



HOMES FOR GOOD BOARD OF COMMISSIONERS MEETING

Wednesday, February 22nd, 2023

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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 97405



Zoom

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

Wednesday, February 22nd, 2023, at 1:30pm

The February 22nd, 2023, Homes for Good Board of Commissioners meeting will be held at the Homes for Good Administrative Building. It will also be available via a public video call with dial-in capacity. The public has the option to participate in person or by joining via video call or conference line.

Join Zoom Meeting:

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

1. PUBLIC COMMENTS

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

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

3. ADJUSTMENTS TO THE AGENDA

4. COMMISSIONERS' BUSINESS

5. EMERGENCY BUSINESS

6. ADMINISTRATION

- A. Executive Director Report
- B. Quarter I Excellence Awards

7. CONSENT AGENDA

- Approval of January 25th, 2023, Board Meeting Minutes
- **ORDER 23-22-02-01H:** In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from Oregon Housing & Community Services for the Florence Quince Street Site
- **ORDER 23-22-02-02H:** In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from the City of Eugene & the Oregon Housing & Community Services for the Bridges on Broadway Permanent Supportive Housing Development
- **ORDER 23-22-02-03H:** In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from the Oregon Housing & Community Services for the Naval Reserve Site
- **ORDER 23-22-02-04H:** In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from the Oregon Housing & Community Services for the Coleman

8. ORDER 23-22-02-05H

In the Matter of Authorizing the Financing of Lazy Days Mobile Home & R.V. Park Rebuild Near Blue River Oregon
(Jacob Fox, Executive Director) (Estimated 10 minutes)

9. ORDER 23-22-02-06H

In the Matter of Approving the Award of the Finance Audit Contract
(Jacob Fox, Executive Director) (Estimated 10 minutes)

10. PRESENTATION

In the Matter of the PHA Annual Plan Overview & Calendar
(Mira Miller, Compliance & Data Analyst) (Estimated 10 minutes)

11. PRESENTATION

In the Matter of the Family Self-Sufficiency Program & Focus Groups Presentation
(Emily Yates, Resident Services Manager) (Estimated 20 minutes)

12. PRESENTATION

In the Matter of the Finance Division Moss Adams Assessment & Financial Reports
(Jacob Fox, Executive Director) (Estimated 30 minutes)

13. OTHER BUSINESS

Adjourn.

As an update on our effort to transition to a new software platform we have received an initial price proposal from Yardi the company that appears to be the only viable option after our due diligence process. For the suite of functionality that meets our needs the annual fees total \$213,000 and the one-time fees associated with the implementation and training total \$103,000. We have researched Yardi pricing proposals received by other public housing authorities and determined that other organizations have received pricing accommodations, so we intend to negotiate price. As a point of comparison, the annual fees for our current software platform, which is in the process of being phased out, is \$30,000 so this represents an exceptional increase in software related expense. We will continue our due diligence and pricing negotiations. The Homes for Good Board should anticipate a request from staff to purchase Yardi as early as March of 2023. This request will include details on the implementation timeline, finalized pricing post negotiations and details on how we will pay for the one time and annuals fees.

I'm actively working to support the Eugene Chamber of Commerce (ECC) efforts related to their Homelessness Initiative and have committed to serving on what they are calling the "brain trust". The "brain trust" is a group of private sector, public sector and non-profit sector leaders including our Board Member, Larissa Ennis. This group will support the work of econW who has been hired by ECC to perform a funding source and uses analysis to examine how resources are currently spent on homelessness services in Lane County. In addition, this group will support and advise the ECC on how to build a cross-sector coalition with shared goals and strategies related to how we can change and improve our efforts to address homelessness in Lane County.

In late January we received a letter of resignation from our Finance Director, Jeff Bridgens, who has since ended his employment with our organization. We are in the process of recruiting a new Finance Director and have already received some applications from viable candidates. In the interim I'm serving in the role of interim Finance Director and have a weekly meeting with the Finance Team and also a joint meeting between key members of the Finance Team and the Leadership Team. The Finance Team is a cohesive group and all members have stepped up to take on new responsibilities in response to Jeff's resignation and in support of implementing the recommendations from the Moss Adams Operational and Process Assessment of our Finance Department.





BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 02/22/2023

AGENDA TITLE: In the Matter of Presenting the Quarter 1 Excellence Award Winners

DEPARTMENT: Executive

CONTACT : Jasmine Leary

EXT: 2501

PRESENTER: Jacob Fox & Esteban Montero Chacon

EXT:

ESTIMATED TIME : 5 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 "JL", is written over a horizontal line.

DATE: 02.14.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



EXCELLENCE AWARD

JANUARY 2023

MANY GOOD THINGS STAND OUT ABOUT WES. SOME ARE EASY TO SPOT: HE IS THOUGHTFUL, CONSIDERATE, POLITE, AND HUMBLE. WHAT MAKES WES EXCEPTIONAL HIDES A LITTLE DEEPER. HE IS TENACIOUS, CONSTANTLY LOOKING FOR IMPROVEMENTS AND GROWTH FOR HIMSELF AND FOR THE TEAM. HE DESIGNS SYSTEMS AND TOOLS TO TRACK PROGRESS AND PRODUCTION. HE DEVELOPS COLOR-CODED KEYS TO CONVEY INFORMATION AND MAKE IT EASY TO READ WHILE KEEPING UP HIS TRAINING AND PRODUCTION GOALS. HE IS A CLEAR COMMUNICATOR AND HAS BUILT GREAT RELATIONSHIPS WITH OUR CONTRACTORS AND PARTNERS, NO SMALL FEAT DURING CHALLENGING COVID TIMES.

WES HAS LEARNED A LOT ABOUT THE COMPLEX SUBJECT OF BUILDING SCIENCE AND ENERGY AUDITING AND HAS ALREADY MET THE CRITERIA AND APPLIED FOR HIS PROFESSIONAL ENERGY AUDITOR CERTIFICATION. A COMMENDABLE ACHIEVEMENT AFTER ONLY A YEAR AND A HALF WITH HOMES FOR GOOD (MOST OF THAT TIME DURING COVID)!

OVERALL, WES IS A GREAT EXAMPLE OF A PROFESSIONAL ENERGY AUDITOR, KIND WITH CLIENTS, EFFECTIVE, AND ORGANIZED. HE GETS THE JOB DONE!

THANK YOU, WES AND KEEP GOING!

-ESTEBAN MONTERO CHACON
ENERGY SERVICES DIRECTOR



EXCELLENCE AWARD

JANUARY 2023

KIM STARTED AT HOMES FOR GOOD RIGHT AT THE BEGINNING OF THE EMERGENCY RENT ASSISTANCE AND LANDLORD COMPENSATION PROGRAMS. SHE MANAGED THE PAYMENT PORTION OF THE LANDLORD COMPENSATION PROGRAM WHICH INCLUDED COMMUNICATING WITH LANDLORDS AND THE STATE BOTH WHEN STARTING THE PROGRAM AND IN THE FINAL WRAP UP. HER PREVIOUS EXPERIENCE WITH PROPERTY MANAGEMENT HELPS HER COMMUNICATE EFFECTIVELY WITH LANDLORDS AND HAS ALSO GIVEN HER A BROADER UNDERSTANDING OF THE RENT ASSISTANCE PROGRAM FROM THE LANDLORD'S POINT OF VIEW.

WHEN THE LANDLORD COMPENSATION PROGRAM ENDED, KIM DOVE FURTHER INTO RENT ASSISTANCE AND HAS BEEN MAKING THE MONTHLY AND WEEKLY RENT ASSISTANCE PAYMENTS FOR ALMOST A YEAR NOW. SHE CONTINUALLY LOOKS FOR WAYS TO STREAMLINE THE PAYMENT PROCESS AND IS READY TO LEARN ALL SHE CAN ABOUT THE VARIOUS RENT ASSISTANCE PROGRAMS. KIM IS GENEROUS WITH HER TIME, GOING OUT OF HER WAY TO HELP LANDLORDS UNDERSTAND PAYMENTS, RECOUPS AND ACCESSING THEIR PAYMENT INFORMATION ONLINE.

KIM GLADLY HELPS AND DIVES IN WHEN QUESTIONS ARISE OR SOMEONE ON THE TEAM NEEDS HELP. HER CHEERFULNESS, PROFESSIONALISM AND KINDNESS SHINE BRIGHTLY IN HER WORK DAILY. SHE FAITHFULLY CALLS OUT BIRTHDAYS AND ANNIVERSARIES IN TEAMS WITH ENTHUSIASM! KIM YOU ARE GREATLY APPRECIATED!

-JEFF BRIDGENS
FINANCE DIRECTOR

MINUTES

Homes for Good Housing Agency

**add Homes for Good logo here once it is in PDF*

BOARD OF COMMISSIONERS

Wednesday, January 25th, 2023, at 1:30 p.m.

Homes for Good conducted the January 25th, 2023, meeting in person at the Homes for Good administrative building and via a public video call with dial-in capacity. The public was able to join the call, give public comment, and listen to the call.

CALL TO ORDER

Board Members Present:

Char Reavis

Heather Buch

Michelle Thurston

Justin Sandoval

Pat Farr

Kirk Strohman

Larissa Ennis

Chloe Tirabasso

Joel Iboa

Board Members Absent:

None

Quorum Met

1. PUBLIC HEARING

Homes for Good Housing Agency (Agency) will hold a joint public hearing of the Board and the Public Contract Review Board regarding the amendment of the Public and State contracting rules for Homes for Good.

Executive Director, Jacob Fox Presenting

2. ORDER 23-25-01-01H

In the Matter of the Joint Order of Board of Commissioners & Local Contract Review Board Amending Federal & State Public Contracting Rules for Homes for Good Housing Agency

Executive Director, Jacob Fox Presenting

Both Federal and State Public Contracting Policies have been revised and reviewed by Homes for Good's attorney for all contracting matters. The most noticeable changes are:

- Micro Procurement Threshold: **Originally:** \$3,000 **Now:** \$10,000.
- Small Procurement Threshold: **Originally:** \$150,000 **Now:** \$250,000.

- Public Hearings are no longer required for Construction Manager/General Contractor (CM/GC) alternative contracting methods unless specifically requested. The notice of intent to use an alternative contracting method is still required.

The reflected changes are to the procurement thresholds only. The Executive Director approval threshold for expenditures and contracts will remain at \$150,000.

The new thresholds will allow increased opportunities and flexibility to engaged with minority-owned, women-owned, and emerging small businesses (MWESB).

Discussion Themes

- Frequency of Public Housing Authority Board of Commissioners dually performing as Local Contract Review Board
- Expectation of the Local Contract Review Board
- Request to indicate in the Analysis of a Board Memo if substance has been vetted by legal counsel
- Importance of lower thresholds lowering barriers for historically underutilized businesses in the community

Vote Tabulations

Motion: **Pat Farr**

Second: **Kirk Strohman**

Discussion: *None*

Ayes: **Char Reavis, Heather Buch, Michelle Thurston, Justin Sandoval, Kirk Strohman, Chloe Tirabasso, Larissa Ennis, Joel Iboa, Pat Farr**

Abstain: *None*

Absent: **Joel Iboa**

Board Order 23-25-01-01H was passed [8/0/1]

3. PUBLIC COMMENT

None

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

Char Reavis

During COVID those receiving food stamps based on their income were given the maximum allowance possible based on household size. This will no longer be the case in the next few months. Additionally, those who have received a cost-of-living increase will receive less food stamps. Many individuals and families will begin receiving less food stamps than they were even prior to COVID.

There are currently some food programs, but the disparity could be more noticeable in the coming months especially with limited access to these programs in rural areas.

Discussion Themes

- Current community programs that serve Lane County (Food for Lane County, Trillium Produce Plus, etc.)
- Lowering barriers to increase resident access to food programs directly

5. ADJUSTMENTS TO THE AGENDA

None

6. COMMISSIONERS' BUSINESS

The purpose of a consent agenda is to group routine, procedural, informational and/or self-explanatory non-controversial items of the agenda under one vote tabulation. Details of the consent agenda are provided prior to the Board meeting but won't be discussed during Board proceedings.

If a Commissioner would like to remove an item from the consent agenda to further discuss during the Board meeting they can email the Homes for Good Executive staff prior to this meeting or they can declare the change in Commissioners' Business.

7. EMERGENCY BUSINESS

None

8. ADMINISTRATION

A. Executive Director Report

Executive Director, Jacob Fox

The Agency needs a software change. An all-day demo of Yardi was held for applicable staff. Yardi is in the process of providing a quote at which time Homes for Good will come to the Board for approval of the software purchase.

The Executive Director visited Lindeborg Place, a property in Junction City to enjoy coffee and doughnuts with residents. Currently, an individual experiencing homelessness is utilizing the laundry room at Lindeborg Place to sleep. At this time, they are not posing a threat. The community room needs cosmetic upkeep, such as painting. Supportive Housing Division Director, **Wakan Alferes** is aware and has prioritized this project with the capital projects team.

The Moss Adams Finance Department assessment has been received and reviewed. In total there were 14 recommendations, including the need for financial reporting and a cash management briefing for the Board.

On January 12th, 2023, the Resident Advisory Board was held. It was an opportunity for the Executive Director to receive feedback, discuss capital projects and engage directly with residents.

The HOME selection committee and Eugene City Council approved Homes for Good's proposal for the Naval Reserve Site. Homes for Good requested \$3 million in gap financing from the City of Eugene and received \$1.2 million.

Discussion Themes

- Board volunteer opportunities for property upkeep, resident engagement, and staff engagement
- Capacity of Homes for Good staff to facilitate Board member involvement in events in a non-performative way.
- Open invitation for Board members to attend Resident Advisory Board meetings

B. Employee of the Year Award

Rent Assistance Division Director, Beth Ochs, introduced Latoya Davis the recipient of the 2022 Employee of the Year Award and shared why Latoya received this award.

9. CONSENT AGENDA

- A. Approval of December 14th, 2022, Board Meeting Minutes

Vote Tabulations

Motion: **Pat Farr**

Second: **Michelle Thurston**

Discussion: None

Ayes: **Char Reavis, Heather Buch, Michelle Thurston, Justin Sandoval, Kirk Strohman, Chloe Tirabasso, Larissa Ennis, Joel Iboa, Pat Farr**

Abstain: **Joel Iboa**

Absent: None

The Consent Agenda was passed [8/1/0]

ORDERS:

10. ORDER 23-25-01-02H: In the Matter of Authorizing the Executive Director to Obtain Financing from Community Lending Works for the Bus Barn Property

Real Estate Development Director, Steve Ochs Presenting

The request is for a \$3000,000 loan from Community Lending Works for renovations of Bus Barn property. The property consists of Oak Street Child Development Center and a vacant two-story building called Oak Court. Oak Street Child Development Center is interested in expanding their space to include the ground floor of Oak Court.

An assessment was conducted, and it is estimated renovations would cost \$120,000. At this time the intent to build housing is delayed until it is determined how much of the space will be leased. If the space is not fully utilized an alternative would be to tear down the Oak Court structure and develop a new housing property.

The Board is welcome to tour the property to provide additional context to the project as a whole.

Community Lending Works Loan Proposal

- Fixed rate 5.75%
- No interest for the first 10 months
- Quarterly interest-only payments after the first 10 months
- Lump sum

Alternative Option

- Fiscal year budgeted amount: \$90,000
- Line of Credit (7.5%) for remaining amount

Discussion Themes

- Alternative of Construction to Permanent Loan
- Drawn down vs. lump sum loan

- Methods for seeking tenants
- Child Development Center funding
- Long term vision for the Bus Barn property

Board Order 23-25-01-02H was TABLED

11. ORDER 23-25-01-03H: In the Matter of Updating the Administrative Plan – Housing Assistance Payment Abatement

Rent Assistance Division Director, Beth Ochs Presenting

Units are regularly inspected based on Housing Quality Standards (HQS). If a unit does not pass the inspection the responsibility either falls on the landlord or the tenant. If the landlord is found responsible for an uninhabitable unit a timeline and deadline are set in place to complete the necessary repairs. If a tenant is found responsible for the uninhabitability of a unit the result is either: (1) The landlord will evict the tenant or (2) Homes for Good will terminate the assistance to the tenant. The occurrence of these situations is rare, but there has been an increase of uninhabitable units Permanent Supportive Housing (PSH) properties.

If a PSH unit is found uninhabitable, historically, the Rent Assistance Division doesn't take action to stop the assistance, nor does the owner take action to evict. Additional supportive services are provided for the tenant as a solution. Current policies aren't written to address these specific circumstances. After speaking with the HUD Portland field office, who also connected with HUD headquarters in Washington D.C., they determined that Homes for Good could continue housing assistance payment, but a timeline would need to be standardized for these specific situations and written into policy. The standard timeline is 30 days to rectify the situation with the possibility of a 30-day extension totaling 60 days to make the unit habitable. This specific policy outlined needs to be added to the Administrative Plan.

Discussion Themes

- Positive impact of additional supportive services for PSH residents
- Difference to private market landlord situations versus PSH landlord situations
- Bridge housing program

Vote Tabulations

Motion: **Kirk Strohman**

Second: **Larissa Ennis**

Discussion: *None*

Ayes: **Char Reavis, Heather Buch, Michelle Thurston, Justin Sandoval, Kirk Strohman, Chloe Tirabasso, Larissa Ennis, Joel Iboa, Pat Farr**

Abstain: *None*

Absent: *None*

Board Order 23-25-01-03H was [9/0/0]

PRESENTATIONS:

12. PRESENTATION: In the Matter of Coordinating Consulting Services Presenting the Homes for Good Continuity of Operations Plan Profile

Executive Director, Jacob Fox, and Coordinated Consulting Services, Sarah Nuttbrock Presenting

Early in the pandemic, Homes for Good realized the need to have plans put in place to respond to the various disasters that could occur. This includes preparedness at an organizational level (the Agency) and an individual level (residents).

[Please refer to the presentation for further information]

Discussion Themes

- Importance of staff and resident educational preparedness
- Inclusion of resident perspective for implementation purposes

No action needed.

13. PRESENTATION: In the Matter of Presenting the Strategic Equity Plan Overview & Quarterly Progress Report

Executive Director, Jacob Fox Presenting

The Equity Strategy Team (EST) at Homes for Good tracks the progress of the Strategic Equity Plan (SEP) on a quarterly basis.

Accomplishments

- Focus Groups (Housing Choice Voucher Program participants, Family Self-Sufficiency participants)
- Review accessible unit study
- Improvement projects as an opportunity for staff that don't regularly engage with clients to volunteer
- Naval Reserve site as an opportunity to improve educational achievement for youth that are served by Homes for Good properties and programs

Pipeline

- Create a plan to address issues of accessibility at residential sites and develop future properties with the intent to exceed minimum ADA standards

[Please refer to the presentation for further information]

Discussion Themes

- Determine the need for ADA units with a data-driven approach
- External engagement with the SEP

No action needed.

14. PRESENTATION: In the Matter of Follow-Up Discussion Regarding Government Leadership Solutions Board Workshop

Executive Director, Jacob Fox Presenting

A Board workshop was held by Government Leadership Solutions. Prior to the next Board workshop in March two ad hoc committees will need to:

- Begin review of Bylaws
- Begin review of SEP

The overall feedback from the Board workshop in January was a need for clarity on the purpose of the training, provide all materials in advance and a detailed agenda.

Discussion Themes

- Include guidelines/procedures on how Board makes decisions
- Job descriptions for Board members

No action needed.

15. Other Business

None

Meeting adjourned at 4:00 p.m.

Minutes Taken By: Jasmine Leary



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 02/22/2023

AGENDA TITLE: In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from Oregon Housing and Community Services for the Florence Quince Street Site

DEPARTMENT: Real Estate Development Division

CONTACT : Nora Cronin

EXT: 2521

PRESENTER: Nora Cronin

EXT: 2521

ESTIMATED TIME : 10 mins

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

Approval Signature

EXECUTIVE DIRECTOR:

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

DATE: 02.14.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Nora Cronin, Project Development Manager
TITLE: In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from Oregon Housing and Community Services for the Florence Quince Street Site
DATE: February 22, 2023

MOTION:

It is moved that the Homes for Good Board of Commissioners authorize the Executive Director or Designee to apply for assistance from Oregon Housing and Community Services for the Quince Street Site in Florence, Oregon.

DISCUSSION:

A. Issue

On January 18, 2023, Oregon Housing and Community Services (OHCS) released a Notice of Funding Availability (NOFA) for 1) Local Innovation and Fast Track (LIFT) Rental funds, 2) federal 4% Low Income Housing Tax Credits (LIHTC), and 3) Private Activity Bonds (PAB) for new affordable housing developments. Applications are due by March 30, 2023. Homes for Good intends to apply for this funding to develop a new affordable housing apartment community on the Quince Street Site in Florence, Oregon.

One requirement of the NOFA is a board resolution authorizing the sponsor to apply for specific program funds, accepting program regulations and responsibilities, and indicating the authorized signers. This memorandum requests such board authorization.

B. Background

On December 7, 2022, Homes for Good purchased the 6.88-acre site at 505 Quince Street in Florence, Oregon for the purpose of developing affordable housing. Homes for Good conducted due diligence on the property and feasibility of different development scenarios.

Homes for Good has worked with BDA Architecture and Planning to develop a conceptual design and Walsh Construction to prepare a budget estimate. The design and housing type was informed by a series of outreach meetings with staff and Florence-area organizations and businesses. Based on this feedback, Homes for Good intends to develop an apartment community which will provide a variety of unit type options for families as well as seniors. The



development on this property will consist of 86 units in nine buildings across the 6.88-acre site. One building in the center of the site will serve as the community building, providing space for property management and supportive services. There will be a mixture of one-, two-, and three-bedroom units. One building will be a 3-story elevator-served building with mostly one-bedroom units that would be appropriate for seniors or small households. The larger bedroom sizes will be spread throughout the rest of the development in townhome style units and flats. The property will include plenty of parking, play areas, walking paths, and other amenities. Homes for Good will continue to work with community partners and other stakeholders through the design and development process to ensure the appropriate accessibility, amenities, and services are provided on the site.

In December 2022, Homes for Good submitted an application for Project-Based Vouchers for all 85 income-qualified units at this site. Homes for Good will be notified of the status of this application by March 2023.

C. Analysis

With board approval, Homes for Good will continue efforts in preparing our application for funds to develop the apartment community on Quince Street in Florence, Oregon. Staff will submit our application for the OHCS LIFT NOFA by the deadline of March 30, 2023.

If all sources of funding are secured, the estimated timeline is to start construction in late spring 2024 with completion in the summer of 2025.

D. Furtherance of the Strategic Equity Plan

In furtherance of the Strategic Equity Plan (SEP)'s goal of supporting non-profits through preferences and partnerships, Homes for Good is exploring a variety of preferences and partnerships for this project with a particular focus on preferences that will allow low-income families and Black, Indigenous, and other People of Color (BIPOC) to access this housing and services.

Additionally, this project and the development of new affordable housing units also furthers the SEP's goal of continuing affordable housing production. The approach of maximizing the number of units that can be fit onsite into nine buildings with a variety of bedroom sizes and unit types also represents a commitment to "experiment with housing types and scale."

E. Alternatives & Other Options

If the board does not approve the order, Homes for Good will stop all efforts to Quince Street Site as described above and will not apply for OHCS resources through the current NOFA.

F. Timing & Implementation



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The funding application is due to Oregon Housing and Community Services (OHCS) on March 30, 2023. Funding award notification is expected by July 2023.

G. Recommendation

It is recommended that the Board of Commissioners approve the attached board order to allow Homes for Good Housing Agency to apply for the LIFT funding, 4% Low Income Housing Tax Credits, and Private Activity Bonds.

H. Follow Up

If successful in the OHCS NOFA, there will be future approvals needed from the board to move forward with development of the site. These board orders will include approval for the formation of Limited Partnerships, entering into the construction contract, and 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 23-22-02-01H

In the Matter of Authorizing the Executive
Director or Designee to Apply for Assistance
from Oregon Housing and Community
Services for the Florence Quince Street Site

WHEREAS, Housing 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 purchased real property located at 505 Quince Street in Florence Oregon at Map & Tax lot 18-12-26-33-00400 and 18-12-35-22-03200 in December 2022 for the purpose of developing affordable housing; and

WHEREAS, the Authority wishes to obtain assistance from Oregon Housing and Community Services and other sources to provide funding for the affordable housing development on this property.

NOW IT IS THEREFORE ORDERED THAT:

The Authority shall develop the property at 505 Quince Street in Florence, Oregon as an affordable housing community;

The Executive Director or Designee is authorized to apply to Oregon Housing and Community Services for Local Innovation and Fast Track (LIFT) rental funds, 4% Low Income Housing Tax Credits (LIHTC), and Private Activity Bonds (PAB);

The Authority will accept the responsibilities and requirements of any tax credit and/or grant or loan programs applied for through the Oregon Housing and Community Services LIFT Notice of Funding Availability (NOFA) and other gap funding;

The Executive Director or Designee is authorized to execute the program and legal documents associated with accepting the tax credit and grant programs;

The Executive Director or Designee is authorized to release project information to OHCS or other organizations providing gap funding from the financial partners listed in the application and authorizes OHCS to verify any application information as required to complete its due diligence; and

The Executive Director or Designee is authorized to sign all draw requests, monthly progress reports and miscellaneous forms associated with the tax credit and grant programs awarded to the project.

DATED this _____ day of _____, 2023

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 02/22/2023

AGENDA TITLE: In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from the City of Eugene and Oregon Housing and Community Services for the Bridges on Broadway Permanent Support Housing Development

DEPARTMENT: Executive

CONTACT : Nora Cronin

EXT: 2521

PRESENTER: Nora Cronin

EXT: 2521

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 "N. Cronin", is written over a horizontal line.

DATE: 02.14.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners
FROM: Nora Cronin, Project Development Manager
TITLE: In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from the City of Eugene and Oregon Housing and Community Services for the Bridges on Broadway Permanent Support Housing Development
DATE: February 22, 2023

MOTION:

It is moved that the Homes for Good Board of Commissioners authorize the Executive Director or Designee to apply for Affordable Housing Trust Funds, Permanent Supportive Housing Funds, and other gap financing for the Bridges on Broadway Permanent Support Housing Development in Eugene, Oregon.

DISCUSSION:

A. Issue

On January 5, 2023, the City of Eugene released a Request for Proposals for Affordable Housing Trust Funds to help fund new and innovative affordable housing projects. On January 18, 2023, Oregon Housing and Community Services (OHCS) released a Notice of Funding Availability (NOFA) for Permanent Supportive Housing (PSH) funds for new affordable housing developments. Homes for Good intends to apply for these funding sources to renovate the former Red Lion Hotel (located at 599 East Broadway in Eugene, Oregon) into 57 studio apartment units of permanent supportive housing.

One requirement of these funding opportunities is a board resolution authorizing the sponsor to apply for specific program funds, accepting program regulations and responsibilities, and indicating the authorized signers. This memorandum requests such board authorization.

B. Background

In 2021, Lane County purchased the former Red Lion Hotel with funding provided by a grant from the Oregon Community Foundation as part of the State's Project Turnkey program, to provide temporary housing for people experiencing homelessness, at-risk of homelessness or displaced by wildfires. Homes for Good has been partnering with Lane County to operate the residential facility and to plan for converting the hotel to permanent



supportive housing. Lane County currently owns the property, but they plan to transfer ownership to Homes for Good after all funding is secured for the redevelopment. Homes for Good is working with Lane County to enter into an Intergovernmental Agreement regarding the land transfer.

Homes for Good has worked with Pinnacle Architecture to develop a conceptual renovation plan and Meili Construction to prepare a budget estimate. Bridges on Broadway will convert the existing 50 room former Red Lion Hotel into 57 units serving individuals who are experiencing chronic homelessness. The site will serve single individuals using the Housing First/Harm Reduction model as well as the project design and service delivery utilizing a trauma-informed lens. The 4-story building will consist of 57 studio apartments, 8 fully accessible units, secure key entry, secure bike storage, common areas, ample parking, and onsite supportive services.

Bridges on Broadway will increase Homes for Good's portfolio of dedicated Permanent Supportive Housing projects that utilize the Housing First model developed in close partnership with Lane County. Through this partnership, we have recently been able to develop 111 units of PSH at three single site projects; The Commons on MLK which prioritizes frequent emergency services users, The Keystone, which prioritizes families experiencing chronic homelessness, and The Nel, which will prioritize people experiencing chronic homelessness. Like these three recent PSH projects, Homes for Good will provide Project Based Vouchers and Lane County will provide referrals through Coordinated Entry for Bridges on Broadway. However, one difference from our recent dedicated PSH projects is that Homes for Good will operate the property in-house instead of through contracted Property Management and Supportive Services. We believe this model will prove even more successful than our current operating structure at our dedicated PSH projects based on the depth of experience that our team has supporting residents exiting homelessness in achieving and maintaining housing stability.

Homes for Good will need to secure capital funding, rental assistance, and services subsidy for Bridges on Broadway to move forward. In December 2022, Homes for Good applied for Project-Based Voucher rental assistance for all 57 income-qualified units at this site. Homes for Good will be notified of the status of this application by March 2023.

C. Analysis

With board approval, Homes for Good will continue efforts in preparing our applications for funding to develop Bridges on Broadway. Staff will submit a response to the City of Eugene's Affordable Housing Trust Funds (AHTF) Request for Proposals by the deadline of March 2, 2023. Staff will also submit a response to the OHCS PSH NOFA, requesting both capital and services funding, by the deadline of March 30, 2023.

If all these sources of funding are secured, the estimated timeline is to start construction in late spring 2024 with completion in late spring 2025.

D. Furtherance of the Strategic Equity Plan



The development of Bridges on Broadway helps implement the Homes for Good Strategic Equity Plan in the following ways:

- Supporting non-profits through preferences and partnerships. Homes for Good is exploring a partnership with Veterans Affairs Supportive Housing (VASH) to provide referrals at Bridges on Broadway.
- Continuing affordable housing production and addressing the urgent need to increase the amount of housing and supportive service for individuals experiencing chronic homelessness.
- Determining the financial viability of a desired growth plan for the Supportive Housing Division in coordination with our efforts to secure capital and supportive services for new permanent supportive housing apartment communities.

Approval of the attached order will allow Homes for Good to apply for funding and achieve these outcomes.

E. Alternatives & Other Options

If the board does not approve the order, Homes for Good will stop all efforts to develop the Bridges on Broadway property as described above and will not apply for the City of Eugene Affordable Housing Trust Funds (AHTF) or OHCS resources through the current PSH NOFA.

F. Timing & Implementation

The City of Eugene application will be submitted by the deadline of March 2, 2023, and funding awards are expected in May 2023. The PSH NOFA application will be submitted by the deadline of March 30, 2023, and funding awards are expected in August 2023.

G. Recommendation

It is recommended that the Board of Commissioners approve the proposed motion.

H. Follow Up

If successful in securing City of Eugene and OHCS funding sources, there will be future approvals needed from the board to move forward with development of the site. These board orders will include approval for the formation of Limited Partnerships, entering into the construction contract, and final approval of the borrowing and financing.

I. Attachments

- A. Vicinity Map



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Attachment A: Bridges on Broadway Vicinity Map



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

ORDER 23-22-02-02H

In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from the City of Eugene and Oregon Housing and Community Services for the Bridges on Broadway Permanent Support Housing Development

WHEREAS, Housing 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, Homes for Good Housing Agency is engaged with Lane County in a partnership will identify, engage, and house people experiencing homelessness from Lane County's Coordinated Entry Central Wait List; and

WHEREAS, the Authority will be entering into an agreement with Lane County to transfer ownership of the Bridges on Broadway property (formerly the Red Lion Hotel) at 599 East Broadway in Eugene, Oregon to the Authority; and

WHEREAS, the Authority, once completed with due diligence and funding is secured, intends to convert the 50-room hotel into 57 units of permanent supportive housing, along with common use and supportive service areas, for individuals experiencing chronic homelessness; and

WHEREAS, the Authority wishes to obtain assistance from the City of Eugene and Oregon Housing and Community Services (OHCS) to provide funding for this housing development.

NOW IT IS THEREFORE ORDERED THAT:

The Authority shall develop the property at 599 East Broadway in Eugene, Oregon, known as Bridges on Broadway, with 57 units of permanent supportive housing;

The Executive Director or Designee is authorized to apply to the City of Eugene for Affordable Housing Trust Fund (AHTF) funding for The Coleman;

The Executive Director or Designee is authorized to apply to Oregon Housing and Community Services (OHCS) for 4% Low Income Housing Tax Credits and gap funding for The Coleman;

The Executive Director or Designee is authorized to apply for gap funding necessary to develop the property;

The Authority will accept the responsibilities and requirements of any tax credit and/or grant or loan programs applied for through the City of Eugene's AHTF application, OHCS' Notice of Funding Availability (NOFA), and other gap funding;

The Executive Director or Designee is authorized to execute the program and legal documents associated with accepting the tax credit and grant programs;

The Executive Director or Designee is authorized to release project information to the City of Eugene, OHCS, or other organizations providing gap funding as required to complete its due diligence; and

The Executive Director or Designee is authorized to sign all draw requests, monthly progress reports and miscellaneous forms associated with the tax credit and grant programs awarded to the project.

DATED this _____ day of _____, 2023

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 02/22/2023

AGENDA TITLE: In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from Oregon Housing and Community Services for the Naval Reserve Site

DEPARTMENT: Real Estate Development Division

CONTACT : Matt Salazar

EXT: 2528

PRESENTER: Matt Salazar

EXT: 2528

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 "MS", is written over a horizontal line.

DATE: 02.14.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners

FROM: Matt Salazar, Project Developer

TITLE: In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from Oregon Housing and Community Services for the Naval Reserve Site

DATE: February 22, 2023

MOTION:

It is moved that the Homes for Good Board of Commissioners authorize the Executive Director or Designee to apply for assistance from Oregon Housing and Community Services for the Naval Reserve site on 13th Avenue in Eugene, Oregon.

DISCUSSION:

A. Issue

On January 18, 2023, Oregon Housing and Community Services (OHCS) released a Notice of Funding Availability (NOFA) for 1) Local Innovation and Fast Track (LIFT) Rental funds, 2) federal 4% Low Income Housing Tax Credits (LIHTC), and 3) Private Activity Bonds (PAB) for new affordable housing developments. Applications are due by March 30, 2023. Homes for Good intends to apply for this funding to develop a new affordable housing apartment community along with an early learning center on the parcel of land on 13th Avenue awarded to Homes for Good through the recent City of Eugene HOME RFP.

One requirement of the NOFA is a board resolution authorizing the sponsor to apply for specific program funds, accepting program regulations and responsibilities, and indicating the authorized signers. This memorandum requests such board authorization.

B. Background

On January 24, 2022, the Eugene City Council approved the Housing Implementation Pipeline (HIP), a document outlining key goals and actions to increase housing stability and accessibility over the next five years in Eugene. The HIP included goals related to making City-owned property on 13th Avenue east of Chambers, also known as the Naval Reserve site, available in the fall of 2022 for affordable housing development through the federal HOME request for proposal (RFP) process that happens annually each fall. In November 2022, Homes



for Good submitted a proposal which was approved by the Eugene-Springfield HOME Consortium Governing Board in February 2023.

In December 2022, Homes for Good submitted an application for Project-Based Vouchers for all 80 income-qualified units at this site. Homes for Good will be notified of the status of this application by March 2023.

Homes for Good has worked with PIVOT Architecture to develop a conceptual design and Chambers Construction to prepare a budget estimate. The Naval Reserve Apartment Community and Early Learning Center development would be an 81-unit multifamily housing community serving singles and families. The development on this property will consist of two 4-story, elevator-served buildings with a mix of one-, two- and three-bedroom apartments, common areas, and space for supportive services. A 10,000 square foot Early Learning Center consisting of five classrooms, movement space, and offices would be located on the ground floor of one of the buildings.

C. Analysis

With board approval, Homes for Good will continue efforts in preparing our application for funds to develop the Naval Reserve Apartment Community and Early Learning Center on the 13th Avenue site. Staff will submit our application for the OHCS LIFT NOFA by the deadline of March 30, 2023.

If all sources of funding are secured, the estimated timeline is to start construction in late spring 2024 with completion in the summer of 2025.

D. Furtherance of the Strategic Equity Plan

In furtherance of the Strategic Equity Plan (SEP)'s goal of supporting non-profits through preferences and partnerships, Homes for Good is exploring a variety of preferences and partnerships for this project with a particular focus on preferences that will allow low-income families and Black, Indigenous, and other People of Color (BIPOC) to access this housing and services. Foremost among these partnerships are those with the childcare providers who will allow low-income families throughout the community at-large increased access to childcare.

Additionally, this project and the development of new affordable housing units also furthers the SEP's goal of continuing affordable housing production. The approach of maximizing the number of units that can be fit onsite into two four-story buildings also represents a commitment to "experiment with housing types and scale."

E. Alternatives & Other Options

If the board does not approve the order, Homes for Good will stop all efforts to develop the 13th Avenue property as described above and will not apply for OHCS resources through the current NOFA.



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F. Timing & Implementation

The funding application is due to Oregon Housing and Community Services (OHCS) on March 30, 2023. Funding award notification is expected by July 2023.

G. Recommendation

It is recommended that the Board of Commissioners approve the attached board order to allow Homes for Good Housing Agency to apply for the LIFT funding, 4% Low Income Housing Tax Credits, and Private Activity Bonds.

H. Follow Up

If successful in the OHCS NOFA, there will be future approvals needed from the board to move forward with development of the site. These board orders will include approval for the formation of Limited Partnerships, entering into the construction contract, and 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 23-22-02-03H

In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from Oregon Housing and Community Services for the Naval Reserve Site

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 Head Start of Lane County and Early Childhood CARES to innovate ways of co-locating early learning services with affordable housing; and

WHEREAS, the Authority wishes to obtain assistance from Oregon Housing and Community Services and other sources to provide funding for this co-location development in Eugene, Oregon;

THEREFORE, BE IT RESOLVED THAT:

The Authority shall propose to develop the Naval Reserve Site on 13th Avenue with affordable housing and an Early Learning Center;

The Executive Director or Designee is authorized to apply to Oregon Housing and Community Services for Local Innovation and Fast Track (LIFT) rental funds, 4% Low Income Housing Tax Credits (LIHTC), and Private Activity Bonds (PAB);

The Authority will accept the responsibilities and requirements of any tax credit and/or grant or loan programs applied for through the Oregon Housing and Community Services LIFT Notice of Funding Availability (NOFA) and other gap funding;

The Executive Director or Designee is authorized to execute the program and legal documents associated with accepting the tax credit and grant programs;

The Executive Director or Designee is authorized to release project information to OHCS or other organizations providing gap funding from the financial partners listed in the application and authorizes OHCS to verify any application information as required to complete its due diligence; and

The Executive Director or Designee is authorized to sign all draw requests, monthly progress reports and miscellaneous forms associated with the tax credit and grant programs awarded to the project.

DATED this _____ day of _____, 2023

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 02/22/2023

AGENDA TITLE: In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from the City of Eugene and Oregon Housing and Community Services for The Coleman

DEPARTMENT: Real Estate Development Division

CONTACT : Nora Cronin

EXT: 2521

PRESENTER: Nora Cronin

EXT: 2521

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 "N. Cronin", is written over a horizontal line.

DATE: 02/15/23

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners
FROM: Nora Cronin, Project Development Manager
TITLE: In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from the City of Eugene and Oregon Housing and Community Services for The Coleman
DATE: February 22, 2023

MOTION:

It is moved that the Homes for Good Board of Commissioners authorize the Executive Director or Designee to apply for Affordable Housing Trust Funds, 4% Low Income Housing Tax Credits, and other gap financing for The Coleman Affordable Housing Development in Eugene, Oregon.

DISCUSSION:

A. Issue

In January 2023, the City of Eugene released a Request for Proposals (RFP) for \$1,257,612 of Affordable Housing Trust Funds (AHTF) for affordable housing developments. In June 2023, Oregon Housing and Community Services is expected to release the Small Projects Notice of Funding Availability (NOFA). Homes for Good intends to apply for these funding opportunities to develop 38-39 units of Permanent Supportive Housing for people with criminal histories on Highway 99 in Eugene.

One requirement of these funding opportunities is a board resolution authorizing the sponsor to apply for specific program funds, accepting program regulations and responsibilities, and indicating the authorized signers. This memorandum requests such board authorization.

B. Background

Homes for Good Housing Agency, Lane County, and Sponsors Inc. are leading the effort to develop 38-39 units of new affordable housing next door to the new location for Lane County Parole and Probation on Highway 99 and Roosevelt Blvd. The three-story building will include primarily 1-bedroom units along with community space, offices, conference room, art space, landscaping, parking, and associated infrastructure. This building will also serve as an interface between Sponsors Inc. and the larger community through the



construction of a new re-entry resource center (RRC), 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 optimally located across from Roosevelt Crossing and existing transitional housing development run by Sponsors and right next door to the new Lane County Parole and Probation center. It consists of two parcels (expanded through a property line adjustment process in October 2022), is zoned C-2, and is currently owned by Lane County (See Attachment A).

In addition to the City funding, Homes for Good intends to use resources from Oregon Housing and Community Services Department (OHCS) and other financial subsidies necessary to develop the project. The architectural firm, BDA Architecture, has started conceptual design work and we have selected Essex Construction as the General Contractor. If successful in obtaining funding awards from the City and OHCS, the estimated timeline is to start construction in summer 2024, with completion in the summer/fall of 2025.

C. Analysis

Sponsors is providing financing for predevelopment expenses related to the submission of the AHTF RFP and Small Projects NOFA. As a result, the financial impact of this application to Homes for Good is solely the staff time necessary to put together and submit these applications. Project funding will come from a variety of sources.

- Capital funding: Homes for Good intends to apply for Low Income Housing Tax Credits and gap financing through the Small Projects NOFA in Summer of 2023. The Coleman will use HOME/Affordable Housing Trust Funds, SDC waivers and other gap financing from the City of Eugene and look at other funding opportunities as necessary including permanent loans.
- Rental subsidy: Homes for Good has been awarded project-based vouchers for a portion of the units.
- Services funding: Sponsors Inc. will provide supportive services to all residents at The Coleman.

Approval of the attached order is necessary to allow Homes for Good to apply to the City of Eugene for AHTF Funds and gap financing through OHCS.

D. Furtherance of the Strategic Equity Plan

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

- Providing additional opportunities for contracting with MWESB contractors



- Partnering with a culturally responsive service provider that works with marginalized communities

Approval of the attached order will allow Homes for Good to apply for funding and achieve these outcomes.

E. Alternatives & Other Options

If the board order is not approved, Homes for Good will need to assess other financing options for this development. These would not become available until 2024.

F. Timing & Implementation

The City of Eugene application will be submitted by the deadline of March 2, 2023, and funding awards are expected in May 2023. The Small Projects NOFA application is expected to be released in June 2023. Funding awards for the Small Projects NOFA are expected in November 2023.

G. Recommendation

It is recommended that the Board of Commissioners approve the proposed motion.

H. Follow Up

None

I. Attachments

- A. Vicinity Map



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Attachment A: The Coleman Vicinity Map



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

ORDER 23-22-02-04H

In the Matter of Authorizing the Executive
Director or Designee to Apply for Assistance
from the City of Eugene and Oregon Housing
and Community Services for The Coleman

WHEREAS, Homes for Good Housing Agency, has been collaborating with Lane County and Sponsors Inc. to develop 38-39 units of affordable housing for people with criminal histories.

WHEREAS, Homes for Good Housing Agency recognizes the need in our community to provide housing for people with criminal histories.

WHEREAS, Homes for Good Housing Agency, once completed with due diligence and funding secured, intends to construct a new three-story building consisting of 38-39 apartments and ground floor offices, common use and supportive service areas on the NE corner of Highway 99 and Roosevelt Blvd;

WHEREAS, Homes for Good Housing Agency intends to apply for assistance from the City of Eugene, Oregon Housing and Community Services, and other sources to provide funding for this housing development.

NOW IT IS THEREFORE ORDERED THAT:

Homes for Good Housing Agency shall develop The Coleman project with 38-39 units of affordable housing for people with criminal histories;

The Executive Director or Designee is authorized to apply to the City of Eugene for Affordable Housing Trust Fund (AHTF) funding for The Coleman;

The Executive Director or Designee is authorized to apply to Oregon Housing and Community Services (OHCS) for 4% Low Income Housing Tax Credits and gap funding for The Coleman;

The Executive Director or Designee is authorized to apply for gap funding necessary to develop the property;

Homes for Good Housing Agency will accept the responsibilities and requirements of any tax credit and/or grant or loan programs applied for through the City of Eugene's AHTF application, OHCS' Notice of Funding Availability (NOFA), and other gap funding;

The Executive Director or Designee is authorized to execute the program and legal documents associated with accepting the tax credit and grant programs;

The Executive Director or Designee is authorized to release project information to the City of Eugene, OHCS, or other organizations providing gap funding as required to complete its due diligence; and

The Executive Director or Designee is authorized to sign all draw requests, monthly progress reports and miscellaneous forms associated with the tax credit and grant programs awarded to the project.

DATED this _____ day of _____, 2023

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 02/22/2023

AGENDA TITLE: In the Matter of Authorizing the Financing of the Lazy Days Mobile Home & RV Park Rebuild Near Blue River Oregon

DEPARTMENT: Executive

CONTACT : Jacob Fox

EXT: 2527

PRESENTER: Jacob Fox

EXT: 2527

ESTIMATED TIME : 15 minutes

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

Approval Signature

EXECUTIVE DIRECTOR:

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

DATE: 02.14.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Jacob Fox, Executive Director
TITLE: In the Matter of Authorizing the Financing of the Lazy Days Mobile Home and RV Park Rebuild near Blue River Oregon
DATE: February 22nd, 2023

MOTION:

It is moved that the Homes for Good Board of Commissioners authorize the Executive Director or Authorized Designee to execute the necessary documents to finance the Lazy Days Mobile Home and RV Park Rebuild at 52511 McKenzie River Highway near Blue River Oregon.

DISCUSSION:

A. Issue

Homes for Good is leading the effort to rebuild the Lazy Days Mobile Home and RV Park located approximately 2 miles east of Blue River Oregon. To fund the rebuild effort Homes for Good has applied for several types of funding as outlined below. This order will authorize the Executive Director or Authorized Designee to execute the grant documents and Intergovernmental Agreements necessary to finance this redevelopment effort.

B. Background

Lazy Days Mobile Home and RV Park is an 8-acre site located on the north side of McKenzie River Hwy at 52511 McKenzie River Hwy about 1.5 miles east of the unincorporated town of Blue River. The park was completely burned in the Holiday Farm fire that started just to the east of the park in September of 2020. Prior to being destroyed the park provided 21 Manufactured Home spaces and 15 RV spaces. At the time of the fire there were 20 occupied manufactured homes including the managers home and 5 occupied RV spaces that were being rented on a long-term basis.

In February of 2021 Homes for Good entered into a Purchase and Sale Agreement with the M&M Cattle Company LLC to purchase the site for \$703,800. In the summer of 2021 ODOT cleared the site of most debris and subsequent environmental reviews have confirmed the site has been sufficiently cleared of hazards from the fire. In December of 2021 Homes for Good purchased the site and has been working since that time to design the site to begin construction. To date, Homes for Good, Homes for Good has expended over \$1.1 million in acquisition, pre-development and development costs to date not including staff time invested.



Homes for Good intends to rebuild the site in a similar configuration to include 20 Modular Homes, spaces for Park Model RVs, and a Community Building. The community building will include a community area, offices, and a laundry facility. The site configuration and use before the fire had been approved through a planning process in 1991; Lane County has verified that the proposed rebuilding plan is consistent with the previous use. The configuration will need to be slightly modified to account for recommended setbacks from the adjacent slope and provide sufficient open space on-site. All utility infrastructure in the park was destroyed including the water, septic and electrical system and will all be rebuilt. Once the site work is complete, 20 modular homes will be placed on the site and to provide affordable homeownership opportunities for people displaced by the fire. 10 Park Model RVs will be placed on the site and be used as rentals. Homes for Good will manage the site and charge a modest space rent for the modulars and rent for the Park Model RVs. To assist in navigating the septic permit approval process, the project will be built in two phases. The first phase will include all site work, construction of the community building, and the placement and hookup of 19 modular homes. The second phase will consist of hooking up 1 modular home and 10 Park Model RVs.

Lazy Days is located adjacent to a hillside that was also completely burned in the fire, and subsequently completely cleared of trees. Homes for Good has conducted various environmental assessments and is contracted with PBS Engineering and Environmental to help navigate and complete the federal environmental review process. Lane County is acting as the responsible entity.

The entire rebuild effort is expected to cost approximately \$12.6 million. Homes for Good has applied for and awarded the funds below and is working with the awarding agencies to finalize documents to be executed.

C. Analysis

The following funding sources will be granted to the project

- Oregon Housing and Community Services (OHCS) Grant: Approximately \$6,500,000 in funds that the legislature earmarked for Lazy Days from wildfire recovery funds. This will be granted through an Intergovernmental Agreement IGA between OHCS and Homes for Good.
- HUD Community Project Funding (CPF Grant): \$1,000,000 this will be provided through a grant agreement between HUD and Homes for Good. These funds required Homes for Good to work through the federal environmental review process before starting work. These grant documents are currently being finalized by HUD and Homes for Good staff.
- Oregon DEQ administered Federal ARPA funds: \$575,431 will be provided to assist in funding the new community septic system. These grant documents are being finalized by Oregon DEQ staff and Homes for Good staff.
- Lane County/Business Oregon administered ARPA funds: \$230,000 will be provided to assist in funding the community septic system. This money will be granted through an Intergovernmental Agreement between Lane County and Homes for Good.



In addition to these funds Oregon Housing and Community Services has purchased 20 modular homes to be placed on the site and has indicated they will also purchase 10 Park Model RVs to place on the site. These structures will all be placed on permanent foundations and are intended to provide replacement housing for people that lost homes in the Holiday Farm fire.

D. Furtherance of the Strategic Equity Plan

The rebuild of Lazy 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.
- Provide self-sufficiency and homeownership opportunities for low-income Lane County residents that lost homes.

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

E. Alternatives & Other Options

If the board order is not approved, Homes for Good will need to assess other financing options for this development and delay construction.

F. Timing & Implementation

Homes for Good staff will work to finalize all grant and IGA documents for execution no later than April of 2023.

G. Recommendation

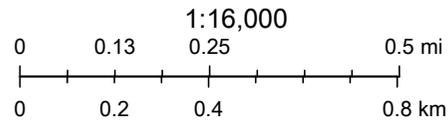
It is recommended that the Board of Commissioners approve the proposed motion.

H. Follow Up

None.

I. Attachments

Attachment A: Site Plan



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

ORDER 23-22-02-05H

In the Matter of Authorizing the Financing of
the Lazy Days Mobile Home and RV Park
Rebuild near Blue River Oregon

WHEREAS, Housing 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, Homes for Good Housing Agency, has purchased Lazy Days Mobile Home and RV Park at 52511 McKenzie River Hwy near blue River Oregon that was destroyed in the 2020 Holiday Farm Fire; and

WHEREAS, Homes for Good Housing Agency intends to rebuild the community to provide approximately 30 units, replacement of all infrastructure, a community room, playground and open space; and

WHEREAS, Homes for Good Housing Agency has determined that to fund the rebuild effort to enter into agreement with Oregon Housing and Community Services (OHCS) for the approximate amount of **\$6,500,000**; and

WHEREAS, Homes for Good Housing Agency has determined that to fund the rebuild effort to enter into agreement with Housing and Urban Development (HUD) for the approximate amount of **\$1,000,000**; and

WHEREAS, Homes for Good Housing Agency has determined that to fund the rebuild effort to enter into agreement with Oregon Department of Environmental Quality for the approximate amount of **\$575,431**; and

WHEREAS, Homes for Good Housing Agency has determined that to fund the rebuild effort to enter into agreement with Lane County for the approximate amount of **\$230,000**; and

NOW IT IS THEREFORE ORDERED THAT:

Homes for Good Housing is authorized to negotiate all documents reasonably required in connection with agreement with Oregon Housing and Community Services (OHCS) for the approximate amount of \$6,500,000; and

Homes for Good Housing is authorized to negotiate all documents reasonably required in connection with agreement with agreement with Housing and Urban Development (HUD) for the approximate amount of \$1,000,000; and

Homes for Good Housing is authorized to negotiate all documents reasonably required in connection with agreement with agreement with Oregon Department of Environmental Quality for the approximate amount of \$575,431; and

Homes for Good Housing is authorized to negotiate all documents reasonably required in connection with agreement with agreement with Lane County for the approximate amount of \$230,000; and

That Homes for Good Housing Agency will accept the responsibilities and requirements of grant or loan programs executed; and

That the Executive Director or Authorized Designee is authorized to execute the program and legal documents associated with accepting the grant program requirements; and

That the Executive Director, Communications Director or Real Estate Development Director is authorized to release project information to the partners listed above required to complete its due diligence; and

That the Executive Director, Communications Director, Real Estate Director is authorized to sign all draw requests, monthly progress reports and miscellaneous forms associated with the grant programs awarded to the project.

DATED this _____ day of _____, 2023

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 02/22/2023

AGENDA TITLE: In the Matter of Approving the Award of the Finance Audit Contract

DEPARTMENT: Executive

CONTACT : Jasmine Leary

EXT: 2501

PRESENTER: Jacob Fox

EXT: 2527

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 "JL", is written over a horizontal line.

DATE: 02.14.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners
FROM: Jacob Fox, Executive Director
TITLE: In the Matter of the Finance Audit Contract Award
DATE: February 22nd, 2023

MOTION:

It is moved that the Homes for Good Board of Commissioners approve the award of the Finance Audit contract to Berman Hopkins CPA's and Associates (Berman Hopkins).

DISCUSSION:

A. Issue

Homes for Good released a solicitation for qualifying firms to submit a proposal to conduct the Agency's financial audit for fiscal year 2022 (FY 22). The contract value exceeds the Executive Director \$150,000 contract signing threshold.

B. Background

Homes for Good is required by the State of Oregon, HUD, grantors, and by various creditors to prepare annual financial statements and to subject those financial statements to an audit by an Independent Certified Public Accountant (CPA).

The CPA firm Moss Adams completed the audit for Homes for Good for the fiscal year ending September 30, 2021. Due to Agency growth, Moss Adams recommended contracting with a firm more experienced with Public Housing Authorities (PHA's).

The Finance Audit Request for Proposal (RFP) was posted to the Homes for Good website on November 16th, 2022, until January 20th, 2023. Homes for Good reached out directly to sixteen (16) firms across the United States with PHA auditing experience. Of the firms contracted several were non-responsive or indicated they lacked the capacity to take on an additional client.

Homes for Good received one proposal from Berman Hopkins. They have a team with extensive government agency auditing experience and technical knowledge of PHA operations. Please refer to the attached cover letter from Berman Hopkins for additional details.

C. Analysis

The intent is to sign a three (3) year contract with Berman Hopkins with two opportunities to renew on an annual basis, for a total of five (5) years. The maximum cost proposed by Berman Hopkins for the initial 3-year contract term is approximately \$378,000. The annual breakdown is as follows:



- FY 22 Audit: \$120,000
- FY 23 Audit: \$126,000
- FY 24 Audit: \$132,000

D. Furtherance of the Strategic Equity Plan

- **Pillar I: Listen to Our Communities:**

Homes for Good requested for Berman Hopkins to provide clarification on their own DEI initiatives and how those strategies would be utilized for the Agency's scope of work. Berman Hopkins has historically hired Section 3 employees and/or residents to assist with the completion of their PHA audits. As part of the Strategic Equity Plan, Homes for Good and Berman Hopkins will collaborate to determine the feasibility of hiring a Section 3 resident and/or Section 3 business to assist with the audit for the duration of the contract.

- **Pillar II & III: Tell the Human Story & Create Pathways to Self-Sufficiency**

Homes for Good has numerous programs that directly impact those we serve. Through this contract with Berman Hopkins an assessment of operations and controls will be conducted to increase efficiency of operations in the Agency's finance department. As the hub of all financial resources, it is important to assess areas of improvement to allow for more efficient, timely and accurate funding for our programs. The proper funding and financial maintenance of these programs directly impact our residents and the ability for the Agency to reach underrepresented populations in our community.

- **Pillar IV: Lead & Grow Ethically**

Additionally, the services provided under this contract will provide perspective on the Agency's financial viability for the desired growth plans and the financial resiliency should there be changes to funding in the future.

E. Alternatives & Other Options

Should the Board choose not to award the Finance Audit contract to Berman Hopkins, the solicitation will run again. This would delay Homes for Good's audit submission that is due June 30th, 2023. The impact of a late submission is a downgrade in HUD's performance standards and could negatively impact our ability to secure new HUD funding, our MTW status, etc.

F. Timing & Implementation

If approved, Homes for Good and Berman Hopkins will enter into a contract for the Finance audit FY 22 to be completed.

G. Recommendation

It is recommended that the Board approve the Finance Audit Contract Award to Berman Hopkins.

H. Follow Up



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



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

Follow-up regarding specifically the award of this contract is not needed. Once the contract is executed, Homes for Good will host an introduction between the Board and Berman Hopkins. Upon completion of the FY 22 audit, Berman Hopkins will be presenting their findings to the Board.

I. Attachments

- Berman Hopkins Cover Letter



COVER LETTER

January 20, 2023

Homes for Good Housing Agency
100 West 13th Avenue,
Eugene, Oregon 97401

RE: Financial Audit Services Contract #22-P-0039

Berman Hopkins CPAs & Associates, LLP ("Berman Hopkins") would first like to express our gratitude for the opportunity to submit our proposal to perform Audit Services for Homes for Good Housing Agency (or "Homes for Good") and its component units for the fiscal years ending September 30, 2022, 2023, and 2024, with the possibility of up to two (2), one-year (1) extensions. We have a clear understanding of the scope of services and it is our intention, if selected, to provide the services at the proposed price and within the time specified in accordance with the terms and conditions specified in the proposal and Request for Proposals ("RFP") document. We are committed to not only meet the deadlines set forth, but also to the responsibilities outlined in this RFP by staying true to our pillars of foundation outlined below.

Berman Hopkins has remained faithful to its core values over the years; we build relationships with each client in order to understand their organizations and provide them with accurate financial reporting and solid solutions. To best serve you, we offer over 60 years of leadership, experience and expertise in governmental auditing and compliance services, including but not limited to public housing authorities, counties, towns, cities, and various other authorities. We provide many services, which include consulting on business transactions, auditing and accounting issues, tax services, and compliance procedures for laws and regulations including Uniform Guidance, agreed-upon procedures addressing fraud concerns, REAC and FDS submissions assistance.

INDUSTRY EXPERTISE

Berman Hopkins has the auditing experience to meet your needs. Our engagement team provides value through extensive experience with various governmental agencies, which is not limited to auditing services. We have a proven technical knowledge of public housing authority operations. We also have vast experience with the Federal and State Single Audit Acts. Berman Hopkins is a member of the National Association of Housing and Redevelopment Officials ("NAHRO"), the Florida Association of Housing and Redevelopment Officials ("FAHRO"), the North Central Regional Council of NAHRO ("NCRC NAHRO"), the Middle Atlantic Regional Council of NAHRO ("MARC NAHRO") the Government Audit Quality Center ("GAQC") of the AICPA, the Government Finance Officers Association ("GFOA"), and the FICPA State and Local Government Committee.

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

ORDER 23-22-02-06H

In the Matter of the Finance Audit Contract
Award

WHEREAS Homes for Good is required by the State of Oregon, HUD, grantors, and various creditors to prepare annual financial statements to be reviewed by an Independent Certified Public Accountant.

WHEREAS Homes for Good posted a solicitation for all qualifying firms on November 16th, 2022, and directly contacted sixteen qualified firms.

WHEREAS all four pillars of the Strategic Equity plan will be furthered by this contract.

WHEREAS all questions were responded to and published on the Homes for Good website more than week prior to the solicitation close date of January 20th, 2023

WHEREAS Homes for Good reviewed the proposal received from Berman Hopkins CPA's & Associates and found them qualified based on previous audits for several other Public Housing Authorities similar in size to Homes for Good.

NOW IT IS THEREFORE ORDERED THAT:

The Homes for Good Board of Commissioners approve the Finance Audit Contract Award to Berman Hopkins CPA's & Associates.

DATED this _____ day of _____, 2023

Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 02/22/2023

AGENDA TITLE: PHA Annual Plan Overview & Calendar

DEPARTMENT: Executive

CONTACT : Wakan Alferes

EXT: 2508

PRESENTER: Mira Miller

EXT: 2588

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 "Wakan Alferes", is written over a horizontal line.

DATE: 02.14.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



PHA Annual Plan Overview & Calendar for the Board of Commissioners

What is a PHA Plan?

The PHA Plan is a comprehensive guide to public housing agency (PHA) policies, programs, operations, and strategies for meeting local housing needs and goals.

There are two parts to the PHA Plan:

- 1) The **5-Year Plan** is submitted to HUD once every five years. It describes the PHA **mission**, long-range **goals & objectives**, and approach to **managing programs** and **providing services** for the upcoming year.
- 2) The **Annual Plan** submitted to HUD every year. It **updates goals & objectives** in the 5-Year Plan, describes **changes & new activities**, and summarizes **changes to program policies**.

Program policy changes are proposed and implemented through two main documents:

The Admissions and Continued Occupancy Policy (ACOP) is the main policy document for operating a Public Housing program.

The Administrative Plan (Admin Plan) is the main policy document for operating voucher assistance programs, like Housing Choice Vouchers and Project-Based Vouchers.

As a Moving to Work agency, Homes for Good must also submit an **MTW Supplement** with its Annual Plan each year (**new in 2023!**).

What are Homes for Good policy review goals?

- 1) Align policies to with our Strategic Equity Plan
 - ❖ Listen to our communities
 - ❖ Tell the human story
 - ❖ Pathways to self-sufficiency
 - ❖ Lead and grow ethically
- 2) Reduce barriers to eligibility and program success
- 3) Understand and reduce the impact of program rules on participants
- 4) Align program policies to simplify participant experiences & procedures across programs

PHA Annual Plan Calendar for the Board of Commissioners

January 12, 2023	Resident Advisory Board (RAB) meeting - Annual Plan First Look
January 31, 2023	Offered Eugene City Manager's Office - Annual Plan First Look Grounding the City Manager's Office in this process and content before they receive the "Small" Book" in May. They will then be asked to sign the HUD-required Certification of Consistency with the Consolidated Plan form.
February 9, 2023	RAB meeting - Annual Plan Orientation & Policy Review Topics
February 22, 2023	Board meeting - Annual Plan First Look
March 9, 2023	RAB meeting - ACOP & Admin Plan Matrix Review
April 13, 2023	RAB meeting - Annual Plan "Small Book" Sharing Homes for Good teams will take RAB March feedback and review our proposed policy changes again. When we are done, all HUD plan materials are assembled into a "Small Book" of changes and required forms. Homes for Good will then present revised content to RAB for feedback again. Any feedback RAB provides on the "Small Book" will be included as an attachment in the final Annual Plan that we submit to HUD.
May 1, 2023	Annual Plan "Small Book" Published A Public Comment Period and Public Hearing will be available for the "Small Book" prior to the June Board meeting where we will request that the Board approve our proposed PHA Annual Plan.
May 3, 2023	Eugene City Manager's Office - Annual Plan "Small Book" Sharing
May 5, 2023	Advertising & Outreach published for Public Hearing
May 5, 2023	Public Comment Period Begins
May 31, 2023	Board meeting - Annual Plan "Small Book" Sharing
June 19, 2023	Public Hearing (min. 45 days after Advertising & Outreach published)
June 28, 2023	Board meeting - Board order to approve PHA Plan submission
July 18, 2023	Submit plan to HUD (min. 75 days before beginning of our fiscal year)
August TBD, 2023	Publish HUD-approved Annual Plan
October 1, 2023	Begin FY24



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 02/22/2023

AGENDA TITLE: In the Matter of the Family Self Sufficiency Program and Focus Groups Presentation

DEPARTMENT: Supportive Housing Division

CONTACT : Emily Yates

EXT: 2541

PRESENTER: Emily Yates

EXT: 2541

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: 02.14.2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



Homes for Good Family Self- Sufficiency Program

Building Wealth and Assets for Low Income Families

FAMILY SELF-SUFFICIENCY PROGRAM

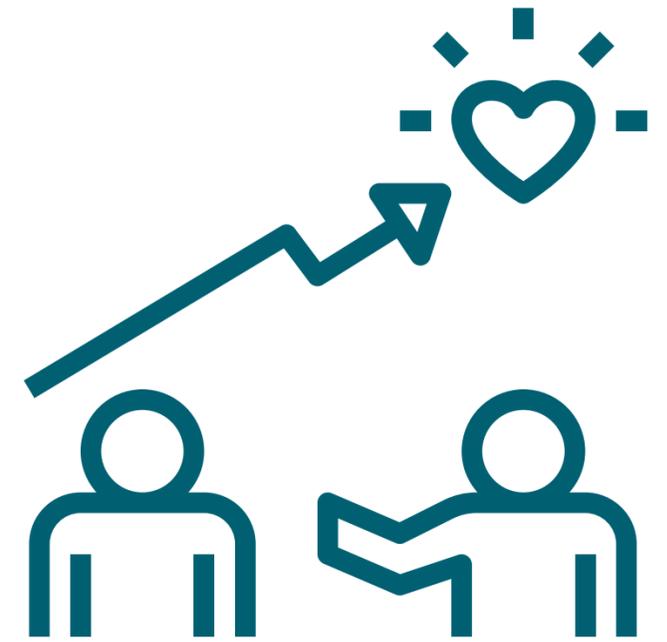
COACHING & ASSET BUILDING

The Family Self Sufficiency Program (FSS) is a program offered by Homes for Good to help participants of our Section 8 and Public Housing programs get support, set goals, save money and work towards greater economic self sufficiency. Participants can be in the program for up to five years and work with a coordinator to make big and small changes in their lives.

- Up to 5 years of life coaching and case management support
- Connections to local programs and resources
- Ability to build a tax free savings in a program Escrow account
- Access to matched savings accounts (IDA's) to help you reach your savings goals

Family Self-Sufficiency Services

- Coaching & Case Management
- Access to Individual Development Accounts
- Access to Escrow Matched Savings
- Classes & Workshops
- Information & Referral
- Financial Education
- Free Membership to DevNW



FAMILY SELF-SUFFICIENCY



Over \$2.6 Million

**Paid to FSS graduates since the start of the program,
with over \$180,000 paid out last year alone.**



125

\$5,400

**Purchased homes
upon graduation**

**Average Escrow
paid to graduates**



\$11,000

**Average increase in income
during program**

FSS Advisory Board Members

- **Lane Workforce Partnership**
- **DHS Self-Sufficiency Program**
- **Food for Lane County**
- **St. Vincent de Paul**
- **Hope & Safety Alliance**
- **Goodwill Industries**
- **Lane Community College**
- **Laurel Hill Center**



- **DevNW**
- **Catholic Community Services**
- **ShelterCare**
- **Willamette Family Treatment**
- **Head Start of Lane County**
- **Oregon Voc Rehab**
- **Directions Services**
- **Current/past participant**



Strategic Equity Plan

Our Strategic Equity Plan is a 3-year plan that infuses our Diversity, Equity, and Inclusion goals into a larger strategic plan for the Agency to make sure all of our efforts are steering us in the direction of more equitable and inclusive services.

Read
the
Full
Plan



Our Goal: **Create Pathways to Self-Sufficiency**

We will determine what funding resources would be necessary to make the Family Self Sufficiency program an automatic enrollment program for any qualified client. Programmatic outreach will focus on BIPOC and Spanish speaking clients.

How We're Going to Accomplish this Goal in 2022

We will pilot auto-enrollment and service coordination with providers at our Permanent Supportive Housing communities.

We will explore using Moving to Work flexibilities to increase the number of participants served in the Family Self Sufficiency program by modifying program requirements and services.

FSS IN THE STRATEGIC EQUITY PLAN

Focus on expanding access for communities of color

- Around 30% of current participants represent communities of color
- Recent addition of bilingual/bicultural FSS Coordinator
- Working on translation of core documents and outreach materials
- Working to expand Advisory Board membership to agencies representing the BIPOC community

Explore "auto-enrollment" and other methods for expanding participation

- Family Self-Sufficiency is currently an "opt-in" program
- Current serves between 150-200 participants or roughly 4% of eligible participants
- The average graduate leaves the program with around \$5,000 in escrow savings. If just 50% of eligible households participated, upwards of \$13,750,000 in escrow could be distributed
- We are currently exploring an auto-enrollment or "opt-out" version at The Keystone PSH property

Expand access to Home Ownership Opportunities

- Expand participation in Section 8 Home Ownership program
- Facilitate a preference for residents of Public or Affordable Housing to access Home Ownership resources
- Expand IDA's specific to home ownership
- Strengthen culturally specific partnerships that support BIPOC home ownership

PARTICIPANT LISTENING SESSION

We recently worked with our PR firm Verb to complete listening session for past FSS participants as well as households who did not participate but could have benefited from the program. Attendees included 4 graduates, 5 non-graduates and 2 residents who were eligible but did not participate.

Areas explored in listening session included asking for participant feedback on:

- Recent program changes from HUD
- How we celebrate and recognize graduates
- Incentives and escrow structure
- How to increase participation
- How to improve the program
- What works and doesn't work about the program
- If they participated, why? If they didn't participate, why not?



LISTENING SESSION FEEDBACK

What makes the program work for people?

- Emotional support from a case manager
- Validation and recognition of accomplishments
- Incentives to increase income
- Connections to resources
- Ability to build a savings

Suggestions on ways to improve the program:

- Provide incentives for small goal accomplishments
- Increase flexibility on graduation requirements
- Create opportunities for peer to peer engagement
- Offer options for ways to celebrate graduation
- Find ways to maintain connection and support after graduation

Recognition for my accomplishment was huge. I don't have support from my family. If anything, I removed myself from them because it's just not a healthy scenario. So to have someone actually believe in me and support me, it was healing in a lot of ways."



NEXT STEPS AND MOVING TO WORK FLEXIBILITY

- Continue moving forward on the SEP goals to Create Pathways to Self-Sufficiency
- Continue increasing the number of eligible participants who are able to benefit from the program
- Implement MTW Flexibility: We are currently exploring one Moving to Work activity to increase accessibility and participation in our Family Self-Sufficiency Program.
 - Change to Calculations in Family Income
 - Maximize ability to capture income changes to leverage asset building tools
 - Provide ability to change Escrow calculations and create customized incentives
 - Provide ability to opt-out of Earned Income Disallowance

QUESTIONS?





BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 02/22/2023

AGENDA TITLE: In the Matter of the Finance Division Moss Adams Assessment

DEPARTMENT: Executive

CONTACT : Jacob Fox

EXT: 2527

PRESENTER: Jacob Fox

EXT: 2527

ESTIMATED TIME : 30 minutes

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

Approval Signature

EXECUTIVE DIRECTOR:

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DATE: 02/15/23

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:

OBSERVATIONS & RECOMMENDATIONS

Based on the input gathered from interviews and document review, as well as comparisons to best practices, Moss Adams prepared the following set of observations and recommendations. Observations and recommendations are grouped in this report by organizational considerations and procurement processes. Below is a summary of the observations and recommendations

#	CATEGORY	OBSERVATIONS	RECOMMENDATIONS
People			
1	Staffing	The Agency's frequent utilization of temporary staff may limit its ability to staff in a manner that is both cost-effective and ensures that well-qualified individuals stay at the Agency.	Analyze temporary staff utilization and determine whether converting some positions to full-time Agency positions would be more cost-effective and provide greater quality assurance.
2	Roles and Responsibilities	<p>The Finance Department does not delineate clear roles for many positions, resulting in potential redundancies and inefficiencies.</p> <p>The Finance Director does not provide the leadership and partnership that the Executive Director desires</p>	<p>Establish clear roles and responsibilities for each Finance employee and communicate across the organization.</p> <p>Consider designating specialists for property management and housing authority.</p> <p>Delegate the daily tasks that the Finance Director is doing to the Finance Manager</p>
3	Treasury Role	The Agency handles a lot of banking activity and cash management but lacks a dedicated person to ensure proper management and reporting.	Consider adding a Treasury position to help the Agency manage cash and to provide additional Finance capacity support.
4	Professional Development	<p>Finance staff often don't have the time for additional training or to better understand the bigger picture of Finance.</p> <p>Performance reviews have not been completed in more than a year.</p>	<p>Identify and prioritize training opportunities for staff. Ensure employees are receiving adequate training to perform their jobs effectively.</p> <p>Prioritize yearly performance reviews.</p>
5	Communication	Finance currently operates as a transactional service provider, rather than a strategic business partner.	<p>Finance should proactively inform other departments about the services it provides and work to improve communication practices with these departments.</p> <p>Agency leadership should ensure all parties are involved in decision-making.</p>

#	CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Processes			
6	Accounts Payable	The Accounts Payable (AP) process is slow, prone to error, and lacks ownership.	<p>Establish a dedicated AP position.</p> <p>Reconsider approval thresholds to improve efficiency for low dollar or recurring purchases.</p> <p>Consider a payable platform to improve payable management, automation, and tracking.</p>
7	Payroll	The payroll process is slow due to inefficient timekeeping process and duplicate entry into both ADP and HAB creating inefficiencies in rework.	Consider adding the electronic time keeping system to ADP to increase efficiency of the payroll process.
8	Policies and Procedures	Many Finance procedures are not current or do not exist, resulting in potential staff confusion, inconsistent expectations, and inconsistent processes.	Update Finance policies and procedures to increase employee accountability and process continuity.
9	Budgeting	<p>A. Budget-to-actual information is not being reviewed by departments.</p> <p>B. The budget process is done last minute, and departments have little time to review.</p>	<p>Clarify budget roles and responsibilities.</p> <p>Set clear deadlines for the budget process and involve all departments in the process.</p>
10	Month-End Close and Financial Reporting	There is no clear month-end close deadline, which leads to draw down delays.	As best practice, set month end close deadlines to ensure timely and accurate reporting.
11	Chart of Accounts	The Chart of Accounts is cumbersome because it is not being maintained.	<p>Provide departments with updated coding information for proper allocation.</p> <p>When accounts are changed, communicate changes to the entire organization.</p>
12	Reactive Nature	The Finance Department is reactive in nature.	The Department should ensure long-term planning goals are effectively communicated with an emphasis on how Finance-related decisions impact other departments. This will support decision-making at the Agency.

#	CATEGORY	OBSERVATIONS	RECOMMENDATIONS
Systems			
13	HAB Enterprise Software	HAB enterprise software is outdated and difficult to use, leading to inefficient processes.	Prioritize adopting a new enterprise software for the Agency.
14	External Tracking	Departments resort to external tracking systems when tracking is not easily available in HAB. These external tracking tools often lack controls to preserve data accuracy, prevent uncontrollable access, and unauthorized changes.	Until a new system replaces HAB, establish spreadsheet controls.