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## **HOMES FOR GOOD HOUSING AGENCY**

### **BOARD OF COMMISSIONERS MEETING WEDNESDAY JULY 21, 2021**

#### **TABLE OF CONTENTS**

(CLICK ON EACH AGENDA ITEM TO NAVIGATE TO THAT SECTION)

AGENDA	Page 2
EXECUTIVE DIRECTOR REPORT	Page 4
6/24/21 MINUTES	Page 5
DISCUSSION—Strategic Equity Plan Overarching Goals	Page 15
DISCUSSION—Community Benefits Agreements	Page 16

# Agenda

## Homes for Good Housing Agency

### BOARD OF COMMISSIONERS



#### Location of the meeting:

This meeting will be conducted via public video call and conference line (see details below).

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**Wednesday, July 21st, 2021 at 1:30pm**

To prevent the spread of COVID-19 Homes for Good will be conducting the July 21<sup>st</sup>, 2021 meeting via a public video call with dial-in capacity. The public will be able to join the call, give public comment, and listen to the call:

Topic: July Board Meeting

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Meeting ID: 823 5513 6272

#### **1. PUBLIC COMMENTS – 20 Minutes**

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

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

#### **3. ADJUSTMENTS TO THE AGENDA**

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

#### **5. EMERGENCY BUSINESS**

#### **6. ADMINISTRATION**

A. Executive Director Report (Estimated 10 minutes)

B. Approval of 6/24/21 Board Meeting Minutes

C. **DISCUSSION**—Strategic Equity Plan Overarching Goals (Jacob Fox and the Equity Strategy Team) (Estimated 40 minutes)

D. **DISCUSSION**—Community Benefits Agreements (Steve Ochs, Real Estate Development Director) (Estimated 20 Minutes)

## 7. OTHER BUSINESS

Adjourn.

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### UPCOMING AGENDA ITEMS

#### August 25<sup>th</sup>

- BO: Parkview Terrace Exterior Paint
- WS: Budget process
- WS: Landlord Engagement
- Presentation: Q2 Awards

#### September 29<sup>th</sup>

- BO: Lindeborg Bathroom Remodel Contract
- BO: Budget FY 2022

#### October 20<sup>th</sup>

- Presentation: Q3 Awards

#### December

- WS: Resident Services and FSS
- BO: Appointed Commissioner Confirmation

The next Affordable Home Communities in our real estate development pipeline have been identified, or are in the process of being solidified. We've listed the prospective communities below with a short update on each.

- The Lazy Days Mobile Home Park Rebuild– We are in due diligence on landslide mitigation and costing out infrastructure including power, water and septic systems. Once due diligence is complete we will purchase the property if the redevelopment of the site is feasible. We will start applying for local and state funds in Fall of 2021.
- Bridges on Broadway Conversion to Permanent Supportive Housing– We have selected an architect through our pre-qualified pool and will issue an RFP for Construction Manager/General Contractor (CM/GC) in August or September. We will start applying for local and state funds in Fall of 2021.
- 4-Corners Permanent Supportive Housing Partnership with Sponsors and Lane County- We have selected an architect through our pre-qualified pool and will issue an RFP for CM/GC in August or September. We will start applying for local and state funds in Fall of 2021.
- Land acquisition– We are negotiating an Option Agreement for a parcel of land in Florence and we seeking to secure control on a parcel of land in Cottage Grove.

The Oregon Emergency Rent Assistance Program partnership with Lane County to distribute funding is now operational. As of July 6th, Homes for Good has received a total of 312 applications to process. We have processed applications from 163 households and distributed \$960,000 in rent assistance. The average staff time invested per application is 1 hour and 15 minutes.

The State of Oregon Landlord Compensation Fund partnership with Oregon Housing and Community Services (OHCS) was launched in early May and is now fully operational after a number of technical challenges that OHCS had to resolve. As of July 1st, Homes for Good has received 579 applications representing 1471 households. We have processed 286 applications on behalf of 584 households distributing \$2,350,000 in rent payments to landlords. The average staff time invested per application is 40 minutes.



As reported in the May ED Report Homes for Good received an allocation of 184 Department of Housing and Urban Development Emergency Housing Vouchers (EHV). An EHV voucher is very much like a Section 8 Housing Choice Voucher (HCV) in that the subsidy stays with the tenant, tenant pays a portion of the rent and Homes for Good pays a portion of the rent to the landlord. EHV's also come with additional funds to help with housing navigation and can help with things like: Application fees for housing, holding fees for units, security deposits for units, utility deposits, and/or utility arrears. Homes for Good will provide assistance with the housing search by using dedicated staff to help applicants search for housing and receive educational services such as Rent Well classes. In partnership with Lane County, on July 13 we opened the referral process for pre-applications for people who are at risk of homelessness, people who are experiencing domestic violence or people who are experiencing homelessness.

As reported in the June ED Report we are still navigating challenges in getting our assigned Department of Housing and Urban Development Financial Analyst to approve our FY19 audit and financial statements, which is continuing to delay our forward progress on our FY 20 audit and financial statements.





# MINUTES

## Homes for Good Housing Agency

### BOARD OF COMMISSIONERS



#### Location of the meeting:

This meeting will be conducted via public video call and conference line (see details below).

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**Thursday, June 24<sup>th</sup>, 2021 at 3:30pm**

To prevent the spread of COVID-19 Homes for Good will be conducting the June 24<sup>th</sup>, 2021 meeting via a public video call with dial-in capacity. The public will be able to join the call, give public comment, and listen to the call:

#### **1. PUBLIC COMMENTS – 20 Minutes**

(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.)

*Kevin Cronin (see attachment for full testimony)*

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

**Heather Buch:** Thank you. I do very much appreciate the input from the Union and I think we have very parallel diversity goals going on at the board level in the upcoming governance discussions, I'm not as familiar with the ex-officio participation from a union member, so I really look to Mr. Fox as to how that would play out. We haven't actually discussed that yet here, but I do very much appreciate wanting to have Union representation and the voice at the table and making sure that we hear on a regular basis their questions and concerns. So that's a point that we just as a board haven't yet discussed, and it's not currently in the proposal moving forward, so I would look to Mr. Fox on that one.

**Joe Berney:** First, I want to say that I'm supportive of the proposal we're going to vote on, and my reading of it indicates that there's a room to have those discussions, such as Mr. Cronin identified, I'm extremely intrigued with the concept of ex-officio status, I think strategically, it makes a lot of sense, it could be a win-win, and I appreciate his comments about the County. I too as Mr. Fox and Mr. Ochs are aware have been pushing us to consider a Community Benefits Agreement, which gets at some of the comments Mr. Cronin made, and I want to share with the board, I was told that Mr. Ochs we'll be looking at this once the state legislation has passed, and it has passed, it's time, thank you.

**Laurie Trieger:** I just wanted to say I really appreciate Mr. Cronin for speaking, I appreciate his comments. I look forward to talking about the role of a formal union representative to have our workers represented, to have that voice at our table regardless of the ultimate make-up of the board. We can talk more about that later, but I also just wanted to say that it looks to me like on our agendas, we allow up to 20 minutes for public comment, so it might be useful to know if there are many people in the queue or not, so that on those occasions when we do have someone signed up, if they have a little more than three minutes and we can offer that leeway, I would like us to consider that.

**Jacob Fox:** I think it's worth mentioning that I did get an email day before yesterday from Kevin, he'd been in conversations with our members who asked him to come testify, but actually I hadn't heard directly from Kevin before that, just about the conversation he was having, which board members he was talking to and which ones he wasn't. I agree with much of what Kevin said. There's a lot of shared values. Kevin pointed out the work we've done together since the Pandemic started. I guess a couple of things that I'm more curious about: 1) Kevin referenced Hayden Bridge Landing, that was definitely a complex issue and they're more to it than just workers were somehow mistreated, there's actually a lot of nuance and facts that we could discuss related to that, and 2) I just felt like there were some sweeping generalizations about business leaders and real estate developers. I have worked with a lot of developers and business leaders that are deeply committed to Union values, health benefits, and I just want to make sure we're characterizing the community in a way that's fair. So that's my reaction to Kevin's testament.

**Pat Farr:** I want to listen to Kevin's testimony again. I'm looking forward to hear the content of it and recording as soon as that's available, because some of the things I felt were a little bit inflammatory to me, and I'm not going to comment on it right now, but I want to listen to the testimony again.

### **3. ADJUSTMENTS TO THE AGENDA**

**Jacob Fox: Proposes moving "(e) ORDER 21-24-06-03H—** In the Matter of Recommending a New Governance Structure for the Homes for Good Board of Commissioners to the Lane County Board of Commissioners" up in the agenda to after the approval of the minutes.

*Order (d) was discussed before (c)*

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

*Commissioner Joe Berney Leaves at 4:23*

### **5. EMERGENCY BUSINESS**

*None.*

### **6. ADMINISTRATION**

A. Executive Director Report (Estimated 10 minutes)

**Jacob Fox:** Gives an update on the issues getting the FY19 audit approved by HUD and the challenges that has brought to the Finance department.

Jacob gives an update on Lazy Days in Blue River and the visit from Senators Merkley and Wyden.

Jacob gives an update on the stabilization of The Commons on MLK and meetings with the Eugene Police Department.

**Steve Ochs:** So as Commissioner Berney mentioned, we've been talking about the Community Benefits Agreement that Lane County has adopted, and looking at Homes for Good, doing something similar.

Steve gives an update of his contacts at the County and the documents that they shared with Homes for Good to look over.

There's a lot of pros to that, but I think if we adopt something, it'll have to be also somewhat different in what the County has done because there's just some core differences in how we do contracts. One is we go for competitive funding through the State on some of our developments, and we all just want to make sure that we're not trading one for another. There's no evidence that it does increase costs, but there's also no substantial evidence that it holds costs down. So, we'll want to do some analysis on that. We're currently going through a process, we're trying to increase participation of what's called Section 3 participants, and those are folks that are Public Housing participants or have low income that own a company. We're trying to increase participation from those groups, so I want to make sure that if we do something that it's not hindering their ability to get contracts.

Steve talks about SB 420 and the procurement laws.

I think there's quite a bit of work ahead for myself and others in order to look at this and come back to the Board, hopefully pretty quickly though, with a more in-depth look at what such an agreement could look like or would look like if we did want to adopt something like that, so that's kind of where we're at now

**Joe Berney:** You've not spoken to me once about this, so let me just share that these comments are out-dated, the person you are connecting with at Lane County was not involved in the last six months of how we put this together, Shawn Waite is actually the person to talk to. There is no "agreement", there is a Community Benefits Bidding Protocol and a Contractor Pre-qualification Process. I'd also like to share, you don't have to wait until January 2022, you may choose to. Lane County did not. And finally, Ms. Waite has put together a draft how to do this, so that's already been done for you, and I just think a lot of the concerns you've expressed really are cloudy. It's actually a very simple process, and I would be more than happy to walk you through it because I'm a person that worked with procurements, capital improvements, legal. And then finally, did that legislation, which will be signed by the governor soon, so I would love to assist you to accelerate the process you just described. I don't think there's that many issues.

**Heather Buch:** I just want to express my additional support of going through the analysis and how this could apply to Homes for Good. I was thrilled to see SB420 goes through, and I hear Commissioner Berney expressing interest in speeding up the process, and of course, I love to see these kinds of projects go through hiring local. I know that that's our goal in our Board as well. So January 1st, 2022 is actually only a little bit away, and we only have so many meetings before then, you have to go through the process with the board, not to say, I wouldn't like to see it applied as soon as we can because I do. But I want it also to be appropriate for Homes for Good, and time flies in the summer.

**Steve Ochs:** It can be approved at any date; it just was saying the program under SB 420 can't commence until after January 1<sup>st</sup>. We can put something together to be voted on in a month or so under SB 420. but I can get further clarification on that from our attorney if necessary.

**Pat Farr:** I think the term Community Benefit in this case, has a very specific definition, the concept of Community Benefit is potentially broader than that, I think Section 3 talks about residents of the properties, and I need more information regarding how Community Benefits and Section 3 work together to make certain that we're able to address the requirements and needs of Section 3, while at the same time providing the high community benefit and hiring local as much as possible, if not 100% of the time. If that's possible, I don't know the answer to that right now, Steve, but I think you said that there's a little bit more complication with the Homes for Good that doesn't exist, for instance, with Lane County. So, I need to hear more. But not necessarily at this time.

**Char Reavis:** I think it would be great if when we're ready, when we have this all worked out, that we have a board work session on it, that we just commit some time to really looking at it, and I too would like to know more about the Section 3 part because it's just so important. I know we've even done that with our art, and they're just small contracts. Sometimes maybe one, two, three employees, and so I just want to make sure that we're thoughtful about this and that we really dig into it and that we really consider rural areas because right now, in all of rural Lane County people could use the work and if we just continue to hire bigger, huge contracts that are coming from other places, I would love to just make sure that we really just again, I'm repeating myself, be thoughtful.

**Joe Berney:** I just would like to also point out the Community Benefits Agreement that Lane County adopted is embodied in the legislation is not, repeat not, the same thing as the Community Benefits Agreements in Multnomah County, and it's absolutely incorrect to look at those. Those would create confusion. This is what I think we can get through, and I just want to point that out... Thank you.

**Michelle Thurston:** And I'll just throw in a comment, since Commissioner Berney brought up the Community Benefits Agreement, I've done a lot of reading, a lot of asking questions, and I would like to say I appreciate how, Steve, you are taking the time to check all the angles and make sure that this is something that is good for the long-term and what's best for Homes for Good and its residents, not just in the Eugene, Springfield area, but also the rural areas. I do have concerns with regards to the Section 3 that was mentioned, so I am very pleased that you are taking the time to make sure that all the "T"s are crossed, all the "I"s are dotted before continuing on with this, because I think this is a big decision because there could be some lasting effects for not only Homes for Good, but for our community as a whole. So that's all I wanted to say.

B. Approval of 5/19/21 Board Meeting Minutes

**Motion:** Pat Farr

**Second:** Joe Berney

**The minutes are approved unanimously 6-0 with Commissioner Bozievich excused.**

E. **ORDER 21-24-06-03H**— In the Matter of Recommending a New Governance Structure for the Homes for Good Board of Commissioners to the Lane County Board of Commissioners (Jacob Fox, Executive Director) (Estimated 15 Minutes)

**Jacob Fox:** Introduces the governance board order and the structure of a 9-member board, the reasoning for proposing a 9-member board, and next steps for this item if approved.

**Pat Farr:** I think I first brought this Jacob, maybe a year before you joined us, that's looking for to this new governance, and I think we're going through a very deliberative process that gets us to a point where we really will be able to more adequately and more perfectly, not perfectly, but more perfectly serve the people we are trying to serve. I'm excited, man, this is really big stuff going forward right now, Jacob, thanks for the work. Thanks for your abilities, and thanks to your staff for bringing us to this point.

**Char Reavis:** I just wanted to make sure to the clarifying in the board order itself, Jacob, when it says five community-appointed community members, I know you and I just talked about this. If we vote it in

this way, is that going to just mean that there are two residents or Section 8 Participants, or could we under that five, the community member for affordable housing, or does that restrict us by the way it's worded?

**Jacob Fox:** There is a nuance in the Oregon Revised Statutes that actually limits the number of appointed commissioners that are directly served by Homes for Good's programs. I actually think that's discriminatory in nature, because we as a group had talked about the possibility that maybe there could be three folks that are served by Homes for Good's programs, and I didn't catch that little nuance because it's embedded in a sub-section. So, my understanding is that is a limitation dictated by Oregon Revised Statutes. I think one of the things that I can work on with the attorney, so for example, somebody's not on the Public Housing Program or the Housing Choice Voucher Program, but they live in one of our Low Income Tax Credit properties, could they become a board member? And I don't actually know the answer to that. So the other thing I'd mentioned with Char, is that we do have a lobbyist and ORSs can be changed, so I would definitely be willing to take on due diligence and exploring legislative advocacy around changing language that I believe is discriminatory nature.

**Laurie Triege:** This is terrific. Thank you, Jacob, for taking the feedback. I think it's really the right move, I wouldn't hardly describe nine as a large board. I think for the size and scope of an organization like this it is the right size. I really appreciate what you just shared about those issues of ensuring that we make whatever accommodations and advocate for whatever changes are needed around that issue of people who are served by the organization being on the board for all manner of reasons, but also because you'd hate to have things unnecessarily tied together so that when people have life changes, if someone were to move or something, that it would affect something like their service on the board.

I heard what you said about the proposed timeline for seating the Board, and I may have missed something about what that process is and who does that, because I think as I shared when we were having this conversation last time, a good healthy board then grows itself and I think a lot of people don't realize, they think the Executive Director goes out and recruit board members, but a solid, healthy board is in charge of growing itself and having a board development, and I don't mean that in the fundraising sense, a board development committee, which is a small group who's tasked with identifying who we might bring in in terms of specific people, but also specific kinds of representation is really important. I think that also goes back to the public comments that we heard earlier, and some of the current board members feedback on that public comment, I think the word Commissioner Farr used was that he thought some of the comments were "inflammatory," and I just want to share that when you have folks who have traditionally not had a voice at a seat or a seat at the table of power that is making decisions that influence their everyday lives, we should be listening to them. That it's not inflammatory when you hear comments that you're not used to hearing, if in fact, if they perceive it as inflammatory, it's maybe a signal that there's some really important information that could be listened to

**Pat Farr:** Commissioner Triege seems to be jumping to conclusions about what I thought as inflammatory, and I think once I listen to the audio, I'll provide exactly the testimony as to what I think is inflammatory in is not what Commissioner Triege has stated.

**Jacob Fox:** So just to respond to Laurie, the first step with the Lane County Board is to have them authorize the governance change, which is really the green light for Lane County legal, Greg Rikhoff as the lead for Lane County administration, myself and our legal team, to start to develop any changes to Lane Code. And, what I anticipate we will do in parallel to that is map out the recruitment process. What I would envision is that the Lane County Commissioners and Char and Michelle would obviously have a



lot of input into that recruitment process. So that's the work that will engage in together after the Lane County Board approves the governance change.

**Michelle Thurston:** I would like to say I appreciate the full discussion that we've had on this and the fact that Jacob and the staff have kept both Commissioner Reavis and myself fully involved in the process. Sometimes it can appear that as Appointed Commissioners who are residents, we aren't sometimes included in some of the discussions or approached about subjects, because it may feel like the Appointed Commissioners just don't know what's going on, but Commissioner Reavis and I are highly trained. We are very knowledgeable, and we don't come to these meetings, or come to these subjects without doing our due diligence, which I think many would be amazed how much time we both spend on this. I would just very much like to say how much I appreciate that every step of the way, we were kept in the loop. There were questions to us, we were asked, "How do you feel about this?" "What do you think?" And I really would like to say how much I appreciate that of both Jacob and the staff and fellow Commissioners as well, that this has been an open discussion that we've all been able to put our two cents in and give our opinions and hear those opinions.

**Motion:** Joe Berney

**Second:** Char Reavis

**This motion passes unanimously 6-0 with Commissioner Jay Bozievich excused.**

*Commissioner Joe Berney Leaves at 4:23*

- D. **ORDER 21-24-06-02H—** In the Matter of Approving the Submission of the Five-Year Capital Fund Action Plan 2020-2024. (Kurt von der Ehe, Capital Projects Manager) (Estimated 15 Minutes)

**Kurt von der Ehe:** Highlights the large projects that are included in the CAP 5-year plan including kitchen remodels at Pengra Court, unit modifications at Riverview Terrace, and large envelope projects at various sites.

**Motion:** Heather Buch

**Second:** Char Reavis

**This motion is approved unanimously 5-0 with Commissioners Jay Bozievich and Joe Berney excused.**

- C. **ORDER 21-24-06-01H —** In the Matter of Approving the Submission of the PHA FY22 Annual Plan. (Melanie Church, Data Analyst) (Estimated 20 Minutes)

**Melanie Church:** Talks about the extended outreach done this year on the PHA plan and the increase of public comments that Homes for Good received.

**Char Reavis:** I don't have a question, but I just want to express to the staff and to our board members, all of us, that this plan has been incredibly updated, it is so full of equity, there is so much thoughtfulness

that went in it. It's just amazing compared to the old plan, and they've updated things to really make things easier for Residents for their annual lease re-certification, and to make it easier for people with criminal records not to have to go back five years. And there's just all these things that were so thoughtful and so needed, and I just truly appreciate everybody that worked on this and how much the RAB and Michelle and I were listed to. And I just want to offer total appreciation and thank you to all that worked on this and. I absolutely loved how much engagement we have this year, usually we don't have a lot of public engagement, but this year, there was a lot of public engagement.

**Motion:** Pat Farr

**Second:** Heather Buch

**Pat Farr:** Appreciates Commissioner Reavis' testimony and perspective on the PHA Plan Process.

**This motion is approved unanimously 5-0 with Commissioners Jay Bozievich and Joe Berney excused.**

- F. **ORDER 21-24-06-04H—** In the Matter of Authorizing the Executive Director or Executive Director Designee to Adopt and Ratify a Memorandum of Understanding with AFSCME Local 3267 Regarding Juneteenth and Indigenous Peoples Day as Agency Paid Holidays (Bailey McEuen, Human Resources Director) (Estimated 10 Minutes)

**Bailey McEuen:** We're very committed to addressing, and deconstructing the systemic racism within our housing, our population, our community in general, and we believe it's the responsibility of public agencies like us to demonstrate that the BIPOC community are an integral part of our community. Holidays are a mandatory subject of bargaining, so we have been working with our union and been a discussion with our Equity Strategy Team as well about observing these holidays and celebrating these holidays. So, in partnership with those stakeholders, we would recommend the board to approve or extend the authority to the ED to engage in an MOU with our union regarding altering or paid holiday schedule.

**Jacob Fox:** I think giving people a day off or Juneteenth and Indigenous Peoples' Day is important for us as a way to celebrate the communities and cultures that these holidays were created to honor. But for us, it's more than just the day off. So last year we gave staff a half day to engage in community activities and or self-education around Juneteenth. I do have the authority to designate holidays for management employees, but it was just exciting that obviously the union supported our vision for the union holidays and asked us to get the board approval to add an MOU agreement. Bailey did a really good job of providing staff with resources of how they could spend their time, and now it's more than a day off, it's the day off and with a menu of ways to engage in the community in deeper ways or new ways in a manner that employees may not have in the past.

**Pat Farr:** Clarifies that all staff will receive these days off- both non-represented and represented staff.

**Motion:** Pat Farr

**Second:** Laurie Trieger

**Laurie Trieger:** I just wanted to note that I think it's really important, not only internally to the organization, but at such a public-facing and public impact organization that we're demonstrating this kind of modeling and leadership for the broader community and for other organizations and employers.

**Heather Buch:** I am tremendously proud to be part of an organization that's moving in this direction, you're on the cutting edge of a lot of things, but including this, it is a strong statement to our community and the public in which we serve. Thank you so much for going through the steps needed to do this, and I hope that we can model your efforts on the Lane County Board of Commissioners.

**Jacob Fox:** I also just wanted to clarify that we did give all staff Juneteenth off this year, and that this is to formalize the holiday for years to come. But we did recognize and celebrated Juneteenth as well this year.

**This motion is approved unanimously 5-0 with Commissioners Jay Bozievich and Joe Berney excused.**

## **7. OTHER BUSINESS**

Adjourn.

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Chair Thurston, Members of the board,

My name is Kevin Cronin, I serve as the Vice President representing CD 4 for AFSCME Council 75 and serve as the president of AFSCME Local 3267, Homes for Good. At Homes for Good, I work on the intake team for supportive housing.

I'm here today to testify in support of changing the Homes for Good governance structure. We've had a number of heart to heart conversations with each other to take this issue seriously. We were dismayed that we were unable to participate in these consequential changes before now, something I hope we can change in the future. As a union, we tend to center our discussion on what's good for workers, tenants, and the people we serve. Homes for Good is unique in our community in government terms, in the sense that we almost exclusively exist to serve renters, which make up more than 50% of all families in Lane County. We agree with Mr. Fox in that the board needs additional expertise, specifically the expertise of Black, Indigenous, people of color community members and specifically renters, a group who despite being the majority of the population is almost entirely unrepresented in state and local government. Homes for Good has a unique opportunity to add this additional expertise to the board and truly represent the people we serve. It's exciting.

As the union, we'd like to share some of our thoughts about who we think would be a good board member, and who we'd like to avoid.

First off, AFSCME 3267 would like an ex-officio seat at the table and a standing invitation to these board meetings. During the pandemic, workers and management collaborated to coordinate the agency's response. Bailey, Ela, and Jacob did a great job. I'd like to see that tradition of shared governance continue and an ex-officio seat is a wonderful way to formalize that partnership. Other local governments like Lane Community College have similar arrangements with their unions.

We'd like to see a board member from the LatinX community, who is a renter. Homes for Good has made great strides on diversity, equity, and inclusion. Now is the time to double down and build a lasting partnership with the LatinX community. Specifically, we think it's time for a culturally specific organization to be a referral partner.

We'd like to see a board member from the Black community, preferably a renter. Black renters face additional challenges and barriers in their search for housing and the HFG Board needs



that perspective. Additionally BIPOC communities are over-represented in the houseless population, and we have a real obligation to address that in a meaningful way.

We'd like to see a board member that has experience in the rental market looking for a unit to accommodate their disability, preferably a voucher holder or a renter. Homes for Good serves a ton of folks with disabilities, each facing different and unique barriers. Frankly, there simply isn't enough housing in our area to serve folks with disabilities. It's important to have this voice present when discussing construction contracts, future development, and governance.

Likewise, some of the reasons for board seats being proposed give the union a lot of pause. We are hesitant about adding folks from the banking and real-estate communities. Many times professionals from these industries make decisions that drastically affect renters with little to no consideration about the people we serve, including professionals that work with HFG participants. The union would be happy to elaborate and share specifics.

We don't want to see a non-union developer on the board. This isn't a race to the bottom, and the county has made tremendous strides on changing the overall climate for construction workers in Lane County. We can't backslide now, and we can't afford to have another Hayden Bridge landing wage theft case.

We'd like to see an active and vibrant board of directors, and we agree that having sub-committees would go a long way to making that happen. Sub committees can bring on additional expertise, perhaps from the finance and development areas, without giving that person a final say on governance, similar to the intergovernmental housing policy board. The final say of governance for the board should reflect the people we serve, renters and low income individuals. Homes for Good has the opportunity to truly represent the people it serves with these changes, and I hope you will consider these words.

Sincerely and Respectfully submitted,

Kevin Cronin  
President, AFSCME Local 3267  
503-927-8189





# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 07/21/2021

**AGENDA TITLE:** Strategic Equity Plan Overarching Goals

**DEPARTMENT:** Executive

**CONTACT :** Jacob Fox

**EXT:**

**PRESENTER:** Jacob Fox

**EXT:**

**ESTIMATED TIME :** 40 Minutes

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

**Approval Signature**

**EXECUTIVE DIRECTOR:**

**DATE:** 7/14/21

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



Strategic Equity Plan Overarching Goals

# Strategic Equity Plan Overarching Goals

## Our DEI Journey So Far- 2018



### **2018 Overall DEI Theme: Getting Organized to Do the Work.**

- Staff began conversations about the collective need to intentionally integrate DEI into the fabric of our organization. We identified the need to hire outside consultants to help chart and support our DEI journey
- We engaged with, and learned from, other organizations like Lane County that had begun intentional engagement in terms of DEI growth.

# Strategic Equity Plan Overarching Goals

## Our DEI Journey So Far- 2019



### **2019 Overall DEI Theme: Baselining Organizational Readiness, Capacity Building and Staff Education.**

- We hired Daesha Ramachandran from Tusk Consultants and Terrill Thompson from Banyan Consulting to support our DEI journey.
- Daesha and Terrill facilitated the creation of The CORE Team to help guide our DEI journey. This group of employees volunteered to help launch and inform our DEI journey. The CORE team met throughout the year to guide our DEI journey. Joint meetings between the CORE Team and the Leadership Team (LT) also occurred periodically.
- Daesha and Terrill reviewed data, completed interviews, completed an employee experience survey and reviewed human resource policies.

# Strategic Equity Plan Overarching Goals

## Our DEI Journey So Far- 2019



### **2019 Overall DEI Theme: Baselining Organizational Readiness, Capacity Building and Staff Education.**

- Daesha and Terrill completed an organization assessment highlighting themes and recommendations for growth based on their work described in the previous 5 bullets.
- Daesha, Terrill and the CORE Team led an all-day staff learning session focused on building a collective understanding the racial equity culture change process, key terms and elements of race and racism and to explore Homes for Good's culture and how to embed racial equity more deeply into the organization.
- Daesha and Terrill facilitated a joint meeting between the CORE Team and the LT to create the themes that would inform the development of our Strategic Equity Plan overarching goals.



# Strategic Equity Plan Overarching Goals

## Our DEI Journey So Far- 2020



**2020 Overall DEI Theme: Use the Move into Our New Administrative building, The Olive, to Continue the Growth of DEI into Our Organizational Culture. Create Equity Strategy Team.**

- Daesha and Terrill facilitate numerous sessions with the LT to grow individual and collective capacity to continue the growth of DEI into our organizational culture
- Daesha and Terrill created, distributed and summarized an all-staff survey related to the move into our new administrative office space at The Olive. Staff that were assigned to The Olive were moving from our former administrative offices in Springfield and Eugene. Both of these offices had very different cultures and we wanted the move to create opportunities to create a new culture that was more focused on growing our organization in an equitable way.

# Strategic Equity Plan Overarching Goals

## Our DEI Journey So Far- 2020



**2020 Overall DEI Theme: Use the Move into Our New Administrative building, The Olive, to Continue the Growth of DEI into Our Organizational Culture. Create Equity Strategy Team.**

- The EST application process launched and the team members were selected. Our two Appointed Commissioners Char Reavis and Michelle Thurston served on the selection committee.
- We launched a DEI related employee educational benefit that provided \$50 of funding for educational materials and two hours of paid time per week to invest in our personal DEI journey. This benefit will continue going forward.
- We refined our Performance Management System and began to use the goal setting component including the requirement that every employee have at least one goal must be related to DEI and racial justice.

# Meet the Equity Strategy Team



**MARIA HUFFMAN**  
Painter



**ALLIE GAY**  
Resident Services Specialist



**TRAVIS BAKER**  
Property Manager



**JOSH RAAB**  
Office Assistant



**JOSÉ ZARATE**  
Resident Services  
Specialist



**REBECCA  
MURPHY- LYONS**  
Housing Specialist



**STEVE OCHS**  
Real Estate Development  
Director



**MELANIE CHURCH**  
Property Management  
Analyst



**JORDYN SHAW**  
Communications  
Administrative Specialist



**BAILEY MCEUEN**  
Human Resources Director



**JACOB FOX**  
Executive Director

# Strategic Equity Plan Overarching Goals

## Our DEI Journey So Far- 2021



### **2021 Overall DEI Theme: Develop the Homes for Good Strategic Equity Plan**

- Equity Strategy Team has reoccurring meetings and begins development of the Strategic Equity Plan framework, format and overarching goals.
- The Strategic Equity Plan overarching goals that have been drafted were informed by our DEI work in 2019 and 2020 and shaped most recently by the Equity Strategy Team. These goals were shared with all-staff and we received some very valuable feedback that has been integrated in overarching goals.
- Over the course of the next few months there will be robust engagement with employees, our Board, our clients and community leaders.

# Strategic Equity Plan Overarching Goals

## 3-Year Equity Plan





# Strategic Equity Plan Overarching Goals

## 4 Main Core Values and Themes



#1 Listen to our communities

#2 Tell the human story

#3 Create pathways to self-sufficiency

#4 Lead and grow ethically

**Homes. People. Partnerships. Good.**

# Strategic Equity Plan Overarching Goals

## Evolving Goals Over Three Years



### FY 22

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.

### FY 23

We will prepare and submit regulatory waiver requests to federal and state regulatory bodies with the goal of reducing barriers and increasing access. We will advocate with elected officials and legislative bodies for statutory changes with the goal of reducing barriers and increasing access.

### FY 24

We will continue to prepare and submit regulatory waiver requests to federal and state regulatory bodies with the goal of reducing barriers and increasing access. We will continue to advocate with elected officials and legislative bodies for statutory changes with the goal of reducing barriers and increasing access.

# #1 Listen to Our Communities

## FY 22 Goals



- 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.
- We will offer to develop new relationships with culturally specific organizations, organizations serving the BIPOC Communities and BIPOC leaders in Lane County.
- We will continue to seek opportunities to support the non-profit network, local and state jurisdictions and the business community through preferences and partnerships.
- 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.

# #2 Tell the Human Story

## FY 22 Goals



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

# #3 Create Pathways to Self-Sufficiency

## FY 22 Goals



- 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.
- 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.
- 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.
- 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.

# #3 Create Pathways to Self-Sufficiency

## FY 22 Goals Continued



- 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.

# #4 Lead and Grow Ethically

## FY 22 Goals



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



# #4 Lead and Grow Ethically

## FY 22 Goals Continued



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

**Questions?**  
**Thank you!**



# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 07/21/2021

**AGENDA TITLE:** Community Benefits Agreements

**DEPARTMENT:** Real Estate Development Division

**CONTACT :** Steve Ochs

**EXT:**

**PRESENTER:** Steve Ochs

**EXT:**

**ESTIMATED TIME :** 20 Minutes

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

**Approval Signature**

**EXECUTIVE DIRECTOR:**

**DATE:** 7/14/21

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



Community Benefits Work Session  
July 21, 2021

# What is a Community Benefits Agreement (CBA) or Community Benefits Bidding (CBB) process?



A Community Benefits Agreement (CBA) or Community Benefits Bidding (CBB) process as adopted locally is a way for a local government or agency to leverage public funds to apply additional requirements to construction projects that they see as beneficial to the local community. These additional requirements can include but not be limited too:

- Wages
- Health Benefits
- Business location
- Worker location
- Material source location
- Priority for Minority and Women owned Businesses

# What have other local agencies done.



**Lane County** - Lane County recently adopted a Community Benefits Bidding (CBB) process. This process provides for a pre-application process for Prime Contractors and Major Subcontractors. This application process is required prior to being able to bid on a project with a value of \$1 million. In order to pre-qualify the contractor must certify that they will:

- Pay a living wage for workers that will be working on the project site, including those not covered by State Prevailing Wage Rates, a minimum living wage of \$25.34.
- Offer employer-paid full-family health coverage for trade workers working on the project.
- Participate in state approved apprenticeship programs.

# What have other local agencies done.



**Lane Community College** - Lane Community College recently adopted a Community Benefits Agreement (CBA) process. This process provides the addition of specific contract language for contracts with Prime Contractors and Major Subcontractors. The contract language provides that the contractor:

- Pay a living wage for workers that will be working on the project site, including those not covered by State Prevailing Wage Rates, a minimum living wage of \$25.34.
- Offer employer-paid full-family health coverage for trade workers working on the project.
- Participate in state approved apprenticeship programs.
- Require OSHA 10 Training
- Set aside contracts under \$50,000 for minority and women owned business



# What have other local agencies done.



## **Lane Community College continued....**

- Document business locations and worker residence of workers
- Track and report where materials sourced
- Document and report recycling efforts
- Address how promoting sourcing materials, goods and services locally
- Address how promoting local businesses, contractors, suppliers and workers
- Documentation of climate action plan

# Similarities and Differences between Lane County / LCC and Homes for Good?



Homes for Good uses similar contracting methods as both Lane County and Lane Community College of both Direct Bidding and Construction Management/General Contracting CM/GC.

- Like Lane County and Lane Community College, Homes for Good pays Davis Bacon or BOLI wages on some projects and is subject to similar procurement requirements.
- Homes for Good Capital Projects Fund is subject to Federal Procurement requirements and prevailing wages.
- As a Housing Authority, Homes for Good is subject to Prevailing Wage requirements on any project owned solely by the Housing Authority.
- Homes for Good shares values of helping local workers and local businesses and promoting minority and women owned business. In addition, Homes for Good prioritizes hiring residents of affordable housing or businesses owned by residents of our housing in the construction process. We currently use the RFP/RFQ process to obtain commitments from contractors regarding Project Approach, Diversity and Project Fee and include contract language to promote Section 3 and Diversity in projects.

# Similarities and Differences between Lane County / LCC and Homes for Good?



-Unlike Lane County and Lane Community College, because Homes for Good builds residential affordable housing state statutes exempt it from prevailing wages subject to ORS 279C.810(2). This exemption applies specifically to Housing Authorities if they are a general partner or managing member in an LLC or LP. On recent projects inclusion of Project Based Vouchers (PBV) has triggered Prevailing Wages.

-Homes for Good primary funding sources for building new affordable units comes from competitive funding processes through the State of Oregon. These competitive processes include construction cost efficiency in the application process. For the State of Oregon there are 4 points available to the developments that are lowest cost per unit. Other funding sources and grants also typically include cost efficiency in application scoring.

# Review of construction and development contracts for the Nel



See Excel Attachment A – The Nel Contracts

# What analysis and feedback needs to occur to assess impacts of adopting a CBA or CBB process



## Analysis needed

- Of these priorities what will the impact be to project costs.
  - Analysis of existing contract for the Nel to include all major subcontractors that would be affected
- If cost impact, competitive impact on funding
- Impact on Bid / RFP response
- Other ?

**Questions and Next  
Steps?**  
**Thank you!**

Contractor	Scope of Work
HOMES FOR GOOD	
Liz Carter Historic Preservation Consulting	Historic Consulting
BB&A Environmental	Phase 1 ESA
Duncan & Brown	Site Appraisal
Branch Engineering	Land Title Survey
DDV Consulting, LLC	Tenant Relocation Services
Construction Focus	Construction Cost Estimate
Essex Construction	CM/GC Services
Bergsund DeLaney Architecture	Pre-Development Architectural Services
Qualified Enclosure Consultants	Envelope Consulting
ASM Affiliates	Archeological Consulting Services
Moffet Energy Modeling	Earth Advantage Certification
Bergsund DeLaney Architecture	Architectural Services
BB&A Environmental	Phase 1 ESA Update
BB&A Environmental	Phase 2 ESA
Branch Engineering	Special Inspections
FEI Testing & Inspection	Special Inspections
Branch Engineering	Foundation Survey
Branch Engineering	As-Built Alta Survey
ASM Affiliates	Archeological Monitoring Services
Contractor	Scope of Work
BDA ARCHITECTURE SUBCON	
Hohbach-Lewin, Inc.	Structural Engineer
KPFF Consulting Engineers	Civil Engineer
Dougherty Landscape Associates	Landscape Architecture
Mazzetti (formerly BHEGroup)	Mechanical & Plumbing Engineer
Paradigm Engineering	Electrical Engineer
Contractor	Scope of Work
ESSEX CONSTRUCTION SUBCON	
Timber Technologies LLC	Framer
Brothers Plumbing Inc.	Plumbing
Reynolds Electric, Inc.	Electrical
Comfort Flow Heating Co.	HVAC



Pacific Excavation, Inc.	Excavation/Tree Removal
Stedman Sheetmetal Inc	Metal Siding
Rubenstein's Contract Carpet - Eugene Office	Flooring
Otis Elevator Company	Elevator
Siding Specialist, Inc	WRB/Windows
Dorman Construction, Inc. dba 3C and Old Mill	
KiwiFab Inc.	Metal Fabrication
Frontier Roofing & Construction	Roofing
Omlid & Swinney Fire Protection and Security	Fire Sprinklers
Rexius Forest By Products	Landscaping
One Way Painting	Painting
Island Fence & Window Guard, Inc.	Fencing
Culver Glass Company	Store Front
Acousti-Level Floor Systems, Inc.	Acoustic Mat
Home Insulation Co Inc	Insulation
Lodge Environmental Inc	Asbestos Abatement
Greg Payne	Demolition
McKenzie Surfaces LLC	
Santiam Steel, Inc.	Building Conc Reinforcement
Budget Blinds of Eugene & Springfield	Window Blinds
LDC, Inc.	
FASTSIGNS	Interior Signage
3C Concrete	Site Concrete
GE Appliances	Appliances
Hartness Drywall	Dry Wall
Kraft Masonry	Masonry
Lanz Cabinets	Cabinets
Topline Counters	Countertops

Trade	Contract Amount
Historic Preservation Consulting	\$ 3,900.00
Environmental Consulting	\$ 3,000.00
Property Appraisal	\$ 2,900.00
Engineering Services	\$ 13,435.00
Development & Asset Management Solutions	\$ 6,800.00
Business Management Consulting	\$ 9,660.00
General Contractor	\$ 9,577,264.51
Architect	\$ 30,000.00
Enclosure Consultants	\$ 23,010.00
Cultural & Heritage Resource Management	\$ 2,500.00
Energy Consultant	\$ 15,200.00
Architect	\$ 511,420.00
Environmental Consulting	\$ 2,160.00
Environmental Consulting	\$ 13,342.00
Engineering Services	\$ 1,000.00
Construction Materials Testing	\$ 21,334.00
Engineering Services	\$ 2,500.00
Engineering Services	\$ 10,500.00
Cultural & Heritage Resource Management	\$ 1,000.00
Trade	Contract Amount
<b>TRACTORS</b>	
Engineering Services	\$ 72,000.00
Engineering Services	\$ 45,500.00
Landscape Architect	\$ 19,760.00
Engineering & Consulting	\$ 5,800.00
Engineering & Consulting	\$ 3,750.00
Trade	Contract Amount
<b>NTRACTORS</b>	
Timber Products	\$ 1,117,581.00
Plumbing	\$ 611,853.00
Electrical Contracting Services	\$ 591,030.00
Heating and Cooling Contractor	\$ 470,911.00

Excavating Contractor	\$	354,022.00
Steel Construction	\$	224,579.00
Carpet Supplier	\$	224,368.00
Elevator Service	\$	214,900.00
Siding & Window Installation	\$	179,400.00
General Contractor	\$	166,962.00
Steel Fabricator	\$	136,003.00
Roofing Contractor	\$	116,167.00
Fire Protection Supplier	\$	111,210.00
Landscaping	\$	95,000.00
Painter	\$	81,120.00
Fence Contractor	\$	64,500.00
Glass & Mirror Supplier	\$	61,703.00
Flooring Contractor	\$	59,959.00
Insulation Contractor	\$	53,130.00
Waste Management Service	\$	48,834.00
Demolition Contractor	\$	36,900.00
Granite Supplier	\$	31,635.00
Steel Construction	\$	16,800.00
Blind Supplier	\$	15,510.00
Engineering Consultant	\$	12,627.00
Signage Supplier	\$	7,874.00
Concrete Contractor		TBA
Appliance Supplier		TBA
Dry Wall Contractor		TBA
Masonry Contractor		TBA
Cabinet Maker		TBA
Countertop Supplier		TBA