



HOMES FOR GOOD BOARD OF COMMISSIONERS MEETING  
Wednesday, January 25<sup>th</sup>, 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 13<sup>th</sup> Avenue

Eugene, OR 97405



Zoom

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

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Wednesday, January 25<sup>th</sup>, 2023, at 1:30pm

The January 23<sup>rd</sup>, 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 HEARING

Homes for Good Housing Agency (Agency) will hold a joint public hearing of the Board and the Public Contract Review Board regarding the amendment of the Public and State contracting rules for Homes for Good.

*(Jacob Fox, Executive Director) (5 minutes)*

## 2. ORDER 23-25-01-01H

In the Matter of the Joint Order of the Board of Commissioners & Local Contract Review Board Amending Federal & State Public Contracting Rules for Homes for Good Housing Agency

*(Jacob Fox, Executive Director) (10 minutes)*

## 3. PUBLIC COMMENTS

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

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

5. ADJUSTMENTS TO THE AGENDA

6. **COMMISSIONERS' BUSINESS**

A. Suggested Changes to Consent Calendar

7. EMERGENCY BUSINESS

8. ADMINISTRATION

A. Executive Director Report

B. Employee of the Year Award

9. CONSENT AGENDA

A. Approval of December 14<sup>th</sup>, 2022, Board Meeting Minutes

10. ORDER 23-25-01-02H

In the Matter of Authorizing the Executive Director to Obtain Financing from Community Lending Works for the Bus Barn Property

*(Steven Ochs, Real Estate Development Director) (15 minutes)*

11. ORDER 23-25-01-03H

In the Matter of Updating the Administrative Plan – Housing Assistance Payment Abatement

*(Beth Ochs, Rent Assistance Division Director) (10 minutes)*

12. PRESENTATION

In the Matter of Coordinated Consulting Services Presenting the Homes for Good Continuity of Operations Plan Portfolio

*(Sarah Nuttbrock, Coordinated Consulting Services & Jacob Fox, Executive Director) (10 minutes)*

13. DISCUSSION

In the Matter of Presenting the Strategic Equity Plan Overview & Quarterly Progress Report

*(Jacob Fox, Executive Director) (20 minutes)*

14. DISCUSSION

In the Matter of Follow-Up Discussion Regarding Government Leadership Solutions Board Workshop

*(Jacob Fox, Executive Director) (20 minutes)*

15. OTHER BUSINESS

Adjourn.

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# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 01/25/2023

**AGENDA TITLE:** Joint Public Hearing Regarding Order Amending Public Contracting Rules for Homes for Good

**DEPARTMENT:** Executive

**CONTACT :** Jacob Fox

**EXT:** 2527

**PRESENTER:** Jacob Fox

**EXT:** 2527

**ESTIMATED TIME :** 5 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:** 01.18.23

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 01/25/2023

**AGENDA TITLE:** In the Matter of the Joint Order of the Board of Commissioners & Local Contract Review Board Amending Federal & State Public Contracting Rules for Homes for Good Housing Agency

**DEPARTMENT:** Executive

**CONTACT :** Jacob Fox

**EXT:** 2527

**PRESENTER:** Jacob Fox

**EXT:** 2527

**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 "JF", is written over a horizontal line.

**DATE:** 01.18.23

**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 the Joint Order of the Board of Commissioners & Local Contract Review Board Amending Federal & State Public Contracting Rules for Homes for Good Housing Agency

DATE: January 25<sup>th</sup>, 2023

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#### MOTION:

It is moved that the Homes for Good Board of Commissioners and the Local Contract Review Board approve the amendment of the Federal and State Public Contracting Rules for Homes for Good Housing Agency.

#### DISCUSSION:

##### A. Issue

**Any changes to Homes for Good's Federal Grant Procurement Policy and State rules must be reviewed and approved the Homes for Good Board of Commissioners and the Local Contract Review Board prior to adoption.**

##### B. Background

**Homes for Good's Federal Grant Procurement Policy was last reviewed in 2018 and the state rules were adopted in 2020. The Public Contracting Code (Code) has been in place since March 1<sup>st</sup>, 2005. Since that date legislature has amended some aspect of the Code nearly every session. The most recent changes went into effect January 1<sup>st</sup>, 2022. Per ORS 279A.065, the Attorney General's Model Rules govern public contracting. The statute goes on, however, to allow a public entity to adopt its own rules of procedure which may or may not include portions of the Attorney General's Model Rules.**

##### C. Analysis

**The following is a brief explanation of the suggested amendments to Homes for Good's Public Contracting Policy (Federal and State). To a great extent the enclosed rules reflect the substance of the Attorney General's Model Rules to ensure compliance with the Code. Rules not dictated by statute have been modified to grant Homes for Good the greatest level of flexibility, and to simplify them as much as possible.**



## FEDERAL RULES

- Micro procurement threshold increased from \$3000 to \$10,000.
- Small procurement threshold increased from \$150,000 to \$250,00.
- Formal procurement is now only required for Contracts over \$250,000.

## STATE RULES

- Small procurement threshold for public improvement contract increased from \$5,000 to \$10,000.
- Public hearings are no longer required for public improvement contract exemption. Notice continues to be required and if a hearing is requested one must be held.

## CLASS EXEMPTIONS

**Goods and Services ("Special Procurement") exemptions require specific findings and proper notice.**

### Specific Findings

- The exemption is unlikely to encourage favoritism in the awarding of a public contract or substantially diminish competition.
- The exemption results in substantial cost savings to Homes for Good.
- The exemption substantially promotes the public interest in a manner that could not be practically realized by formal competitive solicitation procedures.

### Notice

- Must be given a minimum of seven (7) day prior to the to the approval of the classes
- Must be published in at least one newspaper of general circulation **in Homes for Good's** service area

Public Improvement Contract exemptions require specific findings and proper notice.

### Findings

- The exemption is unlikely to encourage favoritism in the awarding of a public improvement contract or substantially diminish competition.
- The exemption will result in substantial cost savings to Homes for Good.

### Notice

- Must be given a minimum of 14 days before the hearing
- Must be published in at least one trade newspaper of general statewide circulation



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

The adoption of the revisions for the Homes for Good public contracting policy further all three pillars of the Strategic Equity Plan which are: Listen to Our Communities, Tell the Human Story, and Create Pathways to Self-Sufficiency.

With the increase in thresholds for micro and small purchases, this means more opportunities to utilize the informal procurement process. The informal procurement process presents a lesser administrative burden both for Homes for Good and for our Contractors. For smaller businesses the difference between providing a quote versus drafting a formal proposal can impact their decision to respond to a solicitation and can limit the receipt of competitive pricing from local and/or minority-owned businesses.

Homes for Good is in the process of drafting an Equitable Contracting Initiative (ECI) as part of the Strategic Equity Plan. The first steps of the ECI is to create an internal implementation plan that will standardize Agency-wide goals on how we procure goods and services and who we contract with including Resident outreach.

The revisions to the Homes for Good public contracting policy will require a revision of how we educate and market our solicitations. We have begun utilizing our social media to advertise solicitations, we will highlight the businesses we contract with and will implement clauses and preference for Section 3, minority-owned, women-owned, and/or emerging small businesses. While that is already addressed in our current procurement policy, it has yet to be blueprinted as a standard educational piece in our solicitations.

Finally, the more Homes for Good educates, promotes, and networks with local businesses the greater the community impact and more opportunities to create pathways to self-sufficiency.

#### E. Alternatives & Other Options

If the Homes for Good Board of Commissioners has alternative suggestions or need more clarification prior to approval, then Homes for Good will follow the recommendations of the Board.

#### F. Timing & Implementation

If the Homes for Good Board of Commissioners approve the board order the revisions will be implemented immediately.





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



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G. Recommendation

It is recommended that the Board of Commissioners approve the amendment of the Federal and State public contracting rules for Homes for Good.

H. Follow Up

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

I. Attachments

Full public contracting policies are available in OnBoard

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

ORDER 23-25-01-01H

In the Matter of the Joint Order of the Board  
of Commissioners & Local Contract Review  
Board Amending Federal & State Public  
Contracting Rules for Homes for Good  
Housing Agency

WHEREAS, it is the policy of the Housing and Community Services Agency of Lane County, Oregon (Homes for Good) that a sound and responsive public contracting system should allow impartial, meaningful, and open competition, preserving formal competitive selection as the standard for public contracts unless otherwise specifically exempted herein, by state law, or by subsequent ordinances, orders, or resolutions; and

WHEREAS, in 2018, Homes for Good opted out of the Public Contracting Model Rules adopted by the Attorney General under ORS subchapters 279A, 279B, and 279C set forth in Oregon Administrative Rules Chapter 137, Divisions 46, 47, 48 and 49 (the "Model Rules") and adopted its own rules governing both federal and state procurements; and

**WHEREAS, that 2018 Board Order confirmed Homes for Good's governing body would** continue as its local contract review board; and

WHEREAS, in 2020, the Board updated its state procurement rules via Board Order 20-09-12-03H, in accordance with state law, but did not amend its federal procurement rules; and

WHEREAS, since then both state and federal law has changed in ways requiring further **updates both to accommodate changes in Oregon's public contracting code and to reflect** procurement threshold increases; and

**WHEREAS, Homes for Good additionally requests that Homes for Good's Local Contract Review Board approve the amendments to various classes of special procurements set forth in the attached rules, based upon the findings set forth in Exhibit A to this Order.**

NOW IT IS HEREBY ORDERED:

1. The Homes for Good Board of Commissioners (Homes for Good Board) shall continue as the Local Contract Review Board of Homes for Good and shall have all of the rights, powers and authority necessary to carry out the provisions of Chapters 279A, 279B, and 279C (the "Public Contracting Code") and attached Rules. **Except as otherwise provided** in this Order, the definitions established in the attached Rules apply herein. The term **"Contracting Agency" as used in the attached Rules includes Contracting Agency's** Executive Director, his or her designee, or any other purchasing agent, as designated by **Homes for Good policy. Those individuals are hereby designated as Homes for Good's** Contracting Agency and may exercise all authorities, powers and duties granted to a Contracting Agency under the Public Contracting Code and attached Rules, unless otherwise established by Homes for Good policy.

2. The above recitals and Exhibit A are hereby adopted by the Homes for Good Board, sitting as the Local Contract Review Board, as findings of fact supporting approval of the **Commissioners' request for amendments to classes of special procurement and public improvement contract exemptions.**
3. The Model Rules adopted by the Attorney General pursuant to ORS 279A.065, including any implementing Oregon public contracting amendments from the 2021 legislative session, do not and will not apply to Homes for Good. Instead, Homes for Good hereby **prescribes the following Rules, which include portions of the Attorney General's Model Rules**, as the Rules of Procedure that Homes for Good will use for its public contracting: Public Contracting Rules Chapter 137, Divisions 46, 47, 48 and 49. While the numbering **of these Rules reflects the numbering system of the Attorney General's Model Rules**, they incorporate Homes for Good changes to the Model Rules, and, therefore, are not **the Attorney General's promulgated administrative rules. Homes for Good exemptions** are also set forth in these Rules, as numbered Exemptions 1 through 18 (E-1 through E-18). The Agency also adopts the attached Federal Grant Procurement Policy to apply as required by federal law or federal grant terms. All above-referenced Rules are attached to this Order as Exhibits B-1 and B-2 and incorporated herein by this reference.
4. In accordance with ORS 279A.065(6)(b), Homes for Good shall review its Public Contracting Rules, adopted herein, each time the Attorney General modifies its Model Rules to implement Oregon Public Contracting Code amendments adopted after the 2021 legislative session in order to determine whether amendments are required to ensure statutory compliance.
5. Amendments to these Rules and new rules shall be adopted in accordance with this Order and the Public Contracting Code. Special procurement requests and approvals shall be made in accordance with Division 47 of the attached Rules and ORS 279B.085. Public improvement contract exemption procedures, including notice and public hearing requirements, shall be made in accordance with Division 49 of the attached Rules and ORS 279C.335.
6. The Model Cost Accounting Guidelines developed by the Oregon Department of Administrative Services pursuant to Section 3, Chapter 869, Oregon Laws 1979 are **hereby adopted as Homes for Good's Cost Accounting System to apply to public improvement projects exceeding \$5,000 and constructed with Homes for Good's own equipment or personnel.** ORS 279C.310. For such public improvement projects estimated to cost more than \$200,000, or for certain road maintenance projects exceeding \$125,000, Homes for Good shall also comply with the requirements of ORS 279C.305.
7. Purchasing Authority. Spending authority for Homes for Good contracts is hereby delegated to Homes for Good staff, as listed below:

Unit		Authorized Employee	Purchasing		Purchase Auth. Form/ Check Issuance Limit (per transaction)	Contracting			
Division	Department	Position	Card Limit (monthly)	Account Limit (monthly)		Contract Coordinator for	Contract Executor	Risk Manager	Work Requester for
Executive & Communications	Agency-Wide	Board of Commissioners	-	-	Above 150,000	-	-	-	-
		Two Signers: Executive Director + Communications Director	-	-	150,000	-	-	-	-
		Executive Director	2500	-	7500	-	Primary	-	-
		Communications Director	5000	-	7500	PR, Legal, Other Professional Services	Backup	-	-
		Office Administrative Coordinator	5000	-	1000	-	-	-	-
	Information Services	Communications Admin Specialist	5000	-	-	-	-	-	-
		Information Technology Director	5000	-	500	Computers, Software	-	-	-
	Human Resources	Human Resources Director	4000	-	5000	Training, Temps, Benefits Insurance	-	Primary	-
		ADA / HR Coordinator	1000	-	-	-	-	-	-
	Community Services	Division-Wide	Community Services Director	2500	-	5000	-	-	-
Service Contracts		ASA - 3	-	-	-	Service Contracts	-	-	-
		Maintenance Services Manager	-	-	2500	-	-	-	Service Contracts
Fee for Service		Maintenance Mechanic	1000	-	-	-	-	-	-
		Maintenance Worker	-	-	-	-	-	-	-
		Maintenance Worker	-	-	-	-	-	-	-
		Painter	1000	-	-	-	-	-	-
		Painter	-	-	-	-	-	-	-
		Real Estate Specialist - Maintenance	-	1000	-	-	-	-	-
Resident Services		Resident Services Manager	1000	-	-	-	-	-	-
		Resident Services Assistant	1000	-	-	-	-	-	-
		Resident Services Specialist	2000	-	-	-	-	-	-
Property Management		Portfolio Manager	2000	3000	2500	-	-	-	-
		Property Management Supervisor	1000	3000	2500	-	-	-	Service Contracts
AMP 100/AMP 500/FW Team		Maintenance Mechanic	1000	1000	-	-	-	-	-
		Site Maintenance Specialist	-	500	-	-	-	-	-
		Site Maintenance Specialist	-	500	-	-	-	-	-
		Property Management Supervisor	1000	3000	2500	-	-	-	Service Contracts
AMP 200/AMP 300 Team		Maintenance Mechanic	-	1000	-	-	-	-	-
		Maintenance Mechanic	-	1000	-	-	-	-	-
		Site Maintenance Specialist	-	500	-	-	-	-	-
		Site Maintenance Specialist	-	500	-	-	-	-	-
AMP 400/AMP 600 Team		Property Management Supervisor	1000	3000	2500	-	-	-	Service Contracts
		Maintenance Mechanic	-	1000	-	-	-	-	-
		Site Maintenance Specialist	-	500	-	-	-	-	-
		Site Maintenance Specialist	-	500	-	-	-	-	-
AL/VO/H4 P Team		Property Management Supervisor	1000	3000	2500	-	-	-	Service Contracts
		Maintenance Mechanic	-	1000	-	-	-	-	-
		Site Maintenance Specialist	-	500	-	-	-	-	-
Rent Assistance		Division-Wide	Housing Assistance Director	3000	-	5000	-	-	-
	Rent Assistance Supervisor		3000	-	500	-	-	-	-
	Office Assistant/Bilingual		-	-	-	-	-	-	-
	Office Supplies	Office Assistant	5000	500	-	-	-	-	-
Landlord Liaison	Landlord Liaison	1000	-	-	-	-	-	-	
Energy Services	Division-Wide	Energy Services Director	2500	-	5000	-	-	-	-
		Intake Coordinator	2500	1000	-	Weatherization/ Energy Services	-	-	-
		Energy Auditor	-	-	-	-	-	-	WZES
		Energy Auditor	18000	-	-	-	-	-	WZES
		Energy Auditor	-	-	-	-	-	-	WZES
Development	Division-Wide	Real Estate Development Director	5000	-	5000	-	-	-	-
		Project Coordination Specialist	-	-	-	-	-	-	-
	CAP	CAP Project Manager	-	-	500	-	-	-	-
		Contract Administrator	2500	-	-	CAP	-	-	-
	Development	Contract Administrator	-	-	-	CAP	-	-	-
		Project Developer	5000	-	-	Development	-	-	-
		Project Development Manager	1000	-	-	Development	-	-	-
	Asset Management	Project Developer	-	-	-	Development	-	-	-
Asset Manager		1000	-	500	Property Mgmt, Agency Insurance	-	Backup	-	
Finance	Division-Wide	Finance Director	-	-	500	Financial Services	-	-	-
		Accounting Technician	-	-	-	Purchasing Cards & Purchasing Accounts	-	-	-

Classified staff shall only exercise delegated spending authorities for programs under their supervision.

Payments over \$7,500 require the signature of the Executive Director (or Acting ED in his absence) and the Communications Director.

Delegated spending limits apply to all Homes for Good contracts, public contracts and **otherwise. Amendments to such contracts remain within the signer's authority, up to a total contract amount of 125% of the signer's spending authority.**

These delegated spending limits extend to interim/acting staff members, in the absence of the classified staff member.

- All portions of previously adopted resolutions or board orders establishing federal and state procurement public contracting rules for Homes for Good, including Order No. 20-09-12-03H and are hereby repealed. Orders, or portions thereof, establishing Federal Grant Procurement Policy rules shall remain in full force and effect.

9. Effective Date. This Order and associated rules shall go into effect on January 25<sup>th</sup>, 2023.

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

\_\_\_\_\_  
Chair, Board of Commissioners

\_\_\_\_\_  
President, Local Contract Review Board

ATTEST:

ATTEST:

\_\_\_\_\_  
Secretary, Board of Commissioners

\_\_\_\_\_  
Secretary, Local Contract Review Board

As outlined in the December ED report we are in the process of evaluating new software platforms for our organization. On December 15th we participated in an all-day demonstration of a software platform called Yardi. Staff from all Divisions participated in this demonstration and were generally impressed with Yardi functionality especially as it relates to the finance functions of the software. The next step will be receiving an estimate for the upfront and ongoing costs associated with the possible conversion to the Yardi software platform.

On January 10th I was able to visit one of our public housing apartment communities, Lindeborg Place, in Junction City. One of our Resident Services Specialists, Livi Camba, invited me to a resident engagement session over coffee and donuts. We were joined by the Property Manager, Nicole Tarricone and the Maintenance Mechanic, Beau Thornburg. I was able to hear from residents and staff about some recent challenges they have been dealing with related to a person experiencing homelessness who has been sleeping in the laundry room. Staff and residents have been working in partnership to resolve the issue. Also, I was able to see an exterior siding and painting project that our Capital Projects Team is in the process of completing that dramatically improves the curb appeal and the longevity of the envelope. It was a good reminder to me about the importance of engaging with our staff and residents who work and live at our affordable apartment communities. I'm deeply thankful to Livi, Nicole and Beau for their hard work and their kindness to the people that we serve.



On January 12th we received the Moss Adams Operational and Process Assessment of our Finance Department. This assessment provided us with 14 recommendations which we have organized into three priorities - high, medium, and low. We have 8 recommendations that are prioritized as high. Of the 8 recommendations 3 connect with the Homes for Good Board including better monitoring/reporting systems for cash management, regular budget to actual reporting, and the need for a new software platform. An agenda item for our January 25th Board meeting includes having one or two Board members serve on a finance ad hoc committee to support staff as we implement the recommendations provided to us by the Moss Adams Team.



Additionally, on January 12th I had the honor of joining our Resident Advisory Board (RAB) meeting to share a lunch and be in conversation with the members, including Char and Michelle. Most of the discussion focused on how the RAB and the new Homes for Good Governance Board can interface more intentionally. Ideas shared included having RAB members rotate as attendees in the Homes for Good Board meeting, having Homes for Good Board members rotate as attendees in the RAB meeting and the possibility of having a joint meeting between both boards. Another topic that came up was a RAB request to provide input into our Capital Project Fund plan(s) prior to these plans needing approval by RAB. I want to thank the RAB members for their ongoing engagement in providing Homes for Good staff with advice on policy and programmatic decisions.



# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 01/25/2023

**AGENDA TITLE:** In the Matter of Presenting the Employee of the Year to the Board

**DEPARTMENT:** Rent Assistance Division

**CONTACT :** Jasmine Leary

**EXT:** 2150

**PRESENTER:** Beth Ochs

**EXT:** 2547

**ESTIMATED TIME :** 5 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:** 01.18.23

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



## 2022 EMPLOYEE OF THE YEAR

*Latoya Davis*

Latoya joined Homes for Good in July 2020. As a member of our Office Assistants Team, she provides kind, prompt, and attention to detail-service. Latoya is warm and inviting to all who visit our service center. She exudes a calmness that aids in de-escalating challenging client interactions

Latoya has been a mentor to new team members, providing guidance and education.

She has cross-trained with other teams within the Agency, creating procedures and educational materials to take back to her team. This cross-training expands the knowledge and ability of her team to serve the public.

Latoya has also participated in the Eugene Young Professionals Conference.

Overall, Latoya's kindness, compassion, and confidence make our service center a valuable asset to the community.





# MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS

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Wednesday, December 14<sup>th</sup>, 2022, at 1:30 p.m.

Homes for Good conducted the December 14<sup>th</sup>, 2022, meeting in person at the Homes for Good administrative building and via a public video call with dial-in capacity. The public was able to join the call, give public comment, and listen to the call.

## CALL TO ORDER

Board Members Present:

Char Reavis

Heather Buch

Michelle Thurston

Justin Sandoval

Chloe Tirabasso

Larissa Ennis

Kirk Strohman

Joel Iboa

Board Members Absent:

Pat Farr

Quorum Met

## 1. PUBLIC COMMENT

*None*

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

*None*

## 3. ADJUSTMENTS TO THE AGENDA

- Steve Ochs will be facilitating the Public Hearing and Order 22-14-12-01H in place of Spencer McCoy.
- Jared Young will be facilitating Order 22-14-12-04H in place of Kurt von der Ehe.
- Ela Kubok and Jacob Fox will be facilitating Order 22-14-12-05H in place of Jasmine Leary.

#### 4. **COMMISSIONERS' BUSINESS**

*None*

#### 5. EMERGENCY BUSINESS

*None*

#### 6. ADMINISTRATION

##### A. Excellence Awards

Rent Assistance Division Director, Beth Ochs presented the Fourth Quarter Excellence Award to Housing Specialist, Johanna Jimenez.

Portfolio Manager, Andrea Bishop presented the Fourth Quarter Excellence Award to Assistant Property Manger Brandon Hansen.

##### B. Executive Director Report

Jacob Fox discussed that Homes for Good was the only proposal for the Naval Reserve site. The City of Eugene offered the site and \$1.1 million in federal funds. Homes for Good in turn asked for \$3 million based off of the project needs. The City of Eugene has reserved funds for The Coleman in coming years. Homes for Good is requesting the funds to be reallocated to the Naval Reserve site. The Coleman commitment will be maintained in future years with HUD HOME funding. The City of Springfield has a large allocation of HOME funds for the City of Eugene as funds can be moved amongst cities) There are additional complex funding sources such as the Federal Home Loan Bank. Homes for Good is prepared to seek out additional funding sources if needed.

**Homes for Good's current financial software will** be terminated and will need to transition to a new software system. This cost was not embedded in the fiscal year 2023 budget as a transition was not predicted this soon. Current staff thinking is to accelerate the selection and transition process. More discussion to come in early 2023.

##### Expected Timeline

- All Day Demo (12.15)
- Yardi will provide project timeline and a budget
- Deep dive demo into financial capabilities as it pertains to leadership and governance (with Board members present)

##### Estimated Cost

- Year I: \$500,000
- Year II: Significant annual cost increase over what Homes for Good is paying now

##### Discussion Themes

- Difficulties of software transitions
- Research and feedback Homes for Good has received from other Housing Authorities
- FileVision compatibility with Yardi

C. Approval of 10.26.2022 Board Meeting Minutes

Vote Tabulations

Motion: Michelle Thurston

Second: Justin Sandoval

Discussion: *None*

Ayes: Char Reavis, Heather Buch, Michelle Thurston, Justin Sandoval, Larissa Ennis, Kirk Strohman, Chloe Tirabasso, Joel I boa

Abstain: *None*

Absent: Pat Farr

The 10.26.2022 meeting minutes were passed [8/0/1]

D. Approval of 11.18.2022 Board Meeting Minutes

Vote Tabulations

Motion: Michelle Thurston

Second: Chloe Tirabasso

Discussion: *None*

Ayes: Char Reavis, Michelle Thurston, Justin Sandoval, Kirk Strohman, Chloe Tirabasso, Joel I boa

Abstain: Heather Buch, Larissa Ennis

Absent: Pat Farr

The 11.18.2022 meeting minutes were passed [6/2/1]

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

Homes for Good has both a federal procurement policy and a local procurement policy, which is governed by the Oregon Revised Statutes. The Construction Manager/General Contractor (CM/GC) method requires exemption from typical requirements. This public hearing allows for anyone to protest the proposed CM/GC method.

8. ORDER 22-14-12-01H: In the Matter of the Joint Order of the Board of Commissioners and the Local Contract Review Board Exempting the Construction of the Naval Reserve and Quince Street Developments from Competitive Bidding Requirements and Directing the Use of the Construction Manager General Contractor Alternative Contracting Method (*Real Estate Development Director, Steve Ochs presenting*)

Homes for Good would like to use the Construction Manager/General Contractor (CM/GC) process for both the Naval Reserve site and the Quince Street development. This procurement process allows for a proposal from a construction manager on the design and development of the site. That same construction manager in turn becomes the General Contractor who will competitively bid out the

construction work for the aforementioned site. This process allows for early engagement from Contractors and to assist with the procurement of services from minority-owned, women-owned, and emerging small businesses.

#### Discussion Themes

- Oregon Revised Statutes publication requirements in the nearest Daily Journal of Commerce
- Increased chances of equitable contracting with the CM/GC alternative contracting method
- Previous experience with an architect on staff in the Real Estate Development Division at Homes for Good
- **Ensure “Florence” is included when referencing the Quince Street development for clarity purposes**

#### Vote Tabulations

Motion: Michelle Thurston

Second: Kirk Strohman

Discussion: *None*

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

Abstain: *None*

Absent: Pat Farr

Board Order 22-14-12-01H was passed [8/0/1]

9. WORK SESSION: Homes for Good Project Development Team Work Session  
(Real Estate Development Director Steve Ochs, Project Development Manager, Nora Cronin, Project Developer Spencer McCoy, Project Developer Aisha McCoy, Project Developer Matt Salazar, & Project Coordination Specialist E Wood presenting)

Real Estate Development Team Departments

- Project Development: Building and developing sites
- Asset Management: Maintaining the developed sites
- Capital Projects: Upkeep and repairing the developed sites

Life Cycle of a Development

Involvement of varying departments may differ depending on the type of development

- Feasibility & Due Diligence
- Design & Planning
- Pre-Construction/Procurement
- Finance Closing
- Construction
- Owner Occupancy/Lease-Up
- Project Closeout

Tax Credits

Investors receive a dollar-for-dollar reduction on their federal tax liability in exchange for giving cash upfront to construct a project. The Federal government gives each state an allocation for how many tax credits they can receive on an annually basis based on population size. The states then decide how they want to prioritize the tax credits. Homes for Good will frequently apply for this funding through Oregon Housing and Community Services (OHCS).

### Types of Tax Credits

- 9% low-income tax credit (receive 70% of project cost)
- 4% low-income housing tax credit (receive 30% of project cost)

### Project Pipeline

- [2023] Lazy Days Mobile Home Park
- [2024] Bridges on Broadway
- [2024] Naval Reserve Site
- [2024] Florence – Quince Street
- [2024] The Coleman
- [2024] Glenwood Place

### Strategic Equity Plan

- Pillar I: Listen to Our Communities
  - Focus group on accessibility
  - Accessibility audit
- Pillar II: Tell the Human Story
  - Communicate our “why”
- Pillar III: Create Pathways for Self-Sufficiency
  - Equitable Contracting Initiative
- Pillar IV: Lead & Grow Ethically
  - Universal Design
  - Trauma Informed Design

*\*\*PowerPoint presentation with further details can be found in the December Board Materials\*\**

### Discussion Themes

- Preferred funding sources for Homes for Good and affordable housing
- Cost of Homes for Good developments versus comparable private sector developments
- **More information on Homes for Good’s approach to Universal Design**

No Action Needed

10. EXECUTIVE SESSION: **“On December 14<sup>th</sup>, 2022, the Homes for Good Board will hold an Executive Session pursuant to ORS 192.660(2)(i), to review and evaluate the job performance of a chief executive officer, other officers, and employees, and staff, if the person whose performance is being reviewed and evaluated does not request an “open hearing”.**

11. ORDER 22-14-12-02H: In the Matter of Documenting the Executive **Director’s Annual Performance Evaluation and Instructing Human Resources Regarding Revisions of the Employment Agreement**  
(Human Resources Director, Bailey McEuen presenting)

Implemented this process based on Board approval in 2021. Every even year internal and external audiences are asked to provide feedback. Every odd year feedback is requested from internal audiences only. This year 76 internal and external audiences were asked to provide a review. The response rate was 43% with an overall rating of 4.275, rating above average. The Executive Director also completed a self-assessment. There has been incremental increase year over year.

### Positive Feedback

- Diversity Equity & Inclusion Leadership

- Strategic Equity Plan work
- Human and vulnerable approach

#### Opportunities for Growth

- Finance department processes and procedures

#### Executive Director Goal Setting

- Implement Strategic Equity Plan
- Implement Moss Adams Finance Department recommendations
- Selecting a new software system

#### Vote Tabulations

Motion: Kirk Strohman

Second: Heather Buch

Discussion:

- Recommend a sub-committee to assist HR in evaluating the ED report next year
- **Commending Executive Director's strong work, leadership at Homes for Good and for the community as a whole**

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

Abstain: *None*

Absent: Pat Farr

Board Order 22-14-12-02H was passed [8/0/1]

## 12. PRESENTATION: Organization Development Consultants: Government Leadership Solutions

(Government Leadership Solutions, Dr. Nicholas Harvey presenting)

The initial planning with executive sponsor has been completed. This included a conversation surrounding expectations and timelines. A strategic asset review has also been completed with a Diversity Equity & Inclusion lens.

Pipeline

- Training Development & Administration
- Custom Board Training Delivered (*virtual*)
- 45-Day Accountability & Change Intelligence Workshop (*on-site*)
- Executive Coaching (*virtual*)

#### Discussion Themes

- In preparation materials will be placed in OnBoard for Board members to review
- Ad hoc and sub-committee structures will be addressed

No Action Needed

13. ORDER 22-14-12-03H: In the Matter of Authorizing the Executive Director or Designee to Obtain Financing from Community Lending Works for the Bus Barn Property (Real Estate Development Director, Steve Ochs presenting)

Community Lending Works is a local lending organization that assists small businesses. They offered Homes for Good a secured loan of \$300,000. An appraisal of the Bus Barn property was performed in 2018 at approximately \$1.2 million. Currently a contractor is working on the expansion within the Bus Barn, but a Contractor has not been selected for the other Bus Barn improvements that this loan would be allocated to and cover which include:

- Oak Street expansion
- Completing needed repairs in preparation for an additional tenant

Discussion Themes

- Defined terms for collateral
- Second position or unsecured loan vs. secured loan
- Rent increase impact on childcare costs
- Draw down line of credit vs. lump sum
- Benefits to Homes for Good
- Housing as a long-term option
- Contract terms
- Allow for further discussion next Board meeting

Board Order 22-14-12-03H was **TABLED**

14. ORDER 22-14-12-04H: In the Matter of Accepting a Bid & Awarding Contract #22-C-0032 for the Parkview Terrace Balcony Deck Coating Project (Contract Administrator, Jared Young presenting)

Scope of work include pressure washing and deck coating. Deck coating placing textured paint over the concrete surfaces of the five Parkview Terrace balconies. Homes for Good received three responsive bids. Sawtooth Caulking had the lowest bid and was reviewed by BDA Architecture & Planning P.C. for accuracy in their proposal.

The cost difference is due to the products used. Products with an accelerant allow for use of the surfaces after 24 hours, which significantly reduces administrative and labor costs. Sawtooth Caulking has performed similar services at Lindeborg Place.

Vote Tabulations

Motion: Michelle Thurston

Second: Chloe Tirabasso

Discussion: *None*

Ayes: Char Reavis, Heather Buch, Michelle Thurston, Justin Sandoval, Kirk Strohmman, Chloe Tirabasso, Larissa Ennis, Joel I boa

Abstain: *None*

Absent: Pat Farr, Joel I boa

Board Order 22-14-12-04H was passed [7/0/2]

15. ORDER 22-14-12-05H: In the Matter of Approving the Award of Contract #23-S-0001  
The Olive Janitorial Services to Environment Control  
(Executive Director, Jacob Fox & Communications Director, Ela Kubok presenting)

Summary of Order

Discussion Themes

- References
- Contract term

Vote Tabulations

Motion: Michelle Thurston

Second: Kirk Strohman

Discussion: *None*

Ayes: Char Reavis, Heather Buch, Michelle Thurston, Justin Sandoval, Kirk Strohman, Chloe Tirabasso, Larissa Ennis, Joel I boa

Abstain: *None*

Absent: Pat Farr, Joel I boa

Board Order 22-14-12-05H was passed [7/0/2]

16. Other Business

Re-structure the meetings to include:

- Additional 30 minutes
- Consent agenda
- Business items at the beginning
- Presentations at the end

Meeting Adjourned: 3:55 p.m.

*Minutes By: Jasmine Leary*





# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 01/25/2023

**AGENDA TITLE:** In the Matter of Authorizing the Executive Director to obtain financing from Community Lending Works for the Bus Barn property.

**DEPARTMENT:** Real Estate Development Division

**CONTACT :** Steven Ochs

**EXT:**

**PRESENTER:** Steven Ochs

**EXT:**

**ESTIMATED TIME :** 15 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:** 01.18.23

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



## HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners  
FROM: Steve Ochs, Real Estate Development Director  
TITLE: In the Matter Authorizing the Executive Director to Obtain Financing from Community Lending Works for the Bus Barn Property  
DATE: January 25, 2023

---

### MOTION:

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

### DISCUSSION:

#### A. Issue

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

#### B. Background

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

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



Homes for Good would like to borrow up to \$350,000 to pay for expansion of the Oak Street CDC into another portion of the bus barn and provide tenant improvements in the remaining (currently vacant) area of the brick office building to lease it out. This work includes both exterior and interior improvements to include but not limited to, extension of the sprinkler system, new windows, flooring, and replacement of lighting. This initial work just started on December 12, 2022 and is expected to be completed in early March.

**Homes for Good intends to keep leasing the "Bus Barn" to Oak Street CDC as this is an essential downtown service.** Homes for Good intends to lease the "Oak Court" brick office building to either expand the daycare further or other office uses. The long-term goal is to re-develop the property to support additional affordable housing, while retaining the Bus Barn building intact.

C. Analysis

Homes for Good was approached by Community Lending Works (CLW) to see if there were any financing needs in the near future. Founded in 2011, Community Lending Works is a growing Community Development Financial Institution (CDFI) that provides access to capital and asset building services to small businesses and microenterprise loans. The loan terms are beneficial to Homes for Good as it would allow time to lease out the vacant portion of the property before beginning payments on the loan.

As shown on the attached term sheet the CLW loan would be a fixed rate of 5.75% with payments deferred for 10 months and then interest only payments for the next 14 months. Homes for Good would have to refinance the loan or pay it off at that time (2 years). Once payments start, they are estimated to be \$4,350 (quarterly). The loan would need to take second position on the long-term lease of the bus barn property and would be dispersed in one lump sum.

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

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

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

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



D. Furtherance of the Strategic Equity Plan

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

E. Alternatives & Other Options

If this loan option is not approved, staff will use the existing Line of Credit with Banner Bank to fund improvements to the property.

F. Timing & Implementation

If approved, CLW will continue the underwriting process and loan documents would be executed in February of 2023.

G. Recommendation

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

H. Follow Up

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

I. Attachments

Attachment A: CLW Term Sheet

Attachment B: **Bus Barn Picture & Assessor's Sketch**

Attachment C: Bus Barn Proforma



### **Term Sheet/ Proposal**

**Borrower:** Homes For Good – 100 West 13<sup>th</sup> Ave Eugene, OR 97401

**Loan Amount:** \$300,000

**Purpose:** Building improvements

**Rate:** 5.75% (fixed)

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

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

**Loan Fee:** .75%

**Collateral:** 2<sup>nd</sup> position on Bus Barn Long Term Lease (subject to approval by CLW)

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

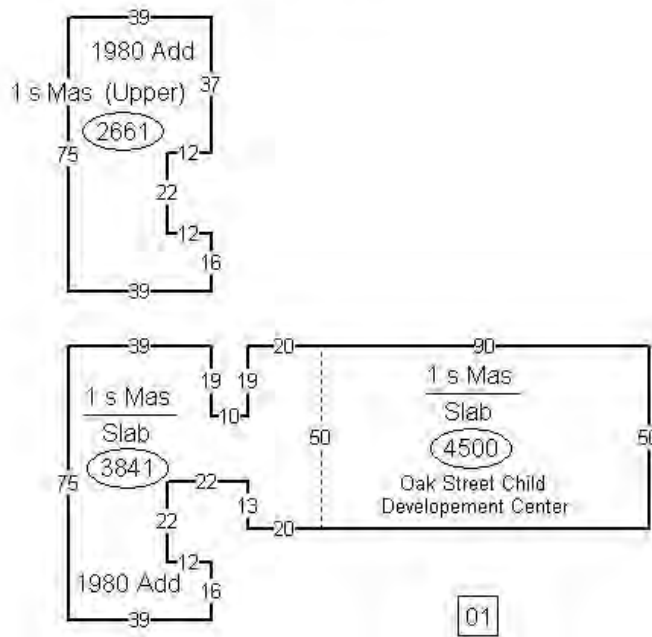
Attachment B: Bus Barn Picture and Assessor's Sketch



0257806 C01

11,002 Total SF

Built 1924 Addn & Remodel in 1980



540 Oak Street

**COMMERCIAL OPERATING BUDGET - INCOME**

**Project Name:** Bus Barn  
**Date:** 1/11/2023

	Inflation Rate	Description	1	2	3	4
<b>Commercial Income:</b>	3.0%	1st Floor @ \$1.50/sf, 2,661 sf	\$11,970	\$49,316	\$50,795	\$52,319
<b>Other:</b>	3.0%	2nd Floor @ \$1.25/sf, 2,661 sf		\$41,109	\$42,342	\$43,613
<b>Other:</b>	3.0%	Oak Street CDC lease	\$62,400	\$64,272	\$66,200	\$68,186
<b>Total Commercial Revenue</b>			\$74,370	\$154,697	\$159,338	\$164,118
<b>Effective Gross Income</b>			\$74,370	\$154,697	\$159,338	\$164,118

Assumes rental income of \$3990 per month of last three months of 2023

Assumes no rental income in 2023 with rental income of \$3326 per month starting in 2024

Currently vacant first floor of Oak Court Building. Oak Street CDC interested in lease after Phase 2 tenant improvements.

Currently vacant second floor of Oak Court Building, Oak Street CDC interested in lease after Phase 3 improvements early 2024

Oak Street CDC lease of entire Bus Barn Building starting March 1, 2023 after Phase 1 improvements complete.

**COMMERCIAL OPERATING BUDGET - EXPENSES**

Project Name: Bus Barn  
 Date: 1/11/2023

Enter annual

Annual Operating Expenses		1	2	3	4
Insurance	3.00%	\$10,000	\$10,300	\$10,609	\$10,927.27
<b>Utilities:(common areas)</b>					
Gas/Oil	3.00%	\$0	\$0	\$0	\$0.00
Electric	3.00%	\$15,000	\$15,450	\$15,914	\$16,390.91
Water & Sewer	3.00%	\$10,000	\$10,300	\$10,609	\$10,927.27
Garbage Removal	3.00%	\$0	\$0	\$0	\$0.00
Repairs	3.00%	\$5,000	\$5,150	\$5,305	\$5,463.64
General Maintenance	3.00%	\$10,000	\$10,300	\$10,609	\$10,927.27
Other/Inspections	3.00%	\$5,000	\$5,150	\$5,305	\$5,463.64

<b>Total Annual Operating Expenses:</b>		<b>\$55,000</b>	<b>\$56,650</b>	<b>\$58,350</b>	<b>\$60,100</b>
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**Less Debt Service:**

**Permanent loan**

Rate	Term (Years)	Loan Amount				
3.64%	20	\$700,000	\$49,323	\$49,323	\$49,323	\$49,323
5.75% interest only	10	\$300,000	\$17,400	\$17,400	\$17,400	
<b>year:</b>			<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
Effective Gross Income:			\$74,370	\$154,697	\$159,338	\$164,118
Total Annual Operating Expenses:			\$55,000	\$56,650	\$58,350	\$60,100
Net Operating Income:			\$19,370	\$98,047	\$100,988	\$104,018
Primary Debt Service			\$66,723	\$66,723	\$66,723	\$49,323
Total Debt Service			\$66,723	\$66,723	\$66,723	\$49,323
<b>Cash Flow Per Year Primary:</b>			<b>-\$47,353</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Cash Flow Per Year Total:</b>			<b>-\$47,353</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
Primary Debt Coverage Ratio			0.29	1.47	1.51	2.11
Total Debt Coverage Ratio			0.29	1.47	1.51	2.11

First 10 months of this year require no payment on this loan but interest accrues

HFG will need to payoff/refinance this loan in 2025 as balloon payment is due

Depending on interest rates HFG will need to payoff/refinance this loan as variable amount will likely increase



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

ORDER 23-25-01-02H

In the Matter Authorizing the Executive  
Director to Obtain Financing from Community  
Lending Works for the Bus Barn Property

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

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

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

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

WHEREAS, the Authority has determined that it is in the best interests of the Authority, to enter into agreements with, and to obtain financing from Community Lending Works in the maximum amount of \$350,000 to finance needed improvements to the buildings and property to allow leasing of the entire site.

NOW IT IS THEREFORE ORDERED THAT:

1. Authorize Community Lending Works Loan

That the Authority is authorized to negotiate, execute, and deliver on behalf of the Authority, such documents as may be necessary to enter into the Community Lending Works Loan in the maximum amount of \$350,000 all in the form approved by any Authorized Representative (such approval to be conclusively demonstrated by the signature of any Authorized Representative on such document).

2. Authorized Representatives.

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

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

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2023

\_\_\_\_\_  
Chair, Homes for Good Board of Commissioners

\_\_\_\_\_  
Secretary, Homes for Good Board of Commissioners



# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 01/25/2023

**AGENDA TITLE:** In the Matter of Updating the Administrative Plan - Housing Assistance Payment Abatement

**DEPARTMENT:** Rent Assistance Division

**CONTACT :** Beth Ochs

**EXT:** 2547

**PRESENTER:** Beth Ochs

**EXT:** 2547

**ESTIMATED TIME :** 10min

- 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:** 01.18.23

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



## HOMES FOR GOOD MEMORANDUM

### REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners  
FROM: Beth Ochs, Rent Assistance Division Director  
TITLE: In the Matter of Updating the Administrative Plan – HAP Abatement, Enforcing Family Compliance with HQS  
DATE: January 25<sup>th</sup>, 2023

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#### MOTION:

It is moved that the Homes for Good Board of Commissioners approve the revision to provide policy on Housing Assistance Payment (HAP) Abatement for Tenant caused fail items.

#### DISCUSSION:

A. Issue

Public Housing Agencies are permitted to create policy at a local level if the policy is not in opposition to HUD Federal Regulations. Homes for Good is seeking approval to provide policy regarding tenant caused fail items.

B. Background

In general, when a unit does not meet Housing Quality Standards (HQS) the landlord and/or tenant are given a set number of days to complete the repairs before subsidy to **the unit stops. This is referred to as an "abatement."**

Abatement is initiated when the landlord has not made the repairs by the deadline or when the unit has become uninhabitable. For example, a snowstorm collapses the roof of the unit. It takes the owner two weeks to make the repair. During the two weeks the unit is being repaired aka during the time it was not habitable the subsidy to the unit stops and is abated. When the tenant moves back in, subsidy resumes.

For tenant caused fails, a Public Housing Agency (PHA) is not permitted to abate payment to the landlord. If the tenant does not make the repairs by the stated deadline the PHA begins the process to stop assistance to the tenant.

There is not clear regulatory language on what actions a PHA should take when there is a tenant caused fail which has resulted in the unit not being habitable and the intention is to return the tenant to the unit.



Regulatory language assumes the landlord or the PHA will take action against the tenant for creating an uninhabitable unit either via eviction from the landlord and/or termination of assistance from the PHA.

In implementing Permanent Supportive Housing (PSH) there have been instances in which units have become uninhabitable as a result of tenant action and it is not the intent of the PHA or the owner (Homes for Good) to terminate the rental agreement and/or the subsidy of the tenant.

### C. Analysis

Providing Housing Assistance Payment (HAP) to our project sites is vital to the economic health of the project. For example, the average monthly HAP payment per unit at The Commons on MLK is \$859.45.

We recognize that high barrier populations are served at PSH sites.

We also recognize that supplies to make needed repairs, and contractors are often delayed as of late.

This combination, at times can result in multiple weeks of a unit being vacated by the tenant as repairs are being completed.

Since the regulatory language does not provide guidance on a tenant caused abatement in which the intent is to return the tenant to the unit, we sought the guidance of our HUD field office (based out of Portland, OR).

In turn, our HUD field office sought the guidance of HUD Headquarters (based out of Washington D.C.).

Both the HUD Field Office and HUD Headquarters recognize the importance of PSH and the challenges those projects may encounter. It was deemed acceptable for a PHA to continue to provide subsidy to an uninhabitable unit, but it was concluded that a PHA would need to make a policy on how long a tenant could remain out of the unit as a result of a tenant caused abatement before subsidy would need to be terminated.

Under the standard extension process for a landlord or tenant caused fail that is not an abatement, a total of 60 calendar days is provided before abatement is initiated.

Discussions were had with the Supportive Housing Division and Asset Management Team of Homes for Good to inquire if 60 days to make the unit habitable was in alignment with their prior experiences. Both teams deemed a 60-day timeframe acceptable. It was also acceptable for both teams to have an initial deadline of 30 calendar days, and the option for a 30-day extension if attempts had been made to start the correction process to the fail items.

It is also worth noting that Homes for Good is implementing strategies to increase services at the PSH projects. In turn, Homes for Good anticipates seeing a reduction in



tenant caused fails that result in the unit not being habitable. Most recently, supportive services were transferred from Shelter Care to Homes for Good's Resident Services Team.

D. Furtherance of the Strategic Equity Plan

There is not a direct correlation between this proposed change and the Goals and Tactics of the Strategic Equity Plan.

However, providing opportunities for high barrier tenants to retain housing even when damage to the unit has occurred is in alignment with Homes for Good's goal of getting every Lane County resident who needs help, into a home.

E. Alternatives & Other Options

Homes for Good could choose a different time frame for repairs to be made before termination of subsidy if a future trend in repair timeframes presents itself.

Homes for Good could choose not to implement this change. This could result in the PHA taking action against the tenant in the form of initiating the ineligibility process, which can lead to the tenant's assistance being terminated.

F. Timing & Implementation

Following Board Approval:

Homes for Good will update its Administrative Plan.

G. Recommendation

It is recommended that the Board of Commissioners approve this request as it provides continued housing for high barrier populations.

H. Follow Up

None

I. Attachments

None

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

ORDER 23-25-01-03H

In the Matter of Updating the Housing Choice  
Voucher Administrative Plan, HAP Abatement,  
Enforcing Family Compliance with HQS

WHEREAS, Homes for Good is permitted to create policy at a local level if the policy is not in opposition to HUD Federal regulations.

WHEREAS, Homes for Good obtained guidance from its local HUD field office, and in turn the local field office gained guidance from HUD Headquarters.

NOW IT IS THEREFORE ORDERED THAT:

The Housing Choice Voucher Administrative Plan for Fiscal Year 2023 shall be revised as follows:

Page 8-18 is amended to state under Enforcing Family Compliance with HQS,

**In instances where a unit has been deemed uninhabitable due to a tenant caused fail the PHA will provide an initial 30 calendar days for the unit to be declared habitable and pass an HQS inspection. An additional 30 calendar day extension will be available if owner can demonstrate progress and/or attempts at progress to correct fail items have been made during the first 30 calendar days. During this timeframe(s) HAP will not be abated. If the unit does not meet HQS at the end of the 30 or 60-day timeline as applicable the PHA will move to terminate the subsidy in accordance with the policies described in Chapter 12.**

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:** 01/25/2023

**AGENDA TITLE:** In the Matter of Coordinated Consulting Services Presenting the Homes for Good Continuity of Operations Plan Profile

**DEPARTMENT:** Executive

**CONTACT :** Jacob Fox

**EXT:** 2527

**PRESENTER:** Jacob Fox (with CCS)

**EXT:** 2527

**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 "JF", is written over a horizontal line.

**DATE:** 01.18.23

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



# Continuity of Operations Plan (COOP)

## COOP Projects & Reports

Business Impact Analysis

Hazard Vulnerability Analysis

Integrated Preparedness Plan

## Hazard-Specific COOP Annexes

High Consequence Infectious Disease

Heat Illness Prevention Plan

Winter Weather

Protection from Wildfire Smoke Plan

Workplace Violence and Armed Intruder

Cybersecurity  
*(under development)*

## Facility-Specific Response Plans

Flood Emergency Response Plan and Evacuation Procedures for The Commons on MLK

Flood and Fire Emergency Response Plan and Evacuation Procedures for Riverview Terrace



## Homes for Good Continuity of Operations Preparedness Portfolio

Project Name	Description
Business Impact Analysis (BIA)	<ul style="list-style-type: none"> <li>• <b>Analysis of Homes for Good’s business functions and</b> evaluation of the potential impacts of a disruption to functions, processes, and systems.</li> <li>• Quantitative prioritization of business functions which are most essential to keep the Agency operating during a disruption.</li> <li>• <b>Includes a BIA report for each of Homes for Good’s seven</b> divisions and an organizational overview report.</li> </ul>
Hazard Vulnerability Analysis (HVA)	<ul style="list-style-type: none"> <li>• Provides the Agency with information about common regional hazards in order to prioritize preparedness initiatives and resources.</li> <li>• Relative risk was calculated for common hazards based on estimated impacts <b>to the Agency, the Agency’s preparedness</b> level, and external response capabilities.</li> <li>• Includes three separate analyses to capture the unique <b>hazard profile in Homes for Good’s operating region, as well</b> as a summary report.</li> </ul>
Integrate Preparedness Plan (IPP)	<ul style="list-style-type: none"> <li>• Developed to document and organize the processes needed to strengthen preparedness capabilities at Homes for Good.</li> <li>• <b>Based on hazards and threats identified in the Agency’s HVA</b> and the identification of priority areas that will strengthen <b>Homes for Good’s ability to prevent, mitigate, respond to,</b> and recover from hazards that may occur.</li> <li>• Includes a report with four annual preparedness schedules or the years 2022 – 2025.</li> </ul>
Homes for Good Continuity of Operations Plan (HFG-COOP)	<ul style="list-style-type: none"> <li>• Activated during any extended business disruption.</li> <li>• Scalable for all hazards.</li> <li>• Includes roles and responsibilities of continuity teams and command structure, authority to activate, orders of succession, delegation of authorities, communication systems and pathways, continuity phases, plan updates, storage, and distribution.</li> <li>• The appendices include an Incident Management Team staff table, incident action plan template, COOP checklists, and contact list.</li> </ul>
High Consequence Infectious Disease Annex (HCID Annex)	<ul style="list-style-type: none"> <li>• Designed for Homes for Good leadership to guide the continuation of Agency essential functions during a pandemic or other infectious disease outbreak.</li> <li>• Meets infection control elements of Oregon Occupational <b>Safety Health Administration’s (OSHA) Rule Addressing</b> COVID-19 Workplace Risks taking effect May 4, 2021.</li> <li>• Includes planning assumptions, communications considerations, pandemic intervals framework, impacts to staff, space, systems, and supplies and equipment, and continuity response phases.</li> <li>• The appendices include outbreak-specific protocols and procedures.</li> </ul>

Project Name	Description
Winter Weather Annex	<ul style="list-style-type: none"> <li>• Intended to support continuity of operations during winter weather that impacts or is expected to impact Agency essential functions.</li> <li>• Includes National Weather Service Alerts and corresponding Homes for Good actions, planning assumptions, communications, roles and responsibilities, impacts to critical business assets, and continuity of operations phases.</li> <li>• The appendices include administrative and residential building winter weather checklists, winter weather actions for field/outdoor staff, protective measures for outdoor work, resident safety considerations, and employee personal preparedness.</li> </ul>
Workplace Violence and Armed Intruder Annex	<ul style="list-style-type: none"> <li>• Intended to support emergency response and continuity of operations during a workplace violence or armed intruder incident impacting any Homes for Good administrative or residential building.</li> <li>• Includes planning assumptions for workplace violence and armed intruder events, incident command, communications, a workplace violence section (with categories and definitions of workplace violence and prevention considerations), a person-to-person violence section (with definitions, prevention considerations, and response actions), an armed intruder section (with preparedness considerations, response actions, hostage situation considerations, and incident recovery), and a training and maintenance section.</li> <li>• Appendices to the plan includes verbal de-escalation considerations, workplace violence procedures for front desk and field staff, workplace violence reporting procedures, person-to-person violence procedures, procedure for suicidal clients, and incident report form.</li> </ul>
Heat Illness Prevention Plan	<ul style="list-style-type: none"> <li>• Intended to protect Homes for Good employees from hazards of hot working environments and assists Agency leadership in continuing operations during high heat events.</li> <li>• <b>Meets the requirements of Oregon's Occupational Safety and Health Administration (OSHA) Heat Illness Prevention Rule 437-002-0156.</b></li> <li>• Includes information on heat illness, risk factors, heat index, steps to take to prevent heat illness, acclimatization, high heat practices, and an emergency medical plan.</li> <li>• The appendices of the plan contain specific procedures related to notifications of heat index, handling heat illness, and working under high heat conditions.</li> </ul>
Protection from Wildfire Smoke Plan	<ul style="list-style-type: none"> <li>• Intended to provide protection to Homes for Good employees related to wildfire smoke exposure while working outdoors or in unventilated spaces. Also, assists Agency leadership in continuing operations during wildfire smoke events.</li> <li>• <b>Meets the requirements of Oregon's Occupational Safety and Health Administration (OSHA) Rule on Protection from Wildfire Smoke (OAR 437-002-1081).</b></li> <li>• Includes information on symptoms of wildfire smoke exposure, potential health effects, sensitive groups, employee rights, procedures when an employee has signs or symptoms of exposure, how to obtain current and</li> </ul>

Project Name	Description
	<p>forecasted air quality index (AQI), procedures to protect employees, communication procedures related to wildfire smoke, the use of filtering facepiece respirators, and an emergency medical plan.</p> <ul style="list-style-type: none"> <li>The appendices of the plan contain specific procedures related to AQI monitoring and communications, steps to take if an employee has signs of serious exposure, and instructions for seal checking filtering facepiece respirators.</li> </ul>
<p>Cybersecurity Annex <i>(under development)</i></p>	<ul style="list-style-type: none"> <li><b>Intended to guide the Agency’s response to and support</b> continuity of operations during a cybersecurity incident.</li> <li>Includes planning assumptions, communications, user response activities, direction, control, and coordination, and National Institute of Standards and Technology (NIST) incident response phases.</li> <li>Appendices to the plan will include specific cybersecurity policies and procedures.</li> </ul>
<p>Flood Emergency Response Plan and Evacuation Procedures for The Commons on MLK</p>	<ul style="list-style-type: none"> <li>Designed to support continuity of operations during a flood, evacuation, or shelter-in-place response affecting The Commons on MLK.</li> <li>Includes roles and responsibilities, evacuation and flood definitions, impacts to critical business assets, vulnerable and at-risk populations, communications, evacuation stages, resident transportation and relocation, resident notification and tracking, and environmental health impacts of flooding.</li> <li>Appendices include flood and fire procedures and evacuation maps for the building.</li> </ul>
<p>Flood and Fire Emergency Response Plan and Evacuation Procedures for Riverview Terrace</p>	<ul style="list-style-type: none"> <li>Designed to support continuity of operations during a flood, fire, evacuation, or shelter-in-place response affecting Riverview Terrace in Cottage Grove.</li> <li>Includes roles and responsibilities, evacuation and flood definitions, flood and fire impacts to critical business assets, vulnerable and at-risk populations, communications, evacuation stages, resident notification and tracking, resident transportation and relocation, environmental health impacts of flooding and fire.</li> <li>Appendices to the plan include flood and fire evacuation procedures, maps, and building floor plans.</li> </ul>



# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 01/25/2023

**AGENDA TITLE:** In the Matter of Presenting the Strategic Equity Plan Overview and Quarterly Progress Report

**DEPARTMENT:** Executive

**CONTACT :** Jordyn Shaw

**EXT:** 2593

**PRESENTER:** Jacob Fox

**EXT:** 2527

**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:** 01.18.23

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



# Strategic Equity Plan

**We have identified four main areas of focus for our plan:**

**Homes for Good's Strategic Equity Plan is unlike other strategic plans in that it infuses our Diversity, Equity, and Inclusion goals into a larger strategic plan for the Agency to make sure all of our efforts are steering us in the direction of more equitable and inclusive services.**

**Our Strategic Equity Plan is an annual plan that outlines our goals, and the actions we are going to take to achieve those goals. Each goal builds and transforms over a three year period and the steps to achieve those are evaluated and adjusted on an annual basis based on progress.**

## **Listen to our Communities**

Our Agency lives within the the sphere of our community, and can not be separated from that context. In order to be a responsible community organization, we must collaborate-- and most importantly listen-- to other organizations and people within our community. We must learn from their experiences and base operational changes on them to improve their experience. These goals focus on local partnership and collaboration.

## **Tell the Human Story**

The people we serve are the heart of our work. As a social service organization, we work for and with people. These goals focus on keeping a human-centered approach. They include efforts to gather participant feedback and use that in programmatic changes, amplifying those voices on our media platforms, and improved empathy and client interactions for non-client facing staff.

## **Create Pathways to Self-Sufficiency**

We usually associate "Self-Sufficiency" with our "Family Self-Sufficiency Program," but creating pathways to self-sufficiency looks to improve more than just one program. With these goals, we hope to make process and programmatic improvements to promote wealth building, and improve the mental and physical health of our all of our Residents and Program Participants.

## **Lead and Grow Ethically**

"Leading and Growing Ethically" means we will lead the way in creating a racially and socially just organizational culture. These goals focus on improving our employee experience, recruiting and retaining a diverse workforce, utilizing technologies to provide more access to our programs, and reducing the Agency's carbon footprint.



## Strategic Equity Plan

Quarter 2: October - December 2022  
Progress Report

### Listen to our Communities

Our Agency lives within the the sphere of our community, and can not be separated from that context. In order to be a responsible community organization, we must collaborate-- and most importantly listen-- to other organizations and people within our community. We must learn from their experiences and base operational changes on them to improve their experience. These goals focus on local partnership and collaboration.

We will develop new client engagement systems to share with clients the programmatic improvements we are achieving, and we will seek guidance from our clients on how we can continue to make programmatic improvements based on direct feedback from the people we serve. We will intentionally focus this client engagement on clients from the BIPOC community clients with disabilities.

- Family Self-Sufficiency focus groups were conducted in early November, a full report is now available
- All social media, website, and email marketing images now include proper alt-text formatting to ensure clients using screen readers can get proper information from image communications.
- Development of new "Email Preference Management" to allow those who receive marketing emails from Homes for Good have a choice in what type of emails they receive to better align with their interests and needs, to prevent unsubscribing.

We will offer to develop new relationships with culturally specific organizations, organizations serving the BIPOC Communities and BIPOC leaders in Lane County.

- Two staff tabled at HIV Alliance World Aids Day event.

We will continue to seek opportunities to support the non-profit network, local and state jurisdictions and the business community through preferences and partnerships.

- Majority of the "food" purchases for staff events and meetings were allocated to multiple small BIPOC businesses (approx. \$4,000).
- Engagement with 15th Night (serves homeless youth) and Center for Dialogue and Resolution (serves persons engaged in the criminal court system) for Local Preference partnership.
- Engagement with St. Vincent de Paul Supportive (SVDP) Housing. Exploring preference on SVDP waitlists for voucher holders.
- Awarded funds from United Way as part of Lane Housing Collaborative.

We will use specific instances of housing discrimination faced by our prospective and existing clients to identify trends in housing discrimination occurring in Lane County. We will pay careful attention to specific instances and trends of housing discrimination that are being experienced by people from the BIPOC community and people with disabilities.

- Worked with a consultant to finalize portfolio accessibility survey.



## Strategic Equity Plan

Quarter 2: October - December 2022  
Progress Report

### Tell the Human Story

The people we serve are the heart of our work. As a social service organization, we work for and with people. These goals focus on keeping a human-centered approach. They include efforts to gather participant feedback and use that in programmatic changes, amplifying those voices on our media platforms, and improved empathy and client interactions for non-client facing staff.

We will translate our data into stories that educate our staff in a manner that grows our ability to be emphatic towards the challenges faced by people experiencing poverty in our apartment communities and rent assistance programs.

- Created and displayed a "2022 Wrap Up" up campaign for social media and employee facing TV screens in the office.
- Gathered 35+ data points for Rent Assistance Division activities over CY22.

Staff that don't engage with our clients as part of their core responsibilities will be provided the opportunities to be directly in service to increase empathy and understanding of the people we serve. All staff receive training on empathy and de-escalation for people experiencing trauma and crisis.

- Beautification Day at Parkview Terrace and Cresview Villa where many non-site staff participated.

Homes for Good's external communication channels are used as a platform to share and amplify the stories of Homes for Good clients with an emphasis on clients from the BIPOC community and people with disabilities.

- Developed communications plan and procedure to highlight our contracting practices, and share RFPs and who is awarded RFPs via email and social media to be launched next quarter.

Homes for Good will educate the business community about efforts to implement a Strategic Equity Plan to infuse equity into the culture and growth of our organization and our efforts to target our housing resources to communities most marginalized in our community with an emphasis on people from the BIPOC community and people with disabilities.

- Executive Director took part in the Eugene Young Professionals Summit around conversations on solutions to the homelessness crisis. The event is organized by the Eugene Chamber of Commerce.
- Real Estate Development Director attended the Business Xcelerator workshop with CADE (Constricting Alliance for Diversity & Equity).





## Strategic Equity Plan

Quarter 2: October - December 2022  
Progress Report

### Create Pathways to Self-Sufficiency

We usually associate "Self-Sufficiency" with our "Family Self-Sufficiency Program," but creating pathways to self-sufficiency looks to improve more than just one program. With these goals, we hope to make process and programmatic improvements to promote wealth building, and improve the mental and physical health of our all of our Residents and Program Participants.

We will determine what funding resources would be necessary to make the Family Self Sufficiency program automatic enrollment program for any qualified client. Programmatic outreach will focus on BIPOC and Spanish speaking clients.

- Hosted focus groups for past Family Self-Sufficiency participants to gather feedback for programmatic improvements, including inquiring about auto-enrollment options.

We will communicate our goal of improving educational achievement for children and youth that are served by Homes for Good to education leaders in Lane County and seek their input and partnership in this effort.

- Collaborated with Head Start of Lane County and The University of Oregon College of Education Early Childhood CARES program to envision the programming model for the Early Learning Center at our Naval Reserve development.
- Worked with Resident Services to develop new connections with two organizations that serve families with young children, Parenting Now and Eugene Relief Nursery, and explore establishing both as Local Preference referral partners for the Naval Reserve.
- Funding expansion of the Oak Street Child Development Center on Homes for Good property.

We will determine how to continue to grow resident services supports including developing initiatives to improve the mental and physical health of residents living in our apartment communities with an emphasis on clients from the BIPOC community and clients with disabilities.

- Broadened criteria for The Homes for Good Foundation Scholarship, and allowing applicants from 3rd Party Managed sites, and those not following the normal high school to college or vocational school pipeline. Resulting in more scholarship applications.
- Services expansion at the Commons on MLK as well as addition of 4 more properties to the Resident Services portfolio.

We will continue affordable housing production and the rehabilitation of existing affordable within the metro area and rural areas. We will experiment with housing types and scale for rural Lane County based on input from local residents and especially the BIPOC community.

- Attendance of Housing Implementation Plan Meetings in Florence.
- Developed an outreach plan to engage with the Florence Community surrounding the Quince Street Site which was recently purchased.



## Strategic Equity Plan

Quarter 2: October - December 2022

Progress Report

### Create Pathways to Self-Sufficiency

We usually associate "Self-Sufficiency" with our "Family Self-Sufficiency Program," but creating pathways to self-sufficiency looks to improve more than just one program. With these goals, we hope to make process and programmatic improvements to promote wealth building, and improve the mental and physical health of our all of our Residents and Program Participants.

Homes for Good's programmatic resources, like the Housing Choice Voucher Home Ownership Program, that are proven to build wealth have been assessed with the goal to increase wealth for clients from the BIPOC community.

We have developed the framework of a plan to expand client employment opportunities and expand the number of contracts we have with businesses owned by people from the BIPOC community and businesses owned by women.

- Created email sign up list for residents, businesses, contractors, or the public to sign up to receive email communications specifically about contracting opportunities.
- Outlined ongoing Post-Implementation tasks and subsequently engaged agency leadership for the creation of the Equitable Contracting Initiative Action Committee to carry out those tasks.
- Launched a series of meetings with Lane Workforce Partnership, WorkSource Lane, and Lane County Human Services focused on establishing better partnerships to support the employment of our residents and the contracting of Resident Owned Businesses.
- Represented Homes for Good at CADE (Contracting Alliance for Diversity and Equity) Steering Committee Meeting.
- Connected with leadership from Opportunity Oregon for future engagement around employment for Section 3 Workers with conviction histories.
- Established important connections at Manufacturing Apprenticeships & Pre-Apprenticeship Collaborative meeting, CADE Business Xcelerator meetings, and Women in Trades event.



## Strategic Equity Plan

Quarter 2: October - December 2022  
Progress Report

### Lead and Grow Ethically

"Leading and Growing Ethically" means we will lead the way in creating a racially and socially just organizational culture. These goals focus on improving our employee experience, recruiting and retaining a diverse workforce, utilizing technologies to provide more access to our programs, and reducing the Agency's carbon footprint.

We will focus on educating staff about our vision for a racially and socially just organizational culture. This education will leverage our current strengths related to compliance and organizational growth as we embrace newer elements of our evolving organizational culture to include social justice advocacy, individual DEI competence and the value and interdependence of human beings.

- Executive Director Messages in Staff Newsletters, and Executive Director Report in Board Materials had DEI topics and themes at core.
- Development of Equity Strategy Team (EST) Member Recruitment materials to add more staff to the EST.

We will review hiring, promotion and retention practices with an emphasis on supporting the career growth for existing employees while also recruiting externally and attracting diverse talent including people from the BIPOC Community and people with disabilities.

- Applied to be get an intern through the California Coalition for Rural Housing for the Real Estate Dept. Internship geared to encourage People of Color, students who come from low-income rural backgrounds, immigrant backgrounds, and/or people who reflect rural West's diverse cultural and linguistic demographics to apply.

We will develop a plan to expand our employee assistance program to include an emphasis on improving health outcomes, retirement outcomes, savings outcomes and educational outcomes.

- Offered lunchtime workshops with presentations on Healthy Sleep and Communications by Cascade Health for employees.
- Doubled Employee Wellness Reimbursement as part of Union Bargaining.

We will collect and understand best practices for an organization wide carbon footprint reduction and greenhouse gas reductions.

- Replaced a gas vehicle with a hybrid.
- Continuing hybrid work schedule allows for less carbon footprint.



## Strategic Equity Plan

Quarter 2: October - December 2022  
Progress Report

### Lead and Grow Ethically

"Leading and Growing Ethically" means we will lead the way in creating a racially and socially just organizational culture. These goals focus on improving our employee experience, recruiting and retaining a diverse workforce, utilizing technologies to provide more access to our programs, and reducing the Agency's carbon footprint.

We will continue our efforts to develop systems of resiliency that anticipate hazards that may disrupt essential functions and processes. We will continue to develop Annexes to the Continuity of Operations plan as prioritized by the Hazard and Vulnerability Analysis.

- Drafted the IT Security Annex to our Continuity of Operations Plan (COOP).

We will provide communication and programmatic enhancements to clients who don't speak/read English as their first language.

- Rent Assistance Division core documents have been translated and inserted into software for active use.

We will identify and document clients who don't have the skills, access or resources to utilize modern technology for communication and submission of required forms and documentation.

We will identify and document federal and state statutes and regulations that create barriers to access and active participation in Homes for Good governance, programs and apartment communities.

We will determine the financial viability of a desired growth plan for the Supportive Housing Division in coordination with our efforts to secure capital and supportive services for new permanent supportive housing apartment communities.

- Service expansion at The Commons at MLK, and new contract with Lane County



# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 01/25/2023

**AGENDA TITLE:** In the Matter of Follow-Up Discussion Regarding Government Leadership Solution Board Workshop

**DEPARTMENT:** Executive

**CONTACT :** Jacob Fox

**EXT:** 2527

**PRESENTER:** Jacob Fox

**EXT:** 2527

**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 "J. Fox", is written over a horizontal line.

**DATE:** 01.18.23

**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: Follow-up on Government Leadership Solutions Board Workshop  
DATE: January 25<sup>th</sup>, 2022

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#### MOTION:

N/A

#### DISCUSSION:

##### A. Issue

On January 11<sup>th</sup>, 2023 the Homes for Good Board members attended a workshop facilitated by Dr. Nicholas Harney from Government Leadership Solutions. This workshop allowed the **Board members to learn more of the "why" specific to Homes for Good's efforts as it relates** to implementing our Strategic Equity Plan. In addition, in this workshop Board members and staff agreed to some specific follow up that would need to occur over the next couple of months as we continue to refine our new governance structure.

##### B. Background

On July 12<sup>th</sup> 2022 our current board composition was approved by the Lane County Board of Commissioners. On July 27<sup>th</sup> the restructured Homes for Good Board met for the first time. On numerous occasions since that first meeting as a Board we have discussed the need for Board members and staff members to work together to continue to refine our governance structure. More specifically we have discussed creating a sub-committee and ad hoc structure, review and updating the bylaws and consider creating some standard operating procedures for the Board. In addition, by June of 2023 the Board will need to deliberate on Year 2 of our Strategic Equity Plan so we want to make sure the Board is providing input to staff during the months prior to the Board deliberation. This work will require Board members and staff to meet outside of our monthly Board meeting to advance progress on these bodies of work. There is a follow up workshop with Government Leadership Solutions on March 8<sup>th</sup> where we need to report progress on the bodies of work outlined in this paragraph.



C. Analysis

N/A

D. Furtherance of the Strategic Equity Plan

An active and engaged Homes for Good Board is a key component of implementing all 4 areas of focus and a significant number of goals under each of these focus areas.

E. Alternatives & Other Options

We are open to any alternatives or options suggested by the Homes for Good Board as it relates to refining our new governance structure as described in Section B earlier in this memo.

F. Timing & Implementation

TBD

G. Recommendation

The recommendation is that Board members volunteer to work with staff on the elements of governance structure refinement that are of interest or where a particular Board member may have expertise.

H. Follow Up

We will create space in our February Board meeting along with future monthly board meetings for staff and Board members to provide updates on progress made between meetings.

I. Attachments

None