



177 Day Island Rd., Eugene, OR 97401 • PH 541-682-3755 • FAX 541-682-3411  
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**Homes. People. Partnerships. Good.** [www.homesforgood.org](http://www.homesforgood.org)

## **HOMES FOR GOOD HOUSING AGENCY**

### **BOARD OF COMMISSIONERS MEETING WEDNESDAY MARCH 27<sup>TH</sup>, 2019**

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- V. ORDER 19-27-03-01H
- VI. ORDER 19-27-03-02H
- VII. ORDER 19-27-03-03H
- VIII. PRESENTATION – REAL ESTATE DEVELOPMENT POWERPOINT

# AGENDA

## Homes for Good Housing Agency



### BOARD OF COMMISSIONERS

#### Location of the meeting:

Board of County Commissioners Conference Room, Public Service Building, 125 East 8<sup>th</sup> Avenue, Eugene, OR, 97401

Phone: 541.682.2506

The meeting location is wheelchair-accessible. Anyone needing special accommodations (deaf, people with hearing loss, language translation, chemical sensitivity needs, and large print copies of agenda), please make your request at least 48 hours prior to the meeting.

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### Wednesday, March 27th, 2019

(1:30 p.m.) (Board of County Commissioners Conference Room)

#### 1. #PUBLIC COMMENTS – 20 Minutes

(Expected maximum time 10 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)

#### 3. ADJUSTMENTS TO THE AGENDA

#### 4. COMMISSIONERS' BUSINESS

#### 5. EMERGENCY BUSINESS

#### 6. EXECUTIVE SESSION I – estimated time 30 minutes

"On March 27<sup>th</sup>, 2019, the Homes for Good Board will hold an Executive Session pursuant to ORS 192.660(2)(e), to conduct deliberations with persons designated by the Homes for Good Board of Commissioners to negotiate real property transactions."

#### 7. EXECUTIVE SESSION II – estimated time 15 minutes

"On March 27<sup>th</sup>, 2019, the Homes for Good Board will hold an Executive Session pursuant to ORS 192.660(2)(i), to review and evaluate the job performance of a chief executive officer, other officers, employees, and staff, if the person whose performance is being reviewed and evaluated does not request an "open hearing."

#### 8. ADMINISTRATION

- A. Approval of Minutes: 01/30/2019
- B. Executive Director Report (estimated time 15 minutes)
- C. **Presentation**/2018 Financial Statement Audit Entrance Conference (Jeff Bridgens, Finance Director) (Kevin Mullerleile, Sr. Manager Moss Adams) (estimated time 20 minutes)

- D. **Order/19-27-03-01H** – In the Matter of Documenting the Executive Director's Annual Performance Evaluation and Instructing Human Resources Regarding Revision of the Employment Agreement (Bailey McEuen, HR Director) (estimated time 10 minutes)
- E. **Order/19-27-03-02H** – In the Matter of Authorizing the Formation of Commons on MLK LLC and Commons on MLK Manager, LLC. (Nora Cronin, Project Developer) (estimated time 10 minutes)
- F. **Order/19-27-03-03H**– In the Matter of Authorizing a Loan from Homes for Good Housing Agency to MD Commons LLC (Steve Ochs, Development Director) (estimated time 10 minutes)
- G. **PRESENTATION** – Homes for Good Real Estate Development Pipeline and Cashflow Needs (Steve Ochs, Development Director) (Jeff Bridgens, Finance Director) (estimated time 30 minutes)

## **8. OTHER BUSINESS**

Adjourn

# Minutes

## Homes for Good Housing Agency



### BOARD OF COMMISSIONERS

**Location of the meeting:**

Board of County Commissioners Conference Room, Public Service Building, 125 East 8<sup>th</sup> Avenue, Eugene, OR, 97401

**Phone:** 541.682.2506

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### Wednesday, January 30<sup>th</sup>, 2019

(1:30 p.m.) (Board of County Commissioners Conference Room)

#### **PUBLIC HEARING (CM/GC)**

This public hearing is being held regarding the Joint Order of the Homes for Good Board of Commissioners and Local Contract Review Board's adoption of a Construction Manager/General Contractor (CM/GC) alternative contracting method exemption for construction of the Office Renovation Project at 100 W. 13<sup>th</sup> Ave in Eugene, Oregon.

*No Public Comment for CM/GC Public Hearing*

#### **1. #PUBLIC COMMENTS-Re - River Road Project (to terminate sales agreement)**

(Expected maximum time 10 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.)

**The following community members provided written and public testimony to the Board of Commissioners regarding Homes for Good's sale of River Road site adjacent to the Greenway.**

- |                       |                    |                      |
|-----------------------|--------------------|----------------------|
| 1. Rob Handy          | 2. Dennis Sandow   | 3. Kylas Nagaarjuna  |
| 4. Jacqueline McClure | 5. Emery Blackwell | 6. Christopher Logan |
| 7. Julie Hulme        | 8. Glen Mandzak    | 9. Lena Kartzon      |

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

Commissioners thank the neighbors of the Lombard neighborhood and discuss they will review the comments made by the neighbors as well as conduct a deeper review of all information regarding the sale of the River Road site at a future meeting.

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

*No Adjustments to the Agenda*

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

- A. Introduction and Welcome of New Board Commissioners Heather Buch and Joe Berney
- B. Election of New Board Chair & Announcement of Vice Chair
  - Motion to approve the new Board Chair: Pat Farr nominated Char Reavis
  - Motion to approve the new Board Chair: Michelle Thurston: 2<sup>nd</sup> nomination for Char Reavis
  - Motion passes unanimously, Char Reavis will renew her term as Board Chair for 2019

## 5. EMERGENCY BUSINESS

*NO EMERGENCY BUSINESS*

## 6. EXECUTIVE SESSION I – estimated time 15 minutes

On January 30<sup>th</sup>, 2019, the Homes for Good Board will hold an executive session pursuant to ORS 192.660(2)(f), "To discuss information or records that are exempt by law from public inspection, specifically advice from our legal counsel regarding employment matters."

## 7. ADMINISTRATION

- A. Approval of Minutes: 12/19/2018
  - Motion to approve minutes: Pete Sorenson
  - Motion seconded Michelle Thurston
  - Motion approved unanimously
- B. Executive Director Report (estimated time 15 minutes)
  - Document submitted to board, no discussion.
- C. **Order/19-30-01-01H** – In the Matter of Approving Contract 19-C-0031 (Construction Management/General Contractor Services) for the renovation of the New Administrative Building. (Nora Cronin, Project Developer)

**Steve Ochs:** Provides background on the need for public notice for the CMGC process for Homes for Good's new administrative building. During this process, the contractor is chosen based on the merit of their proposal.

**Nora Cronin:** We are asking you to approve the CMGC for the 100 W 13th Ave building. Pivot Architecture has been guiding us through the process. Based on a scoring committee results, Chambers Construction was chosen.

**Jacob Fox:** We will come back with financial information of the new admin building in a future meeting.

**Nora Cronin:** Pivot will have more detailed plans of the building mid-February

Motion to approve Order 19-30-01-01H: Pete Sorenson  
Motion seconded: Michelle Thurston  
Motion has passed unanimously

- D. **Order/19-30-01-02H** – In the Matter of Approving the Submission of the Significant Amendment to the October 1, 2018 Annual Agency Plan. (Alli Schwartz, Real Estate Specialist)

**Alli Schwartz:** We are focusing on changing an increase in rent mid-year. The significant amendment change will be getting rid of rent increases mid-year and extending the notice from 14 days to 30 days. We will also allow costs incurred for assistance animals.

**Pete Sorenson:** Did Homes for Good meet with residents for comment?

**Alli Schwartz:** We contacted every single resident and did not receive comment.

**Joe Berney:** This sounds like it is a change that will be welcomed by tenants and staff.

Motion to approve Order 19-30-01-02H: Pete Sorenson

Motion seconded: Michelle Thurston

Motion has passed unanimously

- E. **Order/19-30-01-03H** – In the Matter of Updating the Housing Choice Voucher Administrative Plan (HCV Admin Plan) Local Preference Language (Wakan Alferes, Director of Resident Services)

**Wakan Alferes:** I am here to ask for approval from the board to change the language of the permanent supportive housing unit. This plan will broaden the preference for the continuum of care.

Motion to approve Order 19-30-01-03H: Jay Bozievich

Motion seconded: Michelle Thurston

Motion passed unanimously

- F. **Order/19-30-01-04H** – In the Matter of Approving the Richardson Bridge Operating Budget (Steve Ochs, Real Estate Development Director)

**Steve Ochs:** This board order is based on the requirement of HUD to report to the board. We rehabilitated the Richardson Bridge apartments summer of 2018. This is based on a calendar year.

Motion to approve Order 19-30-01-04H: Pete Sorenson

Motion seconded: Michelle Thurston

Motion passed 6/0 with Commissioner Farr being excused

- G. **Order/19-30-01-05H** – In the Matter of Authorizing the Executive Director to Accept Housing Improvement Plan Grant funds from Lane County for Legion Cottages Tiny Homes project in Cottage Grove Oregon. (Steve Ochs, Real Estate Development Director) (estimated time 10 minutes)

**Steve Ochs:** Provides an overview of the project

**Pete Sorenson:** In the future Homes for Good staff should inform Commissioner Buch of any St. Vincent de Paul involved orders so she can recuse herself for reasons of conflict of interest.

**Michelle Thurston:** There is a lot of excitement in Cottage Grove regarding this project.

**Steve Ochs:** We will engage in public outreach for this project. The project will be located across the street from Parkview Terrace whose amenities will be available to those who will be living in the cottages.

Motion to approve Order 19-30-01-05H: Pete Sorenson

Motion seconded: Michelle Thurston

Motion passed 5/0 with Commissioner Farr being excused and Commissioner Buch recused

- H. **DISCUSSION** – In the Matter of Discussion of a Contingency Plan Regarding the Federal Government Shut Down. (Jacob Fox, Executive Director) (estimated time 15 minutes)

*Discussion Cancelled*

- I. **PRESENTATION** – Introduction to Homes for Good (Jacob Fox, Executive Director) (estimated time 20 minutes) - Item to be moved to a future date

*Presentation moved to February meeting due to time constraints*

## **8. OTHER BUSINESS**

Adjourn

Please note this is a short excerpt of the proceedings, a full recording of the meeting is available upon request by emailing [amccoy@homesforgood.org](mailto:amccoy@homesforgood.org)





On February 13th we were delighted to host a delegation of affordable housing experts from Australia that included board members and staff members from an organization called Compass Housing Services. This delegation was led by Paul Weech who is a US national expert in affordable housing and the primary purpose of this visit was focused on sharing best practices for property management and resident services. Compass Housing Services has over 4200 properties with over 8000 units under direct management and their asset management systems are very sophisticated. One of many great ideas that they shared with us was how they approach maintenance management using a general contractor as opposed to maintenance staff members that are assigned to individual properties. They have achieved significant cost savings using this method. This delegation had lots of questions about our housing first project and the Oaks at 14th, which serves individuals returning to Lane County from prison. The Australian delegation was very complimentary of our innovation and our projects. The Homes for Good team members that were present left reminded that our work is among the best in the nation.



We continue to work tirelessly to close on the financing and break ground on the Market District Commons apartment community. As outlined in my last ED report one primary challenge is getting HUD headquarters in Washington DC to complete our Subsidy Layering Review, which is required for us to deploy project based housing choice vouchers into the project. The government shut down in January has resulted in a backlog of approvals needed from this office. Also the financial analyst assigned to our project has continued to challenge some of our financial assumptions related to revenue inflators despite having approved another project in Oregon that used the same revenue inflators.



Another primary challenge has been shifting requirements related to guarantees from Homes for Good specific to the commercial space in the development from our investor and lender, Wells Fargo. There is a related board order for deliberation by the Homes for Good Board related to authorizing me as the ED to finalize this negotiation. We have worked extensively with Wells Fargo over the past week to negotiation terms that are mutually acceptable and we are hopeful that Wells Fargo will finalize these terms within the next week. It was exciting us to attend the ground breaking for the Obie Company's expansion of the 5th Street Market District on February 14th. We received significant recognition from the Obie Team and we felt that Pete Sorenson's speech really delivered the positive message of why the public/private partnership is more powerful because of the inclusion of the Market District Commons project that we are developing.





The snow storm and related power outages in late February forced the cancellation of the Homes for Good February Board meeting and it also had a significant impact on Homes for Good's operations. The Homes for Good team members, especially our maintenance staff members, rose to the occasion and spent countless hours shoveling snow, spreading deicer and picking up tree debris. Outside of the metro area we experienced loss of power at numerous apartment communities which significantly impacted the lives of our residents especially our elderly and disabled residents. In addition to our maintenance staff members our accounting and finance staff members made it to work to generate the \$1.3mm in monthly housing assistance payments to landlords and the team also completed payroll despite the challenging weather. For us this storm, the most significant weather event in over 50 years, highlighted the need for our organization to implement more robust disaster preparedness plans including better communication tools. We will keep the Homes for Good Board apprised of our efforts and progress in this regard and this planning effort will be a cornerstone of our new strategic plan that is currently under development.



The Commons on MLK continues to evolve with a planned ground breaking in August of 2019. I can't stress enough the significance of the unprecedented investments from the health care system. Another development is that we have selected US Bank as our low income housing tax credit investor. I want to highlight for the Homes for Good Board that this project is a non-traditional affordable housing project and the investor has signaled the likely need for guarantees from Lane County related to the continuity of supportive services and the operating budget deficit. We have met with senior leadership from Lane County to begin discussions about how these guarantees could be structured.



We received very hopeful news from the Department of Housing and Urban Development related to the Subsidy Layering Review. After a three month delay in the necessary completion of this review, in part due to the partial federal government shutdown, we have received the green light to submit final documentation for their approval needs. We anticipate the approval within the next 10 days and are working with Wells Fargo to close the financing of the project by mid-April. Once we have a better sense of the specific closing date we'll be scheduling a ground breaking event that the Homes for Good Board members will be invited to. I want to thank Steve Ochs for his patience and tenacity in working through this extreme challenge with HUD.



# AGENDA CHECKLIST

## AGENDA INFORMATION TO BE SUBMITTED TO THE BOARD OFFICE

(Aisha McCoy, Administrative Specialist ext 2545)

**One Title Memo**

**Agenda Packet**  
One Original Hard Copy plus  
One copy e-mailed to  
[amccoy@homesforgood.org](mailto:amccoy@homesforgood.org)

**Material Due**  
Due by 12 pm Wednesday  
preceding the week it will be  
**included in the agenda notice**

AGENDA TITLE: 2018 Financial Statement Audit Entrance Conference

|            |  |     |             |
|------------|--|-----|-------------|
| DEPARTMENT | <b>Finance</b>                         |     |             |
| CONTACT    | <b>Jeff Bridgens, Finance Director</b> | EXT | <b>2525</b> |
| PRESENTER  | <b>Jeff Bridgens, Finance Director</b> | EXT | <b>2525</b> |

AGENDA DATE: **03/27/2019**

### THIS ITEM WILL INVOLVE:

- |  |   |   |  |
|--|---|---|--|
| <input type="checkbox"/> Consent Calendar            | <input type="checkbox"/> Report                                     | <input type="checkbox"/> Appointments                 | <input type="checkbox"/> Committee Reports |
| <input checked="" type="checkbox"/> ORDER/Resolution | <input type="checkbox"/> Discussion & Action                        | <input checked="" type="checkbox"/> Presentation Only |  |
| <input type="checkbox"/> Ordinance/Public Hearing    |   |   |  |
| Public Comment Anticipated?                          | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No | Estimated Time <u>20 min</u>                          |  |

**NOTE: DEPARTMENT MANAGER MUST SIGN OFF BEFORE SUBMITTING TO BOARD OFFICE**

Executive Director/: **Jacob Fox** Date **03/19/2019**

Legal Staff-Review by: \_\_\_\_\_ Date \_\_\_\_\_

\*if required \_\_\_\_\_

Management Staff- \_\_\_\_\_ Date \_\_\_\_\_

Review by: \_\_\_\_\_



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## **HOMES FOR GOOD M E M O R A N D U M**

**TO:** Homes for Good Board of Commissioners

**FROM:** Jeff Bridgens, Finance Director

**AGENDA ITEM TITLE:** DISCUSSION/Moss Adams Audit Entrance — Communication for Those Charged with Governance

**AGENDA DATE:** March 27, 2019

**I. ISSUE** 2018 Audit Entrance Communication from Moss Adams

**II. DISCUSSION**

A. Background

The objective of the auditor's communication with those charged with governance is to establish an effective two-way communication with the persons charged the overall governance of an organization. 2019 marks the second year of Moss Adam's engagement as Homes for Good's auditors. The audit entrance meeting is intended to introduce members of the Board to the audit team responsible for the engagement, clearly communicate responsibilities of the auditor in relation to their financial statement audit, provide an overview of the planned scope and timing of the audit and obtain information relevant to the audit from those charged with governance. Moss Adams will return at the conclusion of their audit to discuss with members of the Board the results of their audit, significant audit findings and other items that are required to be communicated under their professional standards.

B. Recommendation

None required.

**III. ATTACHMENTS**

PowerPoint

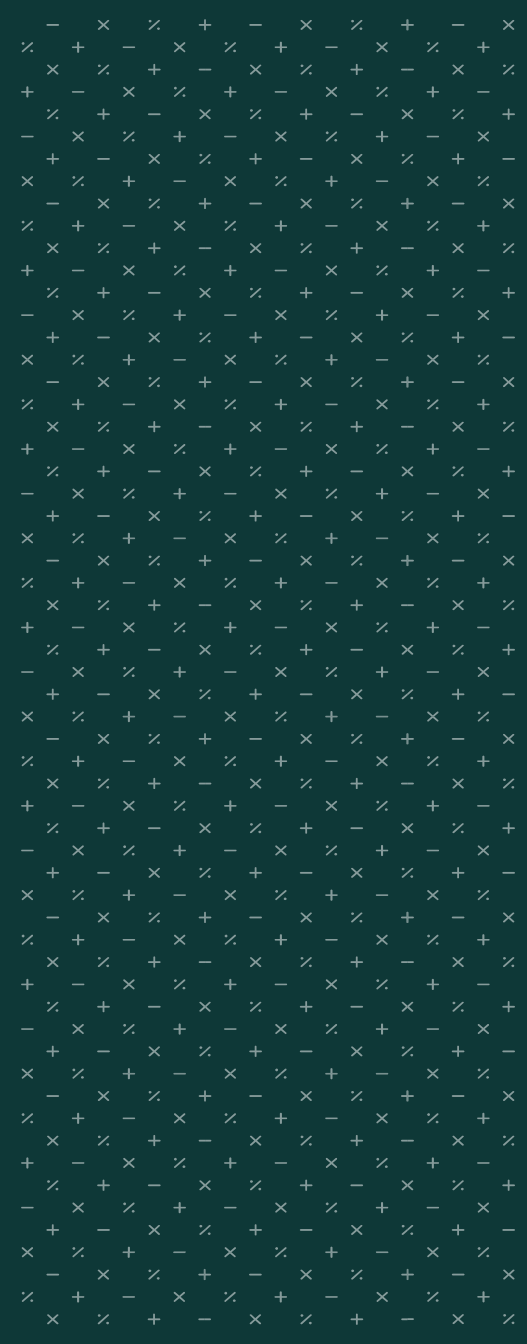


# Homes for Good

2018 Audit Planning

Discussion with Board of Commissioners

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# Board of Commissioners Homes For Good

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Dear Board of Commissioners:

Thank you for your continued engagement of Moss Adams LLP, the provider of choice for state and local governments. We are pleased to present our audit plan for Homes For Good for the year ending September 30, 2018. We would also like to discuss current-year developments and auditing standard changes that will affect our audit.

We welcome any questions or input you may have regarding our audit plan, and we look forward to working with you.



# Your Service Team



**Jim Lanzarotta**

Engagement Partner  
and Overall  
Engagement  
Reviewer

[Jim.Lanzarotta@mossadams.com](mailto:Jim.Lanzarotta@mossadams.com)



**Amanda Moore**

Concurring Reviewer

[Amanda.Moore@mossadams.com](mailto:Amanda.Moore@mossadams.com)



**Kevin Mullerleile**

Audit Senior Manager  
and Delegated  
Engagement  
Reviewer

[Kevin.Mullerleile@mossadams.com](mailto:Kevin.Mullerleile@mossadams.com)



**Brad Jones**

Audit Manager

[Brad.Jones@mossadams.com](mailto:Brad.Jones@mossadams.com)





# Required Communications to those Charged with Governance

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- Auditor's responsibility under US generally accepted auditing standards
- Planned scope and timing of audit
- Significant audit findings
- Qualitative aspects of accounting practices
- Difficulties encountered in performing the audit
- Corrected and uncorrected misstatements
- Management representations
- Management consultations with other independent accountants
- Other audit findings or issues





# Our Responsibility Under US and Government Auditing Standards

**1** To express our opinion on whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, and conform to U.S. GAAP. However, our audit does not relieve you or management of your responsibilities.

**2** To perform an audit in accordance with generally accepted auditing standards issued by the AICPA and the Comptroller General of the United States, and design the audit to obtain reasonable, rather than absolute, assurance about whether the financial statements are free of material misstatement.

**3** To consider internal control over financial reporting as a basis for designing audit procedures but not for the purpose of expressing an opinion on its effectiveness or to provide assurance concerning such internal control.

**4** To communicate findings that, in our judgment, are relevant to your responsibilities in overseeing the financial reporting process. However, we are not required to design procedures for the purpose of identifying other matters to communicate to you.



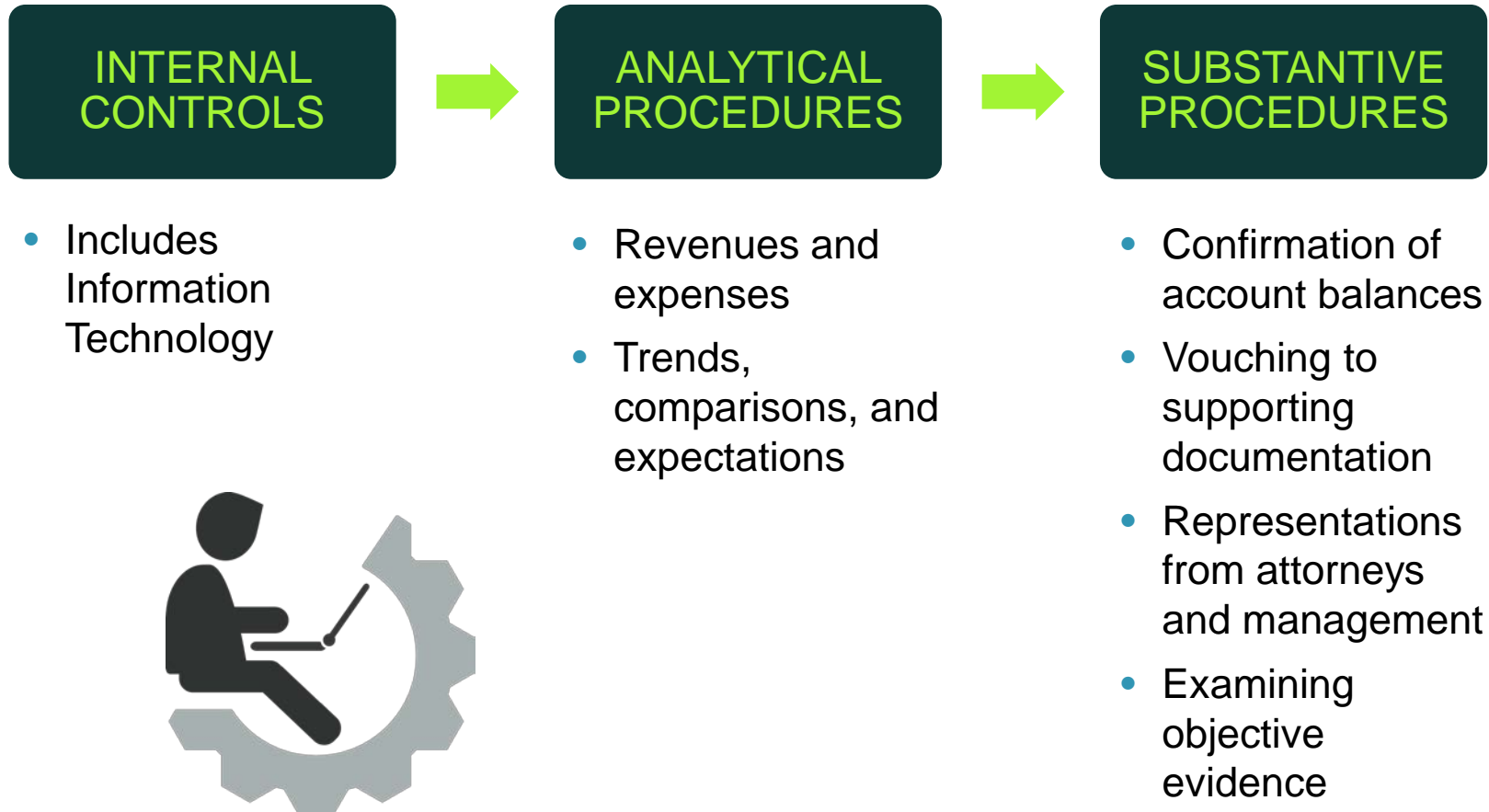
# Audit Deliverables

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- Report of Independent Auditors on the basic financial statements
- Report of Independent Auditors on Internal Control over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with *Government Auditing Standards*
- Report of Independent Auditors on Compliance with Requirements Applicable to Each Major Program and on Internal Control over Compliance in Accordance with OMB Uniform Guidance
- Schedule of Findings and Questioned Costs
- Disclosures and Independent Auditors' Comments Required by the Minimum Standards for Audits of Oregon Municipal Corporations
- Report of Independent Accountants on Applying Agreed-Upon Procedures over HUD, REAC submission
- Communications to those charged with governance
- Management letter



# Audit Process



# Significant Audit Areas



Financial close and reporting



Notes receivable



Capital assets



Bonds and notes payable



Component unit reporting



Compliance with Federal Laws and Regulations and Oregon Minimum Standards



# Consideration of Fraud in a Financial Statement Audit

Auditor's responsibility: Obtain reasonable assurance the financial statements as a whole are free from material misstatement – whether caused by fraud or error

- Procedures to address the risk of fraud
  - Brainstorm with team
  - Conduct personnel interviews
  - Document understanding of internal control
  - Consider unusual or unexpected relationships identified in planning and performing the audit
- Identify the risks of material misstatement due to fraud
  - Perform procedures to address identified risks
  - Examine general journal entries for nonstandard transactions
  - Evaluate policies and accounting for revenue recognition
  - Test and analyze significant accounting estimates for biases
  - Evaluate the business rationale for significant unusual transactions
- Inherent limitation of an audit:
  - Unavoidable risk exists that some material misstatements may not be detected



# Audit Timeline



# New Accounting Standards

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**GASB Statement No. 75, Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions - requires current year implementation**

**GASB Statement No. 83, Certain Asset Retirement Obligations – effective for September 30, 2019 fiscal year**

**GASB Statement No. 84, Fiduciary Activities – effective for September 30, 2020 fiscal year**

**GASB Statement No 85, Omnibus 2017 – implemented 2018 – little impact**

**GASB Statement No. 86, Certain Debt Extinguishment Issues – effective for September 30, 2018 fiscal year – no impact**

**GASB Statement No. 87, Leases – effective for September 30, 2021 fiscal year**





# New Accounting Standards

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**GASB Statement No. 88, Certain Debt Disclosures – effective for September 30, 2019 fiscal year**

**GASB 89 – Accounting for Construction Period Interest – effective for September 30, 2021**

**GASB 90 – Majority Equity Interests – effective for September 30, 2020**



# New Auditing Standards for This Year

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- **Going concern (AU-C 570):** Auditor's consideration of an entity's ability to continue as a going concern. Our responsibility is to obtain appropriate evidence, and to conclude on, the appropriateness of management's use of the going concern basis of accounting, when relevant, in the preparation of the financial statements.

*Effective for current fiscal year.*

- **Auditor's involvement with exempt offering documents (AU-C 945):** This standard applies when the auditor's report is included in the exempt offering document or the auditor performs specific procedures as outlined in the standard with respect to the exempt offering document.

*Effective for initial or updated exempt offering documents distributed, circulated, or submitted on or after June 15, 2018.*

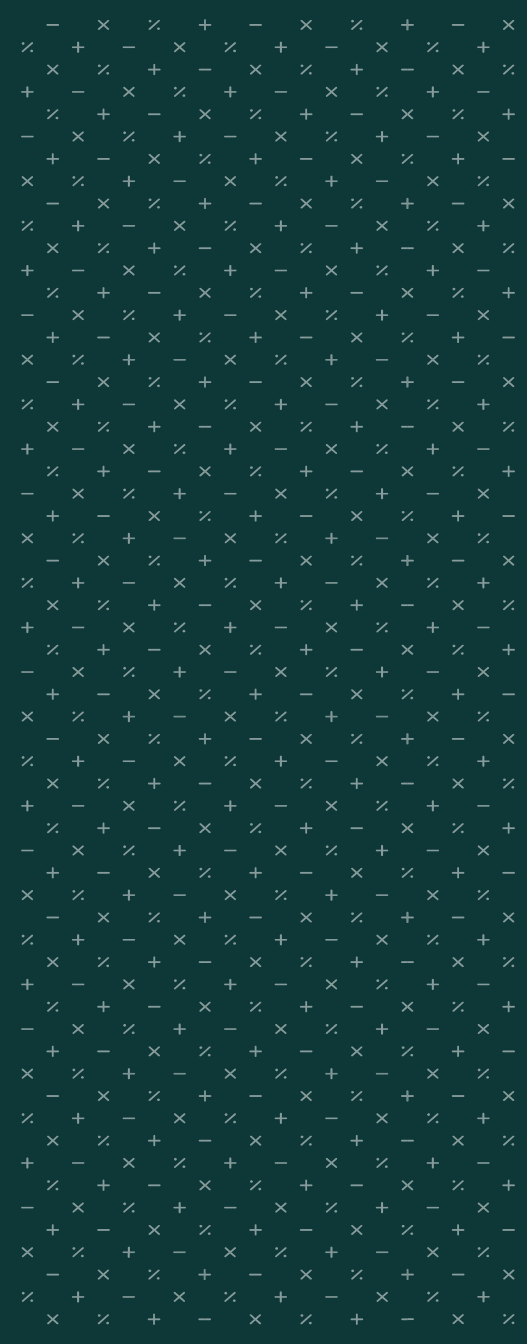




MOSSADAMS

# Thank you!

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# AGENDA CHECKLIST

## AGENDA INFORMATION TO BE SUBMITTED TO THE BOARD OFFICE

(Aisha McCoy, Administrative Specialist ext 2545)

**One Title Memo**

**Agenda Packet**

One Original Hard Copy plus  
One copy e-mailed to  
[amccoy@homesforgood.org](mailto:amccoy@homesforgood.org)

**Material Due**

Due by 12 pm Wednesday  
preceding the week it will be  
**included in the agenda notice**

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

DEPARTMENT **Human Resources**

CONTACT **Bailey McEuen, Director** EXT **2520**  
**of Human Resources**

PRESENTER **Bailey McEuen, Director** EXT **2520**  
**of Human Resources**

AGENDA DATE: **03/27/2019**

### THIS ITEM WILL INVOLVE:

- |  |   |  |  |
|--|---|--|--|
| <input type="checkbox"/> Consent Calendar            | <input type="checkbox"/> Report                                     | <input type="checkbox"/> Appointments    | <input type="checkbox"/> Committee Reports |
| <input checked="" type="checkbox"/> ORDER/Resolution | <input type="checkbox"/> Discussion & Action                        | <input type="checkbox"/> Discussion Only |  |
| <input type="checkbox"/> Ordinance/Public Hearing    |   |  |  |
| Public Comment Anticipated?                          | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No | Estimated Time <u>  15 min  </u>         |  |

**NOTE: DEPARTMENT MANAGER MUST SIGN OFF BEFORE SUBMITTING TO BOARD OFFICE**

Executive Director/: **Jacob Fox** Date **03/19/2019**

Deputy Director

Legal Staff-Review by: Date

\*if required

Management Staff- Date

Review by:



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## **HOMES FOR GOOD MEMORANDUM**

**TO:** Homes for Good Board of Commissioners  
**FROM:** Bailey McEuen, Human Resources Director  
**AGENDA ITEM TITLE:** ORDER/In the Matter of documenting the Executive Director's Annual Performance Evaluation and Instructing Human Resources Regarding Revision of the Employment Agreement  
**AGENDA DATE:** March 27, 2019

### **I MOTION**

IT IS MOVED TO APPROVE ORDER IN THE MATTER OF DOCUMENTING THE EXECUTIVE DIRECTOR'S ANNUAL PERFORMANCE EVALUATION AND INSTRUCTING HUMAN RESOURCES REGARDING REVISION OF THE EMPLOYMENT AGREEMENT

### **II ISSUE**

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

### **III DISCUSSION**

Mr. Fox was employed as Homes for Good Housing Agency (at the time HACSA) Deputy Director in August, 2013. On July 1<sup>st</sup>, 2015 he started his tenure as Homes for Good Executive Director.

Mr. Fox employment contains a provision regarding how merit increases may occur. The provision states that "the Board agrees to consider a merit increase following Fox's performance evaluation. The range for the merit increase shall be between 0 and 5 percent of gross salary. A merit increase, if any shall be within the exclusive discretion of Board."

Feedback was sought regarding the employee's performance over the past year from key stakeholders. Homes for Good Human Resource Director solicited input from the following parties: Homes for Good Board members, Leadership Team, Homes for Good AFSCME local executive board members and key staff members as well as community partners and stakeholders. All of the stakeholders received a link to an evaluation questionnaire.

The questionnaire included seven key evaluation areas. The respondents were asked first to rate the general performance in the area on a five-star scale and later comment regarding the things that the Executive Director is doing well, as well as the things that could be improved in his performance. Some of the provided comments are listed below.

In the **Teamwork** part of the evaluation the respondents' highlighted strengths with an overall average of 4.27 star rating.

Example comments

What are some things Jacob does well?

- Leads Homes for Good into a better place
- Jacob is very collaborative and promotes cross-functional teams in addition to traditional functional team structures.
- Mr. Fox is informed about community needs, makes equity a priority and always reaches out to partners for support or to share news on how community members can best access programs through Homes for Good. He is kind, approachable and easy to access.
- Jacob has the unique ability to work with each department, community and residents, making sure that each "person" feels included on the topic at hand.

How could Jacob improve?

- Continue to promote cross-functional structure

In the **Leadership** section the weighted average score was 4.33 stars.

Example comments

What are some things Jacob does well?

- Provides continuous big picture vision and taking us to the next level
- Jacob demonstrates a larger vision of what Homes for Good can be. I appreciate his efforts to advance this agency, especially with the outcome is to provide more housing in our community.
- Motivates others and great at resolving conflict.
- Jacob is very approachable and easy to work with. He seems to be very available when needed and resolves conflicts thoughtfully
- Jacob represents the agency well to external partners and is moving the agency in the right direction.

How could Jacob improve?

- Redefine what it means to be a leader in this agency
- Continue to hire and coach good managers
- Provide mentorship opportunities for the Leadership team to improve their skills.

In the **Diversity, Equity and Inclusion** section the weighted average score was 4.27 stars.

Example comments

What are some things Jacob does well?

- Able to recognize strengths and weaknesses we have as an agency in this area. Jacob is a champion of equity and diversity at a ground-breaking level.
- Jacob's values are consistent with his character and his action. He is deliberate about this values (diversity, equity and inclusion).
- You are very active in shifting the mentality and goals of the agency toward a more inclusive end result
- Hire diverse staff members, encourage staff to be aware of their own biases and how to overcome them.
- Mr. Fox works to ensure that staff under his leadership receive ongoing training about bias and discrimination. They invite community partners in to offer education about different topics and connect with staff who may not be familiar with equity work from a practical application perspective.

How could Jacob improve?

- Expedite the roll out of this initiative
- Continue to bring Diversity, Equity and Inclusion to the table, and always consider ways to continue with ongoing improvement.
- Offer continued training and advocacy to staff about equity issues. Continue to sponsor community-based events that focus on highlighting diverse community groups.

In the **innovation/initiatives** part of the evaluation the Executive director received a mostly five-star review, with a weighted average of 4.47 stars.

Example comments

What are some things Jacob does well?

- Jacob is very open-minded and explores alternative resolutions outside of the "norm" or past practices.
- Develops key relationship with community, state and national level partners to enhance that agency's ability to pursue new and diversified funding opportunities.
- thinking about what is next and how to find an innovative solution to a problem is your huge strength, not afraid to think outside of the box
- I have not worked at a housing agency for very long, but I feel like we are somewhat progressive compared to others across the nation.

How could Jacob improve?

- Jacob could probably ask for help a little more often than he does.
- Continue moving the needle of continuous improvement

In the **Communication** skills section the Executive Director received a weighted average score of 4.33 stars.

Example comments

What are some things Jacob does well?

- I feel like Jacob's communication style is very clear; individually and in group settings
- Is extremely responsive to concerns and questions. Is very approachable.
- Jacob is a great listener and provides summarized effective feedback that allows for projects to continue

How could Jacob improve?

- Continue to be available for quick discussions with members of the Leadership team and staff as a whole
- an increased attention to communication with community partners.
- Continue to practice active listening.

In the **Planning and Organization** part of the evaluation the respondents highlighted the following strengths again with overall 4-star rating:

Example comments

What are some things Jacob does well?

- Jacob has a good ability to identify areas where organization and planning are needed
- Keeps the Leadership team informed of key issues, goals and barriers.
- Jacob's schedule seems very challenging. My impression is that he is very efficient in allocating his time.

How could Jacob improve?

- It sometimes seems that Jacob is over-scheduled and therefore not 100% with some of his committee participation.
- Making sure not to take on too much

In the **Problem solving** part of the evaluation weighted average score was 4.27 stars.

Example comments

What are some things Jacob does well?

- Jacob is very thoughtful when approaching problems. I appreciate that he doesn't jump to conclusions and make decisions in haste.
- You are open to other ideas and collaboration on how to solve issues within the agency
- I do not hesitate to seek Jacob's thoughts and assistance when challenges come up. I also feel Jacob seeks assistance when he feel outside of his comfort zone as issues arise.
-



How could Jacob improve?

- I think spending more time with line staff. The job shadowing is a great project that could be expanded as time allows
- Continue to cultivate a culture in which there is personal accountability to be a problem solver.

In the **Adaptability** section of the evaluation the respondents weighted average score was 4.4 stars.

Example comments

What are some things Jacob does well?

- Jacob appears to adapt to challenges and changes well. He was very responsive when the PMDD Director resigned, working with Leadership and PM to develop a coverage plan and increased exposure to keep employees engaged.
- Jacob has brought innovation and models of alternative solutions to our community. This has been enormously empowering to community efforts.
- Is flexible for the team's needs. Is open to new ideas and often brings new innovations to the table for discussion and consideration.

How could Jacob improve?

- Moving forward before we all end up in one building Jacob should spend more time at Fairview sharing his passion for adaptability with other staff.
- Expand the agency's ability to communicate/work outside the walls of the office with increased technology.
- Set office hours each week or month where any staff member can come speak with you about issues or problems they are having.

#### **Other relevant general comments that were made:**

- *I think Jacob Fox is an effective partner, ally and community leader. Homes for Good, in my opinion, has elevated its community profile and been an important advocate for affordable housing in Lane County.*
- *I and many of the staff appreciate the vision Jacob has for this agency. Homes for Good has had a lot to overcome due to past difficulties however Jacob's leadership has greatly improved the climate of the agency. There is still work to be done and I feel that Jacob has the ability to continue to bring us together and work toward an even better agency in the near future.*
- *Thanks Jacob. I am proud to work at Homes for Good.*
- *I really enjoy working with Jacob and he is a big factor in my job satisfaction. His big vision is really something that is inspiring and doing things in new and different ways as a Housing Authority makes this a cooler place to work than an average public agency.*
- *Jacob is an excellent leader, both within Homes for Good and in the community at large. He does a great job representing our Agency and furthering our capacity to serve low income families. His tenacity to get the job done while thinking outside the box is something to admire.*

#### **IV IMPLEMENTATION/FOLLOW-UP**

If approved the incumbent's employment agreement will be revised.

#### **V ATTACHMENTS**

Appendix Memo from Jacob Fox



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## **HOMES FOR GOOD MEMORANDUM- APPENDIX**

**TO:** Homes for Good Board of Commissioners  
**FROM:** Jacob Fox, Executive Director  
**AGENDA ITEM TITLE:** ORDER/In the Matter of documenting the Executive Director's Annual Performance Evaluation and Instructing Human Resources Regarding Revision of the Employment Agreement  
**AGENDA DATE:** March 27th, 2019

### **I Background**

I was recruited to become the Homes for Good Deputy Director (DD) in 2013 as part of a succession plan for the Executive Director at the time, Larry Abel. This succession plan was outlined in the Strategic Plan that was developed with significant input from the Board of Commissioners. In the due diligence prior to me accepting the position it was clear to me that there were internal growth opportunities for business systems refinement, board engagement and the development of compliance protocols beyond what existed at that time. After I started my DD position it became apparent to me that in addition to the internal improvements there was also extensive growth opportunities as it related to external engagement with the community along with growth opportunities related to partnerships with the local jurisdictions and key community-based organizations. Under Larry Abel's leadership there was a significant foundation laid as it related to partnership with key organizations like Sponsors Inc., ShelterCare and St. Vincent de Paul and there were lots of opportunities to grow and enhance these existing partnerships while adding new strategic partnerships. Growth internally and externally would require significant communication enhancement between the Homes for Good Board and the Homes for Good Executive Director. Prior to 2013 communication between the Board and the ED was primarily focused during 4-5 Board meetings per year. When I became the ED in July of 2015 we started meeting with the Board more consistently and held numerous work sessions to make sure the Board increased their knowledge of our business lines with an emphasis on increasing our production of affordable housing units and developing a preservation strategy for our existing apartment communities some of which had significant building systems challenges that were urgent in nature. In 2016 we started meeting with the Homes for Good Board monthly and because of this the Board's knowledge and engagement has grown exponentially.

With this background in mind it has been an absolute honor to work in partnership with the dedicated staff at Homes for Good, the Homes for Good Board, our partners in the community and the citizens at large to improve our organization and to think in new and different ways about how we can grow the impact of Homes for Good. For me it is particularly important that our impact is to be focused on individuals and families that need our help the most including people experiencing homelessness, those returning to Lane County from prison, Veterans, the medically fragile and kids whose families need a home, so they can succeed in school.

The accomplishments that I list below are not something that I've done alone and these key improvements and impacts that would not have been possible without the tireless dedication of the staff at Homes for Good, the Board of Homes for Good and community partners.

What follows are key accomplishments broken down into functional areas, the key commitments that I have related to boards and committees, and areas of growth for the organization and for myself as the ED of Homes for Good.

## **II Internal process improvements and compliance achievements**

- ✓ Rebranded/renamed the organization from the Housing and Community Services Agency of Lane County to Homes for Good Housing Agency
- ✓ Planned and launched the new Homes for Good website
- ✓ Established a job shadowing program with staff members to better understand their jobs and get their ideas for how our organization can grow and improve
- ✓ Developed and implemented a 5-hour organizational orientation for new employees and all existing employees attended to enhance their knowledge about all aspects of our organization
- ✓ FY 2017 Organizational Audit – No Findings and no deficiencies
- ✓ FY 2018 Organizational Audit – To be performed this spring
- ✓ FY 2018 Homes for Good balance sheet growth
  - With tax credit properties included as of 9/30/2018 - \$11 million increase from FY 2017 - 2018.
  - Without tax credit properties (Homes for Good stand-alone) - \$4.3 million increase for FY 2017 – 2018
- ✓ FY 2017 Housing Choice Voucher High Performer
- ✓ FY 2017 Public Housing High Performer
- ✓ FY 2018 Housing Choice Voucher High Performer
- ✓ FY 2018 Public Housing High Performer
- ✓ Developed an IT Strategic Plan that helped us identify skill set needed for a replacement of our retiring IT Director. This plan also laid out clear investment strategies for hardware and software improvements necessary for us to have IT systems that reflect the current needs of our employees and programs. Recruited and hired new IT Director, Curtis Wyant
- ✓ Launched \$4.3mm Energy Performance Contracting Project for Public Housing portfolio that is achieving energy savings and maximizing HUD public housing operating subsidy
- ✓ Developed framework for Diversity and Inclusion Initiative that was used for RFQ to solicit consultant to assist with this critical culture change effort that will help drive our 2019-2021 Strategic Plan
- ✓ Maximized use of HUD's Two-Year Tool to better project Housing Choice Voucher utilization and lease rates
- ✓ Recruited and hired new Project Developer, Nora Cronin
- ✓ Recruited and hired new HR Director, Bailey McEuen
  
- ✓ FY 2019 organizational budget reflects significant resource investment and reprioritization of funding to assist with our transition from a traditional housing authority to a developer and operator of permanent supportive housing. This includes the addition of 2FTE in the Resident Services Division

## **III Jurisdictional Partnerships and Collaboration**

- ✓ Health and Housing Coalition
  - Worked in partnership with Karen Gaffney and Steve Manela to convene senior leadership from Peace Health, Kaiser, Pacific Source, Trillium, McKenzie Willamette, the Oregon Health Authority, the Oregon Housing and Community Services Department to develop a vision and specific goals for health care and housing cooperation. See the Commons on MLK section below for additional information on how this coalition has delivered for our community
  
- ✓ City of Eugene Housing Strategies Workgroup
  - Served on this limited duration workgroup convened by the City of Eugene to provide feedback on code modifications, new affordable housing development tools and market trends

- ✓ City of Eugene Environmental Review Queue Backlog
  - The City of Eugene is required to complete ER's for projects that include federal funds that they control. Homes for Good has generated a significant number of ER's necessary for our projects some of which don't have federal funds that are controlled by the City of Eugene but an ER is still required by HUD. Through an IGA Homes for Good is now paying for a .5FTE staff person at the City of Eugene that will prioritize our necessary ER approvals

#### IV Grant Applications

- ✓ Applied for and secured \$1.3mm HUD/DOJ Pay for Success Planning Grant, which has allowed us to design and implement The Way Home Project
- ✓ Applied for and secured 33 HUD Mainstream Housing Choice Vouchers in partnership with LCOG, Sponsors Inc. and Laurel Hill that are focused on providing a home to people returning to our community from prison, jail, the state mental hospital, etc. This totals \$198,000 per year in new rent assistance for Lane County
- ✓ Applied for and secured \$150,000 Meyer Memorial Trust grant in partnership with Lane County that will allow Homes for Good to hire a Housing Liaison that will focus on assisting Housing Choice Voucher clients that are facing barriers in securing an affordable home
- ✓ Homes for Good's "Move On Initiative" will also provide households being served by Lane County's Continuum of Care the opportunity to access a Housing Choice Voucher, in turn, increasing the number of households served by Lane County's Permanent Supportive Housing program partners
- ✓ Applied for and secured \$10,000 Meyer Memorial Trust grant that will help fund Homes for Good's Equity and Inclusion Initiative all staff training component

#### V Real Estate Development Activities

- ✓ Enhanced Resident Services at **The Oaks at 14th**
- ✓ This 54-unit project was brought online in the Spring of 2017, but significant time continued to be invested in this project as part of the Pay for Success/The Way Home Project to further increase the impact of the project.
- ✓ \$6.1mm preservation project for **Richardson Bridge** through comprehensive rehabilitation. This 32-unit project that was built in 1992 as one of the State of Oregon's first Low Income Housing Tax Credit (LIHTC) projects. Capital needs assessment completed in 2015 indicated significant envelope and water intrusion issues. Comprehensive rehabilitation completed in 2018 by securing competitive 9% LIHTC in 2016.
- ✓ 12 Public Housing to Project Based Housing Choice Voucher (PBV) **Rental Assistance Demonstration (RAD)** subsidy conversion as part of this rehabilitation.
- ✓ \$2.1mm received in sales proceeds from 12 Scattered Site Public Housing Single Family Homes and Duplexes due to subsidy conversion described in previous bullet. These funds to be reinvested in new affordable housing or preserving existing affordable housing.
- ✓ Completed Environmental Review and purchased **Glenwood Place**
- ✓ \$3.75mm acquisition of **new administrative headquarters** on 100 W 13<sup>th</sup> former City of Eugene Library. Purchased building with bridge financing. Post purchase cooling system for building failed and was replaced in Summer of 2018. Negotiated an extension of lease with Kaiser through 12/31/20. Significant design development in progress. Currently modeling permanent financing scenarios for presentation to Board
- ✓ \$4.3mm preservation project for **Sheldon Village** through comprehensive rehabilitation
- ✓ This 78-unit project that was built in 2 phases in 2004 and 2005. Capital needs assessment completed in 2015 indicated significant envelope and water intrusion issues. Tax exempt bonds were issued by Homes for Good and purchased by Banner Bank. Comprehensive rehabilitation underway and currently at 50% completion

- ✓ \$17mm new construction project the **Market District Commons**. This 50-unit project is the culmination of 6 years of pre-development planning and is a cornerstone of an unprecedented level of investment in downtown revitalization. Project to break ground in March of 2019. 2018 competitive award of 9% LIHTC, \$2.4mm in gap financing from OHCS, \$700k of City of Eugene HOME Funds, \$300k of SDC waivers. 15 Project Based Section 8 vouchers awarded to the project. These units will be prioritized for veterans experiencing homelessness and people with disabilities
- ✓ \$32mm **Rental Assistance Demonstration** Preservation through New Construction Project
- ✓ This 116-unit project will be two different sites in one financial transactions. In summary we are building the new project and in parallel we are selling 100 single family homes and duplexes that receive a Public Housing rental/operating subsidy and converting these subsidies to a Section 8 subsidy that will be place into 100 newly constructed units. The overall project will produce 116 units 49 of which will be in Eugene (**Taney Place**) and the balance of 67 will be in Springfield (**Hayden Bridge Meadows**)
- ✓ \$2.6mm in gap financing, 5.6mm in OAHTC and \$9.1mm in 4% LIHTC secured thorough cooperative preservation advocacy effort with three other housing authorities that are working on similar projects
- ✓ \$750k of HOME will be requested from the City of Springfield, \$350k of SDC waivers will be requested from the City of Eugene.
- ✓ \$13mm of scattered site proceeds to be used to fund the rest of the gap financing needed for the project
- ✓ \$13mm new construction project **The Commons on MLK**. This 51-unit project is a powerful partnership with Lane County to implement the priorities/goals of the Poverty and Homelessness Board
- ✓ The project has received the following capital commitments - \$3mm from OHCS for a non-competitive housing first project, \$500k from Trillium, \$750k from the Federal Home Loan Bank, \$540k from the Oregon Health Authority, \$500k from Pacific Source, \$1.1mm from the City of Eugene and we have two outstanding requests of \$500k each from Kaiser and Peace Health.
- ✓ The project has received the following supportive services commitments - \$180k from Pacific Source and we have two outstanding requests of \$250k each from Kaiser and Pacific Source.
- ✓ Lane County has committed to the long-term funding of the supportive services needed for the chronically homeless population that will be served by this apartment community. Lane County has also awarded the project \$500,000 in Housing Improvement Plan (HIP) funding and is providing the land
- ✓ 51 Project Based Section 8 vouchers are awarded to the project
- ✓ **The Legion Cottages** in Cottage Grove. 4 tiny homes to be built on property being sold to Homes for Good by The American Legion Post 32. Partnership with U of O School of Architecture (OregonBILDs) to design and build the homes. Project concept was developed at the request of Cottage Grove Mayor and City Manager and will target homeless veterans from the locality. Received \$250k of Lane County HIP funds

## VI Key Community Boards and Committees that Jacob Fox serves on

- ✓ Board Member - ShelterCare Board
- ✓ Senior Fellow – American Leadership Forum of Oregon
- ✓ Board Member – Poverty and Homelessness Board
- ✓ Committee Member – Poverty and Homelessness Boards Shelter and Supportive Housing Development Sub-Committee
- ✓ Board Member – Pacific NW Regional Council of the National Housing and Community Redevelopment Officials Board
- ✓ Board Secretary – Peace Health Sacred Heart Community Health Board
- ✓ Committee Member – Peace Health Community Needs and Collaboration Committee
- ✓ Board Member – Trillium Community Health Plan (Board service begins March 2019)
- ✓ Board Immediate Past President – Housing Authorities of Oregon
- ✓ Board Member – Housing Authority Risk Retention Pool/Affordable Housing Risk Pool
- ✓ Board Member - Lane Workforce Partnership Board

## VII Areas for Focus and Growth in 2019

- ✓ **Workload balance** – given my heavy workload there is a constant need to reevaluate priorities related to internal operations and improvements, external relationship management, real estate development activities and board/committee service. We are working on a plan to secure a higher level of administrative support so that I can make sure that I'm managing the competing demands for my time and that I continue to prioritize the internal operations and improvements that will continue to increase our impact in Lane County
- ✓ **Leadership Team turnover** – Over the past year we have had turn-over in the positions of Deputy Director, HR Director, IT Director and Property Management Division Director. The Deputy Director position and the Property Management Division Director positions are currently vacant so related to the previous bullet this does created additional workload challenges. The Homes for Good compensation levels are below market and in this job market make it challenging to secure and retain the talent we need to manage our highly complex organization. We will likely need to review compensation levels in the coming year
- ✓ **Equity and Inclusion Initiative and the 2019 -2021 Strategic Plan** – Our current strategic plan ended on December 31st, 2018. Because we are launching our Equity and Inclusion Initiative in the Spring of 2019 we were strongly encouraged by employees, funders and equity and inclusion experts to let our Equity and Inclusion Initiative take shape before we completed our new strategic plan. The Homes for Good Board will be actively involved in the development of our Equity and Inclusion Initiative and our 2019-2021 Strategic Plan
- ✓ **Engagement with elected officials** – In the coming year I would like to more proactively engage with local, state and federal elected officials. At the local and state level I think the elected officials would like to better understand Homes for Good and be able to use my experience and expertise to help shape more macro policy deliberation as it relates to supportive housing and cross sector partnerships between supportive housing and health care as one example
- ✓ **Board and governance** – As the secretary of the Homes for Good Board and the ED I've felt supported, encouraged and appropriately questioned by the Board on key activities. The most controversial issue that has faced the Homes for Good Board since I started in 2013 is the sale of the River Road property. In my mind it has blurred the lines between the distinct roles of the Homes for Good Board members and the Lane County Commission elected officials. On a related note we have been discussing a possible governance structure change and I do think that we should reactivate this discussion because there are sub-committees that should exist that would allow more substantive discussion/deliberation then the current board structure allows

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

ORDER 19-27-03-01H

In the Matter of documenting the Executive  
Director's Annual Performance Evaluation and  
Instructing Human Resources Regarding  
Revision of the Employment Agreement

WHEREAS, Jacob Fox began his tenure as Homes for Good Housing Agency Executive Director on July 1<sup>st</sup> 2015; and

WHEREAS, Mr.Fox's employment contract contains a provision regarding how merit increases may occur; and

WHEREAS, Mr.Fox's annual performance evaluation has been conducted with a positive result; and

WHEREAS, Mr.Fox has indicated his intention to continue his employment with Homes for Good Housing Agency; and

WHEREAS the Homes for Good Housing Agency board has directed Human Resources regarding revisions of his new employment agreement; and

WHEREAS Chair Char Reavis is authorized to execute a new employment agreement; and

NOW THEREFORE, IT IS HEREBY ORDERED, that Jacob Fox continue his employment with Homes for Good in the position of Executive Director and that a new employment agreement for Jacob Fox be drafted to reflect the merit increase of 5% of gross salary as allowed by employment contract, it is proposed that this merit increase be retroactive to July 1<sup>st</sup> , 2018.

NOW IT IS THEREFORE ORDERED THAT:

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2019

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Chair, Homes for Good Board of Commissioners





# AGENDA CHECKLIST

## AGENDA INFORMATION TO BE SUBMITTED TO THE BOARD OFFICE

(Aisha McCoy, Administrative Specialist ext 2545)

**One Title Memo**

**Agenda Packet**  
One Original Hard Copy plus  
One copy e-mailed to  
[amccoy@homesforgood.org](mailto:amccoy@homesforgood.org)

**Material Due**  
Due by 12 pm Wednesday  
preceding the week it will be  
**included in the agenda notice**

AGENDA TITLE: In the Matter of Authorizing the Formation of Commons on MLK LLC and Commons on MLK Manager, LLC.

|            |                                       |     |             |
|------------|---------------------------------------|-----|-------------|
| DEPARTMENT | <b>Real Estate Development</b>        |     |             |
| CONTACT    | <b>Nora Cronin, Project Developer</b> | EXT | <b>2521</b> |
| PRESENTER  | <b>Jacob Fox, Executive Director</b>  | EXT | <b>2527</b> |

AGENDA DATE: **03/27/2019**

### THIS ITEM WILL INVOLVE:

- |  |   |  |  |
|--|---|--|--|
| <input type="checkbox"/> Consent Calendar            | <input type="checkbox"/> Report                                     | <input type="checkbox"/> Appointments    | <input type="checkbox"/> Committee Reports |
| <input checked="" type="checkbox"/> ORDER/Resolution | <input type="checkbox"/> Discussion & Action                        | <input type="checkbox"/> Discussion Only |  |
| <input type="checkbox"/> Ordinance/Public Hearing    |   |  |  |
| Public Comment Anticipated?                          | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No | Estimated Time <u>10</u> min             |  |

**NOTE: DEPARTMENT MANAGER MUST SIGN OFF BEFORE SUBMITTING TO BOARD OFFICE**

|                             |                  |      |                   |
|-----------------------------|------------------|------|-------------------|
| Executive Director/:        | <b>Jacob Fox</b> | Date | <b>03/19/2019</b> |
| Deputy Director             |                  |      |                   |
| Legal Staff-Review by:      |                  | Date |                   |
| *if required                |                  |      |                   |
| Management Staff-Review by: |                  | Date |                   |



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## **HOMES FOR GOOD MEMORANDUM**

**TO:** Homes for Good Board of Commissioners

**FROM:** Nora Cronin, Project Developer

**AGENDA ITEM TITLE:** In the Matter of Authorizing Formation of Commons on MLK, LLC and Commons on MLK Manager, LLC

**AGENDA DATE:** March 27, 2019

### **I MOTION**

It is moved that the Agency is authorized to execute the necessary documents to form the Commons on MLK, LLC and Commons on MLK Manager, LLC.

### **II ISSUE**

The Homes for Good Board has authorized the development of The Commons on MLK, formerly referred to as Housing First on MLK, a 51-unit permanent supportive housing development located next door to Lane County Behavioral Health at 2411 Martin Luther King Jr Blvd in Eugene Oregon. It is now necessary to obtain Board authorization to form the LLCs and complete project financing.

### **III DISCUSSION**

#### **A. Background/Analysis**

The Commons on MLK project on Martin Luther King Jr Boulevard in Eugene was born out a community partnership to identify, engage, house and support the people in Lane County who have been homeless the longest and utilize the most resources. The project is included in the Poverty and Homelessness Board Strategic Plan. Lane County is donating the land for development of the project next to the Lane County Behavioral Health Building. Modeled on the harm reduction/housing first model, this project will provide permanent, stable housing as the first priority, while also providing the support services necessary to ensure an individual's maximum opportunity for overcoming homelessness.

The Commons on MLK would include a four-story building consisting of approximately 35,000 square feet. It would include a ground floor common use area and service area with 51 residential units above.

Project Financing – Funds will come from a variety of sources: 4% Low-Income Housing Tax Credits (LIHTC), State Mental Health Housing and General Development Housing Program, Oregon Health Authority, City of Eugene HOME Funds, and other private and public funds. Operating and services subsidies are also needed for the project due to the cost associated with the 24/7 staffing necessary to manage this vulnerable population. Homes for Good has applied

for Project-Based vouchers for rent subsidy and Lane County will help secure additional program funding and service subsidy as necessary.

In October 2018, the Board authorized Homes for Good to apply to Oregon Housing and Community Services (OHCS) for 4% federal low-income housing tax credits. OHCS approved the pre-application and the full application will be submitted in April 2019. The next step is to form both a managing member and the ownership entity – each to be a limited liability company. Further actions will be required later to authorize the more particular terms of financing for the project prior to commencement of construction, which is currently scheduled to begin in August 2019. This Board Order would:

1. Authorize formation of Commons on MLK Manager, LLC (to be the managing member of the ownership entity), Commons on MLK, LLC (the ownership entity), the creation of accounts as may be necessary or convenient in the name of each LLC; and
2. Authorize the Agency to negotiate and execute letters of intent with a construction lender and tax-credit investor; and
3. Identify authorized representatives of the Agency who are authorized to sign such letters of intent and the operating agreements on behalf of the agency and/or Commons on MLK Manager, LLC; and
4. Provide a general form of ratification as we have been advised by legal counsel to include.

B. Recommendation

Approval of the proposed motion.

**IV IMPLEMENTATION/FOLLOW-UP**

Upon approval of the Order, the LLCs will be formed, and the documents be executed as required.

**V ATTACHMENTS**

None

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

ORDER 19-27-03-02H

In the Matter of Authorizing Formation of  
Commons on MLK, LLC and Commons on  
MLK Manager, LLC

WHEREAS, Homes for Good Housing Agency 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 Homes for Good Housing Agency 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 authorized by ORS 456.120 to form, finance and have a nonstock interest in, and to manage or operate, partnerships, nonprofit corporations and limited liability companies in order to further the purposes of Homes for Good Housing Agency; and

WHEREAS, consistent with its purposes and powers, Homes for Good Housing Agency intends to cause an affiliate entity to: develop a 51-unit permanent supportive housing development located at next door to Lane County Behavioral Health at 2411 Martin Luther King Jr Blvd in Eugene Oregon (the "Project"); and

WHEREAS, for the purposes of pursuing such development, construction, and operation of the Project Homes for Good Housing Agency finds it to be in the best interests of the Agency to authorize the formation of a limited liability company to be known as Commons on MLK, LLC or such other name permitted by the Oregon Secretary of State (the "LLC"); and

WHEREAS, Homes for Good Housing Agency has determined that the LLC should be managed by an affiliate of the Agency to be a single-member limited liability company known as Commons on MLK Manager, LLC or such other name permitted by the Oregon Secretary of State (the "Manager"); and

WHEREAS, Homes for Good Housing Agency has determined that it is in the best interests of Homes for Good Housing Agency, the LLC, the Manager, and the Project to enter into letters of intent related to a tax-credit investment and to engage in further negotiations regarding the terms of such investment and financing;

**NOW IT IS THEREFORE ORDERED THAT:**

- 1. Authorize Formation of Manager, and the LLC and Creation of Accounts.**

BE IT RESOLVED, that the Agency is authorized to execute and deliver the following documents:

- a) Articles of Organization of Commons on MLK Manager, LLC, an Oregon limited liability company to be effective as of the day they are filed with the Oregon Secretary of State; and
- b) An Operating Agreement of Commons on MLK Manager, LLC to be effective as of the date the Articles of Organization of the limited liability company are filed with the Oregon Secretary of State; and
- c) Articles of Organization of Commons on MLK, LLC, an Oregon limited liability company, to be effective as of the day they are filed with the Oregon Secretary of State; and
- d) An Operating Agreement of Commons on MLK, LLC, to be effective as of the date the Articles of Organization of the limited liability company are filed with the Oregon Secretary of State; and
- e) Such documents as may be necessary or convenient to establish in the name of the Manager and/or the LLC such as checking, savings and other accounts at such state or federally chartered banks as any Authorized Representative, as that term is defined in these Resolutions, may determine (such determination to be conclusively demonstrated by the signature of any Authorized Representative on such document); and

BE IT FURTHER RESOLVED, that the LLC shall be managed by the Manager.

## **2. Authorize Negotiation and Execution of Letters of Intent.**

BE IT RESOLVED that the AGENCY is authorized to negotiate, execute and deliver on behalf of the Agency, the Manager and/or the LLC as the case may be, (a) a letter of intent relating to an anticipated Amended and Restated Operating Agreement of the LLC, and (b) a letter of intent relating to an anticipated construction loan, both in such form approved by any Authorized Representative (such approval to be conclusively demonstrated by the signature of any Authorized Representative on such document);

## **3. Authorized Representatives.**

BE IT RESOLVED that the following identified person shall be the Authorized Representative as that term is used in these Resolutions and authorized, empowered and directed to perform the actions authorized herein on behalf of the Agency, the Manager, and/or the LLC as the case may be:

Jacob Fox  
Steve Ochs

In addition to the Authorized Representatives named above, the following named individual(s) shall have the authorization to execute draw requests, monthly progress reports, and miscellaneous forms associated with tax credits, grants, and loans:

Nora Cronin

## **4. General Resolutions Authorizing and Ratifying Other Actions**

BE IT RESOLVED, that any Authorized Representative is authorized to negotiate, execute, and deliver on behalf of the Agency and the LLC, as the case may be, such other agreements, certificates, and documents, and to take or authorize to be taken all such other

actions any Authorized Representative shall deem necessary or desirable to carry out the transactions contemplated by the foregoing resolutions (such determination to be conclusively demonstrated by the signature of any Authorized Representative on such document); and

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

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2019

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Chair, Homes for Good Board of Commissioners



# AGENDA CHECKLIST

**AGENDA INFORMATION TO BE SUBMITTED TO THE BOARD OFFICE**  
(Aisha McCoy, Administrative Specialist ext 2545)

AGENDA TITLE: In the Matter of Authorizing a Loan from Homes for Good Housing Agency to MD Commons LLC

**One Title Memo**

**Agenda Packet**  
One Original Hard Copy plus  
One copy e-mailed to  
[amccoy@homesforgood.org](mailto:amccoy@homesforgood.org)

**Material Due**  
Due by 12 pm Wednesday  
preceding the week it will be  
**included in the agenda notice**

|            |   |     |             |
|------------|---|-----|-------------|
| DEPARTMENT | <b>Real Estate Development</b>                      |     |             |
| CONTACT    | <b>Steve Ochs, Real Estate Development Director</b> | EXT | <b>2530</b> |
| PRESENTER  | <b>Jacob Fox, Executive Director</b>                | EXT | <b>2527</b> |

AGENDA DATE: **03/27/2019**

THIS ITEM WILL INVOLVE:

- |  |   |  |  |
|--|---|--|--|
| <input type="checkbox"/> Consent Calendar            | <input type="checkbox"/> Report   | <input type="checkbox"/> Appointments    | <input type="checkbox"/> Committee Reports |
| <input checked="" type="checkbox"/> ORDER/Resolution | <input type="checkbox"/> Discussion & Action  | <input type="checkbox"/> Discussion Only |  |
| <input type="checkbox"/> Ordinance/Public Hearing    | Public Comment Anticipated? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |  |  |
|  |   |  | Estimated Time <u>  10 min  </u>           |

**NOTE: DEPARTMENT MANAGER MUST SIGN OFF BEFORE SUBMITTING TO BOARD OFFICE**

|                        |                  |      |                   |
|------------------------|------------------|------|-------------------|
| Executive Director/:   | <b>Jacob Fox</b> | Date | <b>03/19/2019</b> |
| Deputy Director        |                  |      |                   |
| Legal Staff-Review by: |                  | Date |                   |
| *if required           |                  |      |                   |
| Management Staff-      |                  | Date |                   |
| Review by:             |                  |      |                   |



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300 West Fairview Dr., Springfield, OR 97477 • PH 541-682-4090 • FAX 541-682-3875



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## **HOMES FOR GOOD M E M O R A N D U M**

**TO:** Homes for Good Board of Commissioners

**FROM:** Steve Ochs, Real Estate Development Director

**AGENDA ITEM TITLE:** In the Matter of Authorizing a Loan from Homes for Good Housing Agency to MD Commons LLC

**AGENDA DATE:** March 27, 2019

### **I MOTION**

It is moved that the Agency is authorized to provide a loan to MD Commons LLC as provided below and in the Board Order.

### **II ISSUE**

The Homes for Good Board has authorized the development of Market District Commons, a 50-unit permanent affordable housing development at the northwest corner of 6<sup>th</sup> Avenue and Oak Street in Eugene Oregon. Wells Fargo Bank is requiring collateral to be provided to the project to ensure the future sale of the commercial condo. It is now necessary to obtain Board authorization to provide a loan to the project.

### **III DISCUSSION**

#### **A. Background/Analysis**

In 2013 the Lane County Board of Commissioners accepted the responses of Homes for Good and Obie Companies to the County's request for proposals for the redevelopment of County owned property on Sixth Avenue and Oak Street in Eugene. In 2013 Homes for Good entered into a Lease Option Agreement with the County. As required by the option agreement Homes for Good advertised and held three public meetings to allow feedback on proposed design and use. Feedback from these meetings was incorporated into a "Use and Development Plan" which was approved by the Lane County Board of Commissioners in 2016.

Homes for Good and its development team have been working closely with Obie Companies over the last 3 years to develop independent but complementary development plans for the Market District area. Homes for Good will develop 50 affordable units in four stories over ground floor commercial space. The units will serve much needed downtown workforce housing and also provide a number of units specifically set aside for veterans.

Homes for Good is working with Wells Fargo Bank which was selected through the RFP process to provide a construction loan to the project for both the residential and commercial portions of



the building. In December the board authorized a construction loan guarantee to be provided to the project of just over \$300,000. Obie Companies is signing a purchase and sale agreement and will pay 24% of the purchase price (\$400,000 of the 1.6 million dollar purchase price) at finance closing up front. Oregon condominium law does not allow a larger down payment until the condominium is created. Wells Fargo is requiring that additional collateral be provided to ensure that the sale of the commercial space occurs when the condo is created. Homes for Good will be due over \$700,000 in reimbursed expenses at finance closing. \$300,000 of those will be loaned into the project as previously authorized. The attached order will allow the Executive Director to authorize loaning additional money into the project up to a cap of \$450,000. Homes for Good would provide a loan up to that amount to MD Commons LLC in the form of a promissory note. When the commercial condo is formed and sold in early 2020 this loan would be repaid.

**B. Recommendation**

Approval of the proposed motion.

**IV IMPLEMENTATION/FOLLOW-UP**

Upon approval of the Order, the required loan documents will be drafted and executed upon the finance closing of Market District Commons

**V ATTACHMENTS**

None

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

ORDER 19-27-03-03H

In the Matter of Authorizing a Loan from  
Homes for Good Housing Agency to MD  
Commons LLC

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 is authorized by ORS 456.120 to form, finance and have a nonstock interest in, and to manage or operate, partnerships, nonprofit corporations and limited liability companies in order to further the purposes of Homes for Good Housing Agency; and

WHEREAS, consistent with its purposes and powers, the Authority intends to cause an affiliate entity to construct on a parcel at the northwest corner of 6<sup>th</sup> Avenue & Oak Street in Eugene Oregon, a mixed use structure which will become a condominium to be known as Market District Commons Condominium with two units: one condominium unit with approximately 50 units of affordable housing (the "Housing Project"); and a second condominium unit of approximately 6,800 square feet on the ground floor (the "Commercial Unit") to be acquired, upon completion, by an affiliate of the Obie Companies (together, the development of the Housing Project and the Commercial Unit are referred to as the "Project"); and

WHEREAS, by prior Commission Order 18-22-08-04H, the Authority authorized the formation of MD Commons LLC (the "LLC") to develop the Project and own the Housing Project, and authorized formation of MD Manager LLC ("Manager LLC") to serve as the Managing Member of the LLC; and

WHEREAS, the Project will be constructed on land owned by Lane County, Oregon (the "Property"); and the County is willing to enter into a long-term ground lease of the land for a period of at least 99 years; and

WHEREAS, the Authority has determined that it is in the best interests of the Authority, the LLC, and the Housing Project to provide a loan to the project in the maximum amount of \$750,000 which includes a loan in the maximum principal amount of \$375,000 previously authorized by Board Order 18-19-12-03H;

**NOW, THEREFORE, THE AUTHORITY IN ITS OWN CAPACITY, ON BEHALF OF THE LCC, AND ON BEHALF OF MANAGER LLC ADOPTS THE FOLLOWING RESOLUTIONS:**

**1. Authorize Loan of Funds from Authority to LLC.**

BE IT RESOLVED, that the Authority is authorized to negotiate, execute and deliver on behalf of the Authority and/or the LLC, as the case may be, such documents as required to evidence and secure as appropriate a Loan to include the previously approved construction loan not to exceed \$750,000 to the LLC all in the form approved by any Authorized Representative (such approval to be conclusively demonstrated by the signature of any Authorized Representative on such document).

**2. Authorized Representatives.**

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

Jacob Fox  
Steve Ochs

Done and dated this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

BOARD OF COMMISSIONERS

\_\_\_\_\_  
Chair, Board of Commissioners



# AGENDA CHECKLIST

**AGENDA INFORMATION TO BE SUBMITTED TO THE BOARD OFFICE**  
(Aisha McCoy, Administrative Specialist ext 2545)

AGENDA TITLE: Homes for Good Real Estate Development Pipeline and Cashflow Needs

**One Title Memo**

**Agenda Packet**  
One Original Hard Copy plus  
One copy e-mailed to  
[amccoy@homesforgood.org](mailto:amccoy@homesforgood.org)

**Material Due**  
Due by 12 pm Wednesday  
preceding the week it will be  
**included in the agenda notice**

|            |   |     |             |
|------------|---|-----|-------------|
| DEPARTMENT | <b>Real Estate Development</b>                      |     |             |
| CONTACT    | <b>Steve Ochs, Real Estate Development Director</b> | EXT | <b>2530</b> |
| PRESENTER  | <b>Steve Ochs, Real Estate Development Director</b> | EXT | <b>2530</b> |

AGENDA DATE: **03/27/2019**

**THIS ITEM WILL INVOLVE:**

- |   |   |  |  |
|---|---|--|--|
| <input type="checkbox"/> Consent Calendar         | <input type="checkbox"/> Report   | <input type="checkbox"/> Appointments                            | <input type="checkbox"/> Committee Reports |
| <input type="checkbox"/> ORDER/Resolution         | <input type="checkbox"/> Discussion & Action  | <input checked="" type="checkbox"/> Discussion/Presentation Only |  |
| <input type="checkbox"/> Ordinance/Public Hearing | Public Comment Anticipated? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No |  |  |
|   |   |  | Estimated Time <u>  30 min  </u>           |

**NOTE: DEPARTMENT MANAGER MUST SIGN OFF BEFORE SUBMITTING TO BOARD OFFICE**

Executive Director/: **Jacob Fox** Date **03/19/2019**

Deputy Director \_\_\_\_\_

Legal Staff-Review by: \_\_\_\_\_ Date \_\_\_\_\_

\*if required \_\_\_\_\_

Management Staff- \_\_\_\_\_ Date \_\_\_\_\_

Review by: \_\_\_\_\_



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## **HOMES FOR GOOD M E M O R A N D U M**

**TO:** Homes for Good Board of Commissioners

**FROM:** Steve Ochs, Development Director  
Jeff Bridgens, Finance Director

**AGENDA ITEM TITLE:** PRESENTATION/Homes for Good Real Estate Development Pipeline and Cashflow Needs

**AGENDA DATE:** March 27, 2019

### **I. ISSUE**

None

### **II. PRESENTATION**

#### **A. Background**

In response to the community wide need for affordable housing in Lane County, Homes for Good Housing Agency has greatly increased its capacity to build and preserve affordable housing. Meeting this demand includes numerous complex real estate transactions with numerous financing sources. It requires development and finance to work closely together to manage the cash flow in and out of the Agency. This presentation is intended to give the Board a good basis to understand those needs.

#### **B. Recommendation**

None required.

### **III. ATTACHMENTS**

PowerPoint



Real Estate Development  
Homes for Good Board Meeting  
May 27th, 2019

# Real Estate Development Pipeline



Bascom Village II



The Oaks at 14th



Richardson Bridge Rehab

Tentative  
2020 Projects  
—  
Florence  
Creswell  
Cottage Grove 9%

Upcoming for 2020



Market District Commons



Housing First



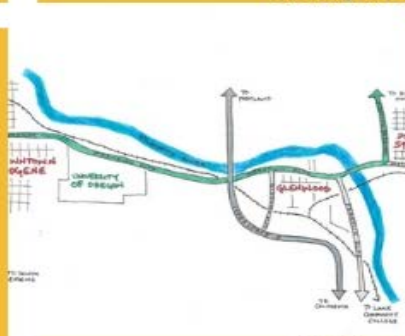
Taney Place Apartments



Legion Cottages



Rehab Projects: Firwood



Glenwood



Hayden Bridge Meadows



Scattered sites sales



# Real Estate Development



## Unit production

- Five years - 2008-2013 = 45 units + 44 units RD rehab + 35 units LIHTC rehab
- Four years - 2014-2018 = 102 units + 32 units LIHTC rehab
- Five years - 2018-2023 = 300 units projected







# Financial Overview Homes for Good Development Pipeline





# Financial Overview Cont'd

## Income from property dispositions

| Property Disposition    | Price Assumptions | Timeframe of Sale |
|-------------------------|-------------------|-------------------|
| River Road 3.5 acres    | \$850,000         | May-19            |
| 48th and Main 8.5 Acres | \$1,000,000       | Aug-19            |
| Day Island 1.5 acres    | \$2,000,000       | Sold              |
| 12 scattered sites      | \$2,100,000       | Sold              |
| 100 scattered sites     | \$20,000,000      | Jan-20 - Mar-21   |
| <b>\$25,950,000</b>     |                   |                   |



# Financial Overview Cont'd

## Land Acquisitions

| Homes for Good Development Pipeline | Details  | Primary Financing Type                          | Gap Financing Needs | Timeline |
|-------------------------------------|--|---|---------------------|----------|
| Firwood rehab                       | Firwood has serious siding, roof, and parking lot issues             | Homes for Good Bond Issuance                    | \$500,000           | Mar-20   |
| 6th and Oak/Bus Barn                | Downtown Eugene new construction project with 1st floor commercial   | 9% LIHTC  | \$550,000           | Apr-19   |
| Glenwood(Springfield)               | Part of Glenwood master plan/urban renewal project                   | 9% LIHTC  | \$500,000           | Nov-20   |
| Commons on MLK                      | Construction of Housing First Project                                | 4% LIHTC  | \$500,000           | Aug-19   |
| RAD Phase 2 (Springfield/Eugene)    | Need to close this transation before we sell the 100 scattered sites | 4% LIHTC - combine with RAD Phase 2 Springfield | \$14,000,000        | Apr-19   |
| RAD Phase 3                         | Conversion of remaining public housing units through RAD.            | 4% LIHTC  | \$31,000,000        | Nov-20   |
|                                     |  |   | <b>\$47,050,000</b> |          |

# Financial Overview Cont'd

## Other Projects Financing Needs



| Details   | Price Assumptions | Timeline for Acquisition |
|---|-------------------|--------------------------|
| Homes for Good Admin Bldg. Purchased September 2017   | \$3,750,000       | Sept-17                  |
| 3 acres for 49-unit project tied to scattered site disposition. Taney property in Eugene          | \$380,000         | Jul-18                   |
| 3.5 acres for 70-unit project tied to scattered site disposition. 5th St. property in Springfield | \$1,400,000       | Jul-18                   |
| Glenwood 1.5 acres for 150 unit project.  | \$750,000         | Purchased                |
| 99 Year lease on 1/2 city block. Have lease option agreement in place for 2020 9% land.           | \$750,000         | Apr-19                   |
| <b>\$7,030,000</b>  |                   |                          |

# Cash Needs & Resource Worksheet



|   |                      | Unrestricted   | Restricted       | Restricted       | Unrestricted                       |
|---|----------------------|----------------|------------------|------------------|------------------------------------|
|   | Banner - Development |                |                  | Banner - RAD     | (Available Credit)<br>Banner - LOC |
| <b>Balance 3/14/2019</b>                              | <b>2,069,675</b>     | <b>119,675</b> | <b>1,950,000</b> | <b>1,428,363</b> | <b>1,216,845</b>                   |
| Development Operating Costs                           | (60,000)             | (60,000)       | -                | -                | -                                  |
| Housing First Pre-Development                         | (130,000)            | (130,000)      | -                | -                | -                                  |
| Taney   | (95,895)             | (95,895)       | -                | -                | -                                  |
| Hayden Bridge Meadows                                 | (95,895)             | (95,895)       | -                | -                | -                                  |
| LOC Advance   | 262,115              | 262,115        | -                | -                | (262,115)                          |
| W. 13th Architect Fees                                | (130,000)            | -              | (130,000)        | -                | -                                  |
| <b>Projected March Closing Balance</b>                | <b>1,820,000</b>     | <b>-</b>       | <b>1,820,000</b> | <b>1,428,363</b> | <b>954,730</b>                     |
| Market District Commons Pre-Development Reimbursement | 449,184              | 449,184        | -                | -                | -                                  |
| LOC Repayment   | (287,184)            | (287,184)      | -                | -                | 287,184                            |
| Housing First Pre-Development                         | (85,000)             | (85,000)       | -                | -                | -                                  |
| Taney   | (8,500)              | (8,500)        | -                | -                | -                                  |
| Hayden Bridge Meadows                                 | (8,500)              | (8,500)        | -                | -                | -                                  |
| Development Operating Costs                           | (60,000)             | (60,000)       | -                | -                | -                                  |
| <b>Projected April Closing Balance</b>                | <b>1,820,000</b>     | <b>-</b>       | <b>1,820,000</b> | <b>1,428,363</b> | <b>1,241,914</b>                   |
| Housing First Pre-Dev Costs                           | (93,000)             | (93,000)       | -                | -                | -                                  |
| Taney   | (3,500)              | (3,500)        | -                | -                | -                                  |
| Hayden Bridge Meadows                                 | (3,500)              | (3,500)        | -                | -                | -                                  |
| Development Operating Costs                           | (60,000)             | (60,000)       | -                | -                | -                                  |
| Richardson Bridge Developer Fee                       | 300,000              | 300,000        | -                | -                | -                                  |
| LOC Repayment   | (140,000)            | (140,000)      | -                | -                | 140,000                            |
| <b>Projected May Closing Balance</b>                  | <b>1,820,000</b>     | <b>-</b>       | <b>1,820,000</b> | <b>1,428,363</b> | <b>1,381,914</b>                   |
| Housing First Pre-Dev Costs                           | (110,000)            | (110,000)      | -                | -                | -                                  |
| Taney   | (16,000)             | (16,000)       | -                | -                | -                                  |
| Hayden Bridge Meadows                                 | (17,000)             | (17,000)       | -                | -                | -                                  |
| Development Operating Costs                           | (60,000)             | (60,000)       | -                | -                | -                                  |
|   | 203,000              | 203,000        | -                | -                | (203,000)                          |
| <b>Projected June Closing Balance</b>                 | <b>1,820,000</b>     | <b>-</b>       | <b>1,820,000</b> | <b>1,428,363</b> | <b>1,381,914</b>                   |
| W. 13th   | (1,820,000)          | -              | (1,820,000)      | -                | -                                  |
| Housing First Pre-Dev Costs                           | (20,000)             | (20,000)       | -                | -                | -                                  |
| Taney   | (75,000)             | (75,000)       | -                | -                | -                                  |
| Hayden Bridge Meadows                                 | (75,000)             | (75,000)       | -                | -                | -                                  |
| Development Operating Costs                           | (60,000)             | (60,000)       | -                | -                | -                                  |
| LOC Draw  | 230,000              | 230,000        | -                | -                | (230,000)                          |
| <b>Projected July Closing Balance</b>                 | <b>-</b>             | <b>-</b>       | <b>-</b>         | <b>1,428,363</b> | <b>1,151,914</b>                   |

# Cash Needs & Resource Worksheet – Cont'd



|   |                  |                  |          |                  |                  |
|---|------------------|------------------|----------|------------------|------------------|
| Housing First Pre-Dev Costs                 | 541,085          | 541,085          | -        | -                | -                |
| Taney                                       | (24,000)         | (24,000)         | -        | -                | -                |
| Hayden Bridge Meadows                       | (24,000)         | (24,000)         | -        | -                | -                |
| Development Operating Costs                 | (60,000)         | (60,000)         | -        | -                | -                |
| LOC Repayment                               | -                | -                | -        | -                | -                |
| <b>Projected August Closing Balance</b>     | <b>433,085</b>   | <b>433,085</b>   | <b>-</b> | <b>1,428,363</b> | <b>1,151,914</b> |
| Budgeted Operating Transfer to Depts        | (470,699)        | (470,699)        | -        | -                | -                |
| Taney                                       | (25,000)         | (25,000)         | -        | -                | -                |
| Hayden Bridge Meadows                       | (25,000)         | (25,000)         | -        | -                | -                |
| Future project land acquisition             | (25,000)         | (25,000)         | -        | -                | -                |
| Development Operating Costs                 | (60,000)         | (60,000)         | -        | -                | -                |
| LOC Draw                                    | 172,614          | 172,614          | -        | -                | (172,614)        |
| <b>Projected September Closing Balance</b>  | <b>-</b>         | <b>-</b>         | <b>-</b> | <b>1,428,363</b> | <b>979,300</b>   |
| Taney - Predevelopment Costs                | 327,547          | 327,547          | -        | -                | -                |
| Hayden Bridge Meadows Pre-development Costs | 314,263          | 314,263          | -        | -                | -                |
| Taney - Developer Fee                       | 100,000          | 100,000          | -        | -                | -                |
| Hayden Bridge Meadows Developer Fee         | 100,000          | 100,000          | -        | -                | -                |
| Development Operating Costs                 | (60,000)         | (60,000)         | -        | -                | -                |
| Property Sale: 48th & Main                  | 1,045,000        | 1,045,000        | -        | -                | -                |
| LOC Repayment                               | (420,700)        | (420,700)        | -        | -                | 420,700          |
| <b>Projected October Closing Balance</b>    | <b>1,406,110</b> | <b>1,406,110</b> | <b>-</b> | <b>1,428,363</b> | <b>1,400,000</b> |
| Development Operating Costs                 | (60,000)         | (60,000)         | -        | -                | -                |
| <b>Projected November Closing Balance</b>   | <b>1,346,110</b> | <b>1,346,110</b> | <b>-</b> | <b>1,428,363</b> | <b>1,400,000</b> |
| Development Operating Costs                 | (60,000)         | (60,000)         | -        | -                | -                |
| <b>Projected December Closing Balance</b>   | <b>1,286,110</b> | <b>1,286,110</b> | <b>-</b> | <b>1,428,363</b> | <b>1,400,000</b> |



# Cash Needs & Resource Worksheet – Cont'd

**Notes**

- a. No RAD Sales for FY2019, its estimated these funds will be used for RAD Unit Repairs prior to sale and relcations.
- b. River Road sale contingent on LUBA appeal, however we are expecing \$850,000 sales proceeds potentially late spring, summer.
- c. 48th & Main property sale contingent on zone change. Expected sale in October 2019 for \$1,045,000.
- d. Housing First Project pre-development reimbursement is contingent on finance closing which is projected for August. There is added complexity for this development including twelve finance sources.

**Next 6-Month Cash Needs by Project or Designated Support Item**

|  |                           |
|--|---------------------------|
| Taney                                  | (247,895)                 |
| Hayden Bridge Meadows                  | (248,895)                 |
| Housing First                          | (438,000)                 |
| Development Department Operating Costs | (360,000)                 |
| Budgeted Operating Transfers           | (470,699)                 |
|  | <u><b>(1,765,489)</b></u> |

**Next 6-Month Cash Inflows from Development Projects**

|                                       |                         |
|---------------------------------------|-------------------------|
| Market District Commons Pre-Dev Costs | 449,184                 |
| Richardson Bridge Developer Fee       | 300,000                 |
| Housing First Pre-Dev Costs           | 541,085 August          |
| XXX                                   | -                       |
| XXX                                   | -                       |
|                                       | <u><b>1,290,269</b></u> |

**Expected Next 6-Month Cash Resource Inflow Overage (Short-Fall)** **(475,220)**

# Questions?

## Thank you!