



HOMES FOR GOOD BOARD OF COMMISSIONERS MEETING

Wednesday, December 17th, 2025

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AGENDA

Homes for Good Housing Agency

BOARD OF COMMISSIONERS

Location of the meeting:

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



Teams

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

Wednesday, December 17th, 2025 at 1:30pm

The December 17th, 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: 247 412 445 283 1

Passcode: Rm9fe9mB

Dial-In: +1 689-206-0388,,315957781#

Phone Conference ID: 315 957 781#

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

APPOINTMENT OF BOARD CHAIR & VICE CHAIR

In accordance with the Homes for Good Bylaws Section 8.2 nominations for the Chair & Vice Chair will occur in the October commission meeting. Voting will occur in the December commission meeting. The Chair & Vice Chair will assume their position at the following January commission meeting

5. EMERGENCY BUSINESS

6. ADMINISTRATION

A. Executive Director Report

7. CONSENT AGENDA

- A. Approval of 10/29/2025 Board Meeting Minutes
- B. ORDER 25-17-12-01H: In the Matter of Accepting a Bid & Awarding Contract No.: 26-C-0002 for Parkview Terrace Exterior Paint & Seal Project
- C. ORDER 25-17-12-02H: In the Matter of Reappointing Chloe Chapman to an Additional Four-Year Term to the Homes for Good Board of Commissioners
- D. ORDER 25-17-12-03H: In the Matter of Reappointing Larissa Ennis to an Additional Four-Year Term to the Homes for Good Board of Commissioners
- E. ORDER 25-17-12-04H: In the Matter of Authorizing the Formation of a Limited Liability Company for The Coleman

8. ORDER 25-17-12-05H:

In the Matter of Approving Contract 26-P-0017 (Architectural Services) for The Coleman (Project Developer, Johanna Jimenez) (Estimated 10 minutes)

9. EXECUTIVE SESSION I

(Estimated 45 minutes)

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

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.

10. EXECUTIVE SESSION II

(Estimated 45 minutes)

Homes for Good Board will hold an Executive Session pursuant to ORS 192.660(2)(h) to consult with Homes for Good's legal counsel regarding legal rights and duties related to litigation or litigation likely to be filed."

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. PRESENTATION

Executive Director Performance Evaluation Following an Executive Session Pursuant to ORS 192.660(2)(i)

(Human Resources Director, Bailey McEuen) (Estimated 10 minutes)

12. ORDER 25-17-12-06H

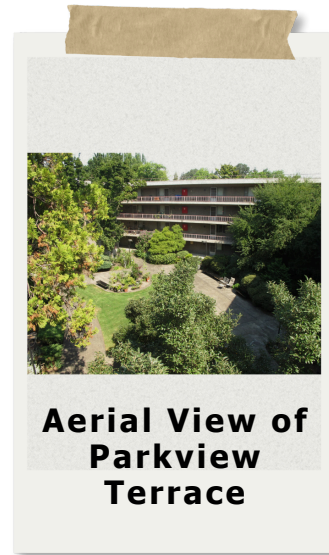
In the Matter of Approving the Eighth Amendment of the Executive Director Employment Contract Following the Annual Executive Director Performance Evaluation

(Human Resources Director, Bailey McEuen) (Estimated 15 minutes)

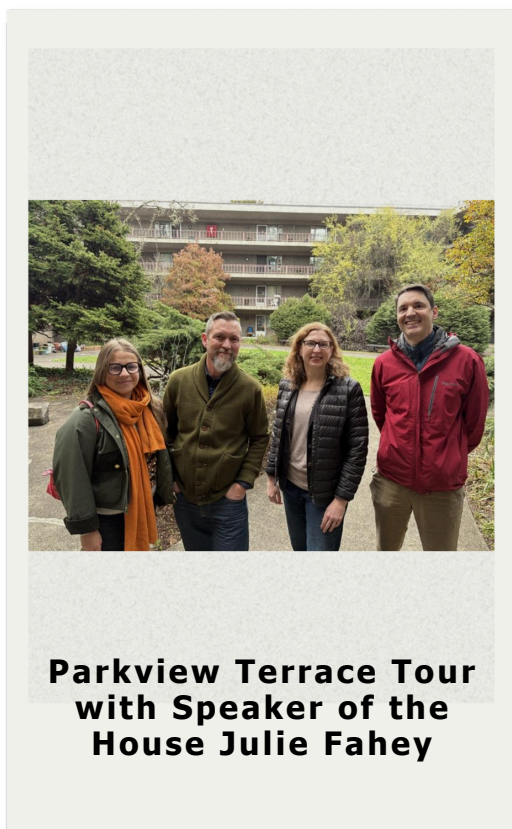
13. OTHER BUSINESS

Adjourn.

On October 29th and 30th Aleksa and I had the opportunity to attend the Rural Housing Policy Incubator at the University of Oregon. The event was organized by Lane County and the University of Oregon's Institute for Policy Research & Engagement. The sessions were very well organized and focused on developing a set of policy and funding recommendations that will increase housing production in rural areas in our county. At the end of the incubator sessions attendees signed up to serve on a handful of different teams that are actively working to further refine the policy and funding recommendations in time to advocate for them in the Oregon Legislature's 2026 short session.



**Aerial View of
Parkview
Terrace**



**Parkview Terrace Tour
with Speaker of the
House Julie Fahey**

As I have shared with the Board, Homes for Good is a member of the Housing Authorities of Oregon membership association. Every housing authority in Oregon is a member, and this association is managed by NW Public Affairs, LLC and this firm also provides legislative strategies and lobbying services. Our lobbyist is Ryan Fisher, and he recently reached out to us and asked if we could host a tour for Julie Fahey who is the current Speaker of the House in our state legislature. Speaker Fahey has been a steadfast supporter of Homes for Good and affordable housing more broadly. The tour occurred on December 6th at Parkview Terrace with goal of the tour being to educate and garner more financial support for improving Public Housing in advance of the 2026 legislative session. The specific ask was that the Speaker with the legislative budget office authorize the use of the General Obligation Bond funded Local Innovation and Fast Track (LIFT) program for preservation of Public Housing.

Changes to federal funding continue to be a roller coaster of a ride. As mentioned in my October report to the Board, the Low-Income Home Energy Assistance Program funding was not being distributed. We have received an update that these funds have been distributed to Oregon Housing and Community Services (OHCS) and OHCS is about to distribute it to Lane County who in turn will distribute it to us. This will allow us to release a large number of pending weatherization jobs that have been held up. The Housing Choice Voucher (HCV) Housing Assistance and the HCV Administrative Fee funding levels are flat, and the distribution is happening as scheduled. The Public Housing Operating Subsidy has been reduced to 75% of what HUD documents we need to run the program through a funding reduction method called proration, but the subsidy is being distributed as scheduled. The biggest uncertainty currently is related to the HUD Continuum of Care (CoC) Notice of Funding Opportunity (NOFO). Homes for Good receives over \$2 million per year of CoC funding for Permanent Supportive Housing (PSH). In most years this NOFO is released in May, and the grant proposals are due a few months later. This year the NOFO was released in mid-November with fundamental changes that could result in Homes for Good losing at least \$1 million of our CoC funding. Then on Monday, December 8th HUD withdrew the NOFO. There is active litigation against HUD that is a factor. The biggest worry we have at this point is that one CoC grant for The Commons on MLK expires on 12/31/25 and this grant is over \$500k per year.



2025 Rural Housing Policy Incubator

MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS



Wednesday, October 29th, 2025, at 1:30 p.m.

Homes for Good conducted the October 29th, 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:

Pat Farr

Quorum Met

1. PUBLIC COMMENT

Commenter I

Organization: Western States Regional Council of Carpenters

Purpose: Visit job sites to ensure union employees are getting paid both on special and publicly funded projects.

Comment Summary: Wage pay discrepancies found during Ollie Court wage verification study assessment. Barriers to receiving payroll documentation and a BOLI complaint was subsequently submitted.

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

Commissioner Buch [*in response to public comment*]: WSRCC has brought to light legitimate issues that needed to be remediated at the County level. Appreciation for the work the Council does and concerns brought forward.

Executive Director, Jacob Fox [*in response to public comment*]: A public records request was made and then rescinded because of the cost. A BOLI complaint has been filed. Homes for Good will provide any support and information needed in response to this issue.

None

3. ADJUSTMENTS TO THE AGENDA

None

4. COMMISSIONERS' BUSINESS

A. Board Elections Preparations

In April 2025 revised Homes for Good Bylaws were approved that provide additional clarity around board roles, elections and committees. The Chair and Vice-Chair position can be held for a two (2) year term. The intention is the Vice-Chair would assume the Chair position as part of the succession plan.

Board Chair, Larissa Ennis and Board Vice-Chair, Destinee Thompson are willing to continue their roles for another year.

A motion is made in October for next year's Board Chair and Vice-Chair. A vote is taken in December board meeting.

Motion: Michelle Thurston

2nd: Chloe Chapman

Discussion

- [**Chloe Chapman**]: Appreciation for the ongoing work of the Board. The current model for this board is helpful in creating space for intentional leadership and professional development. In the future seeing increased opportunities for community engagement facilitated/steered by Board Chair and Vice-Chair is encouraged.
- [**Heather Buch**]: Appreciation for the work that has been done and strongly believes in the capabilities of everyone on the board.
- [**Kirk Strohman**]: Would be grateful if Chair and Vice-Chair remained in their positions for another year.
- [**Joel Iboa**]: It is good practice of governance to continue the election cycle for Board positions in December. Encourage anyone else interested in running to engage peers in conversation. Have not experienced "artificial harmony" on this board and everyone appears to be genuinely collaborative. It is recommended for the board as support to the Agency to continue engaging like organizations and peers as a resource and collaborative effort.

- **[Justin Sandoval]**: A year passes quickly and appreciative that Larissa and Destinee are willing to continue for another year.

5. EMERGENCY BUSINESS

None

6. EXECUTIVE SESSION

None

7. ADMINISTRATION

A. Quarterly Excellence Awards

- Supportive Housing Director, Wakan Alferes presented the Quarterly Excellence Award to Permanent Supportive Housing Case Manager, Elaine Penrod
- Rent Assistance Program Manager, Nat Dybens presented the Quarterly Excellence Award to Housing Inspector, Jacob Lancy

B. Executive Director Report

Jacob Fox discussed how Homes for Good is developing a different way to “talk” about its economic impact in the community. Historically stories were sufficient, but there’s been a shift to wanting actual data. As a result, Deputy Director, Ela Kubok and Executive Support Coordinator, Jasmine Leary are collaborating with the University of Oregon Real World Class to develop a methodology to report out economic impact data from the Housing Choice Voucher Program. The students will be presented on 12.03.2025 to the board during the regular Finance Committee Meeting and all board members are encouraged to attend.

Currently there are a few key areas that the Agency is keeping a watchful eye on during the government shutdown. Federal Funding Cuts

Homes for Good has USDA Rural Development apartment communities in Junction City, Creswell, Florence, funding through a monthly subsidy from the USDA. October funding has been received since writing the Executive Director Report.

There are eight (8) different funding sources that are funded into providing the services for the Weatherization Program. As funding is not guaranteed for all the anticipated projects, **Energy Services Director, Esteban Montero Chacon**, is completing as much preparatory work as possible, so as funds are received project work can immediately commence to serve people in the community.

An applicant for the Finance Director position, who serves as Executive Director from another Oregon Housing Authority will be coming to visit the Leadership Team and Finance Team next week in a series of “meet and greets” The niche expertise that come with working for a housing authority and specifically with understanding finance is a skillset that Homes for Good is optimistic about.

Discussion Themes

- Confirming funding for operating subsidies for Public Housing properties
- Means of advocacy or bill paying adjustments (such as delayed payments to EWEB upon agreement) to mitigate resident impact in the event of funding shortages
- Impact on voucher holders and landlords because of funding shortages/gaps
- Current food distribution support for the community
- Residents’ proactivity

C. 2026 Board & Committee Dates

Invites will go out to Board members later this week

[see document in board packet for reference]

D. Executive Director Evaluation Process Overview

Surveys will be sent both internally and externally for the evaluation process this year.

Timeline

October 31st: Survey participants selected

November 4th: ED Self-Reflection submission and Feedback Survey published

November 18th: Survey reminder

December 1st: Survey closes

December 2nd – 9th: Results Review

December 17th: December Board meeting

Discussion Themes

- Can provide a list of who externally is receiving the survey to the board

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

Vote Tabulations

Motion: **Michelle Thurston**

Second: **Justin Sandoval**

Discussion: *None*

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

Abstain: *None*

Excused: **Pat Farr**

The 10/29/2025 Consent Agenda was approved [8/0/1]

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**

Project Developer, Will Hartley

Overview

Parcel II River District is an undeveloped area of land on 4th and Mill Street in Eugene – a part of the Urban Renewal District. Homes for Good is collaborating with Atkins-Dame Inc. to build 75 units of affordable housing through a Development Management Agreement. Atkins-Dame Inc. as a private developer has already constructed market rate housing in the Urban Renewal District. The City of Eugene currently owns the property. Once construction is complete, Homes for Good will own and operate the property.

The Homes for Good Board of Commissioners has already approved Homes for Good to enter into a Joint Development Agreement with Atkins-Dame on April 30th, 2025. Since that time, it is apparent there may be additional agreements entered into during the development process. The approval of this order will permit the Executive Director or Designee to enter into those agreements on behalf of the Agency. The additional agreements not specifically included in the April board order are:

- Memorandum of Understanding
- Predevelopment Loan
- Funding Agreement
- Project Option
- Development Management Agreement

Discussion Themes

- Appreciation for the accessibility of the units
- City of Eugene loan structure
- Even with authorization, proformas will still be reviewed with the board
- Risk to Homes for Good if OHCS doesn't approve the application
- Placement in OHCS queue
- Projected cost is considered "low" for pre-development based on review of other "like" proformas

Vote Tabulations

Motion: **Chloe Chapman**

Second: **Joel Iboa**

Discussion: *None*

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

Abstain: *None*

Excused: **Pat Farr**

ORDER 25-29-10-02H was approved [8/0/1]

10. PRESENTATION: Supportive Housing Program Impact & Overview

Supportive Housing Director, Wakan Alferes

Overview

The Supportive Housing Division contains the following departments:

- Property Management: Managed Agency-owned Public Housing and Multifamily Housing properties
- Maintenance: Provide maintenance services to Agency-owned properties and has a Fee for Service team
- Resident Services: Provides resident support at Agency-owned properties
- Permanent Supportive Housing: Provides case management and property management for residents at Agency-owned Permanent Supportive Housing properties

[see presentation in board packet titled: Supportive Housing Program Impact & Overview]

Discussion Themes

- Clarity on the term "Public Housing" as a HUD term
- Average unit turnover length and impacting factors
- Medicaid funding changes
- Rent reporting details

No action needed.

11. OTHER BUSINESS

None

Meeting adjourned at 3:31 p.m.

Minutes Taken By: Jasmine Leary Mixon



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/17/2025

AGENDA TITLE: In the Matter of Accepting a Bid and Awarding Contract
#26-C-0002 for the Parkview Terrace Exterior Paint & Seal Project.

DEPARTMENT: Supportive Housing Division

CONTACT : Kurt von der Ehe

EXT: 2568

PRESENTER: Kurt von der Ehe

EXT:

ESTIMATED TIME : Consent

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

Approval Signature

EXECUTIVE DIRECTOR:

DATE: 12.10.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners

FROM: Kurt von der Ehe, Capital Projects Manager

TITLE: In the Matter of Accepting a Bid and Awarding Contract #26-C-0002
Parkview Terrace Exterior Paint & Seal Project

DATE: December 17, 2025

MOTION:

It is moved that Third Generation Painting be awarded contract #26-C-000 Parkview Terrace Exterior Paint & Seal project and that an order to this effect be signed, and an agreement be executed in accordance with bid documents.

DISCUSSION:

A. Issue

Parkview Terrace, located in Eugene, Oregon, is a four-story, 150-unit apartment complex comprised of 1 and 2-bedroom units serving seniors and people with disabilities.

The paint and seal project will help to protect the building envelope and provide a more aesthetically pleasing experience for residents and the community alike.

The Agency followed the required procurement process for projects estimated to be over \$100,000. The Request for Bids was published on the Homes for Good website and sent to various plan centers and to specific contractors identified for this type of work. The Agency received five (5) bids. Three (3) of the five (5) were similar to our independent cost estimate. To enter into a contract for this work, we need Board approval, as it exceeds the purchasing threshold.

B. Background

A formal bid package was issued by the Agency for the required work. Five (5) bids were obtained. The lowest responsive bidder reviewed their bid and confirmed their costs. The public bidding process was employed; the lowest bid has no irregularities and is responsive and responsible. The prices are considered competitive. We recommend the award of the contract to Third Generation Painting.

The total amount of this bid is in the amount \$365,000.00. Third Generation Painting will provide performance and payment bonds for this contract.



C. Analysis

The goal of this board order passing is to sign a Construction contract with Third Generation Painting and issue a Notice to Proceed with work after negotiating a project start date. All expenses related to the procurement, execution, and maintenance of this contract have been budgeted and accounted for by the Capital Projects Team utilizing the FY24 & FY25 Capital Fund grants.

D. Furtherance of the Access & Opportunity Plan

Pillars 1 and 3 of the Homes for Good Access & Opportunity Plan were followed. The Certification Office for Business Inclusion & Diversity (COBID) site was referred to for local minority-owned, women-owned and/or emerging small businesses (MWESB). Third Generation Painting is not a Section 3 Business Concern nor a MWESB-certified business. The architectural firm retained for the project is a WBE.

E. Alternatives & Other Options

If the Homes for Good Board of Commissioners has alternative suggestions in place of awarding the Construction contract Third Generation Painting, Homes for Good will respond accordingly.

Should the Homes for Good Board of Commissioners determine that this contract cannot be approved, the Homes for Good staff would need to re-solicit the contract opportunity. This will extend the award of a contract for at least 2-3 months and require more administrative costs.

F. Timing & Implementation

If the Homes for Good Board of Commissioners approves the board order, Homes for Good will send a Construction contract for Third Generation to review. Once all contractual items are received (Payment & Performance Bonds & Certificates of Insurance), Homes for Good and Third Generation will sign and enter into a Construction contract. A Notice to Proceed will be issued to Third Generation when a mutually agreeable schedule is established.

This work is weather-dependent, and it is expected that work will commence in Spring of 2026. The final completion date will be no later than July 31, 2026.

G. Recommendation

It is recommended that the Board of Commissioners approve the contract award of 26-C-0002 Parkview Terrace Exterior Paint & Seal to Third Generation Painting.

H. Follow Up

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

I. Attachments

EXHIBIT A – BID RESULTS



EXHIBIT A

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BID RESULTS

PROJECT NUMBER: 26-C-0002

PROJECT NAME: Parkview Terrace Exterior Paint & Seal

BIDS DUE: November 6, 2025, by 2 PM

1. Third Generation Painting	\$365,000.00
2. Grace Point Contracting	\$373,862.00
3. One Way Painting	\$375,538.00
4. Sawtooth Fortified	\$575,225.00
5. Fitzpatrick Painting	\$750,000.00

CONTRACT ADMINISTRATOR: Teresa Hashagen 11/12/2025
Teresa Hashagen 11/12/2025

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

ORDER 25-17-12-01H

In the Matter of Accepting a Bid and
Awarding Contract #26-C-0002 Parkview
Terrace Exterior Paint & Seal

WHEREAS, a Request for Bids of the Parkview Terrace Exterior Paint & Seal was published on the Homes for Good website; and sent to various plan centers and specific contractors; and

WHEREAS, at a duly publicized time and place on November 6, 2025, Teresa Hashagen of Homes for Good Housing Agency, opened bids on the following project: 26-C-0002 Parkview Terrace Exterior Paint & Seal; and

WHEREAS, Third Generation Paint is the apparent low bidder for this project; and

WHEREAS, the bid submitted by Third Generation Paint has no irregularities and is responsive and responsible; and

WHEREAS, Capital Funds are available to finance the project; and

WHEREAS, the Executive Director recommends award of the contract to Third Generation Paint;

NOW IT IS THEREFORE ORDERED THAT: that the Executive Director or Deputy Director is authorized to enter into a Construction Contract with Third Generation Paint for the Parkview Terrace Paint & Seal project in the amount of \$365,000.00. The contractor shall present a valid signed contract with payment and performance securities in accordance with bid and contract requirements and shall satisfactorily complete all work within the specified contract time.

DATED this _____ day of _____, 2025

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/17/2025

AGENDA TITLE: In the Matter of Reappointing Chloe Chapman to an Additional Four-Year Term to the Homes for Good Board of Commissioners

DEPARTMENT: Executive

CONTACT : Jasmine Leary

EXT: 2152

PRESENTER: Jacob Fox

EXT: 2572

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: 12.10.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



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HOMES FOR GOOD MEMORANDUM REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners
FROM: Jacob Fox, Executive Director
TITLE: In the Matter of Reappointing Chloe Chapman to an Additional Four-Year Term to the Homes for Good Board of Commissioners
DATE: December 17th, 2025

MOTION:

It is moved that the Homes for Good Board of Commissioners approve the recommendation of Commissioner Chloe Chapman's term extension until December 2029.

DISCUSSION:

A. Issue

Commissioner Chloe Chapman's term was for three (3) years and expires December 31st, 2025. Homes for Good would like to extend the term for four (4) additional years effective January 2026 – December 2029.

B. Background

Commissioner Chloe Chapman's term was for three (3) years and expires December 31st, 2025. The intent of this term was to allow a staggering of terms for the Board of Commissioners and eliminate the need to recruit and refill all seats in one calendar year. Commissioner Ennis is available and committed to serving on the board for a full term of four (4) years.

Commissioner Chapman is on the Board Finance Committee and is an active community member as a business banker specializing in non-profit/mission-driven organizations.

C. Analysis

The extension of Commissioner Chapman's term will allow for continued staggered term amongst the entire Board of Commissioner, eliminating the administrative burden of appointment new commissioners in one calendar year. Additionally, Commissioner Chapman has provided expert insight and advice to the Agency for the duration of her term and Homes for Good would appreciate her continued participation, engagement, and support in



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meeting the mission of Homes for Good. The extension of the term will maintain continuity in Agency oversight and board engagement.

D. Furtherance of the Access & Opportunity Plan

The extension of Commissioner Chapman's term aligns with two pillars of the Access & Opportunity Plan: Lead and Grow Ethically and Listen to Our Communities. Commissioner Chapman has extensive knowledge and daily proximity to the needs of a community from a holistic standpoint with a focus on community resiliency, financial sustainability, and advocacy for underserved populations. This perspective has helped Homes for Good not only to remain accountable to the goals of the Access & Opportunity Plan but has also made space for discussion outside the traditional confines of community engagement and advocacy. The continued commitment from Commissioner Chapman can ensure these conversations can continue.

E. Alternatives & Other Options

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

F. Timing & Implementation

Upon approval, the information will be relayed to the Lane County Board of Commissioners for their deliberation in the January 2026 meeting.

G. Recommendation

It is recommended that the Homes for Good Board of Commissioners approve the extension of Commissioner Chloe Chapman's term to December 2029.

H. Follow Up

None

I. Attachments

None

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

ORDER 25-17-12-02H

In the Matter of Reappointing Chloe Chapman to an
Additional Four-Year Term to the Homes for Good
Board of Commissioners

WHEREAS, Chloe Chapman was appointed in January 2023 for a 3-year term expiring December 31st, 2025.

WHEREAS, Commissioner Chapman has been a leader on the board as with instrumental input to governance deliberations and furthering financial sustainability within the Agency.

WHEREAS, Homes for Good Housing Agency is recommending extending appointed commissioner Chloe Chapman's term

WHEREAS, the board recommends to extend Chloe Chapmans this appointment until December 31st, 2028

THEREFORE, BE IT RESOLVED THAT:

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

DATED this _____ day of _____, 2025

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/17/2025

AGENDA TITLE: In the Matter of Reappointing Larissa Ennis to an Additional Four-Year Term to the Homes for Good Board of Commissioners

DEPARTMENT: Executive

CONTACT : Jasmine Leary

EXT: 2152

PRESENTER: Jacob Fox

EXT: 2572

ESTIMATED TIME : Consent

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

Approval Signature

EXECUTIVE DIRECTOR:

DATE: 12.10.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



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HOMES FOR GOOD MEMORANDUM REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners
FROM: Jacob Fox, Executive Director
TITLE: In the Matter of Reappointing Larissa Ennis to an Additional Four-Year Term to the Homes for Good Board of Commissioners
DATE: December 17th, 2025

MOTION:

It is moved that the Homes for Good Board of Commissioners approve the recommendation of Commissioner Larissa Ennis' term extension until December 2029.

DISCUSSION:

A. Issue

Commissioner Larissa Ennis' term was for three (3) years and expires December 31st, 2025. Homes for Good would like to extend the term for four (4) additional years effective January 2026 – December 2029.

B. Background

Commissioner Larissa Ennis' term was for three (3) years and expires December 31st, 2025. The intent of this term was to allow a staggering of terms for the Board of Commissioners and eliminate the need to recruit and refill all seats in one calendar year. Commissioner Ennis is available and committed to serving on the board for a full term of four (4) years.

Commissioner Ennis is on the Board Finance Committee, Access & Opportunity Plan Writing Ad Hoc Committee. She also is part of A.C.T Now Lane, a coalition focused on addressing the homelessness crisis in Lane County and works for Food for Lane County

C. Analysis

The extension of Commissioner Ennis' term will allow for continued staggered term amongst the entire Board of Commissioner, eliminating the administrative burden of appointment new commissioners in one calendar year. Additionally, Commissioner Ennis has provided expert insight and advice to the Agency for the duration of her term and Homes for Good would appreciate her continued participation, engagement, and support in meeting the



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mission of Homes for Good. The extension of the term will maintain continuity in Agency oversight and board engagement.

D. Furtherance of the Access & Opportunity Plan

The extension of Commissioner Ennis' term aligns with two pillars of the Access & Opportunity Plan: Lead and Grow Ethically and Listen to Our Communities. Commissioner Ennis has extensive knowledge and daily proximity to the needs of a community from a holistic standpoint with a focus on community resiliency, housing development and advocacy for underserved populations. This perspective has helped Homes for Good not only to remain accountable to the goals of the Access & Opportunity Plan but has also made space for discussion outside the traditional confines of community engagement and advocacy. The continued commitment from Commissioner Ennis can ensure these conversations can continue.

E. Alternatives & Other Options

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

F. Timing & Implementation

Upon approval, the information will be relayed to the Lane County Board of Commissioners for their deliberation in the January 2026 meeting.

G. Recommendation

It is recommended that the Homes for Good Board of Commissioners approve the extension of Commissioner Larissa Ennis' term to December 2029.

H. Follow Up

None

I. Attachments

None

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

ORDER 25-17-12-03H

In the Matter of Reappointing Larissa Ennis to an
Additional Four-Year Term to the Homes for Good
Board of Commissioners

WHEREAS, Larissa Ennis was appointed in January 2023 for a 3-year term expiring December 31st, 2025.

WHEREAS, Commissioner Ennis has been a leader on the board as Chair with instrumental input to governance deliberations and furthering the Access and Opportunity Plan

WHEREAS, Homes for Good Housing Agency is recommending extending appointed commissioner Larissa Ennis' term

WHEREAS, the board recommends to extend Larissa Ennis' this appointment until December 31st, 2028

THEREFORE, BE IT RESOLVED THAT:

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

DATED this _____ day of _____, 2025

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/17/2025

AGENDA TITLE: In the Matter of Authorizing the Formation of a Limited Liability Company for The Coleman

DEPARTMENT: Real Estate Development Division

CONTACT : Johanna Jimenez

EXT: 2567

PRESENTER: Johanna Jimenez

EXT: 2567

ESTIMATED TIME : Consent

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

Approval Signature

EXECUTIVE DIRECTOR:

DATE: 12.10.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



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HOMES FOR GOOD MEMORANDUM REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners
FROM: Johanna Jimenez, Project Developer
TITLE: In the Matter of Authorizing the Formation of a Limited Liability Company for The Coleman
DATE: 12/17/25

MOTION:

It is moved that the Agency is authorized to execute the necessary documents to form a Limited Liability Company for The Coleman project located at map and tax lot 1704261304502 in Eugene, Oregon.

DISCUSSION:

A. Issue

The Homes for Good Board has authorized the development of The Coleman—a 52-unit multifamily housing community located on the corner of Hwy 99 and Roosevelt Blvd in Eugene, OR. The Real Estate Development team is now seeking Board authorization to form the LLC and complete project financing.

B. Background

Homes for Good Housing Agency, Lane County, and Sponsors Inc. are leading the effort to develop 52 units of new affordable housing next door to Lane County Parole and Probation on Highway 99 and Roosevelt Blvd. The four-story building will include a unit mix of studios and 1-bedroom units along with community space, offices, conference room, art space, landscaping, parking, and associated infrastructure. This building will also serve as a supportive service space for Sponsors' clients through the construction of a new re-entry resource center (RRC), a meeting room with art on display from clients, and additional office space.

The Coleman is intended to serve individuals exiting Sponsors' transitional housing program by providing permanent housing with on-site supportive services. These services would be available to clients living on-site, as well as for clients coming from off-site to receive services.

The site is zoned C-2 and is currently owned by Lane County. An intergovernmental agreement is in place for the transfer of the land in exchange for \$1.



As the project is approaching construction start in summer of 2026, the formation of an LLC is necessitated in order to complete project financing.

This Board Order would:

1. Authorize the formation of The Coleman Homes for Good LLC and creation of accounts
2. Authorize representatives

C. Analysis

The formation of an LLC is an essential step in affordable multifamily housing development completed by a Public Housing Authority. It provides the following to the PHA:

1. Liability protection
2. Ability to meet lender requirements
3. Clear separation of assets and cash flow
4. Ability to meet funding expectations for HOME and LIFT
5. Flexibility for future asset management

Without the formation of an LLC, The Coleman project will not be able to proceed with its funding commitment and anticipated financing.

D. Furtherance of the Access & Opportunity Plan

The construction of The Coleman helps implement the Homes for Good strategic equity plan in the following ways:

- Providing additional opportunities for contracting with MWESB contractors and Section 3 (Low-income) workers
- Providing housing to individuals experiencing homelessness in transitional housing post-incarceration

Approval of the attached order will allow Homes for Good to execute necessary documents and achieve these outcomes.

E. Alternatives & Other Options

The Board could opt not to approve this order at this time. If this occurred, Homes for Good would not move forward with the proposed ownership structure.

F. Timing & Implementation

Upon approval of this order, the LLC will be formed, and the documents will be executed as required.

G. Recommendation

It is recommended that the Board of Commissioners approve the motion for the creation of The Coleman Homes for Good LLC.

H. Follow Up



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Further Board engagement will be needed for this project for approval of future contracts final approval of the borrowing and financing.

I. Attachments

None

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

ORDER 25-17-12-04H

In the Matter of Authorizing the Formation of
a Limited Liability Company for The Coleman

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

WHEREAS, 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 form, finance, and have a nonstock interest in, and to manage or operate, partnerships, nonprofit corporations and limited liability companies in order to further the purposes of the Authority; and

WHEREAS, the Authority finds it to be in the best interests of the Authority to authorize the formation of a limited liability company (the "Owner LLC") with the Authority as the sole member to own, develop and operate a low-income housing project at map and tax lot 1704261304502 in Eugene, OR (the "Project"); and

NOW, THEREFORE, THE AUTHORITY IN ITS OWN CAPACITY AND AS THE SOLE MEMBER OF THE OWNER LLC, ADOPTS THE FOLLOWING RESOLUTIONS:

1. Authorize Formation of the Owner LLC and Creation of Accounts

BE IT RESOLVED, that the Authority, in its own capacity, is hereby authorized to execute and deliver such documents as may be necessary for the formation of the Owner LLC including but not limited to the following:

- a) Articles of Organization to be filed with the Secretary of State of the State of Oregon; and
- b) An Operating Agreement with the Authority as the sole member or, at the election of the Authorized Representative; and
- c) Such documents as may be necessary or convenient to establish in the name of Owner LLC such as checking, savings and other accounts at such state or federally chartered banks as any Authorized Representative, as that term is defined in these Resolutions, may determine (such determination to be conclusively demonstrated by the signature of any Authorized Representative on such document).

2. 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 whether acting on behalf of the Authority or Owner LLC.

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

In addition to the Authorized Representatives named above, the following named individual shall have the authorization to execute draw requests, monthly progress reports, and miscellaneous forms associated with grants and loans.

Audrey Banks, Real Estate Development Director, or her assignee or successor

DATED this _____ day of _____, 2025

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/17/2025

AGENDA TITLE: In the Matter of Approving Contracts 26-P-0017 (Architectural Services) for The Coleman

DEPARTMENT: Real Estate Development Division

CONTACT : Johanna Jimenez

EXT: 2567

PRESENTER: Johanna Jimenez

EXT: "

ESTIMATED TIME : 10 min

- ☒ **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: 12.10.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



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HOMES FOR GOOD MEMORANDUM REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners
FROM: Johanna Jimenez, Project Developer
TITLE: In the Matter of Approving Contract 26-P-0017 (Architectural Services) for The Coleman
DATE: 12/17/2025

MOTION:

It is moved that the Homes for Good Board of Commissioners award contract 26-P-0017 (Architectural Services) to BDA Architecture for The Coleman located at Map and Tax Lot 1704261304502.

DISCUSSION:

A. Issue

Homes for Good Housing Agency's Real Estate Development Team is developing a 52-unit multifamily housing community with associated services on a 0.99-acre parcel of land located at the corner of Roosevelt Blvd and Hwy 99 in Eugene, OR. Architectural design development work is commencing on this development with a target of starting construction in August of 2026, necessitating that this contract be executed.

B. Background

Homes for Good Housing Agency, Lane County, and Sponsors Inc. are leading the effort to develop 52 units of new affordable housing adjacent to Lane County Parole and Probation on Highway 99 and Roosevelt Blvd. The four-story building will include a unit mix of studios and 1-bedroom units along with community space, offices, conference room, art space, landscaping, parking, and associated infrastructure. This building will also serve as a supportive service space for Sponsors' clients through the construction of a new re-entry resource center (RRC), a meeting room with art on display from clients, and additional office space.

The Coleman is intended to serve individuals exiting Sponsors' transitional housing program by providing permanent housing with on-site supportive services. These services will be available to clients living on-site, as well as for clients coming from off-site to receive services.

The site is zoned C-2, and is currently owned by Lane County. An intergovernmental agreement is in place for the transfer of the land in exchange for \$1.



The Real Estate Development team has worked with BDA Architecture through conceptual and schematic design of the building underneath an initial pre-development contract. The subsequent scope of work is to be covered under a new contract that will carry the project through construction completion.

C. Analysis

In December 2019, Homes for Good executed a Request for Proposals for Architect/Engineer Price Agreements in order to develop a pool of architectural firms to choose for future projects. Of nine applicants, four firms were selected for this pool based on such factors as experience, local knowledge, design approach, equity strategies, and capacity. BDA Architecture was among these four selected firms.

BDA was selected from the architect pool for The Coleman project due to their extensive knowledge and history with trauma informed design and building for people who are exiting incarceration. BDA worked alongside Homes for Good in the development of two additional projects for Sponsors, Inc.: Roosevelt Crossing and The Oaks on 14th. The continuity and lessons-learned that they bring to this project are invaluable.

The contract amount for Architectural Services is \$565,330. This scope covers Design Development through Construction Administration.

D. Furtherance of the Access & Opportunity Plan

The construction of The Coleman furthers the Homes for Good Access and Opportunity plan in the following ways:

- Providing additional opportunities for contracting with MWESB contractors and Section 3 (Low-income) workers
- Providing housing to individuals experiencing homelessness in transitional housing post-incarceration

Approval of the attached order will allow Homes for Good to execute necessary documents and achieve these outcomes.

E. Alternatives & Other Options

The alternative is for the Board to not approve this contract at this time. If this occurred, Homes for Good would instruct BDA and all other development partners to stop work on The Coleman.

F. Timing & Implementation

Upon approval of the Order, Homes for Good will execute the contract for Architectural Services immediately. This will result in a construction start for The Coleman in summer of 2026.

G. Recommendation



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It is recommended that the Board of Commissioners approve the attached board order to allow Homes for Good Housing Agency to execute a contract for Architectural Services with BDA Architecture.

H. Follow Up

Further Board engagement will be needed for this project for approval of future contracts final approval of the borrowing and financing.

I. Attachments

None

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

ORDER 25-17-12-05H

In the Matter of Approving Contract 26-P-
0017 (Architectural Services) for The
Coleman

WHEREAS, Housing 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 has been collaborating with Sponsors, Inc. to address the lack of affordable housing available for persons leaving incarceration; and

WHEREAS, the Authority has the need for professional Architectural Services in order to carry out the development of The Coleman; and

WHEREAS, the Authority has the need for Architectural Services to meet previously identified timelines for the development of The Coleman; and

WHEREAS, the Authority has completed a formal procurement process for the selection of BDA Architecture and Planning, P.C. to provide Architectural Services.

NOW IT IS THEREFORE ORDERED THAT:

The Executive Director or Designee is authorized to enter into an Architectural Services Contract with BDA Architecture and Planning, P.C. for The Coleman.

DATED this _____ day of _____, 2025

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/17/2025

AGENDA TITLE: Executive Director Performance Evaluation Following an Executive Session Pursuant to ORS 192.660(2)(i)

DEPARTMENT: Human Resources

CONTACT : Bailey McEuen

EXT:

PRESENTER: Bailey McEuen

EXT:

ESTIMATED TIME : 10 minutes

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

Approval Signature

EXECUTIVE DIRECTOR:

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

DATE: 12.10.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 12/17/2025

AGENDA TITLE: In the Matter of Approving the Eighth Amendment of the Executive Director Employment Contract Following the Annual Executive Director Performance Evaluation.

DEPARTMENT: Human Resources

CONTACT : Bailey McEuen

EXT:

PRESENTER: Bailey McEuen

EXT:

ESTIMATED TIME : 15 mins

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

Approval Signature

EXECUTIVE DIRECTOR:

DATE: 12.10.2025

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



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TO: Homes for Good Board of Commissioners

FROM: Bailey McEuen, Human Resources Director

TITLE: In the Matter of Documenting the Executive Director's Annual Performance Evaluation & Instructing Human Resources Regarding Revision of the Employment Contract

DATE: December 17, 2025

MOTION:

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

DISCUSSION:

A. Issue

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

B. Background

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

Jacob's employment agreement contains a provision regarding how merit increases may occur. The provision states that:

"The Board agrees to consider a merit increase following Mr. Fox's performance evaluation. The range for the merit increase shall be between 0 and 5 percent of gross salary. A merit increase, if any, shall be within the exclusive direction of the Board."

In March 2021, the Board adopted a formalized process for evaluating the Executive Director, including an annual self-assessment and, on even-numbered years, a 360-degree feedback survey distributed to internal and external partners. The 2025 evaluation followed this process.

Performance Evaluation Process

The 360-degree survey was sent to 37 invited participants, including Board Members, Leadership Team members, Access & Opportunity Planning Team members, AFSCME Local 3267 leadership, supervisors, and community partners. A total of 22 individuals completed

the survey, resulting in a 59% response rate. Participation remains consistent with the 2024 response rate of 19 responses out of 32 invited participants (59%).

The evaluation materials included Jacob's self-reflection and results of the 360-degree survey. Survey respondents rated eight core competencies and provided narrative comments on strengths and opportunities for growth.

C. **Analysis**

The following reflects a comparison of favorable ratings across each evaluated leadership competency from 2024 to 2025.

Competency	2024 Favorable	2025 Favorable	Change
Program Leadership	89%	91%	+2
Planning & Organization	89%	86%	-3
People Leadership	74%	77%	+3
Diversity, Equity & Inclusion	84%	82%	-2
Collaboration	89%	91%	+2
Communication	79%	77%	-2
Innovation	95%	95%	No change
Preparedness & Crisis Response	89%	77%	-12

Program Leadership

Program Leadership ratings increased in 2025, reflecting sustained confidence in Jacob's role stabilizing departments, navigating organizational transitions, and strengthening internal systems. Feedback continues to recognize his ability to lead through complexity and position the organization strategically. At the same time, comments suggest an opportunity to continue strengthening consistency across teams and reinforcing shared accountability structures.

People Leadership

People Leadership also improved in 2025, indicating progress in internal leadership consistency, staff support, and feedback practices. Respondents continue to describe Jacob as approachable and values-driven, with a strong emphasis on relationships and staff development. This shift suggests that recent efforts to clarify expectations and strengthen leadership alignment are being noticed.

Collaboration

Collaboration improved and remains a clear organizational strength. Respondents consistently highlighted Jacob's effectiveness in convening partners, advancing shared housing strategies, and representing the agency in regional and sector-wide work. This continues to be a core area of strength for the organization.

Innovation

Innovation remained unchanged at an exceptionally high level. This reinforces the continued perception of Jacob as a forward-thinking leader who actively pursues new approaches to advancing housing stability and organizational impact.

Planning & Organization

Planning & Organization experienced a modest decline, though ratings remain favorable overall. Feedback aligns with an opportunity to further refine internal systems, prioritization, and workload management during periods of high operational demand.

Communications

Communications also saw a slight decline year-over-year. Jacob continues to be praised for his public communication and advocacy for housing. At the same time, respondents noted that internal communications may benefit from additional tailoring and calibration under stress, particularly during complex or time-sensitive operational situations.

Crisis Response & Preparedness

The most significant year-over-year change occurred in Crisis Response and Preparedness, which experienced a notable decline and now represents the clearest opportunity for focused development moving into the next evaluation cycle. Respondents pointed to tensions between strategic visioning and operational demands, and expressed a desire for increased responsiveness and structure during high pressure moments. This feedback reflects the growing complexity of the organization's operating environment and the increasing expectations placed on executive-level crisis navigation.

Overall Leadership Themes

Across narrative responses, Jacob continues to be described as a credible, mission-driven leader with strong community standing, relationship-building skills, and a clear strategic focus. Respondents also noted his strengthened understanding of financial operations and organizational sustainability. Opportunities for continued development center on strengthening internal accountability systems, refining communication during periods of strain, and maintaining alignment between strategic leadership and day-to-day operational realities.

Self-Reflection

Jacob's self-reflection underscores a strong and enduring alignment with Homes for Good's mission, grounded in his belief that housing is a basic human right and in over a decade of leadership advancing affordable housing and supportive services in Lane County. He highlights progress in stabilizing and expanding the housing portfolio, supporting new executive leaders, investing in financial and operational improvements, and representing the agency in regional efforts such as Act Now Lane, while recognizing that this work remains ongoing and resource intensive.

He also identifies continued challenges related to maturing financial systems and reporting, navigating complex external contracting and reimbursement processes, and addressing time-intensive performance issues for a small subset of staff, all of which have implications for executive capacity and organizational resilience. From a development standpoint, Jacob reports growth in financial acumen, cultural and accountability leadership, and strategic advisory contributions, and he names further clarification of executive and deputy roles in financial oversight, as well as more intentional engagement of Board members in targeted advocacy, as key priorities for the coming period. Finally, he expresses appreciation for the

Board's engagement and the Leadership Team's partnership, noting that their support and accountability are central to sustaining progress toward organizational goals.

Summary

Overall ratings and commentary indicate that Jacob's performance continues to exceed expectations across competencies. The results support continuing this employment agreement and approving a 5% merit increase.

D. Furtherance of the Access & Opportunity Plan

This board action aligns with the Access & Opportunity Plan pillar of Lead & Grow Ethically. Retaining high-performing leadership supports organizational stability, informed decision-making, and implementation of equity-driven practices. Applying a merit increase is consistent with the agency's compensation philosophy of performance-based recognition and supports the recruitment and retention goals emphasized throughout the Access & Opportunity Plan.

E. Alternatives & Other Options

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

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

F. Timing & Implementation

It's recommended that the proposed renewal of his employment agreement and 5% merit increase become effective on Jacob's merit increase date of December 26, 2025.

G. Recommendation

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

H. Follow Up

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

I. Attachments

CultureAmp Summary Report, Jacob's Self-Reflection



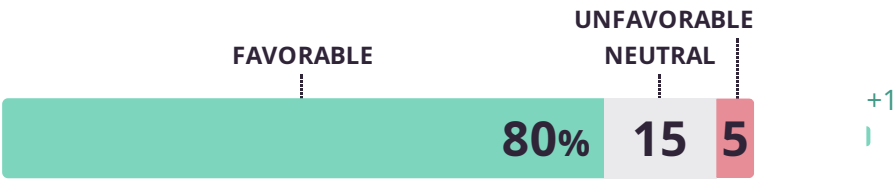
2025 ED Performance Evaluation Report - Summary

Viewing the All Results report for results from 01 Nov 2025 to 08 Dec 2025, compared to '24 Executive Director Performance Evaluation

Key factor

People

n = 22



Other factors

Favorable score ▼

Comparison

Homes. n = 22	<div><div>89</div></div>	0
Good n = 22	<div><div>86</div></div>	-6
Partnerships n = 22	<div><div>84</div></div>	0

Top 5 questions impacting People for Homes for Good

Impact	Question	Factor		Favorable score	Comparison
N/A	Program Leadership Competency. Strong leaders deliver outstanding results, demonstrate strong business acumen & program knowledge, and foster a high performance culture. Please rate your experience of Jacob's performance in leadership competency. n = 22	Homes.	4	<div><div>91</div></div>	+2

N/A	<p>Planning & Organization Competency. Strong leaders prioritize & plan work effectively, use time efficiently, keep clear & complete records, integrate changes smoothly, understand complexity of funding sources and allocate resources effectively to maximize impact. Please rate your experience of Jacob's performance in planning & organization competency.</p> <p><i>n = 22</i></p>	Homes.	2	<div> <div>86</div> <div>14</div> </div>	-3
N/A	<p>Diversity, Equity & Inclusion Competency (DEI). A strong leader prioritizes and demonstrates their commitment to DEI, understands the organization's impact on underrepresented and marginalized communities, continually centers DEI in decision making and strategic planning, and dedicates appropriate resources to supporting DEI goals and deliverables. Please rate your experience of Jacob's performance in the DEI Competency.</p> <p><i>n = 22</i></p>	People	3	<div> <div>82</div> <div>18</div> </div>	-2
N/A	<p>Communications Competency. A strong leader is able to communicate effectively with a variety of people both verbal and in writing, demonstrate emotional intelligence, listens and seeks clarification when needed, and promotes workable outcomes when faced with conflict. Please rate your experience of Jacob's performance in the Communications Competency.</p> <p><i>n = 22</i></p>	Partnerships	3	<div> <div>77</div> <div>5</div> <div>18</div> </div>	-2

N/A

Crisis Response/Preparedness Competency. An effective leader must be prepared to respond appropriately to emergency and crisis situations. They must possess the ability to communicate decisions to appropriate stakeholders, resolve unexpected problems promptly, and make decisions with independence, decisiveness & responsibility. Please rate your experience of Jacob's performance in the Crisis Response/Preparedness Competency.
n = 22

Good

2

77

18

5

-12

What you're doing well

Celebrate success with your highest favorable scoring questions.

Innovation Competency. Effective leaders must be innovated - driving growth, expanding services and implementing new methods of delivering value to customers. They must display original thinking & creativity, lead courageously and seize opportunities while effectively managing risk. Please rate your experience of Jacob's performance in the Innovation Competency.



Collaboration Competency. A strong leader must be able to cultivate and maintain positive working relationships with partner organizations to deliver results, actively seek and make impactful connections, strives to bring all voices to the table and consider diverse viewpoints in decision making. Please rate your experience of Jacob's performance in the Collaboration Competency.



Program Leadership Competency. Strong leaders deliver outstanding results, demonstrate strong business acumen & program knowledge, and foster a high performance culture. Please rate your experience of Jacob's performance in leadership competency.



Your top opportunities

Based on your results, Culture Amp's Focus Agent recommends these areas with the most potential for positive change.

Planning & Organization Competency. Strong leaders prioritize & plan work effectively, use time efficiently, keep clear & complete records, integrate changes smoothly, understand complexity of funding sources and allocate resources effectively to maximize impact. Please rate your experience of Jacob's performance in planning & organization competency.



Communications Competency. A strong leader is able to communicate effectively with a variety of people both verbal and in writing, demonstrate emotional intelligence, listens and seeks clarification when needed, and promotes workable outcomes when faced with conflict. Please rate your experience of Jacob's performance in the Communications Competency.



Crisis Response/Preparedness Competency. An effective leader must be prepared to respond appropriately to emergency and crisis situations. They must possess the ability to communicate decisions to appropriate stakeholders, resolve unexpected problems promptly, and make decisions with independence, decisiveness & responsibility. Please rate your experience of Jacob's performance in the Crisis Response/Preparedness Competency.





2025 ED Performance Evaluation Report - Rating Questions

Viewing the All Results report for results from 01 Nov 2025 to 08 Dec 2025, compared to '24 Executive Director Performance Evaluation

Rating questions 8

Free text questions 3

Multiple choice questions 0

Questions marked in green are recommended focus areas based on the question’s impact on People, favorable score and comparison to benchmarks. [What does this mean?](#)

Impact ▼	Question	Factor		Favorable score	Comparison
N/A	<p>Program Leadership Competency. Strong leaders deliver outstanding results, demonstrate strong business acumen & program knowledge, and foster a high performance culture. Please rate your experience of Jacob's performance in leadership competency.</p> <p><i>n = 22</i></p>	Homes.	4	<div><div>91</div><div>9</div></div>	+2
N/A	<p>Planning & Organization Competency. Strong leaders prioritize & plan work effectively, use time efficiently, keep clear & complete records, integrate changes smoothly, understand complexity of funding sources and allocate resources effectively to maximize impact. Please rate your experience of Jacob's performance in planning & organization competency.</p> <p><i>n = 22</i></p>	Homes.	2	<div><div>86</div><div>14</div></div>	-3

N/A	<p>Diversity, Equity & Inclusion Competency (DEI). A strong leader prioritizes and demonstrates their commitment to DEI, understands the organization's impact on underrepresented and marginalized communities, continually centers DEI in decision making and strategic planning, and dedicates appropriate resources to supporting DEI goals and deliverables. Please rate your experience of Jacob's performance in the DEI Competency.</p> <p><i>n = 22</i></p>	People	3	<div> <div>82</div> <div>18</div> </div>	-2
N/A	<p>Communications Competency. A strong leader is able to communicate effectively with a variety of people both verbal and in writing, demonstrate emotional intelligence, listens and seeks clarification when needed, and promotes workable outcomes when faced with conflict. Please rate your experience of Jacob's performance in the Communications Competency.</p> <p><i>n = 22</i></p>	Partnerships	3	<div> <div>77</div> <div>5</div> <div>18</div> </div>	-2
N/A	<p>Crisis Response/Preparedness Competency. An effective leader must be prepared to respond appropriately to emergency and crisis situations. They must possess the ability to communicate decisions to appropriate stakeholders, resolve unexpected problems promptly, and make decisions with independence, decisiveness & responsibility. Please rate your experience of Jacob's performance in the Crisis Response/Preparedness Competency.</p> <p><i>n = 22</i></p>	Good	2	<div> <div>77</div> <div>18</div> <div>5</div> </div>	-12

N/A	<p>Innovation Competency. Effective leaders must be innovated - driving growth, expanding services and implementing new methods of delivering value to customers. They must display original thinking & creativity, lead courageously and seize opportunities while effectively managing risk. Please rate your experience of Jacob's performance in the Innovation Competency.</p> <p><i>n = 22</i></p>	Good	3	<div> <div></div> <div>95</div> <div>5</div> </div>	0
N/A	<p>Collaboration Competency. A strong leader must be able to cultivate and maintain positive working relationships with partner organizations to deliver results, actively seek and make impactful connections, strives to bring all voices to the table and consider diverse viewpoints in decision making. Please rate your experience of Jacob's performance in the Collaboration Competency.</p> <p><i>n = 22</i></p>	Partnerships	4	<div> <div></div> <div>91</div> <div>5</div> </div>	+2
N/A	<p>People Leadership Competency. Strong leaders prioritize the support and development of their team by providing timely and relevant feedback, model organizational values and motivate others to perform well. Please rate your experience of Jacob's performance in the People Leadership Competency.</p> <p><i>n = 22</i></p>	People	6	<div> <div></div> <div>77</div> <div>14</div> <div>9</div> </div>	+3



2025 ED Performance Evaluation Report - Participation

'25 Executive Director Performance Evaluation

22 (of) participants from Homes for Good

People

Participation by Feedback provider role

Group	Breakdown
All Others	0
Union leader (AFSCME Local 3267)	1
Access & Opportunity Planning Team (AAOPT) member.	1
Homes for Good Supervisor or Manager	2
Homes for Good team member (non-supervisory)	4
Leadership Team or Direct Report	7
Homes for Good Board Member	7

Compared to '24 Executive Director Performance Evaluation

Powered by Culture Amp



2025 ED Performance Evaluation Report – Free Text Question Summaries

AI Comment summaries provide a quick and succinct overview of the participant comments. They are generated at an overall question, topic or sentiment level when there are more than five meaningful comments.

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

The leader is consistently praised for their accessibility, clear communication, and dedication to supporting staff through organizational changes and crises. They are recognized for fostering community partnerships, driving innovation, and effectively managing financial aspects of the organization. Their ability to navigate complex challenges and maintain agency operations is a recurring theme.

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

Employees expressed a desire for increased empathy and trauma-informed approaches from leadership, particularly regarding workload and stressful client interactions. There is a call for

clearer, more concise communication, especially concerning agency direction, internal projects, and financial uncertainties. Additionally, employees highlighted a need for greater focus on internal leadership development and career growth, alongside more consistent engagement with the board for advocacy and community work.

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

Employees consistently praise the leader's exceptional performance, highlighting their intelligence, empathy, and pragmatic approach to navigating organizational challenges. The leader is recognized for fostering trust, open communication, and a supportive team environment, which has positively impacted both individual and team performance during a difficult period for the organization.

2025 Executive Director Performance Evaluation – Self Reflection

1. My connection to our mission is:

*Consider Homes for Good's mission of providing affordable housing to our community, and our tagline **homes.people.partnerships.good.**, and reflect on how your work is connected.*

My connection to our mission is my deeply held belief that housing is a basic human right. Throughout my career I have had leadership roles that have delivered operational stability, supportive services and new affordable units to the local communities I have worked in including over 12 years here in Lane County.

2. What progress have you made on your goals in this review period?

Describe the impact on the success of your team, department and organization.

Refer to the feedback you have received and the progress you made toward your goals.

- I have continued to work closely with Audrey and the Real Estate Team to stabilize our existing portfolio and expand that portfolio by delivering new units. Lazy Days - 30 units - completed and occupancy is ongoing. Bridges on Broadway - 57 units - completed and occupancy is ongoing. Ollie Court - 81 units - 80% complete. The Coleman - 52 units off the OHCS ORCA waitlist and funded if the project can move successfully through the financial feasibility phase. Parcel 2 - 75 units - schematic design complete, capital and operating budgets built out and in ORCA waiting to advance. I continue to support Audrey's growth in her knowledge of multifamily housing development, and she is delivering high quality oversight and project management.
- We recruited and I led the onboarding of Aleksa Bruns our new Rent Assistance Director. I continue to support Aleksa's growth in her knowledge of HUD rent assistance programs and the State of Oregon funded Long Term Rent Assistance Program. Aleksa is doing a great job of learning and she is also making operational improvements much sooner than anticipated.
- We are investing significant FTE and consulting resources in all things Finance and seeing positive progress. Ela has moved into the primary leadership role for the Finance improvements and I'm still monitoring progress closely and engaged in decision making.
- The leadership roles that Larissa, Kirk and I have been involved in with Act Now Lane have been rewarding despite the challenging of not having a clear picture for what ACT Now Lane will deliver for the community. Despite the lack of clarity the engagement has enhanced Homes for Good's profile and leadership role in the community.

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

Refer to blockers that you managed to overcome as well as those that you did not.

- While we continue to make improvements in Finance systems, processes and staffing the improvements are still taking significant time and resources. We still haven't achieved a month end close so financial reports beyond budget to actual reports are readily available.
- The communication from, and contracting/leasing process with, Lane County continues to be problematic. On the contracting/leasing processes often times contracts aren't sent to us for months after the terms of the contract/lease has begun and often we have to pay for costs associated with contractual scope terms or leases and then are reimbursed.
- The vast majority of our employees are hard-working, have positive attitudes and care deeply about the people we serve. There is a small number of employees across the organization who have made poor decisions over the past year ranging from not working the full hours required, treating peers or supervisors unprofessionally, treating the people we serve unprofessionally and other problematic behavior. The amount of time that I and other Directors have to invest in addressing the poor performance for this small group of employees is a very significant amount of our time, requires legal expense and takes away from our ability to manage more important responsibilities.

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

Briefly explain how this growth has positively impacted your performance or will help you achieve future goals.

- I've continued to grow my understanding of finance best practices and where our financial systems are currently and what needs to change to achieve best practice ratings for key financial systems.
- In coordination with the Leadership Team and Management Team I've had to shift our culture subtly and reinforce behavioral and professionalism expectations.
- My role in Act Now Lane has allowed me to continue to provide and refine my strategic advice on macro issues impacting Lane County and Oregon more broadly.

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

Describe how these will impact goals and performance for you, your team and the organization.

- Determine best practices for what role and Executive Director and Deputy Director should serve as is relates to financial oversight. This was a skill outlined last year but we didn't get our financial reporting evolved to the point where it was possible to achieve this skill.
- I would like to identify specific instances where Board members can support organizations efforts and mission by advocating with local and state jurisdictions.

6. What specific support do you need to acquire, develop or refine these skills?

Tell us what you need from your manager to develop these skills.

- On the ED's and DD role as it relates to financial oversight, I think Ela and I can reach out to other PHA's and have conversations about this skill development goal.
- In terms of advocacy opportunities for Board members I think the Board can help shape what communication materials or education might be needed so that as advocacy opportunities arise, we are prepared to ask for Board members to engage.

7. I'm satisfied with the frequency of performance feedback I receive.

Strongly disagree

Disagree

Neutral

✓ Agree

Strongly Agree

8. If you would like, please provide any additional information that was not captured in the above form.

I want to thank members of the Board for your engagement and significant investment of time. I feel supported by the Board and also held accountable by the Board. I also want to thank members of the Leadership Team for supporting me in my role as the ED and for being such amazing contributors to our work in the community.



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

This eighth Amendment to the Employment Agreement between the Homes for Good Board of Commissioners and Jacob Fox, dated December 17, 2025 (FOX EMPLOYMENT AGREEMENT), is made by the following parties: Homes for Good Board of Commissioners, acting as the governing body of the Homes for Good Housing Agency, hereinafter referred to as the (BOARD), and Jacob P. Fox, hereinafter referred to as (FOX).

AGREEMENT

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

A. Salary. Effective December 26, 2025, BOARD shall approve a merit increase for FOX of 5% from the previous evaluation period.

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

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

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

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

DATED: _____, 2025

Chairperson, Homes for Good
Housing Agency Board

DATED: _____, 2025

Jacob P. Fox

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

ORDER 25-17-12-06H

In the Matter of Approving the Eighth
Amendment of the Executive Director
Employment Contract Following the Annual
Executive Director Performance Evaluation

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

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

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

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

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

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

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

1. Approval of the 2025 Annual Executive Director Performance Evaluation and recommendations
2. Approval of the Eighth Amendment of the Executive Director's Employment Contract

DATED this _____ day of _____, 2025

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners