



HOMES FOR GOOD BOARD OF COMMISSIONERS MEETING

Wednesday, December 14th, 2022

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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 97405



Zoom

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

Wednesday, December 14th, 2022, at 1:30pm

The December 14th, 2022, 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.

Join Zoom Meeting:

<https://us02web.zoom.us/j/88069630164>

1. PUBLIC COMMENTS

(Maximum time 20 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.)

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. ADMINISTRATION

- A. Excellence Awards
- B. Executive Director Report
- C. Approval of 10/26/22 Board Meeting Minutes
- D. Approval of 11/18/22 Special Board Meeting Minutes

7. PUBLIC HEARING

Homes for Good Housing Agency (Agency) will hold its joint public hearings of its Board and its Public Contract Review Board regarding adoption of two Construction Manager/General Contractor (CM/GC) alternative contracting method exemptions for construction for the Naval Reserve site and the Quince Street development.

8. ORDER 22-14-12-01H

In the Matter of the Joint Order of the Board of Commissioners and the Local Contract Review Board Exempting the Construction of the Naval Reserve and Quince Street Developments from Competitive Bidding Requirements and Directing the Use of the Construction Manager General Contractor Alternative Contracting Method
(Spencer McCoy, Project Manager) (10 minutes)

9. WORK SESSION

Homes for Good Project Development Team Work Session
(Steve Ochs, Real Estate Development Director) (30 minutes)

10. EXECUTIVE SESSION

"On December 14th, 2022, the Homes for Good Board will hold an Executive Session pursuant to ORS 192.660(2)(i), to review and evaluate the job performance of a chief executive officer, other officers, and employees, and staff, if the person whose performance is being reviewed and evaluated does not request an 'open hearing'."

11. ORDER 22-14-12-02H

In the Matter of Documenting the Executive Director's Annual Performance Evaluation & Instructing Human Resources Regarding Revisions of the Employment Agreement
(Bailey McEuen, Human Resources Director) (20 minutes)

12. PRESENTATION:

Organizational Development Consultants: Government Leadership Solutions
(Government Leadership Solutions Team) (20 minutes)

13.ORDER 22-14-12-03H

In the Matter of Authorizing the Executive Director or Designee to Obtain Financing from Community Lending Works for the Bus Barn Property
(Steve Ochs, Real Estate Development Director) (10 minutes)

14.ORDER 22-14-12-04H

In the Matter of Accepting a Bid and Awarding Contract #22-C-0032 for the Parkview Terrace Balcony Deck Coating Project
(Kurt von der Ehe, CAP Project Manager) (5 minutes)

15.ORDER 22-14-12-05H

In the Matter of Approving the Award of Contract #23-S-0001 The Olive Janitorial Services to Environment Control
(Jasmine Leary, Executive Support Coordinator) (5 minutes)

16.OTHER BUSINESS

Adjourn.



**EXCELLENCE
AWARD**

OCTOBER 2022



EXCELLENCE AWARD

OCTOBER 2022

BRANDON IS A HELPER AT HEART. NO MATTER HOW MUCH IS ON HIS PLATE HE ALWAYS FINDS WAYS TO HELP HIS TEAMMATES AND THE DIVISION AS A WHOLE. HE IS ALWAYS WILLING TO ASSIST OTHERS AND HAS BEEN A CRUCIAL PART OF THE ONBOARDING PROCESS FOR NEW EMPLOYEES. IT IS NOT UNCOMMON TO FIND THAT HE HAS SET ASIDE TIME TO ASSIST HIS PEERS WHEN THEY NEED HELP. THIS IS PARTICULARLY TRUE WHEN IT COMES TO TASKS WITHIN RENT COLLECTION. PROPERTY MANAGEMENT BEGAN TAKING ON RESPONSIBILITY FOR RENT COLLECTION 3 YEARS AGO AND BRANDON HAS BEEN INSTRUMENTAL IN NAVIGATING AND IMPLEMENTING THE NEW RENT COLLECTION PROCESS THROUGH THE MANY CHALLENGES AND CHANGES BROUGHT ON BY COVID-19. BRANDON'S HELPING NATURE FACES OUTWARD AS WELL. HE ALWAYS FINDS TIME TO GIVE OUR RESIDENT EXEMPLARY CUSTOMER SERVICE. WE CONSISTENTLY RECEIVE COMPLIMENTS FROM RESIDENTS ON THEIR INTERACTIONS WITH BRANDON AND HOW COMFORTABLE HE MAKES THEM FEEL. HIS PROFESSIONAL YET FRIENDLY DEMEANOR ALWAYS PUTS RESIDENTS AT EASE. HE IS CONSISTENTLY CALM IN EVERY SITUATION AND REALLY MAKES SURE OUR RESIDENTS ARE HEARD AND THEIR NEEDS ARE MET. THROUGH THESE INCREDIBLY STRESSFUL PAST FEW YEARS, BRANDON HAS ALWAYS STAYED UPBEAT, LOOKED FOR POSITIVE OUTCOMES OR COMPROMISES IN DIFFICULT CIRCUMSTANCES, ALL WHILE FOCUSING ON THE GOOD. HE HAS BEEN AMAZING TO WATCH GROW OVER THE LAST THREE YEARS AND HAS TACKLED EVERY CHALLENGE THAT HAS COME HIS WAY, ALL WHILE HELPING THOSE AROUND HIM DO THE SAME.

-MARYANNE BUSSEY
PROPERTY MANAGEMENT SUPERVISOR



EXCELLENCE AWARD

OCTOBER 2022



EXCELLENCE AWARD

OCTOBER 2022

JOHANNA JOINED HOMES FOR GOOD IN APRIL 2021 AND IMMEDIATELY STARTED USING HER SUPERB ANALYTICAL SKILLS TO ASSESS, ARTICULATE AND HYPOTHEZIZE THE POLICIES SHE WAS ASSIGNED TO WORK WITH. ALL RA MEMBERS ARE ACCUSTOMED TO, “WHAT DOES THE ADMIN PLAN SAY?” JOHANNA TAKES IT’S A WHOLE STEP FURTHER, INCORPORATING IN THE ACOP, TSPS AND 4350.3. HER CURIOSITY COUPLED WITH ANALYTICAL SKILLS HAVE HELPED THE INTAKE TEAM GROW TO TRULY START TAKING MEANINGFUL ACTION TO BECOME ONE TEAM. JOHANNA HAS ALSO BEEN A GREAT TEAM PLAYER, HELPING OUT WITH WAITLIST CONNECT AND TABLING EVENTS IN THE COMMUNITY. SHE IS ALWAYS WILLING TO STEP IN WHERE NEEDED TO LEND A HELPING HAND. THANK YOU, JOHANN FOR CHOOSING HOMES FOR GOOD!

-BETH OCHS
RENT ASSISTANCE DIVISION DIRECTOR

Moss Adams is working to complete the assessment of our Accounting/Finance systems and staffing structure. We anticipate receiving this assessment with improvement recommendations by mid-December. We plan to brief the Homes for Good Board on this assessment in our January Board meeting and we expect to involve the Board in addressing any specific recommendations on financial reporting, cash management, and staffing. Char and I are working with Government Leadership Solutions to develop the content for the Board training that will occur in January and the Board workshop that will occur in early March. A significant portion of this training and the workshop will focus on the needed update to the governance bylaws, establishing the Board subcommittee structure, developing a list of potential ad hoc committee projects, and starting to provide input on content for year two of the Strategic Equity Plan.

We are excited to report that we were the only proposal submitted to the City of Eugene's Naval Reserve site and gap financing offers. The City of Eugene selection committee meets on December 14th and if our proposal is selected the next step will be for City Council to deliberate on the proposal in January. While the selection/approval process unfolds we continue to work on refining the design of the community, refining the cost estimates, and exploring strategies for financing the space that will be dedicated to the Early Learning Center. We continue to move through the land use processes and environmental review process for the Lazy Day's Mobile Home Park. We signed an Intergovernmental Agreement (IGA) with Oregon Housing and Community Services (OHCS) which will provide \$200,000 that we can use to pay the salary, benefits, and overhead costs for a Project Developer for 2 years. We are working on another IGA with OHCS that will reimburse us for the land acquisition costs and pre-development costs which total over \$1mm. Lastly, on December 7th we will close on the acquisition of the Quince Street property in Florence, and the design process for the apartment community on this site is ongoing.



There are a couple of internal efforts that are requiring a significant investment of Leadership team members' time. Beth Ochs is leading the effort to implement our HUD Moving to Work (MTW) regulatory relief designation. This designation will allow federal funding fungibility. For example, we have a Department of Housing and Urban Development (HUD) held reserve for our Housing Choice Voucher program's Housing Assistance Payments that totals over \$2mm. We are exploring whether we can spend a portion of these funds on Public Housing related expenses and then have HUD replenish this reserve fund. Related to this effort some of the MTW regulatory relief options require changes to our software program. Our current software was owned by a company that was purchased by a larger software company. The new software company is no longer updating our current software functionality and support has diminished significantly. Prior to this acquisition we had concluded that we need to migrate to a new software system, but our MTW status and challenges related to issuing financial reports has compelled us to accelerate the planning for this migration. We are currently participating in demonstrations of a software system called Yardi. The cost of this potential software migration is not currently built into our FY23 budget, and the implementation costs will be significant, and the ongoing costs will be a significant increase over our existing costs.

MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS

Wednesday, October 26th, 2022, at 1:31 p.m.

Homes for Good conducted the October 26th, 2022, 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 comment, and listen to the call.

CALL TO ORDER

Board Members present:

Char Reavis

Heather Buch

Michelle Thurston

Justin Sandoval

Pat Farr

Kirk Strohman

Chloe Tirabasso

Larissa Ennis

Joel Iboa

Board Members absent:

None

Quorum Met

1. PUBLIC COMMENT

None

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

None

3. ADJUSTMENTS TO THE AGENDA

None

4. COMMISSIONERS' BUSINESS

None

5. EMERGENCY BUSINESS

None

6. EXECUTIVE SESSION

The Homes for Good Board of Commissioners held an executive session pursuant to ORS 192.660(d), "To conduct deliberations with persons designated by the governing body to carry on labor negotiations."

7. ADMINISTRATION

A. Executive Director Report

Jacob Fox discussed planning ahead in regard to Homes for Good owned properties and its partnership with Sponsors. There are two issues that will need to be addressed in the near future:

[Soon] Issue I: Homes for Good has historically purchased land in partnership with Sponsors and proceeded to do real estate development on those parcels of land. The previous Executive Director of Homes for Good and Paul Solomon the Executive Director of Sponsors negotiated the conveyance of a roughly \$13 million property from Homes for Good to Sponsors after the property 15-year compliance period. Sponsors would need to maintain long term affordability requirements and accountability to the state – therefore there will not be a loss to the affordable housing community.

Jacob Fox noted that while the agreement should be respected as it will be an opportunity to help Sponsors grow their balance sheet. This issue has been included in the Executive Director report just to keep the Board informed, no action is needed at this time.

[Within Next Year] Issue II: The parcel of land adjacent to Roosevelt Crossing is owned by Homes for Good with tiny homes built by Sponsors on the property. This parcel of land adjacent to Roosevelt Crossing is the last known legacy property.

Jacob Fox discussed the use of an Organizational Development consulting team to assist with the evolution of the new governance board. Char and Jacob met with the consultants earlier this week. The consulting firm proposes spending 3 hours with the board at the beginning of the year and follow-up with a 3 or 4-hour session 45 days later. These could potentially be schedule adjacent to a Homes for Good Board of Commissioners meeting.

The consulting firm will be at the December Board meeting for an introduction and discuss future Board engagements. The topics could include:

- *Executive Director employment contract*
- *Bylaws*
- *Subcommittee structure*

Joel Iboa asked who the consulting firm is that Homes for Good will be working with.

Jacob Fox answered Government Leadership Solutions (GLS). Dr. Harvey would be the lead consultant. GLS brings a DEI lens and has previously worked with several local public agencies (cities and counties). More information will be provided to the Board about the consulting firm.

B. Approval of September 28th, 2022, Board Meeting Minutes

Motion: **Chloe Tirabasso**

Second: **Kirk Strohman**

Discussion:

Chloe Tirbasso noted, *the minutes had remaining track changes and a typo in Section 8. The Commissioner additionally requested that the name of those taking the minutes be indicated on the final minutes. This approval is contingent on the resolution of above-mentioned errors.*

Vote

Ayes: **Char Reavis, Heather Buch, Michelle Thurston, Justin Sandoval, Patt Farr, Kirk Strohman, Chloe Tirabasso, Larissa Ennis, Joel Iboa**

Abstain: None

Absent: None

The September 28, 2022, meeting minutes were passed [9/0/0]

PRESENTATIONS:

8. **PRESENTATION:** Overview of Strategic Equity Plan and Quarter 1 Progress Report *Executive Director **Jacob Fox** presenting*

Homes for Good has an Equity Strategy Team (EST) made up of a diverse group of employees such as management, non-management, and historically marginalized groups. The EST created the Strategic Equity Plan (SEP). The initial work was based on the EST collective thinking and eventually employee engagement was incorporated into the plan. The current SEP Plan was approved by the previous Homes for Good Board in June.

Ultimately the goal is to have a 3-year SEP. But knowing there would be a transition in governance, the EST determined a 1-year SEP would be better. The intention was to have the new governance provide insight and perspective on the future years of the SEP. The EST reports on to staff and the Board on a quarterly basis any areas of success and areas of growth. The first quarterly report isn't perfect, and more precise measurements need to be put in place to monitor the improvement connected with the SEP.

The SEP has specific goals divided by four pillars:

- *Pillar I: Listen to Our Communities*
- *Pillar II: Tell the Human Story*
- *Pillar III: Create Pathways for Self-Sufficiency*
- *Pillar IV: Lead & Grow Ethically*

The presentation included in the Board Memo includes the current goals and progress Homes for Good has made based off of Homes for Good's analysis.

***Jacob Fox** expressed gratitude for the EST members present in the Board meeting today: Jose Zarate who helped with recruiting and those on the Leadership Team who are actively working with fellow EST members such as: Jordyn Shaw, Steve Ochs, and Bailey McEuen.*

***Pat Farr** stated the SEP is a textbook example of the process and finished product. He appreciates the work that has gone into the SEP, and it could be used as a template for other organizations.*

***Joel Iboa** requested a brief overview of the progress Homes for Good has made so far and how things will look over the next couple quarters?*

***Jacob Fox** stated the top focus areas in the future are Racial Justice and DEI. He then asked Communications Director **Ela Kubok** to elaborate on the success with Focus Groups for those trying to get on or are currently on the Housing Choice Voucher (HCV) Program.*

***Ela Kubok** explained that part of "Listening to Our Communities", meant engaging those we serve for solutions versus keeping the conversation solely amongst Homes for Good staff. An independent contractor was hired to host focus group for those who have frequently applied to the HCV Program or participate in the process such as:*

- *Direct applicants that were housed*
- *Direct applicants that were not housed*
- *Partners in the waitlist application process*

Overall, 60 community members helped provide perspective on how Homes for Good's processes are successful or not successful in connecting applicants with the waitlist applications and opportunities.

Currently Resident Services is hosting focus groups for the Family Self Sufficiency (FSS) program.

Beth Ochs added that this time with Waitlist Connect there was more attention to outreach and providing resources to applicants. A booklet was created with details on the different programs and properties available, coupled with using social media to advertise upcoming events. Because all waitlists were open, the priority was ensuring applicants were applying for the programs and properties they qualified for versus, applying for them all.

Jacob Fox commented that historically as an Agency there's a mentality that lower income folks in the community were fortunate to get whatever is provided in terms of housing resources.. But now there's an acknowledgement that the Agency needs to actively engage and listen to those who need housing in order to determine how best to serve them. It's a shift to a humbler perspective and a desire to change.

There was discussion by staff for the first year of the SEP around who should be the focus. Originally the focus of the plan was on the BIPOC community but based on staff feedback it was agreed there should also be a focus on those with disabilities, specifically those with mobility challenges.

An updated inventory was conducted of all the accessible units and an inspector was hired to review all the units that were listed as accessible units. The assessment results were better than expected. A woman named Caity on RAB suggested the Agency go beyond the accessibility requirements.

The diversity of our employee base has increased significantly. In 2018 17% of Agency employees has identified as non-white, now it is 28.7%. This is great but is the culture of our Agency working for our employees of color and are we retaining employees of color over time? That is an area that needs more work, and we will never be done working on.

Joel Iboa asked if the Agency has hired a consultant to assist with the work of the EST?

Jacob Fox responded that Tusk Consulting was hired as a precursor to the EST called the Core Team to assist with setting the foundation of the SEP. The intention is to have more consulting work in the future, but the Agency wanted to independently create a SEP prior to bringing in more consultants.

Joel Iboa commented that the 2020 census data was just released and recommends the Agency do an analysis on the demographics for Lane County. The city and or county might have already done a similar analysis, but that data would help in answering:

- What does our community look like
- Where do they live
- Where could the Agency make more investments in terms of housing and resources

In a response to COVID-19 the Oregon Health Authority (OHA) started collecting demographic information on race, ethnicity, language, and disability (REALD). REALD was collected to further understand the communities most impacted by COVID-19 in order to provide better funding and services. There are also the Disability Justice Principles and Universal Design Principles that the Agency should review and implement in their structures. It would benefit Homes for Good to conduct a similar study and take into consideration these principles when assessing current structures and new structures.

Interest was expressed in hearing more about the existing building from the perspective of weatherization and disabilities. What is Homes for Good doing to support marginalized communities that are historically impacted by climate impacts, access, and transportation? And how is how is Homes for Good responding in the ways they design?

Excited to see the work is happening and this is an opportunity for Homes for Good to collaborate with community partners to provide better services to community members.

Jacob Fox expressed thanks and that there will be follow-up on the information provided.

Michelle Thurston asked how many people signed up during the 2-week Waitlist Connect event.

Beth Ochs responded, we received 26,000 applications from approximately 5,000 people.

Michelle Thurston asked more specifically, if there are consequences to opening up the waitlists all at once. Some waitlists already had a wait of a few years, would this extend the wait to ten years or more?

Beth Ochs responded that there were specific goals attached to Waitlist Connect and based off the data the Agency will know if those goals were met. The first goal, reach out to the community in a new meaningful way, has been achieved.

The second goal was to ensure that people signed up for the waitlists they qualify for and in locations they wanted to live. This goal will be reached if, when contacting applicants, they are responsive and express a desire to live at the location they signed up for.

Ketanji Court was the first test waitlist. The Agency provided ample communication, flyers, and information on this site. Ketanji Court is a 13-unit property. When the waitlist closed the data showed, 190 families applied, and 145 application packets were sent out. Out of the 145 application packets sent, 99 did not respond. Out of the 45 that did respond, 32 did not meet the initial income and occupancy standards. Through the vetting process and outreach the amount of administrative time that went to reviewing the waitlist in comparison to the qualified applicants isn't a sustainable result. Therefore, a property may have a large waitlist, but only a few of the families on that list may actually qualify, and it can take a significant amount of time to determine who those families are. We will need to start looking at different ways to process and address our waitlists

Char Reavis asked if those previously on the waitlist will be selected first for open units?

Beth Ochs responded, yes

Jacob Fox clarified that the gross number Beth Ochs reported of over 26,000 is how many applications were received, not how many households applied

Pat Farr asked if application packets are sent out to all applicants, if there's a way to start the vetting process prior to sending out the packets?

Beth Ochs responded, yes in spite of all the education and communication provided, still a number of non-qualifying households applied to the waitlist. This provided much needed insight as to if the educational resources were enough to limit application to submissions to only qualifying households. The results show that people will still apply even if they don't qualify for the specific property or program.

Pat Farr asked why full applications are sent out to non-qualifying households.

Beth Ochs explained that the pre-application is self-declared. So, a full application sent to a household is based on the applicant self-declaring they are qualified to live on the specific property or to be a part of the specific program. Once the full application is returned the enclosed information provides the Agency with the needed data to determine if an applicant does actually qualify.

Jacob Fox commented that with the hybrid meetings, it can be difficult to monitor both in-person and Zoom attendees for questions. Asked, if any Zoom attendees had questions regarding this topic before moving on.

No questions at this time.

No action needed.

9. PRESENTATION: The Executive Director Performance Evaluation Process
Communications Director, **Ela Kubok** presenting.

Human Resources Director Bailey McEuen was not available to attend. But has worked hard over her last four years at Homes for Good to be more progressive and shift the best practices overall in the Agency.

The materials for this presentation are accessible to the Board of Commissioners on OnBoard.

The evaluation process is as follows:

- *Self-Assessment*
 - *A reflection and future planning*
- *Goal Setting*
 - *Setting of 3-5 goals in line with Agency philosophy and at least one in line with DEI and SEP*
- *360 Feedback Survey*
 - *People can share their feedback and thoughts on Executive Director performance*
 - *If it's an even year the survey will be sent out internally and externally*
 - *If it's an odd year the survey will be sent out externally*

Jacob Fox became the Executive Director in 2015 and was evaluated in 2016. In June 2020 Homes for Good revamped the overall performance evaluation process. The evaluation process was aligned for the Executive Director in November 2020 and approved by the Board in December 2020.

The traditional performance review process tends to be subjective, limited in feedback and not inclusive of forward thinking. The new performance review process encourages ongoing feedback and an approach of growth mindset.

The self-assessment is completed by the Executive Director in a rating format with the same questions everyone else receives. The Executive Director will set goals based on self-reflection.

The survey is sent out internally and externally to participants including:

- *Board members*
- *Community partners*
- *Homes for Good team members*
- *Union leadership*

- *Local leaders*

The survey includes a scale from 1-5 stars and questions surrounding Homes for Good's taglines. There are open-ended questions available to highlight strengths and opportunities as well.

The survey will close in November and the results of the survey will be presented to the Board in December 2022.

Chloe Tirabasso *commented on the innovative format of the survey. How similar is this approach to other employee evaluations?*

Ela Kubok *currently responded employee evaluations are every six months with similar questions. There is also the opportunity for employees to select goals and update those goals in between evaluations in an interactive way. Employee evaluations are reviewed by their direct supervisor. Emphasis has been placed on staff time and accessibility to supervisors. This has helped encourage a consistent line of communication, feedback, growth, and support.*

The Agency is currently looking at a new tool called Culture Amp that may change performance reviews in the future.

No action needed.

ORDERS:

10.ORDER 22-26-10-01H In the Matter of Updating the Administrative Plan, Project Based Vouchers

– Organization of the Waiting List

*Rent Assistance Division Director, **Beth Ochs** presenting.*

Allow the Veterans Affairs Supportive Housing (VASH) voucher program to have local preference on three of the Agency's PBV projects:

1. *Ketanji Court*
2. *Market District Commons*
3. *Sheldon Village*

Veteran's Affairs (VA) has limited capacity to manage enough referrals for the VASH program to reach 100% utilization – essentially not every case they work with is not going to find housing and they don't have the staffing to keep a back-up list of cases.

Within Lane County VASH vouchers have been unable to reach 100% utilization. The current utilization as of September 2022 is 223 vouchers. There is a total of 269 VASH vouchers in Lane County. Each voucher earns an administrative fee of \$105 - \$112.

August 2022 HUD put out a proposal to request more VASH vouchers for the community. The PHA and VA has to agree – at the time the VA did not feel they had enough staffing to utilize every voucher. It was agreed PBV's would be used for VASH vouchers to eliminate the need for case managers to spend time looking for housing.

It is important to note that in order to participate in HUD's proposal a certain utilization rate has to be met. In this case it was a 70% utilization rate. Preference allows PBV partner to rise to the top of the waitlist.

*Allowing VASH to have priority will have impact on the **current** waitlists. The utilization data will be monitored and if it's robust the Agency can expand PBV in the current projects*

This order is in line with SEP, "Continue to seek opportunities to support non-profit network, local and state jurisdictions and the business community through community preferences partnerships.

An alternative some PBV units could be designated as VASH, allowing only VASH residents to occupy them. But the risk is running a vacancy loss if the VA team does not have capacity to refer a resident.

If approved the Administrative Plan will be updated and the VA would be notified of the changes. Those seeking a potential VASH referral would be referred to the VA.

***Kirk Strohman** asked if there is perspective and/or awareness from the resident community on this suggested change?*

***Michelle Thurston** responded there is an awareness among references that not only are there VASH vouchers, but a preference. Most applicants are aware that even if they are at the top of the list that those on the preference list would take priority.*

***Char Reavis** agreed with the sentiment.*

***Kirk Strohman** clarified that essentially this would be an opportunity to house more people.*

***Beth Ochs** replied, yes*

Motion: **Michelle Thurston**

Second: **Chloe Tirabasso**

Discussion: *None*

Vote

Ayes: **Char Reavis, Heather Buch, Michelle Thurston, Justin Sandoval, Patt Farr, Kirk Strohmman, Chloe Tirabasso, Larissa Ennis, Joel Iboa**

Abstain: *None*

Absent: *None*

ORDER 22-26-10-01H was passed [9/0/0]

11. ORDER 22-26-10-02H In the Matter of Authorizing the Executive Director or Designee to Acquire Real Property in Florence Oregon to Develop Affordable Housing

*Project Developer, **Aisha McCoy**, Project Development Manager, **Nora Cronin** & Real Estate Development Director, **Steve Ochs** presenting.*

This property has been under contract by Homes for Good for over a year. It is right next to the Florence Events Center and Oldtown Florence.

A large portion is not developable due to sloping and trees and a third of the site has been coded as part of the tsunami inundation zone. This does not preclude development in the area, but the Agency and architects are working to minimize the number of units developed in that area.

Meetings have been held with the City of Florence and outreach meetings have been hosted for Agency staff, community partners and community members to determine unit type and number to develop on this site. A third of the site is in the tsunami inundation zone – it doesn't preclude development in the area, but architects and Agency are working to minimize the number of units in that area. The road is narrow, and this may require additional development.

Based on the current funding sources, The 4% Low-Income Housing Tax Credit and LIFT Program funding for rural projects would be best utilized by developing 90 multi-family housing units – with a mix of studio, one, two and three-bedroom units. These funding sources were made aware of the tsunami inundation risk. They did not express any hesitation to development, the only requirement would be flood insurance in those particular sites. Should the City of Florence determine a different housing type should be developed Homes for Good is ready to pivot as needed.

Michelle Thurston asked what type housing would be on this site

Nora Cronin responded it would be multi-family housing consisting of studio, one, two, and three-bedroom units. The feedback has indicated the need for senior, family, and working folks housing. This such a rare and unique opportunity so we're looking at ways to address the numerous needs of the community. There will be areas for kids, adults, and seniors to play. The development and planning process has been enjoyable.

Heather Buch mentioned that it was interesting investors required flood insurance when the development is not in a flood zone. That is expensive.

Nora Cronin clarified that the insurance would be just for the units in the inundation zone, not for the entire property.

Char Reavis noted that based off the map, the river is right next to the development.

Michelle Thurston asked if the insurance would cover tsunami damage.

Nora Cronin responded that she wasn't sure, but that it was a good question.

Jacob Fox added that virtual community forum was hosted with community members and businesses in attendance. The Peace Harbor PeaceHealth Board was in attendance and expressed interest in supporting our efforts. As long as Jacob has been with the Agency, this is the first time Homes for Good has developed housing of this size in rural Lane County.

Chloe Tirabasso asked if the preliminary title has been reviewed and if there's issues with access. Reviewing the materials there also seems to be an increase to the appraisal value. Did the appraiser do any sensitivity analysis and does Homes for Good have a realtor they work with?

Steve Ochs responded that the preliminary title has been obtained. The more industrial areas will be for storage structures and less residential. In terms of the appraisal, it came in higher than the agreed upon price. Negotiations were opened and the seller agreed to take \$85,000 off of the appraised price. The seller used it as a tax write off that the Agency was not involved in. Evans Elder Brown is the realtor that the Agency worked with. Real Estate Development feels comfortable with the costs given other prices for smaller plots of land in rural areas such as Cottage Grove.

Chloe Tirabasso noted that it's important that the comparable for the appraisal is recent. There was concern expressed around an appraisal that is over a year old.

Steve Ochs states, that they are working on pre-development fund with Pacific Source. Currently they are in negotiations. If the funding is in place it would be allocated towards the entire purchase price. If the funding is not available then RAD proceeds would be used for the purchase. The pre-development funds would be used to replenish the RAD funds. When closing occurs on the financing for the new affordable apartment community the LLC formed to manage the project would reimburse the purchase amount to Homes for Good. The funds received from this purchase would be repaid to Pacific Source or used to replenish the RAD proceeds. Worst case scenario if development wasn't possible then the Agency would need to re-sell the property.

Kirk Strohman asked if Florence needs affordable housing. Given the future of climate change and keeping mind **Joel Iboa's** earlier comments, is this where we should be putting affordable housing or are there safer alternative locations? We should be thinking with this lens when reporting on new developments. Is there still needed approvals by the city or local agencies that haven't been completed yet?

Steve Ochs responded, there is a site review process that is pending which will be completed by City of Florence and Property Developer.

Joel Iboa added that impact assessment would need to be completed on this site as well.

Steve Ochs shared that Phase I environment assessment was complete and there were no issues reported except for some underground tanks that had been appropriately removed.. If

there is federal funding for this project a more in depth Environmental Review process will need to be completed.

Pat Farr *This property has been waiting for a lot of years to be developed. Bravo.*

Motion: **Larissa Ennis**

Second: **Joel Iboa**

Discussion: **Jacob Fox** *noted that there is extreme support from the city manager and city staff but it is possible some form of community concerns might arise. There were questions raised on the community engagement call, but the support in Florence outweighs the issues that may arise.*

Vote

Ayes: **Char Reavis, Heather Buch, Michelle Thurston, Justin Sandoval, Patt Farr, Kirk Strohmman, Chloe Tirabasso, Larissa Ennis, Joel Iboa**

Abstain: *None*

Absent: *None*

ORDER 22-26-10-02H was passed [9/0/0]

12. ORDER 22-26-10-03H In the Matter of Authorizing the Executive Director or Designee to Apply for HOME Funds and Other Local financing for the 13th Avenue Property in Eugene, Oregon
Project Developer, Matt Salazar presenting

This order is to request permission to apply for HOME Funds and The Naval Reserve site that is available through the City of Eugene's current HOME RFP. The due date is November 16th, 2022. HOME funds are HUD funds awarded to local jurisdictions. The HOME consortium is managed by Eugene and Springfield and split between the two cities. Through this current RFP the Naval Reserve site at approximately 1520 W. 13th Ave is designated through the City of Eugene's Housing Implementation Pipeline to be made available through this process in January.

The Naval Reserve site is in a convenient location with several resources for families with children of all ages. The Agency is proposing 80 units of affordable housing and an early learning site as well available to the neighborhood as whole. The design plans currently allow for 80 children to be served. The units will consist of:

- 15 one-bedroom*
- 49 two-bedroom*
- 16 three-bedroom*
- 1 two-bedroom manager unit*

If approved, the Agency will go to the state in the spring for the 4% Tax Credit Program. And soon the Agency will be applying for PBV vouchers for all units.

Heather Buch *stated the community in that area will be ready for this type of housing. Given the immense need for childcare in the area, it should score well. It is also a favorable piece of land and could be competitive.*

Jacob Fox *added that the Neighborhood Association, Lane County Commissioner Laurie Treger and City Councilor Emily Semple are all in support of Homes for Good securing this land. The Agency has also been preparing for this purchase over the last few years.'*

The City of Eugene requested letters of interest (LOI) and Homes for Good was the only bidder to respond. LOI's weren't required and another developer could come in. But it's predicted other developers would face opposition from the neighborhood.

Chloe Tirabasso asked if HOME Funding covers building the early learning center.

Nora Cronin responded that the HOME Funds would not cover the early learning center. The early learning center would be considered commercial use – so this would be a multi-use site. Head Start has funding available to pay for the in-fill costs. There is new funding at the state level specifically for co-location sites as well. This source of funding is not ready to be released, but the hope is Homes for Good will be one of the first recipients of this funding source. The state funding appears to be an estimated \$2 million. And there would be a commercial loan for that use as well. Head Start would pay a lease to help manage the payments for the commercial loan.

Chloe Tirabasso asked if there would be an issue with completing the rest of the project if funding for early learning center fell through.

Nora Cronin responded that it would be a challenge, but it would just require a phased process. The early learning center is designed to be on the ground floor. If funding fell through the details of the interior would remain unfinished, but the structure itself would be standing. Worst case scenario the Head Start funding would be a year out from the residential.

Chloe Triabasso asked how competitive LIFT is right now if used for several projects.

Nora Cronin responded that it is very competitive.

Matt Salazar explained that this project was assessed for competitiveness in regard to LIFT Funding. Based on the scoring from last year development assessed how this project would score. There is strategic engagement with culturally specific service providers and there are strong partnerships in place to score well overall.

Jacob Fox noted that there will be a more granular assessment designs in the future as this project will return to Board prior to applying for state funding.

Matt Salazar added that the one area where points could be lost in scoring is the criteria: 30% or less average median income (AMI). The goal for this project is 50% AMI or less

Motion: **Joel Iboa**
Second: **Michelle Thurston**
Discussion: *None*

Vote

Ayes: **Char Reavis, Heather Buch, Michelle Thurston, Justin Sandoval, Patt Farr, Kirk Strohmman, Chloe Tirabasso, Larissa Ennis, Joel Iboa**
Abstain: *None*
Absent: *None*

ORDER 22-26-10-03H was passed [9/0/0]

13. ORDER 22-26-10-04H In the Matter of Continuity of Operations Plan Contract Award Approval
Executive Support Coordinator, Jasmine Leary presenting

The intent is to award this contract to the previous Continuity of Operations Plan (COOP) consultant, Coordinated Consulting Services (CCS). A market study was conducted to determine if the qualifications that are met by CCS could be satisfied by another firm. The qualifications were based on:

- *Cost*
- *Experience working with a Public Housing Authority*
- *Medical and public health expertise on the consulting team*
- *Federal Emergency Management Agency (FEMA) certification and experience*

Four firms were contacted and all four had portions of the qualifications, but CCS was the only firm with all four. Some of the firms were local and others were MWESB firms.

Heather Buch *asked for further explanation on the purpose of a COOP contract.*

Jacob Fox *responded that a COOP was not in place when the pandemic hit. The Agency had to scramble to find a company to work on building an entire emergency preparedness plan specific to the Agency (i.e., tsunami evacuation plan for Florence or wildfire evacuation plan in Cottage Grove). CCS has knowledge of Homes for Good specifically and has a registered nurse on their consulting team.*

Kirk Strohman *asked if other housing authorities have a plan like this.*

Jacob Fox *responded that they do not. But it is needed.*

Kirk Strohman *asked if it's necessary to have a robust plan such as this.*

Jacob Fox *responded that given climate change and pre-existing emergency preparedness issues it is necessary. We don't predict spending \$322,000. This year and next year the Agency will probably spend \$75,000 and in the following years only \$15,000 - \$20,000 to maintain the COOP documents. The estimated cost in the contract is just a precaution.*

Kirk Strohman *appreciated the inclusion of the tabletop exercises, exercises, and drills.*

Jacob Fox *agreed. There are things like active shooter drills that the Agency needs to plan, prepare, and practice over time.*

Char Reavis *added that it's important for residents as well. Especially in areas like Florence that has tsunami inundation zones, coupled with a possible earthquake. People if they survive would not have homes.*

Kirk Strohman *asked if it's the responsibility for Homes for Good to provide emergency response and housing for residents or is that the responsibility of the city or county.*

Michelle Thurston *responded that the cost of Homes for Good repairing properties, let alone the emotional toll of loss of life can better be responded to with a COOP. Proactive is better than reactive.*

Heather Buch added from the context of wildfire, FEMA normally is responsible in the event of emergency or catastrophic event. They often times do not respond as expected and they won't fulfill all the needs and actions outlined in the COOP.

Pat Farr added that a disaster as big as Holiday Farm wouldn't need to occur for FEMA to fail in responsiveness to an emergency.

Heather Buch added that the COOP won't serve all the needs, but it would give a leg up.

Motion: **Larissa Ennis**

Second: **Joel Iboa**

Discussion: *None*

Vote

Ayes: **Char Reavis, Heather Buch, Michelle Thurston, Justin Sandoval, Patt Farr, Kirk Strohman, Chloe Tirabasso, Larissa Ennis, Joel Iboa**

Abstain: *None*

Absent: *None*

ORDER 22-26-10-04H was passed [9/0/0]

14. ORDER 22-26-10-05H In the Matter of Professional Janitorial Services Contract Award Approval

Item removed from the agenda

15. Other Business

None

Meeting adjourned at 3:43 p.m.

Minutes Taken By: Jasmine Leary

MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS



Friday, November 18th, 2022, at 9:00 a.m.

Homes for Good conducted the November 18th, 2022, meeting via a public video call with dial-in capacity. The public was able to join the call, give public comment, and listen to the call.

CALL TO ORDER

Board Members present:

Char Reavis

Michelle Thurston

Justin Sandoval

Kirk Strohman

Chloe Tirabasso

Board Members absent:

Heather Buch

Pat Farr

Larissa Ennis

Joel Iboa

Quorum Met

1. PUBLIC COMMENT

None

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

None

3. ADJUSTMENTS TO THE AGENDA

None

4. COMMISSIONERS' BUSINESS

None

5. EMERGENCY BUSINESS

None

6. EXECUTIVE SESSION

The Homes for Good Board of Commissioners will hold an executive session pursuant to ORS 192.660(d), "To conduct deliberations with the persons designated by the governing body to carry on labor negotiations."

ORDERS:

7. ORDER 22-18-11-01H, In the Matter of Adopting & Ratifying the Collective Bargaining Agreement with ASCME Local 3267 & Approving Changes to Wages, Benefits and Other Provisions

Human Resources Director, Bailey McEuen and Executive Director, Jacob Fox presenting *Homes for Good* received notice to bargain on May 6th, 2022. The first meeting on June 15th, 2022, was to establish ground rules between the Union and Homes for Good bargaining team. Bargaining has continued for the past 21 weeks ending on November 7th, 2022

Non-Monetary Changes

- *Term of the agreement is for three years and will expire on September 30th, 2025.*
- *Equity Strategy Team (EST) article has been memorialized in the contract – was previously a memorandum.*
- *Alternative holiday schedule article for employees who don't observe the traditional United States holidays.*
- *Additional work flexibility in time.*
- *Adjustment to bumping rights – grouping like jobs together.*

Monetary Changes

- *7% cost of living adjustment (COLA) – following years will be based in the Consumer Price Index for the Western Region. This will provide the most accurate representation of any inflation in our area.*
- *On-call pay increases.*
- *Longevity pay increases with enhancements to administration.*
- *Safe footwear benefit.*
- *Wellness benefit increase.*
- *Increased financial incentive to waive health benefits.*
- *Bereavement leave.*
- *Oregon Paid Family Leave in place of in-house Short Term Disability plan.*

In late September the Board approved a budget including a 7.5% increase for all employees. The CBA is for 7% which is a 0.5% savings. Management positions will have an increase of 5% which is a 2.5% savings. The memo outlines the costs associated with the contract by year.

There will be a need for analysis of future budgets given the anticipated increase in labor costs coupled with the likelihood that the Agency will not receive additional funding to offset the increases. The Agency has a number of ideas to pursue and present to the Board in the future to accommodate these increases. Should there be vacancies in the future the Agency is capable and currently adapting without incurring additional costs.

Chloe Tirabasso commented on the feedback received from residents regarding the Union's negotiating tactics. Queried if possible for resident feedback to be incorporated into the bargaining sessions either by involving the Resident Advisory Board or resident representatives. The hope is to ensure the least disruption to residents as possible and to have the best outcome for both employees and residents.

Jacob Fox agreed with this sentiment. Over the years its never occurred to ask RAB to review the contract in advance of negotiations. Additionally, the people served by Homes for Good depend on affordable housing and the supportive services Homes for Good offers. Even receiving letter from Homes for Good can illicit feelings of anxiety for residents because residents are concerned about their housing stability.

If there were to be a strike or walk out (which is not anticipated) the results would directly impact the residents (i.e., not having a property management and supportive services staff etc.)

Michelle Thurston expressed thanks for this conversation. When reading through the CBA it was important to see the increase in on-call pay. For example, someone driving out to Cottage Grove to unlock an apartment might take moments for a resident but would a few hours out of an employee's day. It is also important that Homes for Good cares about employee safety to by providing a benefit for qualified employees to purchase safe footwear. Lastly, the bereavement leave is the biggest highlight. Not only does it recognize the various definitions of family but added time and type of leave someone may need is important.

Chloe Tirabasso agreed the addition of pregnancy loss to bereavement leave is important. Having alternative holidays as an option is also refreshing to see.

Jacob Fox acknowledges gratitude for the engagement and questions from the new board. The board engagement in advance of bargaining has been beneficial and is a new means of engagement. There will be continued pre-planning with the board and in the future resident engagement as well.

Char Reavis agrees with what has been said of changes. By helping employees feel better it will help the residents.

Motion: **Kirk Strohman**
Second: **Michelle Thurston**
Discussion: *None*

Vote

Ayes: *Char Reavis, Michelle Thurston, Justin Sandoval, Kirk Strohman, Chloe Tirabasso*
Abstain: *None*
Absent: *Heather Buch, Pat Farr, Larissa Ennis, Joel Iboa*

Board Order 22-18-11-01H was passed [5/0/4].

8. Other Business

None

Meeting adjourned at 10:00 a.m.

Minutes Taken By: *Jasmine Leary*



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/14/2022

AGENDA TITLE: Public Hearing for Exempting the Construction of the Naval Reserve site and the Quince Street development from Competitive Bidding Requirements.

DEPARTMENT: Real Estate Development Division

CONTACT : Spencer McCoy

EXT: 2514

PRESENTER: Spencer McCoy

EXT: 2514

ESTIMATED TIME : 5 minutes

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

Approval Signature

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

EXECUTIVE DIRECTOR:

DATE: 12/07/22

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/14/2022

AGENDA TITLE: In the Matter of the Joint Order of the Board of Commissioners and the Local Contract Review Board Exempting the Construction of the Naval Reserve Site and the Quince Street Developments from Competitive Bidding Requirements and Directing the Use of the CMGC Alternative Contracting Method.

DEPARTMENT: Real Estate Development Division

CONTACT : Spencer McCoy

EXT: 2514

PRESENTER: Spencer McCoy

EXT: 2514

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 "JAF", is written over the line for the Executive Director.

DATE: 12/07/22

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Spencer McCoy, Project Developer

TITLE: In the Matter of the Joint Order of the Board of Commissioners and the Local Contract Review Board Exempting the Construction of the Naval Reserve and Quince Street Developments from Competitive Bidding Requirements and Directing the Use of the Construction Manager General Contractor Alternative Contracting Method.

DATE: December 14th, 2022

MOTION:

It is moved that the Agency is authorized to exempt the construction of the Naval Reserve development, located between 13th and 14th Ave near Chambers Street in Eugene, Oregon, and the Quince Street development, located at 505 Quince Street in Florence, Oregon, from the competitive bidding requirements and directing the use of the Construction Manager General Contractor (CMGC) Alternative Contracting Method.

DISCUSSION:

A. **Issue**

Homes for Good Housing Agency intends to construct two new affordable housing projects utilizing the CMGC Alternative Contracting Method. The Naval Reserve development will provide 15 one-bedroom units, 49 two-bedroom units, and 16 three-bedroom units in two four-story buildings. The Quince Street development will be roughly 70-90 units of multi-family housing.

The CMGC is an alternative contracting method that provides project delivery in a manner which is advantageous to the Agency. Oregon Revised Statutes (ORS) allow for this process but require that the contract be exempted from some ORS requirements after a public hearing. This order will allow Homes for Good to move forward with the CMGC process.

B. **Background**

Homes for Good intends to develop the Naval Reserve site, which will provide 15 one-bedroom units, 49 two-bedroom units, and 16 three-bedroom units in two four-story buildings. All units will be restricted to those with incomes at or below 50% of Area Median Income. One additional two-bedroom unit will be reserved for an onsite manager and will not be income-restricted. The range of bedroom sizes will make this community ideal for low-income renters, families with children, and seniors. Homes for Good is working with PIVOT Architecture on the design for the Naval Reserve development.



The second development, Quince Street, is located in the coastal city of Florence. The site is currently zoned Old-Town District B & C and would require a site review process. Furthermore, Homes for Good has conducted staff and community member outreach sessions to receive input on the target population, design, partnerships, and amenities. This feedback will be incorporated as we move forward with conceptual design. BDA Architecture & Planning is the Architectural Firm for this project and has already begun conceptual design work.

The CMGC is an alternative contracting method that provides project delivery in which the owner executes a single contract with one entity to provide construction management and general contractor services. The CMGC then hires the sub-contractors through the competitive bid process with Homes for Good staff oversight. The CMGC is selected early in the design process to provide valuable advice from a construction perspective, which will ensure a design that fosters smooth and cost-effective construction. Homes for Good issued a Request for Proposals for CMGC services for both the Naval Reserve and Quince Street developments on August 30, 2022 and received five proposals for each development. The selection committee has reviewed the proposals, held interviews and recommended a contractor for each development. With approval of this order, official notice of selection will be confirmed and contract discussions will begin.

C. **Analysis**

The procurement process Homes for Good follows in this instance is governed by ORS 279A,B and C. To allow for the CMGC process, an exemption needs to be approved. Oregon Revised Statutes (ORS) 279C.335(1) requires all public improvement contracts shall be based on competitive bids except those exempted by the Local Contracting Review Board (LCRB). Per ORS 279A.060 a LCRB is the governing body of the local contracting agency, so in this case the Homes for Good Housing Agency Board. The LCRB may exempt certain contracts from the traditional competitive bidding process after holding a public hearing and adopting findings demonstrating that an alternative contracting process is unlikely to encourage favoritism or diminish competition and will result in substantial cost savings to the public agency.

The public hearing was held prior to this meeting. Findings further supporting the use of the CMGC alternative contracting method in this case are set forth in the board order and Exhibit A to the board order.

With approval of the order and findings, an exemption will be approved to allow for the CMGC process for both housing developments.

D. **Furtherance of the Strategic Equity Plan**

In furtherance of the Strategic Equity Plan (SEP)'s goal of expanding client employment opportunities and the number of contracts we have with businesses owned by people from the BIPOC community and businesses owned by women, allowing these developments to move forward with the CMGC alternative contracting method will empower Homes for Good to engage with the selected contractors early to outline and implement requirements and expectations for both Section 3 and Minority, Women, and Emerging Small Business (MWESB) engagement. This



will allow general contractors to engage with potential subcontractors and suppliers early and maximize Section 3 and MWESB participation.

E. **Alternatives & Other Options**

If this board order is not approved, Homes for Good will not be able to implement the CMGC method of alternative contracting. An alternative, but less efficient option, would be to move forward with a lump-sum or stipulated sum contract. However, this would not allow the same level of early input as the CMGC contracting methodology.

F. **Timing & Implementation**

After approval of this board order, Homes for Good will complete selection of contractors for each development. A Request for Proposals (RFP) has been issued and the selection committee has made tentative selections for the Naval Reserve and Quince Street developments. With this approval staff will move forward with contract negotiations with the recommended contractors. The timing of a hearing and approval of this process on future developments will ideally occur prior to the Request for Proposals being issued.

G. **Recommendation**

It is recommended that the Board of Commissioners approve the proposed order.

H. **Follow Up**

Upon approval of the Order, the CMGC process will be followed. Homes for Good staff will return to the board to approve the contracts for the contractor selections at a future board meeting.

I. **Attachments**

Attachment A: DJC Affidavit

STATE OF WASHINGTON -- KING COUNTY

--SS.

411549

No.

HOMES FOR GOOD

Affidavit of Publication

The undersigned, on oath states that he is an authorized representative of The Daily Journal of Commerce, a daily newspaper, which newspaper is a legal newspaper of general circulation and it is now and has been for more than six months prior to the date of publication hereinafter referred to, published in the English language continuously as a daily newspaper in Seattle, King County, Washington, and it is now and during all of said time was printed in an office maintained at the aforesaid place of publication of this newspaper. The Daily Journal of Commerce was on the 12th day of June, 1941, approved as a legal newspaper by the Superior Court of King County.

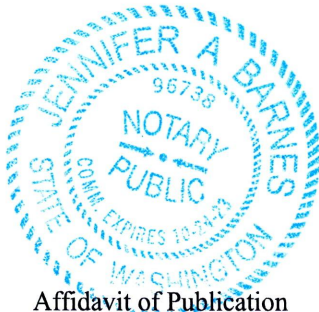
The notice in the exact form annexed, was published in regular issues of The Daily Journal of Commerce, which was regularly distributed to its subscribers during the below stated period. The annexed notice, a

PN:NOTICE OF PUBLIC HEAR.

was published on

11/17/22

The amount of the fee charged for the foregoing publication is the sum of \$98.05.



[Signature]

Subscribed and sworn to before me on
11/17/2022

Notary public for the State of Washington,
residing in Seattle

State of Washington, King County

HOMES FOR GOOD HOUSING AGENCY NOTICE OF PUBLIC HEARING

NOTICE IS HEREBY GIVEN that Homes for Good Housing Agency (Agency) will hold its joint public hearings of its Board and its Public Contract Review Board regarding adoption of two Construction Manager/General Contractor (CM/GC) alternative contracting method exemptions for construction of the Quince Street and Naval Reserve Site projects.

The hearings will be held on December 14th virtually via Zoom at 1:30pm (link below). The Agency will receive public comment on the Board's draft findings supporting this alternative contracting method and exemption from competitive bidding requirements. To view the findings please contact Steve Ochs, Real Estate Development Director at (541) 682-2530 or sochs@homesforgood.org.

Topic: December Board Meeting

Time: December 14th, 1:30pm

Join Zoom Meeting

<https://us02web.zoom.us/j/88069630164>

Meeting ID: 880 6963 0164

Date of publication in the Seattle Daily Journal of Commerce, November 17, 2022.

11/17(411549)

IN THE BOARD OF COMMISSIONERS OF THE
HOUSING AND COMMUNITY SERVICES AGENCY
OF LANE COUNTY, OREGON

ORDER 22-14-12-01H

In the Matter of the Joint Order of the Board of Commissioners and Local Contract Review Board Exempting the Construction of the Naval Reserve and Quince Street Developments from Competitive Bidding Requirements and Directing the Use of the Construction Manager General Contractor Alternative Contracting Method

WHEREAS, the Board of Commissioners of Homes for Good Housing Agency, Oregon (Agency) acts as the Agency's Local Contract Review Board (LCRB) (collectively, "Boards"), pursuant to ORS 279A.060; and

WHEREAS, pursuant to Oregon Revised Statutes (ORS) 279C.335(1), all public improvement contracts shall be based on competitive bids except those exempted by the LCRB; and

WHEREAS, pursuant to ORS 279C.336(2), the LCRB may exempt certain contracts from the traditional competitive bidding process after holding a public hearing and adopting findings demonstrating that an alternative contracting process is unlikely to encourage favoritism or diminish competition and will result in substantial cost savings to the public agency; and

WHEREAS, the Construction Manager General Contractor (CMGC) is an alternative contracting method that provides project delivery in which the owner executes a single contract with one entity to provide construction management and general contractor services; and

WHEREAS, the CMGC is selected before design is complete, and as a result can provide valuable advice from a construction perspective to help ensure a design that fosters smooth and cost-effective construction; and

WHEREAS, the Agency is in the predevelopment process for both projects referenced above; and

WHEREAS, the Public Contracting Code divides powers and duties for contracting into two categories, those that must be performed by the LCRB, and those that must be performed by the "Contracting Agency"; and

WHEREAS, to make use of a CMGC alternative contracting method, ORS 279C.335 and Agency Rule 137-049-0620 require the Board of Commissioners to submit findings to the LCRB which support the LCRB exempting the Project from competitive bidding requirements; and

WHEREAS, as provided in ORS 279C.335(5), the Agency published notice of the public hearing where the Boards would consider this Order once in the Daily Journal of Commerce, not less than 14 days before the hearing; and

WHEREAS, the LCRB considered the findings presented to the Board of Commissioners, as set forth in the attached Exhibit A, supporting the use of the CMGC alternative contracting method; and

WHEREAS, the Boards considered public testimony regarding the use of the CM/GC method at the public hearing offered at the Board meeting held on December 14, 2022; and

WHEREAS, the Boards, being fully advised, find and conclude as follows:

1. It is unlikely that the use of the CMGC method will encourage favoritism in the awarding of a public improvement contract or will encourage favoritism in the awarding of a public improvement contract or will substantially diminish competition for a public improvement contract; and
2. The use of the CMGC process ensures early contractor input during the design construction planning processes and is expected to contribute to the ability to manage the costs of construction against approved budgets; and
3. The Agency has complied with all procedures under ORS 279C.335.

NOW, THEREFORE, it is hereby resolved as follows:

1. Findings. The above recitals, and those set forth on the attached Exhibit A, are hereby adopted by the Agency Board of Commissioners, sitting as the LCRB, as findings of fact supporting approval of the Agency Board of Commissioner's request for use of a CMGC alternative contracting method for Agency's projects.

2. CMGC Exemptions. Use of a CMGC alternative contracting method is found to be in the Agency's best interests. The requested exemption is, therefore, approved and the Executive Director or Designee is hereby authorized to enter into a CMGC contract for the projects referenced above.

DATED this ____ day of _____, 2022.

Chair,
Board of Commissioners

President,
Local Contract Review Board

ATTEST:

ATTEST:

Secretary,
Board of Commissioners

Secretary,
Local Contract Review Board

Exhibit A
Naval Reserve & Quince Street Affordable Housing Developments

CMGC EXEMPTION FINDINGS
ORS 279C.330(1) and ORS 279C.335(2)(b)

1. Firms Available to Bid. All interested and qualified contractors will have an opportunity to provide a response to the RFP, which was advertised in the *Daily Journal of Commerce*.

2. Operational, Budget, and Financial Data. The approximate cost of the work to be performed under the construction contract for the Naval Reserve and Quince Street developments (Projects) are estimated at \$29,000,000 and \$35,000,000, respectively. Having a CMGC involved early in the construction phasing will allow the Agency to work with the contractor to develop construction plans that will minimize impacts to the neighboring businesses and their functions. The utilization of the CMGC method has been shown in its use by other agencies in Oregon to alleviate financial risk due to minimizing delay and requests for additional work and change orders. It is anticipated that the Agency will find that reduced risks provide a significant value and substantial cost savings to the Agency.

3. Public Benefit. A CMGC coordinated approach increases the ability for Agency to mitigate the risk of structure failure and to continue to provide a dedicated standard of care to the public. There will be a general public benefit from the expeditious construction of the Projects by improving the facilities while minimizing impacts to residents. In addition, the public will benefit from the improved quality and lower cost of the Projects anticipated through use of the CMGC process. Approving the CMGC exemption will allow a contractor to be hired earlier in the process than the traditional design-bid-build process. In turn, this better enables the Agency to complete the Projects on time. Creating a project team at the start of the Projects, comprised of the Architect, the Agency, and CMGC creates a more informed and better-quality decision-making process. A more efficient construction team reduces the Agency's financial exposure and enhances delivery of the Projects. The Agency, therefore, finds that the CMGC alternative contracting method is required to ensure a qualified general contractor is retained for these complex Projects, while addressing time and cost constraints. In addition, the CMGC approach allows an early coordinated effort to reach minority and women owned businesses to subcontract with, which furthers goals in Homes for Good's Strategic Equity Plan.

4. Value Engineering. The RFP selection process, early involvement of the contractor, and negotiated contract approach gives the contractor a significant opportunity to engage in value engineering (i.e. the evaluation of what a system does as compared to cost). The selected CMGC will be brought on board following award of a

contract in order to assist the Projects' teams with construction scheduling, phasing, costing, operator interaction issues, quality assurance, and design constructability reviews. The selected CMGC will also advise the Agency and the design team regarding specialty construction issues and any long lead time procurements. CMGC contributions to the design phase permit a collaborative approach to value engineering which ultimately translates into time and cost savings realized by the Agency. Construction issues which may not otherwise be known to the design team can be factored in and addressed while the design is drafted. In turn, this results in a higher quality product, lower costs, and a telescoped timeline.

5. Specialized Expertise. Building the Projects using public funding from Tax Credits and other funding from the City and State requires expertise in managing timelines that are different than typical projects. It is important to utilize a general contractor that has demonstrated expertise in managing, scheduling, and performing under these conditions in a satisfactory manner. Therefore, the Agency finds that selecting a firm through an RFP process allows the Agency to contract with a firm with the appropriate CMGC expertise. The necessary mix of experience and expertise for a CMGC contractor cannot be adequately evaluated in a formal lowest responsible bid selection process. A qualified project manager with strong leadership skills is one of the components required for a successful CMGC project. The RFP process allows the Agency to review the qualifications of each proposer's project manager and confirm the manager's ability, experience, record of quality, past performance and integrity needed to carry out the proposer's contractual obligations. The process will also allow the Agency to identify qualified teams that have met critical deadlines in past developments and that have the ability of work collaboratively to meet the Projects' needs. The costs for such specialized expertise are included in the overall Projects' budgets and will be included within accepted Guaranteed Maximum Prices (GMPs).

6. Public Safety. Efficient completion of the Projects will provide a safe and healthy environment for residents and neighbors.

7. Funding Source. The Agency will finance the Projects through a variety of public and private funds. Therefore, it is critical for the Projects to come in on budget and on time from both legal and public perception perspectives. The CMGC process, with its maximum price provisions, value engineering potential, constant oversight from a project manager, and construction input beginning in the design phase will help the Agency stay within its budget and wisely spend public funds.

8. Market Conditions. Identifying and contracting with the full project team for both Projects at an early stage will allow the Agency to capitalize on current market conditions, rather than having them affect a later bid/build phase. Such cost and market variables can be anticipated in the GMP, but ultimately should have no effect on the Agency. The CM/GC subcontractors cannot go over the GMP, but may come in under the

GMP, and the Agency will realize those cost differences. Having a qualified CMGC play a role as an integrated team member early in the Projects with the Agency, the Architect and other Projects' members provides advantage to the Agency, as it adds expertise to the design phase which translates into Agency savings and provides more budgetary certainty.

No negative financial impacts to the Agency are expected as a result of using the RFP solicitation process to select a CMGC for these Projects. There is a sufficient pool of qualified Oregon-based construction companies with expertise in the type and size of the planned Projects, and there are additional qualified firms located in the greater Pacific Northwest. A substantial number of competitors submitted proposals for these Projects, which allows the Agency to select from among a number of qualified contractors.

9. Technical Complexity. Because of site and schedule constraints, effective project planning and coordination will be crucial among the Agency, project manager, Architect and CMGC. Strong budget and schedule controls will be essential. The conventional design-bid-build approach would contain too much risk for the Agency on the Projects. The CMGC will bring specific construction expertise to the team process and assist in addressing specific challenges as part of its pre-construction services. The CMGC method encourages innovative planning and coordination that further improve the construction schedule and on-site conditions. The ability to coordinate and manage the Projects would be especially challenging to an inexperienced or narrowly-focused team. The RFP process allows the Agency to consider the proposer's experience and expertise in completing this type of work, its sensitivity to safety, legal, and operational issues, and the qualifications and experience of its project manager and support team.

10. New Construction or Renovation of an Existing Structure. The Projects both involve new construction.

11. Occupied or Unoccupied During Construction. The Projects will be new construction and will not be occupied during construction.

12. Single Phase or Multiple Phases of Construction Work to Address Specific Project Conditions. The Projects include a multiplicity of technical issues related to structural, electrical systems, piping systems, HVAC systems, and fire alarm and security systems, as well as complex sequencing and phasing of work. It is important to the success of both budget and schedule that the Agency have a general contractor that understands this complexity, has the ability to manage this type of complex Projects and develops bid instructions to attract appropriate subcontractors to perform the work. The Agency, therefore, finds that selecting a firm through the CMGC method allows the Agency to contract with a firm with the needed technical phasing expertise.

13. Whether the Agency has the Personnel, Consultants and Legal Counsel that have Necessary Expertise and Substantial Experience in Alternative Contracting Methods. Staff, in conjunction with the Architect (who was chosen based upon qualifications and experience with the CMGC project delivery model), an experienced contractor, as well as other team members and the Agency Legal Counsel, together, will have the level of expertise with the CMGC alternative contracting method needed to produce a high-quality outcome. The Agency acknowledges that the expertise will come primarily from non-staff elements

14. Unlikely to Encourage Favoritism or Substantially Diminish Competition. As noted in Finding 1, CMGC competition was encouraged through the use of an RFP solicitation process, with notice of the RFP published so as to reach a wide range of potentially interested proposers. No reduction of competition is expected since the RFP for this CM/GC contract was advertised in the same manner as a traditional low bid solicitation, with full disclosure of the planned CMGC alternative contracting method. Uniform evaluation criteria were used in the selection of the CMGC firm for both Projects, and the construction work elements will be subcontracted and procured through open competitive bids managed by the CMGC and based on identified selection criteria. Favoritism cannot play a role in the selection of the CMGC, as award was based upon set, weighted RFP criteria. All qualified firms were able to participate in an open, competitive selection process, with an opportunity to protest the award before it was final.

15. Will Result in Substantial Cost Savings. The CMGC contracting method has the potential to achieve substantial cost savings for the Agency through the involvement of the contractor in the design phase of the Projects. Early input by the CMGC during the design process is expected to contribute to general cost savings through constructability assessments, life cycle cost analysis, and value engineering. By having the CMGC available before the design is finalized, the contractor is able to participate in the design, propose cost saving revisions, and ensure the constructability of the Projects so that costly change orders are less likely.

Cost savings will also be realized because, through the RFP selection process, the Agency will select a well-organized, experienced CMGC for both Projects. This should also lead to fewer change orders and, in turn, reduce staff and Architect time to design, negotiate, and administer the changes.

Lastly, the CMGC method allows for early procurement of major equipment, allowing the Projects to avoid cost increases due to material shortages or cost escalation. If subcontracted costs are less than identified in the guaranteed maximum price, some or all of the savings will be passed on to the Agency under the agreement required of the CMGC.

16. Time Savings. An exempt CMGC process allows the Agency to condense the overall time required to complete construction of the Projects by enabling the Agency

to procure construction services simultaneously or shortly after soliciting Architect services. Having the CMGC on board early in the process allows for coordination in the development of the construction schedules and the initiation of early site work, where advantageous or warranted. This can help to shorten construction periods and minimize construction operational impacts. Early detection of potential construction difficulties, from a contractor's view, can also prevent potential delays and costly and time-consuming change orders.



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/14/2022

AGENDA TITLE: Homes for Good Project Development Team Work Session

DEPARTMENT: Real Estate Development Division

CONTACT : Steve Ochs

EXT: 2530

PRESENTER: Steve Ochs

EXT: 2530

ESTIMATED TIME : 30 minutes

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

Approval Signature

A handwritten signature in black ink, appearing to be "S. Ochs", is written over the signature line.

EXECUTIVE DIRECTOR:

DATE: 12/07/22

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:

Homes for Good Real Estate Development

December 2022 Board Work Session

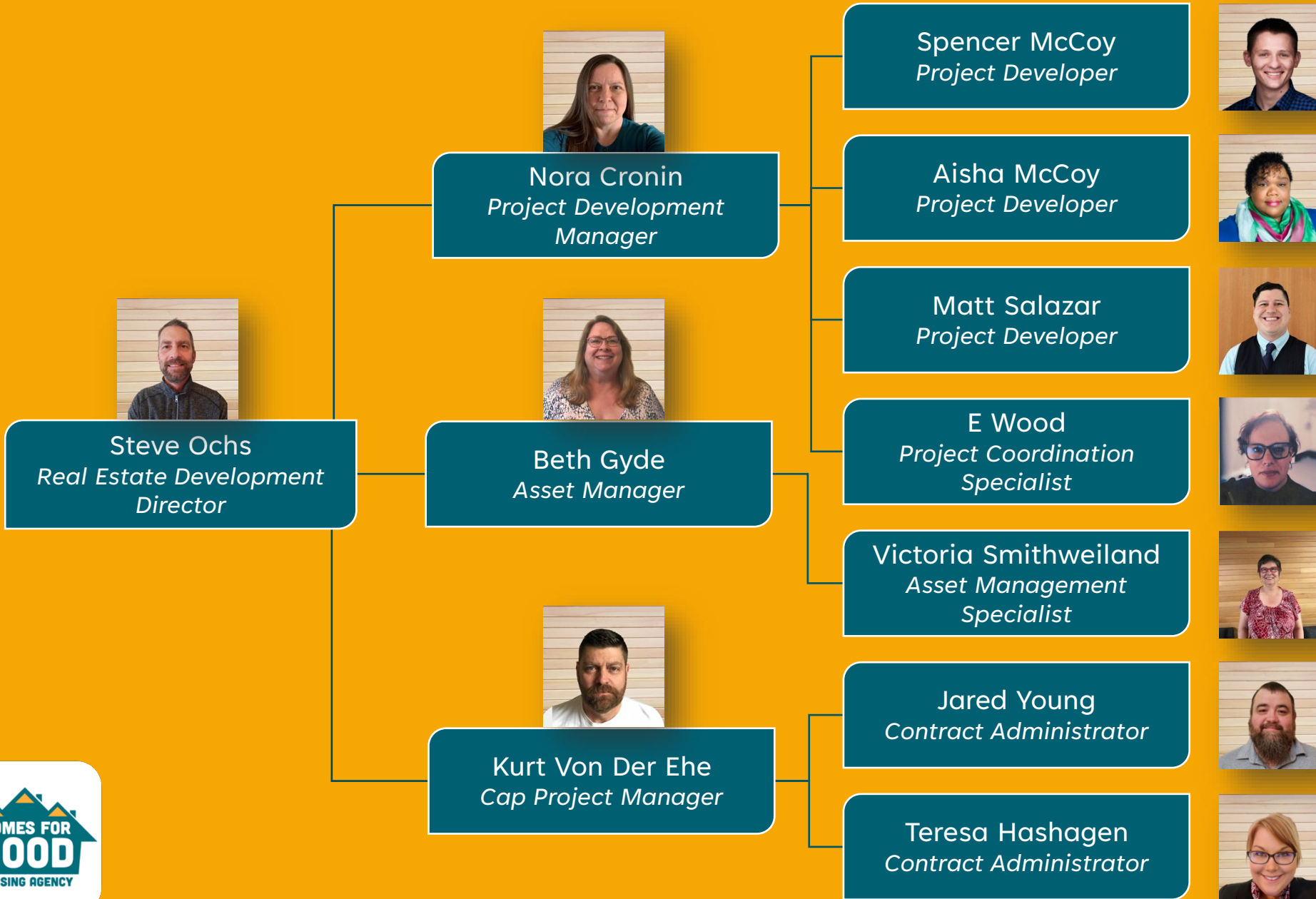


Topics

- Meet Our Team
- The Life Cycle of a Development
- Intro to Tax Credits
- Development Pipeline
- Strategic Equity Plan

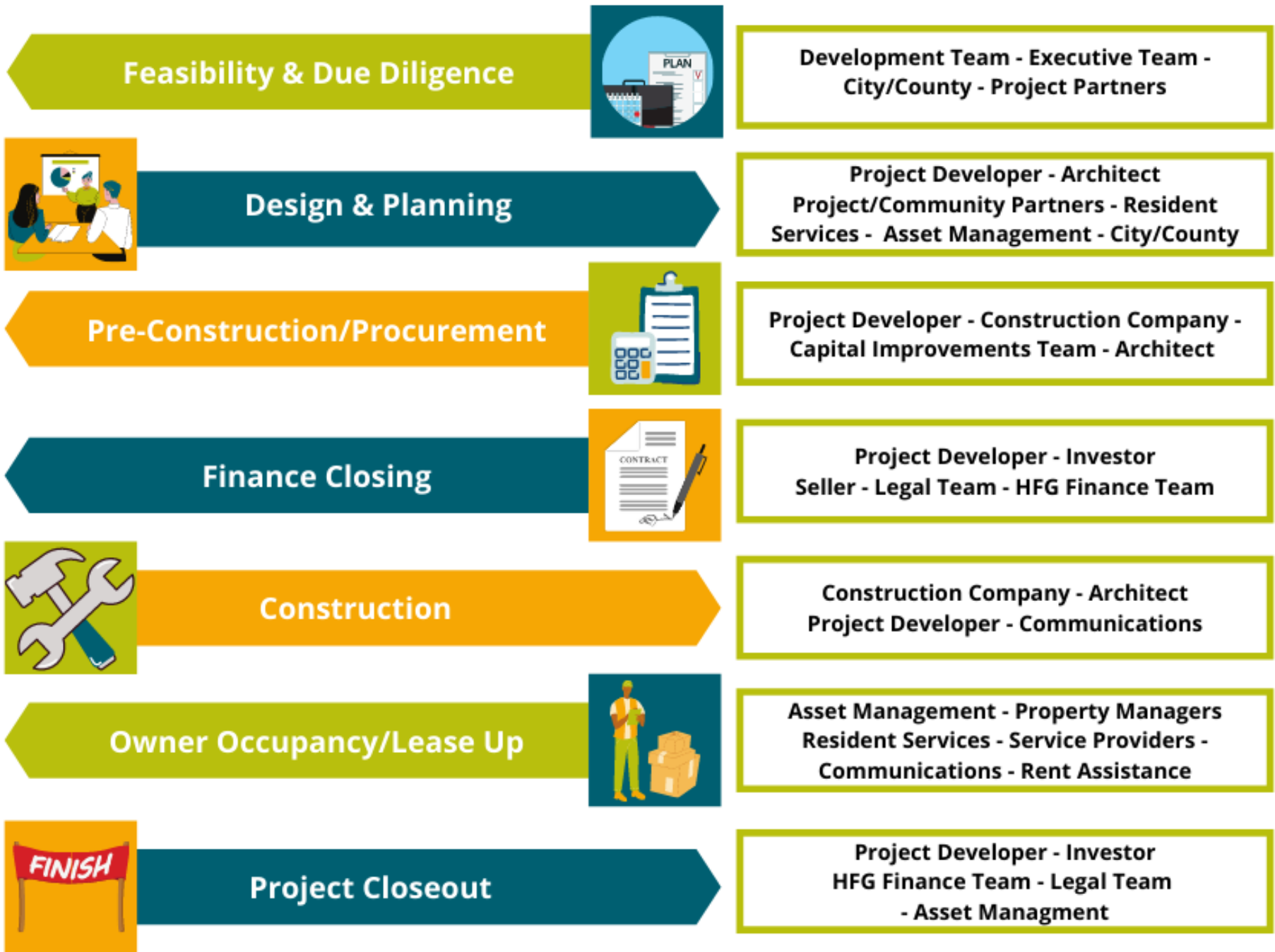


Meet Our Team



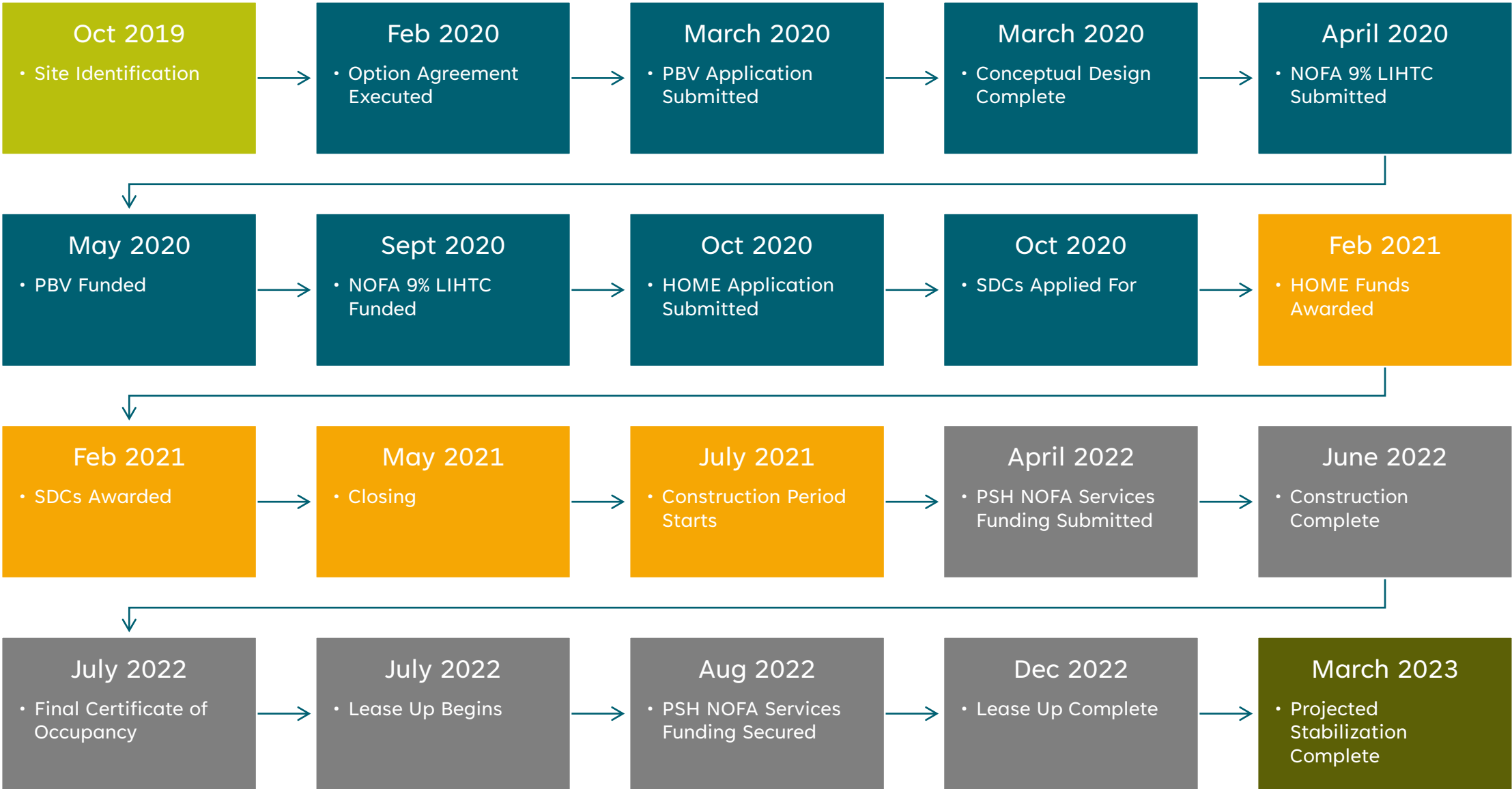
The Life Cycle of a Development

COMMUNITY ENGAGEMENT





The Life Cycle of The Nel



Sources/Uses

The Nel Budget Summary

Project Costs

<i>Acquisition</i>	\$	1,099,155
Hard Costs		
Hazardous Materials Abatement	\$	40,000
Demolition	\$	75,000
New Construction	\$	9,686,995
Hard Cost Contingency (5%)	\$	470,957
Total Hard Costs	\$	10,272,952
Soft Costs		
Land Use/Permits & Fees	\$	328,896
Design/Engineering	\$	534,430
Financing Costs	\$	657,069
Legal/Accounting	\$	68,437
Developer Fee	\$	1,500,000
Other Soft Costs	\$	551,492
Soft Cost Contingency (1.3%)	\$	46,197
Total Soft Costs	\$	3,686,521
Total Uses	\$	15,058,628

Funding Sources

9% Low Income Housing Tax Credit Equity	\$11,276,372
OHCS Gap	\$782,856
City of Eugene HOME	\$851,105
City of Eugene SDC Exemption	\$198,895
Pacific Source	\$250,000
EWEB Energy Incentives	\$24,300
HFG Cash	\$100
Deferred Developer Fee	\$375,000
Perm Loan	\$1,300,000
Total Sources	\$15,058,628

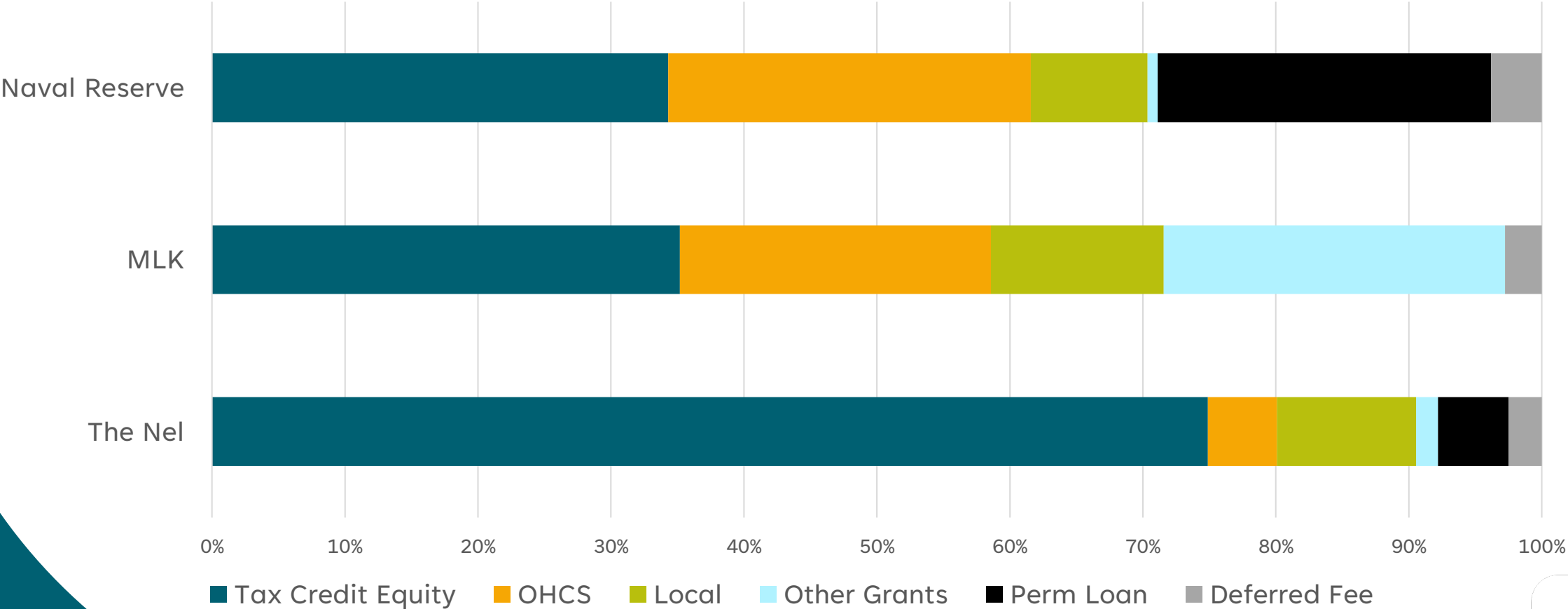


Intro to Tax Credits

- Authorized as a temporary program through the Tax Reform Act of 1986, made permanent in 1993
- LIHTC gives investors a dollar-for-dollar reduction in their federal tax liability in exchange for providing financing to develop affordable rental housing
- Financed projects must meet eligibility requirements for at least 30 years after project completion



Project Funding Examples



Project Pipeline

BREAKING
GROUND

Lazy Days
Mobile Home
Park

Bridges on
Broadway

Naval
Reserve Site

Florence –
Quince Street

The
Coleman

Glenwood
Place



2023

2024

2025

2026+



20-30 Units

50 Units

81 Units

80+ Units

52 Units

100+ Units



Strategic Equity Plan Implementation

Pillar 1 – Listen to Our Communities

- Focus Group on Accessibility
- Accessibility Audit

Pillar 2 – Tell the Human Story

- Communicate Our “Why”

Pillar 3 – Create Pathways to Self- Sufficiency

- Equitable Contracting Initiative

Pillar 4 – Lead and Grow Ethically

- Universal Design
- Trauma Informed Design



Thank You





BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/14/2022

AGENDA TITLE: Executive Session - On December 14th, the Homes for Good board will hold an Executive Session pursuant to ORS 192.660(2)(i), to review and evaluate the job performance of a chief executive officer, other officers, employees and staff, if the person whose performance is being reviewed and evaluated does not request an open hearing."

DEPARTMENT: Human Resources

CONTACT : Bailey McEuen

EXT: 2520

PRESENTER: Bailey McEuen

EXT: 2520

ESTIMATED TIME : 10-15

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

Approval Signature

A handwritten signature in black ink, appearing to be "B. McEuen", is written over the signature line.

EXECUTIVE DIRECTOR:

DATE: 12/07/22

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/14/2022

AGENDA TITLE: In the matter of documenting the Executive Director's Annual Performance Evaluation & instructing Human Resources regarding revisions of the employment agreement.

DEPARTMENT: Human Resources

CONTACT : 541-682-2520

EXT:

PRESENTER: Bailey McEuen

EXT:

ESTIMATED TIME : 20 mins

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

Approval Signature

EXECUTIVE DIRECTOR:

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

DATE: 12/07/22

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Bailey McEuen, Human Resources Director

AGENDA ITEM TITLE: ORDER/In the Matter of documenting the Executive Director's Annual Performance Evaluation and Instructing Human Resources Regarding Revision of the Employment Agreement

AGENDA DATE: December 14, 2022

I MOTION

IT IS MOVED TO APPROVE ORDER IN THE MATTER OF DOCUMENTING THE EXECUTIVE DIRECTOR'S ANNUAL PERFORMANCE EVALUATION AND INSTRUCTING HUMAN RESOURCES REGARDING REVISION OF THE EMPLOYMENT AGREEMENT

II ISSUE

Homes for Good Board is being asked to document the Executive Director's annual performance evaluation and instruct Human Resources regarding revision of the employment agreement.

III DISCUSSION

Mr. Fox was employed as Homes for Good Housing Agency (at the time HACSA) Deputy Director in August 2013. On July 1, 2015 he started his tenure as Homes for Good Executive Director.

Mr. Fox's employment agreement contains a provision regarding how merit increases may occur. The provision states that "the Board agrees to consider a merit increase following Mr. Fox's performance evaluation. The range for the merit increase shall be between 0 and 5 percent of gross salary. A merit increase, if any shall be within the exclusive discretion of Board."

Performance Evaluation Process

In March of 2021, the Homes for Good Board of Commissioners approved a board order adopting a process, format, and timeline for the Executive Director annual performance evaluation. The adopted process was designed to align the Executive Director with Homes for Good's performance management program, including the completion of a self-assessment performance preview focusing on goal setting and professional development.

A 360-feedback survey was incorporated into the approved process. The 360-feedback process is a talent development tool used to provide the recipient with varied input from multiple parties including leaders, colleagues, partners, and subordinates. The approved process provided that every even year, a 360-feedback survey be sent to a broad list of internal and external recipients, including many community partners outside of the organization. For odd years, the 360-feedback survey is sent to internal Homes for Good parties.

Simultaneous to the 360-feedback survey period, Jacob Fox completed a self-assessment, including a performance preview and goal setting exercise.

Evaluation Materials

The following items were provided to the board to aid in their discussion of Jacob's performance in Executive Session on December 14, 2022.

- Summary of employee self-assessment covering core competencies, goal setting, and reflection of achievements in the past year.
- Summary of the 360-degree Feedback survey completed by 33 total contributors.

360 Degree Feedback Survey

Feedback was sought regarding the Jacob's performance over the past year from key internal and external collaborators via a 360-degree feedback survey. The survey was sent to 76 recipients on November 3, 2022 and was closed for input on November 23, 2022.

- Feedback was requested from the following parties:
- Homes for Good Board members
- Leadership Team
- Homes for Good AFSCME Local 3267 leadership
- Members of Homes for Good's Equity Strategy Team
- Various community partners & collaborators

The survey was sent to 76 reviewers with 33 returned, representing a 43% response rate.

The questionnaire included eight key competencies. The respondents were asked first to rate the general performance in the area on a five-star Likert scale and later comment regarding the things that the Executive Director is doing well, as well as the things that could be improved in his performance. Some of the provided comments are listed below.

Respondents provided feedback on core leadership competencies, categorized by our tagline, **Homes.People.Partnerships.Good**. The following scale was used in the star rating:

★★★★★ 5 stars

Exemplary. Performance far exceeds normal expectations and stands out as truly exceptional.

★★★★ 4 stars

Exceeds expectations. Performance frequently and consistently exceeds job requirements.

★★★ 3 stars

Fully effective. Performance meets position requirements and is described as solid performance.

★★ 2 stars

Development needed. Performance is less than expected or this is a new skill that needs to improve.

★ 1 star

Significant concerns. Performance must improve significantly within a reasonable period of time.

Homes.

Program Leadership Competency

Average rating of 4.4 out of 5 stars. Exceeds expectations.

- Jacob has brought innovation, energy and is generally “getting it done” for our community. He has vision, leadership and follow through.
- Jacob is consistent and fastidious in sharing program knowledge, benchmarking program results and delivering results.
- In my interactions with Jacob, he consistently demonstrates strong knowledge, acumen, necessary skills, knowledge and high performance.

Homes.

Planning & Organization Competency

Average rating of 4.0 out of 5 stars. Exceeds expectations.

- Jacob operates with a proactive approach vs. reactive – whether it’s how funds are managed or how pending changes are communicated. Jacob is an observant leader that leaves space for others to participate in their own professional development. Once a basic plan and strategy are in place for a project he will step back and allow others to own and lead the project. Projects are managed efficiently, and he is able to pivot and reprioritize if needed without applying undue pressure on his colleagues. Any changes are communicated with transparency and with acknowledgement of the overall impact.
- Jacob follows best practice prioritization, monthly reports are delivered on schedule, communicates changes effectively and utilizes funding effectively for maximum community benefit.
- As a board member, I have seen Jacob take leadership about where the organization is going, about to do and is open, honest and professional when discussing organizational challenges. He also has ideas and solutions that are practical.
- Jacob has always had a vision for Homes for Good, and step-by-step, that vision is being realized.

People.

People Leadership Competency

Average rating of 4.2 out of 5 stars. Exceeds expectations.

- In my experience with Jacob’s team, it is clear that he is a great leader and manager. His staff are positive contributors and provide valuable input to their work.
- An area of need for more development and leadership is the finance department. All other divisions seem to be running smoothly, collaboratively, and there is cohesion across the board. For finance, there’s unclear communication, processes and overall controls. Every other division operates at a high standard and is high performing. Finance is an outlier right now.
- Jacob is a compassionate leader and it is clear that his staff have a high level of respect for him. As a board member, I have learned a lot from Jacob and have had very positive interactions with him. He is kind and respectful. He truly does model Homes for Good’s values.
- Jacob is a great leader and often makes generous assumptions and gives multiple ways to show his feedback. That connection to being human at work is so important.

People.

Diversity, Equity & Inclusion Competency

Average rating of 4.2 out of 5 stars. Exceeds expectations.

- Jacob is a champion of DEI at Homes for Good. He prioritizes DEI in all aspects of his job. A notable accomplishment in this area is the restructuring of the board. It's so exciting to have a well-rounded, diverse group of people governing our Agency.
- Jacob encourages self-awareness and an attitude of progress. His DEI approach is proactive – self-educate, do better, grow and discuss. This is a standard by which Jacob operates. DEI is part of leadership's DNA and it starts with Jacob. Uncomfortable situations do happen, but they aren't swept under the rug or minimized. Jacob makes ample space for others in whatever capacity they need to show up without judgement. Any issues are immediately addressed with a perspective of growth, not shame.
- I've been extremely impressed with the Agency's DEI plan. I would like to see more engagement with hourly staff and residents.
- Our work together has consistently placed inclusion and diversity front and center. The Homes for Good team is focused on delivering real world improvements that make our systems more equitable. Way beyond the typical box checking.

Partnerships.

Collaboration Competency

Average rating of 4.4 out of 5 stars. Exceeds expectations.

- As a community partner, I often seek out ways to work with Homes for Good teams because of the high value they place on real, lasting partnerships.
- Jacob is a collaborative leader and I have been very impressed by how Homes for Good leans into its partnerships. The Nel opening was a great example of this. Jacob is well regarded by other partner organization and community leaders, which helps to maintain Homes for Good's good reputation.
- Jacob and his team are exceptional community partners. I have seen them go above and beyond over and over again.
- I would like to see more collaboration with the City of Eugene.

Partnerships.

Communication Competency

Average rating of 4.2 out of 5 stars. Fully effective.

- Jacob communicates clearly, concisely and diplomatically. He enters into engagements with others with the intent of creating space for productive dialogue, an understanding perspective, and a desire to actively listen. In situations of conflict, Jacob's approach is solution based with a long-term sustainable outlook versus a "quick-fix" approach.
- In my experience with Jacob, he communicates clearly and professional both in writing and verbally. He is able to be agile and flexible in discussions as conversations flow and change direction. He looks for workable solutions in response to conflict and fosters collaboration.
- Jacob is a clear and effective communicator. He also demonstrates his communication skills by being a good listener.
- Jacob demonstrates emotional intelligence and is great in communicating one on one or in person. He needs to improve written communication and oral presentations. His written communications could be more concise and easier to read. Often his writing is in long paragraphs that are hard to follow.

Good.

Innovation Competency

Average rating of 4.5 out of 5 stars. Exceeds expectations.

- I appreciate Jacob being open to different points of view and willing to go against the grain at times.
- Jacob is one of the most innovative leaders I have worked with. He is always forward thinking. I have also observed him change and grow as we went through the two years of the pandemic, and really enjoyed observing his growth and evolution.
- Jacob jumps in and does what needs to be done. Homes for Good, as a county Agency, could be slow and "by-the-book," but under Jacob's leadership, the organization has a high level of innovation and responds quickly to opportunities and community needs. This has led to very positive outcomes for Lane County.
- I have been in meeting spaces and conversations with Jacob in which he provided innovative and creative solutions that were simple and "doable," not overwhelming. He will ask courageous questions when he needs to and is willing to consider all options.

Good.

Crisis Response Competency

Average rating of 4.3 out of 5 stars. Exceeds expectations.

- The Executive Director has done an excellent job responding to changing circumstances throughout the pandemic and leading the leadership team members to design and implement a hybrid work plan to ensure continuity of operations.
- Jacob knows the importance of preparedness and planning for a crisis. When a crisis happens he keeps calm and problem solves. He always remains truthful and honest.
- I'm super grateful to be working with Jacob during the last 2+ years. Under his leadership, we were able to respond to COVID, wildfires etc. with minimal interruption to the work.

A sampling of other comments provided at the end of the assessment include:

Areas of Strength

- Jacob has a very level head and steady demeanor, which I think are important in fields that can have a lot of tension. His diplomacy skills are also excellent, and I'm impressed with the talent he recruits and maintains at the organization.
- I appreciate the human element and vulnerability that Jacob brings as a leader. He knows every employee by name and connects uniquely with each individual. I also appreciate his allyship, he not only maintains a safe space but fosters an environment of vulnerability, honesty and growth.
- I have been so impressed with the leadership Jacob has shown at Homes for Good. He's transformed the Agency into a leader in our local community and throughout Oregon. His empathy and commitment to our collective work is always present while maintaining a sense of levity and congeniality that is always needed during challenging times.
- I appreciate his leadership in recognizing the world is different post pandemic and opening up alternative work styles/hybrid work situations for staff, especially those with children and dependents. It definitely alleviates a lot of stress and anxiety when trying to figure out how to take care of oneself and family's needs. I hope that continue as our needs change.
- The Lane County community and Homes for Good are fortunate to have Jacob Fox. Jacob is a powerful advocate whose leadership has brought much needed resources to our community to address the housing crisis. He has forged strong working relationships with community-based organizations, elected officials and community members to advance strategic efforts to house our most vulnerable citizens. Jacob is a visionary leader who knows how to operationalize

strategies to create one of our community's most valuable resources, affordable housing.

- I'm just beginning to know Jacob and I feel like one of his biggest strengths is the way he creates authentic conversations.
- Jacob is a well-rounded leader, coming up on a 10-year anniversary of his hire to the Agency, it has been a decade of transformation.
- One of Jacob's most effective strengths is the ability to meet people where they are. It is a rare leader that listens more than they talk. He has placed trusted and knowledgeable experts in positions of leadership, allowing him to make well informed decisions to guide the Agency.
- Stay the course, don't let the schedule overwhelm, you're going great.

Opportunities for Improvement

- I would like to see improved financial reporting and cash flow management, although I understand the challenges that come with such a request. This is somewhat in Jacob's wheelhouse, and I think he could work with his team to bring some innovative and creative thinking to this challenge, as he has done with other parts of the organization.
- One of the biggest challenges in providing affordable housing in today's world is to remain focused on providing as MUCH housing as possible for the money available. Other important "sub-missions" tend to attach to this main mission, and inadvertently, the end result can be less \$ available for housing. Jacob's challenge, in this respect, is to find the right balance and continue to do a great job navigating these waters. I have zero doubts that he will continue to do just that.
- Jacob keeps growing his conflict resolution skills, getting more direct into conflict and not continuously leading with generous assumptions is an area for improvement. He is a kind human at heart but there are areas where he could be more direct in addressing shortcomings and continuous issues that come up.
- The issues with Finance are now being addressed in a real, high priority way. Changes in Finance will help all other divisions. The interruption in service with Nan McKay, Johnson Controls, and Language Line have been deeply frustrating when they're such routine and essential for program administration.

Self-Assessment

As part of the review process, Mr. Fox was given the opportunity to complete a self-assessment. The exercise consisted of three parts: competency ratings, performance preview and goals setting.

Competency Rating

Mr. Fox was asked to rate himself on the same competencies included in the 360-Degree Feedback Survey. Across each category, Mr. Fox's ratings indicate self-awareness and an understanding of areas for improvement. He consistently rated himself lower in each competency than what was reflected in the 360-feedback survey.

A sampling of comments Jacob included in his self-evaluation are listed below:

- On most fronts we excel at being proactive programmatically and to plan effectively. One example is the engagement we had with elected officials and leaders from the Jefferson Westside neighborhood to advance our vision for developing affordable housing and an early learning facility on the Naval Reserve site that is currently owned by the City of Eugene. This planning started 18 months before the City of Eugene released the site and funding for competitive proposals and we ended up being the only proposal because other developers were aware of our advance planning work. An area for improvement for me is to continue to deepen my understanding of our Accounting/Finance systems and challenges and support our Finance Director in being

able to deliver regular financial reports for staff and our governance board. Also, we need to improve the timely payment of our contractors and vendors. Lastly, we need better financial analytics as it relates to expense increases over the coming years especially labor and benefit cost increases.

- I'm passionate about supporting employees at all levels within the organization. Elements of the bargaining agreement that was successfully negotiated with AFSCME Local 3267 reflect the support we prioritize for our employees. Examples include the addition of bereavement leave for employees who have experienced a miscarriage and the increase in the wellness reimbursement benefit. Also, this year we created a system where I record an individual video message for all staff birthdays and employment anniversaries, which we have received positive feedback about from many staff members. An area of focus for me in the coming year will be more intentional engagement with all members of the Accounting/Finance Department to support the improvements we need in terms of financial reporting, timely payments of invoices and financial forecasting specific to expense increases.
- In June of 2022 the Homes for Good Board approved our Strategic Equity Plan after 18 months of focused effort by our Equity Strategy Team and our staff more broadly. One of the goals in this plan is to increase the diversity of our staff and our management team. Between 2018 and 2022 the diversity of our organization specific to employees of color increased from 17% to 27%. An area of focus in the coming year and beyond will be to continue to hire and promote employees of color to management positions and to retain employees of color. Also, we need to organize training and set behavioral expectations for staff on discriminatory issues like micro-aggressions so that our organization builds a reputation as an employer of choice within our community particularly for people in our community who experience systemic marginalization.
- I have frequent opportunities to communication with a wide variety of audiences. Highlights in terms of public speaking events over the past year was a press conference we hosted at Hayden Bridge Landing for Senator Wyden, the grand opening of The Nel and the Chamber of Commerce Young Professional's Summit. I frequently engage with the people we serve both in person, on the phone and via e-mail. Often the reason why I'm engaging is because people are in crisis or have a challenge they are navigating with our organization. I'm skilled at listening and achieving solutions where possible. Internal communication with our employees is a particular passion point for me. Over the past year numerous employees have shared personal challenges they are experiencing and for me this shows that my communication efforts convey that I care deeply about our employees and that I'm a good listener.

Performance Preview

The Performance Preview is a component of Homes for Good's performance management program for all employees. The exercise asks employees to reflect on their connection to our mission, what they will bring to their work over the next review period, and what resources or support they need to do their best work. The introduction of the Performance Preview strengthens our employees' connection to our mission and focuses on future performance.

Jacob's Performance Preview Responses are outlined below:

My connection to our mission is:

My connection to our mission is my deeply held belief that housing is a basic human right and that federal, state and local governments must commit to this human right. Homes for Good is doing everything in our power to build the maximum number of affordable homes given current resources and we need the federal, state and local governments to deliver new funding in our effort to secure housing as a human right.

What I will bring over the next review period:

An intense focus on supporting our Accounting/Finance Team in implementing the recommendation for improvements that will be delivered by the Moss Adams consulting team. Continued engagement with the Equity Strategy Team and our Board of Commissioners on the implementation of our Strategic Equity Plan and the related updates to this plan.

Where I want to go professionally and what I need to get there:

I want to grow my understanding of financial reporting, analysis and systems. I will need to identify training and an executive coach to support this professional growth for me.

Goal Setting

In addition to the Performance Preview, all Homes for Good employees are asked to complete a goal setting exercise as part of our review process. Employees must choose 3-5 goals, one of which must be related to DEI deliverables.

Goal #1

Goal Description	Implement Strategic Equity Plan
How will success be measured?	Quarterly Reports to the Board
Timeline	Quarter 3 2023

Goal #2

Goal Description	Implement Moss Adams Finance Dept. Recommendations
How will success be measured?	Moss Adams will assess and report progress quarterly
Timeline	Quarter 3 2023

Goal #3

Goal Description	Select new software system
How will success be measured?	Contract signed with new software company
Timeline	Quarter 2 2023

IV ANALYSIS

Based on the feedback shared and referenced above, Mr. Fox's performance rating is "Exceeds Expectations."

V IMPLEMENTATION/FOLLOW-UP

If approved the incumbent's employment agreement will be revised.

VI ATTACHMENTS

No attachments.



**FIFTH AMENDMENT TO
EMPLOYMENT AGREEMENT BETWEEN
HOMES FOR GOOD HOUSING AGENCY AND JACOB FOX**

This fifth Amendment to the Employment Agreement between the Homes for Good Board of Commissioners and Jacob Fox, dated December 14, 2022 (FOX EMPLOYMENT AGREEMENT), is made by the following parties: Homes for Good Board of Commissioners, acting as the governing body of the Homes for Good Housing Agency, hereinafter referred to as the (BOARD), and Jacob P. Fox, hereinafter referred to as (FOX).

AGREEMENT

The parties hereby agree that paragraphs A, B, C and D for the FOX EMPLOYMENT AGREEMENT are amended as follows:

A. Salary. Effective December 26, 2022, BOARD shall approve a merit increase for FOX of 5% from the previous evaluation period.

B. Benefits. BOARD shall provide FOX with the same benefits received by other non-represented Agency staff, including the Agency’s 401(k) Plan, medical, dental, and life insurance. BOARD shall provide FOX with a car allowance of \$300.00 per month for Agency business in Lane County. BOARD shall provide FOX with a Time Management (TM) accrual rate of 25.667 hours per month. None of the salary described in paragraph (B) or the benefits listed in this paragraph (C) shall be taken by FOX in any other form without the written approval of the BOARD.

C. Performance Evaluations. The BOARD may conduct a performance evaluation of FOX each year. If an evaluation is conducted it will be conducted using a process, and in a format determined by the BOARD with input from FOX. Any evaluation shall be held in executive session unless FOX request that it be held in a public session.

D. Merit Increase. The BOARD agrees to consider a merit increase following FOX’s performance evaluation. The range for the merit increase shall be between 0 and 5 percent of gross salary. A merit increase if any shall be within the exclusive discretion of the BOARD.

This fifth amendment to FOX’s employment agreement has been executive on the dates set forth below.

DATED: _____, 2022

Chairperson, Homes for Good Housing
Agency Board

DATED: _____, 2022

Jacob P. Fox

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

ORDER 22-14-12-02H

In the Matter of Approving the Fourth
Amendment of the Executive Director
Employment Contract following the Annual
Executive Director Performance Evaluation

WHEREAS, Homes for Good believes that its employees are the organization's most valuable assets; and

WHEREAS, Homes for Good believes that all employees deserve to have a balanced and meaningful performance evaluation; and

WHEREAS, Homes for Good believes that the performance evaluation process is necessary to drive organizational performance; and

WHEREAS, it is the role of the Human Resources Director to oversee the Performance Evaluation process for all Homes for Good employees; and

WHEREAS, the Executive Director is required to be provided an annual performance evaluation from the board as outlined in their employment agreement;

WHEREAS, the Executive Director's annual performance evaluation reflects performance that exceeds expectations, frequently & consistently exceeding job requirements;

NOW THEREFORE, the Board of Commissioners of Homes for Good Housing Agency ORDERS as follows:

1. Approval of the 2022 Annual Executive Director Performance Evaluation
2. Approval of the Fourth Amendment of the Executive Director's Employment Contract

DATED this _____ day of _____, 2022

Chair, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/14/2022

AGENDA TITLE: In the Matter of Authorizing the Executive Director or Designee to Obtain Financing from Community Lending Works for the Bus Barn Property.

DEPARTMENT: Real Estate Development Division

CONTACT : Steven Ochs

EXT: 2530

PRESENTER: Steven Ochs

EXT: 2530

ESTIMATED TIME : 10 minutes

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

Approval Signature

A handwritten signature in black ink, appearing to be "S. Ochs", is written over the signature line.

EXECUTIVE DIRECTOR:

DATE: 12/07/22

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Steve Ochs, Real Estate Development Director
TITLE: In the Matter Authorizing the Executive Director or Designee to Obtain Financing for the Bus Barn Property
DATE: December 14, 2022

MOTION:

It is moved that the Homes for Good Board of Commissioners authorize the Executive Director to Obtain Financing from Community Lending Works for the Bus Barn property located at 540 Oak Street in Eugene, Oregon.

DISCUSSION:

A. **Issue**

The "Bus Barn" is a property that Homes for Good has a 99-year lease on with Lane County located at 540 Oak Street in Eugene. Homes for Good would like to borrow \$300,000 to allow for needed upgrades to the facility to allow the daycare to expand and Homes for Good to sub-lease out the remainder of the building.

B. **Background**

In 2019 Homes for Good borrowed \$700,000 from Banner Bank to pay Lane County a one-time payment to secure a 99-year lease on the "Bus Barn" property. Homes for Good had secured the right to this 99-year lease through competitive process in which Homes for Good partnered with Obie Companies to develop the 5th Street Market Expansion and Market District Commons.

The "Bus Barn" property located at 540 Oak Street is adjacent to Market District Commons to the north consists of 0.38 acres and is zoned Community Commercial with the Transit District overlay (C-2/TD). There are two buildings on the property. The "Bus Barn" which was built in 1924 is located on Oak Street. Oak Street Child Development Center (Oak Street CDC) currently sub-leases a portion of the "Bus Barn" (4,500 sf) and intends to sub-lease the entire building (additional 1,000 sf) once improvements have been mad to facilitate this. There is a brick office two-story 5,500 square foot building which was built in 1980 and is attached to the "Bus Barn" to the east along Oak Alley. This building has been vacant since 2014 and is designed for office use for 1 to 3 tenants. In 2018 an appraisal valued the entire property and improvements at \$1.1 million.



Homes for Good would like to borrow \$300,000 to pay for expansion of the Oak Street CDC into another portion of the bus barn and provide tenant improvements in the remaining (currently vacant) area of the brick office building to lease it out. This work includes both exterior and interior improvements to include but not limited to, extension of the sprinkler system, new windows, flooring and replacement of lighting. This expansion work just started on December 12, 2022 and is expected to be completed in early March.

Homes for Good intends to keep leasing the "Bus Barn" to Oak Street CDC as this is an essential downtown service. In the short-term Homes for Good intends to lease the brick office building for office and commercial uses. The long-term goal is to re-develop the property to support additional affordable housing, while retaining the Bus Barn building intact.

C. **Analysis**

Homes for Good was approached by Community Lending Works (CLW) to see if there were any financing needs in the near future. Founded in 2011, Community Lending Works is a growing Community Development Financial Institution (CDFI) that provides access to capital and asset building services to small businesses and microenterprise loans. An affiliate of DevNW, their mission aligns closely with the Homes for Good mission. Deploying funds before the end of the year would benefit CLW and they are able to provide loan terms that would benefit Homes for Good in allowing time to lease out the vacant portion of the property before beginning payments on the loan.

As shown on the attached term sheet the CLW loan would be a fixed rate of 5.75% with payments deferred for 10 months and then interest only payments for the next 14 months. Homes for Good would have to refinance the loan or pay it off at that time (2 years). Once payments start, they are estimated to be \$4,350 (quarterly).

The current Banner loan on the property has a variable interest rate that is currently 3.64%. The rate adjustment at 6/1/2026 will go to FHLB rate plus 2.50%.

It is likely that prior to the CLW loan balloon payment coming due and the Banner Bank loan adjusting Homes for Good will want to refinance the loans depending on interest rates at that time.

The attached budget (Attachment C) shows the general expenses and possible revenue with both buildings being leased.

Homes for Good could also consider paying off the loans with RAD proceeds in the future if it makes fiscal sense at that time.



D. **Furtherance of the Strategic Equity Plan**

While the Bus Barn improvement doesn't relate to specific strategies in the Strategic Equity Plan it generally supports both Pillar #3 Create Pathways to Self Sufficiency by supporting much needed childcare in the downtown next to one of our apartment communities. In addition, Pillar #4 Lead and Grow Ethically is furthered by financing with partners that closely share our values.

E. **Alternatives & Other Options**

If they loan is not approved, the current loan will stay in place and staff will find other ways to pay for the improvement to the property.

F. **Timing & Implementation**

If approved, CLW will continue the underwriting process and loan documents would be executed prior to the end of 2022.

G. **Recommendation**

It is recommended that the Board of Commissioners authorize the Executive Director to obtain financing from Community Lending Works for the Bus Barn property located at 540 Oak Street in Eugene, Oregon.

H. **Follow Up**

Further board action will not be required but staff will keep the board apprised of progress related to Bus Barn improvements and leasing.

I. **Attachments**

Attachment A: CLW Term Sheet

Attachment B: Bus Barn Picture & Assessor's Sketch

Attachment C: Bus Barn Loan Analysis



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Attachment B: Bus Barn Picture & Assessor's Sketch

Attachment C: Bus Barn Loan Analysis



Term Sheet/ Proposal

12/1/2022

Borrower: Homes For Good – 100 West 13th Ave Eugene, OR 97401

Option 1:

Loan Amount: \$900,000

Purpose: Refinance existing debt on property

Rate: 5.75% (fixed)

Term: 2-year balloon payment with payments amortized over 10 years.

Payment Option: No payments months 1-10, then quarterly interest only payments months (6-23). Final balloon payment of outstanding principal on month 24.

Loan Fee: .75%

Collateral: Senior lien position on subject property (Bus Barn)

Option 2:

Loan Amount: \$300,000

Purpose: Building improvements

Rate: 5.75% (fixed)

Term: 2-year balloon payment with payments amortized over 10 years.

Payment Option: No payments months 1-10, then quarterly interest only payments months (6-23). Final balloon payment of outstanding principal on month 24.

Loan Fee: .75%

Collateral: TBD (sufficient collateral would need to be identified)

This proposal is non-binding and for discussion only. Complete underwriting of the loan request will be needed in order to receive full loan approval.

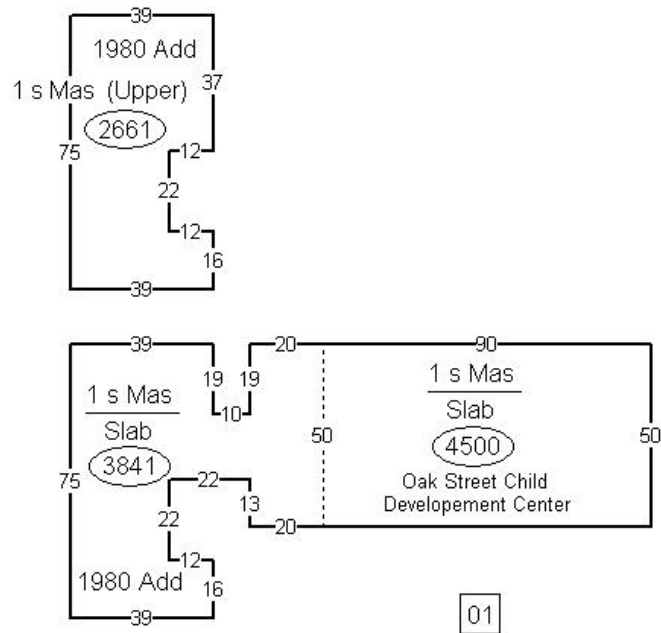
Attachment B: Bus Barn Picture and Assessor's Sketch



0257806 C01

11,002 Total SF

Built 1924 Addn & Remodel in 1980



540 Oak Street

Att C Bus Barn Loan Analysis				
Expenses			<i>Bannner Loan + \$300,000 from CLW</i>	<i>Pay off Banner with RAD and borrow \$300,000 CLW</i>
Insurance	\$ 10,000.00		<i>Expenses</i>	<i>Expenses</i>
Utilities	\$ 25,000.00		\$ 124,352.00	\$ 82,400.00
Repairs/Maintenance	\$ 25,000.00			
Other/inspections	\$ 5,000.00			
			<i>Income after Oak Street CDC expansion</i>	<i>Income after Oak Street CDC expansion</i>
Banner Bank Loan	\$ 41,952.00		\$ (64,352.00)	\$ (22,400.00)
CLW Loan \$300,000 interest only debt service	\$ 17,400.00		Income with lease of Oak Court 1st Floor	Income with lease of Oak Court 1st Floor
			\$ (20,552.00)	\$ 21,400.00
Income				
Income Oak Street CDC - current	\$ 40,680.00		Income with Oak Court 2nd Floor	Income with Oak Court 2nd Floor
Income Oak Street CDC after remodel	\$ 60,000.00		\$ 19,363.00	\$ 61,315.00
Oak Court 1st Floor	\$ 43,800.00			
Oak Court 2nd Floor	\$ 39,915.00			

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

ORDER 22-14-12-03H

In the Matter Authorizing the Executive
Director or Designee to Obtain Financing for
the Bus Barn Property.

WHEREAS, Housing and Community Services Agency of Lane County doing business as Home for Good Housing Agency (the "Authority") is a public body corporate and politic, exercising public and essential governmental functions, and having all the powers necessary or convenient to carry out and effectuate the purposes of the ORS 456.055 to 456.235 (the "Housing Authorities Law"); and

WHEREAS, the Authority long term plans are to re-develop land owned by Lane County, Oregon (the "Property") located at 540 Oak Street in Eugene, Oregon known as the "Bus Barn" property; and the County and entered into a long-term ground lease of the land for a period of at least 99 years; and

WHEREAS, the Authority has determined that it is in the best interests of the Authority, to improve the property to allow expansion of needed daycare services in proximity to low-income housing operated by the Authority known as Market District Commons; and

WHEREAS, Community Lending Works is a Community Development Financial Institution (CDFI) that provides valuable capital and asset building services in the community and shares important values with the Authority; and

WHEREAS, the Authority has determined that it is in the best interests of the Authority, to enter into agreements with, and to obtain financing from Community Lending Works in the maximum amount of **\$300,000** to finance needed improvements to the buildings and property to allow leasing of the entire site.

NOW IT IS THEREFORE ORDERED THAT:

1. Authorize Community Lending Works Loan

That the Authority is authorized to negotiate, execute, and deliver on behalf of the Authority, such documents as may be necessary to enter into the Community Lending Works Loan in the maximum amount of \$300,000 all in the form approved by any Authorized Representative (such approval to be conclusively demonstrated by the signature of any Authorized Representative on such document).

2. Authorized Representatives.

That the following identified persons shall be the Authorized Representatives as that term is used in these Resolutions and authorized, empowered and directed to perform the actions authorized herein on behalf of the Authority whether acting on behalf of the Authority:

Jacob Fox, Executive Director for Homes for Good
Elzbieta Kubok, Communications Director for Homes for Good

DATED this _____ day of _____, 2022

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/14/2022

AGENDA TITLE: In the Matter of Accepting a Bid and Awarding Contract #22-C-0032 for the Parkview Terrace Balcony Deck Coating Project.

DEPARTMENT: Supportive Housing Division

CONTACT : Kurt von der Ehe

EXT: 2568

PRESENTER: Kurt von der Ehe

EXT:

ESTIMATED TIME : 5 minutes

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

Approval Signature

A handwritten signature in black ink, appearing to be "Kurt von der Ehe", written over a horizontal line.

EXECUTIVE DIRECTOR:

DATE: 12/07/22

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Kurt von der Ehe, Capital Projects Manager
TITLE: In the Matter of Approving Accepting a Bid and Awarding Contract #22-C-0032 Parkview Terrace Balcony Deck Coating
DATE: December 14, 2022

MOTION:

It is moved that Sawtooth Caulking, Inc be awarded contract #22-C-0032 Parkview Terrace Balcony Deck Coating project and that an order to this effect be signed, and an agreement be executed in accordance with bid documents.

DISCUSSION:

A. Issue

Every year Homes for Good receives Capital Fund money to use on Public Housing units to provide routine maintenance and minor modifications. Homes for Good's Capital Projects team (CAP Team) prioritizes work using 3rd Party Green Physical Needs Assessment, their own Capital Needs Assessments and close work with the Supportive Housing Division Property Management team to understand issues at the different properties and the capital work that may be required. A project identified through this process is the need for concrete deck coating at Parkview Terrace, located at 255 High Street in Eugene. Parkview Terrace is a four-story, 150-unit apartment complex comprised of 1 and 2-bedroom units serving seniors and people with disabilities. Concrete deck coating is an applied waterproofing membrane system designed to protect the concrete structure from elemental exposure, damage and cracking as well as to extend the life of the components. Additional benefits are increased safety, as the products applied improve traction.

The Agency followed the required procurement process for projects estimated to be over \$150,000. The Request for Bids was published in The Register-Guard on October 16, 2022, and October 23, 2022, published on the Homes for Good website, and sent to various plan centers and specific contractors targeted for this type of work. The Agency received three (3) bids. The apparent low bidder's price was comparable to the Agency's Independent Cost Estimate for this project. Due to the cost of the work, to enter into a contract for this work, board approval is needed.



B. Background

A formal bid process with a bid package was issued by the Agency for the required work. In addition, the Certification Office for Business Inclusion & Diversity (COBID) site was referred to for local minority-owned, women-owned and/or emerging small businesses (MWESB) for caulking and/or waterproofing services. No local firms with the qualifications needed were found. Three (3) bids were obtained, and all three (3) bids were responsive and responsible. The lowest responsive bidder reviewed their bid and confirmed their costs. The public bidding process was employed; the lowest bid has no irregularities and is responsive and responsible. The prices are considered competitive and in range of the Agency's independent cost estimate and award of the contract to Sawtooth Caulking, Inc. is recommended.

The total amount of this bid is \$276,521.00. Sawtooth Caulking, Inc. will provide performance and payment bonds for this contract.

C. Analysis

The goal of this board order passing is to sign a Construction contract with Sawtooth Caulking Inc. and issue a Notice to Proceed with work after negotiation a project start date. All expenses related to the procurement, execution and maintenance of this contract have been budgeted and accounted for by the Capital Projects Team utilizing the FY 21 Capital Fund grant.

D. Furtherance of the Strategic Equity Plan.

This project implements Pillar #3 Create pathways to self-sufficiency – A goal under this pillar includes rehabilitation of existing affordable housing within the metro and rural areas. In addition, while no minority or women owned firms bid on this project, the process of identifying and reaching out to possible firms is imbedded in the bid process.

E. Alternatives & Other Options

Should the Homes for Good Board of Commissioners determine this contract should not be approved, the Homes for Good staff would need to re-solicit the contract opportunity. This will extend the award of a contract for at least 2-3 months and require more administrative costs and potentially jeopardize the financial obligation deadline for the Capital Fund grant.

F. Timing & Implementation

If the Homes for Good Board of Commissioners approve the board order, Homes for Good will send a Construction contract for Sawtooth Caulking, Inc to review. Once all contractual items are received (Payment & Performance Bonds & Certificates of Insurance), Homes for Good and Sawtooth Caulking, Inc. will sign and enter into a Construction contract. A Notice to Proceed will be issued to Sawtooth Caulking, Inc. when a mutually agreeable schedule is established.



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



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

This work is weather-dependent, and it is expected that work will commence in Spring of 2023. The final completion date will be no later than September 29, 2023.

G. **Recommendation**

It is recommended that the Board of Commissioners approve the contract award of 22-C-0032 Parkview Terrace Balcony Deck Coating to Sawtooth Caulking, Inc.

H. **Follow Up**

Follow-up from the Homes for Good Board of Commissioners will not be needed for this board order.

I. **Attachments**

EXHIBIT A – BID RESULTS

EXHIBIT B – BID BREAKDOWN



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



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

BID RESULTS

PROJECT NUMBER: 22-C-0032

PROJECT NAME: Parkview Terrace Balcony Deck Coating

BIDS DUE: November 15, 2022, by 2:00 PM

Sawtooth Caulking, Inc.	\$276,521.00
Kaminski Construction	\$521,220.00
Richard's Remodeling, LLC	\$750,775.00



Name / Address	
Homes for Good Housing Agency 100 W 13th Ave. Eugene, Or 97401	
Date	11/15/2022
Addendum	

Project Address
Parkview Terrace 255 High St. Eugene, OR

Estimate

Description	Total
<p>Price includes all labor, materials, parking, mobilization, insurance and warranty. Access to be supplied by GC. No weather protection is included in this quote.</p> <p>Scope of work: #22-C-0032 Parkview Terrace Balcony Deck coating</p> <ol style="list-style-type: none"> Mobilize project Prep, power wash and bead blast balconys and stairwells per specifications. Patch concrete spalls as needed. Treat cracks per manufacturer's requirements. Install the Tremco Vulkem 360/950/951 or the Sikalastic 720/736TX pedestrian traffic coating system. Color to be selected from the standard color chart. <p>Our price for this scope of work is: * Cost of the bonding is:</p>	<p>\$ 270,118.00</p> <p>\$ 6,403.00</p>
PRICING IS GOOD FOR 30 DAYS.	Total \$ 276,521.00

Customer Signature _____

Signature *Dan Fish*

P: (503)864-3335 sawtoothcaulking.com
 1445 NE Miller Street Suite C1 McMinnville, OR 97128
 Oregon - 146335 Washington - SAWTOCI001NM
 Idaho - RCE-16051 Idaho Public Works - 051774-C-4
 Utah - 12198690-5501



Name / Address	
Homes for Good Housing Agency 100 W 13th Ave. Eugene, Or 97401	
Date	
Addendum	

Project Address
Parkview Terrace 255 High St. Eugene, OR

Estimate

Description	Total
<p>Exclusions/conditions:</p> <ol style="list-style-type: none"> 1.Owner/GC to provide access to work area. 2.Owner to provide water and electricity to perform scope of work. 3.Notification to tenants to be done by owner/GC. 4.Work to be performed during normal working hours 7 am- 5 pm, Monday – Friday. No overtime premiums are included in this quote. 5. **This quote is based on the project specifications provided and may be subject to change based on material price increase and inventory availability. Any change in quantity, specifications, or redesign may affect the price. 	
PRICING IS GOOD FOR 30 DAYS.	Total \$ 276,521.00

Signature _____

P: (503)864-3335 sawtoothcaulking.com
 1445 NE Miller Street Suite C1 McMinnville, OR 97128
 Oregon - 146335 Washington - SAWTOCI001NM
 Idaho - RCE-16051 Idaho Public Works - 051774-C-4
 Utah - 12198690-5501

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

ORDER 22-14-12-04H

In the Matter of Approving Accepting a Bid
and Awarding Contract #22-C-0032 Parkview
Terrace Balcony Deck Coating

WHEREAS, a Request for Bids of the Parkview Terrace Balcony Deck Coating was published in The Register Guard on October 16, 2022, and October 23, 2022; published on the Homes for Good website; and sent to various plan centers and specific contractors; and

WHEREAS, at a duly publicized time and place on November 15, 2022, Jared Young of Homes for Good Housing Agency, opened bids on the following project: 22-C-0032 Parkview Terrace Balcony Deck Coating; and

WHEREAS, Sawtooth Caulking, Inc is the apparent low bidder for this project, and the bid submitted by Sawtooth Caulking, Inc is comparable to the Agency's Independent Cost Estimate for the project; and

WHEREAS, the bid submitted by Sawtooth Caulking, Inc has no irregularities and is responsive and responsible; and

WHEREAS, Capital Funds are available to finance the project; and

WHEREAS, the Executive Director recommends award of the contract to Sawtooth Caulking, Inc;

NOW IT IS THEREFORE ORDERED THAT: that the Executive Director or Deputy Director is authorized to enter into a Construction Contract with Sawtooth Caulking, Inc for the Parkview Terrace Balcony Deck Coating in the amount of \$276,521.00. The contractor shall present a valid signed contract with payment and performance securities in accordance with bid and contract requirements and shall satisfactorily complete all work within the specified contract time.

DATED this _____ day of _____, 2022

Chair, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/14/2022

AGENDA TITLE: In the Matter of Approving the Award of Contract #23-S-0001
The Olive Janitorial Services to Environment Control

DEPARTMENT: Executive

CONTACT : Jasmine Leary

EXT: 2501

PRESENTER: Jasmine Leary

EXT: 2501

ESTIMATED TIME : 5 minutes

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

Approval Signature

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

EXECUTIVE DIRECTOR:

DATE: 12/07/22

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners
FROM: Jasmine Leary, Executive Support Coordinator
TITLE: In the Matter of Approving the Award of Contract #23-S-0001 The Olive Janitorial Services to Environment Control
DATE: December 14th, 2022

MOTION:

It is moved that the Homes for Good Board of Commissioners approve the award of Contract #: 23-S-0001 titled The Olive Janitorial Services. The intended awardee is Environment Control for a one-year contract with two 1-year options to renew, totaling a maximum contract term of three years. The 3-year contract value is: \$195,000. The service area will be Homes for Good Service Center known as "The Olive".

DISCUSSION:

A. **Issue**

The janitorial services contract is a 1-year contract with two 1-year options to renew, totaling a maximum contract term of three years. The annual value of the contract is: \$65,000. The contract signing threshold for the Executive Director is \$150,000 therefore the contract award must be approved by the Homes for Good Board of Commissioners. The bid results breakdown is attached.

B. **Background**

The solicitation for a new janitorial service was posted on the Homes for Good website, OregonBuys, advertised in the Register Guard and sent local businesses. Two voluntary in-person building walk-throughs were hosted with opportunity for contractors to ask questions and receive clarification on the RFQ packet. Four (4) RFQ responses were received. Three (3) of the responses were responsive and responsible. One (1) response was determined non-responsive as only a quote sheet was returned. An evaluation committee reviewed the quotes and proposals received by the Office Administrative Coordinator, Communications Director, and Solicitation Coordinator. The business with the lowest quotes has reviewed their quoted costs for accuracy. They are responsible, responsive, and competitive. Homes for Good previously had one contract for janitorial services through Garten. Total costs for the previous contract from 2020-2022 totaled: \$114,809.37



C. **Analysis**

The goal of this board order is to approve Homes for Good intent to award The Olive Janitorial Services contract to Environment Control. The financial impact will total: \$195,000. All expenses related to the procurement, execution and maintenance of this contract have been budgeted and accounted for by the Olive administrative staff and leadership.

D. **Furtherance of the Strategic Equity Plan**

This furthers Homes for Good's Strategic Equity Plan Pillar I: "Listen to Our Community" and Pillar III: "Create Pathways to Self-Sufficiency".

The Certification Office for Business Inclusion & Diversity (COBID) site was referred to for local minority-owned, women-owned and/or emerging small businesses (MWESB) for janitorial services. No local firms with the qualifications needed were found.

The RFQ was distributed to qualified local businesses, known MWESB's and o an Oregon Forward agency. An Oregon Forward agency is a non-profit agency that employs individual with qualifying disabilities.

The Oregon Forward agency participated in the voluntary walk-through and expressed interest in submitting a response to the RFQ. Due to staffing shortages, they declared their withdrawal from the solicitation process three days prior to the solicitation close date.

E. **Alternatives & Other Options**

If the Homes for Good Board of Commissioners has alternative suggestions in lieu of awarding The Olive Janitorial Services contract to Environment Control, Homes for Good will respond accordingly.

F. **Timing & Implementation**

If the Homes for Good Board of Commissioners approve the board order, Homes for Good will send the attached drafted contract to Environment Control for review and signing. Once all contractual edits (as needed) are finalized and signed the janitorial services will commence. The intent is to have all agreements signed and work to begin on January 3rd, 2023.

G. **Recommendation**

It is recommended that the Board of Commissioners approve the contract award of The Olive Janitorial Services to Environment Control.



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



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H. **Follow Up**

Follow-up from the Homes for Good Board of Commissioners will not be needed for this board order.

I. **Attachments**

- Bid Results Breakdown



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Janitorial Quote Sheet

ROUTINE SERVICES				
	Brothers	Environment Control	Triple-R Janitorial	Waxmasters
Day Porter	\$15,588	\$17,244	\$9,000	\$18,382.80
Evening	\$85,734	\$41,052	\$50,880	\$42,038.88
PERIODICAL SERVICES				
	Brothers	Environment Control	Triple-R Janitorial	Waxmasters
Annual	ANNUAL	ANNUAL	ANNUAL	ANNUAL
Window Int.	\$990	\$1,000	\$600	\$2,015.42
Carpet	\$2,040 + \$3,750 (hard floors)	\$1,500	\$9,000	\$3,648.60
Bi-Annual	ANNUAL	ANNUAL	ANNUAL	ANNUAL
Window Ext.	\$960	\$1,200	\$1,000	\$6,538.10
Storage	\$1,680	\$600	\$200	No Data
Quarterly	ANNUAL	ANNUAL	ANNUAL	ANNUAL
HVAC Vent	\$1,120	Included	\$200	\$3,180
Pressure Washing	\$1,280 (bi-annual)	\$1,828	\$2,000	\$3,400
Monthly	ANNUAL	ANNUAL	ANNUAL	ANNUAL
High Dusting	\$2,240	Included	\$480	\$3,000
TOTAL	\$115,382	\$64,424	\$73,360	\$82,203.80

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

ORDER 22-14-12-05H

In the Matter of Approving the Award of
Contract #23-S-0001 The Olive Janitorial
Services to Environment Control

WHEREAS Homes for Good is permitted to award The Olive Janitorial Services contract to Environment Control.

WHEREAS a Request for Quote packet was released on the Homes for Good website on October 25th, 2022.

WHEREAS an advertisement was placed in the Register Guard for two consecutive weeks starting October 30th, 2022.

WHEREAS Pillars I and 3 of the Homes for Good Strategic Equity Plan (SEP) were followed.

WHEREAS two voluntary building walk-throughs were hosted on November 8th at 8:00 a.m. and November 10th at 3:00 p.m.

WHEREAS, quotes were evaluated starting November 23rd, 2022, and a decision was made on November 29th, 2022.

NOW IT IS THEREFORE ORDERED THAT:

The Homes for Good Board of Commissioners approve award of The Olive Janitorial Services contract to Environment Control.

DATED this _____ day of _____, 2022

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners