

MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS



Wednesday, December 14th, 2022, at 1:30 p.m.

Homes for Good conducted the December 14th, 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 Iboa**

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 Iboa**

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

11. ORDER 22-14-12-02H: In the Matter of Documenting the Executive Director’s Annual Performance Evaluation 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 (*virtua*)
- 45-Day Accountability & Change Intelligence Workshop (*on-site*)
- Executive Coaching (*virtua*)

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 Iboa**

Abstain: *None*

Absent: **Pat Farr, Joel Iboa**

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 Iboa**

Abstain: *None*

Absent: **Pat Farr, Joel Iboa**

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