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**HOMES FOR GOOD HOUSING AGENCY**  
**BOARD OF COMMISSIONERS MEETING**  
**WEDNESDAY, MARCH 30<sup>TH</sup>, 2022**

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# AGENDA

Homes for Good Housing Agency

## BOARD OF COMMISSIONERS



### Location of the meeting:

This meeting will be conducted via public video call and conference line (see details below).

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**Wednesday, March 30<sup>th</sup>, 2022 at 1:30pm**

To prevent the spread of COVID-19 Homes for Good will be conducting the Wednesday, March 30<sup>th</sup>, 2022 meeting via a public video call with dial-in capacity. The public will be able to join the call, give public comment, and listen to the call:

Join Zoom Meeting

<https://us02web.zoom.us/j/7427507154?pwd=bkFDWVZjeU9LSjZGR0J0RHF3TUNEUT09>

Meeting ID: 742 750 7154

Passcode: HFGBoard22

One tap mobile

+12532158782,,7427507154#,,,,\*1269327372# US (Tacoma)

Dial by your location

+1 253 215 8782 US (Tacoma)

### **1. PUBLIC COMMENTS – 20 Minutes**

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

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

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

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

### **5. EMERGENCY BUSINESS**

### **6. ADMINISTRATION**

- A. Executive Director Report (Estimated 10 Minutes)
- B. Approval of 2/23/22 Board Meeting Minutes (Estimated 5 Minutes)
- C. **ORDER 22-30-03-01H** — In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from the Oregon Housing and Community Services Notice of Funding

Availability (NOFA) for the Coleman affordable housing development. (Spencer McCoy, Project Developer) (Estimated Time 10 minutes)

- D. **Work Session** — Moving To Work (Beth Oches, Rent Assistance Division Director)  
(Estimated 25 minutes)

## **7. OTHER BUSINESS**

Adjourn.

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We are excited to report that we have implemented our new Hybrid and Flexible Work Plan and all staff members are now welcome to work out of our administrative hub of good at 100 West 13th in downtown Eugene. We welcomed our staff with celebrations, snacks, meals, yoga and a very special guest. As you will remember we completed the renovation of our administrative hub in March of 2020 so the building has never been open to the public or fully functional. We will be more formally announcing our public opening in the coming weeks. It is a true delight to work in person with our fellow employees and to be in support of the people we serve face to face.



The people we serve are consistently successfully move up and out of our apartment communities and rent assistance programs. We have had three recently Family Self Sufficiency (FSS) graduations that we wanted to highlight.

- After 5 full years in FSS, Che graduated last month with \$6,128 in escrow and a home that they purchased through the HFG Section 8 Homeownership program. Che joined FSS eager to change jobs and worked tirelessly on an extensive employment search until accepting a position that they love, that offers better compensation, allows them to work remotely and spend more time with their children.
- Throughout the last 5 years in FSS, John earned a master's degree in Special Education while caring for his 2 children intellectual disabilities. He recently obtained a job providing support services for folks experiencing special needs and is on the list with the Springfield School District as a Special Ed teacher. He also has an IDA with HFG for home ownership. John received \$6,761 in escrow funds.
- Kate spent the last 3 years in FSS working hard on goals related to improving her health, paying off debt, increasing credit, and changing careers. She spent the last year studying and testing for a new career and just accepted a position in Hawaii where she and her child have a strong support system. She received \$10,215 in escrow.



Lane County Commissioner Laurie Trierger  
March 20 at 3:41 PM · 🌐

Took a walk downtown this cool gray spring day and intentionally made my route include a cruise by the newest [Homes for Good Housing Agency](#) housing site, 'The Nel' which will provide beautiful studio apartments for 45 people transitioning from being unhoused. Units include wrap around services to help residents create and sustain safer, healthier lives  
[#HousingIsAHumanRight](#)



We continue to work with the community that was impacted and/or displaced by the Holiday Farm wildfire. On the Lazy Days Mobile Home Park we have agreed with the Oregon Department of Environmental Quality on a two phase waste water treatment system. The first phase will allow us to bring back 18 modular homes as quickly as possible and the remaining 12 units will be brought back once the longer DEQ review process is completed. We have revised the site plan based on the landslide mitigation recommendations. We have received two CM/GC proposals and are currently in the review/selection phase. Lastly, we have refined the proforma for the entire project in collaboration with OHCS consultants. On the 5 acres off of Blue River Drive we are currently working through park model specifications to submit our order for 5 units that will be used as temporary housing on the site while we work through the land partitioning process with Lane County Land Use Planning Department. We continue to work with the OHCS consultants on the due diligence on the Basketball Academy property. The next step is pulling together community leaders to discuss what entity might manage the gym, the great hall and the dormitory should Homes for Good ultimately purchase the property.

On March 8th, 2022 the Homes for Good issued our Financial Statements and Supplementary Information for the year ending September 30th, 2020 along with the Report of Independent Auditors and Single Audit Reports completed by Moss Adams. On March 8th we provided this packet to Lane County who needs this information to complete their auditing processes and to numerous investors and lenders who require this information as part of their annual compliance reviews. We have uploaded this information into the HUD portal and Moss Adams will complete their HUD required certification of this information the week of March 28th. After this is complete we also certify the information and then it goes into a HUD staff review status and we wait to be informed by them if this information is approved or rejected. The late completion of our FY20 audit puts timing pressure on the completion of our FY21 audit, which is due to HUD by June 30th, 2022.



# MINUTES

## Homes for Good Housing Agency

### BOARD OF COMMISSIONERS

#### Location of the meeting:

This meeting will be conducted via public video call and conference line (see details below).

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**Wednesday, February 23<sup>rd</sup>, 2022 at 1:30pm**

To prevent the spread of COVID-19 Homes for Good will conducted the February 23<sup>rd</sup>, 2022 meeting via a public video call with dial-in capacity. The public was able to join the call, give public comment, and listen to the call.

#### **1. PUBLIC HEARING– 10 Minutes**

Homes for Good Housing Agency (Agency) will hold its joint public hearings of its Board and its Public Contract Review Board regarding adoption of two Construction Manager/General Contractor (CM/GC) alternative contracting method exemptions for construction of the Lazy Days Mobile Home Park and Blue River Drive Interim Housing projects.

None.

#### **2. PUBLIC COMMENTS – 20 Minutes**

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

None.

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

None.

#### **4. ADJUSTMENTS TO THE AGENDA**

None.

#### **5. COMMISSIONERS' BUSINESS**

**Commissioner Bozievich** arrives at 1:33pm.

**Commissioner Farr** joins meeting by audio only for some of the meeting. **Commissioner Farr** leaves meeting at 2:23pm and returns at 2:51pm.

**Commissioner Farr** introduces Vanessa Cunningham, student at the University of Oregon doing a paper on public human services in Lane County. Information only.

#### **6. EMERGENCY BUSINESS**

None.

## 7. ADMINISTRATION

A. Executive Director Report (Estimated 10 Minutes)

*Jacob Fox reflects on the passing of retired Homes for Good Energy Services Director Steve Jole.*

*Jacob Fox introduces two new executive support team members Jasmine Leary and Celia Wright.*

*Jacob Fox discusses Intergovernmental Agreement with Oregon Housing and Community Services for the rebuilding of Lazy Days Mobile Home Park with 20 modular homes valued at approximately \$4 million dollars.*

*Jacob Fox discusses Basketball Academy being under contract.*

*Jacob Fox discusses Homes for Good philosophy of: "Housing is a Human Right."*

B. Approval of 1/26/22 Board Meeting Minutes (Estimated 5 Minutes)

Motion: **Commissioner Trieger**

Second: **Commissioner Thurston**

**The minutes are approved 7/0.**

C. **ORDER 22-23-02-01H** — In the Matter of the Joint Order of the Board of Commissioners and Local Contract Review Board Exempting the Construction of the Lazy Days Mobile Home Park and Blue River Drive Interim Housing developments from Competitive Bidding Requirements and Directing the Use of the CMGC Alternative Contracting Method. (Steve Ochs, Real Estate Development Director) (Estimated Time 5 minutes)

*Steve Ochs presents Board Order. Explains the advantages of using CMGC Alternative Contracting Method for Lazy Days and 5-acre parcel at Blue River Drive. Explains benefits include bringing contractor on early and opportunity to get competitive proposals up front, saving from confusion and change orders.*

Motion: **Commissioner Buch**

Second: **Commissioner Berney**

**Order 22-23-02-01H approved 7/0**

D. **Presentation** — Permanent Supportive Housing Services Overview-- Continued (Wakan Alferes, Supportive Housing Division Director) (Estimated 30 minutes)

*Wakan Alferes revisits discussion from previous meeting regarding permanent supportive housing services. Discusses challenges permanent supportive housing is facing, including funding gaps, staffing, increasing safety, need for streamline compliance processes, as well as need to work across systems to ensure appropriate placement for individuals.*

**Commissioner Trieger:** In response to Wakan's comments, I think it was more that I really was looking forward to a time to have a conversation about the changes in the level and degree of need that you are seeing in clients, and really just thinking- just starting a conversation about the longer-term plan. I know there is lots of money out there right now from the feds, but that's not going to last, and so it's really about ongoing capacity and not setting up programs using the capital to build housing and then not being able to figure out how we're going to fund the ongoing services, because they will be ongoing. So, it was really a request for a conversation about this and to get a sort of leveling conversation first about where we are and what you anticipate and what are reliable, predictable, ongoing sources of funding for the service side of things, and what the anticipated need is, so I don't know what the gap looks like.

**Wakan Alferes:** Yeah, and I can just take a stab at answering some of the ways that we're thinking about long-term funding and services. I would say for The Nel, our opportunities are a little bit broader than they are for The Commons, and we are really trying to tap into the state permanent supportive housing funding, and that is a much more stable services funding and compare with the COC county funding. So do you kind of see that as a good opportunity to expand the stability of the funding streams, as well as leaning on Medicaid billing which we currently don't do at The Commons on MLK, so there is a couple of really low-hanging fruit ways that we can build some additional stability into that. Then I do think across the board, we need to be addressing the level of need that we're seeing, and ways that we can make sure that the systems are addressing those needs and appropriately housing folks. Like with the site team right now, coordinating with the 370 to make sure that folks do need to be on a psychiatric hold or in a higher level of care, that that connection is happening, so tapping into those external sources as well as kind of a big part of that long-term plan, which isn't currently the case at The Commons.

**Commissioner Trieger:** And the one other piece, I don't know if you're looking at it as part of your long-term plan, and I know Commissioner Farr is still with us, even though we can't see him. He and I both have been in various meetings and providing testimony about the Capital around some behavioral health funding and some re-looks at the system and improvements, streamlines, add-ons, and then of course, here locally, we are continuing to move forward as aggressively as possible on the development of our- whatever we're ultimately going to call it- but for now, our behavioral health crisis center, so just thinking about how some of the landscape may be shifting over the next few years and how that will hopefully positively impact easing some of the need on the permanent supportive housing side.

**Wakan Alferes:** Yes, and it does feel like there's funding coming, so that's hopeful. And again, we have two funding gaps, both the services and the operations, and we're looking to fill those gaps differently, but I feel hopeful on the services side that there is additional funding coming, especially for some of those specialized needs that we're seeing.

**Commissioner Trieger:** Also, this is probably a future meeting as we get more into actual numbers of people being served in dollars that we're talking about, but also how much do we feel as an organization, the responsibility is on us to have the money to pay contracts to providers versus the providers, or I guess it's a collaborative, so we want the providers themselves to also have the money they need, ShelterCare and so on, because they're the ones providing the services, but there is a cost to them doing it in addition to whatever resources we can provide, so just again, thinking holistically in system-wide as we can, and where the opportunities are to be efficient and maximize the dollars available.

**Wakan Alferes:** You are absolutely correct that those providers need that additional support, and I know for ShelterCare at The Commons, they've really been looking at how do they create pay equity amongst their positions to make sure that they're being competitive and can keep staff, and so it's definitely on the radar and you do need to find funding to be able to keep up with the landscape and the increasing regions within these systems. So, you're absolutely right.

**Commissioner Thurston:** Commissioner Trieger just asked one of the questions I had, and the other one is just because I don't know what this means, what's a 370 care team?

**Wakan Alferes:** It's a team that is working with folks who are really unable to stand trial for crimes they maybe have committed due to psychiatric disabilities, and so working with the FUSE population, there is a lot of crossover with that team and being able to work with that team to make sure that if somebody needs that higher level of care, that there is streamlined access to that team rather than needing to sit on a waiting list and kind of wait to get access to that, and we've been able to coordinate and have them come on site and do assessments with folks. So, I do think that systems level collaboration is super important, and we're just kind of breaking ground, and how do we get some of those collaborations going?

**Commissioner Trieger:** Commissioner Thurston, you might have heard of it called Aid and Assist, if you know that phrase, that's the same thing.

**Chair Reavis:** My question is, do you feel like HUD is giving enough for these projects when they're pushing us to do them, and is there anything we can do as a board, or Michelle and I can do as commissioners or anyone else for that matter with NAHRO to push for more money for services, support services? I just was anxious to see how that was going and if they are going to push it, they should be offering enough money to cover everything you can.

**Wakan Alferes:** Jacob you can editorialize on this, but I'd say there are a lot of different kind of funding streams playing in there and HUD plays a major role in terms of the flexibilities they might offer- the PBV subsidy to offset costs for permanent supportive housing, as an example. I would say the Continuum of Care funding need additional investments, and that's likely the biggest area that HUD could be influencing funding for services, and then the state with the Permanent Supportive Housing Institute in the funding they have attached to that, I think is putting the dollars where that ask is and saying, we are going to prioritize this funding for services for projects that are funded through the state permanent housing tax credit program. So, I think that there are more services dollars now than there were a year ago, even when we launched MLK, so I feel like the commitment is increasing, but the Continuum of Care does not see the funding increases that it really needs to sustain these increases locally that we're doing with PSH.

**Jacob Fox:** I would say the reason why we're not in crisis at MLK, at least in the context of financing, is because Homes for Good has been writing checks to The Commons on MLK out of our unrestricted funds in our real estate development account. We have to have a serious conversation with county and city leadership about our inability to continue to write literally like \$50,000 a month checks because that building, it isn't full, there's a lot of vacant units right now, in part because the referrals from the coordinated wait list take time, and it takes time for ShelterCare to go out and engage with people that are experiencing homelessness and helping those folks get ready to move into the building. Then there is a large number of folks that have had to leave the building, and basically when units are vacant, we are not getting any rent from the tenant and subsidy from the Housing Choice Voucher program. I have every confidence that county leadership and hopefully city leadership will help, but we really need financial help right now to stabilize that building. I think it will get somewhat more economical to run over time once the building stabilizes. But right now, it's a huge financial concern for our team, so there are some very specific next steps. Just so the board knows I am meeting with Eve for the first time, and then after that, Steve and Eve in convening a meeting with senior leadership from the county and the city, just so we can show them the exact financial support that we need and to get the help we need to make the project financially stable.

**Commissioner Buch:** What you said is really concerning to me, with the amount of people we have on our street, there's no acceptable answer that we have empty units in this facility. So, what is the bottleneck between getting people in the unit and physically being on the street? The whole point was that we're getting people in as soon as humanly possible and off the street. Who does that particular work?

**Wakan Alferes:** Yeah, I can answer that. So essentially what happens is when we know a unit is going to become available, we notify ShelterCare, ShelterCare notifies Lane County to pull a referral from the central waitlist. And the way that that works, and I know when county is working on some flexibility on that side, but we have to have a unit, we have to know the unit will be available in order to pull that referral, so that one piece right there is a hiccup, right? You really want to start as early in the process as possible, but we do need to wait until that unit is confirmed vacant. And then, so to speak to Jacob's point, we have eight vacancies right now, we have currently, I think 12 referrals in progress, so that is the ShelterCare team, they go find a referral, they work with the FUSE outreach team and the health center team to find people, connect with them, obtain all the documents. So just to be clear, that's not eight units sitting vacant with no referrals, it's eight units that have been turned over, some of them are still in the process of being turned due to extensive unit damage, so some of this is overlap of units being turned while we pull this referral and get the person ready to get leased up, and then some of the hiccups that come with that. Like right now, with these 12 referrals, we have one person that's pending determination of whether they should be really going to adult foster care instead of The Commons on MLK, we have a person who's been hospitalized and trying to coordinate the documentation retrieval while that person is in the hospital. We have another that has been in jail and they won't release them until there's an exit plan to housing but we

can't complete that until the documentation is acquired, so you can kind of see each individual situation creates this complication of timing, and we can't pull more referrals than vacant units, and so that creates this waiting on this person who's in jail or in the hospital to complete the process or turn down the unit before we can work towards the next person, and that is a piece we're working on with Lane County, because it feels like we need a bench.

**Commissioner Buch:** You need a pre-approval process so people can flow in. Generally, that's something we do for subsidized housing for our buildings, but we don't have that right now, it sounds like, for this particular unit.

**Wakan Alferes:** Yeah, and I can say, I know that this is like- Beth- this your least favorite thing about PSH, is the fact that we don't pull from the waiting list, and part of that is because we are obligated to pull referrals from the central wait list, so the central wait list is our wait list, and we have worked upstream as much as we can with the county to make sure that they are treating folks on the central wait list as a wait list and preparing them to be ready to get that referral and get leased up as quick as possible. I can share that we have had major improvements. I just met with the MLK team today and they pulled a referral, and we were able to get it through in one day, meet with the person, collect all the documents and send it off to Home for Good in a day, so there is some efficiencies being created. The other thing I've mentioned with that is Lane County is working on getting their compliance team or process improvement team- it's a team within Lane County that's going to help evaluate the and streamline our intake process to see if there are efficiencies that we can create between the three steps. So, I think that more formal evaluation of our process will really help us with that as well, but it really is that we can't refer more referrals and we have units available and that is our hang up: we don't have a bench.

**Commissioner Trieiger:** Wakan that was helpful, because I was going to ask the same thing about where is the bottleneck and why don't we have a better on-deck circle kind of a situation? But also, this is making me wonder, how does this portend for The Nel? Are we going to see the same problem at The Nel? Is there a difference between which service provider? It sounds like not, if it's the central wait list, they're all working from that same list, but are there projections for The Nel, are we adjusting the financial projections to account for more of a rotation of a certain number of percentage of units being vacant at any one time, for this very reason?

**Wakan Alferes:** We are definitely preparing to apply the lessons learned from The Commons on MLK to The Nel in terms of how we go through that referral to lease up process and hoping that we can replicate some of the successes we had at The Keystone in terms of the lease up timeline being below 60 days. So, I definitely think a lot of work has been done there, and additionally with this kind of work we will do with Lane County, I really do think that alone will make a big difference in at least a timeline. The other pieces we've been talking about with Lane County is about how to increase the availability of bridge units for folks that are referred to The Nel, so that we can actually place them potentially in temporary housing, which allows for much more ease in collecting those documents and working with someone because you know exactly where to find them, you have a phone that you can use to reach them at, those types of things. So I think those pieces are going to be really instrumental in making sure that The Nel leases up in time, and the other side of that is that is we are more prepared for the financial impact on the sites and we have been working to maximize potential payments from the Section 8 team, which can't apply on the front end, but can apply during any subsequent vacancies and maxing the payment standard for those sites as well. I can't say that what we have in the operating budget will fully capture it, but I'm definitely hopeful it'll be very different than what we experienced at the Commons on MLK.

**Commissioner Berney:** Thank you. I want to preface my remarks by reaffirming what I've said before. I am a fan of yours, Wakan, so everything I'm going to say is within that context. It seems like the degree of this problem of homelessness and shelter is almost mind-numbing. It feels to me like Jacob brought this to us as a financial problem because he's got to watch the finances of the organization, and yet in discussion, it feels like we're uncovering something which is simply untenable, which is there are very good bureaucratic process reasons why we can't immediately shelter people. And I just want to go on record and say we need to get rid of all of those, create waivers in any way that we can, because I think that

Homes for Good is accelerating the development of units, which is a really good thing, and either fiscally, we certainly can't say, "we believe in shelter for all, but we can't give you shelter because there's these 18 bureaucratic process reasons", but we've got empty units. That just seems like an untenable position, and I know our team can figure out a way around it to end it, and that's my hope. Thank you.

**Wakan Alferes:** Thank you. I would echo that and just say that we do our best to make sure that that happens, and we work within very complicated systems, and so when we choose to use Continuum of Care and project-based vouchers and tax credits on our projects, but they do have these kind of regulatory layers that we have to jump through and they do become a barrier, and I do think we need other options, other funding streams that allow for a more streamline access to housing. And it's possible- we have waivers available to us through Moving to Work- and I'm sure Beth and the team, all of us will come back and talk more with all about that, but we are obligated to follow those regulations, and it does make housing first super, super challenging. We need other flavors of funding to make sure that for those that really can't make it through those 19 hoops that there is still housing available to them as well.

**Commissioner Trieiger:** I just wanted to say, I completely agree with Commissioner Berney. I hear you, Wakan, we need different funding streams that don't require that, but we also need systems to be more efficient, we need both those things, and so I think you have folks here on this meeting from the County who want to see those systems be more efficient, and I made a note specifically of that because I'm frequently talking- I don't know if Commissioner Farr can hear me right now, but at the Poverty and Homelessness Board and the Human Service Commission, that we need to be looking at policy fixes, not just public policy, but also internal operational and systems policies that we are in charge of. So, duly noted. Thanks for bringing it up.

**Chair Reavis:** I'm agreeing with everyone who has already spoken, and I think that it might be great to reach out to our CCOs that are doing some of this with us. A lot of this has to do with behavioral health and just needing help being homed after not being homed is a huge transition for people, and I don't see any reason why we can't reach out to the CCOs like Trillium and Pacific Source, Lane Health Council, Kaiser, to see if we can get some funding. And I also wonder if there's a way we can- I don't even know how this works, but my question would be to either Wakan or Jacob, if it's project-based, then the funding is there all the time or not, or is it the same thing? If it's Section 8, you have to have someone renting before you get money for them, I was just trying to figure out a way that we could keep it funded where we are not pulling out of our reserves or our capital fund.

**Jacob Fox:** I think Homes for Good is exploring any and everything that we can do to eliminate bureaucracy and barriers, and also stabilize the Commons on MLK financially, and one of the things that Wakan, Beth, and I have been working on, is that the project-based voucher program can actually pay for vacant units for a couple of months. So some of these units have been vacant for longer than that, but that'll help a lot, so like I said, we're doing everything we can on our side to stabilize the project financially, I think we struggle a little bit philosophically with using a precious resource- housing assistance payment- to subsidize a vacant unit, but The Commons on MLK is unique and we have to think in unique and different ways, so we're on the cusp of implementing the vacancy payment option, and we still need the county processes and ShelterCare and our property management processes to be more efficient as Commissioner Trieiger and Commissioner Berney and everybody else has said.

**Chair Reavis:** I think it would be great to have a work session on this where we all work together. Maybe one with the County, with ShelterCare, and maybe we could brainstorm together as a group to figure out a process or something. I don't know if that would work, but it was the thought.

**Jacob Fox:** I think it's a good thought. Let Wakan and I navigate the conversations with county and city administration, and then just stay in consultation with you and the rest of the board on what makes sense in terms of broader engagement with governing boards.

**Commissioner Berney:** Just continue the discussion for whatever it's worth, what has always been successful for me, is to not just coordinate with the people at the bottom of the food chain, which are the

local organizations, but also people at the top, which are the state and federal organizations, and ask for blanket waivers, and just to ask, what is our objective? How will we be evaluated against it? Let us spend the money anyway, we want. Those happen a lot, and sometimes they occur because the folks at the state and federal level are just as frustrated as we are with what they are subject to, so that's just for what it is worth.

**Chair Reavis:** Thank you, Commissioner Berney. Do we have any other comments for Wakan? Wakan, do you have more information to cover? That was more of a discussion.

**Wakan Alferes:** Yeah, I think that I just really wanted to hear from folks, see if there were any questions I can answer, and it definitely sounds like I can come back and maybe talk a little bit more in the future, and I do want to create clarity for you and the questions that you have asked and be able to keep you up-to-date as we move forward with some of the process improvement were working on with Lane County to hopefully resolve some of these issues, and I just really appreciate all of your advocacy and advice and support because it is challenging work.

**E. Presentation** — Introduction to the Energy Services Division (Esteban Montero Chacon, Energy Services Division Director) (Estimated 30 minutes)

*Esteban Montero Chacon presents Energy Services Division presentation on details of the program and who is assisted by the program.*

**Chair Reavis:** Thank you so much. That was an amazing presentation. I really like the barrier thing with the shipping and little arrows, that was great. Thank you so much for that thoughtfulness that you put into that. Are there any questions from our commissioners or comments?

**Commissioner Berney:** Thank you, Chair. Esteban, I know I owe you a phone call, I apologize. I even texted Jacob to that effect. I am not impressed with this, but forgive me, let me just explain. I probably misunderstand it, but it sounds to me, correct me where I am wrong, that the Energy Assistance Program of Homes for Good is basically a middleman service because you're accessing utility energy assistance programs like LIHEAP Programs, Department of Energy dollars that exist anyway. You're accruing those I presume not for the benefit of the community at large, but for residents of Homes for Good structures, and if I hear you correctly, there is more dollars available for less work because of the materials and labor shortages, so I probably have that kind of wrong, but when you talked about contractors, does Homes for Good have our own weatherization contractors? Or are you simply referring to those weatherization contractors that are already pre-approved by utilities for their respective programs for low-income ratepayers?

**Esteban Montero Chacon:** I'll try to answer and address some of those. So, we are a CAP, Community Action Program, that is embedded within Homes for Good, which is the housing agency, so we work the same here in Lane County as they work in all the rest of the counties. We are receiving the grants through OHCS, so OHCS receives federal grants, they get channeled down to in this case us through Lane County. I don't think that we are necessarily a middleman, and there is more that we do.

**Commissioner Berney:** I might have that totally wrong, thank you.

**Esteban Montero Chacon:** That's okay. We do have our own contractors that we have vetted, people that we have worked with, people who actually have to meet specific requirements from OHCS and from DOE funding specifically in BPA, in order to do this weatherization work, and so they are vetted and the part of that we are doing is that we are able to do the entire energy assessment portion of things, so we are the ones to determining what work is needed in the home that can be done, and then we are instructing the contractors directly who work for us directly what that work is. So that's like one part there that's good to clarify. So, they are doing the work for us. The other part that is very important is that we are for all of Lane County, not just the Homes for Good properties, but all of Lane County. In the case of the weatherization program, is for anyone who is below 200% of the federal poverty line in Lane County

can apply for the program, and we'll help them.

**Commissioner Berney:** That's really helpful. So, we are the CAP. We get the money CAPs get, although most are not government entities, but we are, and the clients are anyone that qualifies, even though historically these dollars are far less than adequate, but nonetheless, that's for anyone, so thank you very much. The other question, if I may Chair, one of your slides showed a picture, which we couldn't see the roof, but it looks like a flat roof. And then you talked about building things in on the front end. So yes, that is sorely needed that has been going on in other places forever. So that could be pre-wired for solar, the membrane roofs, we have local companies who manufacture membrane roofs. I would love to help create a special deal, so there's no shortage of that. And for private groups, they can get tax credits for the cost of re-roofing or a new roof, if it's membrane, that a solar ray is attached to, and they get the same tax benefit as just a solar array. And you guys are familiar with the ITC So, Esteban, I owe you a call. I'll get more granular then. I used to do this stuff. I appreciate that you are doing it, thank you very much and thanks for clarifying.

**Commissioner Farr:** Commissioner Berney, I think that Esteban answered the questions that I was going to ask to clarify some of the things that you were saying regarding the middleman portion of it. It seems to me that we're taking advantage of whatever programs are available to apply to Homes for Good's program- is that a true and accurate statement?

**Esteban Montero Chacon:** I would say that what do we do is in the case of- we are the CAP Agency again, so there are some things that we can use, like some reasons why we can create partnerships. And so some of the partnerships that we have with like the City of Eugene, for example, allow us to prioritize certain people if they are already working with the City of Eugene and they are getting a repair on their roof, it makes sense that at the same time that they are doing all this work, and the City of Eugene's Small Repair Program is doing that work, we come in and do weatherization if they are already on the wait list. So, it is kind of like the same thing if we have a partnership and it is for one of our buildings, all we are doing in essence is saying, Okay, we're going to do some work here, or there's something that needs to happen, can we also put this through the weatherization program and move it and at the same time do our weatherization work? It still has to meet all the same criteria, if it's through DOE we still have to show that there is going to be savings to investment ratio. That makes sense. But yes, we are, in some cases, in some instances, we are doing it for our own buildings.

**Commissioner Farr:** Thank you, Esteban. And we are working with local utility suppliers to use their programs also to apply to your work?

**Esteban Montero Chacon:** Yes, yes in many cases.

**Commissioner Farr:** Okay, thank you. And Joe, good question, you made me think about it and make certain that I am comfortable that Homes for Good is making the best use of the available resources. I think that is what we are all most interested in, were actually most interested in getting people served, of course, but by using the resources that we have as well as we can.

**Commissioner Thurston:** I just wanted to say past what Commissioner Farr and Commissioner Berney stated, I love the new initiatives that you're taking on, and if I recall from previous years, every year there seems to be a little bit more added, a few more partnerships expanding out throughout Lane County, and not forgetting that Eugene and Springfield does not incorporate all Lane County, Lane County is actually quite large, and so I'm appreciating that there seems to be a little bit more work to go into the more rural communities. I appreciate the fact that every time we see a presentation like this, there's just a little bit more added, a little more teamwork, a little more partnership, a little more creativity, so just wanted to say thank you for all your work, Esteban.

**Esteban Montero Chacon:** Your welcome. I'm glad you brought up right that Lane County is not just here, this little metro area, because that was one of the most important things when I started here that I wanted to do was make sure we can cut the waitlist, and some of the people sat a long time on the

waitlist, and it was because they are way far out away from here from us and Springfield. So again, depending on what utility they belong to, that's how many other dollars we have available to partner with or pair with DOE to be able to do the work. And so that's where some of those partnerships like with the Oregon Map DEI Coalition is going to be so important to try to push the envelope and say, "Hey, wait a minute, we need to be able to put more dollars there and serve these people, because they're sitting a long time there". So hopefully that will make a difference.

**Jacob Fox:** I acknowledged the awesome work of the energy services team in an Executive Director Report, I think it was maybe last month. They just went through a very rigorous performance evaluation by Oregon Housing and Community Services. I sat in on the exit interview, and I just want to give a shout out to the team. Many of the members are actually on the call; Daniel, Sarah, Lea, Wes, and I know Marley and Mark were also on the call earlier, so they are just a team of great humans that are also doing really good work in the community. And I would also say, Commissioner Berney, I know this is a passion point of yours, a lot of the weatherization work that occurs to the improvement of the energy systems and insulation are done in mobile home parks across Lane County. I can't quantify what percentage, but it's a very significant percentage, so shout out to the team and just appreciated the time today.

## **7. OTHER BUSINESS**

**Commissioner Farr:** Just one thing very, very quickly. I love to catch people doing things right, and I think I'm on the verge of catching somebody doing something right. This morning I was talking to Adam Briddell who is the pastor of the First United Methodist Church, which essentially shares a flat space with the Homes for Good, and Adam was telling me this morning, Jacob, that he really appreciates working with you and staff and has high anticipation of working together for common needs. I'll hear more about that tomorrow morning, but I think I'm on verge of catching somebody doing something really good.

**Commissioner Berney:** I echo everything and look forward to when the church and Homes for Good can have a solar array over their parking lot, so that 100% of our fleet is in fact carbon free, thank you.

Adjourn.



# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:**

**DEPARTMENT:**

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**CONTACT :**

**EXT:**

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**PRESENTER:**

**EXT:**

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**ESTIMATED TIME :**

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

**Approval Signature**

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

**EXECUTIVE DIRECTOR:**

**DATE:** 3/22/2022

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**LEGAL STAFF :**

**DATE:**

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**MANAGEMENT STAFF:**

**DATE:**

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## **HOMES FOR GOOD MEMORANDUM**

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

**FROM:** Spencer McCoy, Project Developer

**AGENDA ITEM TITLE:** In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from the Oregon Housing and Community Services Notice of Funding Availability (NOFA) for The Coleman affordable housing development

**AGENDA DATE:** March 30, 2022

### **I MOTION**

It is moved that the Executive Director or Designee is authorized to apply for assistance from the Oregon Housing and Community Services Notice of Funding Availability (NOFA) for The Coleman affordable housing development in Eugene, Oregon.

### **II ISSUE**

On February 18, 2022, the Oregon Housing and Community Services (OHCS) released a Notice of Funding Availability (NOFA) for 9% Low Income Housing Tax Credits (LIHTC) and gap financing (NOFA #2022-5) for affordable housing developments. Homes for Good wishes to apply for this funding to develop 52 new units of permanent supportive housing for people with criminal histories on highway 99 in Eugene.

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

### **III DISCUSSION**

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

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

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

The site consists of two parcels (intended to be expanded through a property line adjustment process), is zoned C-2, and is currently owned by Lane County.

In addition to the funding from Oregon Housing and Community Services, Homes for Good has obtained a conditional award from the Eugene-Springfield HOME Consortium to provide capital funds for the project. The architectural firm, BDA Architecture, has developed a conceptual design and we are working with Essex Construction as the contractor for The Coleman. If successful in obtaining a funding award from OHCS, the estimated timeline is to start construction in summer 2023, with completion in the summer/fall of 2024.

Project Financing – Funds will come from a variety of sources.

- Capital funding: Homes for Good intends to apply for Low Income Housing Tax Credits and gap grant financing in Spring of 2022. The Coleman will use HOME funds, SDC waivers and other gap financing from private partners or other funding opportunities as necessary.
- Rental subsidy: Homes for Good has received a commitment for project-based vouchers for a portion of the units.
- Services funding: Sponsors Inc. will provide supportive services to their clients residing at The Coleman.

Approval of the attached order is necessary to allow Homes for Good to apply to OHCS for 9% tax credits and gap financing through the NOFA for The Coleman.

B. Recommendation

Approval of the proposed motion.

C. Timing

The Oregon Housing and Community Services application will be submitted by the deadline of April 29, 2022. Funding award notification is expected by August 2022.

**IV IMPLEMENTATION/FOLLOW-UP**

Same as Item III. C. above.

**V ATTACHMENTS**

None

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

ORDER 22-

In the Matter of Authorizing the Executive Director or Designee to Apply for Assistance from the Oregon Housing and Community Services Notice of Funding Availability (NOFA) for The Coleman affordable housing development

WHEREAS, Homes for Good Housing Agency, has been collaborating with Lane County and Sponsors Inc. to develop 52 units of affordable housing for people with criminal histories.

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

WHEREAS, Homes for Good Housing Agency, once completed with due diligence and funding secured, intends to construct a new four-story building consisting of 52 studio and one-bedroom apartments and ground floor offices, common use and supportive service areas on the NE corner of Highway 99 and Roosevelt Blvd.

WHEREAS, Homes for Good Housing Agency has obtained a conditional award for assistance from the Eugene-Springfield HOME Consortium and other sources to provide funding for this housing development.

WHEREAS, Homes for Good Housing Agency wishes to obtain assistance from the State of Oregon Housing and Community Services (OHCS) to provide funding for this affordable housing development.

NOW IT IS THEREFORE ORDERED THAT:

Homes for Good Housing Agency resolves to develop the Coleman project with 52 units of affordable housing;

The Executive Director, Communications Director, or Real Estate Development Director is authorized to apply to Oregon Housing and Community Services for funding for The Coleman in Eugene, Oregon;

Homes for Good Housing Agency will accept the responsibilities and requirements of any tax credit and/or grant or loan programs applied for through the Notice of Funding Availability (NOFA);

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

The Executive Director, Communications Director, or Real Estate Development Director is authorized to release project information to OHCS from the financial partners listed in the application and authorizes OHCS to verify any application information as required to complete its due diligence; and

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

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2022

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Chair, Homes for Good Board of Commissioners



# BOARD OF COMMISSIONERS AGENDA ITEM

**BOARD MEETING DATE:** 03/30/2022

**AGENDA TITLE:** Move to Work

**DEPARTMENT:** Rent Assistance Division

**CONTACT :** Beth Ochs

**EXT:** 2547

**PRESENTER:** Beth Ochs

**EXT:** 2547

**ESTIMATED TIME :** 25 minutes

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

**Approval Signature**

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

**EXECUTIVE DIRECTOR:**

**DATE:** 3/22/2022

**LEGAL STAFF :**

**DATE:**

**MANAGEMENT STAFF:**

**DATE:**



**HOUSING AGENCY**

Move to Work

# Move To Work



- Started in 1996, a process in which Public Housing Agencies (PHA) can use their funds in less restrictive ways, design, and test innovative strategies to increase housing and self-sufficiency.
- There are 3,300 PHAs in the United States.
  - Currently, 39 PHAs have Move to Work Status.
  - Cohort 4 – Landlord Incentives added 29 Public Housing Agencies (PHA)
    - Homes for Good is the only PHA in Oregon selected for Cohort 4
    - Participation in MTW is for 20 years with a 4-year testing phase of the Landlord Incentives



# Waivers



**MTW Waivers** – have been previously implemented by other MTW agencies and are outlined in the MTW Operations Notice.

**Safe Harbor Waivers** – are an expansion of the MTW waivers. A PHA can request to expand on an MTW Waiver to better meet local priorities or market conditions.

**Agency Specific Waivers** – are intended to foster innovation and creativity to solve affordable housing issues at the local level. These waivers provide flexibility beyond what is offered in the MTW Waivers. These waivers can waive a statutory or regulatory requirement.

**Cohort Specific Waivers** – are unique to our cohort. They include pre-inspection of units that may be used by a person with a voucher and alternative inspection schedules that would allow Homes for Good to inspect units every three years

# Housing Choice



- **Establishing Payment Standards that accurately reflect an area's rental market:**

MTW agencies can establish local payment standards that better reflect local rental markets and sub-areas within those markets.

- **Encouraging owners to participate in the voucher program:**

MTW agencies can implement activities that offer incentive payments to landlords that could encourage them participate in low-income housing programs.

- **Helping families move to areas of opportunity:**

MTW fungibility can make it easier for agencies to develop low-income housing and increase housing options helping families move to higher opportunity areas.

# Self-Sufficiency



- **Targeting special populations:**

MTW flexibilities allow agencies to provide temporary bridge housing programs for special populations.

- **Providing services that help families become more self-sufficient:**

Partnering with organizations, and leveraging funds, helps MTW agencies provide a larger range of supportive services.

# Cost Effectiveness



- Simplifying HQS inspections:** MTW agencies can implement activities that reduce costs associated with Housing Quality Standards (HQS) requirements.
- Streamlining administrative tasks:** MTW agencies can use waivers to simplify rent calculations to reduce PHA costs related to reexaminations.
- Repositioning public housing units:** MTW agencies can use funding fungibility during RAD conversions to supplement the RAD contract rents.

# Waivers for Homes for Good



- **Pre-Inspection of Units (cohort specific)**
- **Moving Inspections to a three-year cycle (cohort specific)**
- **Elimination of the PBV Selection Process for PHA owned projects**
- **Attaching PBV to Shared Housing and/or Manufactured Housing**
- **Moving Annual Reviews to every three years**
- **Modify Contraction Participation for FSS**
- **Create Policy for addressing family income for FSS**