



HOMES FOR GOOD BOARD OF COMMISSIONERS MEETING

Wednesday, June 24th, 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, June 25th, 2026, at 1:30pm

The June 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

5. EMERGENCY BUSINESS

6. EXECUTIVE SESSION

None

7. ADMINISTRATION

A. Executive Director Report

8. CONSENT AGENDA

A. Approval of 04/29/2026 Board Meeting Minutes

B. ORDER 26-24-06-01H: In the Matter of Granting Approval for the Submittal of the Annual Plan & MTW Supplement to HUD

9. ORDER 26-24-06-02H

In the Matter of Approving the 2026 – 2030 Capital Fund Program Five-Year Action Plan (Jared Young, Contract Administrator) (Estimated 10 minutes)

10. PRESENTATION

Access & Opportunity Plan 2025 – 2026 Year-End Review
(Access & Opportunity Planning Team) (Estimated 10 minutes)

11. ORDER 26-24-06-03H

In the Matter of Approving the Access & Opportunity Plan for July 2026 – June 2028 (Jasmine Leary, Executive Support Coordinator) (Estimated 10 minutes)

12.AD HOC COMMITTEE MEETING & DISCUSSION

Advocacy Ad Hoc Committee

(Larissa Ennis, Board Chair & Jacob Fox, Executive Director) (Estimated 20 minutes)

Adjourn.

It is exciting to see the Board's advocacy efforts increase. Two exciting efforts happened in June:

On June 5th Larissa joined the Homes for Good team, the Head Start of Lane County team, The Early Childhood CARES team and the Parkside Community Preschool team to host Senator Merkley at Ollie Court. Senator Merkley was able to tour the early learning classrooms, the playgrounds and was invited by a resident into her apartment where she explained to him how Homes for Good and Ollie Court have provided her newfound hope. The intimate conversations that Senator Merkley was able to have with people living at Ollie Court, teachers who are educating pre-kindergarten kids and staff members from all the organizations were a reminder of the importance of our work and our advocacy.

On June 16th Larissa joined Sylvia Barry, representing A.C.T. Now Lane, at a City of Eugene Council Public Hearing concerning housing production incentives. This excerpt from the Council packet gives some background. "At the February 11, 2026, work session, staff provided an overview on three proposed housing production incentive programs, based on research and community feedback, for Council consideration. At the work session, Council directed staff to prepare an ordinance implementing the three proposed programs: 1) a Tax Exemption for Moderate Income Housing, 2) a Tax Exemption for Housing in Commercial Centers, and 3) a Moderate-Income Revolving Loan Fund. The public will have an opportunity to provide comments on the third proposed program, a Moderate-Income Revolving Loan fund, at a future public hearing. The two new proposed tax exemption programs are enabled by a state law that encourages transit supportive multi-unit housing, the same law that enables the City's current Multi-Unit Property Tax Exemption (MUPT) program downtown. Larissa and Sylvia both gave compelling testimony about the need to increase housing production to decrease the number of people experiencing homelessness in our community. Larissa also highlighted how without support from the City of Eugene Ollie Court would not have become a reality, which is helpful to deepen our relationship with the City.



Esteban has given us his notice of resignation, and his last day was June 12th. Esteban has accepted a position with another company that will allow him to continue to advance his career and maintain a healthy work life balance. With Esteban as Director the Energy Services Team has achieved numerous impressive achievements over the past few years. From weatherizing the Eugene Mission to launching an innovative ground source heat pump pilot program the team is able to innovate and maintain the core function of the programs by weatherizing homes and improving lives. Most recently the team received zero findings and accolades from a recent programmatic audit completed by the Oregon Housing and Community Services.

We wanted to share the news that our 2025-2026 Workers Compensation insurance policy renewal quote decreased from \$125k to \$89k or a 28% reduction. The reason for that HR has elevated the role and influence of our Safety Committee, which in turn has developed ways for us to reduce our workplace injuries through education, training and inspecting key workspaces. In addition, our maintenance employees, whose risk for injuries are highest, have embraced safety as part of their key job responsibilities.

MINUTES

Homes for Good Housing Agency BOARD OF COMMISSIONERS



Wednesday, April 29th, 2026 at 1:30 p.m.

Homes for Good conducted the April 29th, 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

Kirk Strohman

Chloe Chapman

Larissa Ennis

Destinee Thompson

Joel Iboa

Board Members Absent:

Pat Farr

Quorum Met

1. PUBLIC COMMENT

None

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

None

3. ADJUSTMENTS TO THE AGENDA

- Quarterly Employee Excellence Awards prior to Executive Director Report

4. COMMISSIONERS' BUSINESS

- A. Advocacy Ad Hoc Committee
Ross Williamson Local Government Law presenting

Overview

The purpose of this committee is to leverage the skills, network, and capacity for board members to advocate on behalf of Homes for Good on the local and state level.

Advocacy

The importance is when representing Homes for Good as board members, no action can be taken to sway or impress upon others to vote in a certain way when an item on a ballot (going before the individual voters). Advocacy on legislative items (going before governing bodies) is permitted as a board member.

These rules do not pertain to what board members do independently on their own time.

[refer to Board materials for additional information]

Discussion Themes

- Recommend clarifying to audience what "hat" a board member is wearing (community member, board member, etc.)
- Legislation vs. Ballot
- Can reach out to Ross or Jacob if there are additional clarifying questions

5. EMERGENCY BUSINESS

None

6. EXECUTIVE SESSION

None

7. ADMINISTRATION

- A. Quarterly Employee Excellence Awards

- Real Estate Development Director, Audrey Banks presented the award to Contract Administrator, Teresa Hashagen
- Rent Assistance Director, Aleksa Bruns presented the award to Housing Specialist, Sara Stanley

B. Executive Director Report

Jacob Fox discussed the diligence of the Agency internally to ensure that all staff maintain professionalism, are good stewards of federal and state funds. Additional tools are being developed or revised as a guide to staff expectations such as, the Hybrid Work Plan, Code of Conduct and a Progressive Discipline Toolkit. This focus isn't an implication of overall poor employee performance, but rather a refresh of standards and finding ways as an Agency to serve better.

In March Jacob met with key leaders in Portland to discuss the financial sustainability of our real estate portfolio, housing investments, the issuance of bonds, and policy/legislation engagement as an Agency. During the pandemic the Leadership Team has had a more internal focus, but these meetings emphasized the importance of shifting to more external engagement.

Lastly, in April, Jacob met with University of Oregon leaders to discuss the Next Generation Housing Development Plan and the East Campus Area Plan. Both of these plans would include more dense housing options including dormitories, apartments and possibly middle housing. These endeavors would further contribute to ACT Now Lane's effort to increase housing production.

Discussion Themes

None

C. Agency Key Performance Indicators

[refer to Board materials for additional information]

Discussion Themes

- Higher vacancy rates for 3rd party managed sites in comparison to Agency-managed sites
- Analysis of self-managing properties that are currently 3rd party managed sites
- Expediting portfolio repositioning analysis
- KPI's as a tool for Advocacy Ad Hoc Committee
- Include a note to highlight areas for Board focus

8. CONSENT AGENDA

A. Approval of 03/25/2026 Board Meeting Minutes

Vote Tabulations

Motion: **Heather Buch**

Second: **Destinee Thompson**

Discussion: *None*

Ayes: **Heather Buch, Michelle Thurston, Justin Sandoval, Larissa Ennis, Joel Iboa, Destinee Thompson**

Abstain: **Kirk Strohman, Chloe Chapman,**

Excused: **Pat Farr**

The 04/29/2026 Consent Agenda was approved [6/2/1]

9. ORDER 26-29-04-01H: In the Matter of Updating the Housing Choice Voucher Administrative Plan (HCV Admin Plan) Local Preferences Language & Waitlist Order

Rent Assistance Director, Aleksa Bruns Presenting

The Emergency Housing Voucher (EHV) program is expected to sunset December 31st, 2026. The program provides rental assistance to individuals and families who are experiencing homelessness, at risk of homelessness, or fleeing domestic violence. This would impact 148 households in Lane County.

To continue serving these households, Homes for Good wants to amend the Administrative Plan to create a new waitlist preference called "At Risk of Rental Loss". This preference would help current EHV households to transition into a regular HCV program prior to the ending of EHV funding.

Discussion Themes

- Current payment standards can be honored as long as folks stay in the same unit – but the supportive services typically included with EHV would not be included.
- Local Preference vs. Date/Time waitlist placement

Vote Tabulations

Motion: **Destinee Thompson**

Second: **Chloe Chapman**

Discussion: *None*

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

Abstain: *None*

Excused: **Pat Farr**

ORDER 26-29-04-01H was approved [8/0/1]

10.ORDER 26-29-04-02H: In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from Oregon Housing & Community Services for the Florence Quince Street Site

Project Development Manager, Justin Ross & Project Developer, Marisa Johnson Presenting

Homes for Good purchased a 7.73-acre site to develop affordable housing in Florence, Oregon. The goal is to develop 85-95 units.

To fund the project, Homes for Good plans to submit an application through the Oregon Centralized Application (ORCA) which is administered by Oregon Housing & Community Services (OHCS) which combines multiple funding sources in one location.

Discussion Themes

- Partnership opportunities
- Including playgrounds
- Connection with local workforces to assess needs (Chamber of Commerce, casino, school district)

Vote Tabulations

Motion: **Heather Buch**

Second: **Justin Sandoval**

Discussion: *None*

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

Abstain: *None*

Excused: **Pat Farr**

ORDER 26-29-04-02H was approved [8/0/1]

11. PRESENTATION: Annual Plan Updates

Supportive Housing Director, Wakan Alferes Presenting

Overview

Each year Homes for Good submits an Annual Plan & Admissions and Continued Occupancy Plan (ACOP) to HUD. Prior to sending the plan to HUD, the board reviews and approves any proposed changes in June. Below is an overview of the key changes to the FY 2027 Annual Plan/ACOP:

- Alignment with the Access & Opportunity Plan.
- Expansion of communication methods and aligning with updated HUD guidance.
- Changes to ACOP focused on policies to increase occupancy and allow the Agency to more effectively manage vacancies as well as aligning with updated HUD guidance.
- Progress update to the MTW Supplement (no changes)

Discussion Themes

- Positive reception from RAB with the proposed changes

No action needed.

12. DISCUSSION: Establishing Flexibility of Implementation of Work Requirements & Term Limits

Executive Director, Jacob Fox Presenting

Overview

HUD has announced a proposed rule to allow for flexibility in implementing work requirements and time limits for qualifying residents. Flexibility means, the PHA would be able to determine if they want to enforce the requirements.

[refer to Board materials for additional information]

Discussion Themes

- Opportunity to leverage the Family Self-Sufficiency Program to offer additional support for the qualifying households

No action needed.

13. OTHER BUSINESS

Ollie Court + Leap & Learn Celebration is tomorrow (April 30th, 2026) at 2:00 p.m.

Meeting adjourned at 3:25 p.m.

Minutes Taken By: Jasmine Leary



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 06/25/2026

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

DEPARTMENT: Supportive Housing Division

CONTACT : Wakan Alferes

EXT: 2508

PRESENTER: Wakan Alferes

EXT: 2508

ESTIMATED TIME : Consent

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

Approval Signature

EXECUTIVE DIRECTOR:

DATE: 06.16.2026

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Wakan Alferes, Supportive Housing Director

TITLE: In the Matter of Approving the Submittal of the Annual Plan & MTW Supplement to HUD

DATE: June 24, 2026

MOTION:

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

DISCUSSION:

A. Issue

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

B. Background

Homes for Good is required by Section 511 of the Quality Housing and Work Responsibility Act of 1998 (and ensuing HUD requirements) to submit an Annual Plan to HUD. This year we are required to submit an Annual Plan covering FY 2027, which begins October 1, 2026, and ends September 30, 2027.

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

The Work Responsibility Act requires public housing authorities work with their Public Housing Resident Advisory Boards (RAB) on the planning and development of the Plans. In order to meet this requirement, Homes for Good began meeting with the RAB in February 2026. Homes for Good is submitting the Plan to the Homes for Good Board of Commissioners for deliberation and if approved the Plans will be electronically submission to HUD no later than July 17, 2026.

C. Analysis

Below is a recap of significant changes to policies for FY2027 for the ACOP and Admin Plan, and which sections of the plans were affected by these changes.



Key Updates to Annual Plan:

- Alignment of 5-year goals and progress updates with Access & Opportunity Plan.

Key Changes to the Administrative Plan focused on expanding communication methods and aligning with updated HUD guidance:

- Update to waiting list policy for Project Based Vouchers to mirror the changes in the Admissions and Continued Occupancy Plan (ACOP)
- Changes to communication methods to include electronic communication Driven by the rollout of portals, changes added language throughout many Admin Plan policies (chapter 4, 5, 8, 9, 10, 11, 13, 17, 18, 19) to allow both families and Homes for Good additional options for communicating.
- Removal of LEP requirements from policies to reflect HUD changes
- Adoption of new policy regarding EIV document distribution for income verification once HOTMA becomes effective
- Updated Emergency Transfer Plan to reflect HUD guidance

Key Changes to the Admissions and Continued Occupancy Plan (ACOP) focused on policies to increase occupancy and allow us to more effectively manage vacancies as well as reflecting updated HUD guidance.

- Update to waiting list and leasing policies to better manage vacancies: Applicants will be removed from all public housing and PBV waiting lists once they have been served by one of these programs (chapter 4.II.F updating the waiting list)
- When a unit is ready for occupancy, applicant/participant families will have 7 business days from the time they are notified of this by the PHA to execute lease documents (chapter 8.I.C execution of lease)
- Applicants may refuse a unit for good cause if accepting the offer would cause undue hardship due to a lease breaking fee (chapter 5.II.D refusals of unit offers)
- Updated repayment policy to include maximum timeframes for repayment
- Adoption of new policy regarding EIV document distribution for income verification once HOTMA becomes effective
- Removal of LEP requirements from policies to reflect HUD changes
- Update to Pet policy (deposit) to reflect current procedures.
- Updated Emergency Transfer Plan to reflect HUD guidance

The MTW Supplement only contains progress updates, no key changes.

D. Furtherance of the Access & Opportunity Plan

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

Listen to Our Communities

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



Create Pathways to Self-Sufficiency

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

Lead and Grow Ethically

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

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

E. Alternatives & Other Options

HUD requires submission of the Annual Plan by July 17, 2026. Should the board choose not to approve the Plans at this time exploration of an emergency board meeting before the July 17th deadline may be an option.

Homes for Good provided the required public hearings for the Plans on June 11, 2026. No comments were received.

F. Timing & Implementation

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

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

G. Recommendation

It is recommended that the board approve the request to submit the Annual Plan and MTW Supplement to HUD.

H. Follow Up

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



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



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

I. Attachments

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

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

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

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

Acting on behalf of the Board of Commissioners of the Public Housing Agency (PHA) listed below, as its Chairperson or other authorized PHA official if there is no Board of Commissioners, I approve the submission of the 5-Year and/or X Annual PHA Plan, hereinafter referred to as "the Plan," of which this document is a part, and make the following certification and agreements with the Department of Housing and Urban Development (HUD) for the PHA fiscal year beginning 10/2026, in which the PHA receives assistance under 42 U.S.C. 1437f and/or 1437g in connection with the submission of the Plan and implementation thereof:

1. The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located (24 CFR § 91.2).
2. The Plan contains a signed certification by the appropriate State or local official (form HUD-50077-SL) that the Plan is consistent with the applicable Consolidated Plan, which includes any applicable fair housing goals or strategies, for the PHA's jurisdiction and a description of the way the PHA Plan is consistent with the applicable Consolidated Plan (24 CFR §§ 91.2, 91.225, 91.325, and 91.425).
3. The PHA has established a Resident Advisory Board or Boards, the membership of which represents the residents assisted by the PHA, consulted with this Resident Advisory Board or Boards in developing the Plan, including any changes or revisions to the policies and programs identified in the Plan before they were implemented, and considered the recommendations of the Resident Advisory Board (24 CFR 903.13). The PHA has included in the Plan submission a copy of the recommendations made by the Resident Advisory Board or Boards and a description of the way the Plan addresses these recommendations.
4. The PHA provides assurance as part of this certification that:
 - i. The Resident Advisory Board had an opportunity to review and comment on the changes to the policies and programs before implementation by the PHA;
 - ii. The changes were duly approved by the PHA Board of Directors (or similar governing body); and
 - iii. The revised policies and programs are available for review and inspection, at the principal office of the PHA during normal business hours. Where possible, PHAs should make documents available electronically, for public inspection upon request.
5. The PHA made the proposed Plan and all information relevant to the public hearing available for public inspection at least 45 days before the hearing, published a notice that a hearing would be held and conducted a hearing to discuss the Plan and invited public comment. The PHA ensured all notices and meetings provided effective communication with persons with disabilities and further provided meaningful language access for persons with Limited English Proficiency (LEP).
6. The PHA certifies that it will carry out the public housing program of the agency in conformity with Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d-2000d-4), the Fair Housing Act (42 U.S.C. 3601-19), Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794), Title II of the Americans with Disabilities Act (42 U.S.C. 12101 et seq.), the Violence Against Women Act (34 U.S.C. § 12291 et seq.), and other applicable civil rights requirements, and that it will affirmatively further fair housing in the administration of all HUD programs. In addition, if it administers a Housing Choice Voucher Program, the PHA certifies that it will administer the program in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, Section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act, the Violence Against Women Act, and other applicable civil rights requirements, and that it will affirmatively further fair housing in the administration of all HUD programs.
7. The PHA will affirmatively further fair housing, in compliance with the Fair Housing Act, 24 CFR § 5.150 et seq., 24 CFR § 903.7(o), and 24 CFR § 903.15, which means that it will take meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics. Specifically, affirmatively furthering fair housing means taking meaningful actions that, taken together, address significant disparities in housing needs and in access to opportunity, replacing segregated living patterns with truly integrated and balanced living

patterns, transforming racially or ethnically concentrated areas of poverty into areas of opportunity, and fostering and maintaining compliance with civil rights and fair housing laws (24 CFR § 5.151). Pursuant to 24 CFR § 903.15(c)(2), a PHA's policies should be designed to reduce the concentration of tenants and other assisted persons by race, national origin, and disability. PHA policies should include affirmative steps stated in 24 CFR § 903.15(c)(2)(i) and 24 CFR § 903.15(c)(2)(ii). Furthermore, under 24 CFR § 903.7(o), a PHA must submit a civil rights certification with its Annual and 5-year PHA Plans, except for qualified PHAs who submit the Form HUD-50077-CR as a standalone document. The PHA certifies that it will take no action that is materially inconsistent with its obligation to affirmatively further fair housing.

8. For PHA Plans that include a policy for site-based waiting lists:
 - The PHA regularly submits required data to HUD's 50058 PIC/IMS Module and/or its successor system: the Housing Information Portal (HIP) in an accurate, complete and timely manner (as specified in PIH Notice 2011-65);
 - The system of site-based waiting lists provides for full disclosure to each applicant in the selection of the development in which to reside, including basic information about available sites; and an estimate of the period of time the applicant would likely have to wait to be admitted to units of different sizes and types at each site;
 - Adoption of a site-based waiting list would not violate any court order or settlement agreement or be inconsistent with a pending complaint brought by HUD;
 - The PHA shall take reasonable measures to assure that such a waiting list is consistent with affirmatively furthering fair housing; and
 - The PHA provides for review of its site-based waiting list policy to determine if it is consistent with civil rights laws and certifications, as specified in 24 CFR 903.7(o)(1).
9. The PHA will comply with the prohibitions against discrimination based on age pursuant to the Age Discrimination Act of 1975.
10. In accordance with the Fair Housing Act, the PHA will not base a determination of eligibility for housing on marital status and will not otherwise discriminate because of sex.
11. The PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, 'Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped' for people with physical disabilities.
12. The PHA will comply with the requirements of Section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
13. The PHA will comply with the acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implement the regulations at 49 CFR Part 24 as applicable.
14. The PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
15. The PHA will provide the responsible entity or HUD any documentation that the responsible entity or HUD needs to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58 or Part 50, respectively.
16. With respect to public housing the PHA will comply with Davis-Bacon or HUD determined wage rate requirements under Section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
17. The PHA will keep records in accordance with 2 CFR 200.302 and facilitate an effective audit to determine compliance with program requirements.
18. The PHA will comply with the Lead-Based Paint Poisoning Prevention Act, the Residential Lead-Based Paint Hazard Reduction Act of 1992, and 24 CFR Part 35.
19. The PHA will comply with the policies, guidelines, and requirements of 2 CFR Part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Financial Assistance, including but not limited to submitting the assurances required under 24 CFR §§ 1.5, 3.115, 8.50, and 107.25 by submitting an SF-424, including the required assurances in SF-424B or D, as applicable.
20. The PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the regulations and included in its Plan.
21. All attachments to the Plan have been and will continue to always be available at all locations that the PHA Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the PHA in its PHA Plan and will continue to be made available at least at the primary

business office of the PHA and, where possible, should be made available for public inspection in an electronic format.

22. The PHA certifies that it is following all applicable Federal statutory and regulatory requirements, including the Declaration of Trust(s).

Housing Authority & Comm Svcs of Lane Co

OR006

PHA Name

PHA Number/HA Code

Annual PHA Plan for Fiscal Year **2026**

5-Year PHA Plan for Fiscal Years 20-20

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

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

This information is collected to ensure compliance with PHA Plan, Civil Rights, and related laws and regulations including PHA plan elements that have changed.

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Form identification: *OR006-Housing Authority & Comm Svcs of Lane Co form HUD-50077-ST-HCV-HP (Form ID -2529) for CY 2026 printed by Noël Oostdijk in HUD Secure Systems/Public Housing Portal at 06/10/2026 07:40PM EST*



Link to Review the Annual Plan Below
[FY2027 Homes for Good Annual Plan](#)



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 06/24/2026

AGENDA TITLE: In the Matter of Approving the 2026-2030 Capital Fund Program Five-Year Action Plan

DEPARTMENT: Supportive Housing Division

CONTACT : Kurt von der Ehe

EXT: 852-6045

PRESENTER: Jared Young

EXT: 852-2879

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 "Kurt von der Ehe", is written over a horizontal line.

DATE: 06.16.2026

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



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 2026-2030 Capital Fund Program Five-Year Action Plan
DATE: June 24, 2026

MOTION:

It is moved that the order/resolution be adopted approving the submission of the 2026-2030 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 Physical Needs Assessment (PNA) 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.



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 the Five-Year Plan 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 May 26, 2026. No questions or comments were received regarding the Five-Year Capital Fund Action Plan 2026-2030.

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 June 11, 2026, 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 2026-2030) 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 community room remodels, kitchen upgrades at Pengra Court, elevator replacement at Parkview Terrace, emergency generators at our senior/disabled sites, ventilation improvements, and ADA site work.



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.

G. Recommendation

It is recommended that the Board of Commissioners approve the submission of the 2026-2030 Capital Fund Program Five-Year Action Plan.



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



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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 2026-2030.
- Attachment II: Presentation Summary

WORK TO BE DONE	FY26	FY27	FY28	FY29	FY30
AMP 100 LAURELWOOD (29 UNITS)					
Interior/Exterior Comp Mod		\$90,000.00	\$90,000.00	\$90,000.00	
Appliances and Heaters					\$25,000.00
Plumbing & Drain Lines					\$30,000.00
Community Room and Shop Reroof				\$50,000.00	
Gutters					\$30,000.00
Generator					\$40,000.00
Trees					\$10,000.00
Parking lot					\$10,000.00
Walks, Slabs, & Driveways (Includes ADA Site work)					\$30,000.00
AMP 100 LAURELWOOD SUB TOTAL	\$0.00	\$90,000.00	\$90,000.00	\$140,000.00	\$175,000.00

WORK TO BE DONE	FY26	FY27	FY28	FY29	FY30
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			
Concrete (includes ADA site work)				\$61,000.00	
Bath Fans		\$30,000.00			
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	\$0.00	\$202,165.00	\$90,000.00	\$101,000.00	\$140,000.00

WORK TO BE DONE	FY26	FY27	FY28	FY29	FY30
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
Trees					\$10,000.00
Irrigation and Plumbing					\$50,000.00
Security Measures					\$50,000.00
Office Remodel				\$40,000.00	
Parking Lot		\$25,000.00			
Concrete			\$40,000.00		
AMP 200 PENGRA COURT SUB TOTAL	\$0.00	\$254,000.00	\$240,000.00	\$40,000.00	\$160,000.00

WORK TO BE DONE	FY26	FY27	FY28	FY29	FY30
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		
Concrete Walks & Slabs					\$20,000.00
Parking Lot		\$10,000.00			
AMP 300 MAPLEWOOD MEADOWS SUB TOTAL	\$0.00	\$35,000.00	\$40,000.00	\$0.00	\$35,000.00

WORK TO BE DONE	FY26	FY27	FY28	FY29	FY30
AMP 400 PARKVIEW TERRACE (150 UNITS)					
Abatements/Remediation					\$10,000.00
Water Heaters/Boilers/Heating System			\$80,000.00		
Elevator Upgrades/Repair	\$750,000.00		\$20,000.00		
Security Measures			\$5,000.00		
Plumbing and Storm Drains			\$30,000.00		
Laundry Rooms Remodel				\$50,000.00	
Generator	\$383,087.00				
Trees					\$10,000.00
Parking Lot			\$25,000.00		
Remodel Community Room, Lobby, Lobby Restrooms		\$64,869.00			
Concrete Walks and Slabs					\$20,000.00
AMP 400 PARKVIEW TERRACE SUB TOTAL	\$1,133,087.00	\$64,869.00	\$160,000.00	\$50,000.00	\$40,000.00

WORK TO BE DONE	FY26	FY27	FY28	FY29	FY30
AMP 500 LINDEBORG PLACE (40 UNITS)					
Plumbing and Storm Drains			\$10,000.00		
Parking Lot		\$15,000.00			
Roof/Gutters			\$66,000.00		
Ductless Heat Pumps		\$180,000.00			
Security Measures			\$30,000.00		
Trees		\$30,000.00			
Concrete Walks & Slabs					\$44,000.00
Ventilation Improvements				\$40,000.00	
Appliances (Oven/Stove)					\$10,000.00
Elevator Upgrades					\$30,000.00
Generator		\$147,019.00			
Bath Upgrades			\$150,000.00	\$150,000.00	
AMP 500 LINDEBORG PLACE SUB TOTAL	\$0.00	\$372,019.00	\$256,000.00	\$190,000.00	\$84,000.00

WORK TO BE DONE	FY26	FY27	FY28	FY29	FY30
AMP 500 VENETA VILLA (30 UNITS)					
Plumbing and Storm Drain					\$30,000.00
Roofs/Gutters			\$30,000.00		
Concrete Walks and Slabs					\$80,000.00
Exterior Doors					\$55,000.00
Remodel Office					\$50,000.00
Trees					\$10,000.00
Mailboxes					\$40,000.00
Security					\$20,000.00
AMP 500 VENETA VILLA SUB TOTAL	\$0.00	\$0.00	\$30,000.00	\$0.00	\$285,000.00

WORK TO BE DONE	FY26	FY27	FY28	FY29	FY30
AMP 500 VENETA SCATTERED SITES (20 UNITS)					
Comp Mods					\$20,000.00
Concrete Walks and Slabs				\$20,000.00	
Roofs/Gutters					\$10,000.00
Trees					\$10,000.00
Plumbing/Sewer Drain					\$10,000.00
Fencing					\$10,000.00
Security Lighting				\$30,000.00	
Driveways/Parking Lots			\$78,000.00		
Ext Paint				\$120,000.00	
AMP 500 VENETA VILLA SCATTERED SITES SUB TOTAL	\$0.00	\$0.00	\$78,000.00	\$170,000.00	\$60,000.00

WORK TO BE DONE	FY26	FY27	FY28	FY29	FY30
AMP 600 CRESVIEW VILLA (34 UNITS)					
Concrete Walks and Slab				\$92,000.00	
Parking Lot			\$30,000.00		
Kitchen Ventilation					\$14,869.00
Ductless Heat Pumps				\$160,000.00	
Mailboxes				\$20,000.00	
Roofs			\$69,184.00		
Trees				\$10,000.00	
Generator		\$80,000.00			
Plumbing and Storm Drains				\$10,000.00	
AMP 600 CRESVIEW VILLA SUB TOTAL	\$0.00	\$80,000.00	\$99,184.00	\$292,000.00	\$14,869.00

WORK TO BE DONE	FY26	FY27	FY28	FY29	FY30
AMP 600 RIVERVIEW TERRACE (60 UNITS)					
Seismic Upgrade		\$40,000.00			
Concrete Walks and Slab				\$80,000.00	
Roof Repair				\$34,869.00	
Interior Comp Mods			\$54,869.00		
Trees					\$10,000.00
Elevator Repair/Upgrade					\$104,184.00
Abatements/Remediation				\$35,000.00	
AMP 600 RIVERVIEW TERRACE SUB TOTAL	\$0.00	\$40,000.00	\$54,869.00	\$149,869.00	\$114,184.00

Work Item Sub Totals \$1,133,087.00 \$1,138,053.00 \$1,138,053.00 \$1,132,869.00 \$1,108,053.00

<u>OTHER</u>	FY26	FY27	FY28	FY29	FY30
1492- Operations	\$330,000.00	\$330,000.00	\$330,000.00	\$330,000.00	\$330,000.00
1408- Management Improvements	\$35,000.00	\$35,034.00	\$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	\$1,500.00	\$1,500.00	\$1,500.00	\$1,500.00	\$35,000.00
1480-Office Equipment/Computer Equipment	\$10,000.00	\$5,000.00	\$5,000.00	\$10,000.00	\$5,000.00
1480- Relocation	\$5,000.00	\$5,000.00	\$5,000.00	\$5,000.00	\$1,500.00
1480- Contingency (3%)	\$45,000.00	\$45,000.00	\$45,000.00	\$45,184.00	\$45,000.00
"Other" Sub Totals	\$646,500.00	\$641,534.00	\$641,534.00	\$646,718.00	\$671,534.00

	FY26	FY27	FY28	FY29	FY30
Work Items Sub total	\$1,133,087.00	\$1,138,053.00	\$1,138,053.00	\$1,132,869.00	\$1,108,053.00
Others Sub Total	\$646,500.00	\$641,534.00	\$641,534.00	\$646,718.00	\$671,534.00
Total	\$1,779,587.00	\$1,779,587.00	\$1,779,587.00	\$1,779,587.00	\$1,779,587.00

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

Capital Fund Grant 5-Year Action Plan for Years 2026-2030

This year's Cap Grant is \$1,779,587, an increase of \$54,869.

We use a rolling 5-year plan, so we drop off the previous year and add the next year.

Since last year's presentation, the elevators at Parkview have had numerous significant operation issues. It has been determined that they have reached the end of their useful life and it is time to replace the elevators. Since this is a large expense, most of the projects listed in last year's plan have been pushed back a year or two. The replacement is for all equipment inside the shafts and elevator room. We will be reusing the existing elevator shafts to keep costs down.

After procuring the generator and installation at Riverview Terrace, it was determined that more funds would be needed to install a generator at Parkview Terrace. This is the other project that will be included in the 2026 Capital Fund Annual plan.

Projects added to the 5-YAP include:

- Trees at Pengra Court
- Laundry Room remodels and trees at Parkview Terrace
- Trees at Veneta Villa and Veneta Scattered Sites
- Kitchen ventilation and mailboxes at Cresview Villa
- Interior Comp Mods at Riverview Terrace
- Office Equipment as added as a non-work item

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

ORDER 26-24-06-02H

In the Matter of Approving the Submission of
the Five-Year Capital Fund Action Plan 2026-
2030.

WHEREAS, it is necessary for the Board to approve the submission of the Five-Year Capital Fund Action Plan 2026-2030 for Homes for Good Housing Agency; and

WHEREAS, the Five-Year Capital Fund Action Plan 2026-2030 was presented to the Resident Advisory Board (RAB) on June 11, 2026; and

WHEREAS, a public hearing to receive comments on the Five-Year Capital Fund Action Plan 2026-2030 was held on May 26, 2026, and

WHEREAS, Homes for Good Housing Agency Executive Director has recommended approval of the proposed Five-Year Capital Fund Action Plan 2026-2030; and

WHEREAS, Pillars 1 and 3 of the Homes for Good Access and Opportunity Plan 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 2026-2030.

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: 06/24/2026

AGENDA TITLE: Access & Opportunity Plan 2025 – 2026 Review

DEPARTMENT: Executive

CONTACT : Jacob Fox

EXT:

PRESENTER: Jacob Fox, Johanna Jimenez, Rebecca Murphy, J **EXT:**

ESTIMATED TIME : 20 mins

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

Approval Signature

EXECUTIVE DIRECTOR:

DATE: 06.16.2026

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



Access & Opportunity Plan

July 2025 - July 2026

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

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

100%

Supportive Housing

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

100%

Supportive Housing

- Implement customer service surveys within community rooms

75%

Supportive Housing

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

100%

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

25%

Supportive Housing

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

100%

Rent Assistance

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

75%

Real Estate

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

75%

Rent Assistance

- Expand Landlord meetings to occur in external property management offices

75%

Rent Assistance

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

75%

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.

75%

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

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

35%

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

Executive

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

85%

Communications

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

0%

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

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.

100%

Pillar #4 Lead & Grow Ethically

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

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

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

Supportive Housing

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

75%

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.

80%

IT Department

- Using the Computer on Wheels, host two basic computer skill classes for residents

0%

IT Department

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

25%

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.

75%

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.

Rent Assistance

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

10%

Executive

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

100%

Supportive Housing

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

100%

Executive

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

100%

Energy Services

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

100%

Real Estate

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

50%

Energy Services

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

50%

Supportive Housing

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

100%

Real Estate

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

50%

Supportive Housing

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

100%



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 06/24/2026

AGENDA TITLE: In the Matter of Approving the Access & Opportunity Plan for July 2026 - June 2028

DEPARTMENT: Executive

CONTACT : Jasmine Leary

EXT: 2-2150

PRESENTER: Jasmine Leary

EXT: 2-2150

ESTIMATED TIME : 10 minutes

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

Approval Signature

EXECUTIVE DIRECTOR:

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

DATE: 06.16.2026

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Executive Support Coordinator, Jasmine Leary
TITLE: In the Matter of Approving the Access & Opportunity Plan for July 2026 – June 2028
DATE: June 24th, 2026

MOTION:

It is moved that the Board of Commissioners approve Homes for Good's Access & Opportunity Plan which effective July 2026 to June 2028.

DISCUSSION:

A. Issue

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

B. Background

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

In June of 2023, and June of 2024 Years 2 and 3 were subsequently approved by the board. These plans used the previous year's plan as a base, modifying the goals to show progress over the past year, and to focus the goals on better customer service for our residents and clients. The EST drafted these plans from March - June of the respected years engaging with Board members in two separate SEP subcommittee meetings, a Board gallery walk, the Leadership team, Manager team, and an All-Staff gallery walk. Engagements allowed the plan to be revised, refined, and clarified to make sure progress could be made within the next year towards the goals with the objective of being more measurable.

In April of 2025, Homes for Good introduced our Community Centered Initiatives made up of 2 parts: The Access & Opportunity Plan and our Financial Stability Roadmap. These two plans came together into a larger planning effort to combine all the Agency's strategic planning into one place.

In March of 2026 the writing subcommittee of the Access & Opportunity Planning Team began drafting the new plan. During this process it was determined to be more efficient to combine all existing Agency plans into one larger plan and with a longer duration. The newest version of the Access & Opportunity Plan includes goals from the Financial Sustainability Roadmap, roll-over Access & Opportunity Plan goals, and aligns the Agency's role in leading the Housing Production Action Team as a subsidiary of the A.C.T. Now Lane Coalition.

Additionally, the new plan will be a two-year plan (instead of one), and the pillars have been renamed to address the shift in how the Agency continues to foster an environment of access and opportunity to the people we serve, as an employer, and the Lane County community on a larger scale.



C. Analysis

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

All-Staff Engagement

On February 12, 2026, Homes for Good staff participated in an engagement session. The purpose of this session was to reflect on the current plan, identify priorities for the next year, and begin shaping the goals and tactics that inform the Access & Opportunity Plan. Staff responded to the following three questions, using sticky notes to share their input:

1. What new Access & Opportunity Plan goals do you want to see next year?
2. What blockers have there been between your Access & Opportunity Plan goals?
3. What is one thing you can start working on NOW to make progress towards the Access & Opportunity Plan goals?

FEEDBACK THEMES

There were clear patterns in the feedback staff provided for questions regarding barriers and what they would like to see on next year's plan. The barriers to achieving plan goals were mainly related to workload, unclear priorities and goal alignment. And staff wanted to see more goals that increased operational efficiency, accountability, and training/professional development opportunities.

To incorporate this feedback the writing group created a new pillar entitled, "System & Process Effectiveness". This pillar holds internal-facing goals that prioritize enhancing our operational efficiencies. These goals outlines ways to support staff capacity which in turn will increase resident access. Additionally, there are leadership and employee development engagement goals.

Board Engagement

On February 25, 2026, the Homes for Good Board of Commissioners held a work session to provide input on future strategic directions. Commissioners responded to four questions:

1. What are 1-2 new challenges/opportunities that should show up in the Access & Opportunity Plan next year?
2. Feedback on the current structure of the plan?
3. How do you feel like you can best support the work of the Access & Opportunity Plan next year?
4. Free thoughts & comments

FEEDBACK THEMES

The overall feedback from the Board in response to the questions were to have new goals related to strengthening the housing pipeline and cross sector collaboration. The structure should remain primarily the same, but goals should be reduced and/or more refined with higher impact. The Board recommended that their best way of supporting the plan is through advocacy work on both the local and regional level.

To incorporate this feedback the writing group extended the plan from one year to two years. Many of the goals though high impact have multiple steps to reach completion – and one year would create unrealistic expectations for many of them. Additionally, the plan now includes the housing production work the Agency is leading in collaboration with A.C.T. Now Lane. The pillars of the plan have been revised to better align with new and existing goals and the Board itself is assigned goals surrounding advocacy work – which aligns with the Board Advocacy Ad Hoc Subcommittee.



Extended Leadership Engagement

On April 1, 2026, Homes for Good's director and supervisor/manager teams participated in a strategy workshop to co-develop new tactics for the Access & Opportunity Plan. Working in small groups by functional area, participants identified concrete actions and then linked them to existing or emerging strategic goals. A key difference in this year's engagement was to have a goal for each job group, based on feedback from staff that they struggled to align the work they do with the plan. Additionally, each group would list out tactics to complete new goals and a realistic timeline.

D. Alternatives & Other Options

If the plan is not approved, the Access & Opportunity Team will revise the plan based on feedback or shortcomings and bring the plan back to the board in July 2026.

E. Timing & Implementation

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

F. Recommendation

It is recommended that the Board of Commissioners approve the Access & Opportunity Plan for July of 2026-June 2028.

G. Follow Up

The Access & Opportunity Planning Team will bring two annual updates to the Board of Commissioners of the progress made towards the Access & Opportunity Plan goals. These progress reports will occur:

- July – December 2026 Progress: *January 2027 Board Meeting*
- January – June 2027 Progress: *June 2027 Board Meeting*
- July – December 2027 Progress: *January 2028 Board Meeting*
- January – June 2028 Progress: *June 2028 Board Meeting*

H. Attachments

- Access & Opportunity Plan [July 2026 – June 2028]



Access & Oppportunity Plan

July 2026 - June 2028

Homes. People. Partnerships. Good.

Introduction

Homes for Good's Access & Opportunity Plan for July 2026 - June 2028 establishes our commitment to creating stable housing solutions and strengthening community partnerships throughout Lane County. This plan builds on our foundation of providing homes, serving people, fostering partnerships, and delivering good outcomes for our community.

Our strategic approach centers on four interconnected pillars that guide our work: Housing Production & Preservation emphasizes community collaboration to produce more housing and quality maintenance of existing properties; Financial Sustainability focuses on strengthening financial systems and continuing sound stewardship of public funds; Amplify Voice & Influence supports Agency engagement with both residents and the community; and System & Process Effectiveness promotes responsible operations and staff development.

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

Housing Production & Preservation



Financial Sustainability



Amplify Voice & Influence



System & Process Effectiveness



Meet the Access & Opportunity Planning Team

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

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



Denise Hernandez Zamora
Office Assistant



Alli Schwartz
Property Manager



José Zarate
Family Self Sufficiency Coordinator



Rebecca Murphy Lyons
Program & Grants Specialist



Kat LaFerle
Asset Management Analyst



Will Hartley
Project Developer



Johanna Jimenez
Project Developer



Cori Larson
Finance Manager



Jordyn Shaw
Public Information Officer



Jasmine Leary
Executive Support Coordinator



Bailey McEuen
Human Resources Director



Jacob Fox
Executive Director



Pillar #1

Housing Production & Preservation

Housing Production and Preservation centers on increasing the supply of safe, stable, and affordable homes while protecting existing housing as a long-term community asset. Homes for Good recognizes that housing stability is foundational to opportunity and meeting community needs requires both building new homes and preserving the affordability, quality, and livability of the homes we already have.

Through housing production and preservation, we focus on strengthening the housing pipeline from planning to delivery, reducing barriers to development, and stewarding public and community investments to ensure housing remains accessible for current and future residents. Efforts prioritize households with the greatest housing need and are informed by resident input, community partnerships, and data on local housing gaps.

Preservation strategies emphasize maintaining affordability, improving physical conditions, and extending the useful life of existing housing, particularly in communities at risk of displacement or loss of affordable units. Together, production and preservation support housing stability, resilience, and long-term self-sufficiency thus ensuring housing is not just shelter, but a platform for health, economic mobility, and opportunity.

Housing Production & Preservation

Goal

Goal

Tactics

Team

1

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.

Develop a preservation plan for asset-managed properties - including housing type, design & scale based on community and resident input

Real Estate Development

Continue rural community outreach regarding the Field on Quince by creating partnerships with community employers and Senior & Disability Services

Real Estate Development

2

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

Meet with main local utilities (4) to provide education and materials about Weatherization Assistance program

Energy Services

Negotiate MOUs with main regional utilities for local collaboration

Energy Services

Negotiate contracts with Earth Advantage to utilize HOMES and HEAR programs

Energy Services

Housing Production & Preservation

Goal

Goal

Tactics

Team

3

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

Based on feedback from constituents, update and simplify the Weatherization application on the Agency website, and include a method to collect feedback within the application process

Energy Services

4

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

Conduct a cost and baseline/opportunities assessment on the Homes for Good 100 W. 13th building as a framework for a building sustainability plan

Energy Services

5

Self-managed portfolio repositioning

Hire a consultant to analyze an optimal way to approach packaging properties for RAD conversion with the intent of preservation

Supportive Housing

Housing Production & Preservation

Goal #

Goal

Tactics

Team

6

Determine if Oregon Multifamily Energy Program is a suitable funding source for future housing developments

Meet with architect to review OMEP guidance and initiate next steps based on key energy efficiency design recommendation and benchmarks.

Real Estate
Development

Review grant application pathways and any timelines, eligibility criteria, restrictions or inclusions that are needed for applications

Real Estate
Development

Integrate into OMEP + architect guidance as part of development project workflows and internal specifications.

Real Estate
Development

Meet with contractors to ensure understanding of program compliance to secure funding or grants.

Real Estate
Development

Housing Production & Preservation

Goal #	Goal	Tactics	Team
7	Support A.C.T Now Lane's efforts to increase housing production in Lane County by 25%	Advance 3+ housing projects	Executive
		Stand up \$1M Private Housing Investment Fund or Capital Vehicle	Executive
		Launch Housing Pipeline/Production Dashboard	Executive
8	Conduct initial review with Oregon Multifamily Energy Program and an architect to determine financial feasibility	Meet with program administrator of OMEP to obtain guidance	Real Estate Development
		Meet with architect to review OMEP guidance and initiate next steps	Real Estate Development
		Integrate into OMEP + architect guidance as part of development project workflows and internal specifications	Real Estate Development



Pillar #2

Financial Sustainability

Financial Sustainability ensures that Homes for Good can continue to serve residents, program participants, and the community today and into the future by responsibly managing resources, planning for long-term stability, and strengthening the financial systems that support our mission. Homes for Good recognizes that equitable access and meaningful opportunity depend on an organization that is fiscally resilient, transparent, and prepared to adapt to changing conditions.

The goals of this pillar emphasize long-range financial planning, sound stewardship of public and private funds, and proactive decision-making that balances near-term needs with long-term impacts. Financial strategies are evaluated not only for fiscal strength, but for how they affect residents, staff, and community partners, with resident feedback incorporated when decisions have direct community impact.

By strengthening underlying financial systems, improving forecasting and compliance, and aligning investments with strategic priorities, financial sustainability supports service continuity, organizational credibility, and the ability to respond to emerging housing and community needs.

Financial Sustainability

Goal #	Goal	Tactics	Team
9	Cash Flow Analysis	Consolidate/close bank accounts to decrease the number managed by Finance	Finance
10	Third-party Managed Portfolio Repositioning	Scope & perform a cost-benefit analysis of bringing property management in-house	Real Estate Development
11	Lease vacant commercial space	Prepare scope of work and cost estimate for all vacant commercial spaces including Bus Barn, Fairview, Heeran Center, etc.	Real Estate Development
12	Grant Compliance, Invoicing & Fiscal Monitoring	Develop standardized procedures, templates, and Key Performance Indicators (KPIs) to ensure grant compliance and assess Agency impact	Supportive Housing



Pillar #3

Amplify Voice & Influence

Amplify Voice & Influence centers on ensuring that residents, program participants, and the Agency have meaningful opportunities to shape decisions, inform public understanding, and influence systems that affect housing stability and community well-being. Access and opportunity are strengthened when people are heard, represented, and engaged in ways that lead to real change.

Homes for Good elevates resident perspectives in agency planning, policy discussions, and service improvements, while strengthening pathways for community feedback, representation, and shared leadership. Engagement is designed to be clear, accessible, and responsive. It is important to close the loop by showing how input informs decisions and actions.

Amplify Voice & Influence also focuses on the Agency's role in sharing knowledge, building understanding, and participating in broader community conversations about housing. By communicating transparently, partnering with community stakeholders, and contributing data and lived experience to regional discussions, Homes for Good works to increase understanding, trust, and alignment across the housing system.

Together, resident voice and community engagement strengthen accountability, improve outcomes, and ensure that housing policies and practices are shaped by the people and communities most affected by them.

Amplify Voice & Influence

Goal #	Goal	Tactics	Team
<p>13</p>	<p>Compare feedback from focus groups and surveys with changes made to policies, procedures, and site improvements to ensure resident input drives outcomes</p>	<p>Using feedback from the Resident Satisfaction Survey and Family Self-Sufficiency Participant Survey, we will implement new tools and communication methods to increase understanding of the services we offer</p>	<p>Supportive Housing</p>
		<p>Support the Resident Advisory Board (RAB) & Resident Councils by coordinating quarterly RAB orientations and at least one Resident Council training annually.</p>	<p>Supportive Housing</p>
		<p>Implement Opinionator surveys at sites & work to expand customer service surveys in staff signatures</p>	<p>Supportive Housing</p>
<p>14</p>	<p>Embed usability best practices in all public-facing content</p>	<p>Improve onboarding and training resources for staff who create public-facing materials including a training on Functional Design</p>	<p>Communications</p>

Amplify Voice & Influence

Goal

Goal

Tactics

Team

15

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.

Integrate self-reported skills inventory and a clear competency framework into our Agency Interest List for internal employment opportunities

Human Resources

16

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

Staff will coordinate with school districts and community partners to incorporate Hate & Bias materials and information into programming at key sites

Supportive Housing

17

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

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

Communications

Amplify Voice & Influence

Goal #

Goal

Tactics

Team

18

Board & Community Engagement

Develop a one-page overview of Homes for Good that board members can share/reference during community engagements

Communications

Advise on the creation of economic impact reports for Homes for Good programs and use these reports in advocacy/education efforts

Communications

Create communication and advocacy partnerships with other PHAs and their boards

Board of Commissioners

Board members hold 1-on-1 meetings with City & County officials annually

Board of Commissioners

Advise and advocate on local and state policy and legislative deliberations that could negatively or positively impact Homes for Good

Board of Commissioners

Amplify Voice & Influence

Goal #

Goal

Tactics

Team

19

Improve overall customer service and client education, by increasing the clarity, consistency and accessibility of information

Develop and implement a resource list to be distributed to clients as needed, to improve customer education and reduce barriers in accessing or maintaining housing assistance

Rent Assistance

Develop and implement a customer toolkit that guides participants through the recertification process, improving understanding of requirements and timelines, to reduce recertification delays and barriers related to accessing or maintaining housing assistance

Rent Assistance

Develop and implement new digital communication methods to share program and other relevant information with residents and participants such as digital newsletters, resource emails, mass text systems, etc.

Supportive Housing

Develop FSS Guidebook with overview of the program, requirements and resources including opportunities for participants to volunteer as a member of the FSS Advisory Board

Supportive Housing

Pillar #4

System & Process Effectiveness

System & Process Effectiveness focuses on strengthening the internal systems, policies, and workflows that enable Homes for Good to operate efficiently, consistently, and with accountability. This Agency recognizes that well-designed internal processes are essential to delivering high-quality services, supporting staff, and ensuring the Agency can meet its mission in a sustainable way.

Through this pillar, Homes for Good evaluates and improves internal processes to reduce unnecessary complexity, clarify roles and responsibilities, and ensure systems are aligned across teams and programs. Emphasis is placed on usability and reliability so that our processes are understandable, tools are fit for purpose, and staff have the information and resources needed to do their work effectively.

System & Process Effectiveness also prioritizes continuous improvement. By using data, staff feedback, and operational insights, the Agency strengthens coordination, identifies inefficiencies, and adapts systems to changing requirements, technologies, and organizational needs. Improvements are guided by a commitment to responsible stewardship, transparency, and thoughtful change management.

By investing in strong internal systems and effective processes, this pillar helps translate strategy into action, supports staff capacity and well-being, and reinforces the foundation needed for other Access & Opportunity Plan priorities to succeed.



System & Process Effectiveness

Goal #	Goal	Tactics	Team
20	Increase inter-department collaboration with the Finance Department.	Develop overhead allocation methodologies for Energy Services, Supportive Housing, & Rent Assistance	Finance
21	Optimize Use of Yardi Products	Roll out RentCafe portals to residents	IT
		Purchase & implement Fixed Asset Module	IT + Finance
		Purchase & implement Construction Manager	IT + Finance
22	Agency Data Governance Plan	Develop retention schedule for Agency data	IT
		Catalog Agency data in all formats & storage methods	IT

System & Process Effectiveness

Goal #

Goal

Tactics

Team

23

Leadership Effectiveness - Increase leadership confidence score on engagement survey by 7%

Develop & implement resources to improve manager confidence, consistency and accountability

Human Resources

Expand and formalize manager onboarding for new leaders and internal promotions

Human Resources

Incorporate operational accountability and leadership expectations into manager and director performance evaluations

Human Resources

Update leader job descriptions to clarify expectations, accountability, communication & oversight responsibilities

Human Resources

System & Process Effectiveness

Goal #	Goal	Tactics	Team
24	Develop and implement a competency framework to support employee development, internal advancement, and more consistent performance expectations across the Agency	Develop competency profiles and evaluation guidance to support employee development and performance evaluations	Human Resources
		Integrate competency framework concepts into onboarding, employee development, and promotional readiness discussions	Human Resources
		Explore implementation of a peer mentorship program to support employee development and knowledge sharing	Human Resources
25	Review and update procedures to ensure they reflect best practices, lessons learned and guidance received from resident feedback.	Update vacate inspection procedure – include NSPIRE – benchmark three months to draft for test	Supportive Housing
		Implement procedure to prioritize timely and accurate FileVision filing	Supportive Housing



Benchmarks, Metrics, and Continuous Initiatives

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

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

Benchmarks, Metrics, and Continuous Initiatives

Pillar	Benchmark	Measure	Team
Financial Sustainability	Maintain employee turnover rates comparable to Oregon public employers	Agency turnover rate compared to Oregon public employer benchmark data	HR
	Complete monthly financial close procedures within established timelines	% of month-end close activities completed by deadline	Finance
	Increase vendor participation in applicable agency portals	Number or % of vendors enrolled in applicable portals	Finance
Amplify Voice & Influence	Continuous improvement of website search functionality & usability	Quarterly search analytics review & documented improvements implemented	Communications
	Evaluate representation throughout the hiring process	Applicant, interview, and hiring demographic data compared to Lane County demographics	HR
	Improve candidate experience during recruitment	Candidate favorability survey score	HR

Benchmarks, Metrics, and Continuous Initiatives

Pillar	Benchmark	Measure	Team
Systems & Processes Effectiveness	Host recertification workshops for participants annually	Number of workshops hosted annually	Rent Assistance
	Provide annual maintenance and customer service refresher training	% of applicable staff completing annual refresher training	Supportive Housing
	Establish and improve onboarding satisfaction benchmarks	New hire onboarding satisfaction score	HR
	Increase employee engagement over time	Employee biannual engagement survey score	HR
	Increase landlord utilization of the Yardi Landlord Portal	Number or % of landlords enrolled in the portal	Rent Assistance
	Provide quarterly agency KPI reporting to the Board of Commissioners	Quarterly KPI reports delivered on schedule	Executive

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

ORDER 26-24-06-03H

In the Matter of approving the Access &
Opportunity Plan for July 2026 – June 2028

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

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

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

WHEREAS, the staff on 02/12/26 participated in a all-staff engagement for recommendations and feedback to incorporate into the plan; and

WHEREAS, the Board met on 02/25/26 in a work session for recommendations and feedback to incorporate into the plan; and

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

NOW IT IS THEREFORE ORDERED THAT:

The Homes for Good Board of Commissioners review and approve Access & Opportunity Plan for July 2026 – June 2028.

DATED this _____ day of _____, 2026

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners

ADVOCACY AD HOC COMMITTEE

June 24th, 2026



PURPOSE

Identify opportunities for board members to encourage in advocacy efforts on behalf of Homes for Good with elected/appointed officials on the local and state level.

CADENCE

- Last month of the quarter
- Q1 + Q3 = Planning
- Q2 + Q4 = Impact Reflection

TACTIC #1

Homes for Good staff will develop a one-page overview of the Agency as a reference guide for Board members to utilize during community engagements.

COMPLETED

TACTIC #2

Collaboration with other Public Housing Authorities and their boards including:

- Reach out to other like-size PHA's
- Connect with other Executive Directors through Housing Authorities of Oregon
- Collaborative efforts between other PHA Board members and Homes for Good Board members

TACTIC #3

Board presentation for Commissioners to debrief the Oregon legislative short session and prepare for the long session.

TACTIC #4

Create Board-specific goals based on the A.C.T. Now Lane goals and the Access & Opportunity Plan which will include advocacy opportunities from the lens of housing production.

COMPLETED

TACTIC #5

Respond to emerging opportunities to advocate for Homes for Good as policy changes arise both as a committee and individual Board members. This includes availability to speak with policy makers when needed.

TACTIC #6

Board members hold one-on meetings with city and county officials on an annual basis.

TACTIC #6

Invite local elected officials to tour existing Homes for Good properties.

TACTIC #1

Homes for Good staff will develop a one-page overview of the Agency as a reference guide for Board members to utilize during community engagements.

A web and print version of a one-pager has been developed by the Homes for Good Communications team. These documents are designed to provide a brief summary of the dynamic programs and departments within the Agency and our interaction with the community.

This document can be used a point of reference for board members and/or to give to others as part of Board member's advocacy work.

TACTIC #4

Create Board-specific goals based on the A.C.T. Now Lane goals and the Access & Opportunity Plan which will include advocacy opportunities from the lens of housing production.

Based on feedback from the board the new Access & Opportunity Plan took the above outlined tactics or the Advocacy Ad Hoc Committee and embedded them into the plan as Board-assigned goals. Additionally, the A.C.T. Lane goals as it pertains to Homes for Good's involvement is also in the plan.