



HOMES FOR GOOD BOARD OF COMMISSIONERS MEETING

Wednesday, December 18th, 2024

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AGENDA

Homes for Good Housing Agency

BOARD OF COMMISSIONERS

Location of the meeting:

Homes for Good Administrative Building
100 W 13th Avenue
Eugene, OR 97401



Zoom

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

Wednesday, December 18th, 2024, at 1:30pm

The December 18th, 2024, Homes for Good Board of Commissioners meeting will be held at the Homes for Good Administrative Building. It will also be available via a public video call with dial-in capacity. The public has the option to participate in person or by joining via video call or conference line.

Join Zoom Meeting:

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

1. PUBLIC COMMENTS

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

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

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

3. ADJUSTMENTS TO THE AGENDA

4. COMMISSIONERS' BUSINESS

5. EMERGENCY BUSINESS

6. EXECUTIVE SESSION

- A. Homes for Good Board will hold an Executive Session pursuant to ORS 192.660(2)(e), to conduct deliberations with persons designated by the Homes for Good Board of Commissioners to negotiate real estate property transactions.
- B. Homes for Good Board will hold an Executive Session pursuant to ORS 192.660(2)(i) to review and evaluate the job performance of a chief executive officer, other officers, and employees, and staff, if the person whose performance is being reviewed and evaluated does not request an open hearing.

7. ADMINISTRATION

- A. Executive Director Report
- B. Homes for Good in the News
- C. Committee Member Assignments

8. CONSENT AGENDA

- A. Approval- of 10/30/2024 Board Meeting Minutes
- B. ORDER 24-18-12-03H: In the Matter of Approving the Homes for Good Commissioner Kirk Strohman Four-Year Term Recommendation

9. ORDER 24-18-12-01H

In the Matter of the Executive Director Performance Evaluation
(Bailey McEuen, Human Resources Director) (Estimated 15 minutes)

10. PRESENTATION

Hate & Bias 6 Month Report
(Bailey McEuen, Human Resources Director) (Estimated 15 minutes)

11. ORDER 24-18-12-02H

In the Matter of a Procurement Process for the Replacement of the Heeran Center Heating System
(Victoria Smithweiland, Asset Manager) (Estimated 20 minutes)

12. OTHER BUSINESS

Adjourn.

Our real estate development projects under construction continue to progress and there are always unexpected challenges that come up. Ollie Court is on schedule and on budget. Lazy Days is facing a funding deficit of over \$500k and we are working with Oregon Housing and Community Services (OHCS) to secure more funding from them. The primary reason for this deficit is additional costs beyond what we anticipated to hook up to utilities and finish the homes so we can secure certificates of occupancy from Lane County. Bridges on Broadway (BoB) is progressing, but we discovered a handful of unanticipated challenges that have exhausted our construction budget contingency. We are working closely with Miele Construction to value engineer other elements of the construction budget, and we plan to go back to OHCS and request additional funds. On the good news front Wakan applied for and received \$500k from the Lane Community Health Council, which is Pacific Source's Coordinated Care Organization community benefit arm, to support Year 1 operations and services at The BoB. At other PSH apartment communities we faced budget challenges in the lease up and stabilization phase so are very grateful to receive these funds.

On November 21st Board members and staff from Homes for Good had the opportunity to attend the Eugene Area Chamber of Commerce Economic Summit and also attended the 2024 Housing Summit put together by Better Housing Together. At both events Gregg Coburn who co-wrote Homelessness is a Housing Problem with Clayton Page Aldern. Many of us have read this book and even before reading this book we have been talking about the reason why there are so many people experiencing homelessness and why housing costs are so high is because we haven't built enough housing for decades. It was pretty remarkable how clear Gregg was about this fact and in the Economic Summit there were over 300 business leaders in attendance, and everyone was paying rapt attention to Gregg's talk. It was a reminder to me that even if you are a local expert in housing supply challenges, like we are, people hear a message differently when an outside expert delivers the message. One of the most prominent business leaders in our community came up to Gregg afterward and told him that his research and message at the event completely transformed how he thought about people experiencing homelessness. I take this as a good sign that business leaders in our community are beginning to realize that dramatically increasing our housing production is the only way we are going to reduce homelessness in our community.

I am delighted to report that our new Finance Director, Daniel Temmesfeld, is starting at Homes for Good December 16th and he will be able to attend the December Board meeting. As of 12/11 we still have not submitted our FY 24 Unaudited Financials to HUD. We have until 12/15 to make this submission. A key step in being able to provide the Board with financial reports is having our bank accounts reconciled. Out of a total of over 130 accounts there are a handful of FY 24 bank account reconciliations that are still being finalized. We have a new bank account reconciliation check list that is being completed monthly. All October 2025 account statements have been reviewed and over 50% are reconciled. Over 50% of November 2025 account statements have been reviewed and the reconciliations have begun.





HOUSING AGENCY

NEWS REPORTS NOVEMBER 2024

Affordable Housing Complex Rising in Eugene

Crews are now building a 81-unit affordable housing complex in Eugene. Developer Homes for Good Housing Agency partnered with Head Start of Lane County and Early Childhood CARES to develop a model that will co-locate the apartments and an early learning center.

Link:

<https://djcoregon.com/news/2024/11/15/affordable-housing-complex-rising-in-eugene/>

What's That Housing Project Under Construction on Broadway In Eugene?

The former Red Lion Hotel has undergone some changes over the years. As students make their way down Broadway toward the University of Oregon, construction workers are chipping away at a project tucked between restaurants and student-focused housing. This project, taken on by Homes For Good, aims to transform the former Red Lion Hotel from 50 hotel rooms into 57 units of permanent supportive housing

Link:

<https://www.registerguard.com/story/news/local/2024/11/22/eugene-red-lion-hotel-permanent-supportive-housing/76406255007/>

New Housing in Blue River Nears Completion Following Rebuild

The Lazy Days Mobile Home and RV park was burned to the ground in the fire with all of its occupants living there having to relocate. Four years later, and the development looks almost unrecognizable after new construction. Jacob Fox, Executive Director for Homes for Good, said the homes are going to help at least 30 different family units return to the Blue River area.

Link:

https://www.kezi.com/news/new-housing-in-blue-river-nears-completion-following-rebuild/article_eb910940-a16f-11ef-92da-03faa6cdaeb3.html

Homes for Good Oversees New Home Installations in Fire-Ravaged Blue River

In Blue River, new home installation continues at the Lazy Days RV Park. During the 2020 Holiday Farm Fire, the blaze devastated Blue River, destroying many homes and all the RV spaces at the park. On Tuesday Nov 12, Homes for Good helped oversee the installation of 20 new homes after purchasing a portion of the park back in 2021.

Link:

<https://nbc16.com/news/local/homes-for-good-oversees-new-home-installations-in-fire-ravaged-blue-river>

Homes for Good Offers Nearly Two Dozen Replacement Homes for Victims of Holiday Farm Fire

Residents of Blue River who lost their homes in the Holiday Farm Fire are being given a chance at replacement housing. Homes For Good is offering almost two dozen, two-bedroom modular homes as replacement housing for fire survivors.

Link:

<https://www.kpic.com/news/local/homes-for-good-offers-nearly-2-dozen-replacement-homes-for-victims-of-holiday-farm-fire>

The Register-Guard

LOCAL

What's that housing project under construction on Broadway in Eugene?



Hannarose McGuinness

Eugene Register-Guard

Published 4:28 a.m. PT Nov. 22, 2024 | Updated 4:28 a.m. PT Nov. 22, 2024

Project: Transforming a former hotel into permanent supportive housing units.

Location: 599 E. Broadway, Eugene.

College classes are in session and as students make their way down Broadway toward the University of Oregon, construction workers are chipping away at a project tucked between restaurants and student-focused housing.

This project, taken on by Homes For Good, aims to transform the former Red Lion Hotel from 50 hotel rooms into 57 units of permanent supportive housing to support individuals experiencing chronic homelessness.

The former Red Lion Hotel has undergone some changes over the years. When the Holiday Farm Fire in 2020 displaced hundreds of households, state funding supported county efforts to serve those McKenzie corridor residents with nowhere else to go. Lane County's Project Turnkey created more emergency shelter beds and temporary housing units with \$125 million invested statewide from 2020 to 2023, with the Red Lion Hotel being one space chosen to house survivors temporarily.

Once the households staying at the Red Lion Hotel as Project Turnkey program participants were all relocated to safe living situations, Homes For Good saw how this space could continue to serve vulnerable populations. Now, renovations are being done to transform the former hotel units into studio apartments with access to on-site laundry and on-site case management offices as well as a community room with a kitchen and access to parking and public transportation.

Oregon Housing and Community Services, Lane County, the city of Eugene and Trillium Health Plan are funding the transformation. Construction began in the summer of 2024.

Building Size: 23,194 sq. ft.

Architect: Pinnacle Architecture, of Bend, Oregon.

General contractor: Meili Construction, of Eugene.

Sources: Homes For Good, city of Eugene Planning and Development Department permit records, Lane County property records.

*Is there something under construction that you'd like to learn more about? Contact growth and development reporter Hannarose McGuinness
athmcguinness@registerguard.com*



**Homes for Good Board of
Commissioner 2025 Committees**

STRATEGIC EQUITY PLAN AD HOC COMMITTEE

Time Commitment

- One (1) 60-90 minute virtual meeting in May 2025
- 90 minutes to review materials prior to the meeting

Total: 3 hours / year

Purpose

Annually review revised drafts of the Strategic Equity Plan (SEP) prepared and presented by the Equity Strategy Team (EST). The EST will need a 60–90 minute meeting with four (4) board members to review and provide feedback on the suggested changes and updates to the SEP for the following year.

Need

- Limit four (4) members

BYLAWS REVIEW AD HOC COMMITTEE

Time Commitment

- Two (2) 90-minute meetings (at minimum)
- 90 minutes to review materials prior to each meeting
- 60 minutes for final draft review

Total: 5.5 hours / year

Purpose

Evaluate and recommend updates and revisions to the Homes for Good Board of Commissioners Bylaws on an annual basis.

Need

- Limit two (2) members

FINANCE COMMITTEE

Time Commitment

- 11 90-minute meetings
- 60 minutes to review materials prior to each meeting

Total: 27.5 hours / year

Purpose

Monthly review of the financial standing of the Agency. The committee engages in discussions around budgets, financial statements, funding sources and provides suggestions on financial strategies for the short-term and long-term.

Need

- Limit four (4) members

MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS



Wednesday, October 30th, 2024, at 1:30 p.m.

Homes for Good conducted the October 30th, 2024, 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 comments, and listen to the call.

CALL TO ORDER

Board Members Present:

Heather Buch

Michelle Thurston

Pat Farr

Kirk Strohman

Chloe Chapman

Larissa Ennis

Destinee Thompson

Joel Iboa

Board Members Absent:

Justin Sandoval

Quorum Met

1. PUBLIC COMMENT

None

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

None

3. ADJUSTMENTS TO THE AGENDA

None

4. COMMISSIONERS' BUSINESS

None

5. EMERGENCY BUSINESS

None

6. EXECUTIVE SESSION

None

7. ADMINISTRATION

A. Executive Director Report

Jacob Fox discussed the continued progress of the Finance Department with completing year-end close tasks coupled with catching up on late tasks. The priority projects have been bank account reconciliations (125/135) complete through September – but there are still Yardi software modifications to be made. Additionally, the Finance teams continues to work on drafting a written policy for year-end close and prepare the HUD unaudited financials.

In early October a MetroLab Network Summit was held in Washington D.C. MetroLab is specifically interested in fostering collaboration between local governments and universities. The Centre for Public Impact invited Lane County Administrator, Steve Mokrohisky, Lane County Director of Health & Human Services, Eve Gray and Jacob Fox were panel participants. The panel focused on the intersectionality between housing, homelessness and mental health.

Jacob Fox was able to visit Lazy Days on October 22nd when 10 of the modular homes were placed on foundations by a large crane. There is still further installation needed prior to receiving certificates of occupancy. Within the next 60 days Homes for Good will select a company to build the remaining 10 small homes for the community. The entire community will be restored in 2025.

Discussion Themes

- Delays to obtaining insurance for the homes at Lazy Days. The land is insured but insuring structures themselves has proven difficult as a result of fires historically/frequently occurring in that specific area of Lane County.
- Issuance of Certificate of Occupancy from Lane County

B. Quarterly Excellence Awards

- Property Manager **Nicole Tarricone** nominated IT Support Technician **Josh Mahurin-Chavez**
- Permanent Supportive Housing Manager **Camryn Leland** nominated Permanent Supportive Housing Case Manager **Kaylee Breyman**

8. CONSENT AGENDA

A. Approval of 09/25/2024 Board Meeting Minutes

Vote Tabulations

Motion: **Kirk Strohman**

Second: **Chloe Chapman**

Discussion: *None*

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

Abstain: *None*

Excused: **Justin Sandoval**

The 10/30/2024 Consent Agenda was approved [8/0/1]



9. PRESENTATION: Introduction to Homes for Good Foundation

Communications Administrative Specialist, Jordyn Shaw Presenting

Overview

The Home for Good Foundation was established in 2013. It offers scholarship programs, kids club programming and support the Homes for Good Resident Services programs. The board consists of both Home for Good staff and external community partners. It is funded through multiple sources such as campaigns, grants and donations.

[see presentation titled: **Homes for Good Foundation**]

Discussion Themes

- The current roles of the Homes for Good Foundation board members and plans to grow and formalize positions.
- Overlap of eligibility for grant applications between Homes for Good and Homes for Good Foundation
- In recent years most applicants have been able to be awarded (as long as the criteria is met) – the funding thus far has been able to meet the demand.
- Foundation funding and success of campaigns
- Offered support of grant writing

No action needed.

10. ORDER 24-30-10-01H: In the Matter of Appointing the Members of the Homes for Good Foundation Board of Directors

Communications Administrative Specialist, Jordyn Shaw Presenting

Overview

The University of Oregon (UO) has a UO Scholars on Board Program. It is an opportunity for the UO and Homes for Good to partner not only with providing internship opportunities but to also to have interns be appointed as board members for the Homes for Good Foundation and complete their volunteer hours requirement. As part of the Homes for Good Foundation Bylaws any newly appointed board members must be approved by the Homes for Good Board of Commissioners.

Discussion Themes

- Rationale behind Homes for Good Foundation members being appointed by the Homes for Good Board of Commissioners.

Vote Tabulations

Motion: **Chloe Chapman**

Second: **Larissa Ennis**

Discussion: *None*

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

Abstain: *None*

Excused: **Justin Sandoval**

ORDER 24-30-10-01H was approved [8/0/1]



11. ORDER 24-30-10-02H: In the Matter of Approving Contract Modification II for Professional Financial Consultant Services

Deputy Director, Ela Kubok Presenting

Overview

The contract with Clifton Larson Allen, LLP (CLA) was originally approved by the board in August to increase the "not to exceed limit" to \$249,000. The contract was originally procured by soliciting three (3) quotes from various CPA firms.

While much of the work outlined in the contract is nearing an end, it is not complete. The contract has reached its board approved spending limit. To continue the work Homes for Good would like to modify the contract as a Sole Source. This will permit the spending limit to be increased above the standard "Three Quote" threshold of \$249,00 without delaying the progress being made between CLA and Homes for Good.

Discussion Themes

- Confidence in our Finance Director recruitment process
- Chance of requesting additional increases to the contract limit
- Determining if there's more affordable capable local CPA firms

Vote Tabulations

Motion:: **Chloe Chapman**

Second: **Heather Buch**

Discussion: *None*

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

Abstain: *None*

Excused: **Justin Sandoval**

ORDER 24-30-10-02H was approved [8/0/1]

12. PRESENTATION: Executive Director Performance Evaluation Process

Human Resources Director, Bailey McEuen Presenting

Overview

At the end of the calendar year Executive Director, **Jacob Fox** has a performance evaluation. The process is:

- Executive Director completes self-reflection
- Complete goal-setting that aligns with the Strategic Equity Plan
- Feedback solicited regarding the Executive Director's performance
 - Even Years: Internal and external feedback requests
 - Odd Years: Internal only feedback requests

Discussion Themes

- Share tentative distribution list with the Board of survey respondents.

No action needed.

13. PRESENTATION: Overview of the Real Estate Development Pipeline

Project Development Manager, Matt Salazar Presenting

Overview

The Homes for Good Real Estate Development Department has several ongoing developments. The presentation details each phase of development the following projects are in:

- Lazy Days Mobile Home Park
- Bridges on Broadway
- Ollie Court
- The Coleman
- The Field on Quince
- Glenwood Place

[see presentation titled: **Real Estate Development 2024 Pipeline & Project Updates**]

Discussion Themes

- Potential celebration to visit Lazy Days
- Consideration of mixed use at The Coleman
- Community feedback regarding The Field on Quince development type and partnership with local tribes

No action needed.

ORDER 24-30-10-02H: In the Matter of Authorizing the Executive Director or Designee to Apply for HOME Funds & Other Gap Financing for The Coleman Development in Eugene, Oregon

Project Developer, Johanna Jimenez Presenting

Overview

Homes for Good would like to apply for HOME funds provided by the City of Eugene. The funds would be used to develop The Coleman, which is 50-60 new housing units to be located on the corner of Hwy 99 and Roosevelt Blvd. in Eugene.

This Coleman will be developed in partnership with Sponsors, Inc. to create affordable housing next to Lane County Parole & Probation. This community would serve individuals exiting Sponsors' transition housing program by providing permanent housing with on-site supportive services.

Discussion Themes

- Metropolitan Wastewater Management Commission (MWMC) waiver
- Sponsor's involvement in the development
- Funding requests through Trillium

Vote Tabulations

Motion: **Larissa Ennis**

Second: **Joel Iboa**

Discussion: *None*

Ayes: **Heather Buch, Michelle Thurston, Kirk Strohmman, Chloe Chapman, Larissa Ennis, Joel Iboa, Pat Farr, Destinee Thompson**

Abstain: *None*

Excused: **Justin Sandoval**

ORDER 24-30-10-03H was approved [8/0/1]

14. OTHER BUSINESS

None

Meeting adjourned at 3:43 p.m.

Minutes Taken By: Jasmine Leary Mixon



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/18/2024

AGENDA TITLE: In the Matter of Approving the Homes for Good Commissioner Kirk Strohman Four-Year Term Extension Recommendation

DEPARTMENT: Executive

CONTACT : Jacob Fox

EXT:

PRESENTER: Jacob Fox

EXT:

ESTIMATED TIME : consent agenda

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

Approval Signature

EXECUTIVE DIRECTOR:

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

DATE: 12.11.2024

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners
FROM: Jacob Fox, Executive Director
TITLE: In the Matter of Approving the Homes for Good Commissioner Kirk Strohman Four-Year Term Extension Recommendation
DATE: December 18th, 2024

MOTION:

It is moved that the Homes for Good Board of Commissioners approve the recommendation of Commissioner Kirk Strohman's term extension until December 2028.

DISCUSSION:

A. Issue

Commissioner Kirk Strohman's term was for two years and expires in December 2024. Homes for Good would like to extend the term for four (4) additional years effective December 2024 – December 2028.

B. Background

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

C. Analysis

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

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

ORDER 24-18-12-03H

In the Matter of Approving the Homes for Good
Commissioner Kirk Strohman Four-Year Term
Extension

WHEREAS, Kirk Strohman was appointed in December 2022 for a 2-year term expiring December 2024.

WHEREAS, Commissioner Strohman has been a leader on the board with an instrumental input to governance deliberations, bylaws review, and financial analysis

WHEREAS, Homes for Good Housing Agency is recommending extending appointed commissioner Kirk Strohman's term

WHEREAS, the board recommends to extend Kirk Strohman's appointment until December 31st, 2028

THEREFORE, BE IT RESOLVED THAT:

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

DATED this _____ day of _____, 2024

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



D. Furtherance of the Strategic Equity Plan

The extension of Commissioner Strohman's term aligns with two pillars of the Strategic Equity Plan (SEP): Lead and Grow Ethically and Listen to Our Communities.

Commissioner Strohman for the past two years has participated in the annual revision of Homes for Good Strategic Equity Plan, revisions to the Homes for Good Bylaws and participates monthly on the Board Finance Committee.

Commissioner Strohman's participation as a board member of Homes for Good has offered a unique lens based on professional experience and as a community member. He prioritizes financial stability to ensure Homes for Good can not only continue to serve the community but increase the capacity for how many people Homes for Good can help.

Additionally, Commissioner Strohman is a strong proponent of community engagement as a means of support, accountability and transparency for Homes for Good as an Agency.

E. Alternatives & Other Options

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

F. Timing & Implementation

Upon approval, the information will be relayed to the Lane County Board of Commissioners for their deliberation in the January 2025 meeting.

G. Recommendation

It is recommended that the Homes for Good Board of Commissioners approve the extension of Commissioner Kirk Strohman's term to December 2028.

H. Follow Up

None

I. Attachments

None



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/18/2024

AGENDA TITLE: Executive Director Performance Evaluation

DEPARTMENT: Human Resources

CONTACT : Bailey McEuen

EXT:

PRESENTER: Bailey McEuen

EXT:

ESTIMATED TIME : 15 mins

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

Approval Signature

EXECUTIVE DIRECTOR:

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

DATE: 12.11.2024

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Bailey McEuen
TITLE: In the Matter of Documenting the Executive Director's Annual Performance Evaluation & Instructing Human Resources Regarding Revision of the Employment Agreement
DATE: December 18, 2024

MOTION:

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

DISCUSSION:

A. Issue

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

B. Background

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

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

Performance Evaluation process

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

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

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

Evaluation Materials

- Self-assessment covering core competencies, goal setting and a reflection of achievements in the past review period.
- Summary of the 360-degree feedback survey results, completed by 19 internal and external stakeholders.

360-Degree Feedback Survey

Feedback was sought regarding Jacob's performance over the past year from key internal collaborators. The survey was sent to 55 recipients on November 5, 2024 and was closed for input on December 9, 2024.

Feedback was requested from the following groups:

- Homes for Good Board Members
- Homes for Good Leadership Team
- Equity Strategy Team Members
- AFSCME Local 3267 Leadership
- A selection of Homes for Good Supervisors & Middle Managers
- Community Partners who have worked with Jacob during the year evaluated

Out of the 55 recipients invited to provide feedback, 19 responses were returned, representing a 35% response rate. For context, the 2023 response rate was 43%.

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

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

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

Outlined below is a summary of each question's rating, along with a summary of comments.

Homes.

Planning & Organization Competency



Ratings were 89% favorable, and 11% neutral

Planning & Organization Competency Summary

Jacob demonstrates strong vision, effectively communicating goals and fostering collaboration through humility and curiosity. He delegates and manages time well, though further leveraging his team's strengths could improve goal achievement. His leadership promotes a supportive environment, enabling feedback to shape realistic and actionable plans.

Program Leadership Competency



Ratings were 89% favorable, and 11% neutral

Program Leadership Competency Summary

Jacob effectively managed leadership gaps in Real Estate and Finance departments, providing clear guidance and delegating responsibilities. While Jacob demonstrates strong business acumen and advocacy for affordable housing, team performance under his leadership is perceived as uneven, with some inconsistencies in adherence to expectations.

People.

People Leadership Competency

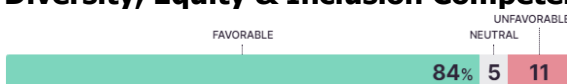


Ratings were 74% favorable, 21% neutral, and 5% negative

People Leadership Competency Summary

Jacob fosters a supportive and collaborative team environment, promoting teamwork and modeling strong organizational values. While his kind and patient leadership style is impactful, timeliness in delivering critical feedback could improve consistency and accountability across the leadership team.

Diversity, Equity & Inclusion Competency



Ratings were 84% favorable, 5% neutral, and 11% unfavorable

Diversity, Equity & Inclusion Competency Summary

Jacob demonstrates strong knowledge and commitment to DEI, fostering inclusive practices within Homes for Good and extending them to external partners. While he effectively champions DEI at an organizational level, enhancing interpersonal communication and awareness of power dynamics could strengthen his impact.

Partnerships.

Collaboration Competency

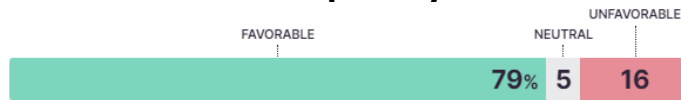


Ratings were 89% favorable, and 11% neutral

Collaboration Competency Summary

Jacob has been successful in convening stakeholders around the conversation of housing, attracting enthusiastic partnerships, and creating opportunities to bring people to the table. He has also been successful in facilitating the Building Home Action Team, which focuses on increased housing production in Lane County.

Communications Competency



Ratings were 79% favorable, 5% neutral, and 16% unfavorable

Communications Competency Summary

Jacob is an effective and respectful communicator, particularly in public presentations, where his words carry significant influence in the community. While his communication under stress can sometimes be hindered by defensiveness, he strives to foster understanding. Feedback regarding newsletter content highlights the importance of carefully considering his audience's perspective to ensure his messages resonate effectively with all staff.

Good.

Innovation Competency



Ratings were 95% favorable, 5% unfavorable

Innovation Competency Summary

Jacob fosters an entrepreneurial spirit within the organization, emphasizing strategic and thoughtful evolution to address housing challenges. His leadership in community partnerships, such as the Building Home Action Team, reflects his ability to align others with a shared vision and outcomes.

Crisis Response/Preparedness Competency



Ratings were 89% favorable, 11% neutral

No comments were provided for this competency.

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

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

Answers to this question indicate that Jacob is generally a well-respected and trusted leader, and that he is seen as innovative and capable of transitioning between different leadership styles. Some employee respondents expressed appreciation for his compassionate and candid approach, while others believe interpersonal communication skills is an area for growth.

- *"Jacob's voice is needed and valued in community conversations about affordable housing. His leadership brings high regard to the organization, enabling the innovative partnerships that Homes for Good is known for and that allow us to build more housing."*
- *"Jacob is kind, helpful, empathetic, and also direct and focused on key goals and mission objectives without apology. His leadership continues to inspire confidence in the organization's mission."*
- *"I feel that Jacob is incredibly approachable and helpful. I admire his dedication to Homes for Good and his vision for the future of our agency and community as a whole."*

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

Answers to this question indicate that Jacob is a strong communicator and storyteller who has made a significant impact on the community through his work on housing development. He is seen as a visionary leader who is able to get things done. Additionally, he is respected for his financial management skills and ability to build relationships with stakeholders.

- *"Jacob has continued to grow in the community connections and partnerships that he has made. He has done a great job in focusing on the 'why's' of partnerships and the quality of those relationships, ensuring meaningful collaborations that advance Homes for Good's mission."*
- *"Jacob has had to learn the financial management of the organization over the past two years due to turnover and performance issues. His knowledge of HFG's finances has improved significantly, and the organization's finances are in much better shape now."*
- *"Jacob is a well-respected figure in our community when it comes to Lane County's housing crisis. He represents the organization very well and speaks clearly about our most pressing issues. When Jacob talks, people listen, and his leadership has been instrumental in advancing critical conversations about housing solutions."*

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

Answers to this question indicate that Jacob is recognized for his leadership strengths, including fostering trust and collaboration, empowering others, and building strong partnerships. However, feedback highlights areas for growth: improving consistency in holding team members accountable, enhancing financial oversight, and carefully tailoring communication to his audience. There is also an opportunity for Jacob to better balance

strategic growth with sustainable program development. Comments suggest greater consideration of employee perspectives in newsletters and communication could strengthen organizational culture and cohesion.

- *"Jacob consistently demonstrates a tendency to make generous assumptions about the performance of others, which sometimes might overshadow addressing essential performance concerns."*
- *"I think Jacob and Homes for Good have learned many hard lessons about financial management and oversight in the last two years. Hiring a strong finance director is going to allow Jacob to implement those lessons to benefit the whole organization."*
- *"Jacob does a great job at bringing others along, but he should not be afraid to set expectations at a high level and refuse to accept inadequate performance."*

2023-2024 Goal Review

Each year, as part of the Strategic Equity Planning (SEP) Process, Jacob completes a goal setting exercise. Goals set for 2023-2024 SEP year included:



Goal #1

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



Goal #2

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



Goal #3

Goal Description: Language Access Plan Optimization
Key Results: Spanish Translation
Customer Service Level Spanish Training
SEP Alignment: Lead & Grow Ethically
Timeline: Quarter 2 2024



Goal #4

Goal Description: Responsible Purchasing Procurement
Key Results: 50%+ food for staff events purchased from small businesses
Research organization to support OAME & COBID certifications for participants

SEP Alignment: Create Pathways to Self-Sufficiency
Timeline: Quarter 2 2024

Goals #1 and #4 have been successfully implemented, with research into optimizing the support of OAME & COBID certifications for participants continuing. However, blockers were experienced preventing goals #2 and #4 from being completely executed. Due to challenges and leadership turnover in the Finance Department, Jacob invested a significant amount of time and energy into ensuring that financial processes remain sustainable. This required shifting his focus away from other areas to optimize procedures, enhance transparency, and bring a deeper understanding of the Agency's finances to both the leadership team and the board. Through these efforts, Jacob has strengthened financial operations, positioning the Agency for greater stability and informed decision-making

Self-Reflection

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

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

1. My Connection to our mission is:

My connection to our mission is my deeply held belief that housing is a basic human right. With support from the Homes for Good Board and members of the Leadership Team we have created an organizational culture that balances support with accountability for our employees so they can better support our Mission.

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

- *I have specific goals assigned to me under the umbrella of the Strategic Equity Plan, which is reported on twice per year to the Board.*
- *We continue to focus on building the maximum number of affordable homes possible and are frequently implementing new rent assistance programs and supportive services programs. An example, is current negotiations with private sector developers to build 75 units of affordable housing on Parcel 2 in the Riverfront district that would ultimately be owned by us.*
- *I have played a direct role in supporting local advocacy efforts to increase housing production. I led a team that has developed financial modelling for increasing housing production by over 500 units per year. I presented this financial modelling to a large audience at the Eugene Area Chamber of Commerce Community Solutions Summit in June.*
- *We successfully recruited a new Real Estate Development Director and promoted two existing employees into the key positions of Asset Manager and Project Development*

Manager. Throughout the year I've had to lean into this Department while the transitions occurred. In particular I've focused on understanding the negative performance trends in our existing real estate portfolio and together with our Asset Manager we have stabilized some assets in the portfolio and have developed plans for other assets that need further stabilization.

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

- From personnel perspective the past year has been challenging. Our Real Estate Director resigned, our Finance Director resigned and our Asset Manager resigned. This has resulted in me being pulled into granular operating details and that makes it more challenging to plan at a more macro strategic level and also takes time away from my ability to manage external relationships.*
- Related to the previous bullet some members of the Finance Team and systems continue to restrict our ability to proactively make informed financial decisions.*
- We received a compliance finding during our FY23 organizational audit for the first time. After additional QC we discovered that a significant number of employees in this Department were having lower productivity and making more significant errors while working from home. This will likely require some additional in office time required in the coming year.*

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

- I've continued to develop relationships with key leaders in the community including key business leaders. Brittany Quick Warner from the Eugene Area Chamber of Commerce and Jim Atkins from Atkins Dame are examples.*
- I've continued to learn the nuances of our accounting and finance systems with the added dimension of our new software system.*
- I've learned about different types of overhead allocation methodologies and we are in the process of revising some of these methodologies.*

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

- With help from the Board and a new Finance Director I would like to acquire more clarity on best practices for what role an Executive Director should serve as it relates to financial oversight.*
- I would like to refine my public speaking skills in the context of motivating audiences to support increased investment in housing production.*

- *I would like to further develop my succession plan in partnership with the Board and further develop succession plans for all members of the Leadership Team.*

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

- *We secured \$4mm from Pacific Source that capitalized a pre-development loan fund. We have placed these funds and \$4mm of scattered site proceeds in interest bearing accounts.*
- *We have entered into an agreement with Pacific Source to receive reimbursement for eligible supportive services. This is new revenue and will result in cost savings for our federal programs that can be reinvested.*
- *We have received capacity building grants from Trillium and Pacific Source to establish our organization as eligible to bill Medicaid for supportive services. This will be new revenue and will result in cost savings for our federal programs that can be reinvested.*

2024 – 2025 Goal Setting

The goals Jacob has identified for himself during the current SEP plan year are listed below:

Goal #1

Goal Description: Based on input received through client engagement efforts such as focus groups and surveys, we will measure client satisfaction with how we have modified policies, procedures and performed site improvements.

Key Results: In collaboration with the Equity Strategy Team & Managers, a centralized document with outside Agency resources to share with residents and community members has been developed and communicated.

SEP Alignment: Listen to our communities
Timeline: Q2 2025

Goal #2

Goal Description: Focus development and rehabilitation efforts including housing type, design and scale based on input from residents and especially historically underserved and/or underrepresented communities in affordable housing programs.

Key Results: Events for culturally specific organizations and organizations serving the BIPOC communities through tabling and selective sponsorships have been attended.

SEP Alignment: Listen to our Communities
Timeline: Q2 2024

Goal #3

Goal Description: Catalyze progress by educating and engaging the business community if efforts to increase housing supply in Lane County to address homelessness and housing stability for low wage workers.

Key Results: A scope of work has been developed for Building Home Production Team 2.0. We have engaged with private sector developers and constructions companies to gather their input on how to increase housing production of lower middle-income housing.

SEP Alignment: Lead & Grow Ethically

Timeline: Q2 2024

Goal #4

Goal Description: Through equitable contracting we will increase the annual amount we compensate BIPOC and women owned businesses by contractors by 20%.

Key Results: Usage of the existing Lane County database to solicit bids and services from local minority-owned, women-owned and service-disabled owned businesses has been incorporated into our procurement processes.

SEP Alignment: Create Pathways to Self-Sufficiency

Timeline: Q2 2025

Goal #5

Goal Description: Increase households served by our Weatherization Program by 10%.

Key Results: Vital documents have been translated and Language Access Plan (LAP) has been approved.

SEP Alignment: Lead & Grow Ethically

Timeline: Q2 2025

C. Analysis

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

- 79% favorable
- 13% neutral
- 8% unfavorable

A total of 78 comments were provided.

- 78% positive
- 14% neutral
- 8% unfavorable

Based on performance feedback provided, it's recommended that Jacob's employment agreement be renewed and advised to include a 5% merit increase, effective December 26, 2024.

D. Furtherance of the Strategic Equity Plan

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

E. Alternatives & Other Options

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

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

F. Timing & Implementation

It's recommended that the proposed renewal of his employment agreement and 5% merit increase become effective on Jacob's merit increase date of December 26, 2024.

G. Recommendation

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

H. Follow Up

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

I. Attachments

None



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

This seventh Amendment to the Employment Agreement between the Homes for Good Board of Commissioners and Jacob Fox, dated December 18, 2024 (FOX EMPLOYMENT AGREEMENT), is made by the following parties: Homes for Good Board of Commissioners, acting as the governing body of the Homes for Good Housing Agency, hereinafter referred to as the (BOARD), and Jacob P. Fox, hereinafter referred to as (FOX).

AGREEMENT

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

A. Salary. Effective December 26, 2024, BOARD shall approve a merit increase for FOX of 5% from the previous evaluation period.

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

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

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

///
///

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

DATED: _____, 2024

Chairperson, Homes for Good
Housing Agency Board

DATED: _____, 2024

Jacob P. Fox

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

ORDER 24-18-12-01H

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

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

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

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

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

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

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

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

1. Approval of the 2024 Annual Executive Director Performance Evaluation and recommendations
2. Approval of the Seventh Amendment of the Executive Director's Employment Contract

DATED this _____ day of _____, 2023

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/18/2024

AGENDA TITLE: Hate & Bias 6 Month Report

DEPARTMENT: Executive

CONTACT : Bailey McEuen

EXT:

PRESENTER: Bailey McEuen

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 "BA" or similar initials, written over a horizontal line.

DATE: 12.11.2024

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



Hate & Bias Incidents 2024 Board Report

Background

Purpose

The Hate & Bias Response Procedure was created to address and resolve complaints related to discrimination, harassment and other forms of hate & bias experienced in Homes for Good's communities and workplace.

Goals

The goal of the procedure is to:

- Empower participants to report incidents confidently
- Ensure timely & equitable resolution of complaints
- Leverage data to identify trends and enhance preventative measures

Development

The procedure was created through a collaborative effort involving leaders from all Departments and the Equity Strategy Team.

Key focus areas included ensuring compliance with fair housing laws, promoting equity, and fostering safe, inclusive environments.



Background

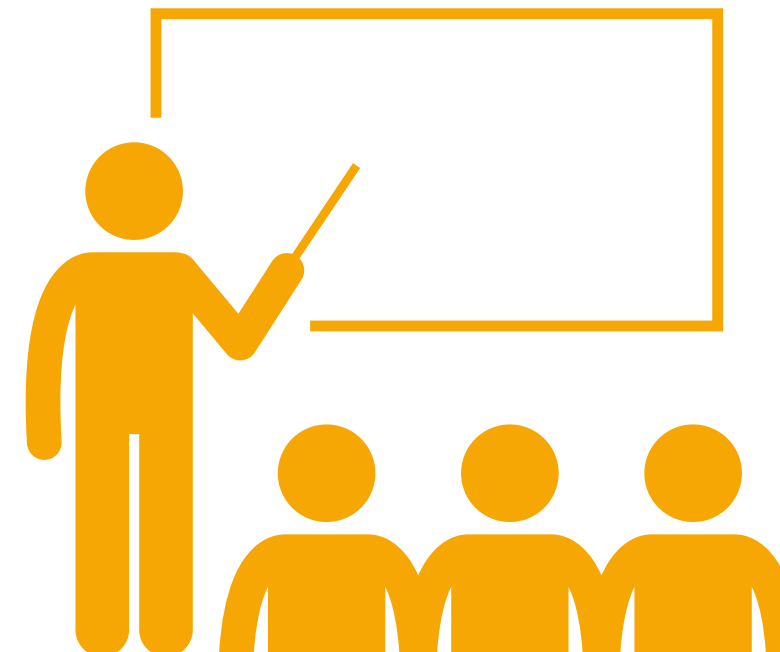
Training

In August 2024 we held a Manager Training session to familiarize all Homes for Good leaders with the finalized procedure. Department trainings were held through September 2024 to familiarize staff.

On October 10, 2024, we held a required All-Staff Bystander Intervention Training in partnership with Right-to-Be. The training was customized to incorporate our unique Hate & Bias Response Procedures.

The training was rated highly by staff. Right-to-Be shared one comment provided by an anonymous Homes for Good Team member:

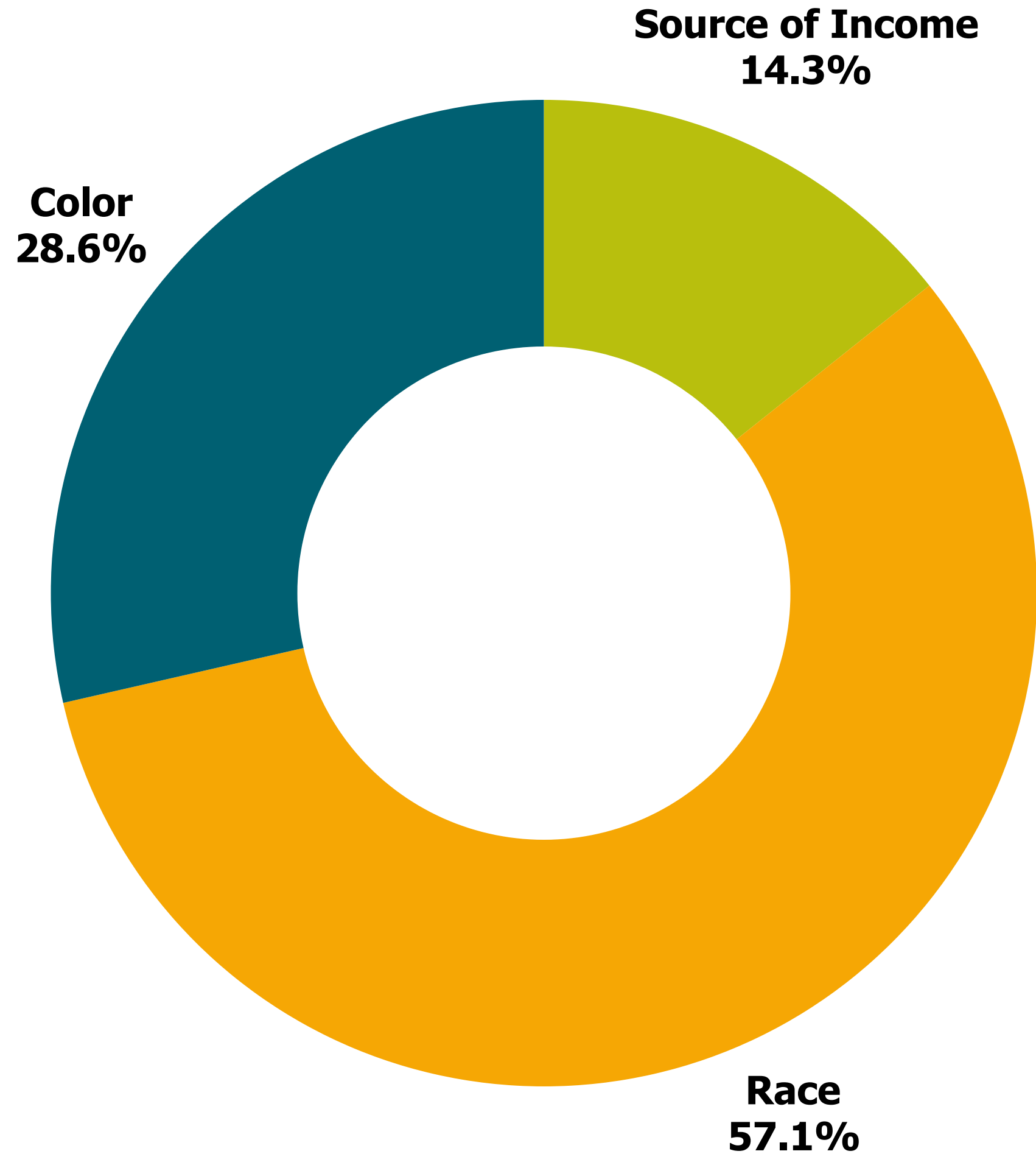
"Not everyone has the opportunity to have these approaches be modeled for them in real life. Thank you for providing the opportunity for such a large team who has members who may never have had the exposure."



2024 YTD Data

Incidents by Protected Class

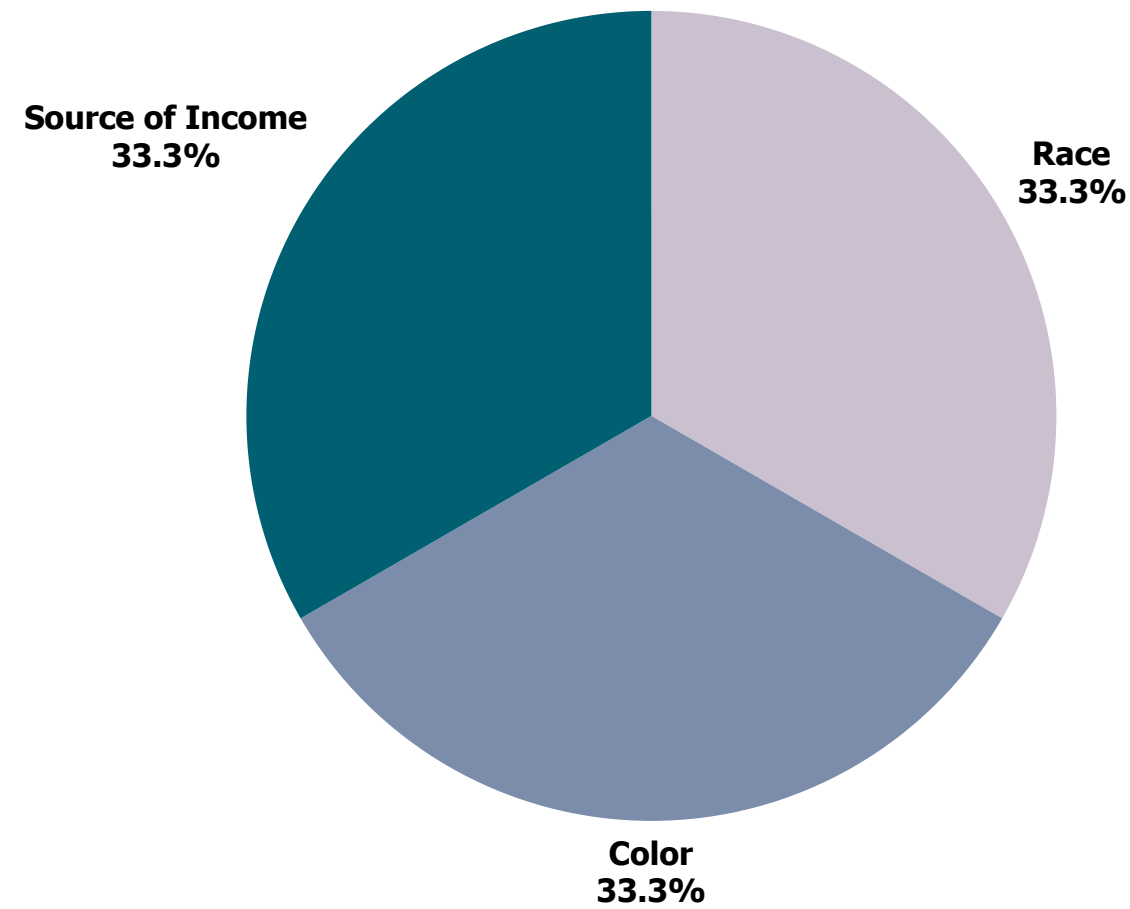
Source of Income	1
Race	4
Color	2



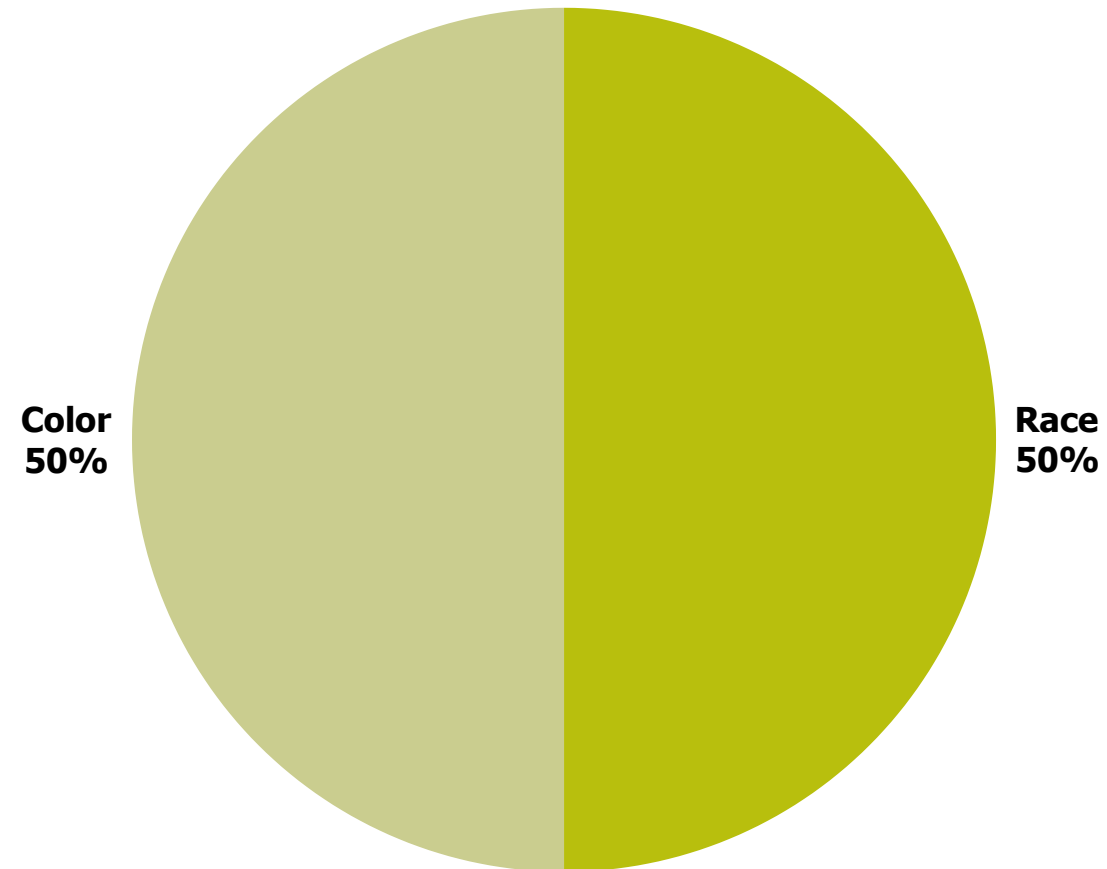
2024 YTD Data

Incidents by Protected Class & Program

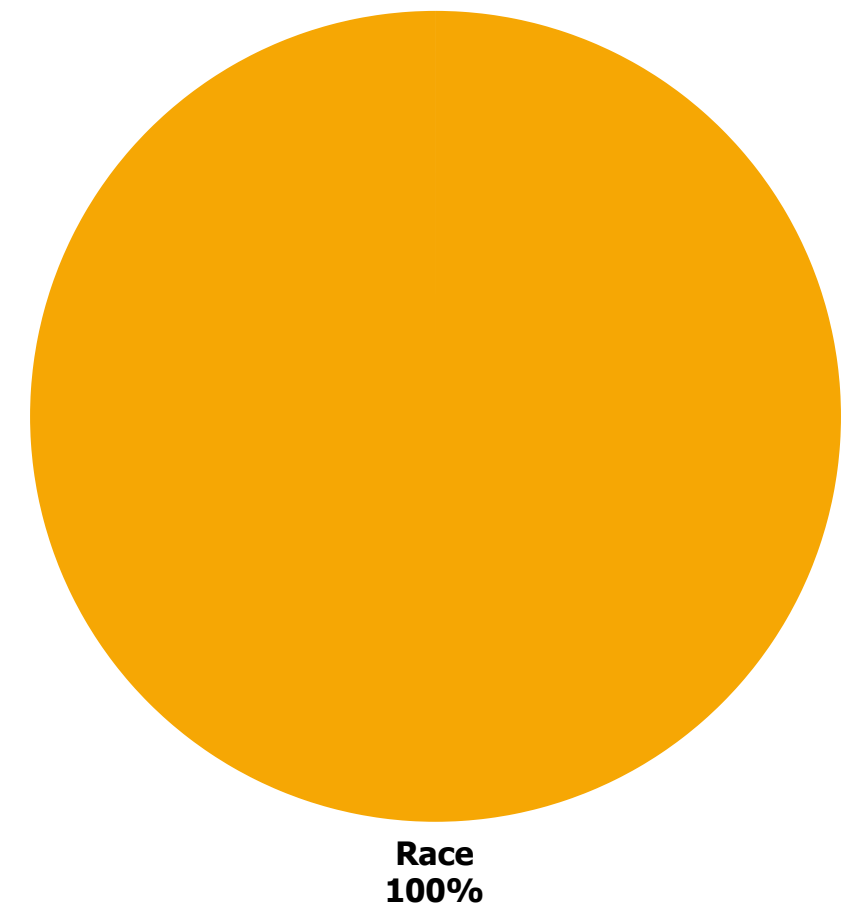
Rent Assistance



Asset Management (3rd Party)



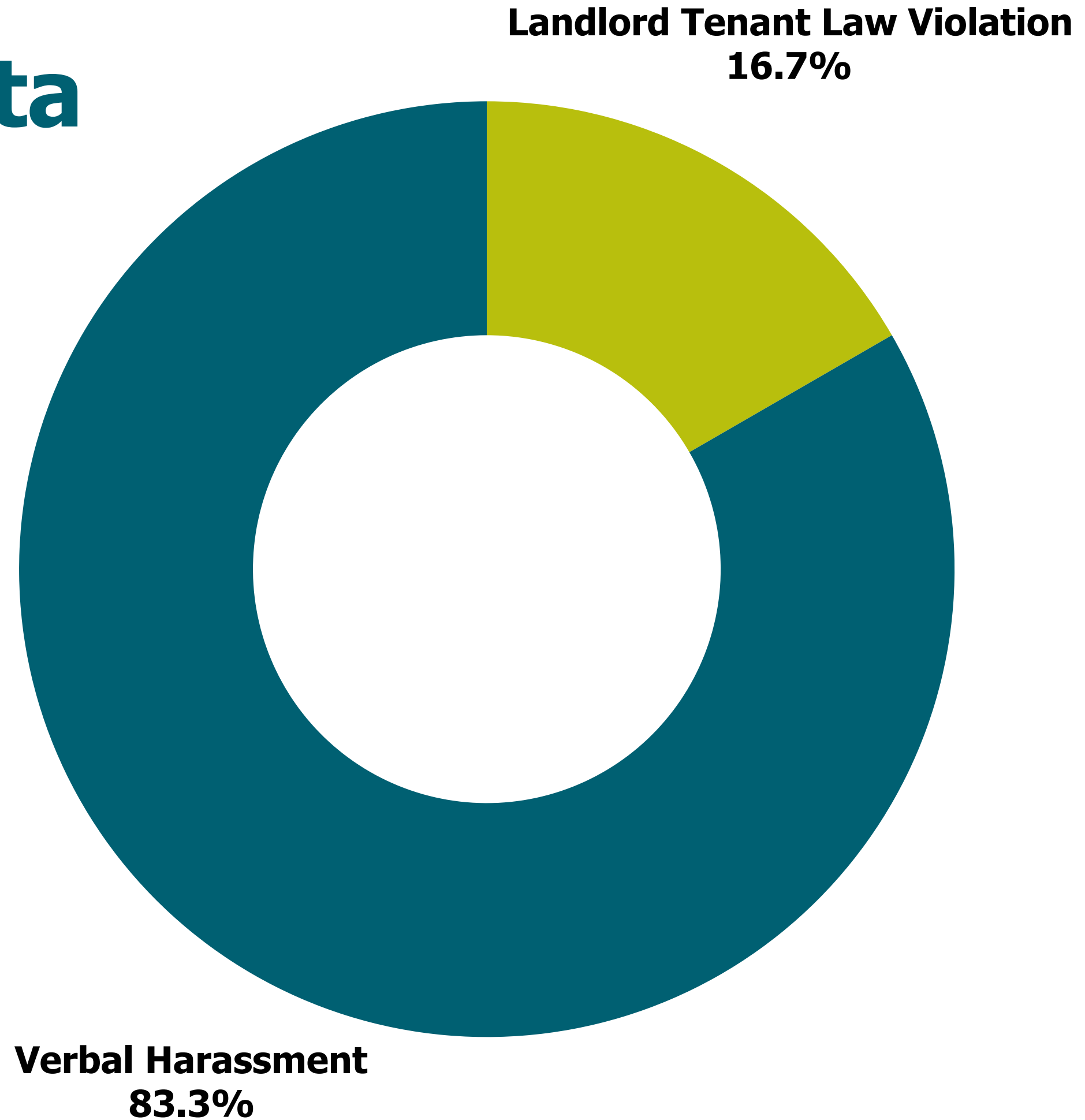
Supportive Housing



2024 YTD Data

Allegations

LL Tenant Law Violation	1
Verbal Harassment	6



2024 YTD Data

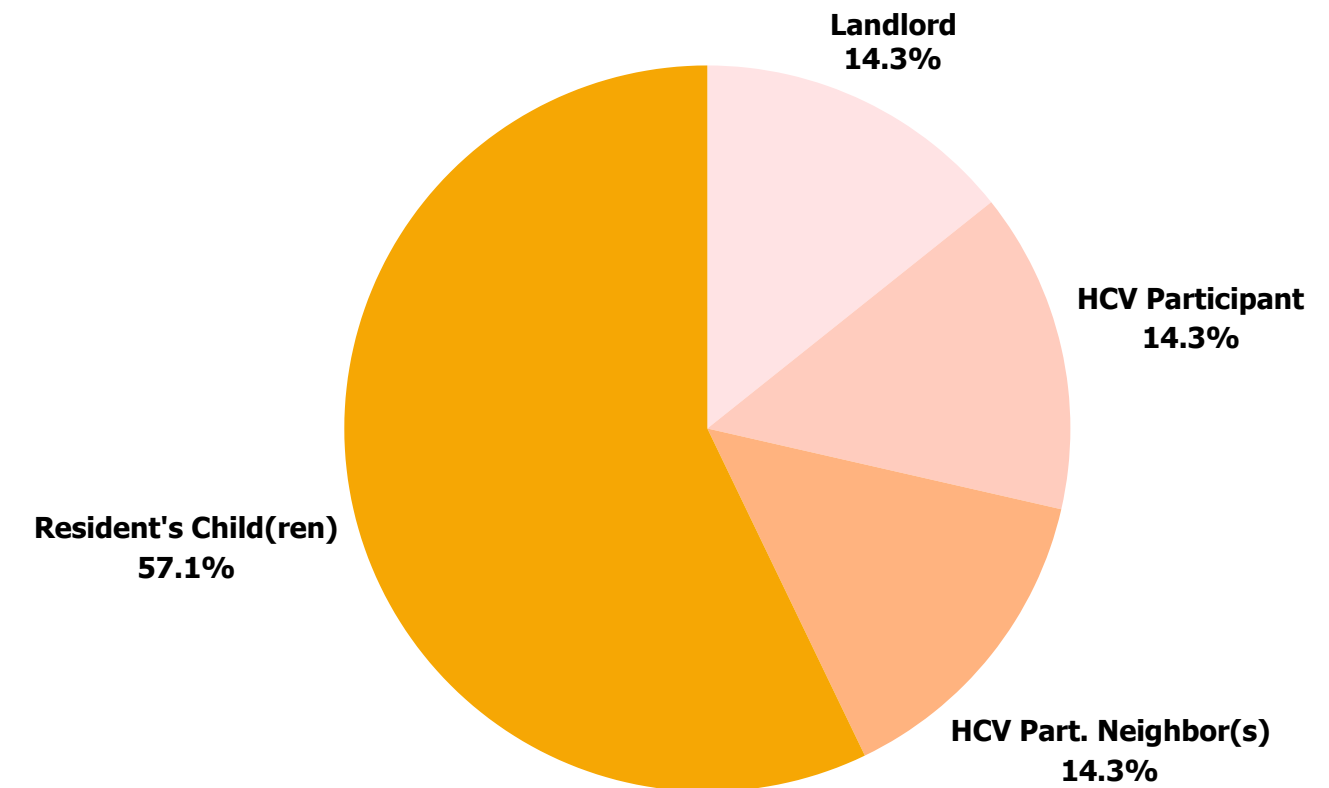
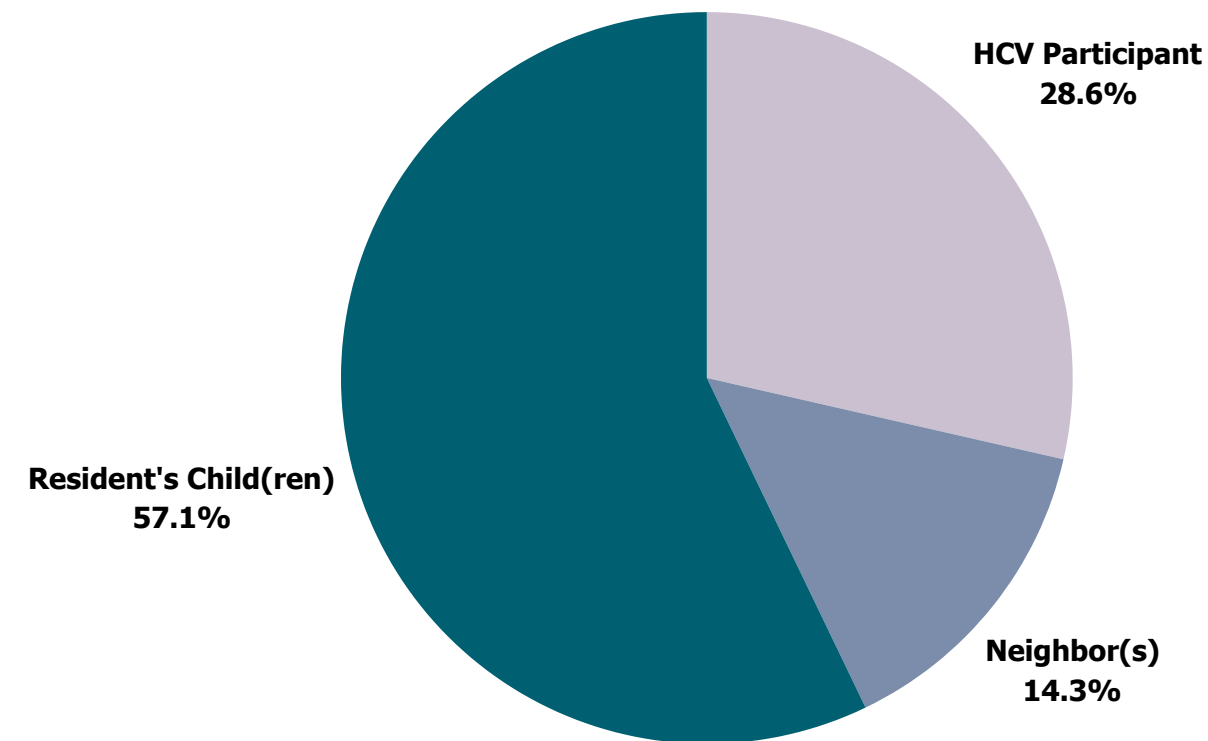
Complainants & Accused Parties

Complainants

HCV Participant	2
HCV Participant's Neighbor(s)	1
Participant's Child(ren)	4

Accused

Landlord	1
HCV Participant	1
HCV Participant's Neighbor(s)	1
Participant's Child(ren)	4



2024 YTD Data

Departments, Programs & Properties



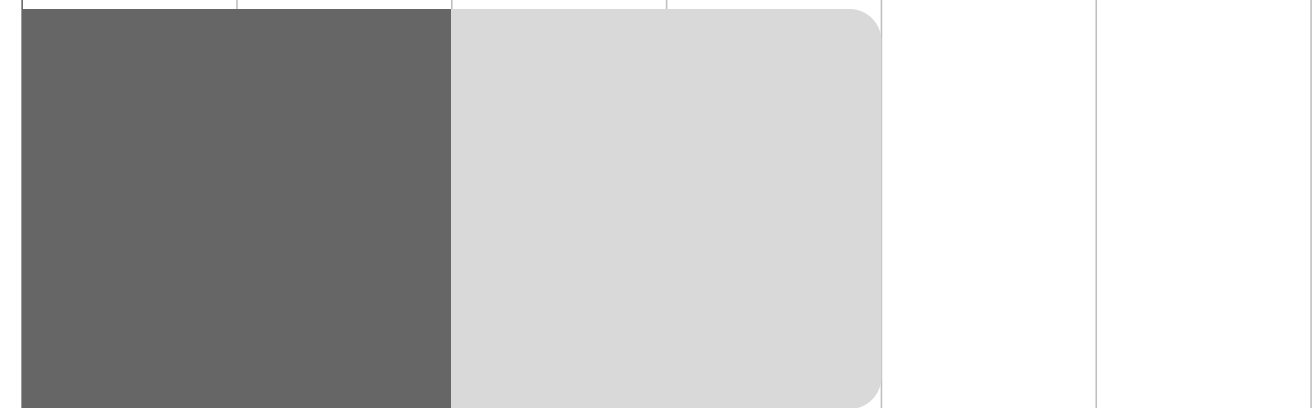
Rent Assistance



Supportive Housing



Asset Management

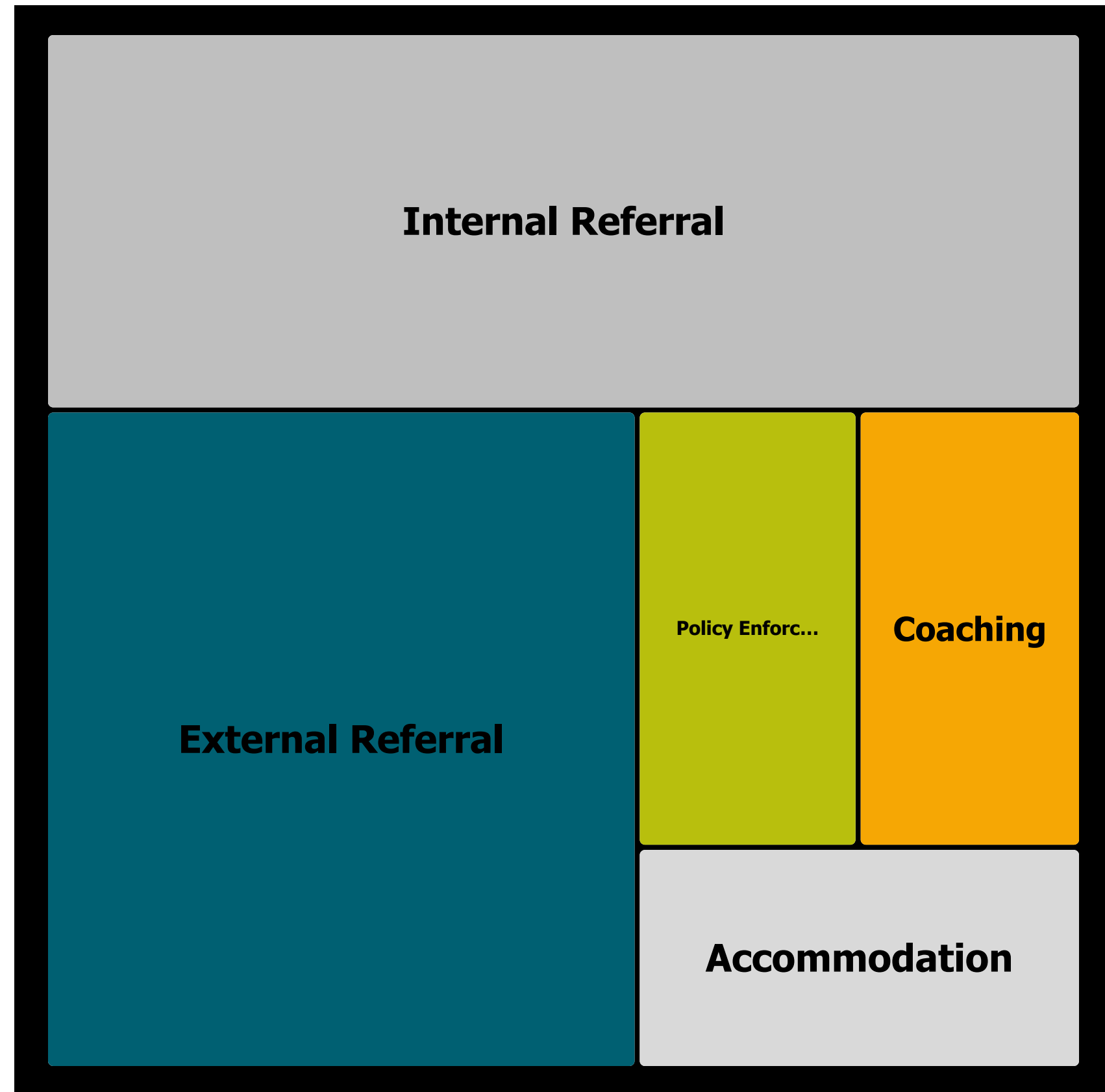


0.0 0.5 1.0 1.5 2.0 2.5 3.0

2024 YTD Data

Outcomes

Internal Referral	4
External Referral	4
Lease/Policy Enforcement	1
Coaching	1
Accommodation Offered	1



Analysis

Overview of Complaints

- Complaints were distributed across 3 Departments: Rent Assistance, Supportive Housing, and Asset Management.
- The Housing Choice Voucher Program under Rent Assistance received the highest number of complaints.
- Properties within Supportive Housing and Asset Management Departments also reported complaints.



Analysis

Patterns & Trends

Rent Assistance

- Complaints in the Housing Choice Voucher Program reflect challenges faced by voucher holders in the private rental market, where the agency has limited control over landlord behaviors.
- Issues likely stem from landlord discrimination (e.g., refusal to accept vouchers, racial bias) or lease enforcement disputes.

Supportive Housing

- Complaints were recorded at properties such as Village Oaks and Abbie Lane, pointing to localized issues that may require targeted attention.
- These complaints suggest potential management or tenant support gaps that could be addressed at the property level.
- Could also suggest stronger adherence to reporting procedures at these properties.

Asset Management

- The presence of complaints at 3rd Party Managed sites highlights the importance of ongoing collaboration and oversight with external partners.



Analysis

Key Insights

Systemic vs Localized Issues

Complaints in the Housing Choice Voucher Program reflect broader systemic challenges, while complaints in Supportive Housing and Asset Management programs indicate localized, property-specific concerns

Monitoring & Engagement

Even properties with fewer complaints should remain part of proactive monitoring and tenant engagement efforts.



Analysis

Implications for Future Action

Rent Assistance

- Focus on landlord relationship building & education.
- Provide participants with enhanced support, such as rights education and tenant coaching.

Supportive Housing & Asset Management

- Strengthen localized strategies to address property-specific challenges at higher-complaint sites.
- Continue to improve collaboration with 3rd-party managers to address tenant concerns more effectively.
- Provide refresher training to Homes for Good and 3rd Party Property Management staff.

Data Drive Decision Making

- Use complaint data to identify recurring systemic barriers.
- Regularly assess complaint patterns to prioritize interventions and allocate resources effectively.



Questions?



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/18/2024

AGENDA TITLE: In the Matter of Approving a Procurement Process for the Replacement of the Heeran Center Heating System

DEPARTMENT: Real Estate Development Division

CONTACT : Victoria Smithweiland

EXT: 2-2510

PRESENTER: Victoria Smithweiland

EXT: 2-2510

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 "V Smithweiland", is written over a horizontal line.

DATE: 12.11.2024

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners
FROM: Victoria Smithweiland, Asset Manager
TITLE: In the Matter of Approving a Procurement Process for the Replacement of the Heeran Center Heating System
DATE: 12/18/2024

MOTION:

It is moved that the Homes for Good Board of Commissioners approve a procurement process for the replacement of the Heeran Center heating system and approve Executive Director Jacob Fox to sign the successful contractor's bid upon attorney review.

DISCUSSION:

A. Issue

In 2023, one of two boilers in the Heeran Center heating system failed and subsequent investigation indicated the entire system required non-urgent replacement. In November 2024, the second boiler failed, necessitating a more immediate response. A procurement process is necessary to identify a contractor to replace the heating system based on the agreed-upon budget.

B. Background

The Heeran Center is a combined residential and commercial building, with a 16 bed secure 24/7 residential treatment facility on one side for persons with severe and persistent mental illness and with Lane County in occupancy on the other side of the building. Heating and cooling in the building is provided by a heat pump system that is dependent on two water source boilers.

The system was installed in 1982 with a useful service life expectancy of 15-20 years. Both boilers have now failed, and the system requires immediate replacement. The property is currently being heated by a combination of ductless heat pumps, space heaters, and a temporary water heating system.

A system replacement Feasibility Study was completed in June 2023, and a budget proposal was developed by an engineer and contractor. Grant funding for the project was secured as follows:



Northwest Natural Gas – Mechanical	\$862,115.40
Northwest Natural Gas – Contingency and Admin Costs	\$254,417.40
Oregon Health Authority	\$569,986.00
PROJECT TOTAL	\$1,686,518.80

C. Analysis

The approval of this heating system procurement process will return the Heeran Center’s heating system to full capacity with an expected long-life span. The successful replacement will allow us to remove the temporary heating components that were never designed to support long-term the heating of a building of this size.

Two grants were secured to cover the cost of the heating system replacement in full: one grant from NW Natural and one grant from Oregon Health Authority. It is not expected that Homes for Good will have to fund any portion of the replacement cost.

D. Furtherance of the Strategic Equity Plan

Conducting the proposed procurement impacts Pillar #4: Lead and Grow Ethically. By being a financially sustainably run Agency and securing grant monies for the replacement of the Heeran Center heating system, we may better provide services for the people we serve and support the historically underserved communities served at the Heeran Center.

E. Alternatives & Other Options

If this board request to conduct a procurement is not approved, the current temporary system will be unable to support the heating needs of the building as colder winter weather approaches. Our commercial occupant, Lane County, will need to move its employees to another location, as they did until the temporary heating system was put in place, and rental income may be lost as Lane County will not be expected to pay rent while they cannot occupy the building. Because the Heeran Center is a secure, locked residential facility, the 16 residential occupants cannot be easily moved, as there is no alternate locked facility in which to house them.

F. Timing & Implementation

Upon approval of this board request, a procurement process will be conducted within 30 days.

G. Recommendation

It is recommended that the Board of Commissioners approve this board request to conduct a procurement process for the replacement of the Heeran Center heating system, and approve Executive Director Jacob Fox to sign the successful contractor’s bid upon attorney review.



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



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

H. Follow Up
None

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

ORDER 24-18-12-02H

In the Matter of Approving a Procurement
Process for the Replacement of the Heeran
Center Heating System

WHEREAS, Homes for Good is required to provide adequate heating to the buildings it owns, and

WHEREAS, the Heeran Center heating system is in need of immediate replacement, and

WHEREAS, the estimated cost of the heating repair is \$1,686,518.80, and

WHEREAS, Homes for Good has secured grants monies to cover the full anticipated cost of the Heeran Center heating replacement through grants of \$1,116,532.80 from NW Natural Gas and \$569,986.00 from Oregon Health Authority, and

WHEREAS, Homes for Good's proposes to conduct a procurement process for the replacement of the Heeran Center heating system,

NOW IT IS THEREFORE ORDERED THAT:

Homes for Good may conduct a procurement process for the replacement of the Heeran Center heating system, and Executive Director Jacob Fox may sign the successful contractors bid upon attorney review.

DATED this _____ day of _____, 2024

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners