



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

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



HOMES FOR GOOD BOARD OF COMMISSIONERS' MEETING

Wednesday, October 29th, 2025

Table Of Contents

(Click On Each Agenda Item to Navigate to That Section)

AGENDA.....	Page 2
QUARTERLY EXCELLENCE AWARDS.....	Page 4
EXECUTIVE DIRECTOR REPORT.....	Page 8
2026 BOARD & COMMITTEE DATES.....	Page 9
NEWS ARTICLES.....	Page 11
CONSENT AGENDA.....	Page 16
❖ Approval of 09/24/2025 Board Meeting Minutes	
❖ ORDER 25-29-10-01H: In the Matter of Appointing Members of the Homes for Good Foundation Board of Directors	
ORDER 25-29-10-02H.....	Page 28
In the Matter of Authorizing the Development of Parcel II River District Located at the NW Corner of 4 th & Mill Street in Eugene, Oregon	
PRESENTATION.....	Page 37
Supportive Housing Program Impact & Overview	

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



Teams

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

Wednesday, October 29th, 2025 at 1:30pm

The October 29th, 2025, 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.

Teams Meeting:

Join Meeting: [Link](#)

Meeting ID: 233 949 250 95

Passcode: BHWRbS

Dial-In: +1 689-206-0388,,817935186#

Phone Conference ID: 817 935 186#

Guide to Using Teams: [Link](#)

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 meetings. 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

- A. Board Elections Preparation

5. EMERGENCY BUSINESS

6. EXECUTIVE SESSION

7. ADMINISTRATION

- A. Quarterly Excellence Awards
- B. Executive Director Report
- C. 2026 Board & Committee Dates
- D. Executive Director Evaluation Process Overview

8. CONSENT AGENDA

- A. Approval of 09/24/2025 Board Meeting Minutes
- B. ORDER 25-29-10-01H: In the Matter of Appointing Members of the Homes for Good Foundation Board of Directors

9. ORDER 25-29-10-02H

In the Matter of Authorizing the Development of Parcel II River District Located at the NW Corner of 4th & Mill Street in Eugene, Oregon
(Will Hartley, Project Developer) (Estimated 20 minutes)

10. PRESENTATION

Supportive Housing Program Impact & Overview
(Wakan Alferes, Supportive Housing Director) (Estimated 20 minutes)

11. OTHER BUSINESS

Adjourn.



EXCELLENCE AWARD

OCTOBER 2025



EXCELLENCE AWARD

OCTOBER 2025

I'm super excited to nominate Elaine Penrod for the Excellence Award. During BoB's high-stakes development, Elaine was more than support—they were a versatile resource who kept us focused and moving forward.

BoB's creation involved tight deadlines, shifting priorities, and stress. Elaine's calm presence and authentic energy helped ease tension and refocus the team.

Elaine embodies adaptability and initiative, jumping into any project regardless of scope. They filled gaps in resource management and bridged communication across teams—always offering help without hesitation.

Their consistent presence and flexibility make Elaine essential. They don't just manage tasks—they create a productive, supportive, and human team environment.

Camryn Leland
Permanent Supportive Housing (PSH) Manager



EXCELLENCE AWARD

OCTOBER 2025



EXCELLENCE AWARD

OCTOBER 2025

Jacob has consistently shown remarkable dedication and adaptability in his role as Inspector. His positive, can-do attitude and willingness to support both his team and colleagues have made a noticeable difference in daily operations. Jacob frequently takes on last-minute challenges, such as helping with inspections to accelerate the start of housing subsidies, and has readily handled urgent asks like delivering outgoing mail during critical situations. Jacob's skills, reliability, and genuine support of others make him truly deserving of this recognition.

Nat Dybens
Rent Assistance Program Manager

The Board Finance Committee meeting on December 3rd has been dedicated to the University of Oregon Real World Class presentation. After their return from D.C., Ela and Jasmine were able to connect with the University of Oregon Institute for Policy Research and Engagement to create a report or reports representing the economic impact of the Housing Choice Voucher program using the existing data we have. Historically, sharing stories of program participants has been enough to explain the "why" our programs need to continue to be funded, but there has been a significant shift from stories to needing data representing economic impact and fiscal responsibility. The students are currently working on reviewing HCV data points such as rent increase trends, program exit trends/reasons, landlord demographics, generalized map of voucher holders across Lane County. The final presentation given by the students will include their analysis of trends and the positive economic impact the HCV program has on individuals and the community. All board members are encouraged to attend.

The current Federal Government Shutdown impact has most impacted our Energy Services Division and three U.S. Department of Agriculture Rural Development (USDA RD) apartment communities. In Energy Services there are over 8 different funding sources that all must work together to complete a weatherization job in a qualified home. One of the funding sources, the Low-Income Home Energy Assistance Program, is distributed by the U.S. Department of Health and Human Services. These funds are necessary to make all other funding sources in each home weatherization project work. This is resulting in us not being able to weatherize homes. What we are doing is advancing all the other activities necessary for a given home's weatherization so when funds are released, we can release multiple home weatherization's immediately. We have not received our October monthly rental subsidies for our USDA RD apartment communities, which means these properties can't pay vendors, utility companies, etc. and have not received any communication from the USDA RD. We have continued to receive HUD Public Housing Operating Subsidy and our HUD Housing Choice Voucher Housing Assistance Payments and our Administrative Fee payments.

On the Finance Director recruitment, we have received 38 applications since early July. We have had a couple of interviews but haven't found the ideal candidate yet. We have had some recent applications that appear to have the qualifications we are seeking so we are excited about a few upcoming interviews.





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

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



BOARD DATES

January 28 th , 2026	July 29 th , 2026
February 25 th , 2026	August 26 th , 2026
March 25 th , 2026 (spring break)	September 30 th , 2026
April 29 th , 2026	October 28 th , 2026
May 27 th , 2026	November [None]
June 24 th , 2026	December 16 th , 2026

FINANCE COMMITTEE [1:30p – 2:30p]

- January 13th, 2026
- February 10th, 2026
- March 10th, 2026
- April 14th, 2026
- May 12th, 2026
- June 9th, 2026
- July 14th, 2026
- August 11th, 2026
- September 8th, 2026
- October 13th, 2026
- November 2026**[None]**
- December 8th, 2026

WORK SESSIONS [Time TBD]

- Mid-February 2026 [4 hours]
Access & Opportunity Plan Gallery Walk + Financial Planning
- August-September 2026 [1 hour each]
Department Budget Office Hours



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

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



BOARD AGENDA CALENDAR

January

- Quarterly Strategic Equity Plan Progress Report
- Employee of the Year Award
- Quarterly Budget Report

February

- Quarterly Employee Excellence Awards

March

- Auditor Entrance Review

April

- Quarterly Strategic Equity Plan Progress Report
- Quarterly Employee Excellence Awards

May

- Quarterly Budget Report
- Annual Plan Introduction

June

- Annual Plan Approval

June

- Annual Plan Approval

July

- Quarterly Employee Excellence Awards
- Budget Introduction
- CAP 5-Year Action Plan
- Access & Opportunity Plan Year 2 Review
- Auditor Exit Review

August

- Budget Workshop

September

- Quarterly Budget Report
- Executive Director Performance Review Process
- FY27 Budget Approval

October

- Quarterly Employee Excellence Award
- Executive Director Performance Review Process

November

- [None]

December

- Executive Director Performance Review

October

- Quarterly Employee Excellence Award
- Executive Director Performance Review Process



HOUSING AGENCY

NEWS REPORTS JULY – OCTOBER 2025

Take a look inside Eugene's newest permanent supportive housing site

The Bridges on Broadway project in Eugene converts a former hotel into 57 permanent supportive housing units aimed at helping chronically unhoused individuals. These units will come with rental assistance and wrap-around support services such as case management to help residents maintain stable housing.

Link:

<https://www.registerguard.com/story/news/local/2025/08/20/bridges-on-broadway-offers-57-permanent-supportive-housing-units-in-eugene/85717071007/?gnt-cfr=1&gca-cat=p&gca-uir=true&gca-epi=z114501p003250c003250e005400v114501b0030xxd003065&gca-ft=117&gca-ds=sophi>

Eugene set to welcome 81 new affordable housing units with Ollie Court complex

The Ollie Court project in Eugene will deliver 81 new affordable housing units in two four-story buildings, along with green space, parking, and a 12,000-square-foot early learning center on the ground floor. Units will be reserved for families earning up to 50% of the local median income, and construction is expected to finish this fall.

Link:

<https://kval.com/news/local/eugene-set-to-welcome-81-new-affordable-housing-units-with-ollie-court-complex>

Homes for Good opens new affordable apartments downtown

Homes for Good has opened 57 permanent supportive housing units in downtown Eugene by converting the old Red Lion Hotel into a new apartment community called Bridges on Broadway. The program targets chronically homeless individuals with disabilities, pairing housing with wraparound services like case management, employment support, and substance abuse treatment.

Link:

<https://www.klcc.org/housing-homelessness/2025-08-27/homes-for-good-opens-new-affordable-apartments-downtown>

Two buildings complete in Eugene Riverfront development; 11 still to go

Heartwood (95 units) and Portal (130 units) — have been completed as part of the Eugene Downtown Riverfront redevelopment, marking the first vertical growth in the emerging River District. The project is led by developer Atkins Dame under a city urban renewal agreement, and future phases are expected to introduce more housing, park infrastructure, and mixed-use development.

Link:

<https://lookouteugene-springfield.com/story/business-development/2025/08/10/two-buildings-complete-in-downtown-riverfront-development/#:~:text=Last%20month%2C%20the%20first%20tenants,the%20Eugene%20Downtown%20Riverfront%20development>

Grand opening for former hotel turned housing project Bridges on Broadway

The grand opening of Bridges on Broadway, a former hotel converted into 57 units of permanent supportive housing in downtown Eugene, was held on August 21, 2025. The project is targeted toward chronically unhoused individuals with disabilities, combining affordable apartments with wraparound services like case management, health support, and connections to social services.

Link:

https://www.kezi.com/news/grand-opening-for-former-hotel-turned-housing-project-bridges-on-broadway/article_778763b0-4243-47c7-ac1f-ada4e15ba919.html

Long-term housing project for vulnerable residents opens in Eugene

The article reports on the grand opening of Bridges on Broadway, a 57-unit permanent supportive housing development in downtown Eugene aimed at serving chronically unhoused people with health or disability challenges.

It also outlines how the building was converted from a former hotel, funded in part by state support and local partners, and will include on-site support services, income-based rent, and shared amenities like a community kitchen and common room.

Link:

<https://lookouteugene-springfield.com/story/government-politics/2025/08/21/long-term-housing-project-for-vulnerable-residents-opens-in-eugene/>

Residents describe recovery process from Holiday Farm Fire, 5 years later

Five years after the Holiday Farm Fire, residents of Oregon's McKenzie Valley highlight the community's resilience and steady progress in rebuilding homes and local infrastructure. Many describe a renewed sense of connection and hope as new businesses open, families return, and long-term recovery efforts continue to restore the region's vitality.

Link:

https://www.kezi.com/news/local/residents-describe-recovery-process-from-holiday-farm-fire-5-years-later/article_efbf4274-0aae-4538-9fa1-dfd996735c.html?fbclid=IwY2xjawNU7QJleHRuA2FlbQlXMQABHtHTZOSy4BC4kCIdu1lCOM1qZSAvXhASXnJS4GgBIdxAFjRmZ8bMqNQduuT6_aem_EBftHXIsle-Z8-zRizUyOw

What's that housing project planned at Roosevelt and Highway 99?

Homes for Good plans to build a new affordable housing development along Highway 99 and Roosevelt Boulevard in West Eugene on land donated by Lane County, with construction expected to begin in 2026 and completion in 2027. The project aims to increase housing options in West Eugene, leveraging public-private partnerships and local support to meet the community's growing need for affordable homes.

Link:

https://www.registerguard.com/story/news/local/2025/09/26/homes-for-good-housing-west-eugene-on-highway-99/86296956007/?utm_campaign=daily-briefing&utm_content=OREGON-EUGENE-NLETTER65&utm_medium=email&utm_source=nreg-DailyBriefing&utm_term=Content%20List%20-%20Stacking%20-%20optimized

KLCC's Oregon Rainmakers: Non-profit Execs Jacob Fox and Annie Herz on building affordable housing

In the podcast episode, Jacob Fox (of Homes for Good) and Annie Herz (of Sponsors Inc.) discuss their collaborative work to fill Oregon's affordable housing gap — especially for people with criminal histories — by developing housing coupled with supportive

services. They explain how barriers like stigma, funding constraints, and regulatory complexity often prevent the private market from serving low-income renters, and emphasize that stable housing plays a foundational role in helping individuals rebuild their lives after incarceration.

Link:

<https://www.klcc.org/podcast/klccs-oregon-rainmakers/2025-09-16/klccs-oregon-rainmakers-non-profit-execs-jacob-fox-and-annie-herz-on-building-affordable-housing>

Lane County expands eligibility for affordable housing in the upper McKenzie Valley

Lane County has expanded eligibility for affordable homes in the upper McKenzie Valley's rebuilt Lazy Days Mobile Home & RV Park: previously restricted to people who lost homes in the Holiday Farm Fire, now renters from anywhere in the county who were in place at the time and affected by housing instability may apply. One- and two-bedroom units are available, with rents including utilities (\$750 for one bedroom, \$1,000 for two), and priority will be given to applicants who work within 20 miles of the site; income must be at or below 80 % of the area median.

Link:

https://www.klcc.org/news-briefs/2025-10-07/lane-county-expands-eligibility-for-affordable-housing-in-the-upper-mckenzie-valley?fbclid=IwY2xjawNc_SBleHRuA2FlbQIxMQABHhTsfqHh1ro8pT_SxI_JmRmAHCvMMJqnWSDnKn5ClgJaYqK-UHtTZzZ26sET_aem_x5_JGPKeYnzy7XN6jRw1NA

Lazy Days Mobile Home and RV Park opens to more Lane County renters

The article reports that the Lazy Days Mobile Home & RV Park, rebuilt after the Holiday Farm Fire, has expanded its eligibility to include more Lane County renters who were renting during the fire—even if they didn't directly lose their homes. Available homes include one-bedroom park models (renting for about \$750/month) and two-bedroom modular units (about \$1,000/month), with priority given to fire survivors and local workforce applicants.

Link:

https://www.kezi.com/news/local/lazy-days-mobile-home-and-rv-park-opens-to-more-lane-county-renters/article_c5ef4c28-eeef-4417-80d2-cd620832905d.html?fbclid=IwY2xjawNc_ZdleHRuA2FlbQIxMQABHoGJ9HnsUG6ztZmZmWkp6hjNcIAYrhkF1z9qqDbKZr1uO0FuopoBv-oRz5hA_aem_TR6TYjuIJKLhhM6q5QL8sw

MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS



Wednesday, September 24th, 2025 at 1:30 p.m.

Homes for Good conducted the September 24th, 2025, 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

Justin Sandoval

Pat Farr

Kirk Strohman

Chloe Chapman

Larissa Ennis

Joel Iboa

Destinee Thompson

Board Members Absent:

None

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. ADMINISTRATION

A. Executive Director Report

Jacob Fox introduced Homes for Good's new Rent Assistance Director, **Aleksa Bruns**. A significant number of applications were received for this recruitment and Jacob Fox and Human Resources Director, Bailey McEuen hosted approximately 12 "meet and greets" prior to formal interviews and making their selection.

Aleksa graduated from the University of Oregon and knew she wanted to pursue a career focused on giving back and supporting her community. She began her career at Lane Council of Government (LCOG) Division of Senior Services and remained at LCOG for the past 12 years. Lane County is still unsure what their annual allocation for the Long-Term Rent Assistance Program – but Homes for Good continues to put out approximately \$80,000 in rent assistance into the community at the beginning of the month (with additional costs throughout the month)

Discussion Themes

None

7. CONSENT AGENDA

A. Approval of 08/27/2025 Board Meeting Minutes

Vote Tabulations

Motion: **Michelle Thurston**

Second: **Justin Sandoval**

Discussion: Update **Kirk Strohman** as absent in the 08.27.2025 minutes

Ayes: **Heather Buch, Michelle Thurston, Justin Sandoval, Chloe Chapman, Larissa Ennis, Pat Farr, Destinee Thompson**

Abstain: **Kirk Strohman**

Excused: **Joel Iboa**

The 09/24/2025 Consent Agenda was approved [7/1/1]

8. ORDER 25-24-09-01H: In the Matter of Approving the Fiscal Year 2026 Budget *Leadership Team Presenting*

Overview

This was the second year that the budget was created through Yardi. During this process Homes for Good staff held three budget office hours sessions for the board and internal office hours for staff and budget builders.

The budget has been updated to include the numbers from the updated Collective Bargaining Agreement (CBA). Most budget assumptions are conservative.

SUPPORTIVE HOUSING

- Fungibility of public housing property funds
- Both affordable housing and public housing are in a budgeted positive cashflow

RENT ASSISTANCE

- Outstanding LTRA budgeting information needed from Lane County

REAL ESTATE DEVELOPMENT/ASSET MANAGEMENT

- Conservative approach for asset management “gaps”
- Anticipating financial support of 3rd party managed properties
- Accelerated timeline of receiving developer fees

ENERGY SERVICES

- Numerous funding sources and grants roll up into the budget

COCC & Shared Services

- COCC includes administrative/overhead costs
- The “CAP Fund” covers a majority of “CAP Administration” budget deficit

GRANTS & SUPPORTIVE SERVICES

- Pacific Source will cease being a Lane County CCO 12.31.2025 – but will continue to advocate with Oregon Health Authority (OHA); could lead to a gap in pre-development funding – but Homes for Good will connect with Trillium

Each year there is an overall Agency budget and a separate budget for Public Housing as the approval needs to be separated for HUD reporting.

[see presentation titled: FY2026 Budget Document]

Discussion Themes

- Vacant position elimination as a means for cost savings
- Federal and/or partner funding cut impact and scenario planning
- Collaboration between the Board Finance Committee and Homes for Good staff has been helpful
- Accuracy of budget to actual reporting and a tool in preparation for budget approval
- Advocacy efforts at the State level

Vote Tabulations

Motion: **Chloe Chapman**

Second: **Destinee Thompson**

Discussion: *None*

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

Abstain: *None*

Absent: *None*

ORDER 25-24-09-01H was approved [9/0/0]

9. ORDER 25-24-09-02H: In the Matter of Approving the Fiscal Year 2026 Public Housing Operating Budget

Supportive Housing Director, Wakan Alferes Presenting

Overview

The Public Housing budget approval includes the COCC roll-up as overhead costs for supportive housing are housed under this budget.

The Public Housing operating subsidy is based on HUD assumptions and the Finance Department in collaboration with Supportive Housing reviews the estimated numbers for accuracy.

Discussion Themes

None

Vote Tabulations

Motion: **Kirk Strohman**

Second: **Michelle Thurston**

Discussion: *None*

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

Abstain: *None*

Absent: *None*

ORDER 25-24-09-02H was approved [9/0/0]

10.EXECUTIVE SESSION

The Homes for Good Board will hold an Executive Session pursuant to ORS 192.660(d), to conduct deliberations with persons designated by the governing body to carry on labor negotiations.

Representatives of the news media and designated staff shall be allowed to attend the executive session. All other members of the audience are asked to leave the room. Representatives of the news media are specifically directed not to report on any of the deliberations during the executive session, except to state the general subject of the session as previously announced. No decision may be made in executive session.

11.ORDER 25-24-09-03H: In the Matter of Approving the Collective Bargaining Agreement Ratification

Human Resources Director, Bailey McEuen Presenting

Overview

Joining Bailey during the presentation is the Union President and Programs & Grants Specialist, Rebecca Murphy Lyons and Union Vice-President

NON-MONETARY CHANGES

- Four-year contract
- Reorganize job groups
- Schedule/hybrid status change notification
- Bumping rights
- Probationary period

MONETARY CHANGES

- Class-specific adjustments greater than 3%
- Overall 3% COLA for most represented employees

Discussion Themes

- Prioritize that no Agency employees fall under the 60% AMI mark
- Appreciation for the collaboration and the ability to approve the budget and CBA in the same meeting

Vote Tabulations

Motion: **Michelle Thurston**

Second: **Chloe Chapman**

Discussion: *None*

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

Abstain: *None*

Absent: *None*

ORDER 25-24-09-03H was approved [9/0/0]

12. PRESENTATION: Energy Services – Overview of Programs & Community Impact

Energy Services Director, Esteban Montero Chacon Presenting

Overview

[see presentation titled: Energy Services: Overview of Programs & Community Impact]

Discussion Themes

- Emphasis on Ductless Heat Pumps (DHP) to reduce energy costs and improve health outcomes
- Community engagements as a means of “advertisement” and word of mouth
- Budget limitations vs. community need
- Most homes worked on are single-family homes (not part of the Homes for Good portfolio)
- Community partner intentional cross-collaboration especially as it pertains to funding
- Assessment of heating/cooling needs or gaps in resources in the community

No action needed.

13. OTHER BUSINESS

[Kirk Strohman] Appreciation for Homes for Good team and gratitude for the experience as a board member. Additional thanks were given to board members for continuing to show up and participate over the last three years

[Michelle Thurston] The Resident Advisory Board (2nd Thursday of each month) meets over the lunch hour. If any board member is interested in attending, they are welcome to.

[Pat Farr] Echoes Kirk’s sentiment of diligence and high functionality of the current Board of Commissioners.

Meeting adjourned at 3:17 p.m.

Minutes Taken By: Jasmine Leary Mixon



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 10/29/2025

AGENDA TITLE: In the Matter of Appointing Members of the Homes for Good Foundation Board of Directors

DEPARTMENT: Executive

CONTACT : Jordyn Shaw

EXT: 2593

PRESENTER: Jordyn Shaw

EXT: 2593

ESTIMATED TIME : Consent

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

Approval Signature

EXECUTIVE DIRECTOR:

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

DATE: 10.23.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Jordyn Shaw, Public Information Officer

AGENDA ITEM TITLE: ORDER 25-29-10-01H // In the Matter of Appointing Members of the Homes for Good Foundation Board of Directors

AGENDA DATE: October 29th, 2025

MOTION:

It is moved that Danielle McBride shall be appointed to the Homes for Good Foundation Board of Directors.

DISCUSSION:

A. Issue

Homes for Good Housing Agency Board of Commissioners' approval is necessary for the appointment of members of the Homes for Good Foundation Board of Directors.

B. Background

The Foundation has changed substantially since its formation in 2013.

Notable developments include:

- Name change from HousingPlus to Homes for Good Foundation in 2019
- Updated bylaws in 2020
- A new logo and brand plan in 2023
- Providing a total of \$41,250 in scholarships since 2016 with \$5,000 still slated to be provided in the next year.
- Supporting Resident Services through grant pass throughs of \$25,000
- Hosted 11 paid interns since 2016
- Hosted the first Scholar on Board from the UO who completed 90 hours of work on Foundation related tasks and improvements.

The Homes for Good Foundation board currently has three Homes for Good staff members: Nat Dybens, Nicole Tarricone, Frankie Lee; and two non-Homes for Good Staff members: Quinne Hauth and Alexia Johnson.

Darcy Phillips, the executive director of Cornerstone Community Housing, has been serving on the Homes for Good Foundation Board for the past ten years. After an extended service, Darcy expressed interest in stepping down from the board to focus on other duties. Darcy found a replacement from Cornerstone, Danielle McBride, who works as a Director of Client Engagement. Adding Danielle to the board will continue the partnership opportunity between the Foundation and Cornerstone, as well as providing

additional professional development opportunities for partnering staff.

Ela Kubok, Jordyn Shaw, and Nat Dybens met with Danielle to talk about the Foundation, where Danielle expressed her interest in joining the board. Danielle also attended a new board member orientation for the Foundation in early October 2025.

C. Analysis

In Accordance with Article II, Section 3. Number of Directors, of the Homes for Good Foundation Bylaws, *The Board of Directors will consist of no fewer than three and no more than fifteen members for the first year. The Secretary shall ensure that the Corporation maintains a current formal record of the names, contact information, and status of Directors. The contact information of Directors must be in the form of a street address, mailing address, or electronic address at which the Director elects to receive notices and other messages from the Corporation.*

In Accordance with Article II, Section 2. Qualifications of Directors, *Nominees for positions on the Board of Directors must have exhibited an interest in and commitment to the purposes of Homes for Good Foundation and must have expertise in areas relevant to the needs of the organization.*

D. Furtherance of the Access & Opportunity Plan

Although it is not connected to specific tactics outlined in this year's Access & Opportunity Plan, it aligns with Goal #9 "We will create educational & employment opportunities for youth in our programs through intentional partnerships with local organizations serving youth." Within Pathways to Self Sufficiency as we continue partnerships with the other organizations, like Cornerstone Community Housing.

E. Alternatives & Other Options

If not approved at this time, Homes for Good staff will bring the order back to the Board in January of 2026 for approval.

F. Timing & Implementation

Danielle will be approved as a member, and her first Board Meeting as a Board Member would be the November 18th, 2025 Meeting. She will serve a two-year term as a full voting member.

G. Recommendation

Approval of the proposed motion.

H. Follow Up

Upon approval of the Order, Danielle will be appointed for a two-year term to the Homes for Good Foundation Board of Directors.

I. Attachments

None

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

ORDER 25-29-10-01H

In the Matter of Appointing the Members of
the Homes for Good Foundation Board of
Directors.

WHEREAS, according to the Homes for Good Foundation bylaws, the Homes for Good Housing Agency Board of Commissioners must appoint Members of the Homes for Good Foundation Board of Directors; and

WHEREAS, according to the Homes for Good Foundation bylaws, the Board of Directors will consist of no fewer than three and no more than fifteen members, and

WHEREAS, Danielle McBride has expressed interest in joining the Homes for Good Foundation Board,

NOW IT IS THEREFORE ORDERED THAT:

Danielle McBride is appointed to the Homes for Good Foundation Board of Directors to serve a two-year term.

DATED this 29th day of October, 2025

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 10/29/2025

AGENDA TITLE: In the Matter of Authorizing the Development of Parcel 2 River District located at the NW corner of 4th and Mill Street in Eugene, Oregon.

DEPARTMENT: Real Estate Development Division

CONTACT : Audrey Banks

EXT:

PRESENTER: Will Hartley

EXT:

ESTIMATED TIME : 20 minutes

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

Approval Signature

EXECUTIVE DIRECTOR:

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

DATE: 10.23.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



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

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



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Will Hartley, Project Developer
TITLE: In the Matter of Authorizing the Development of Parcel 2 River District located at the NW corner of 4th and Mill Street in Eugene, Oregon.
DATE: 10/29/2025

MOTION:

It is moved that the Homes for Good Board of Commissioners Authorize the Executive Director or Authorized Designee to Proceed with Implementation of Necessary Agreements Related to the Joint Development of Parcel 2 River District.

DISCUSSION:

A. Issue

Homes for Good, Atkins-Dame Inc., and City of Eugene have established a framework to develop 75 units of affordable housing in the City of Eugene Downtown Urban Renewal District. In order to move forward, Homes for Good will enter into agreements to support the completion of the development and own and operate the property upon construction completion.

B. Background

The Urban Renewal Agency of the city of Eugene currently owns Parcel 2 River District located at the corner of 4th and Mill Street in Eugene. Atkins-Dame Inc., a private developer, has constructed market rate housing in the Urban Renewal District. Atkins-Dame has partnered with Homes for Good and City of Eugene to build 75 units of affordable housing available to households at 60% of area median income. Once construction is complete, Homes for Good will own and operate the property.

Homes for Good, Atkins-Dame Inc., and City of Eugene have designed a path to develop Parcel 2 River District with 75 units of apartments at 60% AMI. Atkins-Dame and Homes for Good will jointly develop the property through a Development Management Agreement. The City currently owns the property through Urban Renewal District and has committed \$7.5 million towards the project. The 75 units on the property will be comprised of studios and 1-bedroom apartments and are designed to complement the neighboring apartment buildings. Currently, an Oregon Centralized Application (ORCA) application has been submitted by



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

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



Atkins-Dame and is under review for funding as a 4% LIHTC project. Predevelopment is in progress to be “shovel-ready”, as those projects are desirable for funding.

The structure of the development plan is to work as active partners throughout development of Parcel 2 River District and upon completion, Homes for Good will own and operate the property.

C. Analysis

The Board approved Order 25-30-04-03H on April 30th, 2025 authorizing the Executive Director to enter Homes for Good into a Joint Development Agreement with Atkins-Dame to develop affordable housing on Parcel 2. Since that time more legal clarity has been achieved on what agreements will be necessary to implement the development process including a Memorandum of Understanding, Predevelopment Loan, Funding Agreement, Joint Development Agreement, Project Option and Development Management Agreement. Because all of these agreements were not contemplated in Order 25-30-04-03H we determined that we needed the Board to deliberate on Order 25-29-10-02H, which is being explained by this memo.

D. Furtherance of the Access & Opportunity Plan

This project embodies the goals of our Access & Opportunity Plan by adding much-needed affordable housing production in the Eugene Downtown Neighborhood. The design of this project centers around utilizing the size of the site by maximizing the number of 1-bedroom and studio apartments (75) that this property can sustain. By developing housing of this kind, in this area, this project is providing affordable housing near businesses, services, and transportation. In doing so, this project embraces a pillar of our Access & Opportunity Plan, “Create Pathways to Self-Sufficiency.” Residents in this location will have access to job opportunities, the river bike path, social services and support, and a dedicated transit line (The Downtown Loop).

The use of MOUs helps implement the Homes for Good Access & Opportunity Plan in the following ways:

Partnering with non-profit agencies and analyzing the communities they service to ensure we are providing housing for communities that have been typically underserved.

Homes for Good is exploring a variety of preferences and partnerships for this project including but not limited to Senior and Disability Services, Veterans, and the BIPOC community.



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

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



E. Alternatives & Other Options

If the Board does not approve this Board Order, one alternative would be for Homes for Good and Adkins Dame to renegotiate the partnership structure and terms. Another alternative would be to not proceed with this project.

F. Timing & Implementation

Preliminary design work is done, and the ORCA application has been submitted. We will be notified when Parcel 2 is placed on the ORCA Waitlist.

G. Recommendation

Homes for Good's recommendation is for the Board to approve this Board Order.

H. Follow Up

Homes for Good staff will periodically bring progress updates to the Board as this project moves forward. In addition, there will be a second resolution/order once funding sources are set that would authorize the final ownership structure and also the financial obligations (such as construction loan guarantees).

I. Attachments

None

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

ORDER 25-29-10-02H

In the Matter of Authorizing the Development of Parcel 2 River District located at the NW corner of 4th and Mill Street in Eugene, Oregon.

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

WHEREAS, a purpose of the Authority under the Housing Authorities Law is to construct, acquire, manage and operate affordable housing for persons of lower income; and

WHEREAS, the Authority is authorized by ORS 456.120 to enter in a partnership agreement with or loan money to an individual, partnership, corporation or other association to finance, plan, undertake, construct, acquire, manage or operate a housing project; and

WHEREAS, the Authority desires to enter into a Memorandum of Understanding Regarding the Development of Parcel (the “**MOU**”) with Parcel 2 River District LLC, an Oregon limited liability company (“**P2RD**”), an entity currently wholly owned by Atkins Dame, Inc. (“**ADI**”) to develop certain real property located at the NW corner of 4th and Mill Street in Eugene, Oregon (the “**Property**”); and

WHEREAS, the Property is currently owned by the Urban Renewal Agency of the City of Eugene (the “**URA**”); and

WHEREAS, in furtherance of the Project, P2RD has or will enter into an option agreement with the URA to acquire the Property for the Project; and

WHEREAS, consistent with its purposes and powers, the Authority desires to develop an approximately 75-unit multifamily housing project on the Property (the “**Project**”); and

WHEREAS, the Authority has determined it to be in the best interests of the Authority and the Project for the Authority to obtain a predevelopment loan for the Project in the amount of \$400,000 from the URA (the “**Predevelopment Loan**”) and to provide the proceeds of the Predevelopment Loan to P2RD to pay predevelopment costs of the Project pursuant to a Funding Agreement (the “**Funding Agreement**”); and

WHEREAS, the Authority has determined it to be in the best interests of the Authority to enter into a joint development agreement with P2RD and/or ADI to articulate the terms of the joint development of the Project (the “**Joint Development Agreement**”); and

WHEREAS, the Authority has determined it to be in the best interests of the Authority to enter into an option agreement with P2RD to, once the Project is entitled and financing is secured, to acquire either the Property or the interests of ADI in P2RD (the “**Project Option**”); and

WHEREAS, the Authority has determined it to be in the best interests of the Authority to enter into a development services agreement or development management agreement (the “**DMA**”) with ADI or its affiliate to set forth the obligations and responsibilities of ADI in developing the Project; and

WHEREAS, the Authority has determined it to be in the best interests of the Authority to cooperate with ADI in funding applications for the Project, including but not limited to applications for funding to Oregon Housing and Community Services, City of Eugene, Lane County, other public funders and private lenders; and

WHEREAS, the Board of Commissioners of the Authority desires to consent to these transactions, consent to the documents which will be executed, to grant authority to certain individuals to execute documents on behalf of the Authority, and to ratify certain actions pertaining to these transactions taken prior to the date of this resolution; and

WHEREAS, ORS 456.135 authorizes Housing Authority to delegate to one or more of its agents and employees such powers as it deems proper.

NOW, THEREFORE, THE AUTHORITY ADOPTS THE FOLLOWING RESOLUTIONS:

1. Authorize Execution of the MOU.

BE IT RESOLVED, that the Authority is authorized to negotiate, execute and deliver on behalf of the Authority the MOU in the form approved by any Authorized Representative.

2. Authorize the Predevelopment Loan.

BE IT RESOLVED that the Predevelopment Loan is approved and ratified and the Authority is authorized to negotiate, execute and deliver on behalf of the Authority the Predevelopment Loan Documents listed on the attached Exhibit A (whether bearing the name listed or names to similar effect) and such other documents as reasonably may be required in connection with the Predevelopment Loan, all in the form approved by any single Authorized Representative.

3. Authorize Funding Agreement.

BE IT RESOLVED, that the Authority is authorized to negotiate, execute and deliver the Funding Agreement with ADI and/or P2RD in the form approved by any Authorized Representative.

4. Authorize Joint Development Agreement.

BE IT RESOLVED, that the Authority is authorized to negotiate, execute and deliver the Joint Development Agreement with P2RD and/or ADI in the form approved by any Authorized Representative.

5. Authorize Project Option.

BE IT RESOLVED, that the Authority is authorized to negotiate, execute and deliver the Project Option with P2RD in the form approved by any Authorized Representative.

6. Authorize DMA.

BE IT RESOLVED, that the Authority is authorized to negotiate, execute and deliver the DMA with ADI in the form approved by any Authorized Representative.

7. Authorized Representatives.

BE IT RESOLVED that the following identified persons shall be the Authorized Representatives as that term is used in these Resolutions and are each individually authorized, empowered and directed to perform the actions authorized herein on behalf of the Authority.

Jacob Fox, Executive Director or his assignee or successor
Ela Kubok, Deputy Director or her assignee or successor

8. General Resolutions Authorizing and Ratifying Other Actions

BE IT RESOLVED, that any Authorized Representative is authorized to negotiate, execute, and deliver on behalf of the Authority such other applications, agreements, certificates, and documents, and to take or authorize to be taken all such other actions any Authorized Representative shall deem necessary or desirable to carry out the transactions contemplated by the foregoing resolutions (such determination to be conclusively demonstrated by the signature of any Authorized Representative on such document); and

BE IT FURTHER RESOLVED, that to the extent any action, agreement, document, or certification has heretofore been taken, executed, delivered, or performed by an Authorized Representative named in these Resolutions on behalf of the Authority in furtherance of the Project, the same is hereby ratified and affirmed.

DATED this 29th day of October, 2025

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners

Exhibit A

Predevelopment Loan Documents

1. [Business Loan Agreement](#)
2. [Promissory Note](#)
3. [Trust Deed](#)
4. [Security Agreement](#)
5. [Offer Letter](#)
6. [Amendment I](#)



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 10/29/2025

AGENDA TITLE: Supportive Housing Program Impact & Overview

DEPARTMENT: Supportive Housing Division

CONTACT : Wakan Alferes

EXT: 2508

PRESENTER: Wakan Alferes

EXT: 2508

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 "JAF", is written over a horizontal line.

DATE: 10.23.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:

Supportive Housing



Combining affordable housing & supportive services for improved health & life outcomes



MORE THAN JUST A HOME... A COMMUNITY



Homes for Good Supportive Housing Division is responsible for:

Property Management

- Public & Multifamily Housing Compliance
- Financial Oversight/Rent Collection
- Resident Relations/Lease Enforcement
- Coordination with Rent Assistance for intake and eligibility functions
- Supervision and coordination of maintenance functions
- Trauma Informed Approach

Maintenance

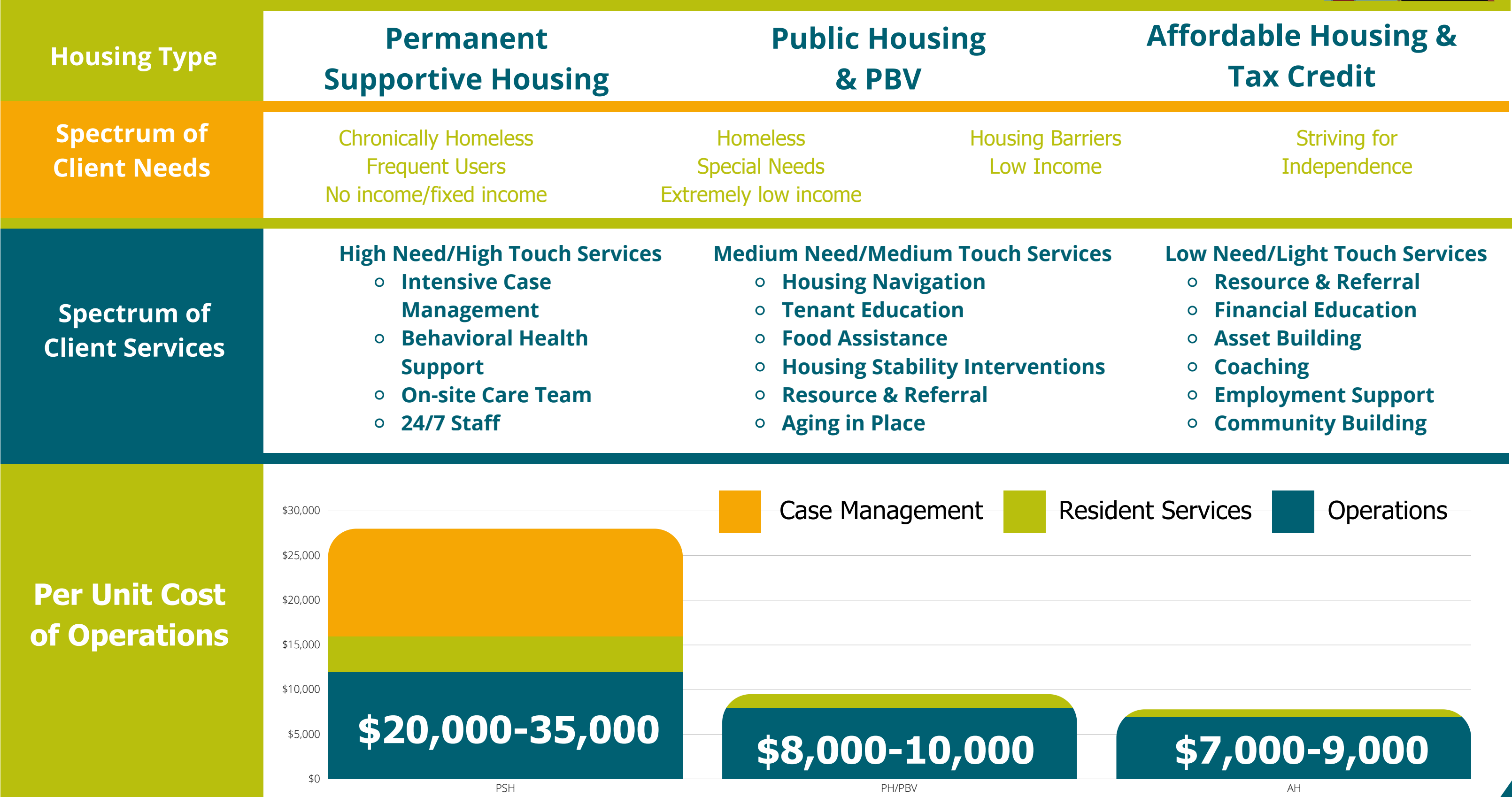
- Preventative Maintenance
- NSPIRE HUD Inspections
- Work Order Processing
- Vacant Unit Turns
- Landscaping
- Coordination with Capital Projects
- Fee for Service

Resident Services

- On-site Resident Support
- Housing Stability Referrals
- Community Events & Programs
- Health Related Social Needs
- Family Self-Sufficiency Program
- Section 8 Home Ownership Program
- State & Federal Grant Compliance

Permanent Supportive Housing

- Intensive Case Management
- Care Coordination
- Community Programs and Activities
- Partner Coordination (on-site primary care, food programs etc.)
- ShelterPlus Care/Madrone Program
- PSH Program Compliance



PERMANENT SUPPORTIVE HOUSING



**The Commons on MLK (51)
2021**

- 129 households served to date
- 4 households have moved on
- 308 groups & programs in FY25 (UCare, Peer Groups, resident meetings etc.)



**The Keystone (15)
2021**

- 23 families served
- 3 families have moved on
- 48 groups & programs in FY25 (kids club, cooking classes, resident meetings etc.)



**The Nel (45)
2022**

- Laurel Hill Center Services Provider
- Reached stabilization in 2025
- 76 households served
- 5 households moved on



**Bridges on Broadway (56)
2025**

- 18 chronically homeless households have moved in
- Goal of 3-5 move ins per week
- Grant support from Lane Community Health Council

***ShelterPlus Care/Madrone Voucher PSH program also serves additional 73 household**

Supportive Housing Communities

Internal Operations



595

Public Housing

124

Affordable Housing

157

HUD Multifamily Housing

56

Permanent Supportive Housing

Experienced Property Management & Maintenance teams ensure our communities are maintained with safety and integrity





Supportive Housing Division

Who We Serve



926

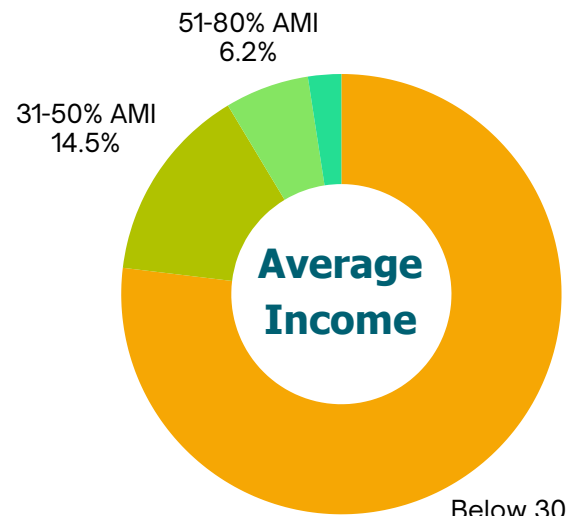
Homes

***1,533**
Individuals

617
Elderly or Disabled
Households

444
Children

\$360
Average Rent



*Lazy Days & BOB not fully leased up, so # of individuals served will grow

Housing Operations

97% or higher occupancy at all sites

Three 80+ NSPIRE Inspection Scores

Cost Reduction from FY25

**Launch of Lazy Days & Bridges on
Broadway operations**

Maximizing Operating Subsidy



Resident Services

Providing services across 24 communities



698

Residents Served 1:1 at Sites

438

Community Events & Activities

115

Residents served through HRSN

351

Referrals from Property Management

32

Section 8 Homeownership Program Participants

21

Family Self-Sufficiency Program Graduates



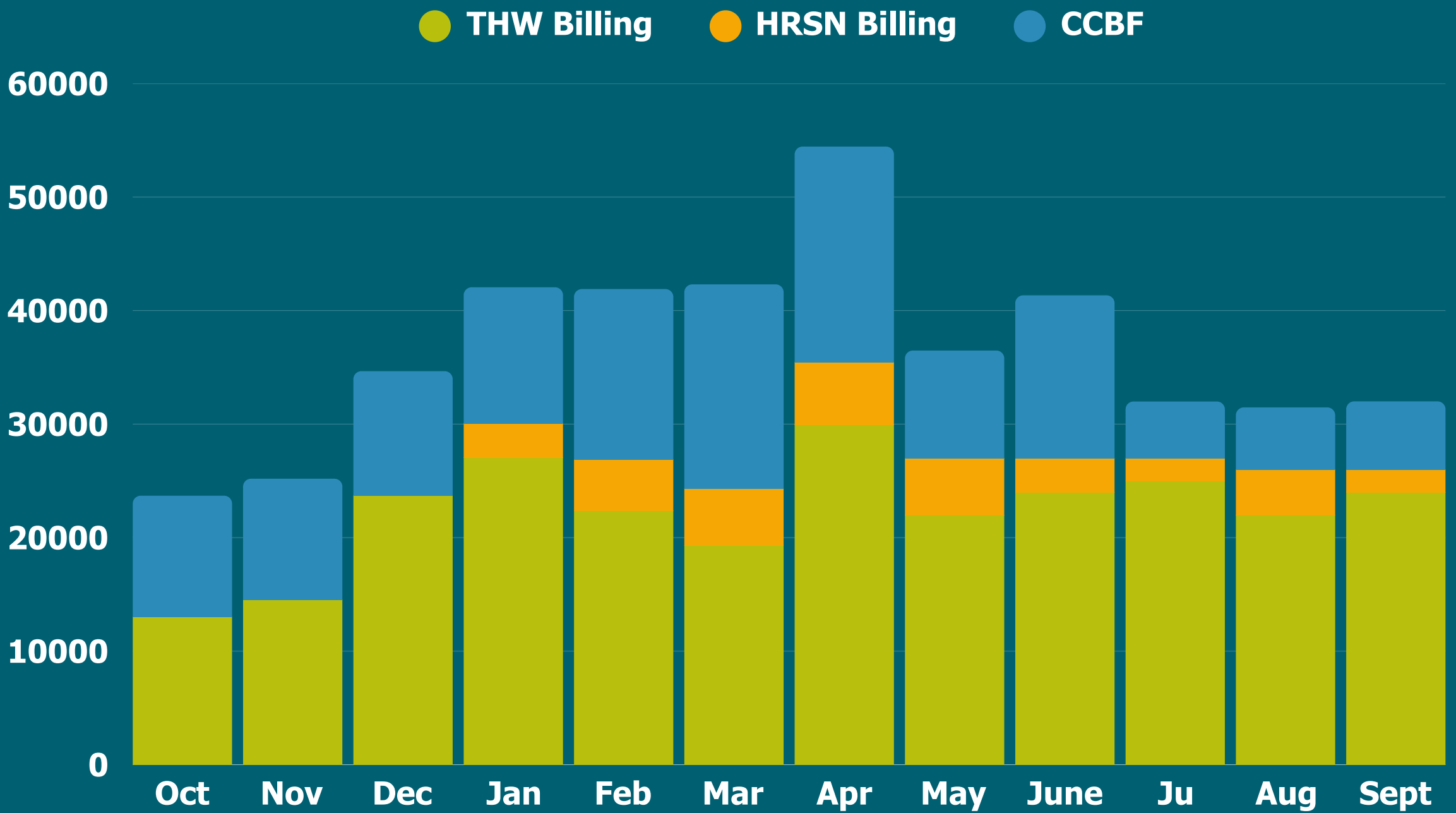


FY25 Medicaid Funding

\$171,070
Community Capacity
Building Funds Used

\$242,000
Traditional Health
Worker Payments

\$24,000
HRSN Outreach &
Engagement Fees





Housing Stability

351

**Referrals from
Property
Management**

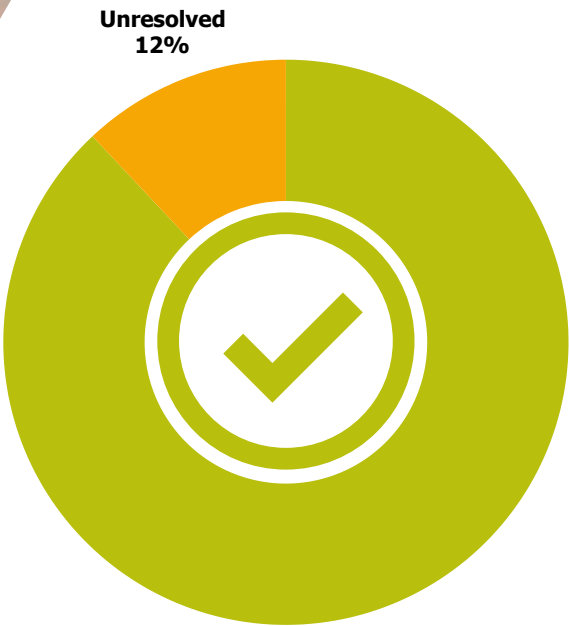


836

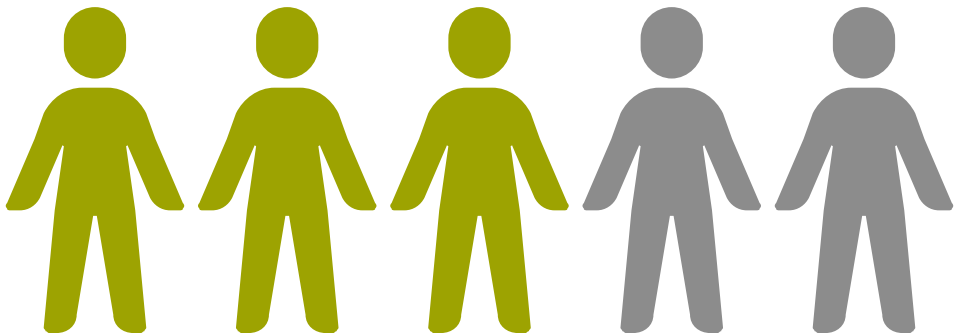
**Eviction Prevention
& Tenant Education
Services Provided**



\$235,000
**HRSN Rent
Assistance**



88%
**resolved
successfully**



3 out of every 5
referrals has an eviction notice



12
**Rent Well
Graduates**

Community Building



**44
Resident
Meetings**

**12
RAB
Meetings**



**827
Served at
Extra
Helpings**

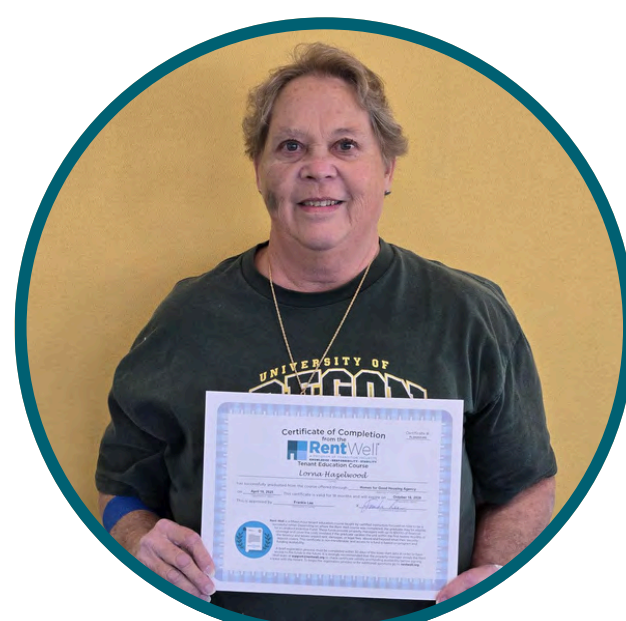
**684
Senior Grocery
Deliveries**



**1,226
Summer Lunches Served**



**182
Resident Events (CNO,
BBQ's etc.)**



**29
Lifeskills Education
(Rent Well, Tech Support,
Paperwork Drop In etc.)**



**77
Kids & Teen Clubs**



**27
Spring Cleaning &
Cleaning Party Events**



**67
Wellness Events &
Activities (cooking classes,
walking groups etc.)**

Family Self-Sufficiency

How the program works

Participants set goals & receive support...

As earned income increases, participant
rent portion increases...

The difference in rent due to this
increase is matched into an Escrow
savings account.



137 participants are
currently working
towards their goals



21 participants completed
their goals and graduated
the program in 2024

The average graduate
leaves with ...

\$15,000
Increase in Income

\$7,000
Escrow Earned



\$148,411

Total Escrow Distributed
to Graduates in 2024



Over \$3 Million
in escrow distributed
since the program
began in 1992

Xavier's Story

I sought out Homes for Good seeking stability and support for my family, and Homes for Good delivered. HFG was there to help my family live in safe and habitable homes, transition into nicer homes when necessary, and navigate communication with some challenging landlords. My first two years in the program, I dealt with financial challenges from raising two special needs kids and also instability in housing due to landlords and neighbor's perceptions of my family. I was living by a strange set of rules my friends and family did not understand, and an overall sense of alienation affected me. The mental exhaustion from living in hypervigilance, did a number on my self-esteem. After two years in the program a caring HFG employee reached out to me and encouraged me to join the Family Self-Sufficiency Program.

The Self-Sufficiency Program was a life saver. I had many one-on-one's with the FSS program coordinator over a 5 year period. I am so grateful for the efforts by the self-sufficiency program coordinator to train me in so many areas. I learned how to set long and short-term goals for my family's finances, employment, time management, my kids development, relationship goals, and finishing my education. In that time my kids improved dramatically and I was able to work fulltime again and go back to school. I finished with my teacher training program in 2021, graduated from the FSS program, and began working as a teacher. All the work of being trained at setting goals for myself, time management, proper self-care techniques and working with community resources gave me a decided advantage as a first year teacher. I was promoted every year before ending up working in the district office. I was encouraged by my supervisors to go back and get a school administrator license.

After graduating from the FSS program in 2024 Xavier was hired as a teacher on special assignment for the Office of Equity and Inclusion in his school district.

In 2025, he applied and was awarded the Homes for Good foundation scholarship to continue his education. He also applied and was awarded a 10/1 Individual Savings Account to purchase a home



Congratulations 2ndYear Scholarship Recipient

Xavier

“The Homes for Good Scholarship has been instrumental in helping me return to school to earn my principal's license.

In December, I was invited to apply to the University of Oregon's Educational Leadership Doctorate program, and I was accepted in January. I began classes this summer.”

HOMES FOR GOOD FOUNDATION **HOMES FOR GOOD HOUSING AGENCY**

O UNIVERSITY OF OREGON



Division Goals for FY26

Property Management & Maintenance

- Yardi Inspections & Vacate Implementation
- Continued Cost Savings & Efficiencies
- Large Systems Coordination
- Lazy Days and BOB full lease up
- Rent Reporting Exploration
- Financial Procedures Review (Bad debt, AFS, OpSub etc.)
- Financial Sustainability Roadmap

Resident Services & Permanent Supportive Housing

- Compliance Mapping
 - THW Funding Transition
 - HRSN Coordination & Billing
 - FSS Program Rebrand
 - BOB Program Stabilization
 - Resident Survey Analysis & Response
 - Basic Needs Supports During Systems Transitions (SNAP, Medicaid, CCO transition etc.)
- 



QUESTIONS?

SUGGESTIONS?

