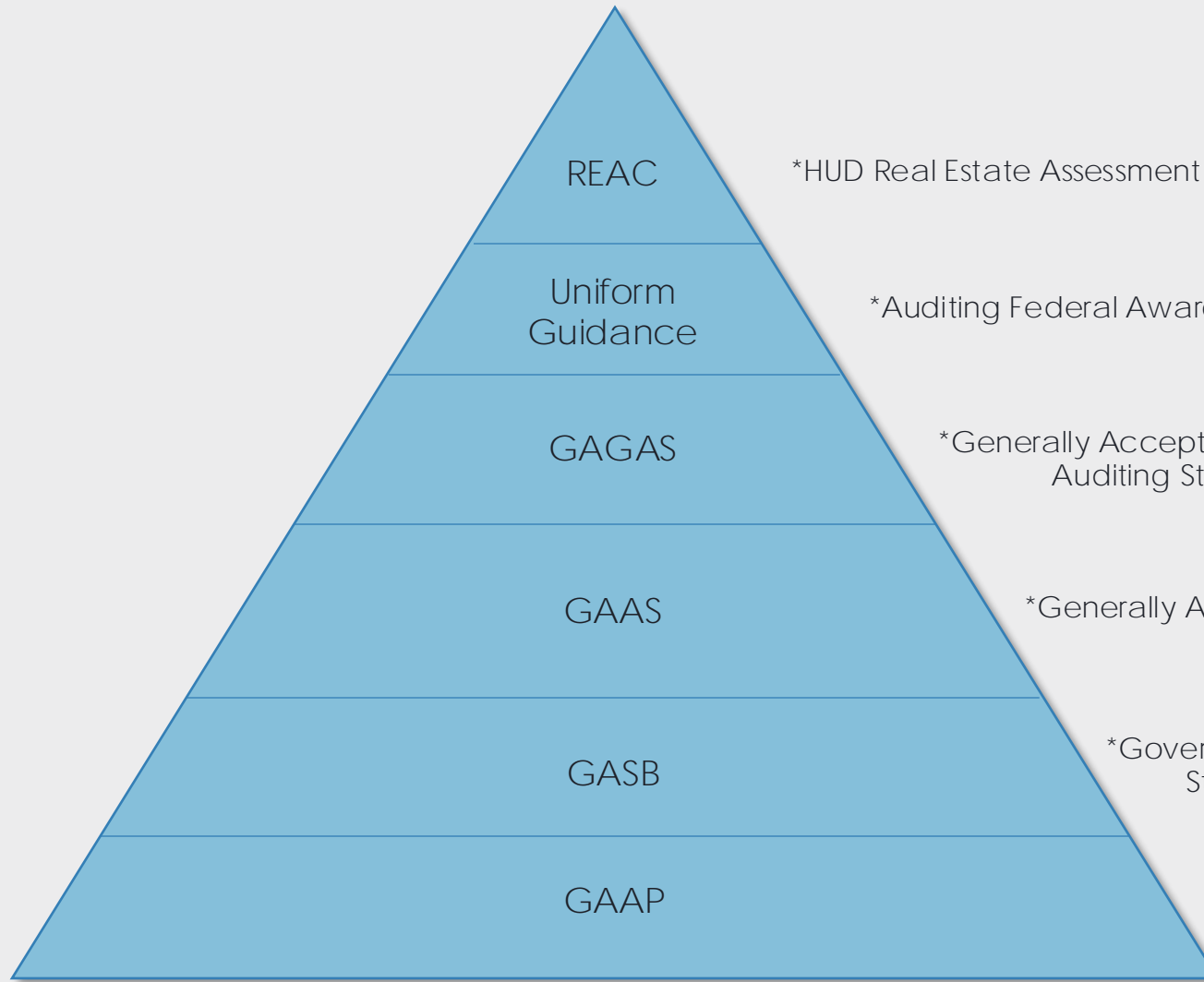
Presented by Berman Hopkins CPAs and Associates, LLP
Laura Anne Pray, CPA
Parker Howard



- 1  Introduction
- 2  12-month Period Ended September 30, 2024
- 3  Audit covers Financial as well as Controls and Compliance
- 4  Financial Includes All Programs as One Opinion Unit
- 5  HUD Real Estate Assessment Center ("REAC")

General Overview + Key Points





*HUD Real Estate Assessment Center

*Auditing Federal Awards

*Generally Accepted Government Auditing Standards

*Generally Accepted Auditing Standards

*Governmental Accounting Standards Board

*Generally Accepted Accounting Principles

Follows
Governmental
(and HUD)
Accounting +
Auditing
Guidelines



OPINIONS + REPORTS



Three Levels of Audit Standards

LEVEL 1 – AICPA Audit Standards

- Normal Audit Standards

LEVEL 2 – Government Auditing Standards

- Taxpayer \$s
- Waste
- Abuse
- Reasonable & Necessary

LEVEL 3 – Uniform Guidance (Formerly OMB A-133)

- Federal Awards Compliance for Major Programs



Opinions + Reports

1. **Auditor's Report** – (Page 2)
 - Unmodified “Clean” Opinion

Report on the Financial Statements

Opinion

We have audited the accompanying financial statements of the business-type activities of the Homes for Good Housing Agency (the “Agency”), as of and for the year ended September 30, 2024, and the aggregate discretely presented component units of Hawthorn-At-29th LLC, Roosevelt Crossing Limited Partnership, The Oaks-At-14th LLC, Bascom Village II LLC, Richardson Bridge LLC, Commons on MLK LLC, Market District Commons LLC, RAD 2 LLC, and HFG Nel Limited Partnership, the aggregate discretely presented component units, as of and for the year ended December 31, 2023, and the related notes to the financial statements, which collectively comprise the Agency’s basic financial statements, as listed in the table of contents.

In our opinion, the financial statements referred to above **present fairly, in all material respects,** the financial position of the Agency’s business-type activities and the aggregate discretely presented component units as of September 30, 2024 and December 31, 2023, respectively, and the changes in financial position and cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.



Opinions + Reports

2. Government Auditing Report

- Internal control finding noted

Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. We identified a certain deficiency in internal control, described in the accompanying schedule of findings and questioned costs as item **Finding Number 2024-001** that we consider to be a significant deficiency.



Opinions + Reports

2. Government Auditing Report

2024-001 Financial Reporting

Significant Deficiency in Internal Control

Repeated from 2023 audit (see prior year finding 2023-001)

Condition: During our audit of the Agency's financial statements, adjustments were needed to properly report the financial statements in accordance with generally accepted accounting principles. Certain accounts had not been properly reconciled and corrective entries were not readily available. Significant audit adjustments were necessary for several audit areas.

Cause: During the year, the Agency experienced staff turnover in the finance department as well as difficulty replacing personnel knowledgeable with HUD and REAC reporting requirements. In addition, the Agency switched accounting software and encountered various conversion issues. As a result of these situations, the Agency did not have access to accurate closing schedules and was not able to implement the internal controls and processes to ensure that the general ledger and the unaudited REAC submission was complete and accurate.

Auditor's Recommendations: The Agency should continue to develop and implement internal controls over both internal and external reporting, and the year-end close process to ensure reporting remains accurate and timely, with any unexpected financial data being investigated and corrected before it is reported. The Agency should consider additional staff training on development activities and its financial software.



Significant Adjustments Made

Audit Area	Issue	Amount of correction	
Cash	Was reconciled timely but not properly.	\$	1,052,146
Accounts receivable	Uncollectible accounts were not identified and allowanced		1,736,676
Accrued interest receivable	Interest receivable is not considered collectible and was written off		1,534,501
Inventory	Inventories should have been expensed but were capitalized as inventory.		566,969
Interprogram activities	Not properly tracked and eliminated		5,300,031
Accounts payable	Liabilities not properly accrued at year end.		1,121,967
Subscription payable	Activity for 2024 not recorded		145,904
OPEB	Not adjusted to agree with OPEB valuation		430,918
Long term debt	Draws on long term debt recorded as revenue.		639,836
Grant revenues	Recorded on Cash basis instead of Accrual basis		476,810
		\$	13,005,758



Opinions + Reports

- 3. Uniform Guidance Report
 - Unmodified “Clean” Opinion

Report on Compliance for The Major Federal Programs

Opinion on The Major Federal Programs

We have audited the Homes For Good Housing Agency (the “Agency”), a component unit of Lane County, Oregon, compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on the Agency's major federal programs for the year ended September 30, 2024. The Agency's major federal programs are identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

In our opinion, **the Agency complied**, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on the major federal programs for the year ended September 30, 2024.



Opinions + Reports

3. Uniform Guidance Report

- Internal Control: None Noted

Report on Internal Control Over Compliance

Our consideration of internal control over compliance was for the limited purpose described in the Auditor's Responsibilities for the Audit of Compliance section above and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies in internal control over compliance. Given these limitations, during our audit **we did not identify any deficiencies** in internal control over compliance that we consider to be material weaknesses, as defined above. However, material weaknesses or significant deficiencies in internal control over compliance **may exist that were not identified.**

Our audit was not designed for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, no such opinion is expressed.



Opinions + Reports

3. Uniform Guidance Report
 - Compliance findings noted

The results of our auditing procedures disclosed instances of noncompliance which are required to be reported in accordance with the Uniform Guidance and which are described in the accompanying schedule of findings and questioned costs as item **Finding Numbers 2024-002** and **2024-003**. Our opinion on the major federal programs is not modified with respect to these matters.



Opinions + Reports

3. Uniform Guidance Report

2024-002 Eligibility

Moving to Work Demonstration Program AL No. 14.881

Other matter required to be reported in accordance with 2 CFR 200.516(a)

Repeated from 2023 audit (see prior year finding 2023-002)

Condition: Out of an approximate population of approximately 4,800 tenants, 40 tenant files were tested and the following deficiencies were noted:

- One file did not calculate income correctly,
- One file did not utilize the correct utility allowance,
- Three files did not have a unit inspection during the prior 3 year period.



Opinions + Reports

3. Uniform Guidance Report

2024-003 Cash Management

Moving to Work Demonstration Program AL No. 14.881

Other matter required to be reported in accordance with 2 CFR 200.516(a)

Condition: Out of the 72 grant drawdowns during the year, 24 drawdowns were tested and it was noted that 1 of the drawdowns was made in advance of the supporting invoices being paid to the vendors and subsequently the invoices were not paid within the 72-hours, as required.

Cause: The Agency experienced staff turnover in the finance department as well as difficulty replacing personnel knowledgeable with HUD and grant reporting requirements.

Auditor's Recommendations: The Agency should continue to develop and implement internal controls over grant management to coordinate capital fund draws with the timing of invoice payments.



NEED TO
KNOW



Three Key Areas

- 1  Management's Discussion and Analysis
- 2  Schedule of Expenditures of Federal Awards ("SEFA")
- 3  Reports and Opinions – Schedule of "Findings"



Audit Summary

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Audit Summary

A. SUMMARY OF AUDITOR'S RESULTS

Financial Statements

Type of auditor's report issued: **Unmodified** ←

Internal control over financial reporting:

Material weakness identified? **No** ←

Significant deficiencies identified? **Yes (Finding Number 2024-001)**

Noncompliance material to financial statements noted? **No**

Federal Awards

Internal control over major programs:

Material weakness identified? **No** ←

Significant deficiencies identified? **None reported**

Type of auditor's report issued on compliance for major programs:

Moving to Work Demonstration Program - AL No. 14.881 - **Unmodified**

Rural Rental Housing Loans Program - AL No. 10.415 - **Unmodified**

Any audit findings that are required to be reported in accordance with 2 CFR 200.516(a)?

Yes (Finding Numbers 2024-002 and 2024-003)

The programs tested as major programs are as follows:

Moving to Work Demonstration Program - AL No. 14.881

Rural Rental Housing Loans Program - AL No. 10.415

The threshold for distinguishing types A and B programs was **\$1,398,501**

Did the auditee qualify as a low-risk auditee? **Yes**



SEFA and Major Program Determination

Federal Grantor/Pass -Through Grantor/ Program or Cluster Title	Assistance Listing (AL) Number	Federal Expenditures
U.S. Department of Housing and Urban Development		
Direct Programs:		
Housing Voucher Cluster		
Housing Choice Vouchers	14.871	\$ 2,345,016
EHV Emergency Housing Voucher	14.871	2,339,773
Mainstream Vouchers Program	14.879	<u>2,038,949</u>
Housing Voucher Cluster Total		\$ 6,723,738
Moving to Work Demonstration Program	14.881	32,685,247
Shelter Plus Care	14.238	810,666
Family Self-Sufficiency Program	14.896	236,671
Resident Opportunity and Support Services	14.870	83,476
Interest Reduction Payments	14.103	383,589
Passed through Lane County, Oregon:		
Continuum of Care	14.267	671,838
Passed through Oregon Housing and Community Services Department:		
Section 8 New Construction and Substantial	14.182	<u>324,578</u>
Total Department of Housing and Urban Development		<u>41,919,803</u>



SEFA and Major Program Determination

U.S. Department of Agriculture

Direct Programs:

Rural Rental Housing Loans	10.415	1,985,480
Rural Rental Assistance Payments	10.427	<u>256,144</u>
Total Department of Agriculture		<u><u>2,241,624</u></u>

U.S. Department of Treasury

Passed through the State of Oregon:

Coronavirus State and Local Fiscal Recovery Funds	21.027	<u>266,243</u>
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U.S. Department of Veterans Affairs

Passed through Lane County, Oregon:

VA Homeless Providers Grant and Per Diem Program	64.024	<u>145,973</u>
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U.S. Department of Energy

Passed through Lane County, Oregon:

Weatherization Assistance for Low Income Persons	81.042	<u>1,204,538</u>
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U.S. Department of Health and Human Services

Passed through Lane County, Oregon:

Low Income Home Energy Assistance	93.568	<u>878,351</u>
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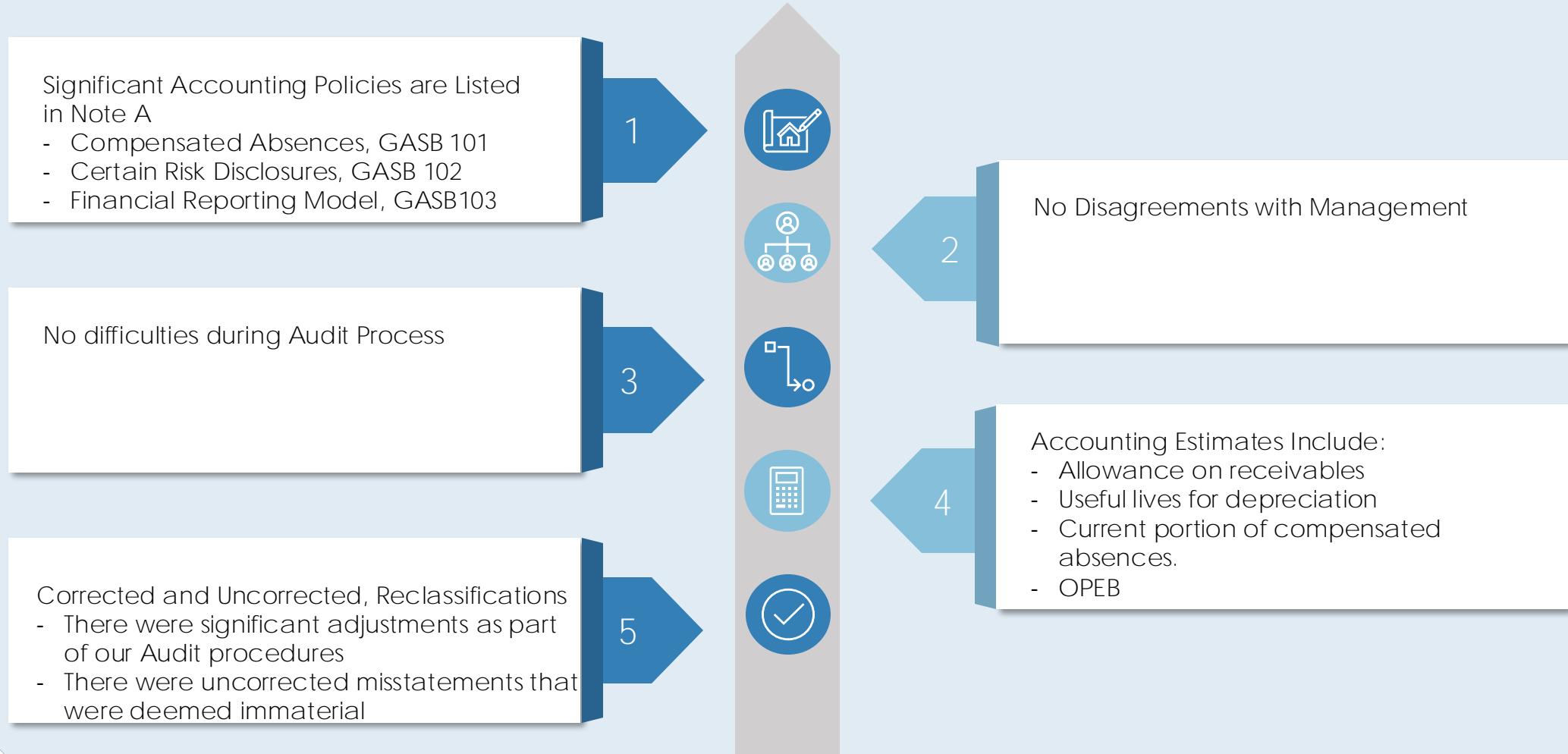
TOTAL EXPENDITURES OF FEDERAL AWARDS

\$ 46,656,532

GOVERNANCE COMMUNICATION



Governance Communication



FINANCIAL HIGHLIGHTS



Financial Highlights – Statement of Net Position

	<u>Summarized Statement of Net Position</u>		
	2024	2023	Net change
Current assets, net	\$ 22,422,090	\$ 21,593,849	\$ 828,241
Capital assets, net	76,806,460	69,970,357	6,836,103
Other noncurrent assets	33,584,917	32,463,087	1,121,830
Total assets	132,813,467	124,027,293	8,786,174
Deferred outflows of resources	63,014	11,247	51,767
Current liabilities	10,534,952	8,932,995	1,601,957
Other noncurrent liabilities	32,620,679	26,647,507	5,973,172
Total liabilities	43,155,631	35,580,502	7,575,129
Deferred inflows of resources	-	5,035	(5,035)
Net investment in capital assets	44,995,987	42,665,199	2,330,788
Restricted net position	3,342,515	4,650,963	(1,308,448)
Unrestricted net position	41,382,348	41,136,841	245,507
Total net position	\$ 89,720,850	\$ 88,453,003	\$ 1,267,847

Restricted net position consists of restricted escrows and reserves.



Financial Highlights – Change in Net Position

	2024	2023	Net change
Operating revenue:			
HUD revenue	\$ 41,352,175	\$ 38,276,056	\$ 3,076,119
Other government operating grants	16,254,733	7,008,821	9,245,912
Tenant rental revenue, net	7,096,583	7,212,823	(116,240)
Other operating revenue	1,761,184	6,926,056	(5,164,872)
Total operating revenue	66,464,675	59,423,756	7,040,919
Operating expenses:			
Housing assistance payments	33,385,689	29,717,343	3,668,346
Depreciation	2,603,673	2,797,305	(193,632)
Administrative	11,883,803	11,645,963	237,840
Tenant services	2,157,274	2,000,952	156,322
Utilities	1,444,767	1,439,279	5,488
Maintenance	6,886,133	6,898,911	(12,778)
Protective services	230,851	16,094	214,757
General	3,584,535	1,606,000	1,978,535
Total operating expenses	62,176,725	56,121,847	6,054,878
Operating income	4,287,950	3,301,909	986,041



Financial Highlights – Change in Net Position(Continued)

	<u>Changes in Net Position</u>		Net change
	<u>2024</u>	<u>2023</u>	
Nonoperating revenues (expenses)			
Gain on sale of capital assets	1,810,850	4,610,009	(2,799,159)
Interest income	129,752	32,799	96,953
Interest expense	(981,066)	(1,055,530)	74,464
Total nonoperating revenues (expenses)	<u>959,536</u>	<u>3,587,278</u>	<u>(2,627,742)</u>
Change in net position before capital contributions	5,247,486	6,889,187	(1,641,701)
HUD capital contributions	<u>567,628</u>	<u>1,380,294</u>	<u>(812,666)</u>
Change in net position	<u>5,815,114</u>	<u>8,269,481</u>	<u>(2,454,367)</u>
Total net position - beginning	88,453,003	80,281,443	8,171,560
Prior period adjustments	<u>(4,547,267)</u>	<u>120,986</u>	<u>(4,668,253)</u>
Total net position - beginning, restated	83,905,736	80,402,429	3,503,307
Equity transfer	<u>-</u>	<u>(218,907)</u>	<u>218,907</u>
Total net position - ending	<u>\$ 89,720,850</u>	<u>\$ 88,453,003</u>	<u>\$ 1,267,847</u>

Financial Highlights – Cash Flow

NET INCREASE IN CASH AND CASH EQUIVALENTS	4,709,816
Cash and cash equivalents at beginning of the year, restated	<u>13,899,298</u>
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	<u><u>\$ 18,609,114</u></u>
 AS PRESENTED IN THE STATEMENT OF NET POSITION	
Cash and cash equivalents - unrestricted	\$ 9,449,582
Cash and cash equivalents - restricted	8,995,256
Cash and cash equivalents - restricted noncurrent	<u>185,727</u>
	<u><u>\$ 18,630,565</u></u>



Management Letter Comments

1. Oversight of Journal Entries

We found that financial entries made to the accounting system sometimes lacked proper documentation or approval. To ensure transparency and accountability:

- All entries should be reviewed and approved by management *before* being recorded.
- Supporting documents and explanations should be attached to each entry.
- Entries that involve estimates or special calculations must clearly show how amounts were determined.

2. Improving the Year-end Close Process

To streamline year-end reporting and reduce risk of delays or errors:

- A formal checklist should be developed outlining what needs to be done, when, and by whom.
- This would include sample reports, formats, and clear instructions.



Management Letter Comments (cont.)

3. Improve Tracking of Receivables and Payables

The agency should review its outstanding invoices and bills regularly—ideally monthly—to:

- Quickly identify and fix errors.
- Ensure financial reports reflect accurate and current information.

4. Clearer Handling of Related-Entity Transactions

As the agency grows and works more with related entities:

- Separate records should be maintained for money owed to or from these entities.
- These records should be reconciled regularly to support clean and accurate reporting.
- It's especially important as federal oversight is expected to increase in this area.



Management Letter Comments (cont.)

5. Cleaning Up Old Bank Reconciliation Items

Some bank accounts include items that haven't cleared for over a year. These outdated transactions:

- Make reconciliation more time-consuming.
- Should be reviewed, removed if no longer valid, and cleaned up to improve accuracy.

6. Grant Tracking

Some grants are currently grouped together in reporting, which makes tracking difficult. Going forward:

- Each grant, especially federal ones, should be tracked individually to ensure compliance and proper reporting.



Management Letter Comments (cont.)

7. Paid Time-Off Liabilities

The Agency Should:

- Track earned but unused time off as part of payroll entries.
- Familiarize itself with new government accounting rules (GASB 101) that affect how these are reported.



Significant Highlights for 2024



3 Findings for the
Current Year



Increase in Net
Position:
\$5,815,114 – FY24



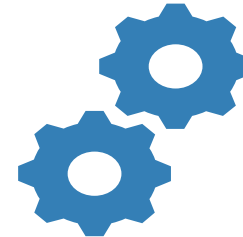
Diversified Funding
and Developments



Federal Funds
Over \$46 Million



- Key Items to Keep In Mind
- Balances are as of and for 9/30/24
 - See the MD&A for 2024 discussion



Recommendations:
Management Letter
Comments



QUESTION & ANSWER

Laura Anne Pray, CPA
Parker Howard
Thank you!





BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 07/30/2025

AGENDA TITLE: In the Matter of Approving the FY24 Financial Audit Significant Deficiency Plan of Action

DEPARTMENT: Finance

CONTACT : Ela Kubok

EXT: 2506

PRESENTER: Ela Kubok

EXT: 2506

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: 07.23.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Deputy Director, Ela Kubok

TITLE: In the Matter of Approving the FY24 Financial Audit Significant Deficiency Plan of Action

DATE: July 30, 2025

MOTION:

Seeking Board Approval to approve the FY24 Financial Audit Significant Deficiency Plan of Action

DISCUSSION:

A. Issue

The FY24 Audit was completed on June 28, 2025, by Berman Hopkins CPA's and Associates, LLP (B&H). During the audit of the Agency's financial statements, adjustments were needed to properly report the financial statements in accordance with generally accepted accounting principles. Certain accounts had not been properly reconciled, and corrective entries were not readily available. Significant adjustments were necessary for several audit areas. The general ledger and the unaudited data submitted to REAC required numerous material audit adjustments that delayed the audit completion. This audit documented a significant deficiency in the financial data submitted to the U.S. Department of Housing and Urban Development Real Estate Assessment Center (REAC). With audit procedures applied, significant adjustments were identified to properly reflect the financial data.

In addition, this audit documented a finding in the Moving to Work Eligibility Process. Out of an approximate population of approximately 4,800 tenants, 40 tenant files were tested and five files had deficiencies.

Homes for Good staff prepared the Financial Audit Significant Deficiency Plan of Action which details tasks that have been, and will be taken, to complete the corrective action plan.

B. Background

The following key events are relevant background for the Significant Deficiency in Internal Control Finding:

- We had this same Significant Deficiency in Internal Control finding during the FY23 Audit.
- Berman & Hopkins has communicated that we have made extensive improvements to internal controls over financial functions and process from FY23, however, more improvements to these controls will need to continue through FY25. The auditors noted that despite the improvements because the unaudited submission and the audited financial statements have significant differences in balances the findings have not yet been fully cured.
- We still have not fully implemented a financial month end close.
- The finding related to cash management tested 24 out of 72 grant drawdowns out of which 1 did not follow the HUD timeline

C. Analysis

During the most recent HUD audit, our agency was cited for several issues including financial reporting deficiencies, gaps in eligibility and inspection procedures for the Moving to Work program, and a cash management oversight related to the timing of grant drawdowns and invoice payments. In response, staff have already implemented several corrective actions—including tighter month-end close procedures, enhanced eligibility and inspection checklists, and improved coordination between grant draws and payments.

D. Furtherance of the Strategic Equity Plan

This Board Order does not directly connect to the Strategic Equity Plan.

E. Alternatives & Other Options

There are no alternatives to the Oregon Secretary of State Audits Division requirement to submit a Plan of Action for the FY24 Financial Audit Significant Deficiency Finding.

F. Timing & Implementation

When approved the corrective action plan will get filed with the Secretary of State of Oregon. The deadline is thirty (30) days past the submission deadline of the audit.

G. Recommendation

Homes for Good recommends the board approve this board order.

H. Follow Up

Homes for Good staff will provide frequent updates to the Board Finance Committee associated with the efforts to address these audit findings.

I. Attachments

- FY24 Financial Audit Significant Deficiency Plan of Action



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CORRECTIVE ACTION PLAN

June 25, 2025

U.S. Department of Housing and Urban Development

The Homes for Good Housing Agency respectfully submits the following corrective action plan for the year ended September 30, 2024.

Berman Hopkins Wright & LaHam, CPAs and Associates, LLP
8035 Spyglass Hill Road
Melbourne, FL 32940

Audit period: October 1, 2023 – September 30, 2024

The finding from the September 30, 2024 schedule of findings and questioned costs is discussed below. The finding is numbered consistently with the number assigned in the schedule.

FINDINGS – FINANCIAL STATEMENTS AUDIT

2024-001 Financial Reporting

Significant Deficiency in Internal Control

Condition: During our audit of the Agency's financial statements, adjustments were needed to properly report the financial statements in accordance with generally accepted accounting principles. Certain accounts had not been properly reconciled, and corrective entries were not readily available. Significant audit adjustments were necessary for several audit areas.

Auditor's Recommendations: The Agency should continue to develop and implement internal controls over both internal and external reporting, and the year-end close process to ensure reporting remains accurate and timely, with any unexpected financial data being investigated and corrected before it is reported. The Agency should consider additional staff training on development activities and its financial software.

Action Taken:

Action	Due Date	Responsible Person
Completing bank recs within 30 days of month-end	Complete – April 2025	Senior Accounting Technician, Stacy Verrinder
Post blended component units for June 2025 within 45 days of month-end, and every month thereafter	August 15, 2025	Real Estate Accounting Administrator, Cori Larson
Complete month-end close by last business day of following month	August 31, 2025	Controller, Sean Pearson
Reduce number of staff posting bank transfers	Complete – June 2025	Controller, Sean Pearson
Review journal entries ahead of posting to the general ledger, and update security settings in software	June 30, 2025	Controller, Sean Pearson



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Complete FY25 Year-end close, with an initial review by Controller, and second review by Director of Finance	November 30, 2025	Controller, Sean Pearson, and Director of Finance (position currently vacant)
--	-------------------	---

FINDINGS & QUESTIONED COSTS – FEDERAL AWARDS

2024-002 Eligibility

Moving to Work Demonstration Program AL. No. 14.881

Other matter required to be reported

Condition: Out of an approximate population of approximately 4,800 tenants, 40 tenant files were tested and the following deficiencies were noted:

- One file did not calculate income correctly,
- One file did not utilize the correct utility allowance,
- Three files did not have a unit inspection during the prior 3-year period.

Auditor Recommendations: The Authority should re-evaluate their established procedures and controls in place to ensure full compliance in regards to eligibility. The Authority needs to correct the deficiencies noted in the tested files and consider the impact to the rest of the population of tenant files that were not selected as part of the auditor's sample.

Action Taken:

Action	Due Date	Responsible Person
Checklists for eligibility functions were implemented 07.31.24 with the FY23 Audit Findings. The deficiencies for the FY24 Audit occurred prior to the implementation of the checklists. 01.26.24 for use of the incorrect UA and 01.18.23 for incorrect calculation of income.	Complete - July 31, 2024	Program Manager, Christi Champ
Overdue Inspections Completed. The full portfolio of required HQS inspections were vetted following the FY23 audit, and any overdue inspections were completed.	Complete - March 31, 2025	Program Manager, Nat Dybens



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2024-003 Cash Management

Moving to Work Demonstration Program AL No. 14.881

Other matter required to be reported in accordance with 2 CFR 200.516(a)

Condition: Out of the 72 grant drawdowns during the year, 24 drawdowns were tested and it was noted that 1 of the drawdowns was made in advance of the supporting invoices being paid to the vendors and subsequently the invoices were not paid within the 72-hours, as required.

Auditor's Recommendations: The Agency should continue to develop and implement internal controls over grant management to coordinate capital fund draws with the timing of invoice payments.

Action Taken:

Action	Due Date	Responsible Person
Set Fridays as a standard recurring day to pay invoices.	Complete – May 2025	Accounting Technician, Kary Smith
Set Monday as the day to make capital grant drawdowns. HUD deposits the draws via ACH on Wednesdays. The PHA releases the payment on Friday.	Complete – May 2025	Senior Accounting Technician, Stacy Verrinder
At the time of the request for capital grant transfers from the Moving to Work account to the operating account, include the Accounts Payable tech in the email distribution and include information about which invoice A/P must pay by Friday.	Complete – May 2025	Senior Accounting Technician, Stacy Verrinder

If the Department of Housing and Urban Development has questions regarding this plan, please contact Jacob Fox, Executive Director at (541) 682-3755.

Sincerely yours,

Jacob Fox
Executive Director

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

ORDER 25-30-07-03H

In the Matter of Approving the FY24 Financial
Audit Significant Deficiency Plan of Action

WHEREAS, The FY24 Audit was completed on June 28, 2025 by Berman Hopkins CPAs and Associates, LLP (B&H).

WHEREAS, A Significant Deficiency in Internal Control was found related to material changes that our auditors had to make in our FY24 audited financial statements.

WHEREAS, A Finding in the Moving to Work Eligibility Process was found. 40 files were randomly selected from a pool of approximately 4800. 5 files were noted to have deficiencies.

WHEREAS, A Finding related to the Cash Management tested 24 out of 72 grant drawdowns out of which 1 did not follow the HUD timeline.

WHEREAS, Homes for Good is required to submit an approved (by the governance body) Plan of Action that addresses the deficiencies to the Oregon Secretary of State Audits Division (OSoSAD) within 30 days of the filing of the audit report.

WHEREFORE, Homes for Good created the FY24 Financial Audit Significant Deficiency Plan of Action to be submitted to the Oregon Secretary of State Audits Division (OSoSAD).

NOW IT IS THEREFORE ORDERED THAT:

The Homes for Good Board of Commissioners approve the FY24 Financial Audit Significant Deficiency Plan of Action to be submitted to the Oregon Secretary of State Audits Division (OSoSAD).

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: 07/30/2025

AGENDA TITLE: In the Matter of Approving the Submission of the Five-Year Capital Fund Action Plan 2025-2029

DEPARTMENT: Supportive Housing Division

CONTACT : Jared Young

EXT:

PRESENTER: Kurt von der Ehe & Jared Young

EXT:

ESTIMATED TIME : 15 minutes

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

Approval Signature

EXECUTIVE DIRECTOR:

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

DATE: 07.23.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



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HOMES FOR GOOD MEMORANDUM REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners
FROM: Jared Young, Contract Administrator
TITLE: In the Matter of Approving the 2025-2029 Capital Fund Program Five-Year Action Plan
DATE: July 30, 2025

MOTION:

It is moved that the order/resolution be adopted approving the submission of the 2025-2029 Capital Fund Program Five-Year Action Plan.

DISCUSSION:

A. Issue

Capital Fund Five-Year Action Plan (the Plan) requires Board approval and certification that Homes for Good Housing Agency (Homes for Good) has complied with the applicable requirements listed on the certification form.

B. Background

Every year Homes for Good receives Capital Fund money to use on Public Housing units to provide routine maintenance and minor modifications. The Agency is required by Section 511 of the Quality Housing and Work Responsibility Act of 1998 (and ensuing HUD requirements) to submit a Five-Year Action Plan to the Department of Housing and Urban Development (HUD). This Five-Year Action Plan shows HUD how Homes for Good intends to spend the Capital Fund money over the next five years. HUD approval of the Plan is required for approval prior to initiating projects included in the plan. Along with the electronic submission, Homes for Good is required to submit to HUD the Board certification in a HUD prescribed format.

Homes for Good's Capital Projects team (CAP Team) uses several steps in developing this Five-Year Action Plan. First, a very detailed Green Physical Needs Assessment (GPNA) is conducted every five years. The assessment is conducted by a third party and looks closely at the condition of all of the Public Housing apartment communities. This includes siding, roofs, units, windows, condition of walkways and parking lots, etc. The CAP team then does their own Capital Needs Assessments (CNA) and site visits to take a closer look at the sites. They then use this information to prioritize and schedule work. Immediate health and safety concerns, accessibility needs and building envelope work are prioritized with this information.



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The team also works closely with the Supportive Housing Division Property Management team to understand issues at the different properties and the capital work that may be required. Once the Five-Year Plan is developed the teams meet to discuss the plan further and understand the timing of projects related to specific apartment communities.

In addition to this outreach, the CAP team publishes in The Register-Guard and on the Homes for Good website a public notice of a 45-day comment period. Throughout the comment period, the Plan and supporting documents have been available for public viewing at both the Homes for Good service center and on the Homes for Good website. Once the public comment period closes, a public hearing on the proposed plan is held. This gives the community to provide input on the plan. A public hearing was held at the end of the public comment period on June 26, 2025. No questions or comments were received regarding the Five-Year Capital Fund Action Plan 2025-2029.

A key strategy in the Homes for Good Equity Strategy plan is to include residents in planning for preservation work. In addition, HUD requires that housing authorities work with their Resident Advisory Boards (RAB) on the development of the plan. This year, input was received from RAB prior to creating the plan. After the plan was created, Homes for Good staff met with the RAB on July 10, 2025, and presented the plan's various components.

C. Analysis

As noted above, Homes for Good is required to submit the Capital Fund Program Five-Year Action Plan. The plan is developed with input from a variety of sources and stakeholders and prioritizes maintenance and upgrades that provide safe, very livable housing. As required, the Plan is also consistent and directly implements the 2025 Eugene-Springfield Consolidated Plan (Consolidated Plan). This plan is the result of an inter-jurisdictional effort designed to address the housing needs of the community. A priority need of the Consolidated Plan is to conserve and improve existing affordable housing. The Five-Year Plan does exactly that by allowing Homes for Good to upgrade and preserve the Public Housing portfolio.

As shown in much greater detail in Attachment 1 (Capital Fund Five-Year Plan 2025-2029) there is a wide range of work scheduled to occur over the next five years spread out across the Public Housing portfolio.

In the upcoming years, the larger projects include security measures at three sites, five community room remodels, kitchen upgrades at Pengra Court, exterior paint at Parkview Terrace, emergency generators at our senior/disabled sites, ventilation improvements, and elevator upgrades.



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If emergencies arise or priorities shift, the CAP team can shift money within grant years to meet those emergencies or priorities and revise this Plan annually to meet community needs.

D. Furtherance of the Access & Opportunity Plan

This board order furthers the Homes for Good Access and Opportunity Plan following Pillars. Pillar #1 Listen to Our Community – A goal under this pillar is to make programmatic improvements based on direct feedback from the people we serve. Homes for Good staff has increased engagement with residents of our communities and the Resident Advisory Board (RAB) in the development of the Five-Year Capital Plan and will further improve communication with partners and continue getting feedback from the RAB.

Another goal under this pillar is to identify trends of housing discrimination. Strategies include conducting an accessible unit inventory and developing capital project plans to address accessibility shortcomings. The accessibility inventory has been completed but not yet analyzed. The current plan includes varied ADA modifications and can include others in future years once the inventory has been fully analyzed and prioritized.

Pillar #3 Create pathways to self-sufficiency – A goal under this pillar includes rehabilitation of existing affordable housing within the metro and rural areas. The strategy to improve this is to increase the cross-department involvement in neighborhood and resident meetings, as well as outreach tactics and incentives to increase community participation. The CAP team is implementing this by working closely with the Supportive Housing and Communications departments to increase resident community participation.

E. Alternatives & Other Options

There are no direct alternatives to approving the Capital Project Five-Year plan. If there are changes the board wishes to make to the plan it is recommended that these be addressed prior to the revision of the plan so that required deadlines are not missed. To receive a Capital Fund Program grant, a PHA must meet three administrative prerequisites which are:

1. Validate project-level information in HUD's data systems;
2. Have an approved Five-Year Action Plan; and
3. Enter into a Capital Fund Annual Contributions Contract Amendment with HUD.

Presenting the plan for board approval facilitates one of the three mandatory administrative requirements to obtain funding.

F. Timing & Implementation

Once the board order has been passed, the signed board order and other programmatic documents are submitted to HUD for final approval. HUD will process and calculate the grant award. This typically occurs within a month of the board approval and grant submittal.



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

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G. Recommendation

It is recommended that the Board of Commissioners approve the submission of the 2025-2029 Capital Fund Program Five-Year Action Plan.

H. Follow Up

Upon approval by the Board, the Executive Director will submit the ORDER/Resolution of the Capital Fund 5-Year Plan to HUD.

I. Attachments

Attachment I: Capital Fund Program Five Year Action Plan 2025-2029.

HOMES FOR GOOD HOUSING AGENCY
CAPITAL FUND 5-YEAR ACTION PLAN
FY25-FY29



WORK TO BE DONE	FY25	FY26	FY27	FY28	FY29
AMP 100 LAURELWOOD (29 UNITS)					
Interior/Exterior Comp Mod		\$80,266.00	\$140,000.00	\$90,000.00	
Appliances and Heaters			\$25,000.00		
Plumbing & Drain Lines					\$50,000.00
Community Room and Shop Reroof					\$50,000.00
Gutters				\$60,000.00	
Generator		\$40,000.00			
Trees					\$20,000.00
Parking lot			\$15,000.00		
Walks, Slabs, & Driveways (Includes ADA Site work)		\$60,307.00			
Security Measures	\$35,000.00				\$10,000.00
AMP 100 LAURELWOOD SUB TOTAL	\$35,000.00	\$180,573.00	\$180,000.00	\$150,000.00	\$130,000.00

WORK TO BE DONE	FY25	FY26	FY27	FY28	FY29
AMP 200 McKENZIE VILLAGE (172 UNITS)					
Gutters					\$50,000.00
Kitchen Upgrades		\$40,000.00			
Plumbing and Storm Drain		\$20,000.00			
Abatements/Remediation		\$20,000.00			
Community Room Remodel	\$40,000.00				
Concrete (includes ADA site work)					\$26,000.00
Bath Fans		\$30,000.00			
Security Measures	\$25,000.00				
Seal coat and stripe asphalt parking lots (residents)					\$40,000.00
ADA Units			\$92,165.00		
Tub Surrounds				\$70,000.00	
Appliances- Stoves/Fridges/Range Hoods		\$30,000.00			
Fairview Parking Lot		\$10,000.00			
Windows (as needed)		\$10,000.00			
Doors w/peep holes				\$40,000.00	
Trees				\$20,000.00	
AMP 200 McKENZIE VILLAGE SUB TOTAL	\$65,000.00	\$160,000.00	\$92,165.00	\$130,000.00	\$116,000.00

HOMES FOR GOOD HOUSING AGENCY
CAPITAL FUND 5-YEAR ACTION PLAN
FY25-FY29



WORK TO BE DONE	FY25	FY26	FY27	FY28	FY29
AMP 200 PENGRA COURT (22 UNITS)					
Water Heaters (50 gal low boys)			\$29,000.00		
Kitchen Upgrades- Including appliances		\$200,000.00	\$200,000.00		
Interior Mods		\$50,000.00			
Irrigation and Plumbing		\$50,446.00			
Security Measures		\$25,000.00			
Office Remodel					\$40,000.00
Parking Lot			\$25,000.00		
Concrete				\$40,000.00	
AMP 200 PENGRA COURT SUB TOTAL	\$0.00	\$325,446.00	\$254,000.00	\$40,000.00	\$40,000.00

WORK TO BE DONE	FY25	FY26	FY27	FY28	FY29
AMP 300 MAPLEWOOD MEADOWS (38 UNITS)					
Trees				\$20,000.00	
DHP for Community Room					\$15,000.00
Tub Faucets			\$25,000.00		
ADA Site Work				\$20,000.00	
Security Measures	\$30,000.00				
Concrete Walks & Slabs		\$20,000.00			
Parking Lot			\$10,000.00		
AMP 300 MAPLEWOOD MEADOWS SUB TOTAL	\$30,000.00	\$20,000.00	\$35,000.00	\$40,000.00	\$15,000.00

HOMES FOR GOOD HOUSING AGENCY
CAPITAL FUND 5-YEAR ACTION PLAN
FY25-FY29



WORK TO BE DONE	FY25	FY26	FY27	FY28	FY29
AMP 400 PARKVIEW TERRACE (150 UNITS)					
Abatements/Remediation					\$10,000.00
Exterior Paint	\$607,000.00				
Screen Doors	\$65,000.00				
Water Heaters/Boilers/Heating System				\$80,000.00	
Elevator Upgrades/Repair		\$40,000.00		\$20,000.00	
Security Measures				\$5,000.00	
Plumbing and Storm Drains				\$30,000.00	
Lobby Remodel					\$50,000.00
Generator		\$60,000.00			
Parking Lot				\$25,000.00	
Remodel Community Room, Lobby, Lobby Restrooms		\$30,000.00			
Concrete Walks and Slabs					\$20,000.00
AMP 400 PARKVIEW TERRACE SUB TOTAL	\$672,000.00	\$130,000.00	\$0.00	\$160,000.00	\$80,000.00

WORK TO BE DONE	FY25	FY26	FY27	FY28	FY29
AMP 500 LINDEBORG PLACE (40 UNITS)					
Plumbing and Storm Drains				\$10,000.00	
Parking Lot		\$15,000.00			
Roof/Gutters				\$50,000.00	
Ductless Heat Pumps			\$180,000.00		
Security Measures				\$30,000.00	
Soffit Repair	\$50,000.00				
Trees			\$10,000.00		
Concrete Walks & Slabs		\$70,000.00			
Community Room Remodel	\$50,000.00				
Ventilation Improvements					\$10,000.00
Appliances (Oven/Stove)					\$10,000.00
Elevator Upgrades			\$30,000.00		
Generator		\$75,000.00			
Bath Upgrades			\$200,000.00	\$150,000.00	
AMP 500 LINDEBORG PLACE SUB TOTAL	\$100,000.00	\$160,000.00	\$420,000.00	\$240,000.00	\$20,000.00

HOMES FOR GOOD HOUSING AGENCY
CAPITAL FUND 5-YEAR ACTION PLAN
FY25-FY29



WORK TO BE DONE	FY25	FY26	FY27	FY28	FY29
AMP 500 VENETA VILLA (30 UNITS)					
Plumbing and Storm Drain				\$30,000.00	
Roofs/Gutters				\$30,000.00	
Concrete Walks and Slabs			\$29,019.00	\$91,000.00	
Exterior Doors			\$38,000.00		
Remodel Office					\$25,000.00
Mailboxes					\$25,000.00
Security					\$20,000.00
AMP 500 VENETA VILLA SUB TOTAL	\$0.00	\$0.00	\$67,019.00	\$151,000.00	\$70,000.00

WORK TO BE DONE	FY25	FY26	FY27	FY28	FY29
AMP 500 VENETA SCATTERED SITES (20 UNITS)					
Comp Mods	\$40,000.00				
Concrete Walks and Slabs					\$20,000.00
Roofs/Gutters					\$10,000.00
Plumbing/Sewer Drain					\$10,000.00
Fencing					\$10,000.00
Security Lighting					\$10,000.00
Driveways/Parking Lots				\$78,000.00	
Ext Paint					\$120,000.00
AMP 500 VENETA VILLA SCATTERED SITES SUB TOTAL	\$40,000.00	\$0.00	\$0.00	\$78,000.00	\$180,000.00

HOMES FOR GOOD HOUSING AGENCY
CAPITAL FUND 5-YEAR ACTION PLAN
FY25-FY29



WORK TO BE DONE	FY25	FY26	FY27	FY28	FY29
AMP 600 CRESVIEW VILLA (34 UNITS)					
Concrete Walks and Slab					\$92,000.00
Parking Lot				\$30,000.00	
Ductless Heat Pumps					\$160,000.00
Security Measures		\$27,199.00			
Roofs				\$69,184.00	
Trees					\$10,000.00
Rear ADA Exit	\$57,684.00				
Generator		\$80,000.00			
Plumbing and Storm Drains					\$10,000.00
AMP 600 CRESVIEW VILLA SUB TOTAL	\$57,684.00	\$107,199.00	\$0.00	\$99,184.00	\$272,000.00

WORK TO BE DONE	FY25	FY26	FY27	FY28	FY29
AMP 600 RIVERVIEW TERRACE (60 UNITS)					
Seismic Upgrade			\$40,000.00		
Concrete Walks and Slab					\$30,000.00
Trees					\$10,000.00
Security Measures					\$10,000.00
Elevator Repair/Upgrade					\$40,019.00
Flooring in common areas					\$40,019.00
Abatements/Remediation					\$35,146.00
AMP 600 RIVERVIEW TERRACE SUB TOTAL	\$0.00	\$0.00	\$40,000.00	\$0.00	\$165,184.00

Work Item Sub Totals \$999,684.00 \$1,083,218.00 \$1,088,184.00 \$1,088,184.00 \$1,088,184.00

HOMES FOR GOOD HOUSING AGENCY
CAPITAL FUND 5-YEAR ACTION PLAN
FY25-FY29



<u>OTHER</u>	FY25	FY26	FY27	FY28	FY29
1492- Operations	\$330,000.00	\$330,000.00	\$330,000.00	\$330,000.00	\$330,000.00
1408- Management Improvements	\$40,034.00	\$40,000.00	\$35,034.00	\$35,034.00	\$35,034.00
1410- Grant Administration Fee (10%)	\$168,000.00	\$168,000.00	\$168,000.00	\$168,000.00	\$168,000.00
1480- Grant Audit	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00	\$2,000.00
1480- Architect	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00	\$40,000.00
1480 Fees and Sundries	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00	\$10,000.00
1480 GPNA	\$35,000.00	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00
1480- Cap Fund Vehicle Purchase	\$50,000.00	\$0.00	\$0.00	\$0.00	\$0.00
1480- Relocation	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00
1480- Contingency (3%)	\$45,000.00	\$45,000.00	\$45,000.00	\$45,000.00	\$45,000.00
"Other" Sub Totals	\$725,034.00	\$641,500.00	\$636,534.00	\$636,534.00	\$636,534.00

	FY25	FY26	FY27	FY28	FY28
Work Items Sub total	\$999,684.00	\$1,083,218.00	\$1,088,184.00	\$1,088,184.00	\$1,088,184.00
Others Sub Total	\$725,034.00	\$641,500.00	\$636,534.00	\$636,534.00	\$636,534.00
Total	\$1,724,718.00	\$1,724,718.00	\$1,724,718.00	\$1,724,718.00	\$1,724,718.00

Left to spend \$0.00 \$0.00 \$0.00 \$0.00 \$0.00

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

ORDER 25-30-04H

In the Matter of Approving the Submission of
the Five-Year Capital Fund Action Plan 2025-
2029.

WHEREAS, it is necessary for the Board to approve the submission of the Five-Year Capital Fund Action Plan 2025-2029 for Homes for Good Housing Agency; and

WHEREAS, the Five-Year Capital Fund Action Plan 2025-2029 was presented to the Resident Advisory Board (RAB) on July 10, 2025; and

WHEREAS, a public hearing to receive comments on the Five-Year Capital Fund Action Plan 2025-2029 was held on June 26, 2025; and

WHEREAS, Homes for Good Housing Agency Executive Director has recommended approval of the proposed Five-Year Capital Fund Action Plan 2025-2029; and

WHEREAS, Pillars 1 and 3 of the Homes for Good Strategic Equity Plan (SEP) were followed; and

WHEREAS, the Board having fully considered the Executive Director's recommendation,

NOW IT IS THEREFORE ORDERED THAT: The Board authorizes the submission of the Five-Year Capital Fund Action Plan 2025-2029.

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: 07/30/2025

AGENDA TITLE: Permanent Supportive Housing Program Impact Review

DEPARTMENT: Supportive Housing Division

CONTACT : Wakan Alferes

EXT: 2508

PRESENTER: Wakan Alferes

EXT: 2508

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: 07.23.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



Permanent Supportive Housing

Housing Is Healing: The Measurable and Human Impact of PSH

PERMANENT SUPPORTIVE HOUSING UPDATES



The Commons on MLK

- 51 studio apartments
- Opened in February 2021
- Homes for Good services since January 2023
- New OHCS Services Funding for 2025



The Keystone

- 15 2 & 3 bedroom apartments
- Opened in September 2021
- Homes for Good services since July 2023



The Nel (45)

- 45 studio apartments
- Opened in August 2022
- Laurel Hill Center Services Provider
- Reached stabilization in 2025



Bridges on Broadway (56)

- 56 studio apartments
- Homes for Good Property Management and Services Teams
- Referrals for waitlist started June 9th with lease up expected in August

Transitions from Crisis to Housing at The Commons on MLK

Imagine living in survival mode every day. For many of the individuals experiencing homelessness, this might look like being arrested, visiting the emergency room for issues that got worse in the streets, or cycling through psychiatric hospitals—often time simply because they had nowhere to safely land.

The Commons on MLK was developed through a community collaboration to identify, engage, house, and support the people in our community who have been homeless the longest and utilize the most resources, prioritizing referrals from the Frequent User System Engagement (FUSE) list.

To provide a snapshot, in the 6 months before housing, the average resident at The Commons on MLK had:

- Spent over 6 days in jail
- Had more than 5 emergency department visits
- And spent nearly 3 days in inpatient psychiatric treatment

These numbers represent pain, fear, and instability—but also an opportunity for big change.

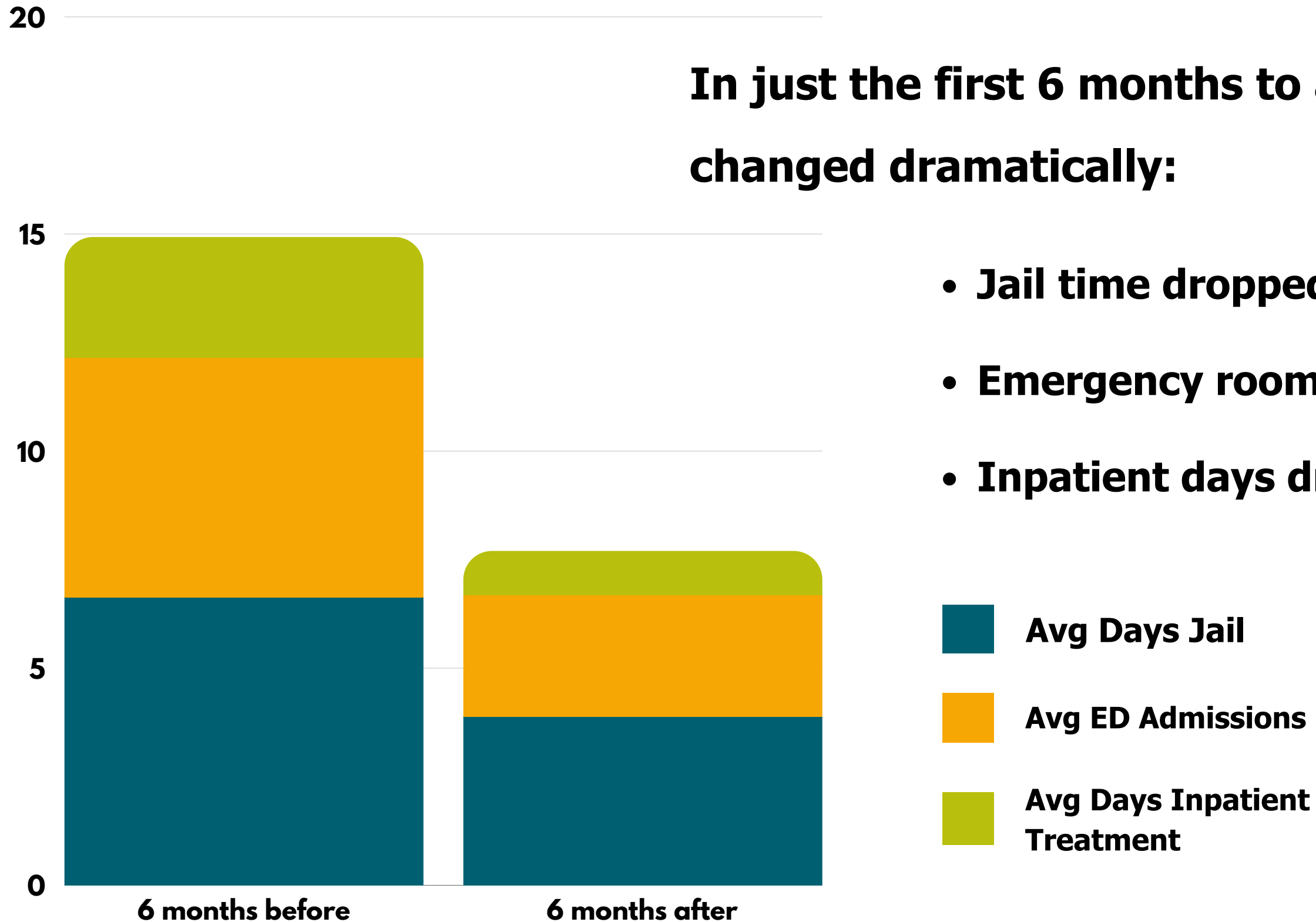


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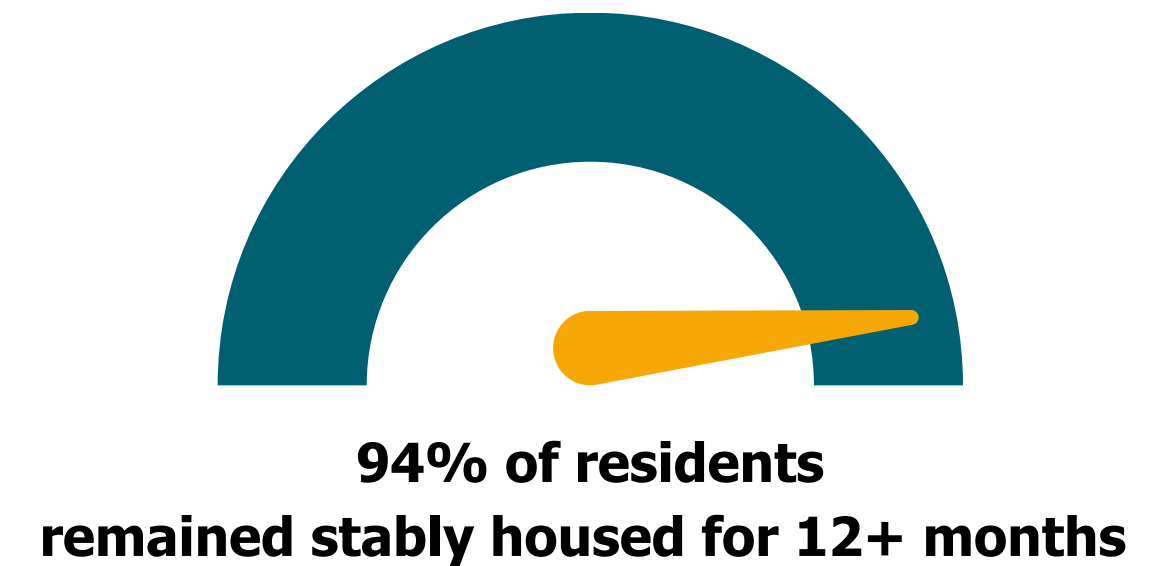
**Residents have exited
homelessness into The
Commons on MLK**

Immediate Impacts of Housing

In just the first 6 months to a year of housing, things changed dramatically:



- Jail time dropped by over 60%
- Emergency room visits were cut in half
- Inpatient days dropped by more than 60%

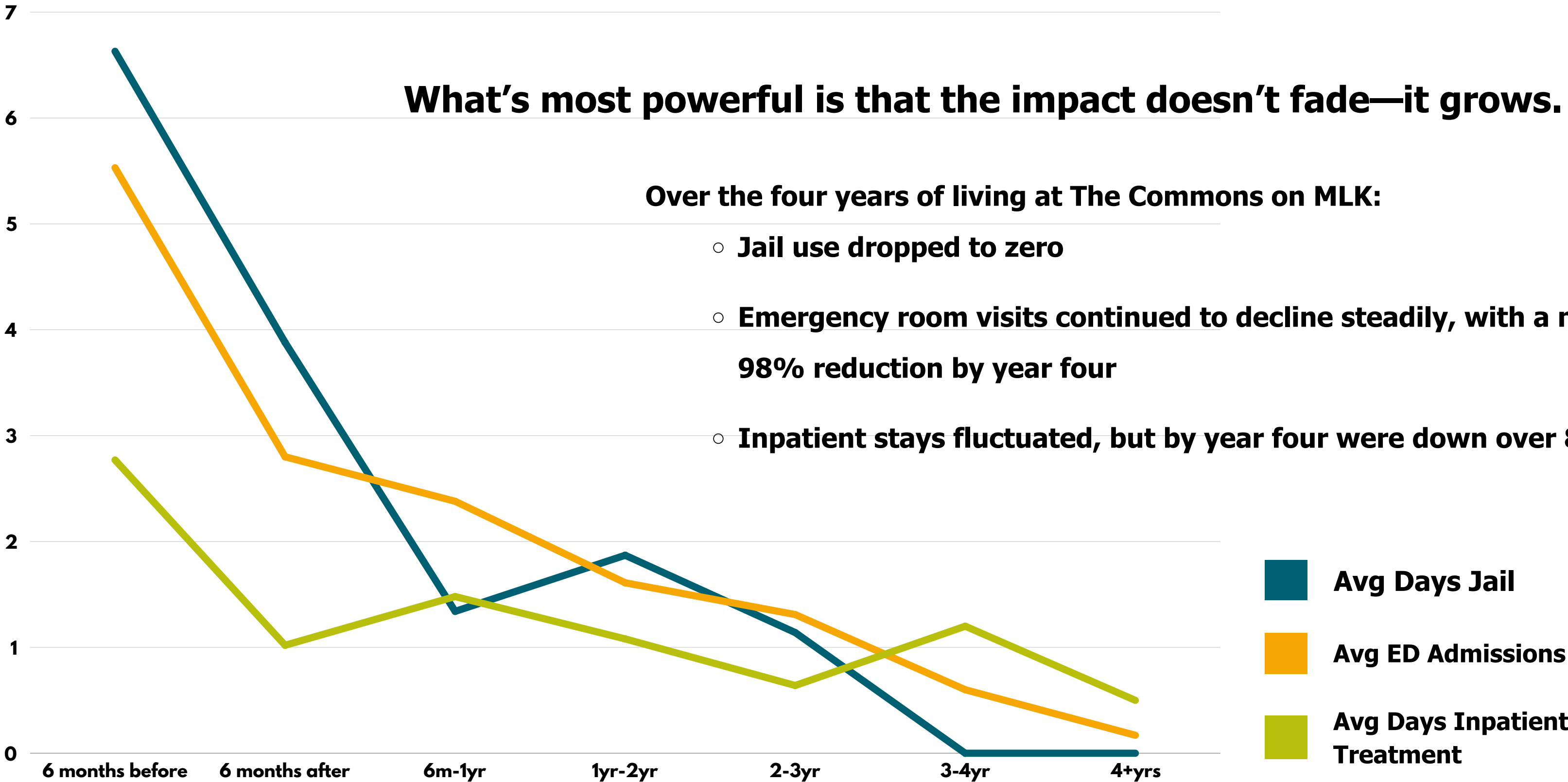


Long Term Impacts of PSH

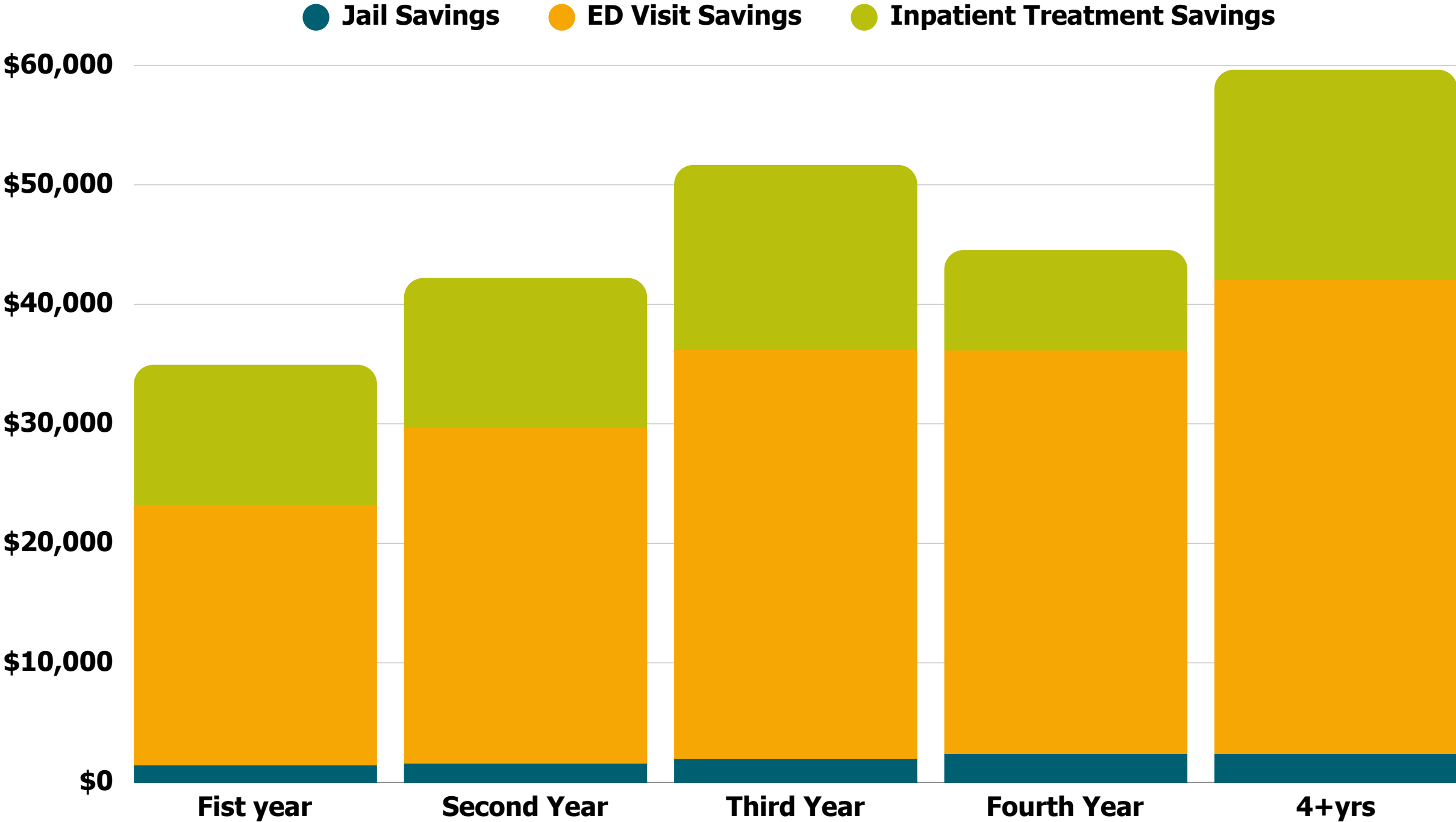
What's most powerful is that the impact doesn't fade—it grows.

Over the four years of living at The Commons on MLK:

- **Jail use dropped to zero**
- **Emergency room visits continued to decline steadily, with a nearly 98% reduction by year four**
- **Inpatient stays fluctuated, but by year four were down over 80%**



Long Term Cost Savings Impacts of PSH



**Average Annual
Cost Savings per
Resident in PSH**

\$46,586

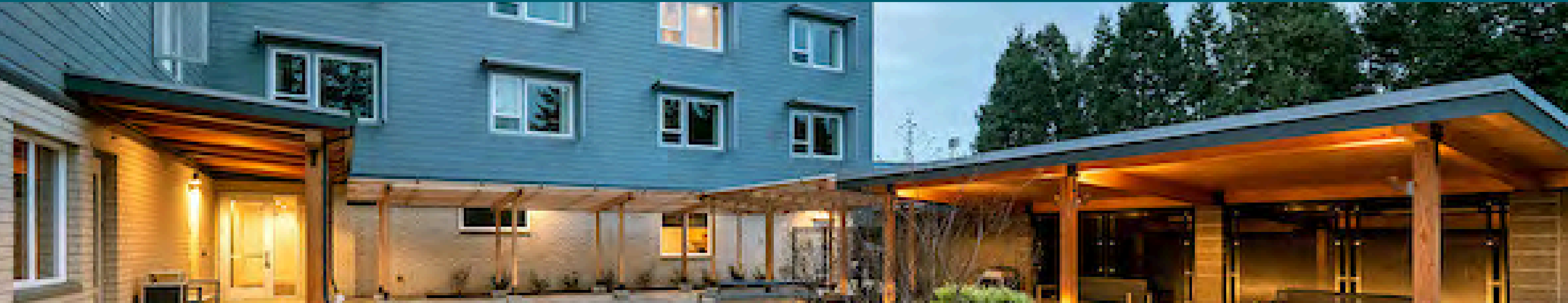
■ **\$1,958 in Jail Costs Saved**

■ **\$31,516 in ED Savings**

■ **\$13,111 in Inpatient Savings**

**Compared to \$28,000
annually to provide
housing & services**

Long Term Cost Savings Impacts of PSH



Over \$2 million saved annually

providing housing to 51 residents when focusing on those that use that highest level of community services (or a little over a million dollars more than the cost to operate the program).

Human Impacts of PSH

These aren't just savings. They are crises averted, trauma interrupted, and new beginnings made possible.

Behind each number is someone who:

- **Finally got consistent access to medication**
- **Reconnected with their family**
- **Stopped fearing the next cold night**
- **Began healing from years of being unseen**

Each drop in usage means someone:

- **Didn't get arrested.**
- **Didn't end up in the ER.**
- **Didn't get re-traumatized.**
- **They got to stay housed, build community, and begin a new chapter.**



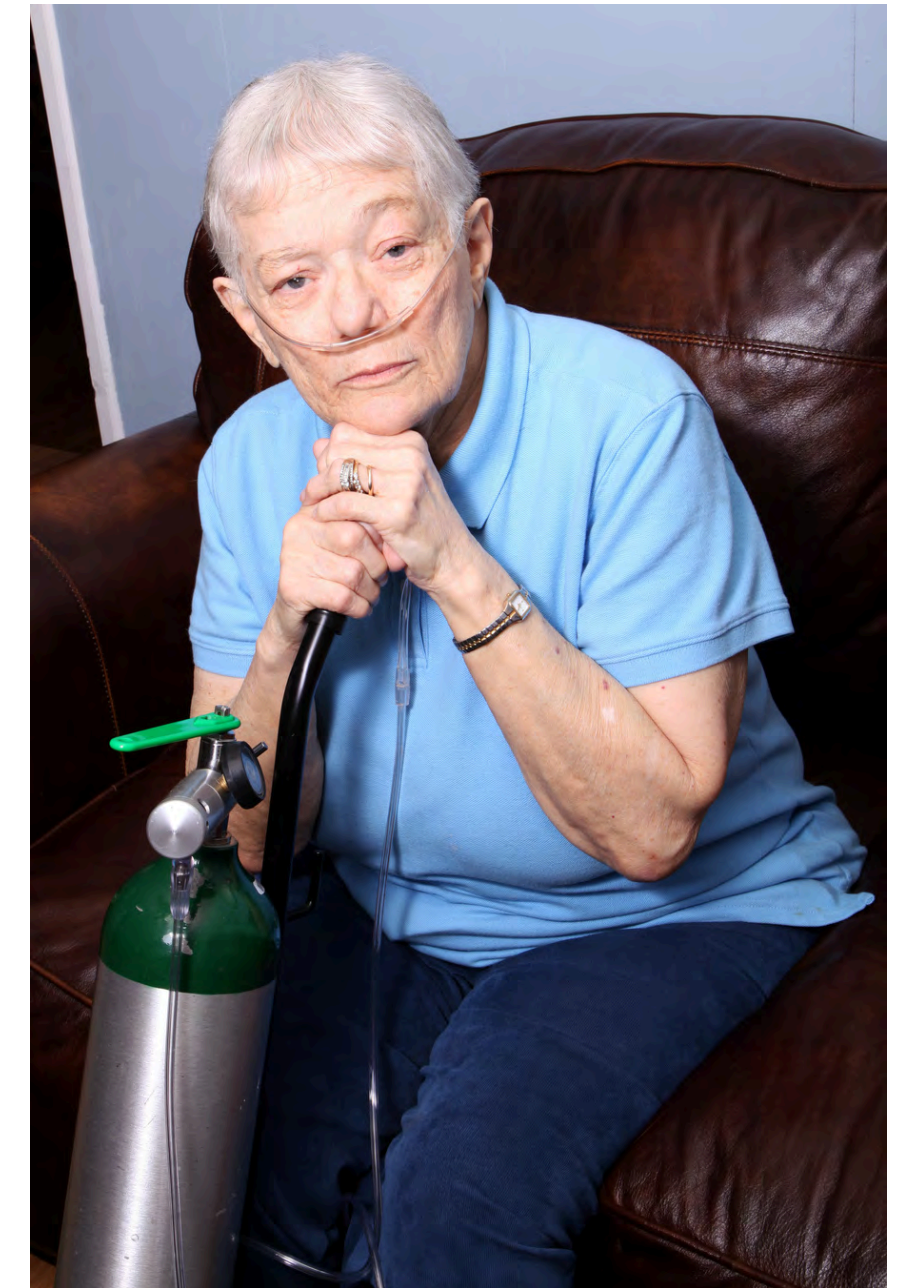
Long Term Human Impacts of PSH

Before moving into The Commons on MLK, Jane had been experiencing homelessness for over three years, staying in various shelters and on the streets. She had been banned from multiple service providers due to behavioral outbursts and was frequently visiting the emergency room for care, leading to her connection to the FUSE team. In 2021, after being diagnosed with terminal cancer, she became one of the first residents at the newly opened Commons on MLK.

With stable housing and support from her case management team, Jane was able to access critical healthcare, secure in-home care supports, and behavioral health services helped her address the behaviors that had previously limited her access to care. Staff supported her through multiple hospitalizations and helped her build routines to better manage her health.

As her health needs increased, her team helped her explore hospice and assisted living options while advocating to ensure her in-home supports were sufficient for her to remain housed at The Commons as long as possible.

In 2025, with the help of Senior & Disabled Services and her Case Manager, Jane successfully transitioned to a care home with 24-hour support. We are deeply hopeful she continues to thrive in her new home and that she defies the odds, outliving her diagnosis by many more years.



**Names and identifying details have been changed to protect the privacy and confidentiality of the individuals involved.*

Long Term Human Impacts of PSH

Rodger was one of the first residents to move into The Commons on MLK, arriving in the middle of the COVID-19 outbreak. Prior to his move-in, he had been living on the streets and in shelters for more than two years, had been in jail a number of times and was barred from some services due to his behavior while drinking. After moving into his new home, Rodger began rebuilding his life—connecting to recovery and behavioral health services and obtaining essential benefits like OHP and SSI.

Since his early days at The Commons, Rodger has been a vital part of the resident community. He has actively participated in and led groups, contributed to the formation of the Resident Council, offered thoughtful feedback to improve programming, and currently volunteers with the CREW (Community Revitalization and Engagement Worker) team. Rodger has maintained stable housing—he pays his rent on time, passes all inspections, and has had no recent violations.

During a recent interview, Rodger shared “this place has made me feel safe, and that’s important and you all help me feel important and like people care.”

Rodger hopes to continue living at The Commons on MLK, where he feels like he has found a home.



**Names and identifying details have been changed to protect the privacy and confidentiality of the individuals involved.*

Long Term Community Impacts of PSH

Resident Council Formation at The Commons on MLK

At The Commons on MLK, residents have built a strong community foundation over time and has recently come together to form a Resident Council. What began as informal conversations in hallways and shared meals in the community room has grown into a strong, resident-led group working to improve life in the building.

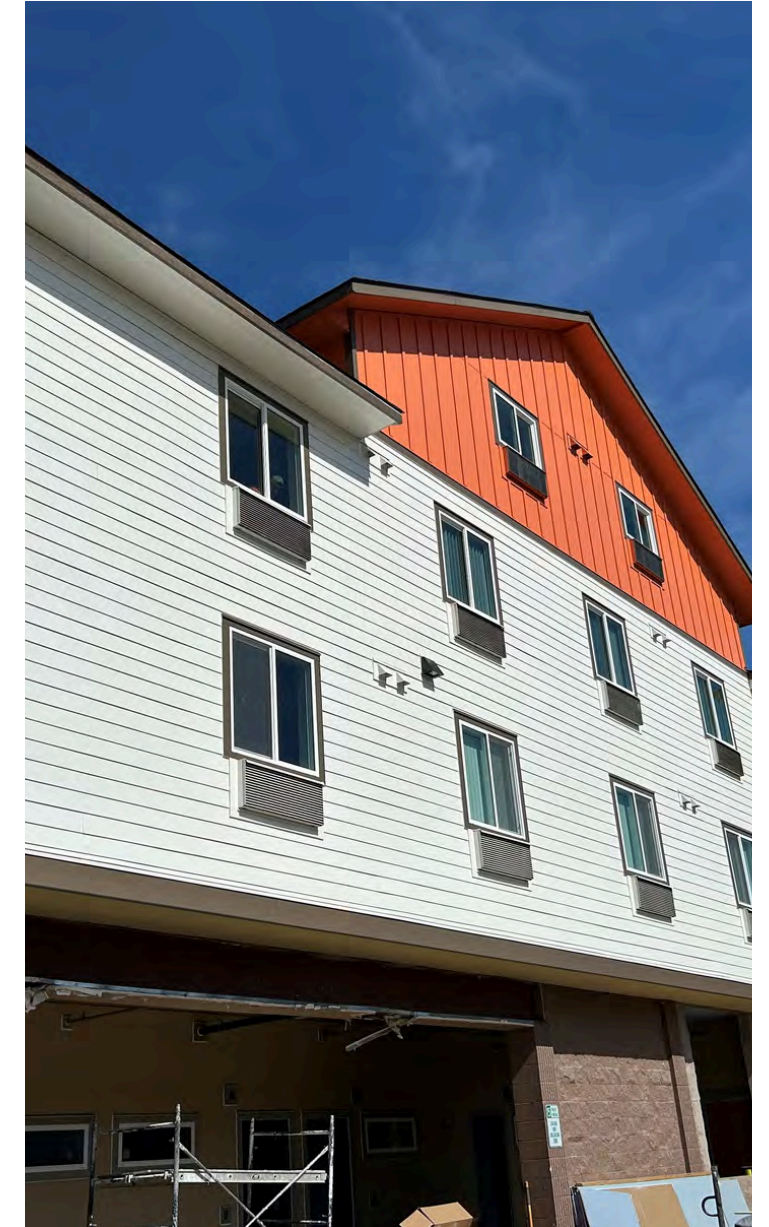
The Council's first major project was beautifying the courtyard, turning it into a welcoming space filled with plants and a memorial rock garden. Through organized meetings and direct dialogue with the property manager, the Council successfully advocated for a revised guest policy that allows greater resident freedom while maintaining community safety.

The formation of the Resident Council at The Commons on MLK is a testament to the power of collective voice and the deep value of resident leadership in supportive housing.



Permanent Supportive Housing 2025

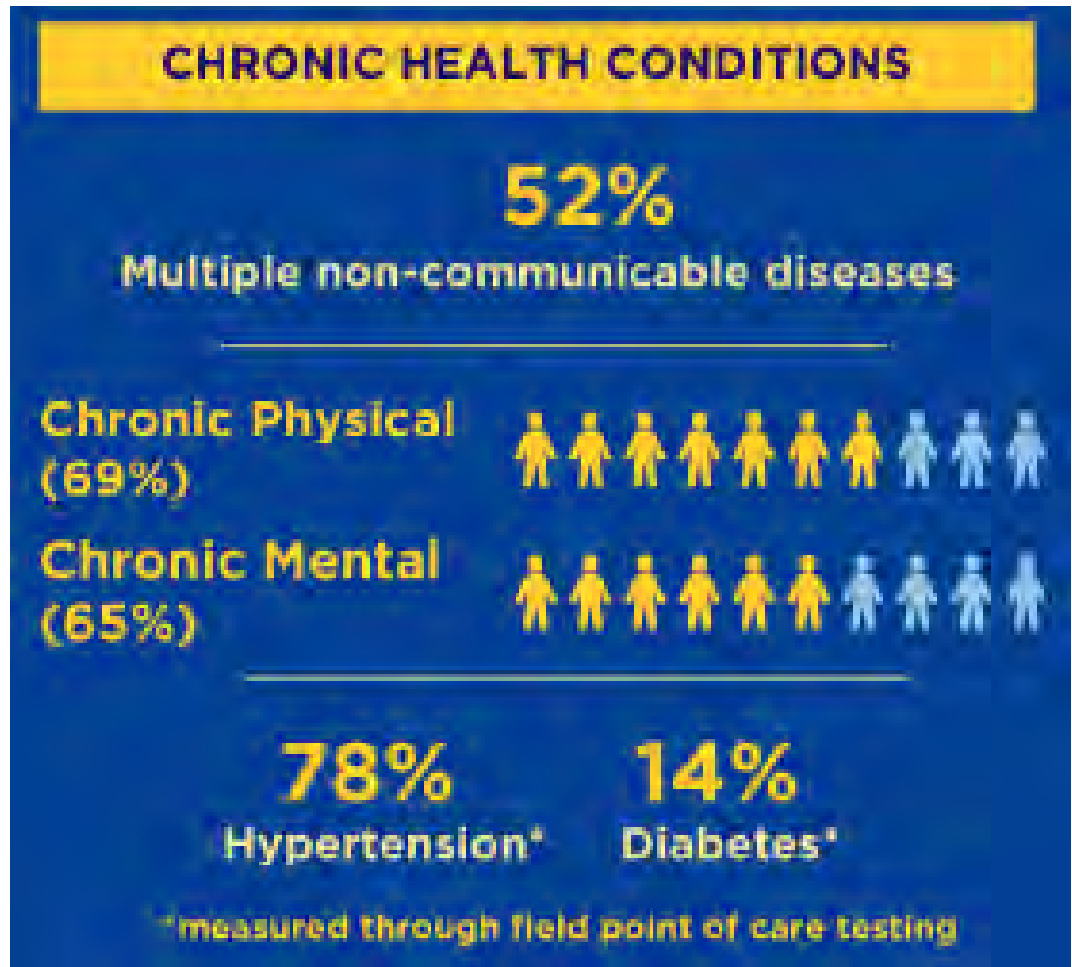
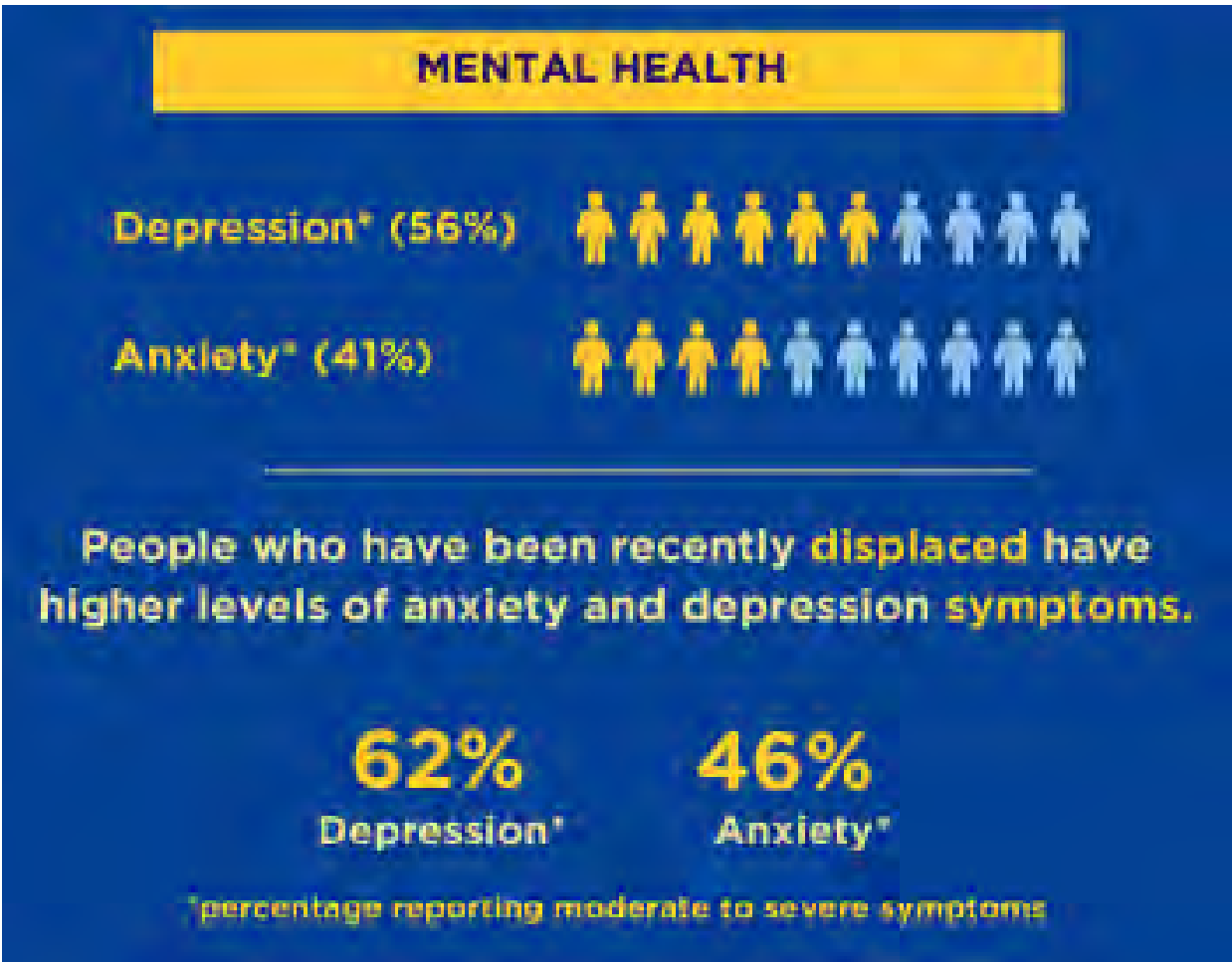
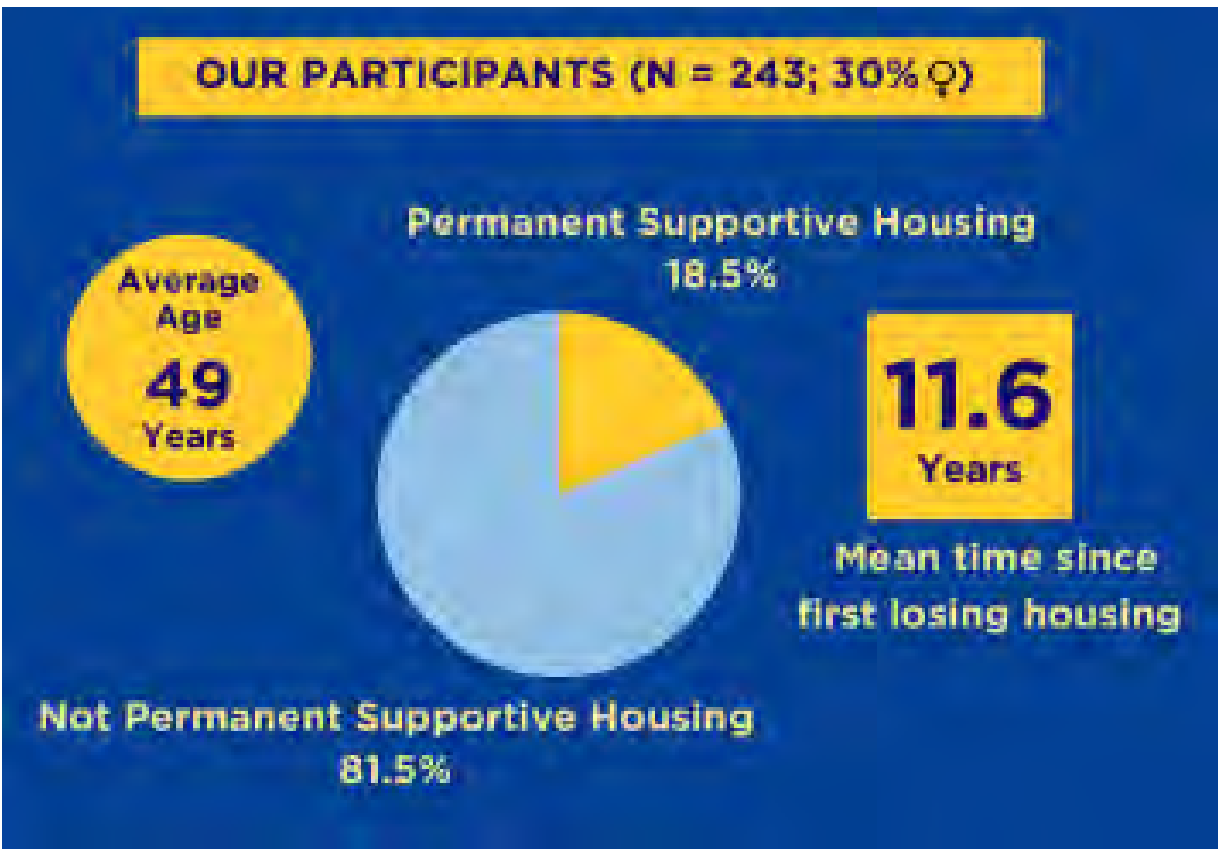
- Oregon Housing and Community Services approved new PSH funding increase from \$10,000 per unit to \$15,000 per unit, helping close the services funding gap.
- Residents begin moving into Bridges on Broadway next month with all 56 individuals moved into their new homes by the end of 2025.
- Bridges on Broadway is our first PSH community that will be managed internally by Homes for Good Supportive Housing team in addition to providing the Case Management and Resident Services.
- Lane Community Health Council grant of \$500,000 supporting first year of operations and services at Bridges on Broadway.
- All other grant funds supporting operations of PSH have ended, however some operational costs are now offset by new OHCS Risk Mitigation funding and increased services contributions for overnight staffing and security.



Biometric Data & Health Impacts



Global Health Biomarker Lab
University of Oregon



Homes for Good is working with researchers at the University of Oregon to measure the health impacts of transitioning from homelessness into Permanent Supportive Housing as folks transition into Bridges on Broadway

KEY PARTNERS IN PSH OPERATIONS

Key Funders



QUESTIONS?





BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 07/30/2025

AGENDA TITLE: Strategic Equity Plan Year-End Review

DEPARTMENT: Executive

CONTACT : Access & Opportunity Planning Team

EXT:

PRESENTER: Access & Opportunity Planning Team

EXT:

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: 07.23.2025

LEGAL STAFF :

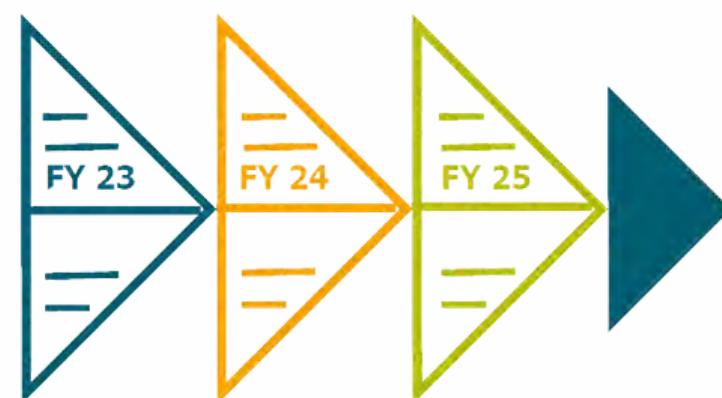
DATE:

MANAGEMENT STAFF:

DATE:



Strategic Equity Plan



July 2024 - June 2025

End of Year Update

Homes. People. Partnerships. Good.



Pillar #1

Listen to Our Communities

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

We must learn from their experiences and base operational changes on them to improve their experience. The goals and tactics outlined in this section focus on local partnership and collaboration.

Pillar #1

Listen to Our Communities

Goal #1

Measure client satisfaction with policy & procedure modifications and site improvements.

MOVED TO NEXT YEAR

Rent Assistance

- Expand customer service survey to participants served remotely
- Seek feedback about experiences of hate & bias

MOVED TO NEXT YEAR

Real Estate

- Develop processes with 3rd party sites to allow ongoing feedback both internally and with residents.

IN PROGRESS

Supportive Housing

- Increase attendance at the Resident Advisory Board by publicizing meetings through flyers and social media posts.

88%

IN PROGRESS

Supportive Housing

- Seek feedback about experiences of hate & bias.
- Increase resident participation for PSH survey by 100%.

88%

COMPLETED

Communications

- Understanding best practices for accessibility on social media and websites - including designing for color blindness, formatting for screen readers, and incorporating best practices into our website and social media past alt. text.
- Optimize website functionality to improve user experience.

100%

Goal #2

Increase the housing production pipeline in rural communities by 140 units.

Finance

- Identify and seek feedback from jurisdictions and organizations in rural Lane County with which we have a financial relationship.

IN PROGRESS

Real Estate

- Cultivate relationships with rural jurisdictions in their land acquisition & housing production efforts.

25%

Goal #3

Focus development & rehabilitation efforts based on input from residents and especially from historically underserved communities.

IN PROGRESS

Real Estate

- Develop accessible units based on community need.
- In collaboration with RA & SHD, publish accessibility report.

20%

IN PROGRESS

Supportive Housing

- Collaborate with RED team to host 2 annual listening sessions to collect feedback about housing design & development.

25%

COMPLETED

Executive

- Coordinate sponsorship & participation in events for orgs serving the BIPOC communities.

100%



Pillar #2

Tell the Human Story

The people we serve are the heart of our work. As a social service organization, we work for and with people.

The goals and tactics outlined in this section focus on keeping a human-centered approach. They include efforts to gather participant feedback and use that in programmatic changes, amplify those voices on our social media platforms, and improve empathy and client interactions for non-client facing team members.

Pillar #2

Tell the Human Story

Goal #4

Through social media campaigns, foster empathy by amplifying stories of participants with an emphasis on the formerly unhoused to increase community awareness of why so many people are experiencing homelessness.

**MOVED TO
NEXT YEAR**

IN PROGRESS

Communications

- Implement a system for storytelling the successes of FSS participants & graduates.

70%

Communications

- Create a social media campaign showcasing Homelessness is a Housing Problem spanning 8-10 posts.

100%

Rent Assistance

- Provide opportunities thru surveys for participants to provide quotes with permission to use in internal & external communications.

IN PROGRESS

Supportive Housing

- Schedule 2 annual resident engagements to collect stories and feedback for community sharing.

50%

COMPLETED

Rent Assistance

- Create a system that gathers success stories from program participants & landlords.

100%

IN PROGRESS

Supportive Housing

- Provide quarterly report with information related to eviction prevention services provided by Resident Services.

50%

**MOVED TO
NEXT YEAR**

COMPLETED

Executive

- Develop scope of work for Building Home Housing Production Team Work
- Engage with private sector developers and construction companies to gather their input on how to increase housing production of lower middle-income housing.

100%

Goal #5

Catalyze progress by educating and engaging the business community in efforts to increase housing supply in Lane County to address homelessness & housing stability for low wage workers.

COMPLETED

Rent Assistance

- Increase the number of educational events for the landlord community by 20%.

100%

Rent Assistance

- Develop an avenue to celebrate partnering landlords.

100%



Pillar #3

Create Pathways to Self-Sufficiency

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

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

Pillar #3

Create Pathways to Self-Sufficiency

Goal #6

We will increase enrollment in the Family Self-Sufficiency Program by 50%.

COMPLETED

Supportive Housing

- Include FSS outreach materials with the Chane of Income process.

100%

IN PROGRESS

Supportive Housing

- Rebrand & rename FSS program.
- Re-initiate opt-out model for FSS at Keystone & Ketanji Court as pilot sites.

25%

Finance

- Complete financial impact analysis on FSS program growth & determine the financial feasibility of 50% participation growth.

Supportive Housing

- Complete software set up to expand FSS program into HUD Multifamily Housing (MFH) sites.
- Enroll 5 new participants from MFH sites.

Goal #7

We will optimize funding of services through Medicaid billing for rent assistance, supportive housing and climate resilience to ultimately increase self-sufficiency and health outcomes of people we serve, increasing the amount of Medicaid funding used to support Resident Services by at least \$100k during the plan year.

IN PROGRESS

Supportive Housing

- Complete enrollment as a Health Related Social Needs (HRSN) provider.
- Create team to develop Medicaid billing plan.

75%

COMPLETED

Supportive Housing

- Three Resident Services team members will complete Traditional Health Worker training.

100%

Finance

- Analyze the financial feasibility of becoming a Medicaid billing entity.

Goal #8

We will increase participation in the the Housing Choice Voucher (HCV) Home Ownership program by 25% through partnerships with non-traditional housing developers.

Supportive Housing

- Create program materials to be shared with lenders & partners to increase program understanding.

Supportive Housing

- Create a program briefing video in Spanish.
- Host an annual Home Ownership workshop to help connect participants to home ownership resources.

33%

IN PROGRESS

Pillar #3

Create Pathways to Self-Sufficiency

Goal #9

We will create long term stable employment opportunities by hiring two people we serve in our programs through targeted recruitments.

Goal #10

Through equitable contracting efforts, we will increase the annual amount we compensate BIPPOC & women owned businesses and contractors by 20%.

Goal #11

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

IN PROGRESS

Supportive Housing

- Showcase employment opportunities to people we serve through resident newsletters, Resident Services communication and site bulletin boards to increase visibility.

25%

Human Resources

- Prioritize the creation of two English-Spanish bilingual internships by September 30, 2024.

Supportive Housing

- Re-initiate the FSS Program Internship. people we serve.

COMPLETED

Executive

- Utilize the existing Lane County database to solicit bids & services from local minority-owned, women-owned & service disabled owned businesses.

100%

IN PROGRESS

Real Estate

- Create educational materials about Section 3 programs & equitable contracting initiatives.
- Provide staff training on COBID certifications.

17%

IN PROGRESS

Real Estate

- Lead quarterly outreach events through CADE Business Accelerator meetings & Oregon Association of Minority Entrepreneurs.

17%

COMPLETED

Executive

- Ensure at least 50% of food purchases for staff events are from small/local businesses.

100%

COMPLETED

IT

- Host a youth Intern in partnership with Connected Lane County.

100%

IN PROGRESS

Supportive Housing

- Host a youth Intern in partnership with Connected Lane County.

75%



Pillar #4

Lead & Grow Ethically

“Leading & Growing Ethically” means we will lead the way in creating a racially and socially just organizational culture.

The goals and tactics outlined in this section focus on improving our employee experience, recruiting and regaining a diverse workforce, utilizing technologies to provide more access to our programs, and reducing the Agency’s carbon footprint.

Pillar #4 Lead & Grow Ethically

Goal #12

We will develop and implement a robust data collection and reporting mechanism to accurately document and respond to hate & bias incidents in our communities and workplace, allowing us to set a baseline and ultimately reduce hate & bias incidents by 10% this plan year.

Goal #13

We will maintain a staff turnover rate at or below the average for public employers in Oregon.

Goal #14

We will align staff demographics with the diverse populations within our programs through targeted recruitments, fostering cultural competence, empathy, and effectiveness in our services.

COMPLETED

Rent Assistance

- Implement a "housing discrimination" note category in software tools & train staff on it's use.
- Review reports on a monthly basis, taking appropriate action when necessary.

100%

IN PROGRESS

Supportive Housing

- Provide bystander intervention training to Homes for Good's communities.
- Ensure annual fair housing training for staff.
- Train staff on Hate & Bias Response procedure.

60%

MOVED TO NEXT YEAR

IN PROGRESS

Supportive Housing

- Develop materials introducing our Hate & Bias Response Toolkit to communities, including Kids Club to increase resident awareness & understanding.
- Ensure at least 25% of Division staff attend CSH annual Cultural Humility conference

60%

COMPLETED

Human Resources

- Continue budgeting and programming DEI staff trainings; at least 2 per year..
- 70% of employees have an intermediate understanding of the history of racism in Lane County.

100%

COMPLETED

Real Estate

- Develop materials introducing our Hate & Bias Response Toolkit to third party managed sites.

100%

COMPLETED

Human Resources

- Expand employee assistance program to include an emphases on improving retirement, savings & educational outcomes.

100%

COMPLETED

Human Resources

- Increase favorable onboarding experiences by 10%.
- Increase employee engagement score by 10%.
- Develop Learning & Development program based on engagement survey results.

100%

COMPLETED

Human Resources

- Crate targeted recruitments to the Spanish speaking community.
- Evergreen job ads for Spanish speaking applicants to create a qualified pool.

100%

COMPLETED

Human Resources

- Increase candidate favorability score by 10%.
- Set baseline & increase favorable onboarding survey responses by 10%.

100%

IN PROGRESS

Supportive Housing

- Increase favorable responses to two employee engagement survey questions, specifically, "I have access to the things I need to do my job well" and "At Homes for Good there is open & honest two way communication."

25%

Pillar #4 Lead & Grow Ethically

Goal #15

We will optimize local preference partnership through data analysis & education.

COMPLETED

Rent Assistance

- Utilize Waitlist Connect 2021 data to define geographic areas in which we will provide in-person support for waitlist evetns.

100%

COMPLETED

Rent Assistance

- Create & facilitate local preference quarterly meetings to increase cross-cultural communication, foster understanding on why we value LP and promote inclusivity.

100%

IN PROGRESS

Rent Assistance

- Identify metrics to define LP partners who are meeting goals of the preference.
- Report the metrics out & adjust LP partnerships in relationsl metrics.

75%

IN PROGRESS

Rent Assistance

- Develop Agency overview training & materials.

50%

IN PROGRESS

Rent Assistance

- Host educational workshops about certification & recertification process.
- Implement triennial recertifications.

40%

IN PROGRESS

Rent Assistance

- Continue to identify & implement MTW flexibilities.
- Develop a plan to increase BIPOC families served utilizing EHV data.

40%

Goal #16

We will grow the number of families & individuals from historically underserved and/or underrepresented communities on our programs & waitlists by 10% by enhancing accessibility and mitigating barriers through educational opportunities and intentional relationship building with culturally specific organizations.

COMPLETED

Communications

- Prioritize tabling & community presentations to connect with & education communities we haven't engaged with.

100%

IN PROGRESS

Supportive Housing

- Develop action plan to decrease racial disparities in PSH exits to homelessness by 10%.
- Expand FSS Advisory Board membership to orgs serving the BIPOC community.

17%

IN PROGRESS

Real Estate

- Focus efforts on meeting the needs of historically underserved populations through partnerships with culturally specific organizations.
- Partner with Rent Assistance to develop a comprehensive list of non-profit partners.

8%

IN PROGRESS

Supportive Housing

- Provide volunteer opportunities to business partners through a Day of Caring community project.

17%

Real Estate

- We will explore the viability of creating a Pan Tribal Affordable Housing Community by developing relationships with tribal nations connected to Lane County

Pillar #4 Lead & Grow Ethically

Goal #17

We will increase households served by the Weatherization Assistance Program by 10%.

Executive

- Once all vital documents are translated, review Language Access Plan & make necessary changes.

MOVED TO NEXT YEAR

Energy Services

- Based on feedback from constituents, updating and simplifying the WX application on the Homes for Good website, as well as adding a method to collect feedback within the application

Energy Services

- Do targeted outreach to the populations identified as highest need according to the Climate and Economic Justice mapping tool.

Goal #18

We will ensure our financial stability by optimizing current processes & implementing best practices.

COMPLETED

IT

- Update & improve the IT Disaster Recover Plan.
- Implement security enhancements to further secure Agency data.

100%

Finance

- Develop an array of financial reports that will allow charts and budget dashboard that can inform decision making.

Finance

- Complete comprehensive assessment of indirect overhead allocation methodology and direct allocation methodology.

Goal #19

We will optimize the use of technology to enhance customer service.

COMPLETED

Communications

- Work with Resident Services to create materials and communicate to residents about new software functionalities.

100%

COMPLETED

IT

- Add resident computers to remote site communities. Expand staff work options at remote sites.

100%

Pillar #4 Lead & Grow Ethically

Goal #20
We will address sustainability & the effects of climate change in our communities.

