



HOMES FOR GOOD BOARD OF COMMISSIONERS MEETING

Wednesday, December 20th, 2023

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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 the option to join via public video call and conference line (see details below).

Wednesday, December 20th, 2023, at 1:30pm

The December 20th, 2023, 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 30 minutes: Speakers will be taken in the order in which they sign up and will be limited to 3-minutes per public comments. If the number wishing to testify exceeds 10 speakers, then additional speakers may be allowed if the chair determines that time permits or may be taken at a later time.

PLEASE NOTE: *The Homes for Good Board of Commissioners is a policy advisory body to Homes for Good and is not designated to resolve issues in public meeting. The Board will not discuss or make decisions immediately on any issue presented.*

2. COMMISSIONERS' RESPONSE TO PUBLIC COMMENTS AND/OR OTHER ISSUES AND REMONSTRANCE (2 min. limit per commissioner)

3. ADJUSTMENTS TO THE AGENDA

4. COMMISSIONERS' BUSINESS

5. EMERGENCY BUSINESS

6. EXECUTIVE SESSION

On December 20th, 2023, 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".

7. ADMINISTRATION

- A. Executive Director Report
- B. Q4 Employee Excellence Award & Employee of the Year Award

8. CONSENT AGENDA

- A. Approval of 10/25/2023 Board Meeting Minutes

9. ORDER 23-20-12-01H

In the Matter of Approving Contract 24-C-011 (Construction Management/General Contractor Services) for Ollie Court Construction at 1520 W. 13th Ave. in Eugene, Oregon (Matt Salazar, Project Developer) (Estimated 10 minutes) .

10. ORDER 23-20-12-02H

In the Matter of Authorizing the Executive Director to Approve Contract 24-C-0006 for the Manufacturing, Delivery, and Installation of Modular Homes at Lazy Days Mobile Home Park (Steve Ochs, Real Estate Development Director) (Estimated 10 minutes)

11. ORDER 23-20-12-03H

In the Matter of Updating the Housing Choice Voucher Administrative Plan & Admissions and Continued Occupancy (ACOP), Removal of Earned Income Disallowance (EIP) (Beth Ochs, Rent Assistance Division Director) (Estimated 15 minutes)

12. ORDER 23-20-12-04H

In the Matter of the Homes for Good Energy Services Division and Geonomic Developments INC. Ground Source Heat Pump Pilot Program Discussion and Approval (Esteban Montero Chacon, Energy Services Director) (Estimated 45 minutes)

13. ORDER 23-20-12-05H

In the Matter of Approving the Homes for Good Commissioner Iboa Term Extension Recommendation and the Appointment of Destinee Thompson to the Homes for Good Board of Commissioners (Jacob Fox, Executive Director) (Estimated 20 minutes)

14. ORDER 23-20-12-06H

In the Matter of the Executive Director Performance Evaluation Report (Bailey McEuen, Human Resources Director) (Estimated 30 minutes)

15. OTHER BUSINESS

Adjourn.

On December 11th we held our monthly Board Finance Committee meeting. We wanted to provide the broader Board a summary of what we covered in this meeting. We are still working on the FY22 reconciliation between our audited financial statements and the financial statements in our software system. The reconciliation will need to be finalized prior to our launching our FY23 audit in mid to late January. Our goal is to complete the FY23 audit prior to March 30th, which is the State of Oregon's submission deadline. The HUD submission deadline is June 30th. We continue to monitor the challenges in our 3rd party managed portfolio that have necessitated owner funds contributions and are in close coordination with our two property management companies with the focus being on reviewing monthly property financials, encouraging tighter rent collection oversight and quicker vacant unit turns. We hired Betsy Hunter, the former Homes for Good Real Estate Development Director, to complete a portfolio repositioning analysis with the goal of having repositioning recommendations for the Homes for Good Board in our February half day work session. Lastly, we have been diligently monitoring our cash position and are pleased to report that two Departments (Public Housing and the Central Office Cost Center) have stabilized, and cash is increasing in these departments' month over month. The Energy Services Department continues to struggle from a cash management standpoint and has had to rely on its line of credit due to Lane County not processing our invoices in a timely manner.



We received an unprecedented number of 45 completed applications for our vacant federal program's resident/participant appointed Board position. Jordyn Shaw, Jasmine and Isabelle Le administered the entire recruitment and application process and selected 6 applicants to advance to the interview phase. Heather Buch, Jasmine, Steve Adams Lane County's Policy Director, Michelle Thurston, and I were the interview panel, and we selected the top candidate to recommend to the Homes for Good Board on December 20th and the Lane County Commissioners on January 9th. The new Board member will start their term in January of 2024.



The real estate development apartment communities continue to advance, and we have received a significant number of new funding commitments since our October Board meeting. We have also received two new funding commitments for our permanent supportive housing (PSH) communities. The Coleman received a \$750,000 award from the Federal Home Loan Bank. Bridges on Broadway received a \$750,000 award from the Federal Homes Loan Bank and a \$750,000 award from Trillium Coordinated Care Organization. We have successfully secured support from Oregon Housing and Community Services to increase our Intergovernmental Agreement by \$1.83mm to purchase modular homes instead of manufactured homes. For The Commons on MLK and The Nel we have secured an additional \$1,238,000 from Trillium to assist with operating cost overages, rent assistance for community members that can't pay rent, repairs for damages in the building and some discrete capital projects to improve safety and livability. Trillium's financial investments are particularly timely, and we are very thankful for the support in stabilizing our PSH communities.

When the Board approved the non-represented class compensation study in October it included a new classification of Deputy Director. The need for a Deputy Director classification has become very evident over the 11 months since the departure of our former Finance Director. With our financial growth and growth in complexity as an organization, our Finance team needs more support and leadership than I can provide while supporting our programmatic divisions and moving the work of the Equity Strategy Team forward by helping implement our Strategic Equity Plan. Ela has been integral in helping me support the Finance team while we were recruiting for a new director and continues to be involved in supporting Eileen and the team's needs. Ela has supported me, the Board, and the organization by her willingness to assume responsibilities that would typically be performed by a Deputy Director. This started when Curtis became the IT Director and reported to Ela. Her role expanded when Bailey became the HR Director and reported to Ela and now with Ela's promotion to Deputy Director Eileen and the Finance Team will be reporting to Ela. With this shift the Finance Team will become part of a bigger team that we are calling Shared Services. The newly combined Shared Services Team will be the hub of administrative support functions that will provide all employees in the organization clear communication, sophisticated IT systems, thoughtful HR services and an effective Finance interface.

Emily Yates our Resident Services Manager has worked with her team to create a calendar where non-client facing Homes for Good employees can sign up for events in our apartment communities and assist the resident services team in distributing food and a variety of other activities. I had the honor of joining Michelle at Riverview Terrace to distribute items provided by Food for Lane County on December 1st. On December 12th Ela and I were able to join Livi Camba from our resident services team to distribute food at Sarang. Being able to support our resident services team and also support the people who we serve is always an important reminder of why the work of Homes for Good is so important and so impactful.





BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/20/2023

AGENDA TITLE: Q4 Excellence Awards and Employee of the Year Award Presentation

DEPARTMENT: Rent Assistance Division

CONTACT : Beth Ochs

EXT:

PRESENTER: Nat Dybens

EXT:

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 "N. Dybens", is written over a horizontal line.

DATE: 12.12.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



**EXCELLENCE
AWARD**

OCTOBER 2023



EXCELLENCE AWARD

OCTOBER 2023

LATASHA HAS BEEN WITH HOMES FOR GOOD SINCE APRIL OF 20221 AS A MEMBER OF OUR INSPECTION TEAM.

SHE CONSISTENTLY GOES ABOVE AND BEYOND BY OFFERING ASSISTANCE AND SUPPORT TO OTHERS.

AS THE SOLE INSPECTOR DURING THE ONBOARDING OF NEW INSPECTION STAFF, SHE DEMONSTRATED PROFESSIONALISM, COMPASSION, AND AN EMPATHETIC APPROACH TO HER WORK. SHE PROVED HERSELF TO BE A FLEXIBLE AND DEDICATED TEAM PLAYER, EASILY ADAPTING TO THE NEEDS OF THE TEAM.

LATASHA EMBODIES THE ETHOS OF LIFELONG LEARNING AND PERSONAL DEVELOPMENT, SERVING AS A SHINING EXAMPLE OF OUR AGENCY'S VALUES. HER UNWAVERING COMMITMENT TO GROWTH AND IMPROVEMENT INSPIRES OTHERS TO FOLLOW IN HER FOOTSTEPS AND STRIVE FOR EXCELLENCE. HER DEDICATION TO THE INSPECTION PROCESS AND MENTORSHIP HAS MADE A SIGNIFICANT IMPACT ON OUR TEAM AND CONTRIBUTED TO OUR COLLECTIVE SUCCESS. WE ARE FORTUNATE TO HAVE SUCH AN EXCEPTIONAL INDIVIDUAL AS PART OF OUR AGENCY.

-BETH OCHS
RENT ASSISTANCE DIVISION DIRECTOR

**INFORMATION WILL BE
PROVIDED AT THE
BOARD MEETING**

MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS



Wednesday, October 25th, 2023, at 1:30 p.m.

Homes for Good conducted the October 25th, 2023, 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:

Heather Buch

Michelle Thurston

Justin Sandoval

Pat Farr

Kirk Strohman

Chloe Chapman

Larissa Ennis

Joel Iboa

Board Members Absent:

Chloe Chapman

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

One of the awardees of the Quarter 4 Excellence Awards are unable to attend the meeting today and will be celebrated during the December board meeting.

4. COMMISSIONERS' BUSINESS

Commissioner Larissa Ennis expressed concern for the repeated trend of individuals joining anonymously to give public comment during a public forum and utilizing racist and hateful language.

Executive Director Jacob Fox discussed how we as a Board would address said incident virtually or in-person. This would include virtually removing the individual from the meeting or escorting them off the premises.

Commissioner Pat Farr included that these incidents are harder to facilitate and mitigate on Teams versus Zoom.

5. EMERGENCY BUSINESS

None

6. EXECUTIVE SESSION

None

7. ADMINISTRATION

A. Executive Director Report

Jacob Fox discussed the tour of housing with Wakan Alferes, Jasmine Leary and the Trillium executive team. Homes for Good will be receiving a grant for Bridges on Broadway and the grant co-submitted with Lane County was awarded for The Commons on MLK. There could be additional funding in the future.

There are significant financial challenges with the 20 third party property managed sites. The cause of these challenges are vacancies, a software transition and lack of systemic rent collection standards. This issue was discussed during the finance subcommittee meeting. Moving forward there are regularly scheduled coordination meetings between the third-party property managers and Homes for Good.

The Pacific Source pre-development loan fund deliberations will be in December. The funding will be the first of its kind and significantly help with the Agency cashflow.

Discussion Themes

None

B. Quarter 4 Excellence Awards

Resident Services Manager Emily Yates presented the award to **Resident Service Specialist Jazzmen Vega-Heath**

8. CONSENT AGENDA

A. Approval of 09/27/2023 Board Meeting Minutes

Vote Tabulations

Motion: **Chloe Chapman**

Second: **Michelle Thurston**

Discussion: **Commissioner Chloe Chapman's** former last name was used on Item #10 in the minutes. Approval contingent upon edit.

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

Abstain: *None*

Absent: *None*

09/27/23 Board Meeting Minutes were approved [8/0/0]

9. ORDER 23-25-10-01H: In the Matter of Updating the Administrative Plan and Admissions & Continued Occupancy (ACOP) – Removal from the Waiting List

Rent Assistance Division Director, Beth Ochs presenting

Overview

With the transition to Yardi software there are some adjustments that need to be made in how applicants appear on the waitlist. In the current system, HAB there can be multiple placements on a waitlist. In Yardi, there can only be a single placement.

Currently there are 511 applicants on a waitlist more than once. Applicants can be on multiple waitlists, but not on a single waitlist repeatedly. The update will permit removal of duplicate entries and will clarify the process for how applicants are removed.

Applicants will be notified of the duplicate placement and the plan to remove said duplicate. The highest placement on a waitlist will be the placement the resident will remain at.

Discussion Themes

None

Vote Tabulations

Motion: **Michelle Thurston**

Second: **Larissa Ennis**

Discussion: *None*

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

Abstain: *None*

Absent: *None*

ORDER 23-25-10-01H was approved [8/0/0]

10. PRESENTATION: Resident Commissioner Recruitment Timeline

Executive Director, Jacob Fox presenting

Overview

The legal appointment of the Board is the responsibility of the Lane County Board Commissioners. Since the governance change, the process has been conducted as a joint effort between the Lane County Board Commissioners and Homes for Good.

There is a vacant resident commissioner position on the Homes for Good Board. The goal is to fill the position with a Homes for Good property resident or a voucher holder.

The process began by presenting the recruitment to the Resident Advisory Board (RAB). Once the interview process has been conducted, the applicant would be presented to the Homes for Good Board of Commissioners for approval. Lastly, the applicant would receive final approval from the Lane County Board of Commissioners.

Discussion Themes

- Homes for Good Board office hours to increase resident accessibility during the recruitment process
- **Commissioner Michelle Thurston** participate in application review and record a FAQ video for applicant guidance.

No action needed.

11. ORDER 23-25-10-02H: In the Matter of Non-Represented Classification & Compensation Study and Recommendation

Human Resources Director, Bailey McEuen

Overview

A classification and compensation study was conducted on Homes for Good non-represented staff. In comparison to similar organizations and roles, the current salary compensation is lagging. Additionally, the study shows division growth, particularly in Rent Assistance, Resident Services and Permanent Supportive Housing Case Management. The recommendations will allow for an updated salary schedule that is more in line with market results.

The schedule in the appendix is what has been brought to the Board for approval.

[See presentation for further details]

Discussion Themes

- Most recent data used
- COLA minimum and maximums
- Transparent performance expectations and career pathways
- Non-cash compensation
- Deputy Director position

Vote Tabulations

Motion: **Chloe Chapman**

Second: **Kirk Strohman**

Discussion: *None*

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

Abstain: *None*

Absent: *None*

ORDER 23-25-10-02H was approved [8/0/0]

12. PRESENTATION: 2023 Executive Director Performance Evaluation Process

Human Resources Director, Bailey McEuen Presenting

Overview

Every year the Executive Director goes through the performance review process.

Process:

- Self-Reflection (includes progress, connection to the missions, areas of development)
- Goal setting (align individual goals to department/Agency goals)
- 360 Survey (ten competency-based questions)

***Even Years: Internal/External Survey & Odd Years = Internal Survey*

Discussion Themes

- The Board is willing to engage at whatever level is helpful to review data.
- Utilizing CultureAmp data and determining based on the results if an ad hoc committee meeting is necessary, **Human Resources Director, Bailey McEuen** can coordinate.

No action needed.

13. OTHER BUSINESS

None

Meeting adjourned at 3:16 p.m.

Minutes Taken By: Jasmine Leary



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/20/2023

AGENDA TITLE:In the Matter of Approving Contract 24-C-0011 (Construction Management/General Contractor Services) for Ollie Court construction at 1520 W. 13th Ave in Eugene, Oregon.

DEPARTMENT: Real Estate Development Division

CONTACT : Matt Salazar

EXT: 682-2528

PRESENTER: Matt Salazar

EXT: 682-2528

ESTIMATED TIME : 10 Minutes

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

Approval Signature

EXECUTIVE DIRECTOR:

DATE: 12.12.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Matt Salazar, Project Developer
TITLE: In the Matter of Approving Contract 24-C-0011 (Construction Management/General Contractor Services) for Ollie Court at 1520 W. 13th Ave in Eugene, OR.
DATE: December 20, 2023

MOTION:

It is moved that Homes for Good Board of Commissioners authorize the Executive Director or Designee to award contract 24-C-0011 (Construction Management/General Contractor Services) to Chambers Construction for Ollie Court at 1520 W. 13th Avenue in Eugene, Oregon.

DISCUSSION:

A. Issue

Homes for Good Housing Agency is developing a new 81-unit multifamily housing community and early learning center on a 3.06-acre parcel of land located in the Jefferson Westside neighborhood of Eugene, Oregon. Construction work will be commencing on this development in Summer 2024, requiring design/build subcontractors be brought in at this time to facilitate design and necessitating the contract to be executed.

B. Background

The site, formerly known as the Naval Reserve site, was made available by the city of Eugene through the HOME Request for Proposals (RFP) in September 2022 for the development of affordable housing. In November 2022, Homes for Good submitted a proposal which was approved by the Eugene-Springfield HOME Consortium Governing Board in February 2023. Homes for Good has worked with PIVOT Architecture to develop a conceptual design and Chambers Construction to prepare a budget estimate as part of application materials for the HOME RFP, Project-Based Vouchers RFP, the city of Eugene SDC Exemption RFP, the Oregon Housing and Community Services (OHCS) Local Innovation and Fast Track (LIFT) Notice of Funding Availability (NOFA), and the OHCS 4% Low Income Housing Tax Credit (LIHTC)/Private Activity Bond (PAB) NOFA. An application for the OHCS 4% LIHTC/PAB NOFA was submitted by Homes for Good staff in October 2023, and Homes for Good will be notified of the status of this application in December 2023.

In December of 2022 the board directed the use of the CM/GC Alternative Contracting Method (Order 22-14-12-01H) and Homes for Good Housing Agency subsequently issued a



Request for Proposals (RFP) for Construction Management/General Contracting Services for construction of Ollie Court and the Field on Quince. Five contractors (Chambers Construction, Meili Construction, WALSH Construction, Essex General Construction, and LMC Construction) submitted responses to the RFP.

Proposals were evaluated based on the following criteria, which was published in the RFP:

- CM/GC Team – overall experience, expertise and qualifications of Company/Firm as related to the services described in this RFP.
- Relevant Experience – experience and record of performance with similar housing projects.
- Diversity, Equity, and Inclusion (DEI) – commitment to engaging diverse populations particularly those facing disparities. Maximum score will be given to firm's that have formally adopted Diversity, Equity, and Inclusion strategies and MWESB strategies.
- Proposed Fee and Costs – Preconstruction Services Fee, CM/GC Fee, General Conditions, and Bond Cost.
- Project Approach – use of best management practices as related to administration of the proposed project.
- Local Knowledge – ability to show experience and knowledge about the conditions in Lane County, work with local subcontractors as well as local codes and regulations specific to the area and the specific project site.
- Firm Capacity – capacity to perform the work in the desired timeline.

Chambers Construction was selected by the four-person evaluation committee based on the highest average score through the evaluation process (See Exhibit B: CM/GC RFP Composite Scoring). Key factors that lead to the decision of selecting Chambers included:

- Lower fee proposal
- Organization of project approach
- Firm capacity

Board approval is now requested to execute the contract for Construction Management/General Contractor Services with Chambers Construction to build Ollie Court.

C. Analysis

The proposed Agreement will be similar to prior CM/GC contracts at The Nel, The Commons on MLK, and Market District Commons. It will:

1. Require a "Guaranteed Maximum Price" for the construction costs.
2. Provide for a fixed fee for the CM/GC (3.25%) of the Guaranteed Maximum Price.
3. Spell out the bidding process that must be followed in the selection of the sub-contractors.



D. Furtherance of the Strategic Equity Plan

The construction of Ollie Court helps implement the Homes for Good strategic equity plan in the following ways:

- Providing additional opportunities for contracting with MWESB contractors and Section 3 (Low-income) workers.

E. Alternatives & Other Options

If this board order is not approved start of construction at Ollie Court would be delayed until an alternative action is taken. Subcontractors would not be paid in a timely fashion and may reconsider their involvement in the project.

F. Timing & Implementation

If approved by the board, the contract with Chambers will be negotiated and executed and amended to the full contract price once final bids are received. Construction is scheduled to begin in early July and last approximately fourteen months in total.

G. Recommendation

It is recommended that the Board of Commissioners approve the attached board order to allow Homes for Good Housing Agency to execute contract 24-C-0011 for Construction Management/General Contractor Services with Chambers Construction.

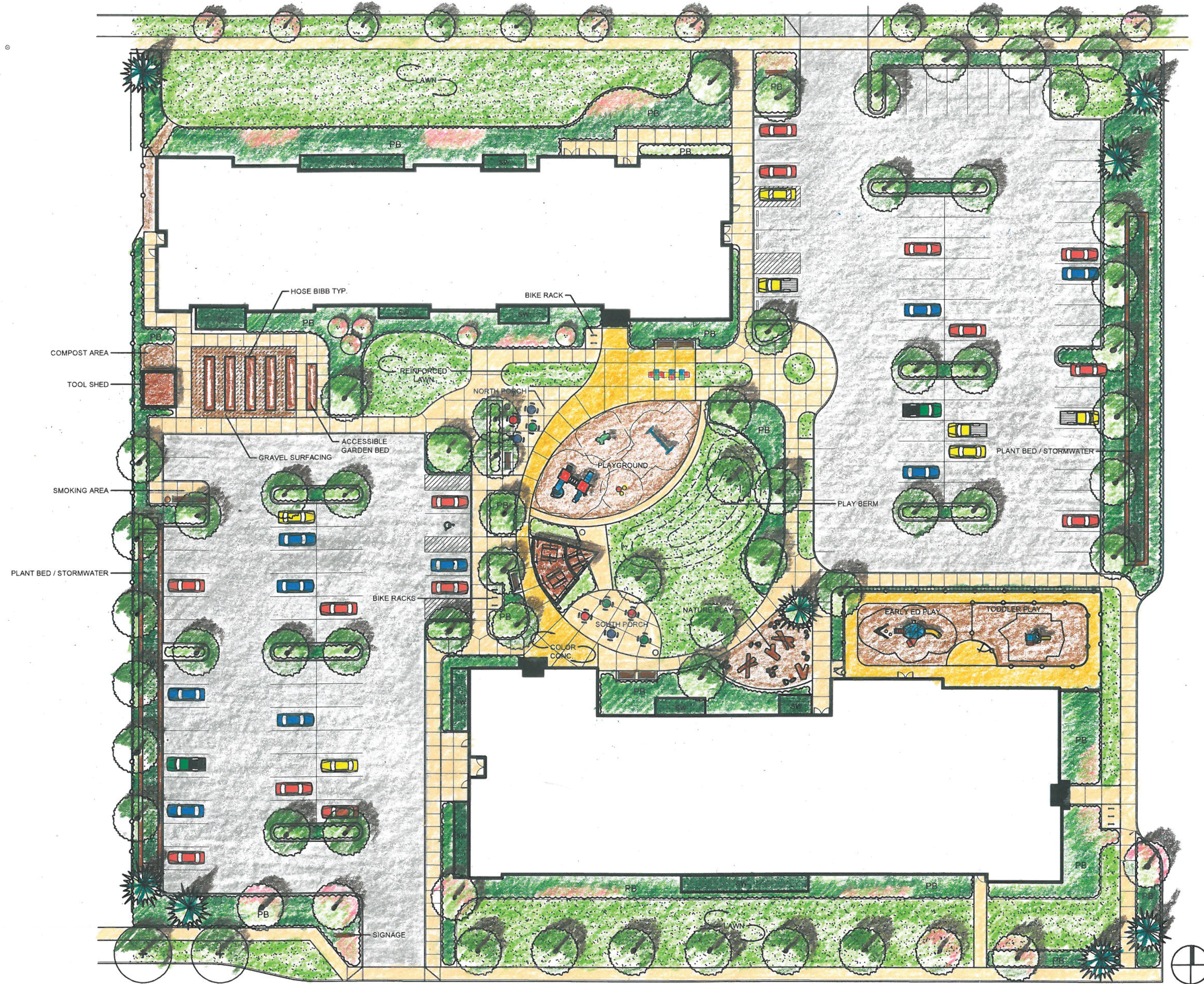
H. Follow Up

No other board action is required to facilitate construction of Ollie Court, but regular updates will be provided to the board.

I. Attachments

- Exhibit A: Site Plan
- Exhibit B: CMGC RFP Composite Scoring

13th AVENUE



LEGEND

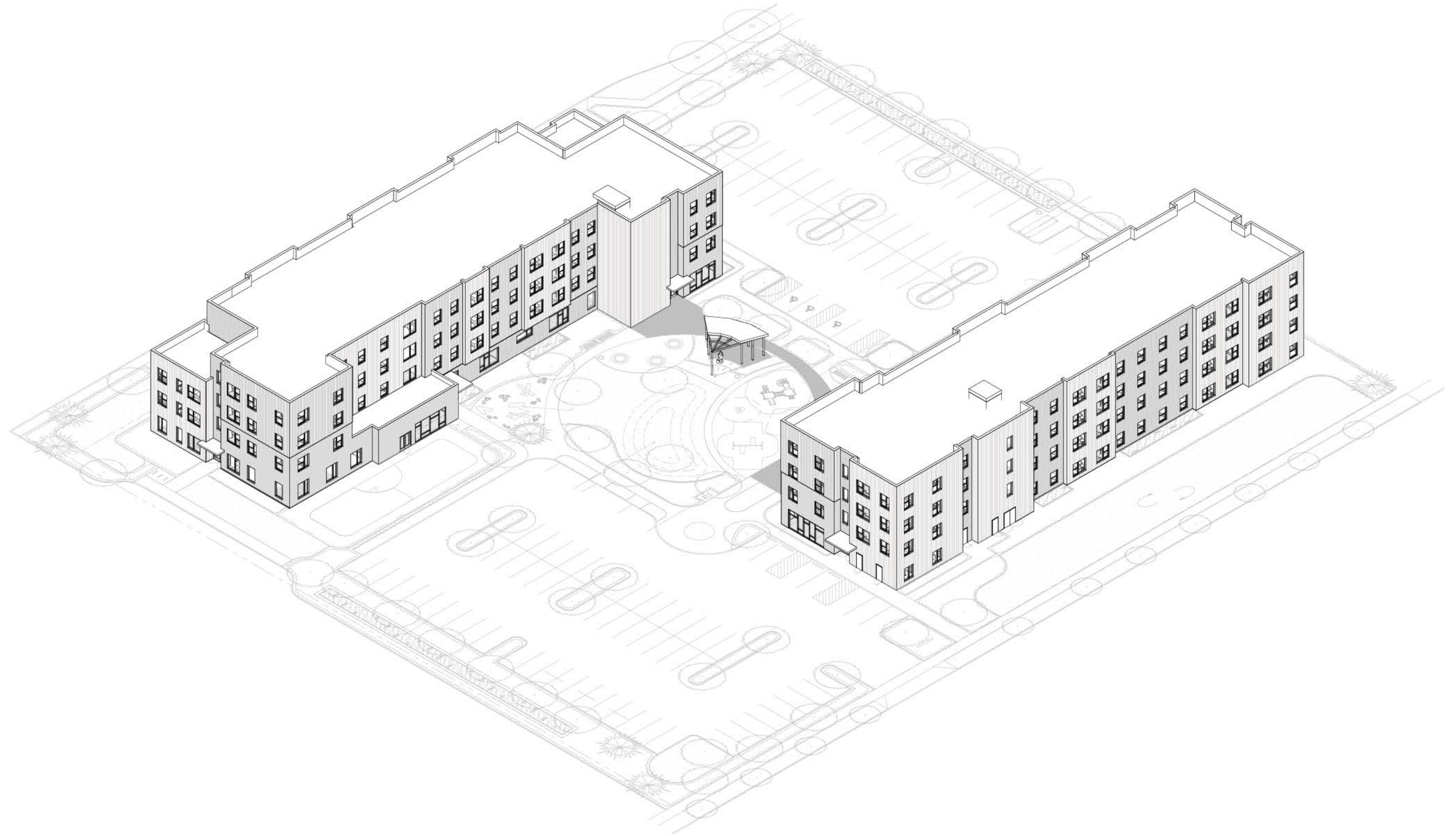
-  DECIDUOUS TREES
-  CONIFEROUS TREES
-  *Existing* CONIFEROUS TREES
-  PLANT BED
-  LAWN
-  STORMWATER FACILITIES
-  BASALT BOULDERS
-  PROPERTY LINE
-  FENCE
-  BISTRO TABLES AND CHAIRS

14th AVENUE

SCALE: 1"=40'-0"



OLLIE COURT // SITE PLAN



OLLIE COURT // AERIAL FROM NORTHEAST CORNER

NAVAL RESERVE-OVERALL SCORES - RFP Scoring Sheet

EVALUATOR NAME: [REDACTED]	MEILI	CHAMBERS	WALSH
CATEGORY			
CMGC Team (20)	18	18	19
Relevant Experience (20)	18	18	18
Local Knowledge (10)	8	9	9
Firm Capacity (10)	9	9	9
Project Approach (10)	8	9	9
DEI Strategies (15)	12	13	14
Proposed Fees and Costs (15)	12	14	10
TOTAL (100)	85	90	88

EVALUATOR NAME: [REDACTED]	MEILI	CHAMBERS	WALSH
CATEGORY			
CMGC Team (20)	19	17	18
Relevant Experience (20)	19	18	18
Local Knowledge (10)	10	9	10
Firm Capacity (10)	9	9	9
Project Approach (10)	8.5	8	9
DEI Strategies (15)	11.5	12	15
Proposed Fees and Costs (15)	12	14	10
TOTAL (100)	89	87	89

EVALUATOR NAME: [REDACTED]	MEILI	CHAMBERS	WALSH
CATEGORY			
CMGC Team (20)	19	18	18
Relevant Experience (20)	18	18	18
Local Knowledge (10)	9	8	5
Firm Capacity (10)	9	10	8
Project Approach (10)	8	10	9
DEI Strategies (15)	11	12	15
Proposed Fees and Costs (15)	12	14	10
TOTAL (100)	86	90	83

EVALUATOR NAME: [REDACTED]	MEILI	CHAMBERS	WALSH
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CATEGORY			
CMGC Team (20)	18	16.5	19
Relevant Experience (20)	17	16.5	18
Local Knowledge (10)	10	10	8
Firm Capacity (10)	10	10	10
Project Approach (10)	8	10	9
DEI Strategies (15)	13	12	14
Proposed Fees and Costs (15)	12	14	10
TOTAL (100)	88	89	88

Average Score Per Category

CATEGORY	MEILI	CHAMBERS	WALSH
CMGC Team (20)	18.5	17.375	18.5
Relevant Experience (20)	18	17.625	18
Local Knowledge (10)	9.25	9	8
Firm Capacity (10)	9.25	9.5	9
Project Approach (10)	8.125	9.25	9
DEI Strategies (15)	11.875	12.25	14.5
Proposed Fees and Costs (15)	12	14	10
TOTAL AVERAGE SCORE	87	89	87

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

ORDER 23-20-12-01H

In the Matter of Approving Contract
24-C-0011 (Construction
Management/General Contractor Services) for
Ollie Court at 1520 W. 13th Ave in Eugene,
OR.

WHEREAS, Housing and Community Services Agency of Lane County doing business as Homes 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, a purpose of the Authority under the Housing Authorities Law is to construct, acquire, manage, and operate affordable housing for persons of lower income; and

WHEREAS, Homes for Good Housing Agency has the need for Construction Management/General Contractor Services in order to carry out the construction of Ollie Court;

WHEREAS, Homes for Good Housing Agency conducted a Request For Proposals process to select Construction Management/General Contractor Services for the construction; and

WHEREAS, Homes for Good Housing Agency determined that the Chambers Construction proposal for Construction Management/General Contractor Services scored the highest during the Request for Proposal process.

NOW IT IS THEREFORE ORDERED THAT:

The Executive Director or Designee is authorized to enter a Construction Management/General Contractor Services Contract with Chambers Construction for Ollie Court.

DATED this _____ day of _____, 2023

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/20/2023

AGENDA TITLE: In the Matter of Authorizing the Executive Director to approve Contract 24-C-0006 for the Manufacturing, Delivery, and Installation of Modular Homes at Lazy Days Mobile Home Park.

DEPARTMENT: Real Estate Development Division

CONTACT : Steve Ochs

EXT:

PRESENTER: Steve Ochs

EXT:

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 "S. Ochs", is written over a horizontal line.

DATE:12.12.203

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners

FROM: Steve Ochs, Real Estate Development Director

TITLE: In the Matter of Authorizing the Executive Director to approve Contract 24-C-0006 for the Manufacturing, Delivery, and Installation of Modular Homes at Lazy Days Mobile Home Park.

DATE: December 20th, 2023

MOTION:

It is moved that the Homes for Good Board of Commissioners authorize the Executive Director or Authorized Designee to approve Contract 24-C-0006 with Ideabox for the Manufacturing, Delivery, and Installation of Modular Homes at Lazy Days Mobile Home Park with a purchase price up to \$225,000 per unit.

DISCUSSION:

A. Issue

Homes for Good is leading the effort to rebuild the Lazy Days Mobile Home and RV Park located approximately 2 miles east of Blue River Oregon. As part of this rebuilding effort Homes for Good is securing funds from Oregon Housing and Community Services (OHCS) to pay for 20 Modular Units to place at the site. This order will authorize the Executive Director or Authorized Designee to execute Contract 24-C-0006 with Ideabox for the Manufacturing, Delivery, and Installation of these Modular Homes at Lazy Days Mobile Home Park.

B. Background

Lazy Days Mobile Home and RV Park is an 8-acre site located on the north side of McKenzie River Hwy at 52511 McKenzie River Hwy about 2 miles east of the unincorporated town of Blue River. The park was completely burned in the Holiday Farm fire that started just to the east of the park in September of 2020. Prior to being destroyed the park provided 21 Manufactured Home spaces and 15 RV spaces. At the time of the fire there were 20 occupied manufactured homes including the managers home and 5 occupied RV spaces that were being rented on a long-term basis.



Homes for Good is well into the construction process and is rebuilding the site in a similar configuration to include 20 Modular Homes, spaces for Park Model RVs, and a Community Building. The community building will include a community area, offices, and a laundry facility. Once the site work is complete, 20 modular homes will be placed on the site and to provide affordable homeownership opportunities for people displaced by the fire. 10 Park Model RVs, which still need to be procured will be placed on the site and be used as rentals. Homes for Good will manage the site and charge a modest space rent for the modulares and rent for the Park Model RVs. To assist in navigating the septic permit approval process, the project will be built in two phases. The first phase (which has been permitted) will include all site work, construction of the community building, and the placement and hookup of 19 modular homes. The second phase (which is currently in permit review) will consist of adding 1 modular home and 10 Park Model RVs.

C. Analysis

In September 2023, Homes for Good put out a Request for Proposals (RFP) for the Manufacturing, Delivery, and Installation of Modular Homes at Lazy Days Mobile Home Park. The RFP specified the overall dimension maximum of the units, fire hardening requirements and other specifications but left the overall design to each respondent. A committee of Homes for Good staff and a consultant reviewed and scored all proposals. Of 5 applicants, Ideabox was selected from this pool based on such factors as cost, quality and design, schedule of delivery, completeness of RFP, experience/qualifications, and references. Ideabox, located in Salem, is providing design services and is partnering with Blazer Industries, Inc. (Aumsville, OR) for the manufacturing and delivery of the modular units and Bent Level construction (Mollala, OR) for the installation of the units.

Factors that contributed to Ideabox proposal to being selected included their experience with modular design, the experience of the proposed manufacturer, the thoughtfulness they put into the initial design of the Modular units, and thorough references that were included in their proposal. The scoring breakout is included as Attachment A.

Homes for Good is currently working through a pricing exercise with Ideabox to select design features and finalize the cost of these units. While cost per unit is expected to be around \$200,000 per unit, an upper limit of \$225,000 would allow flexibility if additional funds are needed and will allow Homes for Good Housing agency to negotiate and order these units in January to avoid delaying the construction schedule. This would allow for a contract with Ideabox to be up to \$4,500,000 but would likely be closer \$4,000,000.

Furtherance of the Strategic Equity Plan

The rebuild of Lazy helps implement the Homes for Good strategic equity plan in the following ways:

- Providing additional opportunities for contracting with MWESB contractors and Section 3 (Low-income) workers.



- Provide self-sufficiency and homeownership opportunities for low-income Lane County residents that lost homes.

Approval of the attached order will allow Homes for Good to execute necessary documents and achieve these outcomes.

D. Alternatives & Other Options

One alternative is to not approve the contract and ask staff to engage with a different firm for the Manufacturing, Delivery, and Installation of Modular Homes for Lazy Days. With this option, Homes for Good will need to stop work with the successful respondent, which would delay delivery of Modular units by approximately two months.

Timing & Implementation

Upon approval of the Order, Homes for Good will confirm funding availability with Oregon Housing and Community Services and finalize and execute approve Contract 24-C-0006 with Ideabox for the Manufacturing, Delivery, and Installation of Modular Homes at Lazy Days Mobile Home Park in the subsequent weeks. With orders being placed at the beginning of January, the estimated timeline for delivery of the units is June/July of 2024.

E. Recommendation

It is recommended that the Board of Commissioners approve the attached board order to allow Homes for Good Housing Agency to execute contracts for the Manufacturing, Delivery, and Installation of Modular Homes at Lazy Days Mobile Home Park.

F. Follow Up

Homes for Good does not expect to need further board approval to complete the construction and lease-up of the Lazy Days Mobile Home Park Rebuild but will bring the board regular updates on progress.

G. Attachments

Attachment A: Modular RFP Scoring Sheet

Rogue Modular

CATEGORY	A	B	C	D	E	Average
A. Cost	18	17	22	18	17	18.4
B. Quality and Design	14	15	21	17	20	17.4
C. Schedule of Delivery of Unit:	10	10	8	8	9	9.0
D. Completeness of RFP	4	4	5	4	4	4.2
E. Experience/Qualifications	5	5	25	5	10	10.0
F. References	2	0	7	5	0	2.8
						0.0
TOTAL	53	51	88	57	60	61.8

Ideabox

CATEGORY	A	B	C	D	E	Average
A. Cost	23	25	23	25	23	23.8
B. Quality and Design	25	25	25	24	24	24.6
C. Schedule of Delivery of Unit:	7	8	9	10	9	8.6
D. Completeness of RFP	5	5	5	5	5	5.0
E. Experience/Qualifications	23	25	20	21	22	22.2
F. References	10	10	10	10	10	10.0
						0.0
TOTAL	93	98	92	95	93	94.2

Wolf Industries

CATEGORY	A	B	C	D	E	Average
A. Cost	15	10	25	20	19	17.8
B. Quality and Design	10	10	18	8	15	12.2
C. Schedule of Delivery of Unit:	0	0	7	0	7	2.8
D. Completeness of RFP	1	1	3	1	2	1.6
E. Experience/Qualifications	15	10	21	10	12	13.6
F. References	2	3	10	2	6	4.6
						0.0
TOTAL	43	34	84	41	61	52.6

Intelifab

CATEGORY	A	B	C	D	E	Average
A. Cost	21	20	18	17	22	19.6
B. Quality and Design	19	17	23	20	21	20.0
C. Schedule of Delivery of Unit:	5	5	10	4	7	6.2
D. Completeness of RFP	3	3	2	4	5	3.4
E. Experience/Qualifications	22	20	20	25	21	21.6
F. References	7	5	10	7	6	7.0
						0.0
TOTAL	77	70	83	77	82	77.8

ModsPDX

CATEGORY	A	B	C	D	E	Average
A. Cost	5	4	14	5	8	7.2
B. Quality and Design	20	24	25	20	22	22.2
C. Schedule of Delivery of Unit:	10	8	8	10	9	9.0
D. Completeness of RFP	5	5	4	5	4	4.6
E. Experience/Qualifications	20	19	18	20	23	20.0
F. References	10	5	5	5	8	6.6
						0.0
TOTAL	70	65	74	65	74	69.6

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

ORDER 23-20-12-02H

In the Matter of Authorizing the Executive Director to approve Contract 24-C-0006 for the Manufacturing, Delivery, and Installation of Modular Homes at Lazy Days Mobile Home Park.

WHEREAS, Housing and Community Services Agency of Lane County doing business as Homes 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, Homes for Good Housing Agency is assisting in recovery efforts for the McKenzie River community that was impacted by the 2020 Holiday Farm Fire;

WHEREAS, Homes for Good Housing Agency has purchased the Lazy Days Mobile Home Park that was destroyed in the Holiday Farm Fire;

WHEREAS, Homes for Good Housing Agency is working to rebuild the Park and provide affordable homeownership and rental opportunities;

WHEREAS, Homes for Good Housing Agency conducted a Request For Proposals process to select a firm to Manufacture, Delivery, and install modular units at Lazy Days Mobile Home Park;

WHEREAS, Homes for Good Housing Agency determined that the Ideabox proposal for Manufacturing, Delivery, and installation of modular units scored the highest during the Request for Proposal process.

NOW IT IS THEREFORE ORDERED THAT:

The Executive Director or Designee is authorized to enter into a Contract not to exceed \$4,500,000 for the manufacturing, delivery, and installation of Modular Homes at Lazy Days Mobile Home Park.

DATED this _____ day of _____, 2023

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/20/2023

AGENDA TITLE: In the Matter of Updating the Housing Choice Voucher Administrative Plan and Admissions and Continued Occupancy (ACOP), Removal of Earned Income Disallowance (EID)

DEPARTMENT: Rent Assistance Division

CONTACT : Beth Ochs

EXT:

PRESENTER: Beth Ochs

EXT:

ESTIMATED TIME : 15min

- 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: 12.12.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Beth Ochs, Rent Assistance Division Director

TITLE: In the Matter of Updating the Housing Choice Voucher Administrative Plan and Admissions and Continued Occupancy (ACOP), Removal of Earned Income Disallowance (EID)

DATE: December 20, 2023

MOTION:

Seeking Board Approval to update the Administrative Plan and ACOP to remove Earned Income Disallowance.

DISCUSSION:

A. Issue

Under HUD's Housing Opportunity Through Modernization Act (HOTMA) Homes for Good is required to update its Administrative Plan and ACOP to discontinue use of Earned Income Disallowance (EID) for new applicants effective January 1, 2024, as long as the PHA's software can support the change.

B. Background

EID was implemented by HUD in 2016. The intent of EID was to encourage people with disabilities to enter the workforce by not including the full value of increases in earned income for a period of two years.

Calculation of the earned income disallowance for an eligible member of a qualified family begins with a comparison of the member's current income with their "baseline income." The family member's baseline income is their income immediately prior to qualifying for the EID. The family member's baseline income remains constant throughout the period that they are participating in the EID.

During the initial exclusion period of 12 consecutive months, the full amount (100 percent) of any increase in income attributable to new employment or increased earnings is excluded.

During the second 12-month exclusion period, the PHA will exclude 100 percent of any increase in income attributable to new employment or increased earnings.

Under HOTMA, HUD is requiring PHAs to remove EID. For current participants, EID will sunset on January 1, 2026. No new admissions for EID will be allowed as of January 1, 2024.

HUD's intent with HOTMA is to streamline administrative processes and reduce burdens on public housing agencies.

PHAs are required to update their Admin and ACOP Plans once the PHA's software can support the calculation changes of EID. Yardi has informed Homes for Good that the software is ready for a January 1, 2024 implementation date.

C. Analysis

Homes for Good currently has 22 tenant-based voucher families and 30 public housing families participating in EID.

What does the out-of-pocket cost of participating in EID look like for the families that Homes for Good serves?

Looking at both a tenant-based voucher and public housing family as an example:

HCV Family

- Family has wages of \$9625.00 per year
- Family portion of rent during the two years of EID:
 - \$0.00 per month
 - Homes for Good provides \$71.00 per month to assist with tenant utility responsibility.
- Family portion of rent when not participating in EID:
 - \$160.00 per month
 - Homes for Good provides \$0.00 per month to assist with tenant utility responsibility.

Public Housing Family

- Family has annual income of \$12,492, but only \$3080 is wages. The remaining income is non-wage income (Social Security, etc.).
- Family portion of rent during the two years of EID:
 - \$250.00 per month
- Family portion of rent when not participating in EID:
 - \$327.00 per month

D. Furtherance of the Strategic Equity Plan

This request has a negative correlation to our Strategic Equity Plan's pillar of creating pathways to self-sufficiency because it does not allow a family to reap the benefit of EID. Namely, it may discourage a family to pursue employment opportunities and it does not allow the family to divert the EID savings to other life expenses such as debt or furthering of education, etc.

E. Alternatives & Other Options

Homes for Good could explore the possibility of an MTW waiver to retain EID.

It is worth noting that under HUD Homes for Good has a policy option to 1) count income as soon as the family starts receiving it or 2) count the income at the family's next annual income review. Homes for Good's policy is to count the income at the family's next annual income review. This allows the family to retain the income for potentially 12 months maximum before it has an impact on their out of pocket rent portion. This policy is for all families that we serve, not just those that qualify for EID.

F. Timing & Implementation

Following Board Approval:

Homes for Good will update its Administrative Plan and ACOP.

G. Recommendation

Homes for Good recommends the board approve the request to update the Administrative Plan and ACOP to remove EID.

H. Follow Up

None

I. Attachments

None

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

ORDER 23-12-03H

In the Matter of Updating the Housing Choice Voucher Administrative Plan and Admissions and Continued Occupancy (ACOP), Removal of Earned Income Disallowance (EID)

WHEREAS, Homes for Good is required by HUD under the Housing Opportunity Through Modernization Act (HOMTA) to remove EID effective January 1, 2024 as long as the PHA's software can support the change.

NOW IT IS THEREFORE ORDERED THAT:

The Housing Choice Voucher Administrative Plan for Fiscal Year 2024 and the Admissions and Continued Occupancy Plan for Fiscal Year 2024 shall be revised as follows:

6-I.E is amended to state:

6-I.E. EARNED INCOME DISALLOWANCE FOR PERSONS WITH DISABILITIES [24 CFR 5.617; Streamlining Final Rule (SFR) Federal Register 3/8/16; Notice PIH 2023 27]

HOTMA removed the statutory authority for the EID. The EID is available only to families that are eligible for and participating on the program as of December 31, 2023, or before; no new families may be added on or after January 1, 2024. If a family is receiving the EID prior to or on the effective date of December 31, 2023, they are entitled to the full amount of the benefit for a full 24-month period. The policies below are applicable only to such families. No family will still be receiving the EID after December 31, 2025. The EID will sunset on January 1, 2026, and the PHA policies below will no longer be applicable as of that date or when the last qualifying family exhausts their exclusion period, whichever is sooner.

Lifetime Limitation

The EID has a two-year (24-month) lifetime maximum. The two-year eligibility period begins at the same time that the initial exclusion period begins and ends 24 months later. During the 24-month period, an individual remains eligible for EID even if they begin to receive assistance from a different housing agency, move between public housing and Section 8 assistance, or have breaks in assistance. The EID will sunset on January 1, 2026. In no circumstances will a family member's exclusion period continue past January 1, 2026.

DATED this _____ day of _____, 2023

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/20/2023

AGENDA TITLE: In the Matter of the Homes For Good Energy Services Division and Geonomic Developments INC. Ground Source Heat Pump Pilot Program Discussion and Approval.

DEPARTMENT: Energy Services Division

CONTACT : Esteban Montero Chacon

EXT: 2563

PRESENTER: Esteban Montero Chacon

EXT: 2563

ESTIMATED TIME : 45 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 "EMC", is written over a horizontal line.

DATE: 12.12.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners
FROM: Esteban Montero Chacon
TITLE: In the Matter of Homes for Good Energy Services Division and Geonomic Developments INC. Ground Source Heat Pump Pilot Program Discussion and Approval
DATE: December 20th, 2023

MOTION:

It is moved that the Homes for Good Board of Commissioners approve the phase two contract of the Ground Source Heat Pump Pilot (GSHP) Program, resulting in agreement for Geonomic Development Inc. to provide state of the art, energy efficient GSHPs to previously Homes For Good weatherized, low-income, gas heated households, fully subsidized by Northwest Natural.

DISCUSSION:

A. Issue

Homes For Good's Energy Services Division has been collaborating with Northwest Natural and Geonomic Developments to identify and qualify low-income, gas heated, households who did not receive a high efficiency furnace from ESD's weatherization program, as candidates to receive a fully subsidized highly efficient Ground Source Heat Pump. Sufficient candidates have been identified, allowing us the opportunity to commence this pilot program (phase two).

The phase two contract identifies Homes For Good as the administrative and fiscal monitoring element. Northwest Natural will provide Homes For Good \$400,000.00, plus administrative fees, to contract the purchasing and installation of GSHP at qualified candidates' homes. This responsibility will be contracted out to Geonomic Development Inc., who assisted in qualification of candidates throughout of phase one.

Due to the size of this contract, \$400,000.00, the Board of Commissioners must vote in favor of this pilot program before phase two may be legally contracted. This vote must consider:

- 1.) Approval of mission, intended goals and actions of GSHP Pilot Program.
- 2.) Approval of Geonomic Development Inc.'s services and their selection to be the sole contractor of the GSHP Pilot Program.



B. Background

The collaborative effort between Homes For Good's Energy Services Division (ESD), Northwest Natural, and Genomic Developments Inc. begun around six months ago. The ESD is responsible for identifying programs and opportunities to assist low-income households in need of energy assistance. Specifically, this effort has centered around improving heating and cooling in low-income households, a plight worsened by the increasingly dramatic seasons in Oregon due to the climate crisis. Northwest Natural has provided funding via their OILEE program for several projects undertaken by the ESD to great success. For example, Northwest Natural OILEE funds allowed the ESD to complete an unprecedented weatherization project at the Eugene Mission.

Through this existing partnership, Northwest Natural informed us of their partnership with Genomic Developments Inc. as they explored GSHP projects across the nation. Identifying them as the sole GSHP provider specializing in residential energy efficiency and willing to engage in public pilot program. GSHP's offer the most sustainable and cost saving heating/cooling options for residential homes, but their high capitol costs has excluded them to the wealthy and larger development projects. This was a clear opportunity for the ESD to provide a new and innovative technology for past weatherization clients who did not receive a high-efficient heating element. As well, creating a roadmap for other agencies and organizations to follow in their effort to make energy efficiency measure more affordable and available to low-income families and households.

Once the details of the potential pilot program were agreed upon by all three parties, Esteban Montero Chacon presented the idea to the Board of Commissioners, stating the trio of partners will begin to identify qualified homes for the pilot, then return for full approval of the pilot program and installation of GSHPs.

C. Analysis

Ultimately, the ESD wishes to provide all low-income households with adequate heating and cooling. Oregon suffers from both heating and cooling crises. Resulting in preventable deaths every year. As advocates, this is unacceptable, imploring us to both increase and diversify our offered programs.

Homes receiving GSHP's are expected to see a reduction in heating and cooling costs anywhere from 25-50%. Provide consistent and quality heating and cooling on demand. All of this will be provided at zero cost to the client, being fully funded by Northwest Natural. This pilot requires administrative efforts from the ESD. Including, coordinating with clients to provide information and guidance on their new GSHP, scheduling, QCI testing, and follow up. These activities will be supported by administrative dollars received by Northwest Natural as part of the pilot program, diverting any financial strain from the ESD.



To our knowledge, there is no other example of low-income households receiving GSHP's. The technology offers a long-term, sustainable, low maintenance solution for many homes severely impacted by the climate crisis but have retained a high upfront cost barrier. The market has taken little effort to make this technology more affordable.

At the board's approval, this trio of partners may immediately begin the GHSP installation process at approving qualified client homes. Kickstarting the process to provide unprecedented levels of heating and cooling control to these families and households.

D. Furtherance of the Strategic Equity Plan

This pilot program works towards achieving both internal goals of equity within the ESD, and the agency's broader SEQ.

As for within the ESD, the candidates for this pilot have not been selected at random. Rather, they were former weatherization clients who did not receive a high efficiency furnace. This is usually the central piece of weatherization, but sometimes due to homes build, previous measures, space, and utility usage this option becomes unavailable. The ESD still weatherizes and improves energy efficiency at these homes but has always wished it could do more. GSHPs are highly efficient alternatives to a new furnace. With this new partnership we can revisit non-furnace weatherization jobs and offer the household that final step towards energy autonomy. In our commitment to equity, the ESD believes in completing any measure that will improve and extend a home's lifespan. This pilot does just that in homes who were not offered this new and innovative alternative.

As for directly working towards the goals set by our SEP, this pilot program follows recommendations set by two of the Primary Tactics:

Create Pathways to Self-Sufficiency:

Self-Sufficiency requires one to be comfortable and safe in their own home. Home is where goals are planned, community is fostered, and is often the result of years of savings and investments. The ESD predominantly serves areas considered "historically disenfranchised" by federal Justice40 Initiative. Communities located in these areas have suffered significantly from environmental, fiscal, and racial disenfranchisement compared other areas and communities. Resulting in many families being forced to neglect standard home upkeep, such as fixing heating systems or replacing old insulation, instead required to spend any amount of small disposal income on what seem like more immediate measures such as addressing hunger, making rent, or providing for kids. This pilot program both makes the home a comfortable space to live, reducing household stress, and freeing fiscal resources dedicated to their energy bill to be used on whatever may assist them to increase self-sufficiency and autonomy in areas historically denied these opportunities.

Lead and Grow Ethically:

Since the start of the COVID-19 pandemic, prices of HVAC equipment, repair, and labor have skyrocketed to unprecedented rates. Further excluding marginalized communities from



seeking energy assistance and repair, coupled with decreased financial opportunities we have seen specifically plight already struggling communities. If Homes For Good wishes to lead and grow ethically, we must start with those most impacted by increasing costs and decreasing expendable income. If we wish to raise the bar of "quality of life" we must address those about to fall through the cracks. All participants of this pilot program remain at or below 200% of the Federal Poverty Line (FPL). Often on the brink of homelessness, any sound investment into their home may mean keeping an entire household off the streets. This pilot program will assist the growth of these households in many facets. GSHPs will reduce the amount of carbon emissions from their gas heating source. Providing a cleaner environment in their own home and community. Introduce a highly effective technology historically excluded from "disenfranchised communities" due to financial barriers. And further community connections with HFG which may be utilized for further energy assistance programs.

E. Alternatives & Other Options

As stated, this project has been an ongoing effort between the ESD, Genomic Development Inc., and Northwest Natural. IT has been specifically designed to be supplementary to the ESD's weatherization and other energy assistance programs, without interrupting or straining them. All field work will be contracted out to Genomic Development Inc.. If the board does not approve the order, qualified candidates, who did not receive a high efficiency furnace from their weatherization project will remain without adequate heating and cooling. If they wish to receive assistance outside of the pilot program, they must navigate through the standard ESD program waitlist. The ESD has been successful in shortening its wait times and see this pilot program as a potential growth in services available to clients, shortening wait times and increasing variety of energy assistance measures.

If this order is not passed, the ESD will continue to explore measures to enhance and shorten service wait times. But at the recommendation of our own staff, Genomic Developments Inc., and Northwest Natural we are at a critical point in time as the weather cools. Success of this project will prove a new path towards efficient green energy in low-income areas, even though the extremes of Oregon weather.

F. Timing & Implementation

The immediate action to be taken following the approval of this order will be to contact qualified candidates, offering them the opportunity to receive a GSHP at no cost. Walking them through the benefits and parties involved in the surprisingly non-intrusive installation process. We are looking for a minimum of ten home for this pilot program.

Genomic Developments Inc. estimates, if this order is passed, installation of GSHPs will likely begin early March. The most unpredictable element is the wait time between placing an order for a GSHP and it being ready for installation. This has been factored into Genomic Developments Inc.'s timeline, but should not go unmentioned.



G. Recommendation

It is recommended that the Board of Commissioners approve this order, allowing the commencement of Homes For Good, Northwest Natural, and Genomic Developments Inc.'s Ground Source Heat Pump Pilot Program. Cementing this as a good faith partnership in the goal of bringing technologically cutting-edge energy efficient residential GSHPs into low-income communities, quelling both energy costs and carbon production.

H. Follow Up

As this is pilot program and one of the first opportunities for low-income households to receive a GSHP for no cost on the West Coast, we encourage the board to stay as involved as possible throughout this project. The board is welcome and encouraged to take any opportunity in the field with us to gain a greater understanding of the technology and its impact and receive feedback from the households apart of the pilot program.

This pilot program includes a review process for each participating household to occur one calendar year after installation of the GSHP. These findings will include, energy usage and savings, qualitative client feedback, a review of the GSHP infrastructure, and plans for extension of the program if supported by the review's findings. All findings and future plans for furthering the GHSP pilot program from following the program review will be presented to the Board of Commissioners.

I. Attachments

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

ORDER 23-20-12-04H

In the Matter Homes for Good Energy
Services Division and Geonomic
Developments INC. Ground Source Heat
Pump Pilot Program Discussion and Approval

WHEREAS, Homes for Good is permitted to commence the Ground Source Heat Pump Pilot Program with partners Geonomic Developments Inc., and Northwest Natural working towards goals set by phase one contract GEO-1-0.

WHEREAS, Homes for Good is permitted to contract Geonomic Developments Inc. as the sole installer of Ground Source Heat Pumps deployed as a result of this pilot program. Using OILEE funds received from Northwest Natural for all incurred invoices.

WHEREAS, Homes for Good's permitted to install Ground Source Heat Pumps on qualified properties of former natural gas weatherization clients who wish to participate in the pilot program. Abiding by all proper and applicable regulations regarding utility related installation.

NOW IT IS THEREFORE ORDERED THAT:

Phase two of the Ground Source Heat Pump Pilot Program involving Homes For Good, Geonomic Developments Inc., and Northwest Natural commence following legal review and Executive Director signature of GEO-2-0 (phase two contract).

DATED this _____ day of _____, 2023

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/20/2023

AGENDA TITLE: In the Matter of Approving the Homes for Good Commissioner Iboa Term Extension Recommendation and the Appointment of Destinee Thompson to the Homes for Good Board of Commissioners

DEPARTMENT: Executive

CONTACT : Jacob Fox

EXT:

PRESENTER: Jacob Fox

EXT:

ESTIMATED TIME : 20 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 "JF", is written over a horizontal line.

DATE: 12.12.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners
FROM: Jacob Fox, Executive Director
TITLE: In the Matter of Approving the Homes for Good Commissioner Iboa Term Extension Recommendation and the Appointment of Destinee Thompson to the Homes for Good Board of Commissioners
DATE: December 20th, 2023

MOTION:

It is moved that the Homes for Good Board of Commissioners approve the recommendation of Commissioner Joel Iboa's term extension until January 2028 and the appointment of Destinee Thompson to the Homes for Good Board of Commissioner

DISCUSSION:

A. Issue

Commissioner Joel Iboa's term was for one year and expires in January 2024. Homes for Good would like to extend the term for four (4) additional years effective January 2024 – January 2028.

The selection panel for the Resident Commissioner vacant seat on the Homes for Good Board recommend the appointment of Destinee Thompson.

B. Background

Commissioner Joel Iboa's term was for one year and expires in January 2024. The intent of this term length was to allow a staggering of terms for the Board of Commissioners and eliminate the need to recruit and refill all seats in one calendar year. Commissioner Iboa is available and committed to serving on the board for a full term of four (4) years.

In October 2023 the Resident Advisory Board (RAB) and Homes for Good Board were notified of the recruitment. Subsequently, the application opened and was distributed electronically to all residents.

In November 2023 the application closed, and the review process began. Over 40 applications were received, and each reviewed. During the initial review process, the



applicants were narrowed down to a “top ten”. The top ten applicants were further reviewed in detail and six (6) applicants were selected for interviews.

The selection panel for the Resident Commissioner vacant seat consisted of Executive Director Jacob Fox, Lane County Commissioner and Homes for Good interim Board Chair Heather Buch, Lane County Policy Director Steve Adams, Commissioner Michelle Thurston, and Executive Support Coordinator at Homes for Good, Jasmine Leary Mixon. Jordyn Shaw and Isabelle Le administrated the preparation and distribution of materials prior to interviews.

All six (6) interviews were allotted 45-minutes, with the questionnaire distributed 1-hour prior to the interview. Once all the interviews were held, the selection committee deliberated and came to a consensus on their selection for the next Commissioner.

The references listed in Destinee’s application were contacted and validated the selection committee’s decision. The selection of Destinee Thompson was based on professional experience, personal experience and the overall positive review of application materials and interview skills.

C. Analysis

The extension of Commissioner Iboa’s term will allow for continued staggered term amongst the entire Board of Commissioner, eliminating the administrative burden of appointment new commissioners in one calendar year. Additionally, Commissioner Iboa has provided expert insight and advice to the Agency as a whole in one year and Homes for Good would appreciate his continued participation, engagement, and support in meeting the mission of Homes for Good. The extension of the term will maintain continuity in Agency oversight and board engagement.

The recommended appointment of Destinee Thompson will not only fill the vacant seat on the board but allow for additional perspective from a resident and Housing Choice Voucher Participant . At this time there is only one Resident Commissioner on the board and per the Homes for Good Board of Commissioner bylaws, two residents must hold a seat on the board.

D. Furtherance of the Strategic Equity Plan

The extension of Commissioner Iboa’s term aligns with two pillars of the Strategic Equity Plan (SEP): Lead and Grow Ethically and Listen to Our Communities. Commissioner Iboa has extensive knowledge and daily proximity to the needs of a community from a holistic standpoint with a focus on community resiliency and regeneration. This perspective has helped Homes for Good in not only remaining accountable to the goals of the SEP but has also made space for discussion outside the traditional confines of “equity”. The continued engagement from Commissioner Iboa can ensure these conversations can continue.



The appointment of Destinee Thompson aligns with two pillars of the SEP: Tell the Human Story and Listen to Our Communities. Historically the Resident Commissioners seats have been held by residents of Public Housing. By appointing a resident that holds a voucher, a new perspective can be added to the conversation when thinking about “community experience” and the “human story”. Experiences can not only differentiate between properties, but between programs as well. Additionally, Destinee has long-term professional goals of using her voice to further advocate for those with shared life experiences. Her appointment will be an opportunity for leadership and development for a member of the Homes for Good community.

E. Alternatives & Other Options

Should the Board determine to not extend Commissioner Iboa’s term, a new recruitment would need to be run.

Should the Board determine not to appoint Destinee Thompson, a new recruitment would need to be run.

F. Timing & Implementation

Upon approval, the information will be relayed to the Lane County Board of Commissioners for their deliberation in the January 2024 meeting.

G. Recommendation

It is recommended that the Homes for Good Board of Commissioners approve the extension of Commissioner Joel Iboa’s term to January 2028 and the appointment of Destinee Thompson to the Homes for Good Board of Commissioner.

H. Follow Up

None

I. Attachments

None

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

ORDER 23-20-12-05H

In the Matter of Approving the Homes for Good
Commissioner Iboa Term Extension
Recommendation & the Appointment of Destinee
Thomson to the Homes for Good Board of
Commissioners

WHEREAS, Joel Iboa was appointed in January 2023 for a 1-year term expiring January 2024.

WHEREAS, Commissioner Iboa has been a leader on the board with a instrumental input to governance deliberations and furthering the Strategic Equity Plan

WHEREAS, Homes for Good Housing Agency is recommending extending appointed commissioner Joel Iboa's term

WHEREAS, the board recommends to extend Joel Iboa's this appointment until January 1st, 2028

WHEREAS, Homes for Good conducted a recruitment for the vacant Commissioner seat

WHEREAS, the selection committee reviewed and interviewed applicants

WHEREAS, the selection committee decisioned Destinee Thompson to fill the vacant Commissioner seat.

WHEREAS, the board recommends the appointment of Destinee Thompson to the Homes for Good Board of Commissioners.

THEREFORE, BE IT RESOLVED THAT:

Homes for Good board approves the above detailed Homes for Good appointed commissioner recommendations and term extension.

DATED this _____ day of _____, 2023

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/20/2023

AGENDA TITLE: In the Matter of the Executive Director Performance Evaluation Report

DEPARTMENT: Human Resources

CONTACT : Bailey McEuen

EXT:

PRESENTER: Bailey McEuen

EXT:

ESTIMATED TIME : 30 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 a horizontal line.

DATE: 12.12.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Bailey McEuen
TITLE: In the Matter of Documenting the Executive Director's Annual Performance Evaluation & Instructing Human Resources Regarding Revision of the Employment Agreement
DATE: December 20, 2023

MOTION:

It is moved to approve the order In the Matter of Documenting the Executive Director's Annual Performance Evaluation & Instructing Human Resources Regarding Revision of the Employment Agreement

DISCUSSION:

A. 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.

B. Background

Jacob Fox began his employment with Homes for Good (then HACSA) as Deputy Director in August 2013. On July 1, 2015 he began his tenure as Executive Director.

Jacob'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 direction of the Board."

Performance Evaluation process

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

A 360-degree feedback survey was incorporated into the approved process. The 360-degree feedback survey 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-degree 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-degree feedback survey is sent to internal Homes for Good parties.

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

Evaluation Materials

- Self-assessment covering core competencies, goal setting and a reflection of achievements in the past review period.
- Summary of the 360-degree feedback survey results, completed by 21 internal stakeholders.

360-Degree Feedback Survey

Feedback was sought regarding Jacob's performance over the past year from key internal collaborators. The survey was sent to 35 recipients on November 1, 2023 and was closed for input on November 28, 2023.

Feedback was requested from the following groups:

- Homes for Good Board Members
- Homes for Good Leadership Team
- Equity Strategy Team Members
- AFSCME Local 3267 Leadership
- A selection of Homes for Good Supervisors & Middle Managers

Out of the 35 recipients invited to provide feedback, 21 responses were returned, representing a 60% response rate. For context, the 2022 response rate was 43%.

The questionnaire included eight key competencies. The respondents were asked first to rate the general performance in each competency using a Likert scale rating methodology. A Likert scale measures attitudes by having respondents express the degree to which they agree or disagree with a statement.

Three free text questions were also included in the survey, asking respondents to provide statements about things in which Jacob excels, and areas for further growth.

Respondents provided feedback on core leadership competencies, categorized by our tagline, **Homes.People.Partnerships.Good.**

Homes.

Planning & Organization Competency



Ratings were 90% favorable, 5% neutral and 5% negative

- With the changes in leadership in the finance department this year, I've been impressed with Jacob's ability to balance his workload and lead the finance department until a replacement was found and onboarded.
- Jacob has a very busy schedule and wears many hats within the Agency. But in each role he shows extensive knowledge and is able to provide practical/useful suggestions especially in regards to funding and financial reporting. He has a hands-on leadership approach that encourages open communication amongst the numerous programs, the finance department and leadership as a whole.
- Improvement needed in planning out future projects and gauging capacity of staffing levels.

Program Leadership Competency



Ratings were 90% favorable, 10% neutral

- Jacob's knowledge of our programs is impressive and is a huge reason why our Agency is the leader in affordable housing in our County and throughout the state.
- Jacob's involvement with the Eugene Chamber of Commerce and their gatherings around homelessness has taken a lot of effort, he has been speaking at a few public events helping align the community vision for the need of more affordable housing. Jacob has also brought leaders from the healthcare industry like Trillium to award special funds to our future projects. Jacob builds community and collaboration with partners in a strong and meaningful way.

People.

People Leadership Competency



Ratings were 90% favorable, 10% neutral

- I appreciate hearing about Jacob's connections with staff. I also appreciate that he remembers details shared off the cuff about what's going on for me outside of work. This is one way I see that Jacob demonstrates his appreciation for those he works with.
- My only feedback here is that Jacob often has very kind intentions in delivering redirecting feedback, but sometimes it can lead to people not getting the critical feedback they need to improve.

Diversity, Equity & Inclusion Competency

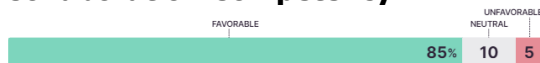


Ratings were 95% favorable, 5% unfavorable

- Jacob continues to lead the EST team and focus on our strategic equity planning.
- Jacob is part of the Equity Strategy Team and has high expectations of the Agency as whole when it comes to DEI. The conversations and goals aren't limited to just the committee, but he has brought in the Board and engaged with employees at an all-staff level. He has also empowered committee members to lead the discussion, organize the plan and facilitate meetings. He's fostering an environment for leadership development.
- I've been impressed with Jacob's commitments across the organization to creating and sustaining a culture where the values diversity, equity, and inclusion are actively cultivated, and where leaders are held accountable for that work.

Partnerships.

Collaboration Competency



Ratings were 85% favorable, 10% neutral and 5% unfavorable

- I've seen Jacob be a leader in this community on issues related to housing, and he is widely respected and seen as someone who is able to make change. Collaboration is one of Jacob's superpowers.
- While I don't directly observe or sit in on his partner meetings. I do see his calendar. A majority of his meetings are with outside partners. One thing I find particularly important is that he engages with his peers around the state. He is always wanting to learn how to be better, do better and how to create a stronger Agency.

Communications Competency



Ratings were 86% favorable, 4% neutral, and 10% unfavorable

- I appreciate Jacob's approach to communication, both on a macro and micro level. Jacob is a strong communicator, can communicate critical feedback with compassion, and is always trying to work toward solutions.
- It's been a somewhat difficult year for the past few months as it relates to managing his direct reports. There has been vacant positions, funding errors and interpersonal conflicts. Jacob has lead with empathy in all situations. He jumps in and fills the gap when needed until staff are appropriately equipped to be self-sufficient. A recurring theme I've noticed with Jacob since I started at the Agency is he is transparent. He paints the full picture for all leadership so they can make the most informed decisions in their work.

Good.

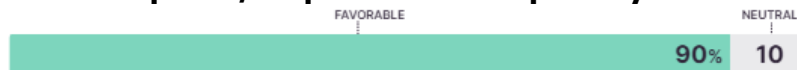
Innovation Competency



Ratings were 85% favorable, 15% neutral

- He's an Aquarius, so it's not surprising that he's innovative. I rated him high here, but I also think it's not always the time for innovation, and there are times when we'd be better served to slow down and think about long term affects before jumping into commitments that seem cool and innovative at the time.

Crisis Response/Preparedness Competency



Ratings were 90% favorable, 10% neutral

- Jacob is always calm in a crisis, unpacks the problem and brainstorms through options and potential solutions. He is an excellent thought partner on major crises.

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

Is there anything else you would like to share about Jacob's performance?

- Jacob has made positive cultural changes at Homes for Good and his impact continues to drive the agency in the right direction.
- I think Jacob is all-around doing an incredible job of being innovative, thoughtful, and bold in meeting the mission of Homes for Good. We're lucky to have him.
- With holding the title of Executive Director, it comes with a lot of responsibility and can be very intimidating. I've never worked with a leader that holds such a title that is so incredibly supportive, approachable and vulnerable. He showcases his dedication to the agency and our goals to house and keep people housed every day. Seeing his passion for what we do is very inspiring and motivating. I am so incredibly thankful that I have the opportunity to work with Jacob.
- I think Jacob is an exemplary leader. He demonstrates a lot of care in the organization, his team and the residents. I believe that his leadership shows when he empowers others to do good work.
- The little things like birthday and work anniversary messages always tend to brighten my day.
- Jacob is a super talented leader and we're lucky to have him running this place.

What are 1-2 things you've observed Jacob grow or excel at that he should continue?

- Speaking unpopular truths in places where people will listen, for example calling for greater investment in affordable housing from the local government--many people in his position would hold back from speaking these truths because of potential blowback. Courage inspires courage, and when a leader like Jacob stands up and uses their position of authority and power to advocate for underprivileged people, the community takes notice and a little more space is created for others to follow in those footsteps.
- Jacob grew in the Finance division. He stepped in to fill the role and openly shared how Finance wasn't a strong area for him as it should be. He made sure the department was supported while in transition. He continues to learn and be very involved in Finance.

- Jacob was laser-focused on the finance team transition from the departure of the last Finance Director over the last 9 months, the team felt very supported and major accomplishments including a new finance director have been made. Jacob lead the leadership + finance team meetings and organized internal meetings for the finance team. He continues to grow his understanding of the complexity of accounting and finance and is going to bring Homes for Good clarity on our expenses and planning for our financial future as an Agency.
- I frequently see Jacob exercise humility and self-awareness, he is open to different perspectives and doesn't shy away from accepting criticism or responsibility.
- All staff communication has improved over the years. Jacob continues to show growth in his willingness to engage with staff from high priority tasks to just day to day trust building.
- I appreciated Jacob's attempt to be transparent about financial and budget realities at the last all staff meeting.

Moving forward, what's one thing Jacob could improve upon?

- Continued commitment to bringing forth sustainable and balanced budgets.
- Jacob can continue to practice delivering redirecting feedback in a way that hits harder for people.
- Jacob could connect more with staff outside the leadership team.
- Not taking on too much. Work to reduce or eliminate siloed departments and communications, work on better communication. Delegate responsibilities while still keeping a pulse and engagement within that delegated work.
- Jacob is often soft spoken which makes it difficult to hear him speaking in a group setting like staff and board meetings.
- Gauging agency capacity before taking on more programs, establishing priorities, etc. We seem to be running from one fire to the next which decreases staff morale and increases staff burnout.

2022 Goal Review

Each year, as part of the performance management process, Jacob completes a goal setting exercise. Goals set for 2022 include:



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

Both goals #1 and #3 have been successfully implemented. However, blockers were experienced preventing goal #2 from being completed in its entirety. The departure of the previous Finance Director in January 2023 required Jacob shift focus to lead the team until a new director was selected and onboarded. However, it should be noted that out of the 13 recommendations outlined in Moss Adams' report, 6 have been completed and 5 are currently in process.

Self-Reflection

In an effort to align the Executive Director performance evaluation process with the Agency's performance management program, Jacob completed a self-reflection, which asked him to reflect and think deeply about past achievements and future areas for growth.

The self-reflection reinforces employees' connections to our mission, highlights progress & impact, and allows space to discuss blockers.

1. My Connection to our mission is:

Like I stated in my 2022 performance review 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 has changed for me in 2023 is that Homes for Good needs to play a more direct role in leading the advocacy for state/local governments and tax payers to invest in housing production at an unprecedented level.

2. What progress have you made on your goals in this review period? Describe the impact on the success of your team, department and organization.

Significant progress was made on each of the 2023 goals that I had outlined in my 2022 performance review. We completed the goal of selecting a new software system and the initial implementation is complete as of December 4th. We are part way through the process of completing the goal of implementing the Moss Adams Finance Department Assessment recommendations. One example of progress on this goal is that the Finance Team was able to create budget variance reports for use by members of the Leadership Team. Our goal of implementing the Strategic Equity Plan continued. A few examples of progress include distributing the FY23 resident/participant survey in Spanish for the first time, Energy Services completed a comprehensive energy efficiency improvement project at The Mission and we secured \$4.9mm in non-traditional funding from the state legislature for the Early Childhood Education Center at The Olive.

3. What blockers or challenges did you experience in this review period that made it harder to achieve your goals?

The amount of time that I had to invest in supporting our Finance Team throughout 2023 was extreme and took away my ability to focus on other important responsibilities like state legislative advocacy, resource development and relationship management. When our Finance Director resigned in January of 2023 it became clear that we were behind on payables and not proactively managing receivables, so we were very challenged from a cash management standpoint for much of 2023.

The poor performance with one of our 3rd party management companies was another significant challenge throughout 2023. Historically we have benefited from cash flow from our 3rd party managed housing portfolio, however, in 2023 we have had to make an unprecedented number of owner contributions to properties in this portfolio. Related to this the operational challenges and operating deficit that we have navigated with Permanent Supportive Housing has consumed an inordinate amount of organizational funding along with absorbing an extreme amount of staffing resources from the Real Estate Development Team and from the Leadership Team.

4. What formal or informal ways have you developed in this review period?

My knowledge of organizational finance systems in general and those specific to our organization has grown significantly. I instituted a weekly Finance Team meeting and a weekly joint meeting between key members of the Leadership Team and the Finance Team. This improved coordination and communication and ultimately led to the stabilization of cash management.

We have worked throughout 2023 to strengthen the relationship between the Leader Team and all of the other Managers in the organization and we are seeing a better connection and more empowered Managers.

5. What are 2-3 skills you'd like to acquire, develop or refine over the next review period?

I want to continue to grow my knowledge of our financial systems and use accurate financial reports to support the Board when deliberating on financial decisions including our annual budget.

I would like to better understand our overhead allocation methodologies and create a system for making "go/no go" decisions for new programs or initiatives that take into account the full cost (direct and indirect) of operations.

I want to continue to support the Eugene Chamber of Commerce in their efforts to address homelessness in our community. Part of this work will be to serve as a spokesperson for the need for an unprecedented level of housing production across Lane County. I would like to continue to refine my public speaking skills and presentation materials.

6. If you would like, provide any additional information what wasn't captured in the above form.

We were recently informed that Trillium is going to grant us \$1,038,000 non-competitively to help stabilize The Commons on MLK and The Nel. This will allow us to repay ourselves for

the owner contributions we had to make numerous times during 2023 and help fund future operating deficits in 2024 and 2025.

We are also on the cusp of standing up the Pre-Development Loan Fund with a \$4mm investment from Pacific Source. This will be the first fund of its kind in the State of Oregon.

2023 Goal Setting

The goals Jacob has identified for himself for the 2023 evaluation cycle are listed below:

Goal #1

Goal Description: Internal Resource Sharing
Key Results: All-staff Teams channel revamp
Relationship management systems to track partnership contacts
Create & manage resource sharing document for internal use
SEP Alignment: Create Pathways to Self-Sufficiency
Timeline: Quarter 2 2024

Goal #2

Goal Description: Carbon Footprint Reduction
Key Results: Explore paper saving methods as a result of the software conversion
Create recycling program for apartment communities
SEP Alignment: Lead & Grow Ethically
Timeline: Quarter 2 2024

Goal #3

Goal Description: Language Access Plan Optimization
Key Results: Spanish Translation
Customer service level Spanish staff training
SEP Alignment: Lead & Grow Ethically
Timeline: Quarter 2 2024

Goal #4

Goal Description: Responsible Purchasing & Procurement
Key Results: 50%+ food for staff events purchased from small businesses
Research organizations to support OAME & COBID certifications for participants
SEP Alignment: Create Pathways to Self Sufficiency
Timeline: Quarter 2 2024

C. Analysis

Based on the feedback shared and referenced above, Jacob's performance rating exceeds expectations, with aggregate ratings of:

- 88.25% favorable
- 7.25% neutral
- 4.5% negative

A total of 77 comments were provided.

- 69% positive

- 18% neutral
- 13% negative

Based on performance feedback provided, it's recommended that Jacob's employment agreement be renewed and advised to include a 5% merit increase, effective December 26, 2023.

D. Furtherance of the Strategic Equity Plan

The recommendation to renew Jacob's employment agreement, and to execute a 5% merit increase is aligned with the overarching Strategic Equity Plan goal of leading & growing ethically. The recommendation is consistent with our compensation philosophy of providing a growth within a framework of annual performance-based merit increases in order to retain skilled talent.

E. Alternatives & Other Options

As an alternative, the board could not approve the order. Alternate options include:

- Approving the order to renew Jacob's employment agreement, but implement a merit increase between 0-4%.
- Not approving the order, opting to not renew Jacob's employment agreement.

F. Timing & Implementation

It's recommended that the proposed renewal of his employment agreement and 5% merit increase become effective on Jacob's merit increase date of December 26, 2023.

G. Recommendation

Based on performance feedback provided, it's recommended that Jacob's employment agreement be renewed and advised to include a 5% merit increase.

H. Follow Up

If the recommended changes are adopted, Human Resources will document the approved changes to the Employment Agreement and process the approved compensation change.

I. Attachments

None



**SIXTH 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 20, 2023 (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, 2023, 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.

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

DATED: _____, 2023

Chairperson, Homes for Good
Housing Agency Board

DATED: _____, 2023

Jacob P. Fox

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

ORDER 23-12-20-06H

In the Matter of Approving the Sixth
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 2023 Annual Executive Director Performance Evaluation and recommendations
2. Approval of the Sixth Amendment of the Executive Director's Employment Contract

DATED this _____ day of _____, 2023

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners