



HOMES FOR GOOD BOARD OF COMMISSIONERS MEETING

Wednesday, August 30th, 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, August 30th, 2023, at 1:30pm

The August 30th, 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 30 minutes: Speakers will be taken in the order in which they sign up and will be limited to 3-minutes per public comments. If the number wishing to testify exceeds 10 speakers, then additional speakers may be allowed if the chair determines that time permits or may be taken at a later time.

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. EXECUTIVE SESSION

7. ADMINISTRATION

- A. Executive Director Report
- B. 2024 Tentative Board Calendar

8. CONSENT AGENDA

- A. Approval of 07/26/2023 Board Meeting Minutes

9. PRESENTATION

Finance Auditor, Berman Hopkins Exit Review
(Laura Anne Pray, Berman Hopkins) (Estimated 20 minutes)

10. ORDER 23-30-08-01H

In the Matter of Updating the Administrative Plan – Local Preferences
(Beth Ochs, Rent Assistance Division Director) (Estimated 15 minutes)

11. ORDER 23-30-08-02H

In the Matter of Updating the Administrative Plan – Special Housing Types
(Beth Ochs, Rent Assistance Division Director) (Estimated 15 minutes)

12. ORDER 23-30-08-03H

In the Matter of Authorizing the Loan & Transfer of Funds for Affordable Housing Pre-Development Expenses
(Steve Ochs, Real Estate Development Division Director) (Estimated 15 minutes)

13. PRESENTATION

FY24 Budget Preview
(Jacob Fox, Executive Director) (Estimated 20 minutes)

14. PRESENTATION

Strategic Equity Plan Year 1 Quarter 4 Progress Report
(Equity Strategy Team Members) (Estimated 20 minutes)

15. OTHER BUSINESS

Adjourn.

Our Resident Services and Family Self Sufficiency team members worked many hours through the month of July planning Community Night Out for the people we serve. On August 3rd over 200 people that we serve, and 30 community partners gathered at Alton Baker Park for fun, food and to connect with resources from Homes for Good and our community partners. I want to give special thanks for the Resident Services and Family Self Sufficiency staff members for organizing such a wonderful event. Also, thanks to the staff members from all Departments who volunteered for this event along with Board members Michelle, Justin and Chloe who attended this wonderful event.

As you know we have been working closely with Sponsors and Lane County to secure funding to build and operate The Coleman. After the project didn't receive funding through the 9% Tax Credit process in 2022 we were able to debrief with staff from OHCS and determined that the only path forward was to redesign the project so there were less units and target the OHCS Small Projects Notice of Funding Availability (NOFA) which opened up for application in June. In mid-August we determined that this year OHCS no longer allows pairing of 4% tax credits with the small projects gap funding, which they had allowed in past years. Without being able to pair the Small Projects NOFA funding with 4% Low Income Housing Tax Credits there is a funding gap of almost \$8 million dollars, and we have no other way to fill that funding. We are in process of determining next steps with Sponsors and Lane County.

On Aug. 4, the Oregon Housing and Community Services (OHCS) Housing Stability Council approved the statewide funding recommendations for the Permanent Supportive Housing (PSH) program. In total, \$35.7 million, plus funding for rental assistance and services, went to six projects across the state including a proposal we submitted to OHCS for the Bridges on Broadway PSH apartment community. Bridges on Broadway is the evolution of the Lane County's Project Turnkey, which had provided temporary housing for people that lost their homes to the 2020 Holiday Farm wildfire. We will convert the former 50-room Red Lion Hotel into a 57-unit PSH apartment community serving people experiencing chronic homelessness. Homes for Good will provide Project Based Vouchers and Lane County will refer vulnerable people experiencing homelessness from the Coordinated Entry waitlist to Bridges on Broadway. Based on Homes for Good's experience operating the temporary shelter at this facility, the team will continue to operate Bridges on Broadway once it is converted to PSH, providing both property management and supportive services.

We wanted to flag for the Homes for Good Board that a significant number of our apartment communities that are managed by our 3rd party companies, Quantum and Pinehurst, are having financial challenges. We have kept the Board up to speed on the challenges related to our PSH properties, but other apartment communities are also facing financial challenges. A significant driver for what is occurring is that rent increases allowed by our funding sources have not been able to absorb the significant increases in expenses. Uncontrollable costs associated with staffing, maintenance supplies and contracting costs are part of what is driving the financial challenges but there are also factors that should be better managed by our 3rd party companies like implementing rent increases, managing vacancies and preventative maintenance inspections. Over the past month we have had to make significant owner contributions to a few properties because there were contractor payments due and there wasn't sufficient funds in the property operating accounts. For example, in July we had to make an owner contribution of \$113k for overdue contractor invoices at Camas Apartment in Creswell.

In the past we have made contributions out of owner held cash flow from these properties or the real estate development account but neither of these sources are options at this time, so we have paid the recent owner contributions out of proceeds from sales of the Scattered Site homes. These contributions have been documented by our Finance Team and the intent is to repay the Scattered Site account when we replenish the owner held cash flow and/or when we replenish the development account.





BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 08/30/2023

AGENDA TITLE: 2024 Suggested Board Calendar

DEPARTMENT: Executive

CONTACT : Jasmine Leary

EXT: 2150

PRESENTER: Jasmine Leary

EXT: 2150

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: 08/22/2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



BOARD DATES

January 24 th , 2024	July 24 th , 2024
February 28 th , 2024	August 21 st , 2024
March 20 th , 2024	September 25 th , 2024
April 24 th , 2024	October 30 th , 2024
May 22 nd , 2024	November [None]
June 26 th , 2024	December 18 th , 2024

FINANCE SUBCOMMITTEE [1:30p – 2:30p]	STRATEGIC EQUITY PLAN YEAR III SUBCOMMITTEE [1:30p – 3:30p]
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- | | |
|--|--|
| <ul style="list-style-type: none"> ▪ January 10th, 2024 ▪ February 7th, 2024 ▪ March 13th, 2024 ▪ April 10th, 2024 ▪ May 8th, 2024 ▪ June 12th, 2024 ▪ July 10th, 2024 ▪ August 14th, 2024 ▪ September 11th, 2024 ▪ October 9th, 2024 ▪ November 2024 [None] ▪ December 4th, 2024 | <ul style="list-style-type: none"> ▪ April 3rd, 2024 ▪ May 1st, 2024 |
|--|--|



AGENDA CALENDAR

January

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

February

- Q1 Employee Excellence Awards
- Board Retreat

March

- Auditor Entrance Review

April

- Quarterly Strategic Equity Plan Progress Report
- Q2 Employee Excellence Awards

May

- Quarterly Budget Report
- Annual Plan Introduction

June

- Annual Plan Approval

July

- Q3 Employee Excellence Awards
- Budget Introduction
- CAP 5-Year Action Plan
- Strategic Equity Plan Year 2 Review
- Auditor Exit Review

August

- Budget Workshop

September

- Quarterly Budget Report
- FY24 Budget Review

October

- Q4 Employee Excellence Award
- Executive Director Performance Review Process

November

[None]

December

- Executive Director Performance Review

MINUTES

Homes for Good Housing Agency

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

BOARD OF COMMISSIONERS

Wednesday, July 26th, 2023, at 1:30 p.m.

Homes for Good conducted the July 26th, 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:

Heather Buch

Michelle Thurston

Justin Sandoval

Pat Farr

Kirk Strohman

Chloe Tirabasso

Larissa Ennis

Joel Iboa

Board Members Absent:

Char Reavis

Quorum Met

1. PUBLIC COMMENT

None

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

None

3. ADJUSTMENTS TO THE AGENDA

None

4. COMMISSIONERS' BUSINESS

None

5. EMERGENCY BUSINESS

None

6. EXECUTIVE SESSION

None

7. ADMINISTRATION

A. Executive Director Report

Jacob Fox discussed the full funding for Ollie Court. The funding is for housing and an early learning center with the support of Head Start of Lane County and Early Childhood Cares. Nora Cronin, Steve Ochs, and Matt Salazar prepared the application for the 4% Tax Credit and LIFT Funds. There were 13 applications submitted and Homes for Good was the second highest scoring in the state.

The Field on Quince in Florence, Oregon was not awarded funding. From a cost standpoint Homes for Good was less competitive due to the amount of 3-bedroom units originally proposed. A debrief was held with Oregon Housing & Community Services and will be presented to the board at a later date.

The FY 2022 audit updates will be discussed during board order #: 23-26-07-02H.

Eileen Lahey has been hired as the new Finance Director for Homes for Good. She is from Southern California but has lived in Eugene in the past. Her early career was in information technology and then she later transitioned to construction. She is coming to Homes for Good from Pearl Buck. She is passionate about housing and values the difference it can make in a person's life.

Discussion Themes

- A new bill passed for combined funding for early learning and housing developments will be useful for future Homes for Good developments.

B. Quarter 3 Excellence Awards

- Project Development Manager, **Steve Ochs** presented the Excellence Award to **E Wood**
- Portfolio Manager, **Maryanne Bussey** presented the Excellence Award to **Brandy Hess**

8. CONSENT AGENDA

A. Approval of 06/28/2023 Board Meeting Minutes

Vote Tabulations

Motion: **Michelle Thurston**

Second: **Pat Farr**

Discussion: *None*

Ayes: **Heather Buch, Michelle Thurston, Justin Sandoval, Larissa Ennis, Joel Iboa, Pat Farr**

Abstain: **Chloe Tirabasso, Kirk Strohman**

Absent: *None*

Excused: **Char Reavis**

The 07/26/2023 Consent Agenda was approved [6/2/1]

ORDERS – PRESENTATIONS - DISCUSSIONS

9. ORDER 23-26-07-01H: In the Matter of Approving the 2023-2027 Capital Fund Program Five-Year Action Plan

Contract Administrator, Jared Young Presenting

Overview

Rolling plan is \$1.682 million with an increase of \$30,000. Each year the plan is revisited and revised. The revisions are based on needs for the properties.

PROJECTS

- Increase security at complexes
 - Perimeter fencing
 - Security cameras
- Remodeling/Refreshing community rooms
- Replace exterior street-facing windows [*Parkview Terrace*]
- Repainting [*Parkview Terrace*]

Discussion Themes

- Will contract the work for security

Vote Tabulations

Motion: **Michelle Thurston**

Second: **Chloe Tirabasso**

Discussion: *None*

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

Abstain: *None*

Absent:

Excused: **Char Reavis**

ORDER 23-26-07-01H was approved [8/0/1]

10. ORDER 23-26-07-02H: In the Matter Approving the Audit Plan of Action for Oregon Secretary of State Audit Division

Executive Director, Jacob Fox Presenting

Overview

Brandy McPherson & Stacy Verrinder were the primary point of contact for the auditors during the auditing process. Board Finance Subcommittee meetings have continued on a monthly basis with **Chloe Tirabasso & Kirk Strohmman** in attendance. All board members are welcome to attend.

The finance division is meeting with the auditors for 30 minutes every week to discuss the following:

- Adjust Homes for Good's software to reflect the material changes made to the financial statements by the auditors.
- To comply with the State's 6 months of year-end close requirement for the Fiscal Year 23 Audit, the auditors will complete the program compliance portion of the audit this Fall and the financial portion of the audit will begin in January.
- Create an efficient year-end close process, including a set deadline for contractors/vendors to submit invoices.

AUDIT COMPONENTS

- Financial Statements:
 - The FY22 Unaudited Financials prepared by former Finance Director were reviewed by the auditors and were found to be lacking in documentation to backup the prepared statements.
 - Third-party property management switched to a different software that the finance division reviewed and fixed on their behalf. The third-party property management companies will be billed for services rendered.
 - The audit was submitted on June 30th, 2023
 - Significant deficiency found in financial statements which triggered the need of for a corrective action plan to be created by Homes for Good based on the Oregon Secretary of State Audit Division's prescriptive format.
- Program Compliance:
 - The scope that was audited was twice the amount than previous years, especially for Rent Assistance and Supportive Housing. This is to be expected due to working with a new audit firm this year.

Discussion Themes

- Appreciation for the work of the finance division during this audit process and meeting the deadline
- Commitment to increase financial transparency and engagement with the Board.
- Audit firm, Berman Hopkins specializes in auditing public housing authorities.

Vote Tabulations

Motion: **Kirk Strohmman**

Second: **Chloe Tirabasso**

Discussion: *None*

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

Abstain: *None*
Absent:
Excused: **Char Reavis**

ORDER 23-26-07-02H was approved [8/0/1]

11. PRESENTATION I: Introduction to Budget Timeline & Process

Executive Director, Jacob Fox Presenting

Overview

[see presentation in board packet]

Discussion Themes

- Fee for Service model
- Homes for Good differs from a traditional housing authority
- Homes for Good budget impact on Lane County overhead
- Budget vs. cash management reporting
- Fungibility of funds internally
- Division Director involvement in budget preparation
- Long-term goals for participatory budgeting
 - All Agency staff
 - Community members
- Funding to support BIPOC community members that need to move as a result of racism
- Board retreat to deep dive into the future of the budgets
- Accessibility of reporting

No action needed.

12. ORDER 23-26-07-03H: In the Matter of Approving Homes for Good's Strategic Equity Plan for July 2023 – June 2024

Executive Director, Jacob Fox Presenting

Overview

[see presentation in board packet]

The Equity strategy Team (EST) will adjust the meeting cadence to monthly. Additionally, there will be two subcommittees formed for: (1) review and oversee the progress of goals and tactics outlined in the Strategic Equity Plan (SEP) and (2) participate in the facilitation of the Equitable Contracting Initiative designed for the Agency.

In the future the goals and tactics outlined will be formulated based on measurability. This year's goals and tactics are a mixture of subjective and objective outcomes.

Discussion Themes

- Rationale behind the Strategic Equity Plan (SEP) term
- EST review of board materials as it pertains to the furtherance of the SEP
- The intentional use of an Equity Strategy Team vs. DEI manager
- Year 2 & Year 3 points of focus for the SEP

- Affirmative Action and employer/employee impact

Vote Tabulations

Motion: **Kirk Strohman**

Second: **Larissa Ennis**

Discussion: *None*

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

Abstain: *None*

Absent:

Excused: **Char Reavis**

ORDER 23-26-07-02H was approved [8/0/1]

13. DISCUSSION I: Resident Access to Cooling Data

Supportive Housing Director, Wakan Alferes & Real Estate Development Director, Steve Ochs

Overview

[see presentation in board packet]

An assessment was taken of all internally and externally managed properties that Homes for Good provides AC/DHP access in units or community rooms. The data in the presentation represents what was gathered in that assessment. This data does not include resident owned AC's.

A separate resident survey results show that 95% of residents do have an AC (either Agency provided or self-provided).

Discussion Themes

- Use of cooling centers for residents during a heat wave who don't have air conditioning in their individual unit
- Long-term plans for heating, cooling, and wildfire smoke response
- Utilize Energy Services funding for resource development
- Utilize the Planning Public Policy & Management program at the University of Oregon for grant writing.

No action needed.

14. OTHER BUSINESS

None

Meeting adjourned at 3:20 p.m.

Minutes Taken By: Jasmine Leary



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 08/30/2023

AGENDA TITLE: Finance Auditor, Berman Hopkins Exit Review

DEPARTMENT: Finance

CONTACT : Jacob Fox

EXT: 2527

PRESENTER: Berman Hopkins

EXT: --

ESTIMATED TIME : 20 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: 08/22/2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 08/30/2023

AGENDA TITLE: In the Matter of Updating the Administrative Plan - Local Preferences

DEPARTMENT: Rent Assistance Division

CONTACT : Beth Ochs

EXT: 2547

PRESENTER: Beth Ochs

EXT: 2547

ESTIMATED TIME : 15min

- 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: 08/22/2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Beth Ochs, Rent Assistance Division Director
TITLE: Updating the Administrative Plan – Local Preferences
DATE: August 30th, 2023

MOTION:

Seeking Board Approval to:

Add a “homeless” preference for all 3-bedroom Project Based Voucher units.

DISCUSSION:

A. Issue

Homes for Good is seeking to expand its “homeless” local preference to all 3-bedroom Project Based Voucher (PBV) units. The expansion of the local preference aims to increase housing opportunity to marginalized populations, bring support to those navigating access to housing, and build viable waitlists for Homes for Good.

B. Background

Soliciting the general public for three-bedroom units has resulted in ineffective waitlists.

Marginalized populations have increased barriers in obtaining housing.

Local Preference referrals are placed at the top of the waitlist and served in order of date and time of referral.

Homes for Good previously gained board approval to have a “homeless” preference for 3-bedroom PBV units at Ketanji Court and Shore Pines at Munsel Creek.

C. Analysis

The 3-bedroom Ketanji Court PBV Waitlist was open from July 26, 2022, through August 9, 2022. Education on eligibility requirements were provided via written materials (in both English and Spanish), social media, phone and in person.

The waitlist generated 191 applicants. Homes for Good began contacting applicants in September 2022, providing full application packets for completion via USPS. 55% did not return the packet. 2% of the packets were returned as undeliverable with no forwarding address. For those that returned packets, 42% did not meet occupancy eligibility, 16% did not provide missing documentation, 6% were over income and 4% once approved declined assistance. Overall, 14% of applicants from the original list (27 out of 191)

fully completed and were approved for housing at Ketanji.

With the knowledge we gained from the Ketanji waitlist experience, we strived to expand local preference partners for the 3-bedroom Shore Pines at Munsel Creek waitlist.

The Shorepines waitlist was open from June 21st to June 28th of 2023. We provided community partner training, pop-up sites for waitlist sign-up assistance in Florence at Oregon Department of Human Services (ODHS) and Grocery Outlet, materials in both English and Spanish. We also entered into Local Preference Memorandums of Understanding with ODHS, Head Start, Siuslaw Outreach Services (SOS) and the Confederated Tribes of Coos, Lower Umpqua, and Siuslaw's Three Rivers Casino Resort.

We had 158 families join the 3-bedroom waitlist. As of August 18, 2023 we have received 9 referrals from partners. Only 2 of the 9 referrals was viable. Those referrals were from SOS and Head Start. For the remaining: 4 did not meet occupancy, 1 was over income, and 2 declined the housing assistance.

By expanding the "homeless" local preference to all our 3-bedroom PBV units we hope to achieve more viable waitlists.

In turn, this lessens the frustration and trauma families experience by joining a waitlist they don't qualify for or lose an opportunity for housing for lack of completing paperwork.

Additionally, a viable waitlist brings administrative relief to our staff, allowing time for more productive work activities.

As of August 21, 2023, we have the following Local Preference Partners in place for 3-bedroom PBV Communities:

- St. Vincent de Paul
- Laurel Hill Center
- Sheltercare
- 15th Night
- Oregon Department of Human Services
- Emergence Addiction and Behavioral Therapies
- Helping Hands Coalition
- Head Start

And we are currently in discussion with the following to create an MOU for the local preference:

- Hope and Safety Alliance
- Lane County Developmental Disabilities
- Lane County Human Services Dovetail Program
- Community Sharing Program
- Relief Nursery
- Plaza de Nuestra Comunidad previously known as Centro Latino Americano (currently has local preference at Ketanji only)
- Catholic Community Services

In turn, this lessens the frustration and trauma families experience by joining a waitlist they don't qualify for or lose an opportunity for housing for lack of completing paperwork.

Additionally, a viable waitlist brings administrative relief to our staff, allowing time for more productive work activities.

D. Furtherance of the Strategic Equity Plan

Providing Local Preference is in alignment with our Strategic Equity Plan goal of, “continue to seek opportunities to support the non-profit network, local and state jurisdictions and the business community through preferences and partnerships.”

E. Alternatives & Other Options

Homes for Good could choose not to implement local preferences and instead serve solely from the general waitlist. This could result in higher barrier populations having a reduced ability to access housing.

Upon approval of our Move to Work Supplement Plan (slated to go live October 1, 2023) we could explore changing the occupancy standards for three-bedroom agency owned units.

If we retain current occupancy standards, we will explore further education of our local preference partners via our recently obtained Landlord and Community Relations Specialist staff member.

F. Timing & Implementation

Following Board Approval:
Homes will update its Administrative Plan.

G. Recommendation

Homes for Good recommends the board approve the request to add a “homeless” preference for 3-bedroom PBV units at all 3-bedroom PBV units.

H. Follow Up

None

I. Attachments

None

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

ORDER 23-30-08-01H

In the Matter of Updating the Housing Choice
Voucher Administrative Plan, Local
Preferences

WHEREAS, Homes for Good is permitted to establish a separate waiting list for Project Based Voucher units in particular projects or buildings or for sets of such units.

WHEREAS, Homes for Good is permitted to establish local preferences, and to give priority to serving families that meet those criteria.

NOW IT IS THEREFORE ORDERED THAT:

The Housing Choice Voucher Administrative Plan for Fiscal Year 2023 shall be revised as follows:

Page 17-39 is amended to add the following under Selection from the Waiting List,

The PHA will provide a selection preference when required by the regulation (e.g., eligible in-place families, elderly families or units with supportive services, or mobility impaired persons for accessible units). The PHA reserves the right to add additional preferences as new PBV units are developed.

3-bedroom Project Based Voucher Units in All Project Based Voucher Communities

Preference will be given to:

Homeless Family Preference

This preference applies to homeless families who have been referred from a Homes for Good approved entity (an entity with an active MOU/MOA with Homes for Good). The definition of 'homeless' for this purpose will be included in the MOU/MOA with the qualified entity.

Families will be selected on a first-come, first-served basis according to the date and time their local preference referral is received by Homes for Good.

DATED this _____ day of _____, 2023

Vice-Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 08/30/2023

AGENDA TITLE: In the Matter of Updating the Administrative Plan - Special Housing Types

DEPARTMENT: Rent Assistance Division

CONTACT : Beth Ochs

EXT: 2547

PRESENTER: Beth Ochs

EXT: 2547

ESTIMATED TIME : 15min

- 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 "BO", is written over a horizontal line.

DATE: 08/22/2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Beth Ochs, Rent Assistance Division Director

TITLE: Updating the Administrative Plan – Special Housing Types and Local Preferences

DATE: August 30th, 2023

MOTION:

Seeking Board Approval to:

Add Cooperative Housing as an allowable housing type for use with a tenant-based voucher. Add a “homeless” preference to the tenant-based voucher local preferences.

DISCUSSION:

A. Issue

Homes for Good desires to add “Cooperative Housing” as a permissible housing type for use with a tenant-based voucher as our jurisdiction is seeing growth in the creation of cooperative housing communities. Additionally, we desire to link a local preference to generate access to cooperative housing.

B. Background

HUD permits Public Housing Agencies (PHAs) to allow Cooperative Housing for use with tenant-based vouchers. Currently, Homes for Good only allows the use of cooperative housing under an approved Reasonable Accommodation to meet a disability related need.

Under Cooperative Housing, the Housing Assistance Payment (HAP) for the unit is the lower of the payment standard minus 30% of the family’s adjusted gross income or the monthly carrying charge for the unit, plus any utility allowance, minus 30% of the adjusted gross income.

Peace Village Co-Op, a development of Square One Villages consists of 70 units of affordable, resident-owned housing and will be located on River Road in Eugene.

C. Analysis

Expanding access to housing stock within our jurisdiction increases the likelihood that families will obtain housing.

Removing the need to obtain an approved Reasonable Accommodation to utilize Cooperative Housing reduces barriers to accessing housing and reduces administrative burden for Homes for Good staff as vetting requests for Reasonable Accommodation can be a lengthy process.

The carrying charges for Cooperative Housing and/or the Payment Standards of Homes for Good tend to be less than contract rent prices on the open market. In turn, this will reduce the per unit cost for Homes

for Good.

For example, the carrying charge for a two-bedroom unit at Peace Village Co-Op is \$750.00 per month. Assume a family's 30% contribution is \$500.00, the HAP for the Co-op would be \$250.00. Currently our average per unit cost for a voucher is \$646.00.

Peace Village Co-Op is set to start obtaining families for their homes in September 2023. Homes for Good has approximately 3000 families on its Housing Choice Voucher (HCV) waitlist.

Homes for Good has been in discussion with Square One to partner under a local preference to connect families that are on the HCV waitlist, who have identified as homeless to rise to the top of the waitlist when referred by Square One and/or Peace Village Co-Op, and most likely obtain housing at Peace Village. It is worth noting that under a tenant based local preference neither the PHA nor the local preference partner could require a family to move into a co-op as a requirement of the local preference.

D. Furtherance of the Strategic Equity Plan

Providing Local Preference is in alignment with our Strategic Equity Plan goal of, "continue to seek opportunities to support the non-profit network, local and state jurisdictions and the business community through preferences and partnerships."

Providing Cooperative Housing as a permissible housing type is in alignment with our Strategic Equity Plan goal of, "creating pathways to self-sufficiency".

E. Alternatives & Other Options

Homes for Good could choose not to implement local preferences and instead serve solely from the general waitlist. This could result in higher barrier populations having a reduced ability to access housing.

Homes for Good could choose not to implement Cooperative Housing as a permissible housing type.

F. Timing & Implementation

Following Board Approval:
Homes for Good will update its Administrative Plan.

G. Recommendation

Homes for Good recommends the board approve the request to add a "homeless" preference for tenant-based voucher.

Homes for Good recommends the board approve the request to add "Cooperative Housing" as a permissible housing type.

H. Follow Up

Remain in discussion with Square One Villages regarding the formation of local preference.

I. Attachments

- Peace Village Co-Op Membership Information Packet

PEACE VILLAGE CO-OP

Membership
Information
Packet



IT TAKES A
Community
TO RAISE A
Village



Updated: 06/22/2023

70 units of permanently affordable, resident-owned housing for households under 60% area median income developed by SquareOne Villages.

More information & apply at: www.squareonevillages.org/peace



PEACE VILLAGE CO-OP includes 70 units of permanently affordable, resident-owned housing for households under 60% area median income.

It's the fourth housing cooperative developed by **SquareOne Villages**, a local non-profit with a mission of creating democratic communities with homes that are permanently affordable and environmentally sustainable.

At SquareOne we strive to integrate diversity, equity, and inclusion into all aspects of our organizational culture and infrastructure. We envision our villages as culturally responsive places in which people from all backgrounds and abilities are welcomed, included, and valued.

Peace Village is founded on a shared-equity homeownership structure.

- ❖ Residents collectively own the housing as co-owners of the Peace Village Co-op. SquareOne retains ownership of the underlying land in order to ensure permanent affordability of the housing.
- ❖ Each household purchases a membership in the co-op. As part of your membership in the co-op, you have the exclusive right to occupy a specific dwelling for as long as you want, provided that you follow the co-op's policies and pay a monthly carrying charge.
- ❖ Unlike rental housing, co-op members share responsibilities that a homeowner or landlord typically handles. This includes adopting budgets, setting policies, overseeing repairs, and solving problems. While co-ops aren't for everyone, they're ideal for people who want to be involved with their neighbors in creating a diverse and inclusive community.
- ❖ The maximum resale value of the membership is limited (see table) in order to keep buy-in costs low and preserve affordability for future members. SquareOne also operates a revolving loan fund in order to help reduce the upfront cost burden.

A shared-ownership structure



Membership Purchase	<ul style="list-style-type: none"> ❖ \$5,000 / household ❖ A loan of up to \$4,000 may be obtained from SquareOne as capacity allows (see page 4 for details)
Resale Formula	<ul style="list-style-type: none"> ❖ Initial Membership Price ❖ + 3% simple interest per year ❖ + approved capital improvements
Carrying Charges (Monthly Payment)	<ul style="list-style-type: none"> ❖ \$450 - \$750 per month / household ❖ Includes all utilities, operating costs, replacement reserves, and mortgage payment

STEPS TO BECOMING A MEMBER

1. Review the Membership Information Packet to determine if you are interested and eligible for this housing opportunity.
2. Submit a completed application.
3. Applicants who submit a completed application and meet income criteria (see page 8) will be entered into a lottery.
4. In the order they are selected in the lottery, applicants will have their references contacted, and a criminal background and credit check will be conducted.
5. Applicants who meet the member selection criteria will be contacted by SquareOne staff. Memberships in the co-op will be offered in lottery order.
6. Selected applicants will then be required to attend an Information Session. At this time applicants can ask any questions they may have and view the unit they are offered.
7. Applicants will then have 14 days to review legal documents, sign a commitment agreement, and make a \$500 non-refundable deposit towards the membership purchase.
8. Once the housing has been approved for occupancy, SquareOne staff will contact you to schedule your move-in date and sign all relevant documents. The membership fee and first month's carrying charges must be paid in full upon move-in.
9. Move in!

Living in a co-op calls for commitment, mutual respect and a collaborative approach. It is good for people who want a sense of community and shared control, and who are able to contribute productively and inclusively.

Benefits of Joining a Cooperative

- ❖ **Community:** Members get to know each other by working together.
- ❖ **Transparency:** Members can learn the reasons for decisions that affect them.
- ❖ **Sense of security:** Living in a building where residents know each other feels more secure.
- ❖ **Democracy:** Everyone can have input.
- ❖ **Equality:** There's a commitment to fair and equal treatment.
- ❖ **Problem solving:** Members can find ways to control costs.

Challenges of Joining a Cooperative

- ❖ **Mutual accountability:** All members are expected to contribute while they live there.
- ❖ **Social intensity:** Problems can feel extra-intense in the co-op context.
- ❖ **Responsibility:** Members decide major legal and financial issues, so they have to put time into learning and thoughtful discussion.
- ❖ **Group processes:** Working with a group of people can take time.

Source: Champlain Housing Trust

MEMBERSHIP ELIGIBILITY

Household Income & Finances

- ❖ **Minimum income:** Total household gross income (before taxes) must be at least twice what the monthly carrying charges are for the unit (see page 8 for details).
- ❖ **Maximum income:** Total household gross income (before taxes) must not exceed 60% of the Area Median Income (AMI) for Lane County based on household size (see page 8 for details).
- ❖ **Stable income:** Household must have regular and verifiable income. Stability of income can be shown in various ways. Normally, at least two month's of income documentation must be provided.
- ❖ **Financial responsibility:** Applicants should show financial responsibility and a satisfactory past performance in meeting financial obligations, including but not limited to timely payments of rent, utilities, and/or installment debts (e.g. credit cards). If an applicant has had past trouble meeting their financial obligations, they should show a history of meeting reasonable repayment terms (past due medical and/or student loan debt are not considered).

Cooperative Membership Purchase

- ❖ **Membership purchase:** Applicants must be capable of purchasing a \$5,000 membership in the cooperative. A combination of cash, downpayment assistance, IDA accounts, or personal loans can be used towards this purchase. A loan of up to \$4,000 may be obtained from SquareOne as our capacity allows.

SquareOne Revolving Loan Fund

A loan of up to \$4,000 towards the membership purchase can be obtained from SquareOne's Revolving Loan Fund as capacity allows. These are 5 year loans with a 6% interest rate.

If you plan to apply for a loan from SquareOne to purchase your membership, the following additional eligibility requirements apply:

- ❖ Total household debt repayments (excluding medical and student loan debt) *plus* monthly carrying charges may not exceed 50% of the household's total gross monthly income.
- ❖ No bankruptcies in the last 3 years.
- ❖ No more than \$1,000 in past due debt found through credit report.

MEMBERSHIP ELIGIBILITY (continued)

Commitment to Cooperative Housing

- ❖ **Full-time residence:** Applicants must occupy the unit as their primary, full-time residence (no less than 9 months of the year), and may not own any other real estate with residential improvements.
- ❖ **Cooperative homeownership:** Applicants must make a reasonable effort to understand the unique characteristics of cooperatively owned housing.
- ❖ **Ability to comply with terms of lease:** Applicants must be able to fully comply with all the terms of the Proprietary Lease, Community Agreements, and House Rules, and participate in the cooperative either independently or with reasonable assistance.
- ❖ **Cooperation & participation:** Applicants must show reasonable ability and willingness to cooperatively work with other members, participate in group decision-making, and share with other members in the roles and responsibilities of cooperative management.
- ❖ **Non-discrimination:** Applicants must agree that neither they, nor members of their household, will discriminate against other members or applicants on the basis of any protected category, including race, sex, gender, age, marital or familial status, religious affiliation, color, national origin, sexual orientation, veteran status, family composition, disability status, or source of income.

Conviction History

- ❖ **Convictions:** An applicant's conviction history will be considered in the review process. However, the presence of a conviction history does not automatically result in denial. If you are concerned that your application may be denied due to the conviction history of someone in your household, you are encouraged to supply additional documentation that demonstrates you will be successful in a housing co-op. Such documentation might include your own letter of explanation; certificates of program completion; a letter from a drug/alcohol counselor, parole officer, religious leader, counselor or therapist, case manager, sponsor, community leader, or an employer; etc. An eligibility decision will then be made on a case-to-case basis.

References

- ❖ **Housing references:** Applicants must be able to provide at least two housing-related references who can speak to the applicant's rent/utilities payment history, lease compliance, and treatment of property. These may include landlords, property managers, housemates, service/shelter providers, etc. Applicants must have no history of disturbing neighbors, property damage, lease violations, or housekeeping habits that might adversely affect the safety, health, or welfare of other residents, or that might result in unusual maintenance needs.
- ❖ **Personal references:** Applicants must be able to provide at least three references (for each adult in the household) who can speak to the applicants' initiative, attentiveness, responsibility, reliability, and teamwork and problem-solving skills. References may include neighbors, coworkers, teachers, fellow volunteers, service providers, etc. Please do not list family members.

THE SITE | 3060 River Road; Eugene, OR

Located at the corner of River Rd. And Ferndale Dr., the 3.6 acre site is conveniently located near the Santa Clara business district, and an LTD bus stop (route 51) is located at the site. SquareOne purchased the property from Peace Presbyterian Church. While the Church will maintain very part-time use of some of the existing buildings on the property, it is not directly affiliated with SquareOne or the Peace Village Co-op.



COMMON AMENITIES

Existing buildings on the site will provide common amenities that extend the space of each individual home. This includes: a community kitchen and dining area, meeting space large enough to accommodate all of the residents, laundry facilities, storage space for bicycles, shared tools and resources, and other flexible use spaces. Peace Presbyterian Church will also maintain limited use of the sanctuary and community kitchen & dining room. There are also ample outdoor common areas with opportunities for gardening and other activities decided by the co-op.

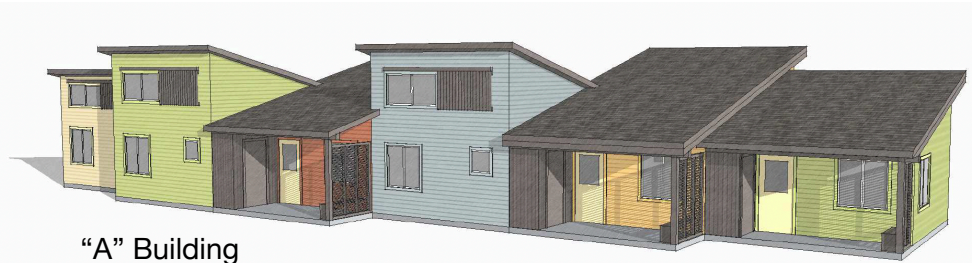
TRANSPORTATION

There will be 52 assigned parking spaces available for an additional \$25/month. Through a partnership with EWEB and Forth Mobility, SquareOne is also working to secure a shared electric vehicle that co-op members can reserve at a cost of \$4/hour. There is also one secure bicycle parking space per unit, and an LTD bus stop (route 51) is located at the property.

SUSTAINABILITY MEASURES

The compact homes are extremely energy-efficient, and are designed to use around 50% of the amount of energy as a similar sized home built to minimum building code standards.

- ❖ Highly insulated 2x8 wall construction
- ❖ Insulated slab foundations
- ❖ Elevated air-tightness measures
- ❖ High-efficiency mini-split heat pump heating and cooling
- ❖ High-efficiency heat pump water heaters
- ❖ Shared electric vehicle and charging stations



Peace Village Co-op

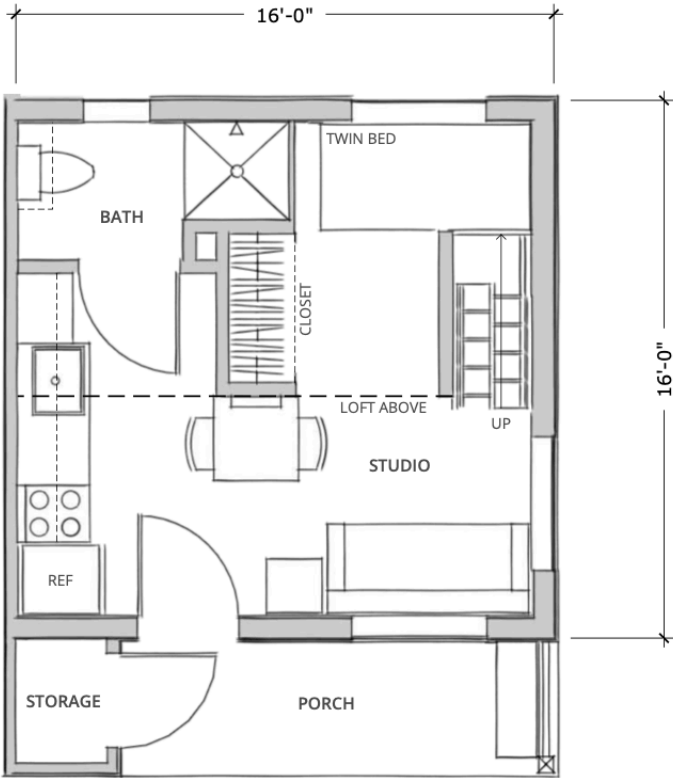
HOUSE TYPE OVERVIEW

House Type	Bldg.	Number of Units Available	Size	Monthly Carrying Charge	Minimum Household Income	Maximum Household Income (2023)
Studio Townhome	A & B	14	262sf w/ 141sf loft	\$450	\$900/mo (\$10,800/yr)	1 person: \$2,955/mo (\$35,460/yr) 2 person: \$3,375/mo (\$40,500/yr) 3 person: \$3,795/mo (\$45,540/yr) 4 person: \$4,215/mo (\$50,580/yr)
One-Bedroom Townhome	A	20	388sf w/ 186sf loft	\$600	\$1,200/mo (\$14,400/yr)	
One-Bedroom Townhome (ADA)	B	4	407sf	\$525	\$1,000/mo (\$12,000/yr)	
One-Bedroom Flat	D	24	384sf	\$525	\$1,000/mo (\$12,000/yr)	
Two-Bedroom Townhome	C	8	788sf	\$750	\$1,500/mo (\$18,000/yr)	
Assigned Parking Space		52		\$25		

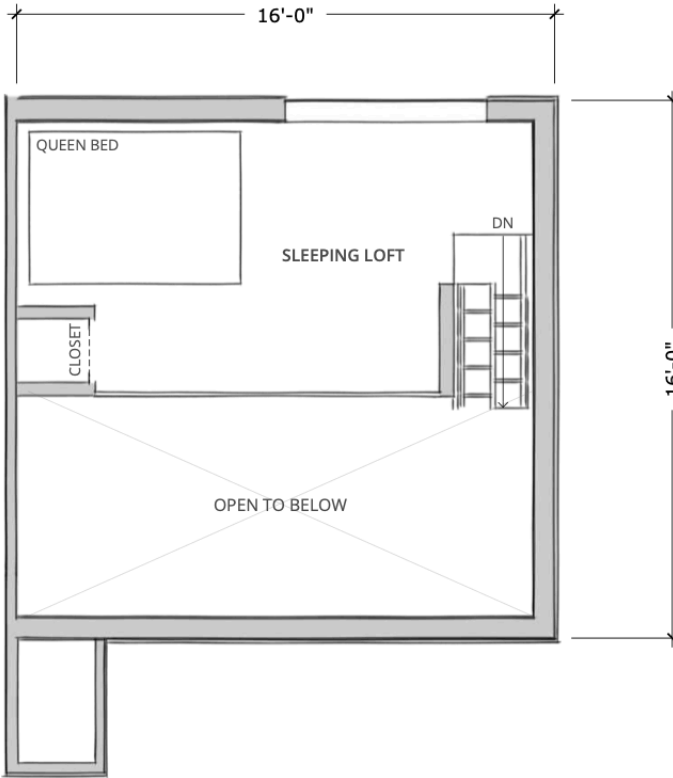
* Two-Bedroom Townhome units will prioritize households of at least two people

NOTE: Monthly carrying charges listed above are still subject to change based on final construction costs and confirming a property tax exemption.

STUDIO TOWNHOME (with sleeping loft)

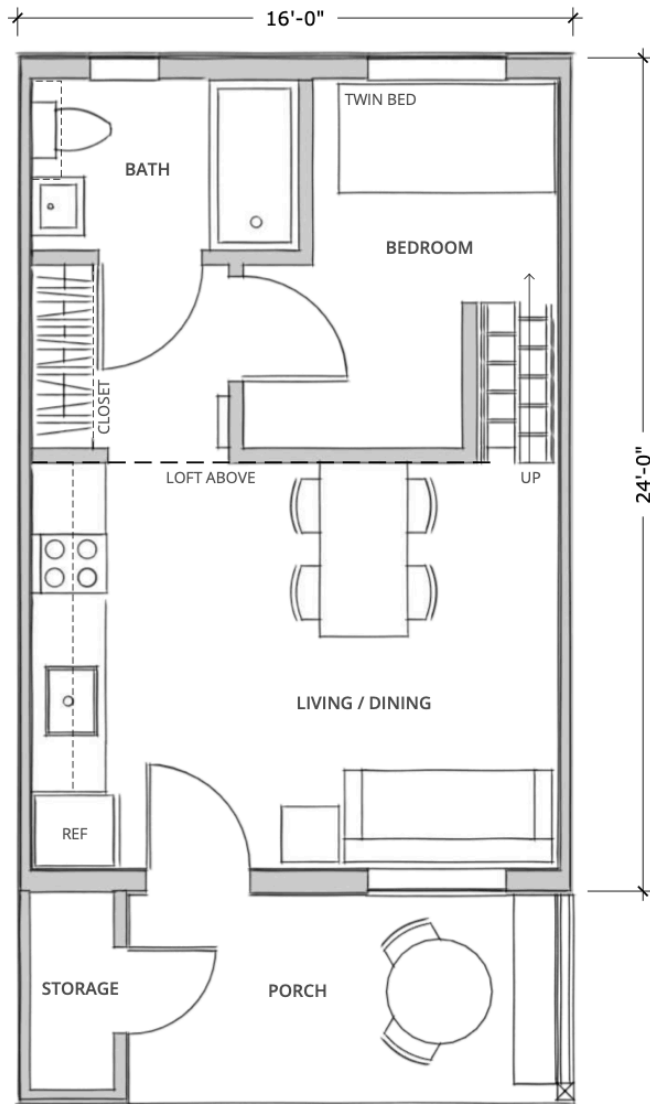


Ground Floor: 262 sq. ft.

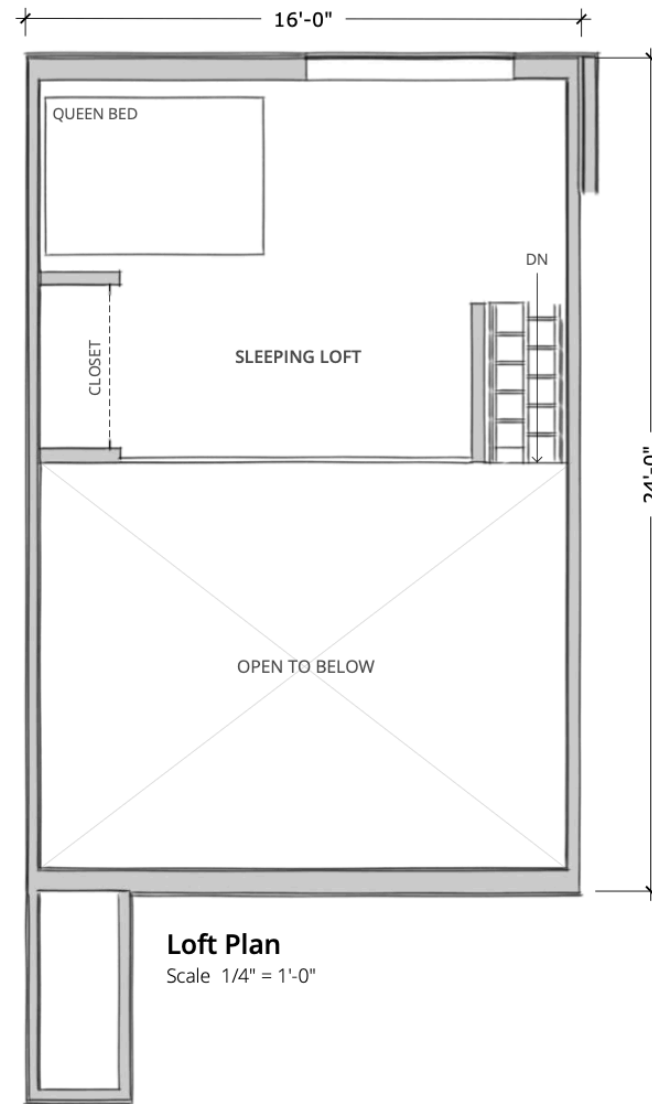


Sleeping Loft: 141 sq. ft.

ONE-BEDROOM TOWNHOME (with sleeping loft)



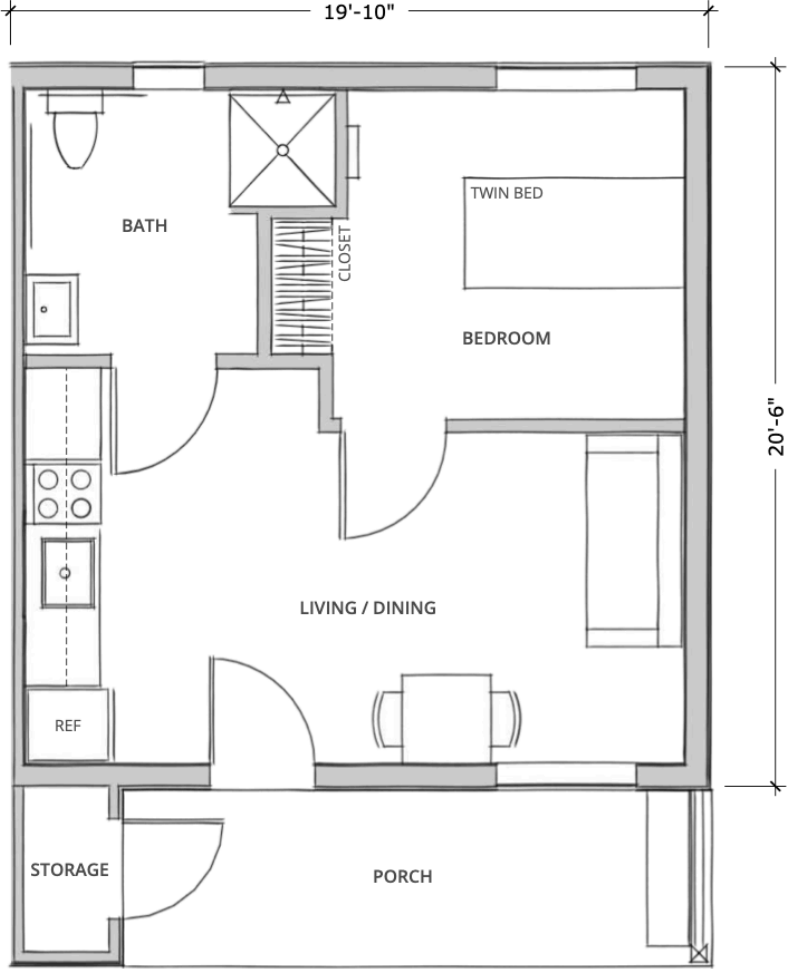
Ground Floor: 388 sq. ft.



Loft Plan
Scale 1/4" = 1'-0"

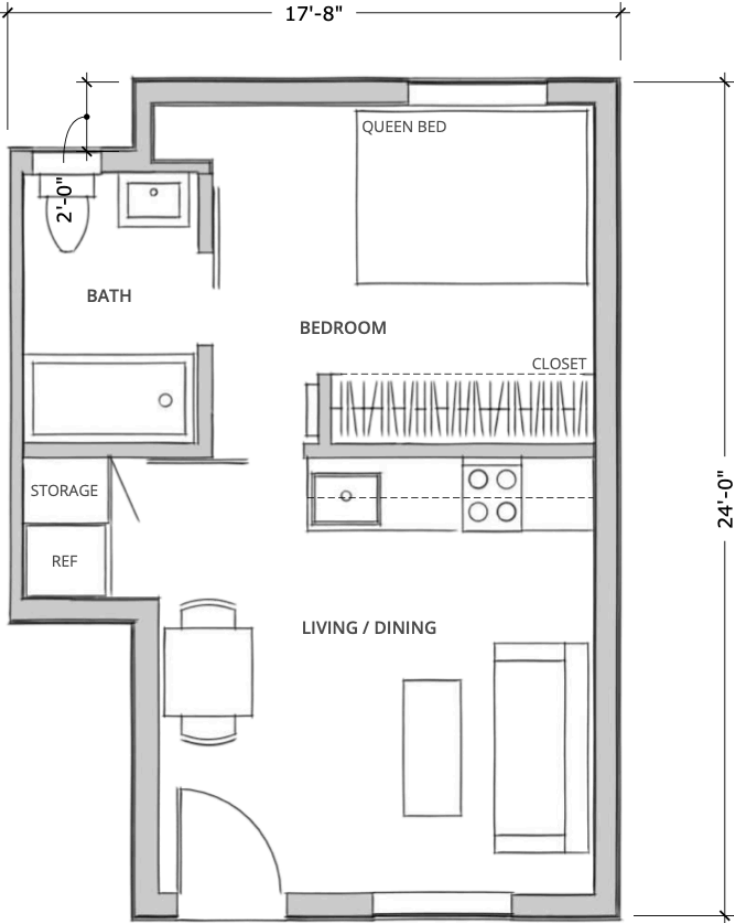
Sleeping Loft: 186 sq. ft.

ONE-BEDROOM FLAT (ADA Accessible)



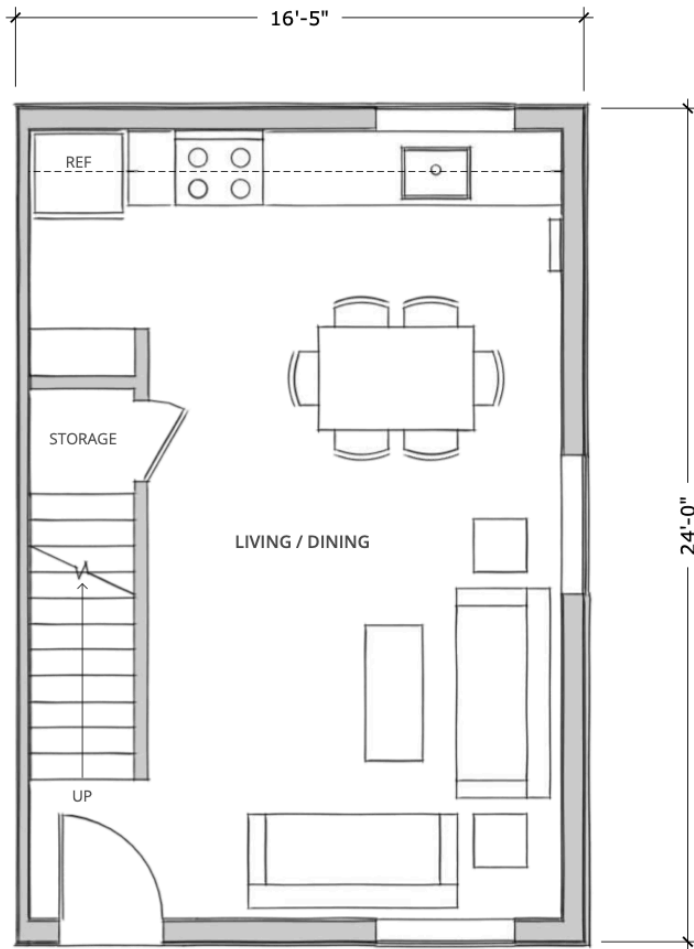
Ground Floor: 407sq. ft.

ONE-BEDROOM FLAT (ground floor & second floor units available)

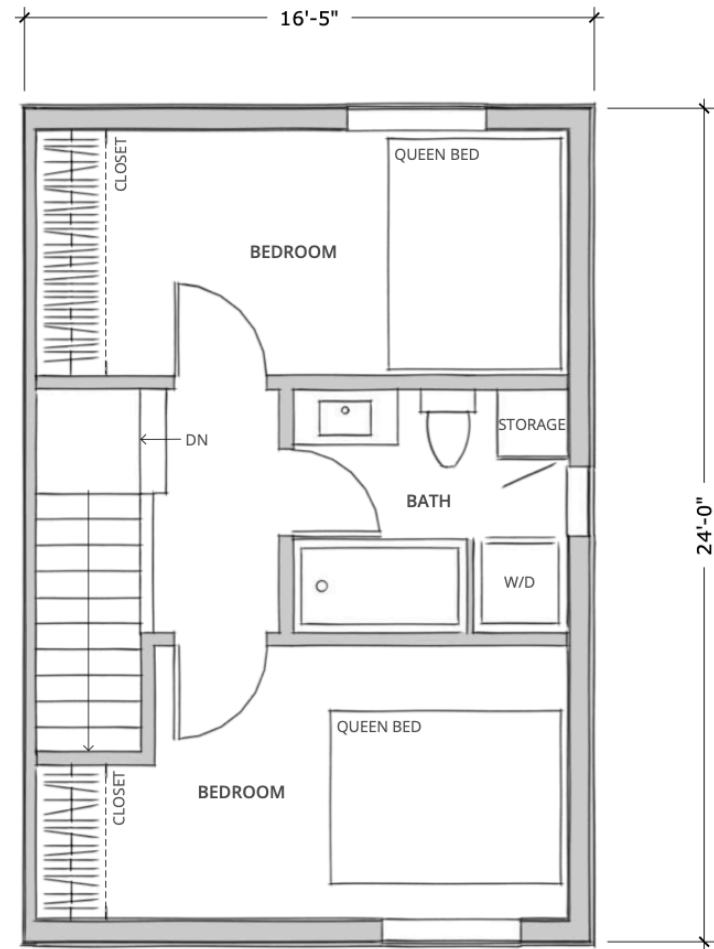


Ground Floor or Second Floor: 384sq. ft.

TWO-BEDROOM TOWNHOME



First Floor: 394 sq. ft.



Second Floor: 394 sq. ft.

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

ORDER 23-30-08-02H

In the Matter of Updating the Housing Choice
Voucher Administrative Plan, Local
Preferences and Special Housing Types

WHEREAS, Homes for Good may permit a family to use a special housing type.

WHEREAS, Homes for Good is permitted to establish local preferences, and to give priority to serving families that meet those criteria.

NOW IT IS THEREFORE ORDERED THAT:

The Housing Choice Voucher Administrative Plan for Fiscal Year 2023 shall be revised as follows:

Page 4-14 is amended to add the following under Selection Method policy,

PHAs are permitted to establish local preferences, and to give priority to serving families that meet those criteria. HUD specifically authorizes and places restrictions on certain types of local preferences. HUD also permits the PHA to establish other local preferences, at its discretion. Any local preferences established must be consistent with the PHA plan and the consolidated plan, and must be based on local housing needs and priorities that can be documented by generally accepted data sources.

PHA Policy:

Preference will be given to:

Homeless Family Preference

This preference applies to homeless families who have been referred from a Homes for Good approved entity (an entity with an active MOU/MOA with Homes for Good). The definition of 'homeless' for this purpose will be included in the MOU/MOA with the qualified entity.

Page 15-1 is amended to add the following under Special Housing Types:

PHA Policy:

Families will be permitted to use Cooperative Housing.

DATED this _____ day of _____, 2023

Vice-Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 08/30/2023

AGENDA TITLE: In the Matter of Authorizing a Loan and Transfer of Funds for Affordable Housing Pre-Development Expenses.

DEPARTMENT: Real Estate Development Division

CONTACT : Steven Ochs

EXT:

PRESENTER: Steven Ochs

EXT:

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 "S. Ochs", is written over a horizontal line.

DATE: 08/22/2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners
FROM: Steve Ochs, Real Estate Development Director
TITLE: In the Matter of Authorizing a Loan and Transfer of Funds for Affordable Housing Pre-development Expenses
DATE: August 30th, 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 enter into a loan agreement with PacificSource Community Solutions (PCS) and transfer funds as necessary from the Rental Assistance Demonstration (RAD) proceeds bank account to fund pre-development expenses for affordable housing development in Lane County.

DISCUSSION:

A. Issue

Homes for Good is leading the effort in Lane County to build a variety of affordable housing communities to serve low-income residents. To put together funding applications and, if awarded funding, get through development until construction start, Homes for Good must spend a significant amount of money on pre-development expenses. PacificSource Community Solutions (PCS) has offered to execute a loan of \$4 million dollars to assist in funding these expenses. In addition, RAD proceeds from the sale of scattered sites can be used as an internal loan to cover these expenses until they can be repaid. This order will authorize the Executive Director or Authorized Designee to execute the loan documents and agreements necessary to finance these pre-development efforts.

B. Background

Homes for Good has a robust pipeline of developments in various stages of development. Pre-development costs are costs that Homes for Good incurs in these various stages of getting a development ready to start construction. From the earliest stage this can be site feasibility costs such as environmental reviews and other analysis needed in looking at possible acquisition of a property. Acquisition is another cost as part of this process. Once the site is acquired, consultants and architects are needed to develop next steps on a property to prepare enough information to apply for funding. This typically includes, at minimum, paying for architecture and engineering, surveyors, land use, environmental review, geotechnical services, and cost estimating.



If selected for funding the funding needs increase significantly, but there is also certainty the money will be recouped as the new ownership entity will pay back the costs to the agency at finance closing. Architecture and engineering, contractor, and numerous other consultants are engaged during development to finish design, submit and complete building permits, and put the development out to bid.

Homes for Good is currently in pre-development on the developments listed below, with pre-development costs of approximately \$2 million dollars in the coming year. Most of these costs are coming from Ollie Court and Bridges on Broadway, which both expect to close financing in 2024, at which time re-payment of those funds would occur.

- Ollie Court – Approximately \$1.5 million in projected expenses to get to finance close/construction start in summer of 2024.
- Bridges on Broadway – Approximately \$400,000 in projected expenses to get to finance close/construction start in spring/summer of 2024.
- The Field on Quince – Approximately \$100,000 in projected expenses in the next year.
- Glenwood – Projected \$30,000 in expenses in the next year to plan for future development.
- Land Acquisition – Funds needed for possible land acquisition in Cottage Grove or other rural areas as well as land in Eugene-Springfield Metro area.

PacificSource Community Solutions has offered to enter into a \$4 million Community Project Agreement that would give Homes for Good a lump sum loan for qualifying pre-development expenses. This loan is intended to initiate and support the development, building, and promotion of low-income housing for residents within the County, and to provide a bridge to further the development and promotion of such low-income housing as the County and Recipient work on other funding and grant opportunities. More specifically, the funds will help address documented social determinant of health needs for the community, provide housing security for low-income residents, ensure economic diversity in the County, and target housing development in areas with access to jobs, schools, health care and transportation.

The terms of the loan agreement are still being finalized by the attorneys, but the main deal terms include:

- \$4 Million unsecured loan with 0.33% simple interest.
- Loan would be funded as a lump sum upon execution.
- Loan payments are interest only, once annually (Estimated payment just over 17K annually).
- The loan matures on December 31, 2024, unless it is extended pursuant to Section 4 of the Loan Contract. The loan can only be outstanding if PacificSource has a CCO contract in Lane County. PacificSource has indicated that if their contract gets renewed, they would be willing to discuss an extension of the maturity date. Since an extension is not guaranteed, Homes for Good will need to be comfortable with the fact that the principal



amount of the loan, plus outstanding interest as of that date will be due on December 31, 2024, if there is no extension.

- The funds can be used for pre-development expenses for the projects listed above.
- The loan can be prepaid in whole or in part at any time without penalty, with 15 days' notice to the lender.

In addition to this loan, Homes for Good has Rental Assistance Demonstration (RAD) proceeds that have been received from the sale of scattered sites. These funds could be used as an internal loan to the development department to be used for pre-development expenses and would be paid back when developments are funded.

C. Analysis

The loan from PacificSource provides a great opportunity. The interest at 0.33% is excellent. The current line of credit with Banner Bank, which has been used in the past for pre-development expense, is around 8% so this new loan is much more favorable.

The loan can be put in an interest-bearing account (which will exceed the 0.33%) so the loan payment can be made from interest earned.

The loan could mature as early as December of 2024 requiring Homes for Good to pay back the entire loan at that time. Homes for Good can mitigate this risk by putting the money in an interest-bearing account and using this loan only to cover costs for funded developments such as Bridges on Broadway and Ollie Court that will be paid back in 2024.

The use of RAD funds provides a no interest option to provide funds for development. The use of the proceeds for pre-development of housing developments will need to be balanced with other eligible possible uses for these funds, but it is a viable option the Executive Director can have available.

D. Furtherance of the Strategic Equity Plan

The use of loan proceeds and other pre-development funds enables the implementation of Pillar #3 Create Pathways to Self-Sufficiency under by supporting the Strategy of providing affordable housing within the Metro and Rural areas.

Consistent with the tactics under this strategy, this is a new funding stream that allows us to look at different housing types and in the pre-development process, get input from communities of their housing needs.

E. Alternatives & Other Options

The board could approve only the use of the loan or only the use of RAD proceeds for pre-development expenses. The board can also not approve either source. If the board order is not approved, Homes for Good staff will need to assess other options for funding pre-development costs such as using the existing line of credit with Banner Bank.



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



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

F. Timing & Implementation

Homes for Good staff will work with the attorney to immediately finalize all loan documents for the PacificSource loan. The use of RAD proceeds will be documented and reported to the Homes for Good Board Finance Committee on a quarterly basis.

G. Recommendation

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

H. Follow Up

None.

I. Attachments

None.

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

ORDER 23-30-08-03H

In the Matter of Authorizing a Loan and
Transfer of Funds for Affordable Housing Pre-
development Expenses

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, needs funding to pay for expenses related to pre-development work for future housing communities; and

WHEREAS, Homes for Good Housing Agency intends to repay the money used for these expenses at finance close for each development; and

WHEREAS, Homes for Good Housing Agency has determined that to fund the pre-development expenses through a low-interest loan enter into a Community Project Agreement (Agreement) with PacificSource Community Solutions (PCS) for the amount of **\$4,000,000**; and

WHEREAS, Homes for Good Housing Agency has determined that to fund pre-development expenses for future low-income housing it can use Rental Assistance Demonstration (RAD) proceeds; and

NOW IT IS THEREFORE ORDERED THAT:

Homes for Good Housing is authorized to negotiate all documents reasonably required in connection a Community Project Agreement (Agreement) a loan with PCS for the amount of \$4,000,000; and

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

That the Executive Director or Authorized Designee is authorized to execute the agreement, loan and legal documents associated with accepting the loan agreement requirements; and

That the Executive Director, Communications Director, Real Estate Director is authorized to sign all forms associated with the loan; and

That the Executive Director or Authorized Designee is authorized to use the PCS loan proceeds and/or the RAD proceeds to fund acquisition and pre-development expenses for the following projects:

- Ollie Court – Approximately \$1.5 million in projected expenses to get to finance close/ construction start in summer of 2024.
- Bridges on Broadway – Approximately \$400,000 in projected expenses to get to finance close/construction start in spring/summer of 2024.
- The Field on Quince – Approximately \$100,000 in projected expenses in the next year.
- Glenwood – Projected \$30,000 in expenses in the next year to plan for future development.

DATED this _____ day of _____, 2023

Vice-Chair, Homes for Good Board of Commissioners

Secretary, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 08/30/2023

AGENDA TITLE: FY24 Budget Preview

DEPARTMENT: Finance

CONTACT : Jacob Fox

EXT: 2527

PRESENTER: Jacob Fox

EXT: 2527

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: 08/22/2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



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FY24 Budget Preview

- ❖ The materials for this particular agenda item will be distributed at a later date prior to the Homes for Good Board of Commissioners meeting.
- ❖ Materials will be uploaded as a separate document in the same location as the August 30th, 2023, meeting agenda and packet.



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 08/30/2023

AGENDA TITLE: The Strategic Equity Plan Year 1 Quarter 4 Progress Report

DEPARTMENT: Executive

CONTACT : Jordyn Shaw

EXT: 2593

PRESENTER: Equity Strategy Team

EXT: --

ESTIMATED TIME : 20 minutes

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

Approval Signature

EXECUTIVE DIRECTOR:

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

DATE: 08/22/2023

LEGAL STAFF :

DATE:

MANAGEMENT STAFF:

DATE:



Strategic Equity Plan

Quarter 4: April - June 2023

Progress Report



Strategic Equity Plan

Quarter 4: April - June 2023

Progress Report

Listen to our Communities

Our Agency lives within the the sphere of our community, and can not be separated from that context. In order to be a responsible community organization, we must collaborate-- and most importantly listen-- to other organizations and people within our community. We must learn from their experiences and base operational changes on them to improve their experience. These goals focus on local partnership and collaboration.

We will develop new client engagement systems to share with clients the programmatic improvements we are achieving, and we will seek guidance from our clients on how we can continue to make programmatic improvements based on direct feedback from the people we serve. We will intentionally focus this client engagement on clients from the BIPOC community clients with disabilities.

- Start of portal development through new Yardi Software.
- Launch of FY23 Resident/Participant Survey.
- Customer experience survey (Opiniator) continued in the lobby of our Service Center. Created flyers and signage to encourage use and awareness. Surveys reviewed monthly and on request.
- Updates to our client survey form for Energy Services to allow further honest feedback from weatherization clients and integrating feedback into Energy Service's regular reviews of the weatherization program.

We will offer to develop new relationships with culturally specific organizations, organizations serving the BIPOC Communities and BIPOC leaders in Lane County.

- Executed Local Preference MOUs for Project Based Vouchers with St. Vincent de Paul, Laurel Hill, ShelterCare, 15th Night, Head Start, Oregon Department of Human Services, The Confederated Tribes of Coos, Lower Umpqua and Siuslaw's Three Rivers Casino Resort and Siuslaw Outreach Services.
- Conversations started with the following local community organizations on possible local preference partnerships: Relief Nursery, Lane County Developmental Disabilities, Emergence Addiction and Behavioral Therapies and Community Sharing Program.
- Attended OAME/CADE event and utilized a QR code for business owners to sign up for contract opportunities at Homes for Good.

We will continue to seek opportunities to support the non-profit network, local and state jurisdictions and the business community through preferences and partnerships.

- Resident Services hosted a Whole Health Fair to connect residents to resources.
- Completed participation in Advancing Equity through Emergency Housing Vouchers Community of Practice Cohort. Findings presented to Lane County Poverty and Homelessness Board.
- Planned Community Night Out to host over 25 community partners.
- Attended community events: International AIDS day and Eugene's Juneteenth celebration to connect and listen to communities and individuals most in need of weatherization.

We will use specific instances of housing discrimination faced by our prospective and existing clients to identify trends in housing discrimination occurring in Lane County. We will pay careful attention to specific instances and trends of housing discrimination that are being experienced by people from the BIPOC community and people with disabilities.

- Fair Housing Month Messaging focusing on Source of Income as a protected class, and discrimination against Section 8 voucher holders.
- Hired Section 3 contractor for work in Public Housing.
- Completed review of Waitlist Connect data in partnership with Lane Council of Governments (LCOG).
- Reviewed and revised complaint responses procedures related to bias or discrimination.
- Hosted staff training on neighbor on neighbor harassment .
- Included questions related to resident experience with discrimination in their communities in FY23 resident survey.



Strategic Equity Plan

Quarter 4: April - June 2023

Progress Report

Tell the Human Story

The people we serve are the heart of our work. As a social service organization, we work for and with people. These goals focus on keeping a human-centered approach. They include efforts to gather participant feedback and use that in programmatic changes, amplifying those voices on our media platforms, and improved empathy and client interactions for non-client facing staff.

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

- Provided overview of findings from Advancing Equity through Emergency Housing Vouchers Community of Practice Cohort to Rent Assistance staff.

Staff that don't engage with our clients as part of their core responsibilities will be provided the opportunities to be directly in service to increase empathy and understanding of the people we serve. All staff receive training on empathy and de-escalation for people experiencing trauma and crisis.

- Planned Community Night Out volunteer opportunities for staff to serve residents.
- Wait list opening in June that included staff from across departments assisting on phones and in-person 1:1 support in completing the online application.

Homes for Good's external communication channels are used as a platform to share and amplify the stories of Homes for Good clients with an emphasis on clients from the BIPOC community and people with disabilities.

- Social media campaign to share quotes from Family Self-Sufficiency Focus Groups sharing experiences with the program.
- Created weatherization info video for our website which shares the timeline and story of benefits derived from our weatherization program.
- Attended Oregon Energy Coordinators Association (OECA), sharing troubles and roadblocks discovered while interacting with disadvantaged communities. Beginning a dialogue of how we can better work along complicated real human issues we see every day while assisting clients via our weatherization program.

Homes for Good will educate the business community about efforts to implement a Strategic Equity Plan to infuse equity into the culture and growth of our organization and our efforts to target our housing resources to communities most marginalized in our community with an emphasis on people from the BIPOC community and people with disabilities.

- Completed bidding process at Lazy Days and strategized with team how to maximize MWESB representation. Goal of 20% of all construction contracts to be MWESB.



Strategic Equity Plan

Quarter 4: April - June 2023

Progress Report

Create Pathways to Self-Sufficiency

We usually associate "Self-Sufficiency" with our "Family Self-Sufficiency Program," but creating pathways to self-sufficiency looks to improve more than just one program. With these goals, we hope to make process and programmatic improvements to promote wealth building, and improve the mental and physical health of our all of our Residents and Program Participants.

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

We will communicate our goal of improving educational achievement for children and youth that are served by Homes for Good to education leaders in Lane County and seek their input and partnership in this effort.

We will determine how to continue to grow resident services supports including developing initiatives to improve the mental and physical health of residents living in our apartment communities with an emphasis on clients from the BIPOC community and clients with disabilities.

We will continue affordable housing production and the rehabilitation of existing affordable within the metro area and rural areas. We will experiment with housing types and scale for rural Lane County based on input from local residents and especially the BIPOC community.

- Held Adulting 101 series which provided life skills education to youth in our programs.
- Summer youth programming included youth internship opportunities.
- Ollie Court received LIFT funds, and funds for Early Learning Center approved.
- In the process of constructing a 1-year certificate program at LCC which trains and educates perspective students in construction, public management, energy efficiency, and business to support their transition into the energy efficiency field within Lane County. Providing the Energy Services with a greater pool of eligible partners and overall encourage young professionals to become though leaders of innovation.
- Resident Services expansion to additional 3rd party managed properties.

- Hosted an all property Whole Health Fair in April with over 25 partner agencies.
- Services transition at The Commons on MLK and The Keystone to Homes for Good staff.
- Groundwork for on-site healthcare services at The Commons on MLK to start in August 2023.

- Awarded LIFT funding for Bridges on Broadway and Ollie Court. Ollie Court will prioritize marketing to communities of color.
- Awarded Affordable Housing Trust Fund funding for Bridges on Broadway and The Coleman.
- Groundwork for Energy Services work at the Eugene Mission to start in August. Following the completion of weatherization at the Eugene Mission, some of Eugene's most vulnerable populations will have an improved and more comfortable temporary homes while seeking addiction services and care.



Strategic Equity Plan

Quarter 4: April - June 2023

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Homes for Good's programmatic resources, like the Housing Choice Voucher Home Ownership Program, that are proven to build wealth have been assessed with the goal to increase wealth for clients from the BIPOC community.

- Started discussions with Peace Village regarding the use of Cooperative Housing as a funding source for their 70 units of resident owned housing.

We have developed the framework of a plan to expand client employment opportunities and expand the number of contracts we have with businesses owned by people from the BIPOC community and businesses owned by women.

- Staff assisted local minority contractor in submitting Certification Office for Business Inclusion and Diversity (COBID) application for minority owned business.
- Staff tabled and presented at Business Xcellerator event in June but on by the Contracting Alliance for Diversity and Equity (CADE).



Strategic Equity Plan

Quarter 4: April - June 2023

Progress Report

Lead and Grow Ethically

"Leading and Growing Ethically" means we will lead the way in creating a racially and socially just organizational culture. These goals focus on improving our employee experience, recruiting and retaining a diverse workforce, utilizing technologies to provide more access to our programs, and reducing the Agency's carbon footprint.

We will focus on educating staff about our vision for a racially and socially just organizational culture. This education will leverage our current strengths related to compliance and organizational growth as we embrace newer elements of our evolving organizational culture to include social justice advocacy, individual DEI competence and the value and interdependence of human beings.

- Property Management and Resident Services staff participated in Diversity, Equity & Inclusion training with The Corporation for Supportive Housing (CSH).

We will review hiring, promotion and retention practices with an emphasis on supporting the career growth for existing employees while also recruiting externally and attracting diverse talent including people from the BIPOC Community and people with disabilities.

We will develop a plan to expand our employee assistance program to include an emphasis on improving health outcomes, retirement outcomes, savings outcomes and educational outcomes.

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

- Applied for EWEB Community Electric Mobility Grant to kickstart Energy Service's new project, W.A.F.E.R. (Weatherization Auditor Fleet Electrification Redesign). Beginning our effort to electrify our entire fleet and reach Homes for Good's goal of becoming carbon neutral.



Strategic Equity Plan

Quarter 4: April - June 2023

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We will continue our efforts to develop systems of resiliency that anticipate hazards that may disrupt essential functions and processes. We will continue to develop Annexes to the Continuity of Operations plan as prioritized by the Hazard and Vulnerability Analysis.

- Finalized draft of Resident Evacuation template for resident groups to develop site specific response plans.
- Energy Services partnered with Northwest Natural and Geometrics to create a Ground Source Heat Pump (GSHP) installation program in Lane County. GSHPs are one of the most efficiency central heating and cooling technologies available on the energy market, but are also highly expensive to install and purchase. This program would provide low-income families to receive free GSHP installation greatly improving energy savings and addresses energy inequality here in Lane County.

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

- FY23 Resident/Participant Survey distributed in both English and Spanish.

We will identify and document clients who don't have the skills, access or resources to utilize modern technology for communication and submission of required forms and documentation.

- FY23 Resident/Participant Survey asked questions about access to technology and support needed.

We will identify and document federal and state statutes and regulations that create barriers to access and active participation in Homes for Good governance, programs and apartment communities.

We will determine the financial viability of a desired growth plan for the Supportive Housing Division in coordination with our efforts to secure capital and supportive services for new permanent supportive housing apartment communities.

- Bridges on Broadway funding approved by Oregon Housing and Community Services (OHCS) with Homes for Good as property manager and services provider.
- Resident Services expansion into Case Management services in PSH sites at The Commons on MLK and The Keystone