

HACSA MEMORANDUM

TO: HACSA Board of Commissioners

PRESENTED BY: Larry Abel
Executive Director

AGENDA ITEM TITLE: In the Matter of Approving the Agency's Strategic Plan

AGENDA DATE: January 11, 2012

I. PROPOSED MOTION

IT IS MOVED THAT THE AGENCY'S STRATEGIC PLAN FOR THE 2012 THROUGH 2015 CALENDAR YEARS BE APPROVED.

II. ISSUE

HACSA management is seeking Board approval of the Agency's strategic plan.

III. DISCUSSION

A. Background/Analysis

On July 14, 2010 the Board authorized the HACSA Executive Director to develop a strategic plan. On December 15, 2010 the Board approved the Agency's strategic plan for the period January 1, 2011 through December 31, 2015. Since then HACSA management staff has addressed the approved goals, strategies and actions. Two semi-annual implemented reviews of the plan have been conducted by the Board. HACSA management staff has revised the plan for the period January 1, 2012 through December 31, 2015.

B. Alternatives/Options

The Board can either approve the strategic plan or make changes before approving it.

C. Recommendation

Approval of the proposed motion.

D. Timing

After Board approval, the HACSA Executive Director will begin implementation of the strategic plan's goals, strategies and actions.

IV. IMPLEMENTATION/FOLLOW-UP:

Same as Item III. D. above.

V. ATTACHMENTS:

HACSA Strategic Plan

Housing And Community Services Agency of Lane County

Strategic Plan – 2011-2015
2012 Goals, Strategies, and Actions

MISSION: Making a difference in the quality of
affordable housing and related community services

VISION: Safe, affordable, energy-efficient housing
for all low-income Lane County residents



January, 2012

To Our Residents, Employees and Stakeholders:

The Housing And Community Services Agency (HACSA) of Lane County has provided affordable housing and related community services for over 30 years. Despite difficult economic times, we continue our mission of making a difference in the quality of affordable housing and related community services. HACSA has been designated as a high performing public housing authority (PHA) by the U.S. Department of Housing and Urban Development (HUD) for fiscal years 1997 through 2010, the entire period that HUD's scoring system has been in place.

The Agency's seven person Board of Commissioners is comprised of the five Lane County Commissioners and two appointed commissioners who are residents of HACSA-owned housing. In December 2009, the Board authorized the Executive Director to develop a strategic plan for the period January 1, 2011 through December 31, 2015. The five year time frame was chosen because it is enough time to make some meaningful changes and it is short enough to maintain a sense of urgency.

Last year the HACSA Board approved the strategic plan with specific and measurable strategies and actions for 2011. Semi-annual implementation reviews were submitted to the Board in July of 2011 and January of 2012.

This strategic plan outlines four overall goals that are based on input from HACSA's Board of Commissioners, its employees, residents, community partners and other stakeholders. Included are strategies and actions to be accomplished in 2012 that are specific and measurable. In some cases they may be revised due to unforeseen circumstances. For example, need may increase due to economic factors beyond our control, and federal funding is likely to continue to decrease in the near future. At the end of 2012, 2013 and 2014, new strategies and actions will be implemented. We will continue to monitor our progress through semi-annual updates to the HACSA Board of Commissioners.

The success of this plan depends greatly on others beyond HACSA. In 2011 we collaborated with several nonprofit agencies, including ShelterCare, St. Vincent DePaul, NEDCO, Food for Lane County, Sponsors, Centro LatinoAmericano and Metropolitan Affordable Housing. We will continue to collaborate with current partners and we will seek out new partnerships that enhance our mission.

GOAL 1 Increase the number of affordable housing units available to Lane County residents by 300 by December 31, 2015

In 2010, HACSA, as general partner of the Roosevelt Crossing Limited Partnership, completed construction of 44 units of transitional housing for ex-offenders. Input from community partners indicated that it was very important for HACSA to continue to build and acquire affordable housing units.

GOAL 2 Obtain funding from new sources of at least \$1,250,000 by December 31, 2015

The HACSA Board stressed the importance of increasing the Agency's housing-related community services. Federal funding accounts for about 84% of HACSA's revenues (HUD alone comprises 76%). This goal was developed because the downturn in the nation's economy and the large federal deficit makes increases in HUD appropriations very unlikely in the foreseeable future.

GOAL 3 Increase organizational performance in selected special emphasis areas

A major reorganization, triggered by the retirement of several key HACSA staff members, is included in this goal. The HACSA Board called for diversification of the workforce and the employee survey pointed out the need for better communication and the need to address burn out/stress/morale, which are also included.

GOAL 4 Increase the self-sufficiency of HACSA residents

Included in this goal are several initiatives that address responses to resident surveys. Agency staff developed the proposals to send children who reside in public housing to summer camp and to train/employ HACSA residents. Funding from new sources (Goal 2) will enable these actions to occur. Hiring an energy educator and installing solar water heating in several homes led to the plan to reduce energy consumption of our low-income weatherization program clients. The new resident resources supervisor is directing many of the strategies included in this goal.

We thank all of you who have contributed to this process. This plan will guide our efforts toward the Agency's vision of safe, affordable, energy-efficient housing for all low-income Lane County residents.

Larry Abel, Executive Director

Faye Stewart, Chair, Board of Commissioners

Housing And Community Services Agency of Lane County Strategic Planning

Goal 1 "Increase the number of affordable housing units available to Lane County residents by 300 by December 31, 2015."

Continue the rehabilitation of Hawthorn @ 29th Place Apartments

Monitor construction, report to funders, process monthly pay requests Ongoing

Staff Responsible: Betsy Hunter

Dispose of Hope Loop property

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| 1. Solicit input from Housing Policy Board and non-profit organizations | 05/31/2012 |
| 2. Issue Request for Proposals | 06/30/2012 |
| 3. Dispose of property | 12/31/2012 |

Staff Responsible: Betsy Hunter

Initiate and complete rehabilitation of Norsemen Village Apartments

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| 1. Obtain USDA Rural Development approval to carry out rehabilitation | 01/31/2012 |
| 2. Close on financing with Oregon Dept. of Health & Community Services | 01/31/2012 |
| 3. Begin Rehabilitation | 02/15/2012 |
| 4. Monitor construction, report to funders, process monthly pay requests | Ongoing |

Staff Responsible: Betsy Hunter

Investigate feasibility of selling scattered public housing units

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| 1. Select 10-12 scattered site properties for disposal | 03/31/2012 |
| 2. Obtain full appraisals of selected properties | 06/30/2012 |
| 3. Calculate financial costs and benefits of disposal | 09/30/2012 |
| 4. Determine how best to dispose of selected properties | 12/31/2012 |
| 5. Determine timelines for disposal | 12/31/2012 |

Staff Responsible: Chuck Hauk

Plan and design Bascom Village development

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| 1. Collaborate design with St. Vincent DePaul and neighbors | 01/31/2012 |
| 2. Collaborate financing applications with St. Vincent DePaul | 04/15/2012 |

Staff Responsible: Betsy Hunter

Develop a plan for Turtle Creek site, Phase II

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| 1. Initiate pre-development planning with NEDCO | 3/15/2012 |
| 2. Seek financing strategies | 9/30/2012 |

Staff Responsible: Betsy Hunter

Identify opportunities for “Catalytic” project in Glenwood in conjunction with participation in Lane Livability Consortium

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| 1. Meet with Metropolitan Affordable Housing Corp. to discuss possibility of partnership | 01/15/2012 |
| 2. Meet with City of Springfield planners to identify potential sites in planning area | 02/15/2012 |
| 3. Investigate possible funding sources for development site(s) | 12/31/2012 |
| 4. Consider feasibility of providing housing for current occupants of mobile homes in Glenwood | 12/31/2012 |

Staff Responsible: Betsy Hunter

Evaluate redevelopment potential of portion of Laurelwood site in Florence

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| 1. Evaluate existing regulations | 06/30/2012 |
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Staff Responsible: Dorothy Cummings

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| 2. Develop feasibility strategy for new units | 09/30/2012 |
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Staff Responsible: Betsy Hunter

Create database for each development, including building information, financing summary and future loan and investment actions

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| 1. Complete template using one development | 01/31/2012 |
| 2. Complete database for all tax credit developments | 04/30/2012 |
| 3. Establish procedures for acquiring tax credit developments when limited partners exit | 06/30/2012 |
| 4. Complete database for all other developments | 09/30/2012 |

Staff Responsible: Betsy Hunter

Initiate pre-development of 48th and Main parcel

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| 1. Meet with City of Springfield staff to determine infrastructure needs | 03/15/2012 |
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Staff Responsible: Betsy Hunter

Goal 2 “Obtain funding from new sources of at least \$1,250,000 by December 31, 2015.”

Determine method for fundraising

1. Determine skills and abilities needed for “fundraiser” 03/31/2012
Staff Responsible: Larry Abel and Mira Gattis
2. Identify and assess internal capacity 04/15/2012
Staff Responsible: Larry Abel and Dorothy Cummings
3. Prepare job description 04/30/2012
Staff Responsible: Dorothy Cummings
4. Explore creation of 501(C) (3) 04/30/2012
Staff Responsible: Mira Gattis
5. Decide to use existing staff, hire and/or contract out 05/15/2012
6. Have ‘fundraiser’ in place 06/30/2012
Staff Responsible: Larry Abel and Dorothy Cummings

Research Funding Opportunities

1. Acquire foundation listings 07/31/2012
2. Contact other organizations (similar to HACSA) to assess how they do fundraising 08/31/2012
3. Create 501(C) (3) if deemed appropriate 10/31/2012
4. Submit at least one grant application 12/31/2012
Staff Responsible: “Fundraiser”

Apply for and secure funding to support the salary and fringe benefits of the Energy Educator

1. Secure at least \$7,000 from utility partners 12/31/2012
2. Apply for \$35,000 grant from Bonneville Power Administration 01/31/2012
3. Apply for \$20,000 partners in education grant from EWEB 03/31/2012
Staff Responsible: Craig Satein

Goal #3 “Increase organizational performance in selected special emphasis areas.”

Sub-Goal #1 “Complete Reorganization of the Housing and Energy Services Divisions, and a Succession Plan for the Executive Director no later than December 31, 2012.”

Reorganize Housing Division

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| 1. Explore different ways to organize | 01/31/2012 |
| 2. Decide how to organize | 01/31/2012 |
| 3. Determine which selected positions will be filled in-house, by outside postings or contracted out | 02/29/2012 |
| 4. Fill selected positions | 03/31/2012 |

Staff Responsible: Larry Abel, Dorothy Cummings and Chuck Hauk

Reorganize Energy Services Division

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| 1. Explore different ways to organize | 03/31/2012 |
| 2. Decide how to organize | 03/31/2012 |
| 3. Determine which selected positions will be filled in-house, by outside postings or contracted out | 04/30/2012 |
| 4. Fill selected positions | 05/31/2012 |

Staff Responsible: Larry Abel and Craig Satein

Prepare Succession Plan for the Executive Director

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| 1. Determine knowledge, skills, and abilities needed for replacement by getting input from current employees and appropriate stakeholders | 06/30/2012 |
| 2. Complete Succession Plan | 12/31/2012 |

Staff Responsible: Dorothy Cummings

Sub-Goal #2 “Diversify the HACSA workforce in selected classifications in gender and ethnicity by December 31, 2015.”

Create and maintain workplace atmosphere welcoming of diversity and tolerance

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| 1. All employees attend annual “all staff” cultural awareness training | 12/31/2012 |
| 2. All employees attend a minimum of one (1) additional information session sponsored by Diversity Committee | 12/31/2012 |

Staff Responsible: Dorothy Cummings

Sub-Goal #3 “Achieve an employment satisfaction score of no less than 4 on a 5-point scale from at least 90 percent of employees responding to the survey by December 31, 2015.”

Improve communication between managers and line staff

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| 1. Develop RFP to select trainer | 03/31/2012 |
| 2. Conduct training | 06/30/2012 |

Staff Responsible: Dorothy Cummings and Labor Management Committee (LMC)

Communicate agency program information and updates to staff

1. Publish quarterly agency newsletter Ongoing
Staff Responsible: Jill Fields
2. Ensure that the newly designed website is up and running 01/31/2012
3. Refine the website and ascertain that applicable departmental information is included 06/30/2012
Staff Responsible: Dorothy Cummings
4. Conduct annual, all staff meeting. 09/30/2012
Staff Responsible: Larry Abel

Address burn out/stress/morale

1. Utilize the Employment Assistance Plan (EAP) to train management on techniques to assist staff dealing with work stress and burn out 03/31/2012
2. Utilize the EAP to train staff on techniques to deal with work stress and burn out 06/30/2012
Staff Responsible: Dorothy Cummings and LMC
3. Establish reward system for employee suggestions that cut costs or enhance service to clients 03/31/2012
Staff Responsible: Geni Sustello

Sub-Goal #4 “Leverage the knowledge and experience of the Efficiency Committee to identify organizational changes that will allow HACSA to maintain levels of service while receiving less funding from traditional sources

1. Resume meetings of the Efficiency Committee 01/31/2012
2. Develop one or more ideas by researching and engaging HACSA employees, other agencies and stakeholders 06/30/2012
3. Discuss ideas with Division Directors 08/31/2012
4. Implement at least one idea 10/31/2012
Staff Responsible: Huu Dang

Sub-Goal #5 “Establish a Section 8 local preference for homeless families”

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| 1. Develop parameters for preference | 01/31/2012 |
| 2. Meet with community partners to determine their interests and abilities to provide supportive services | 02/29/2012 |
| 3. Develop memorandum of understanding with participating community partners | 03/31/2012 |
| 4. Include preference in Section 8 Administrative Plan and Agency Plan | 05/31/2012 |
| 5. Research possibility of using the preference at Village Oaks Apartments, a HACSA-owned multifamily housing development that often has vacancies | 07/31/2012 |
| 6. Implement preference for at least five families | 10/01/2012 |
| 7. Review success of preference to date; consider adding additional families | 12/31/2012 |

Staff Responsible: Geni Sustello

Sub-Goal #6 “Reduce the FY 2011 excess of expenditures over income (\$50,432) of Firwood Apartments by at least 50% in FY 2012 and implement methods to establish its financial viability through 2015

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| 1. Refine budget for FY 2012 | 01/31/2012 |
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Staff Responsible: Huu Dang

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| 2. Implement rent increase | 03/01/2012 |
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Staff Responsible: Chuck Hauk

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| 3. Analyze expenses and develop ways to reduce them | 03/01/2012 |
| 4. Implement at least one way to reduce expenses | 03/31/2012 |
| 5. Prepare pro forma statements of income and expenditures for FY 2012 through FY 2015 | 04/30/2012 |
| 6. Apply to City of Eugene to defer payments of rehab loans | 05/31/2012 |

Staff Responsible: Dorothy Cummings

Goal 4 “Increase the self-sufficiency of HACSA residents.”

Sub-Goal #1 “Increase the number of families leaving the Family Self-Sufficiency (FSS) program and subsidized housing by 25 percent compared to the fifteen year average by December 31, 2015.”

Increase number of families enrolled in the FSS program that has the potential to leave subsidized housing

1. Complete work load analysis for one month, to determine full-time caseload of FSS coordinators 03/31/2012
2. Work with United Way volunteer to redesign the FSS brochure, with updated language and graphics 03/31/2012
3. Implement a more creative and pointed outreach plan so that more families sign up for the FSS Program. 06/30/2012
4. Provide FSS Program information to Public Housing residents and Section 8 participants separately, after lease up, to increase awareness of program 06/30/2012
5. Increase number of families enrolled in the FSS Program by 5% 09/30/2012
6. Survey FSS participants to determine what they need to become self-sufficient and to leave subsidized housing in five (5) years 12/31/2012

Staff Responsible: Mira Gattis

Sub-Goal #2 "Reduce energy consumption by 20% in households receiving weatherization services and energy conservation education by December 31, 2015"

Network with Lane County schools and community service organizations to provide energy education services

1. Send energy education information packets out to rural elementary school principals 01/15/2012
2. Staff the Good Earth Home Show booth with LCC Energy Management staff 01/20/2012
3. Meet with EWEB and 4J staff to explore collaborative conservation presentations 01/31/2012
4. Provide four classroom presentations at Delight Valley School 01/31/2012
5. Provide two classroom presentations at Head Start of Lane County 02/15/2012
6. Continue development of K-5 curriculum to meet Oregon State Standards 12/31/2012

Staff Responsible: Jim Wilcox

Select households with children and/or high energy burden for weatherization services program

1. Screen monthly energy consumption of program participants 01/31/2012
2. Identify households willing to participate in 24-month evaluation 03/31/2012
3. Offer \$10 per month incentive fee for participation 03/31/2012
4. Select participants 04/15/2012
5. Sign participant agreements and initiate program 04/30/2012

Staff Responsible: Jim Wilcox

Record and report energy consumption

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| 1. Receive reports from participants of their monthly utility bill | 05/31/2012 |
| 2. Renew program enrollment each quarter | 07/31/2012 |
| 3. Analyze data and provide quarterly "progress" reports to participants | 09/30/2012 |
| 4. Collect energy consumption between time of participant selection and completion of weatherization | 10/31/2012 |
| 5. Report post weatherization consumption data to participant and utility partners | 10/31/2012 |

Staff Responsible: Jim Wilcox

Monitor and evaluate the annual energy consumption of the four solar water heating households that participated in the 2011 program

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| 1. Obtain energy consumption history from EWEB for the four solar households | 11/30/2012 |
| 2. Review and report energy savings report to solar households | 12/31/2012 |

Staff Responsible: Barry Pitzer

Sub-Goal #3 "Achieve a resident/participant satisfaction score of no less than 4 on a 5-point scale from at least 90% of residents responding to a survey by December 31, 2015."

Provide 1,000 bus passes to residents by December 31, 2015

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| 1. Schedule LTD personnel to attend resident meetings at Parkview Terrace in Eugene and at McKenzie Village in Springfield, to talk about eligibility for bus service | 02/29/2012 |
| 2. Determine criteria to use to award bus passes | 04/30/2012 |
| 3. Distribute at least 150 bus passes to HACSA residents | 06/30/2012 |

Staff Responsible: Mira Gattis

Construct two, large community gardens by December 31, 2015

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| 1. Solicit involvement from OSU Extension Service for assistance with compost education and from FOOD For Lane County for assistance in setting up the garden | 02/29/2012 |
| 2. Meet with master gardener (Peter Thurston) for additional advice | 02/29/2012 |
| 3. Draft timeline and plan for development of first community garden at Maple Wood Meadows (include plans for access and a raised bed so that alter-abled people can work in the garden) explore costs, size, etc. | 04/30/2012 |
| 4. Prepare a budget and get approval for all estimated costs | 04/30/2012 |
| 5. Resident Garden Committee will work with staff to draft procedures governing the use of the garden | 04/30/2012 |
| 6. Establish first large community garden at Maple Wood Meadows | 05/31/2012 |
| 7. Complete planting | 06/30/2012 |

Staff Responsible: Mira Gattis

Assist HACSA residents to access healthy food and while stretching their limited income

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| 1. Participate in meetings of Healthy Corner Stores Initiatives (HCSI), who partners with corner stores to increase the availability of fresh fruits and vegetables | Ongoing |
| 2. Work to place the Food for Lane County (FFLC) Extra Helpings Program (provides affordable housing residents a few extra groceries) in four HACSA developments, as funding is available from FFLC | 03/31/2012 |

Staff Responsible: Mira Gattis

Become more responsive to resident needs

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| 1. Review and revise, if necessary, equipment and resource needs for property managers | 03/31/2012 |
| 2. Provide additional equipment and resources to property managers if needed | 06/30/2012 |
| 3. Complete exercises in "Public Housing Customer Service" workbook with occupancy staff at regular staff meetings | 09/30/2012 |
| 4. Based on progress in the AMPP Training Program, determine best organization of the Occupancy Department and the need for additional on-site time | 09/30/2012 |
| 5. Increase on-site time of property managers as determined | 12/31/2012 |

Staff Responsible: Chuck Hauk

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| 1. Establish more resident Groups and encourage more interaction in resident communities | Ongoing |
| 2. Resident Services Supervisor to maintain regular hours on-site at Parkview Terrace | Ongoing |
| 3. Arrange a process with Community Lending Works (a new affiliate of NEDCO) for HACSA applicants to obtain short-term loans, guaranteed by HACSA, to pay their security deposits | 01/31/2012 |

Staff Responsible: Mira Gattis

Add or upgrade bike racks on agency-owned facilities

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| 1. Determine feasibility of adding bike racks | 05/30/2012 |
| 2. Initiate purchase orders | 06/30/2012 |
| 3. Complete installation | 09/30/2012 |

Staff responsible: New Facilities Manager

Conduct Annual Resident Survey (include maintenance) 10/31/2012

Staff Responsible: Mira Gattis and New Facilities Manager

Sub-Goal #4 "At least five children from Public Housing between the ages of nine and 11 participate in Camp Rosenbaum each year."

1. Announce availability of at least five scholarships to Camp Rosenbaum to all Public Housing residents 03/31/2012
2. Applications received 04/30/2012
3. Complete selection process 05/15/2012
4. Notify children if they were: 1) selected; 2) put on stand-by; or 3) not selected 06/30/2012
5. Send departure letters to campers 07/15/2012

Staff Responsible: Chuck Hauk

Sub-Goal #5 "Develop new programs to train and/or employ HACSA residents."

1. Employ two youth for the summer who attend college, at least half-time during the regular school year 05/31/2012

Staff Responsible: New Facilities Manager

2. Meet with HACSA residents, who indicated in the November 2011 survey that they were actively looking for work, to assess their needs and eligibility for Lane Workforce Partnership services 01/31/2012

Staff Responsible: Mira Gattis

3. Meet with the Director of the Lane Workforce Partnership to connect our residents with their on the job training program 02/29/2011
4. Meet with Goodwill to determine how our residents can access their job training programs 03/31/2012
5. Enroll six HACSA residents in job training programs 09/30/2012

Staff Responsible: Dorothy Cummings