

Housing And Community Services Agency of Lane County

Semi-Annual Implementation Review of Strategic Plan 12/31/2013

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

Close Out the rehabilitation of Hawthorn at 29th Place Apartments

Conduct project closeout, including attainment of equity and completion of first year tax returns

04/01/2013

Staff Responsible: Betsy Hunter

Implementation: We have formally closed out the Hawthorn Apartments, with audits and tax returns submitted to our investor partner. We have also conducted our 1-year warranty inspection with the general contractor and the project is operating successfully.

Develop a plan for Turtle Creek site, Phase II

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| 1. Present project to the Board | 01/15/2013 |
| 2. Conduct an RFQ for architecture services | 01/31/2013 |
| 3. Create design for two to three home plans | 06/30/2013 |
| 4. Develop project budget | 09/30/2013 |

Staff Responsible: Betsy Hunter

Implementation: This 20-parcel single-family site remains undeveloped after we completed construction of our Turtle Creek townhomes several years ago. We have made a proposal to the City of Eugene to develop very efficient single family homes in partnership with Neighborhood Economic Development Corporation (NEDCO) (within their homebuyer education program). The proposal was approved and we are creating a business plan that would allow us to construct and sell homes within the existing infrastructure primarily to families earning up to 80% of the median income. The design work was completed in November 2013. The building permit application was submitted to the City of Eugene in December.

Dispose of Hope Loop property

Analyze potential for ownership units similar to Turtle Creek II

06/30/2013

Staff Responsible: Betsy Hunter

Implementation: This 8+ lot single family development size was identified as ideal for the University of Oregon’s Oregon BILDS design/build program. The HACSA Board approved the partnership with Oregon BILDS in July. Since then, students and faculty have developed a plan for a single family home during the U of O Fall quarter, with HACSA staff and industry professionals providing guidance on their design. The project will move

to the construction phase in the winter Quarter. Staff will submit application for a subdivision of the property in 2014 so that the lots can be sold to Oregon BILDS for sale to income-eligible homebuyers.

Complete rehabilitation of Norsemen Village Apartments

1. Monitor construction, report to funders, process monthly pay requests ongoing
2. Complete construction and conduct closeout with funders 07/31/2013

Staff Responsible: Betsy Hunter

Implementation: Construction was completed in June. All residents are now enjoying completely renovated apartments and a new and welcoming Community Building. We held a public celebration in July, with Commissioners Bozievich and Pothier attending, alongside USDA Rural Development's Vicki Walker and OHCS's Julie Cody. The project was heralded as a great success.

Sell 10 – 20 scattered site public housing units

1. Begin public hearing process with resident groups 01/31/2013
2. Calculate financial costs and benefits of disposal 03/31/2013
3. Obtain appraisals on scattered site units 03/31/2013
4. Seek Board approval 05/15/2013
5. Submit application to the U.S. Department of Housing and Urban Development (HUD) Special Applications Center (SAC) 06/28/2013

Staff Responsible: Jacob Fox

Implementation: HACSA received Board approval in March for our plan to sell Public Housing Scattered Site Units. We presented the Plan to our Resident Advisory Group in April. Then we began the process to implement HUD's Rental Assistance Demonstration (RAD) program – a new program allowing for the sale and conversion of public housing units. Two required resident meetings were held early in October and Board approval was obtained in late October allowing submission of our RAD application to HUD. We submitted our application in November and are awaiting approval.

Plan and design Bascom Village development

Collaborate design with St. Vincent de Paul and neighbors ongoing

Staff Responsible: Betsy Hunter

Implementation: St Vincent de Paul received a funding commitment from Oregon Housing and Community Development in November 2013. Intensive project design is underway for Phase 1 and construction is anticipated to begin in July 2014.

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

- 1. Begin draft of State funding application 01/15/2013
- 2. Submit funding application 06/15/2013
- 3. Achieve funding approval 08/30/2013
- 4. Begin design and permit work 09/01/2013

Staff Responsible: Betsy Hunter

Implementation: HACSA and Metro Affordable housing achieved a second round of funding commitments from the City of Springfield HOME and CDBG funds in April 2013. A full design package was completed and is ready for State funding submission. Both organizations agreed to defer application for State funds until 2014 so that Bascom Village could achieve funding and move out of the region’s funding pipeline. Staff are meeting with key stakeholders and elected officials to ensure the project is identified as a State funding priority for 2014.

Evaluate redevelopment potential of portion of Laurelwood site in Florence

- 1. Complete evaluation of existing regulations 06/30/2013

Staff Responsible: Dorothy Cummings

- 2. Develop feasibility strategy for new units 09/30/2013

Staff Responsible: Betsy Hunter

Implementation: This project has been on hold due to staff illness and other competing priorities.

Initiate pre-development of 48th and Main parcel

- Create conceptual development plan for site 07/15/2013

Staff Responsible: Betsy Hunter

Implementation: HACSA staff participated in “Visioning Main Street” workshop hosted by the City of Springfield to create a plan along Main Street up to 68th Street, including our 8-acre parcel. We have not conducted a formal planning process yet for this site.

Investigate Potential New Developments

- 1. If proposal is selected by County, begin due diligence on 6th & Oak site 02/15/2013
- 2. Investigate potential new partnerships with Metro Affordable Housing 03/31/2013
- 3. Determine potential capacity for HACSA-owned site on River Road 06/30/2013

Staff Responsible: Betsy Hunter

Implementation:

1. Our proposal was selected by Lane County, we signed an option agreement, and we are beginning the due diligence process for the County-owned site on 6th & Oak.
2. We are having ongoing conversations with Metro about collaborative partnerships; these conversations will continue.
3. UO's Architecture Department conducted a design studio on our River Road site in 2013. The study yielded 13 different options with a variety of densities and building plans. This is an excellent resource for our next steps on this property.

Advocate for Affordable Housing in Lane County

1. Schedule at least three affordable housing photo exhibits of HACSA, St. Vincent DePaul, Metropolitan Affordable Housing, ShelterCare and Mainstream Housing developments 12/31/2013

Implementation: Photos from the four Lane County non-profit affordable housing developers were displayed at the Lane County Home and Garden Show, the Eugene Celebration and the Eugene Public Library. The photos were also on display at the following one-day events: the First Christian Church Worship Service, City Club of Eugene, Eugene Chamber of Commerce and LTD Customer Service Center.

2. Obtain at least two municipal "Housing America Month" proclamations in addition to Lane County and the City of Eugene 10/31/2013

Staff Responsible: Larry Abel

Implementation: Housing America Month Proclamations were obtained from Lane County, the City of Eugene and the City of Springfield.

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

Receive 501(c) (3) tax exempt status for HousingPlus from the Internal Revenue Service

1. Continue working with David Atkin and Nonprofit Support Services to provide information to the IRS – start 01/31/2013
2. Receive 501(c)(3) approval from IRS 06/30/2013

Implementation: Our application for tax exempt status was filed with the IRS office in Cincinnati on February 13, 2013. On May 20th we were notified that it was assigned to an Exempt Organizations Specialist and that the IRS was experiencing delays in processing applications. We have not heard anything since then.

Determine next steps for HousingPlus

1. Meet with Tim Armstrong (Lane Community College's Non-Profit Management Institute Director) and the Board to develop a plan for 2013 01/31/2013
2. Implement the plan – start 01/31/2013

Staff Responsible: Larry Abel

Implementation: Tim Armstrong met with the HousingPlus Board on January 22, 2013 and he offered several helpful ideas. Unfortunately, due to HACSA management staff vacancies, most of the implementation has been put on hold.

In 2013 the Agency received several new grants and fees. One of these is a HUD grant for \$246,000, which will fund our Resident Services Supervisor for three years. Another is a \$50,000 capacity building grant from Oregon Housing and Community Services (OHCS), which will be used to help implement a conversion to electronic records and to purchase five mobile computing devices that will be used by asset management staff and housing inspectors. We also received marketing fees from Comcast that totaled \$96,800. In addition, we billed Bonneville Power Administration \$38,300 and EWEB \$6,000 for energy education to individuals and groups. Finally, we collaborated with Metro Affordable Housing and received a grant from Cover Oregon to do outreach. Our share of that funding is \$30,000. Total funding from new sources for the three years ended December 31, 2013 aggregates \$788,600 or 63% of the five-year goal.

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

1. Secure at least \$30,000 from utility partners 12/31/2013
2. Secure at least \$15,000 from other sources 12/31/2013

Staff Responsible: Barry Pitzer

Implementation: EWEB has renewed the 'HomePartners' program for 2014. This is a \$500,000 utility agreement to weatherize and provide individualized energy education to EWEB's low-income clients. This program has a sizable administration fee (up to 20%), part of which will be used to provide supplemental funds to support the energy educator's position. Lane County has also agreed to fund various energy education classes and home visits through its special EWEB contracts and BPA funds. In addition, HACSA's energy educator was again retained to train U of O students to provide energy education under the U of O's 'Score' program.

Goal #3 "Increase organizational performance in selected special emphasis areas"

Sub-Goal #1 Finalize reorganization of the Housing Division and complete a Succession Plan for the Executive Director.

Finalize Reorganization of the Housing Division

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| 1. Implement reduced lobby hours | 01/02/2013 |
| 2. Complete hiring of replacement Assistant Property Manager | 02/28/2013 |
| 3. Complete initial training of recently hired Property Manager (PM) | 02/28/2013 |
| 4. Complete re-assignment of Intake duties due to elimination of one Intake Coordinator position | 02/28/2013 |
| 5. Complete APMs' assumptions of maintenance tracking duties due to elimination of one Administrative Assistant position | 02/28/2013 |
| 6. Complete de-centralization of maintenance inventory | 03/31/2013 |
| 7. Continue Training Calendar, including the following topics: Fair Housing, Sexual Harassment, Discrimination issues, Customer Service, No Trespass Notices, and Inventory | ongoing |

Staff Responsible: Chuck Hauk

Implementation: Items #1 - #5 have been completed. Item #7 is ongoing. Item #6 is partially completed and ongoing with de-centralized maintenance inventory set up at a number of outlying locations and still in the process of being set up in other outlying locations. In addition, AMPs 200 and 300 will be using the former centralized maintenance warehouse.

Prepare Succession Plan for the Executive Director

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| Complete Succession Plan | 03/31/2013 |
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Staff Responsible: Larry Abel

Implementation: Jacob Fox began his tenure as HACSA's new Deputy Director on August 19, 2013. He has many years of experience in managing many of the programs that we administer. At HACSA he is responsible for overseeing all of our operations. He directed the Agency's submission of our proposal to HUD to sell 51 public housing scattered site units. He also took the lead in our successful application to OHCS for a capacity building grant. He is in line to be HACSA's next Executive Director in about a year and one-half.

Sub-Goal #2 "Implement Changes in the Energy Services Division"

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| 1. Explore alternative database storage options, with intent to transfer waiting list and active weatherization client records | -start 01/31/2013 |
| 2. Decide on which product best meets the division's current and future needs | 02/28/2013 |
| 3. Transfer the waiting list and client records and test the new product | 04/30/2013 |
| 4. Implement the new software | 05/31/2013 |

Staff Responsible: Susan Neff

Implementation: This was put on hold due to other team priorities. It will be addressed in 2014

5. Develop and implement a system of relevant criteria and work standards to establish a method of performance evaluation for all energy auditors 06/30/2013
6. Develop 'Weatherization Plus Health' concept (endorsed by DOE, HUD, CDC and EPA) and integrate the initiative into HACSA's energy education home visit module 04/30/2013
7. Develop and implement new weatherization 'HomeFree' (temporary program name) program between EWEB and HACSA -start 01/31/2013

Staff Responsible: Barry Pitzer

Implementation: Due to the changing requirements dictated by OHCS and DOE, the development of work standards has been postponed until the new 'Standard Work Specifications' and 'Quality Assurance Inspector' criteria have been adopted beginning July1, 2014. This delay also applies to the development of the 'Weatherization Plus Health' module proposed as part of the energy education curriculum. The 'HomePartners' program was proven successful enough to have been reviewed by EWEB's Board and funded for \$500,000 for 2014.

Sub-Goal #3 "Reorganize I.S. Operations"

1. Since HACSA's long-term Programmer will be retiring in late spring 2013, determine her replacement in the areas of housing software/security, payroll system and website maintenance 05/31/2013
2. Determine an I.S. liaison for each department 05/31/2013

Staff Responsible: Jacob Fox

Implementation: An I.S. liaison has been assigned for each department. Duties held by our retired programmer have been reassigned to the appropriate department liaison.

Sub-Goal #4 "Diversify the HACSA workforce in selected classification in gender and ethnicity by December 31, 2015"

Create and maintain workplace atmosphere welcoming of diversity and tolerance

1. All employees attend at least two cultural awareness trainings 12/31/2013
2. Inclusion Council will continue to meet monthly and explore topics that would foster cultural awareness within the Agency ongoing

Staff Responsible: Jacob Fox

Implementation: The Inclusion Council has continued to meet monthly. Staff was offered several trainings this year, including "VA's Recovery and Reintegration Services program, "Connecting Generations", and "PTSD".

Sub-Goal #5 “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

1. Review results of last year’s communication training and decide which areas need improvement 01/31/2013
2. Work on targeted areas 09/30/2013
3. Survey staff to determine to what degree improvements have been made 12/31/2013

Staff Responsible: Division Directors

Implementation: In December 2012 the Agency received the results of a survey that asked 7 questions related to communication between supervisors and line staff. 52 surveys were completed by line staff. On a scale of 1-5, with 5 being the highest, the average rating for all questions for all surveys was 4.14. However, that rating was 3.2 for the Section 8 division (15 responses), with 2.33 being the lowest rating for a specific question. The Section 8 division director and supervisor had several meetings with a professional at our Employee Assistance Program (EAP). They discussed techniques that would potentially improve communication and worked with line staff to that end. A new survey will be distributed in 2014.

Sub-Goal #6 “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. Continue meetings of the Efficiency Committee 01/31/2013
2. Develop one or more ideas by researching and engaging HACSA employees, other agencies and stakeholders 06/30/2013
3. Discuss ideas with Division Directors 08/31/2013
4. Implement at least one new idea 10/31/2013

Staff Responsible: Jacob Fox

Implementation: The Efficiency Committee continued to meet, and is drafting implementation of an Electronic Document System and a Mobile inspection system.

Sub-Goal #7 “Transition Income Certification for Section 8 FSS participants from the Income Analysts to the FSS Coordinators”

1. Complete training, analyze any potential obstacles and set up internal systems 02/28/2013
2. Transition income certification to the FSS coordinators 03/31/2013

Staff Responsible: Mira Gattis

Implementation: FSS Coordinators have successfully transitioned to being Income Certifiers for S8 participants.

Sub-Goal #8 “Review last year’s Section 8 Local Preference and establish an additional Local Preference this year”

1. Issue five Section 8 Housing Choice Vouchers (HCV) to clients of Sponsors, Inc 06/30/2013
2. Ascertain that all five clients are residents at Village Oaks or Firwood Apartments 08/31/2013
3. Evaluate other possible local preferences for voucher holders to reside in HACSA owned housing 04/30/2013
4. Determine a new preference and include it in the Section 8 Administrative Plan and Agency Plan 05/31/2013
5. Implement the preference for five families 09/30/2013
6. Review the success of last year’s and this year’s local preferences 12/31/2013

Staff Responsible: Geni Sustello and Chuck Hauk

Implementation: A new local preference was included in the Section 8 Administrative Plan and in the Public/Assisted Housing Statement of Policy for clients of Sponsors, Inc. – up to a maximum of five (5) at a time. During the latter half of 2013, a total of four (4) Section 8 Vouchers were issued to Sponsors, Inc. clients, who leased up at Village Oaks or Firwood Apartments. HACSA staff will soon be meeting with Sponsors, Inc. to review the success of this local preference.

Sub-Goal #9 “Reduce the FY 2012 excess of expenditures over income (\$58,538) of Firwood Apartments by at least 50% in FY 2013 and implement methods to establish its financial viability through 2015”

1. Refine budget for FY 2013 01/31/2013

Staff Responsible: Valerie Warner

Implementation: The budget was refined to reflect the reduction of negative cash flow.

2. Obtain an agreement from the City of Eugene to defer payments of rehab loans 01/31/2013

Staff Responsible: Larry Abel

Implementation: An agreement (effective March 26, 2013) was signed with the City of Eugene that defers principal payments until April 1, 2016.

3. Implement rent increase

03/01/2013

Staff Responsible: Chuck Hauk

Implementation: An approximate 4-5% rent increase was implemented effective 03/01/2013. An additional 4-5% rent increase will again be implemented effective 03/01/2014.

In FY 2013 expenditures exceeded income by \$26,639, a 49% reduction from FY 2012. The rent increase, reduction in debt service and decreased expenses all contributed to this outcome.

Sub-Goal #10 “To increase efficiencies, move away from paper applications for housing assistance and implement the use of on-line “iApply” application for housing assistance”

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| 1. Complete review of iApply materials from current software vendor | 02/28/2013 |
| 2. Complete addition of iApply option for Agency-Owned Housing Programs to HACSA website (www.hacsa.org) | 03/31/2013 |
| 3. Complete training of staff in use of iApply option for housing applications | 03/31/2013 |
| 4. Fully implement use of iApply housing applications for Agency-Owned Housing | 04/30/2013 |

Staff Responsible: Chuck Hauk

Implementation: With the continued efforts to finalize reorganization efforts of the Housing Division, it was determined that moving away from paper applications for Agency-owned housing assistance and implementing the use of on-line “iApply” applications was not feasible during 2013. Efforts are under way to begin planning for conversion to an Electronic Document Management system in 2014.

Sub-Goal #11 “Revise Personnel Policy (Employee Handbook) and complete revisions of all job descriptions”

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| 1. Meet with management team regarding proposed changes | 03/15/2013 |
| 2. Submit revised Personnel Policy to Board for approval | 03/31/2013 |
| 3. Incorporate changes/updates to the Personnel Policy | 04/30/2013 |
| 4. Complete revisions of all job descriptions | 05/31/2013 |

Staff Responsible: Karla Ramsdal and Labor Management Committee

Implementation: 42 job descriptions were reviewed and updated (if necessary) in 2013. The remaining three job descriptions will be reviewed at the January 15, 2014 meeting of the Labor Management Committee. Revision of the Personnel Policy has been put on hold due to staff illness and other competing projects, including labor negotiations.

Sub-Goal #12 “Initiate creating electronic records for Section 8 participants”

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| 1. Contact other housing agencies who have completed successful electronic conversion | 03/31/2013 |
| 2. Issue a RFP to companies interested in doing the conversion | 07/31/2013 |
| 3. Select company from RFP submissions | 09/15/2013 |
| 4. Establish procedures for conversion | 10/31/2013 |
| 5. Initiate creating electronic records | 12/31/2013 |

Staff Responsible: Geni Sustello

Implementation: We contacted several housing authorities for advice on their conversion to electronic records and evaluated recommended software products for our conversion. In November we applied for and received a \$50,000 grant from OHCS to fund hardware, software and staff training for our conversion. We expect to begin the conversion process in 2014.

Sub-Goal #13 “Establish social media outreach regarding program information”

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| 1. Utilize Social Media to advertise the opening of the Section 8 waiting list to both reach a greater demographic and reduce the cost of traditional advertising | 03/31/2013 |
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Staff Responsible: Geni Sustello

Implementation: We opened the Section 8 waiting list in April 2013 as in previous years by advertising in local media and with service providers throughout Lane County. A notice was placed on HACSA’s webpage with a link to iApply. We will review the cost of advertising versus social media when the Section 8 waiting list again opens.

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| 2. Establish a landlord/property manager newsletter on website and/or social media sites | 06/30/2013 |
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Staff Responsible: Geni Sustello

Implementation: The Housing Choice Act, which prohibits landlords from not accepting applications from Section 8 voucher holders, was passed by the State Legislature and signed by the Governor in 2013. A committee of stakeholders, including representatives of housing authorities and landlord associations, met several times to discuss the provisions of the bill. HACSA’s Executive Director was represented on this committee, as was Jim Straub, the Oregon Rental Housing Association’s Legislative Director. Mr. Straub is also President of the Lane County Owners Rental Association Board. In this capacity, we had several discussions with Mr. Straub, who is highly complementary of our program.

We plan to establish the landlord/property manager newsletter in 2014.

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.”

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| 1. Survey FSS participants to determine what they need to become self-sufficient and to leave subsidized housing in five years | 02/28/2013 |
| 2. Establish system to provide FSS Program information to Public Housing residents and Section 8 participants separately, after lease up, to increase awareness of the program | 04/30/2013 |
| 3. Continue to increase the number of FSS participation until goal of 162 participants is reached | 04/30/2013 |
| 4. Increase the number of participants who leave subsidized housing by 10% | 12/31/2013 |

Staff Responsible: Mira Gattis

Implementation:

1. The survey was completed and participants’ primary concerns were cost of unsubsidized rents coupled with fear of losing employment and no longer having the safety net. FSS now has a higher number of participants who couple income with some form of disability payments and they have concerns they will not be able pay rent if jobs are lost. Staff is working on addressing these fears early on in the program to help participants move forward.
2. Property Managers in PH units have increased their number of referrals to the program. Follow up mailings have been implemented on a regular basis to keep residents informed about the opportunity for FSS.
3. The program currently has 155 participants. The expectation is still that this number will reach 162 by the end of this 5 year plan.
4. In 2010, 4 graduates left subsidized housing. In 2013, we had 17 participants who left subsidized housing.

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

Implement and Evaluate Measures Designed to Reduce Energy Consumption in Two Public Housing Developments

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| 1. Determine effective messaging techniques that will help Parkview Terrace residents reduce the amount of hot water they use when doing laundry | 01/31/2013 |
| 2. Utilize these techniques when instructing residents | 04/30/2013 |
| 3. Survey residents to determine if they have reduced the amount of hot water | 07/31/2013 |
| 4. Measure gas savings | 12/31/2013 |

5. Monitor water consumption at Lindeborg Place to assess effectiveness of conservation measures conveyed to them in November 2012 12/31/2013

Staff Responsible: Jim Wilcox

Implementation: We did direct outreach to residents through individual flyers and posters at point of use in laundry rooms. We are still evaluating effectiveness. We achieved a 20% reduction in energy use for those clients receiving energy education during the initial implementation of outreach. No survey has been completed at this point. No gas savings analysis has been done. Water consumption was measured at Lindeborg Place. Residents were instructed on water conservation techniques. Water use continues to vary with no clear indication of direct effectiveness.

Deliver Energy Education Program to EWEB Customers Who Are Also LIHEAP Energy Assistance Recipients

1. Refine pilot presentation that was given in December 2012 01/15/2013
2. Deliver presentation monthly - start 01/31/2013

Staff Responsible: Jim Wilcox

Implementation: Over 120 LIHEAP recipients have received energy education through this program. 178 (78%) of the 235 enrolled in the LIHEAP/EWEB Customer Care Plus Energy Education workshops completed the one hour course. Of the 178 who attended, 153 (89%) completed the class survey. 93% said they "Understood All", 99% said the presentation was the "Right Speed", 80% said it was "Very Interesting", and 83% said they would use "Nearly All" of what was presented.

Deliver Multiple and Varied Energy Education Presentations

1. 15 Head Start presentations - start 01/31/2013
2. 15 elementary school presentations - start 01/31/2013
3. 5 residential group presentations - start 01/31/2013
4. 2 community presentations - start 01/31/2013
5. 25 home visits - start 01/31/2013

Staff Responsible: Jim Wilcox

Implementation: Delivered 7 elementary presentations, 3 Head Start presentations, 2 residential group presentations, 6 community presentations and 126 home visits (new residents, referrals, heat crisis, BPA and EWEB)

Evaluate Energy Consumption Data of 29 Households with Children and/or High Energy Burden

1. Analyze consumption data through February 28, 2013 03/31/2013
2. Report post education consumption data to participants 04/30/2013

3. Assess effectiveness of program and decide whether or not to repeat it 06/30/2013

Staff Responsible: Jim Wilcox

Implementation: 25 residents received comprehensive energy education. Two residents moved before the study year was complete. The average reduction in energy consumption of the 23 residents completing the energy education program during the first applicable year was 22.6%. This includes energy education designed to enhance new weatherization.

Monitor and evaluate the energy consumption of the households that participated in the Oregon Department of Justice program between 2007 and 2011

1. Obtain energy consumption history from EWEB for the 30 solar households 11/30/2013
2. Review and report individual energy savings to solar households 12/31/2013

Staff Responsible: Barry Pitzer

Implementation: Electric usage for the 30 participating homes has been requested from EWEB, but as of 12/10/31, has not yet been received. This is due to staff reductions and vacation schedules in EWEB's Energy Management Division. When the data is received it will be reviewed, logged, and reported to the participating households. When the grant's final completion report was submitted to the Oregon Department of Justice in October of 2012, the average savings for the 30 households was 2966 kWh. Clients' base load consumption was cut by 16% to 26%. At the then current average kWh charge of .09315 this equates to an average annual monetary savings of \$276.28, and an annual electrical savings of almost 89,000 kWh which EWEB did not have to procure on the open market and the clients did not have to pay for since the energy was provided by Earth's nearest star.

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."

Utilize responses from survey

1. Analyze data from 2012 survey 02/28/2013
2. Work with staff to develop goals for addressing areas of concern 04/30/2013
3. Implement goals 06/30/2013

Staff Responsible: Mira Gattis

Implementation:

1. Satisfaction rates (based on responding "Satisfied" or better) for most questions were above 80 %. Satisfaction with Housing Unit was 89.7%, with Building's Property was 91.1%, with the Reasonable Accommodation process was 87.3%, with Maintenance was 86.7%, and with Property Management was 80.9%. Responsiveness by staff was Front Desk 95.4%, Property Management 82.4%, and Resident Services 91.0 %.
2. Dorothy Cummings was working with staff on this.

3. See #2. This will be part of our Strategic Plan for 2014.

Expand services to a broader range of HACSA residents

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| 1. Set up meetings with Metropolitan Affordable Housing and St. Vincent de Paul (SVdP) to discuss joint grants that will serve residents in developments that are in close proximity | 03/31/2013 |
| 2. Work with HousingPlus to develop grant proposals for services | ongoing |
| 3. Develop a plan to expand services offered by Food for Lane County, (FFLC) NEDCO, and Lane Workforce Partnership (LWP) to Assisted Housing and Tax Credit developments | 06/30/2013 |
| 4. Meet with OSU Extension Service to explore opportunities for after school programs build on the 4J model | 12/31/2013 |

Staff Responsible: Mira Gattis

Implementation:

1. We met with Metro regarding grants and Metro had included HACSA in two grants related to health care. One grant, with CoverOregon, began on Nov. 1, 2013 and the other, through Trillium, is pending. We have begun to work with both Metro and SVdP to invite residents from sites that are in close proximity to events sponsored by the other agencies.
2. HousingPlus is not applying for grants at this time.
3. FFLC will begin one of its food programs, Extra Helpings, at the Turtle Creek / Walnut Park site in January, 2014. They are currently full and there is a wait list for other sites to be added. (TC / WP was on the wait list for four months). NEDCO has been apprised that we are open to doing more outreach at these sites. We have handed out flyers when events are taking place in areas near tax credit sites.
4. 4H is not currently adding any sites due to funding. We are giving information to residents regarding sites nearby that offer these programs. Resident Services had an intern for fall term that began the process of setting up a homework club at MapleWood Meadows.

Provide 1,000 bus passes to residents by December 31, 2015 and increase their transportation options

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| 1. Identify 20 residents who are eligible for RideSource | 06/30/2013 |
| 2. Distribute at least 250 more bus passes to HACSA residents | 09/30/2013 |
| 3. Promote LTD program for Honored Riders (age 70 or older) | ongoing |
| 4. Set up two information sessions with Goodwill Industries regarding their programs for IDAs for transportation and reduced prices for cars | 12/31/2013 |

Staff Responsible: Mira Gattis

Implementation:

Information about RideSource eligibility has been in the newsletters and continues to be promoted in newsletters and by word of mouth. It appears that most eligible residents are using the service. 300 bus passes have been distributed.

We held two information sessions by Goodwill. Attendance was small (6 attendees and 4 attendees). We will continue to offer these in 2014.

Continue to promote gardens for residents

1. Maintain involvement with OSU Extension Service for assistance with compost education and garden information meetings ongoing
2. Work with residents to maintain current gardens at 3 locations ongoing
3. Work with one new development to develop a community garden 03/31/2013
4. Prepare a budget and get approval for all estimated costs 05/31/2013

Staff Responsible: Mira Gattis

Implementation:

Master Gardeners from OSU continue to provide information to gardeners at Maple Wood and Parkview. Laurelwood in Florence has minimal contact due to the location and low availability of Master Gardeners in the area. Gardens at MapleWood, Parkview, and Laurelwood are active and we are currently working with Veneta Villa to establish a garden. We have prepared a budget and gotten approval for all estimated costs.

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

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) at two new HACSA developments as funding is available from FFLC 06/30/2013
3. Collaborate with FFLC to provide nutrition education classes at 3 sites 09/30/2013

Staff Responsible: Mira Gattis

Implementation:

We worked in collaboration with HCSI to have farmer's market produce available at the Dari Mart near McKenzie Village. Extra Helpings was set up at MapleWood Meadows. Turtle Creek and Walnut Park have been on a wait list due to funding issues, but are expected to start in January of 2014. Nutrition classes were held at MapleWood Meadows and Parkview Terrace and are schedule for Lindeborg Place in December.

Become more responsive to resident needs

1. Establish two new residents groups and encourage more interaction in resident communities 12/31/2013
2. Work with NEDCO to offer services to 10 residents who are currently not bankable with the goal of them becoming bankable 12/31/2013

Staff Responsible: Mira Gattis

Implementation:

Groups were established at MapleWood Meadows and Veneta Villa. Residents are being referred to NEDCO as they are identified. 12 referrals have been made.

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 05/31/2013
- 2. Meet with HACSA residents who indicated in the November 2012 survey that they were actively looking for work to assess their needs and eligibility for Lane Workforce Partnership (LWP) services 06/30/2013
- 3. Enroll at least 6 HACSA residents in job training programs 12/31/2013

Staff Responsible: Mira Gattis

Implementation:

Three residents were employed by HACSA this summer. Mailings went out to all youth regarding the opportunity. Only two youth applied, and only one qualified due to issues with a background check.

Staff meets with any resident who indicates they are looking for work or would like to engage in job search. The majority of these residents are referred to the Family Self Sufficiency Program who do in depth assessments of need and refer to LWP when appropriate.

During the past year, 10 residents have enrolled in job training programs.

Sub-Goal #4 “Provide instruction in the HACSA Home Energy Savings Program to a minimum of 75% of newly leased-up households in Agency-Owned Housing”

- 1. Develop Written Materials to introduce newly leased up households to HACSA’s Energy Educator 01/31/2013
- 2. Establish protocol for referring newly leased-up households to HACSA’s Energy Educator and for tracking participation in Home Energy Savings Program 01/31/2013
- 3. Refer newly leased-up households to HACSA’s Energy Educator ongoing
- 4. Survey Participants regarding usefulness of Energy Education 10/31/2013

Staff Responsible: Jim Wilcox and Chuck Hauk