



HOMES FOR GOOD BOARD OF COMMISSIONERS MEETING
Wednesday, February 25th, 2026

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AGENDA

Homes for Good Housing Agency

BOARD OF COMMISSIONERS

Location of the meeting:

Homes for Good Administrative Building

100 W 13th Avenue

Eugene, OR 97401



Teams

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

Wednesday, February 25, 2026, at 1:30pm

The February 25th, 2026, 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: 282 091 185 118 3

Passcode: 8wr7Zk29

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 respond to public comments in public meetings. The Board will not discuss or make decisions immediately on any public comment made.*

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**

A. Ad Hoc/Subcommittee Meetings

5. EMERGENCY BUSINESS

6. EXECUTIVE SESSION

7. ADMINISTRATION

A. Executive Director Report
B. Quarterly Employee Excellence Award

8. CONSENT AGENDA

A. Approval of 01/28/2026 Board Meeting Minutes

9. PRESENTATION

Homes for Good Auditor, Berman Hopkins Entrance Review
(Laura Anne Pray, Berman Hopkins) (Estimated 20 minutes)

10. ORDER 26-25-02-01H

In the Matter of Awarding Contracts 26-R-0022-A, 26-R-0022-B, 26-R-0022-C, 26-R-0022-D for the Complete Home Weatherization Materials & Service Agreement
(Estéban Montero Chacon, Energy Services Director) (Estimated 10 minutes)

11. PRESENTATION

Access & Opportunity Plan Mid-Year Progress Update
(Access & Opportunity Planning Team Members) (Estimated 20 minutes)

12. OTHER BUSINESS

Adjourn.

2026 BOARD COMMITTEES & AD HOC MEETINGS

STANDING COMMITTEE(S)

Finance

- **Purpose:** Regularly review Agency financial statements in addition to assessing the financial well-being and sustainability of programmatic areas.
- **Cadence:** 2nd Wednesday of every month 1:30p – 3:00p
- Decisioning: None
- **Recordkeeping:** Minutes approved as a consent item during the Finance committee meeting; no other decisions are made during this meeting.

| 2025 Members | 2026 Members |
|-------------------|---------------------------|
| Chloe Chapman | Chloe Chapman |
| Larissa Ennis | Larissa Ennis |
| Justin Sandoval | Justin Sandoval |
| Kirk Strohman | [Chair] Destinee Thompson |
| Michelle Thurston | Michelle Thurston |
| -- | Kirk Strohman |

AD HOC COMMITTEES

Bylaws

- Purpose: Review Board Bylaws on an annual or biannual basis as needed to ensure they accurately reflect the needs and structure of the board.
- Cadence: Approximately 2-3 hours' worth of meetings + 5 hours of independent working time a year
- Scheduling: TBD
- Decisioning: Board approval will be needed for any modifications or changes

| 2025 Members | 2026 Members |
|-----------------|-----------------------|
| Justin Sandoval | [Chair] Larissa Ennis |
| Kirk Strohmman | Destinee Thompson |
| -- | Michelle Thurston |

Executive Director Performance Cycle

- **Purpose:** To review and prepare the Executive Director end of year performance evaluation questions and survey recipients.
- **Cadence:** Approximately 2-3 hours' worth of meetings a year
- Scheduling: TBD

| 2026 Members |
|--------------|
| TBD |

**Chair TBD

Access & Opportunity Plan

- **Purpose:** Review suggested edits and modifications to the Access & Opportunity prior to the Access & Opportunity Planning Team seeking board approval.
- **Cadence:** Two 1-hour meetings per year
- Scheduling: TBD
- **Decisioning:** Board approval will be needed for any modifications or changes

| 2025 Members | 2026 Members |
|-------------------|--------------|
| Larissa Ennis | TBD |
| Joel Iboa | |
| Justin Sandoval | |
| Destinee Thompson | |

***Chair TBD*

Advocacy

- **Purpose:** Support the Agency in advocacy efforts at the local, state, and federal level.
- **Cadence:** Quarterly
- Scheduling: 1st meeting in March 2026

| 2026 Members |
|-------------------|
| Larissa Ennis |
| Chloe Chapman |
| Kirk Strohmman |
| Destinee Thompson |
| Michelle Thurston |

***Chair TBD*

The PHA Plan is a required submission to HUD that provides a comprehensive guide to public housing agency (PHA) policies, programs, operations and strategies for meeting local housing needs and goals. There are two parts to the PHA Plan as follows:

1. The 5-Year Plan is submitted to HUD once every 5 years. It describes the PHA mission, long range goals/objectives and approach to managing programs and providing services for the upcoming year. Homes for Good last submitted our 5-Year Plan in 2025
2. The Annual Plan is submitted to HUD every year. It updates goals/objectives in the 5-Year Plan, describes changes and new activities and summarizes changes to program policies.

We will review the draft Annual Plan with the Resident Advisory Board in May and get their advice. We will present this plan to the Board in June and request approval for final HUD submission in July.

On the ACT Now Lane front I continue to invest significant time in building out the ACT NOW Lane Steering Committee 2026 workplan as well as a workplan that will focus on potential new financing tools for increasing housing production.

A significant investment of manager time over the past month has been invested in a Leadership Series with Cascade Health. Trainers from Cascade Health are providing the training at our administrative offices and each session is 90 minutes in length. Thus far we've had three 90-minute training sessions that focus on Leading with Emotional Intelligence, Recognizing Stress and Burnout and Adopting Your Leadership Style. Because all managers from Homes for Good are participating in this training it is allowing for conversations using real challenges we are facing with employee performance and behavior.



Access & Opportunity Plan All Staff Gallery Walk



EXCELLENCE AWARD

JANUARY 2026



EXCELLENCE AWARD

JANUARY 2026

NOËL HAS BEEN AN EXCEPTIONAL ASSET TO OUR TEAM AND HAS DONE AN AMAZING JOB OF MANAGING COMPLIANCE WHILE ALSO BUILDING MEANINGFUL CONNECTIONS WITH STAFF TO BETTER UNDERSTAND THEIR WORK AND PROVIDE EFFECTIVE SUPPORT. SHE CONSISTENTLY STEPS UP TO ASSIST WITH PROJECTS OF ALL SIZES, INCLUDING LEADING THE IMPLEMENTATION OF OUR BAD DEBT AND COLLECTIONS PROCESS, DEVELOPING THE VACATE PROCESS IN YARDI, AND OVERSEEING OUR OPERATING SUBSIDY SUBMISSION. THANKS FOR ALL THAT YOU DO!

WAKAN ALFRERES
SUPPORTIVE HOUSING DIVISION DIRECTOR

NOËL GOES ABOVE AND BEYOND FOR THE SHD TEAM, OFTEN STEPPING IN VOLUNTARILY TO ASSIST HER COWORKERS WHENEVER HELP IS NEEDED. SHE HAS PLAYED A KEY ROLE IN IMPROVING THE ACCOUNTS RECEIVABLE PROCESS, AS WELL AS SEVERAL OTHER KEY PROJECTS TO HELP ENSURE PROCESSES ARE RUNNING SMOOTHLY. HER DEDICATION, POSITIVE ATTITUDE, AND NATURAL ABILITY TO GET STUFF DONE MAKE HER AN OUTSTANDING MEMBER OF OUR TEAM.

ANDREA BISHOP
PORTFOLIO MANAGER



EXCELLENCE AWARD

JANUARY 2026



EXCELLENCE AWARD

JANUARY 2026

SABRINA HAS BEEN A PRIMARY PISTON OF OUR PSH 'ENGINE', BY SUPPORTING THE SUCCESSFUL LAUNCH OF BRIDGES ON BROADWAY. SHE WENT WELL ABOVE HER RSA ROLE, SUPPORTING THE HEAVY LIFT OF INITIAL SITE LOGISTICS AND SETUP WHILE SIMULTANEOUSLY MENTORING NEW TEAM MEMBERS. BY MODELING TRAUMA-INFORMED CARE AND PERSON-CENTERED APPROACHES, SHE HAS BEEN INSTRUMENTAL IN BUILDING A TEAM CULTURE ROOTED IN EMPATHY AND EXCELLENCE. HER BLEND OF OPERATIONAL HUSTLE AND PERSON CENTERED AWARENESS HAS BEEN FOUNDATIONAL TO OUR TEAMS SUCCESS.

CAMRYN LELAND
PERMANENT SUPPORTIVE HOUSING MANAGER

MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS



Wednesday, January 28th, 2026, at 1:30 p.m.

Homes for Good conducted the January 28th, 2026, meeting in person at the Homes for Good administrative building and via a public video call with dial-in capacity. The public was able to join the call, give public comments, and listen to the call.

CALL TO ORDER

Board Members Present:

Heather Buch

Michelle Thurston

Justin Sandoval

Pat Farr

Kirk Strohman

Chloe Chapman

Larissa Ennis

Joel Iboa

Destinee Thompson

Board Members Absent:

Quorum Met

1. PUBLIC COMMENT

None

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

Commissioner Pat Farr and Commissioner Heather Buch as Lane County Board Commissioners will continue to serve on the Homes for Good Board

3. ADJUSTMENTS TO THE AGENDA

None

4. **COMMISSIONERS' BUSINESS**

This is an initial conversation regarding the existing and new standing committees and ad hoc committees for the Board in 2026. This will be an ongoing discussion with more formalization and formatting in the coming months.

Finance Committee

Regularly review Agency financial statements in addition to assessing the financial sustainability and health of Agency programs.

Assignments

- Michelle Thurston
- Destinee Thompson
- Chloe Chapman
- Justin Sandoval
- Kirk Strohmman
- Larissa Ennis

Minutes

- Approval will be in the style of a consent agenda at the Finance committee meeting
- The Finance Committee meeting minutes will be provided to all board members in OnBoard

Bylaws Committee

Review Board Bylaws on an annual or biannual basis to ensure it accurately reflects the needs and structure of the board.

Assignments

- Larissa Ennis [Chair]
- Destinee Thompson
- Michelle Thurston

Executive Director December Performance Evaluation Ad Hoc Committee

To review and prepare the Executive Director end of year performance evaluation questions and survey recipients.

Assignments

To be decided

Access & Opportunity Plan Ad Hoc Committee

Review suggested edits and modifications annually to the Access & Opportunity Plan to provide feedback prior to seeking board approval.

Revisit assignments after board engagement activity with the Access & Opportunity Planning Team

Advocacy Ad Hoc Committee

Support the Agency in advocacy efforts at the local, state, and federal level.

5. EMERGENCY BUSINESS

None

6. ADMINISTRATION

A. Executive Director Report + News Reports

Jacob Fox discussed **the 2025 Oregon Legislature's House Bill 31456** – directing Oregon Housing & Community Services (OHCS) to invest up to \$25 million in innovative, factory-produced housing for low-income households. Jacob was able to offer valuable insight based **on Homes for Good's experience with Lazy Days Mobile Home Park.**

Homes for Good in the past month has filled two key leadership positions at the Agency. Janeal Kohler is the new Finance Director, coming from Housing Authority of Douglas County. Justin Ross is the new Project Development Manager and comes from the land development and construction industry.

Over the past year, Homes for Good negotiated a complex and atypical Year 15 investor exit with Banner Bank for Roosevelt Crossing. Complicated by an unusual Limited Partnership **Agreement (LPA) structure with Sponsor's Inc.**, Banner staff with limited affordable housing experience, and an initial \$400,000 compensation demand based on an appraisal. Through targeted engagement with an affordable housing expert at Banner, we ultimately secured a no-compensation exit, and the resulting ownership transfer - along with a related adjacent land transfer – will be brought to the Board for approval.

Homes for Good Board Chair, Larissa Ennis addressed the City Club of Eugene as a Homes for Good representative for the A.C.T. Now Lane panel.

Discussion Themes

B. Employee of the Year Award

Deputy Director, Ela Kubok and Controller, Sean Pearson presented Real Estate Accounting Technician, Cori Larson with the Employee of the Year Award

C. Leader of the Year Award

Supportive Housing Director, Wakan Alferes presented Maintenance Services Manager, Jeff Champ with the Leader of the Year Award

7. CONSENT AGENDA

- A. Approval of 12/17/2025 Board Meeting Minutes
- B. ORDER 26-28-01-01H: In the Matter of Approving the Award for 26-C-0013 Professional Janitorial Services the Olive to Environment Control

Vote Tabulations

Motion: Kirk Strohman

Second: Michelle Thurston

Discussion: *None*

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

Abstain: *None*

Absent: *None*

The 01/28/2026 Consent Agenda was approved [9/0/0]

8. EXECUTIVE SESSION

Homes for Good Board will hold an Executive Session pursuant to ORS 192.660(2)(h) to consult with Homes for Good’s legal counsel regarding legal rights and duties related to litigation or litigation likely to be filed.”

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.**

9. EXECUTIVE SESSION

Homes for Good Board will hold an Executive Session pursuant to ORS 192.660(2)(f) “to consider information or records that are exempt by law from public inspection.”

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.**

10. OTHER BUSINESS

None

Meeting adjourned at 3:34 p.m.

Minutes Taken By: Jasmine Leary



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 02/25/2026

AGENDA TITLE: Homes for Good Auditor, Berman Hopkins Entrance Review

DEPARTMENT: Finance

CONTACT : Janeal Kohler

EXT: 2525

PRESENTER: Laura Anne Pray - Berman Hopkins

EXT: --

ESTIMATED TIME : 20 minutes

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

Approval Signature

EXECUTIVE DIRECTOR:

DATE: 02.18.2026

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 02/25/2026

AGENDA TITLE: In the Matter of Awarding Contracts 26-R-0022-A, 26-R-0022-B, 26-R-0022-C, 26-R-0022-D for the Complete Home Weatherization Materials & Service Agreement

DEPARTMENT: Energy Services Division

CONTACT : Estéban Montero Chacon

EXT: 2563

PRESENTER: Estéban Montero Chacon

EXT: 2563

ESTIMATED TIME : 10 minutes

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

Approval Signature

EXECUTIVE DIRECTOR:

A handwritten signature in black ink, appearing to be "E. Montero Chacon", written over a horizontal line.

DATE: 02.18.2026

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners

FROM: Esteban Montero Chacon – Energy Services Division Director

TITLE: In the Matter of Awarding Contracts 26-R-0022-A, 26-R-0022-B, 26-R-0022-C, 26-R-0022-D for the Complete Home Weatherization Materials & Services Agreement

DATE: February 25th 2026

MOTION:

It is moved that the Homes for Good Board of Commissioners hereby authorizes the Executive Director to award and execute four (4) weatherization contracts for the Weatherization Assistance Program in Lane County; and further, that in consideration of pending contractor reviews, the Board grants the Executive Director the authority to finalize these agreements upon receipt of the contractors' signatures.

DISCUSSION:

A. Issue

Our current Weatherization contracts are expiring on February 28th, 2026.

B. Background

Historically, the Homes for Good Energy Services Department utilizes a Request for **Qualifications (RFQ) process to secure qualified contractors for the Department of Energy's** Weatherization Assistance Program. Given the specialized nature of the program—which serves diverse residential sites across Lane County—individual project requirements vary significantly. To optimize administrative efficiency and ensure the strategic allocation of funds, the Agency employs an RFQ model featuring a standardized schedule of measures and pre-negotiated pricing. The pre-negotiated pricing may be revised during the first three months of each contract year. This proactive approach eliminates the need for individual project bidding, allowing for the immediate issuance of work orders and a more streamlined delivery of services to the community. This solicitation was posted on the Homes for Good **website, listed in the Builder's Exchange, and sent directly to local businesses and known** weatherization contractors. We provided a dedicated phone line for inquiries and clarifications regarding the RFQ packet.

Four (4) responses were received, all of which were deemed responsive and responsible. An evaluation committee reviewed the submissions provided to the Energy Services Department and determined that all four (4) firms met the necessary qualifications, demonstrating they are responsible, responsive, and competitive. Homes for Good



previously contracted with two (2) of these vendors from February 2022 to February 2026, with a total contract value not to exceed \$1,600,000. The remaining two (2) firms will be new vendors for Homes for Good.

C. Analysis

Board approval will grant the Executive Director the authority to execute four (4) individual service agreements with the selected contractors, each of whom has formally accepted the **Agency's established Weatherization Measures price list. These contracts** are structured based on the RFQ responses, in which contractors committed to specific annual capacities. The portfolio consists of two (2) contracts with an annual maximum of \$300,000 each, and two (2) contracts with an annual maximum of \$200,000 each. The total aggregate expenditure across all contracts shall not exceed \$5,000,000 over the five-year term. This ceiling is well within **the Energy Services Department's projected budgetary capacity and is** fully supported by a diversified funding stream of federal, state, and community grants.

D. Furtherance of the Access & Opportunity Plan

This Board Order aligns with Goal 14 of our Access and Opportunity Plan: *'Increase households served by the Weatherization Assistance Program by 10%.'* Currently, our contractor pool is limited to two providers. By doubling our contractor capacity to four, we expect to significantly expedite project timelines across Lane County, enabling the Agency to increase the volume of completed projects annually.

E. Alternatives & Other Options

The alternative to this approach would be to conduct individual solicitations for each project; however, we anticipate this would significantly impede project timelines and likely result in increased administrative and operational costs.

F. Timing & Implementation

Board approval of this order will authorize the Executive Director to execute the contracts currently undergoing final review by each vendor. These agreements are slated for an effective date of March 1, 2026, with an initial three-year term and the option for two (2) one-year extensions.

G. Recommendation

It is recommended that the Board of Commissioners approve this order to authorize the **Agency's Executive Director to execute these contracts, ensuring the uninterrupted delivery** of Weatherization Assistance Program services to our community.

H. Follow Up

No follow up required.

I. Attachments

None

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

ORDER 26-25-02-01H

In the Matter of Awarding Contracts 26-R-0022-A, 26-R-0022-B, 26-R-0022-C, 26-R-0022-D for the Complete Home Weatherization Materials & Services Agreement

WHEREAS, Homes for Good utilizes qualified contractors to perform essential weatherization services; and

WHEREAS, Homes for Good is currently in contract with two Weatherization contractors, with said contracts set to expire on February 28, 2026; and

WHEREAS, Homes for Good has identified a need to expand and diversify its pool of weatherization contractors to ensure adequate service capacity, competitive pricing, and timely project completion;

NOW IT IS THEREFORE ORDERED THAT:

The Board of Commissioners authorizes the Executive Director to sign and execute contracts 26-R-0022-A, 26-R-0022-B, 26-R-0022-C, 26-R-0022-D, effective March 1st, 2026.

DATED this _____ day of _____, 2026

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 02/25/2026

AGENDA TITLE: Access & Opportunity Plan Mid-Year Progress Update

DEPARTMENT: Executive

CONTACT : Jacob Fox

EXT: 2572

PRESENTER: Access & Opportunity Planning Team Members **EXT:** --

ESTIMATED TIME : 20 minutes

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

Approval Signature

EXECUTIVE DIRECTOR:

DATE:

LEGAL STAFF :

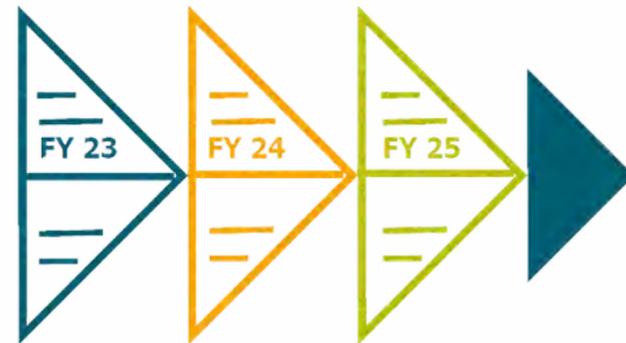
DATE:

MANAGEMENT STAFF:

DATE:



Strategic Equity Plan



July 2025 - February 2026

Middle 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

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

Goal #2

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

Goal #3

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

Rent Assistance

- Expand customer service survey to participants served remotely

50%

Supportive Housing

- Implement quarterly resident feedback opportunities to ensure equitable programming for PSH.

80%

Supportive Housing

- Implement customer service surveys within community rooms

50%

Supportive Housing

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

75%

Real Estate

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

25%

Supportive Housing

- Host 2 annual listening sessions in collab with RED and Comms to gain feedback on development, programming, and resident procedures

20%

Supportive Housing

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

75%

Rent Assistance

- Create a robust informational page for landlords on the Homes for Good website

25%

Real Estate

- Conduct rural community outreach including homeownership opportunities
- Develop partnerships with affiliated tribal entities

15%

Rent Assistance

- Expand Landlord meetings to occur in external property management offices

20%

Rent Assistance

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

0%

Real Estate

- Develop a preservation plan based on input from residents

0%



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

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

Rent Assistance

- Set Monthly goals to achieve creation of agency overview presentation
- Create a yearly calendar on where we would present agency overview

20%

Rent Assistance

- Set a limit on number of agency overviews
- Record agency overview presentation

20%

Supportive Housing

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

50%

Supportive Housing

- Capture resident stories through the PSH "Tell us Your Story" feature in the newsletter

25%

Supportive Housing

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

50%

Communications

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

25%

Supportive Housing

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

50%

Communications

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

0%

Goal #5

Embed usability best practices in all public-facing content



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

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

Supportive Housing

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

100%

Real Estate

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

5%

Supportive Housing

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

50%

Supportive Housing

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

50%

Human Resources

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

35%

Goal #7

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

Pillar #3 Create Pathways to Self-Sufficiency

Goal #8

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

Real Estate Development

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

30%

Goal #9

Create educational and employment opportunities for youth in our programs through intentional partnerships with local organizations serving youth.

Rent Assistance

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

50%



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 #10
Educate and mobilize the private sector to increase affordable housing development and preservation, with a focus on housing stability for cost-burdened households and people experiencing homelessness

Goal #11
Implement a system to document, report, and respond to incidents of harassment or harm, in compliance with HUD requirements and community standards

Energy Services

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

75%

Executive

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

15%

Executive

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

50%

Communications

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

0%

Supportive Housing

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

75%

Pillar #4 Lead & Grow Ethically

Goal #12
Reduce staff turnover by improving training, clarifying job expectations, and building confidence in tools and systems.

Supportive Housing

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

50%

IT Department

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

100%

Finance

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

40%

Goal #13
Improve service delivery by optimizing technology systems and digital tools.

Rent Assistance

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

75%

IT Department

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

50%

IT Department

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

25%

Goal #14
Increase households served by the Weatherization Assistance Program by 10%.

Energy Services

- Finish the weatherization of Firwood

0%

Energy Services

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

50%

Energy Services

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

100%

Pillar #4 Lead & Grow Ethically

Goal #15
Use data and education to improve the effectiveness and transparency of Local Preference Programs

Goal #16
Incorporate environmental stewardship and resource efficiency into workplace practices and service delivery.

