

# South Tulare Interchange

City Council Special Study Session  
January 12, 2021





# Background

- | Caltrans is completing the design phase of the South Tulare Interchange Project located on Highway 99 at the Commercial Avenue alignment. The current project schedule is:
  - | Complete design – August 1, 2021
  - | Certify ROW – February 1, 2022
  - | Start Construction – October 3, 2022
  - | Complete Construction – July 1, 2025
- | Current design calls for a Caltrans standard interchange with no aesthetic embellishments.
- | The opportunity exists to request that aesthetic features be added, but Caltrans must be notified of any such request prior to February for them to be considered. Caltrans would have final approval authority.
- | Additional aesthetic features would have to be funded by the Local Agency, or by contributions from other benefitting parties.



# Purpose

- i The purpose of this special study session is for staff to provide Council with various aesthetic design options that could potentially be incorporated into the South Tulare Interchange Project, and to receive Council's direction regarding which options they would like to request Caltrans incorporate into the design of the project.
- i The example used to illustrate a Standard Caltrans Interchange Design is the Betty Drive / Hwy 99 interchange located in Goshen.
- i Estimated costs in this presentation are based upon past City of Tulare projects, as well as data provided by the City of Visalia from their Plaza Drive Interchange Project and Santa Fe Street Overcrossing Project.



# Standard Interchange Design



The recently constructed interchange at Betty Drive in North Goshen is a good example of a standard, no frills interchange. Without additional aesthetic features being added, the South Tulare Interchange would look similar to this.



## Bridge Details – Plaza Drive Interchange



The Plaza Drive Interchange on Hwy 198 incorporated subtle architectural features to the bridge structure, such as angled concrete surfaces, to create a less blocky appearance.

Estimated added cost  
= \$24,000



# Bridge Details – Cartmill Interchange



Decorative blocking was added to the Cartmill IC bridge featuring a cotton boll motif. The bridge railing also incorporates a forest green painted stripe.

Estimated added cost for decorative blocking on bridge railing = \$120,000.

Estimated added cost of painted stripe on bridge railing = \$6,000.



# Feedback - Bridge Details

## 1. Painted Stripe

- | Cartmill Interchange
- | Estimated Cost = \$6,000
- | Forest Green?

## 2. Angled Concrete Surfaces

- | Plaza Drive Interchange
- | Estimated Cost = \$24,000

## 3. Decorative Blocking

- | Cartmill Interchange
- | Estimated Cost = \$120,000
- | Theme?



# City Branding – Cartmill Interchange



Raised lettering was incorporated into the Cartmill IC bridge railing spelling out CITY OF TULARE. Lighting fixtures were added to illuminate the letters. Feedback from the community has been that it is not very noticeable.

Estimated added cost  
= \$45,000





# City Branding – Santa Fe Trail Grade Separation



Painted recessed lettering was incorporated into the Santa Fe Trail bridge railing spelling out DOWNTOWN TULARE. A special logo was designed using thermoplastic paint and applied to the bridge railing. Lighting fixtures were added to illuminate the letters. This design would likely conflict with Caltrans freeway signage.

Estimated added cost =  
\$75,000 (\$65,000 without  
logos)



# City Branding – Plaza Drive Interchange



The bridge railing on the eastbound approach of the Plaza Drive IC was modified to create a large surface area for City of Visalia logo. Lighting fixtures were added to illuminate the logo.

Estimated added cost  
= \$65,000



# City Branding – Santa Fe / Hwy 198 Overcrossing



The bridge railing of the Santa Fe Street overcrossing on Hwy 198 was modified to create decorative pillars. Custom metalwork was attached to the bridge railing, and lighting fixtures were added for illumination.

Estimated added cost =  
\$325,000



# Feedback – City Branding

1. Raised “CITY OF TULARE” Lettering in Bridge Railing w/ Lighting
  - | Cartmill Interchange
  - | Estimated Cost = \$60,000
2. Recessed “CITY OF TULARE” Lettering in Bridge Railing w/ Lighting
  - | Santa Fe Trail Ped Overcrossing
  - | Estimated Cost = \$65,000
3. **Modified Bridge Railing w/ Lighting**
  - | Plaza Drive Interchange
  - | Estimated Cost = \$65,000
4. Custom Metalwork w/ Lighting
  - | Santa Fe Street / Hwy 198 Overcrossing
  - | Estimated Cost = \$325,000
5. Logo
  - | Estimated Cost = \$10,000
  - | Theme?



# Decorative Concrete - Standard



Gore areas at ramps are typically non-colored concrete with a low-relief stamped pattern.



# Decorative Concrete - Standard



Slope paving with no color and standard broom finish.



# Decorative Concrete – Stamped, Stained



Median and gore concrete at the Cartmill IC features a flat cobblestone pattern that was stained a terra cotta color. Discoloration and debris is from standing water. The result is not very noticeable at freeway speeds.

Estimated added cost =  
\$50,000



# Decorative Concrete – Plaza Drive Interchange



Median and gore concrete at the Plaza Drive IC features a river cobble pattern and has been stained. Discoloration is from standing water. The greater relief of the river cobble stamp is more noticeable, but is more difficult to keep clean.

Estimated added cost = \$50,000 (8 locations)





# Decorative Concrete – Plaza Drive Interchange



The concrete slope paving under the overcrossing at the Plaza Drive IC features etched concrete in a hill shaped pattern, and an embossed and painted oak branch pattern.

Estimated added cost =  
\$50,000



# Feedback – Decorative Concrete

1. **Standard design, no added cost**
2. Decorative concrete in gore areas
  - | Plaza Drive Interchange
  - | Estimated Cost = \$50,000
  - | Style and Color?
3. Slope paving details
  - | Plaza Drive Interchange
  - | Estimated Cost = \$50,000
  - | Style and Color?



# Fencing - Standard Design



Galvanized metal chain link fence and panel rails.



# Fencing – Cartmill Interchange



Green vinyl-coated fencing and panel rails chosen to match forest green bridge railing stripe and decorative bridge lighting. Black is the other vinyl color frequently used.

Estimated added cost = \$130,000.



# Fencing – Santa Fe Street / Hwy 99



Green vinyl-coated fencing and panel rails with reduced panel size. Approximately twice the number of panel rails used to create more substantial appearance.

Estimated added cost = \$180,000.



# Feedback – Fencing

1. **Standard design, no added cost**
2. Vinyl-coated fencing and rails
  - | Cartmill Interchange
  - | Estimated Cost = \$75,000
  - | Color?
3. Vinyl-coated fencing and rails with reduced panel size
  - | Santa Fe Street / Hwy 198 Overcrossing
  - | Estimated Cost = \$110,000
  - | Color?



# Monuments – Standard Interchange





# Monuments – Plaza Drive Interchange



Simple modification of raising height of bridge railing to create a monument effect. Results in minimal added cost.

Estimated added cost =  
\$35,000





# Monuments – Cartmill Interchange



Freestanding structures with brick veneer and cast bronze City seals. Cost was \$28,000 apiece.

Estimated added cost = \$120,000 (\$96,000 without City seals).



# Monuments – Santa Fe Street / Hwy 198



Freestanding structures with brick veneer and cast bronze seals.

Estimated added cost = \$120,000



# Feedback – Monuments

1. Standard design, no added cost
2. **Modified bridge railing**
  - | Example: Plaza Drive Interchange
  - | Estimated Cost = \$35,000
  - | Design?
3. Freestanding monument structures
  - | Examples: Cartmill Interchange & Santa Fe / Hwy 198 Overcrossing
  - | Estimated Cost = \$120,000
  - | Design?



# Lighting – Standard Interchange



Caltrans standard streetlights on steel poles located at either end of the bridge deck.

No added cost.



# Lighting – Cartmill Interchange



Decorative street lighting similar to what was used on the Santa Fe Trail was added.

Estimated added cost =  
\$150,000



# Feedback – Lighting

1. **Standard design, no added cost**
2. Decorative Street Lighting On Overcrossing
  - | Example: Cartmill Interchange
  - | Estimated Cost = \$135,000
  - | Design?



# Commercial Avenue Renaming

- i With construction of the new interchange on the Commercial Avenue alignment, an opportunity exists to rename Commercial Avenue in conjunction with the project.
- i Commercial Avenue could be renamed to reflect its new status as the primary access to International Agricenter, and to provide recognition of the importance of the facility to the City and region.



# Commercial Avenue Renaming



- Existing segments of Commercial Avenue shown in red.
- Only 4 properties on the section between K Street and Highway 99 would be affected with a change in address.





## Feedback – Commercial Avenue Renaming

- i Does Council wish to re-name Commercial Avenue at Highway 99?
  - If yes, then direct staff to prepare the necessary resolution and documentation for future formal action.
  - If no, then no action necessary.



# Commercial Avenue Extension



- Existing segments of Commercial Avenue shown in red.
- Extension of Commercial Avenue to be completed by South Tulare Interchange Project shown in blue.
- Future extension of Commercial Avenue shown in pink.



## Feedback – Commercial Avenue Extension

- i Does Council wish to consider extending Commercial Avenue east from Laspina Street to Turner Drive?
  - If yes, then direct staff to prepare a study that estimates the cost of the extension and identifies potential funding sources, as well as trade offs, for future Council consideration.
  - If no, then no action necessary.

**AGENDA ITEM: Gen. Bus. Cont. PH 1a**

**CITY OF TULARE  
AGENDA ITEM TRANSMITTAL SHEET**

**Submitting Department:** Community & Economic Development

**For Council Meeting of:** January 12, 2021

**Documents Attached:**  Ordinance  Resolution  Staff Report  Other  None

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***AGENDA ITEM:***

Continued Public Hearing on Council consideration and request for approval to enter into negotiations with Self Help Enterprises to loan \$1 Million in Low and Moderate Asset Funds for Multifamily Rental Affordable Housing Development.

***IS PUBLIC HEARING REQUIRED:***  Yes \* No

***BACKGROUND/EXPLANATION:***

On December 15, 2020, City staff presented Council with an item for the review and consideration for approval to enter into negotiations with Self Help Enterprises to loan \$1 million in the low and moderate asset funds for multifamily rental affordable housing development. The agreements would provide a \$1 million loan from Low-and-Moderate-Income Housing Asset Funds to develop a multifamily rental affordable housing project. Affordable housing and loan agreements would be presented to City Council as the Housing Successor Board for consideration at a subsequent meeting.

Following staff and consultant presentations and the opening of the public hearing, Council agreed to continue the public hearing to this special meeting to allow the Lighthouse Rescue Mission to cure any defects and update its original proposal submitted on June 30, 2020.

The City of Tulare ("City") serves as Housing Successor Agency ("Housing Successor") to the former Tulare Redevelopment Agency ("Former Agency"). The Housing Successor manages Former Agency housing assets, including over \$1.5 million in Low- and Moderate-Income Housing Asset Funds ("Housing Asset Funds"). State law requires Housing Asset Funds to be spent on affordable housing or homeless prevention and rapid rehousing activities. A maximum of \$250,000 per year may be used on homeless prevention and rapid rehousing, which the City took advantage of in fiscal years 2019-20 and 2020-21.

State law requires Housing Asset Funds to be spent in a timely manner to avoid excess surplus, or a cash balance larger than the last four years of deposits. Tulare's Housing Asset Funds must be spent or encumbered (committed in an executed agreement) by June 30, 2021 to avoid giving up funds to the California Department of Housing and Community Development ("HCD") as excess surplus. State law also imposes a Regional Housing Needs Allocation ("RHNA") housing production goal for every city in California. At the end of 2019, Tulare had a

remaining need for 1,878 new affordable housing units (877 very low, 581 low, and 420 moderate income).

In April 2019, the Housing Successor directed staff to issue a Notice of Funding Availability (“NOFA”) inviting developer proposals to apply for \$1 million in Housing Asset Funds for affordable housing development. The NOFA identified a priority for permanent supportive housing (“PSH”) projects that provide housing and wraparound supportive services for formerly homeless individuals. PSH projects would help provide permanent housing for the City’s homeless population. The Housing Successor received two proposals by the June 29, 2020 deadline from Self-Help Enterprises (“Self-Help”) and Lighthouse Rescue Mission (“Lighthouse”).

The City’s consultant, RSG, Inc., reviewed the proposals to evaluate if they met NOFA requirements, whether the proposed projects meet State legal requirements, and determine if Housing Asset Fund assistance is warranted. Based on RSG’s evaluation, staff recommends entering into negotiations with Self-Help to provide a \$1 million loan to develop a 120-unit affordable housing project. Self-Help was selected because they met all NOFA requirements, have extensive experience developing affordable housing (including PSH projects), have site control, and are proposing more affordable units in their total project. Although Lighthouse has an impressive track record of providing homeless services, they have limited experience with affordable housing development and their proposal did not fully address all NOFA requirements.

Both Self-Help and Lighthouse’s proposals are provided with this staff report for Housing Successor consideration, along with RSG’s Proposal Evaluation Memo. Staff is requesting the Housing Successor’s approval to enter into negotiations with Self-Help for affordable housing and loan agreements.

### **Summary of Proposals**

#### *Self-Help (Santa Fe Commons)*

Self-Help is proposing a 120-unit multifamily rental housing project called Santa Fe Commons located at 537 N. West Street. Self-Help has a Purchase and Sale Agreement to purchase the site by May 2021. Site control is important because it is required to receive low income housing tax credits, a major source of gap financing for affordable housing in California. Santa Fe Commons would be built in two 60-unit phases. Each phase would have:

- 18 PSH units affordable to extremely low-income households (earning up to 30% of the Area Median Income, or AMI),
- 30 units affordable to very low-income households (50% AMI),
- 11 units affordable to low income households (60% AMI), and
- 1 manager unit.

Self-Help is requesting \$1 million in Housing Asset Fund assistance to help finance Phase 1. Housing Successor financial assistance would help make Self-Help competitive to apply for additional gap financing from HCD and for tax credit financing. RSG found that a \$1 million Housing Successor contribution is reasonable based on the total estimated development cost

of \$22.5 million, or \$375,362 per unit. The estimated cost per unit is reasonable based on recent comparable projects in the region. All of the Housing Successor's assistance could be dedicated to financing the 30% AMI units, which would meet State legal requirements on how Housing Asset Funds may be spent.

Self-Help has over 55 years of experience in affordable housing development. The organization owns and operates 37 rental communities with 1,618 units, including two PSH projects (Sequoia Commons in Goshen and Eden House in Visalia). Self-Help submitted a detailed proposal that met all NOFA requirements and demonstrates significant experience developing and obtaining financing for affordable housing. Self-Help has assembled a strong development team, and would partner with Kings Tulare Homeless Alliance and Tulare County Health & Human Services Agency to design wraparound supportive services including on-site resident services, job training, health and medical services, financial training, and homebuyer education.

#### *Lighthouse (Tulare Cottage Courtyards)*

Lighthouse is proposing a 90-unit multifamily rental housing project called Tulare Cottage Courtyards. The units would be divided among three sites. One site at 444 E. Cross Street, which Lighthouse has site control. Two additional sites are yet to be determined; Lighthouse proposed leasing City land for the sites. Lighthouse proposed an initial emergency shelter phase option with sleeping units that are eventually converted into permanent housing. Tulare Cottage Courtyards would have:

- 36 extremely low-income units,
- 36 very low-income units, and
- 18 low income units.

All 90 units would be for "extreme special needs" households. The total estimated development cost is \$9 million, or \$99,713 per unit. The estimated cost per unit is much lower than Self-Help because Lighthouse is proposing to construct its units with 576-square foot factory-built manufactured homes, as opposed to apartments like Self-Help.

While Lighthouse provides invaluable homeless services, the organization demonstrated limited experience developing affordable housing. Their statement of qualifications describes experience developing only one other affordable housing project. Lighthouse's also proposal did not fully address all NOFA requirements, such as providing complete profiles of recent relevant projects with references and documentation of the team's financial capacity and ability to undertake the proposed project. Attachment B-2 to RSG's Proposal Evaluation Memo provides a complete NOFA checklist.

Affordable housing development is a complex process that requires obtaining financing from multiple competitive sources. Self-Help is recommended to move forward with negotiating Housing Successor affordable housing and loan agreements because they met all NOFA requirements, have extensive experience developing affordable housing (including PSH projects), have site control, and are proposing more affordable units in their total project. The

attached Proposal Evaluation Memo from RSG, Inc. has more details about each proposal and an evaluation of development costs and legal compliance.

**Recommended Next Steps**

If directed by the Housing Successor, staff will enter into negotiations with Self-Help to loan \$1 million in Housing Asset Funds for Phase 1 of their proposed Santa Fe Commons affordable housing development. The negotiations would result in affordable housing and loan agreements that would be brought back to the Housing Successor for consideration at a later date.

***FISCAL IMPACT:***

Staff would enter into negotiations to develop affordable housing and loan agreements to loan \$1 million in Housing Asset Funds. The Housing Successor must enter into agreements to spend its Housing Asset Funds by June 30, 2021 to avoid giving up funds to HCD as excess surplus.

***STAFF RECOMMENDATION:***

Council consideration and request for approval to enter into negotiations with Self Help Enterprises to loan \$1 Million in Low and Moderate Asset Funds for Multifamily Rental Affordable Housing Development.

***CITY ATTORNEY REVIEW/COMMENTS:*** *☒ Yes    ☒ N/A*

***IS ADDITIONAL (NON-BUDGETED) FUNDING REQUIRED:*** *☒ Yes    ☒ No    ☒ N/A*

***ATTACHMENTS:***

- City Staff Power Point Presentation for 1/12/2021 meeting
- Proposal Evaluation Memo by RSG, Inc. (includes Self-Help and Lighthouse proposals as attachments)
- RSG Power Point Presentation from 12/15/2020 meeting

**Submitted by:** Traci Myers

**Title:** Community and Economic Development Director

**Date:** January 5, 2021

**City Manager Approval:** \_\_\_\_\_

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# TULARE HOUSING ASSET FUND NOFA Timeline & Associated Council Actions

Tulare City Council Special Meeting (Con't Public Hearing from 12/15/2020)  
January 12, 2021







# 2019

**August 20, 2019:**

Council Action: City Council approved a Housing Consulting Services Agreement with RSG for guidance on the spend-down of the City's approximate \$1.5mil in Housing Successor Asset Funds ("Asset Funds").

**October 1, 2019:**

RSG provides City staff with a memo outlining criteria for how Asset Funds may be spent; including a maximum of \$250,000/year for 2 years towards Homeless programs.

RSG makes a recommendation to City staff that the City reserve at least \$1mil for a NOFA, which will cite the City's preference to utilize the Asset Funds towards an affordable housing/permanent supportive housing project to meet State guidelines.



# 2020

**February 4, 2020:**

Staff seeks Council's direction on the issuance of a NOFA for the Asset Funds in the amount of \$1.5mil. Council solicited input from Dave Clevenger of LHRM. Dave spoke on his proposed "small shelter Project" consisting of modular buildings to be used for emergency Shelter/transitional housing for the homeless.

Council Action: Following discussion, *Council directed staff* to move forward with the preparation of a NOFA, which would maximize the funding on an Affordable housing/permanent supportive housing project.

**March 3, 2020:**

Initial date for Council to review the proposed NOFA. Item continued in light of Governor's COVID-19 stay-at-home orders and the unknown of what funding would become available for homelessness issues.

**Late March/**

**Early April, 2020:**

Ongoing staff/consultant discussions on potential increase in maximum cap on Asset funds available for homelessness activities if to prevent spread of COVID-19.

No change in the guidelines provided by the State.



## 2020 (con't)

**April 21, 2020:**

Staff request for Council's review and consideration of draft NOFA for \$1mil towards an affordable housing/PSH project. Based upon Council discussions, the \$250k/year for 2 years was withheld from NOFA proposal.

Dave Clevenger presentation to utilize the \$250k/year for a phased Emergency shelter/transitional housing project on property to be determined.

Council Action: Council approved 3-0 (Jones/Nunley not present) the issuance of the NOFA as presented. (\$1mil to Affordable Housing/PSH project, reserving \$250k/year for 2 years)

[Under separate item, Council approved the City's PY 2019/2020 Annual Action Plan Amendment II to allocate rollover funding in the sum of \$24,500 to the Lighthouse Rescue Mission for a portable shower to serve the homeless population.]

**April 27, 2020:**

Approved NOFA released.

**May 28, 2020:**

Council considered the City's PY 2019/2020 Annual Action Plan Amendment III, which contained the first CDBG-CV COVID-19 funding in the amount of \$419,611 and staff's recommendation for allocation.

Council Action: By consensus, Council continued the matter to June 2, 2020 for further consideration of the allocation of \$79,611 to homelessness activities that would prevent the potential spread of COVID-19.



## 2020 (con't)

**June 2, 2020:**

Council Action: Council approved the allocation of \$79,611 to the Lighthouse Rescue Mission for the purchase of 4 modular buildings to house homeless in Tulare, who are at-risk for contracting or spreading the virus.

**June 30, 2020:**

NOFA deadline – staff receives timely proposals from Self Help Enterprises and Lighthouse Rescue Mission.

**August 4, 2020:**

Council received a presentation by the Lighthouse Rescue Mission and Sprung Structures on a proposed project for an emergency shelter and transitional housing project on the Cross Street property.

Council Action: 4-1 vote (Jones no) to work with the Lighthouse Rescue Mission and allocate the City's Housing Asset funds of \$500k to help fund a portion of the Lighthouse Rescue Mission emergency shelter project. Further direction to staff to partner with the Lighthouse's application for Project Home Key funding as an additional grant opportunity.

**August 18, 2020:**

Council Action: Council approved contract with RSG for the review and analysis of the Lighthouse and SHE NOFA proposals.

Council further ratified the action taken at the 8/4/2020 meeting (3-2 Jones and Nunley No) for the allocation of the \$500k to the Lighthouse with the amendment that no funds are to be released until a location for the project has been identified and meets the criteria, which will be determined at a future meeting.



## 2020 (con't)

**August 18, 2020 –  
October 1, 2020:**

Consultants review and analysis of proposals, which included dialogue with applicants for additional data, if needed.

**December 15, 2020:**

Staff request for Council approval to begin contract preparation with SHE for the \$1mil in Asset Funding for a 136 unit affordable housing project with 30 units of PSH per the recommendation of the City's consultant.

Council Action: Item continued to January 12, 2021 for Lighthouse to submit updated proposal to the Consultant to address incomplete application.



## SUMMARY OF CITY COUNCIL ACTIONS

- August 20, 2019: City Council approved a Housing Consulting Services Agreement with RSG for guidance on the spend-down of the City's approximate \$1.5mil in Housing Successor Asset Funds ("Asset Funds").
- February 4, 2020: Following discussion, Council directed staff to move forward with the preparation of a NOFA, which would maximize the funding on an Affordable housing/permanent supportive housing project.
- April 21, 2020: Council approved 3-0 (Jones/Nunley not present) the issuance of the NOFA as presented. (\$1mil to Affordable Housing/PSH project, reserving \$250k/year for 2 years)
- May 28, 2020: By consensus, Council continued the matter to June 2, 2020 for further consideration of the allocation of \$79,611 to homelessness activities that would prevent the potential spread of COVID-19.
- June 2, 2020: Council approved the allocation of \$79,611 to the Lighthouse Rescue Mission for the purchase of 4 modular buildings to house homeless in Tulare, who are at-risk for contracting or spreading the virus.



## SUMMARY OF CITY COUNCIL ACTIONS (CON'T)

August 4, 2020:

Council approved a motion (4-1 Jones no) to work with the Lighthouse Rescue Mission and allocate the City's Housing Asset funds of \$500k to help fund a portion of the Lighthouse Rescue Mission emergency shelter project. Further direction to staff to partner with the Lighthouse's application for Project Home Key funding as an additional grant opportunity.

August 18, 2020:

Council approved contract with RSG for the review and analysis of the Lighthouse and SHE NOFA proposals.

Council further ratified the action taken at the 8/4/2020 meeting (3-2 Jones and Nunley No) for the allocation of the \$500k to the Lighthouse with the amendment that no funds are to be released until a location for the project has been identified and meets the criteria, which will be determined at a future meeting.

December 15, 2020: Staff request for Council approval to begin contract preparation with SHE for the \$1mil in Asset Funding for a 136 unit affordable housing project with 30 units of PSH per the recommendation of the City's consultant.

Council Action: Item continued to January 12, 2021 for Lighthouse to submit updated proposal to the Consultant to address incomplete application.



# COMPARISON OF DEVELOPMENT PROPOSALS

## SELF HELP ENTERPRISES

- § Location: 537 N. West Street
- § Purchase & Sale Agreement secured
- § 120 units – 36 PSH (extremely low)
  - 60 units (very low)
  - 22 units (low)
  - 2- manager units
- § Multifamily community
- § 20 buildings w/ 6 units each, tuck under parking
- § Equal mix of 1 to 3-bedroom units
- § Community rooms w/ kitchen, computer lab, recreational areas
- § 2 on-site property managers
- § Job training available
- § Health & Medical services
- § Financial training
- § Homebuyer education
- § Phase 1: March 2022-2023
- § Phase 2: March 2023-2024

## LIGHTHOUSE RESCUE MISSION

- § Site proposed: 444 E. Cross, 2 add'l unknown sites
- § 90 PSH units – 36 (extremely low)
  - 36 (very low)
  - 18 (low)
- § Broken into 3 phases on scattered sites
- § 90 factory-built manufactured homes w/ kitchenettes & ADA restrooms
- § All 2-bedroom units
- § Office/clubhouse offering supportive services
- § Full-time staff & 24 hour property management (no manager units)
- § Job placement
- § Mental health services
- § Peer support
- § Three sites w/ phased openings within 8 months of each other
- § Fully established services within one year





# STRENGTHS & WEAKNESSES OF PROPOSALS (Per Consultants' analysis)

## STRENGTHS

### SELF HELP ENTERPRISES

- | Met all NOFA requirements
- | Reasonable development cost and City contribution
- | Proposing greater number of units with less City assistance
- | Has site control of entire site
- | Meets Housing Asset Fund legal requirements
- | Sustainable design elements
- | Demonstrated experience financing, developing, and operating affordable housing, including PSH
- | Excellent financial capacity and financially solvent
- | Competitive for State tax credits

### LIGHTHOUSE RESCUE MISSION

- | Has site control of 1 of 3 sites
- | Lower development cost
- | Faster development timeline
- | Meets Housing Asset Fund legal requirements
- | Sustainable design elements



# STRENGTHS & WEAKNESSES OF PROPOSALS (Per Consultants' analysis)

## WEAKNESSES

### SELF HELP ENTERPRISES

- | Unlikely that the City would be repaid if assistance was structured as a loan
- | Negative cash flow between 15-20 years; commonly addressed through refinancing

### LIGHTHOUSE RESCUE MISSION

- | Limited experience financing, developing, and operating affordable rental housing, including PSH
- | Higher City assistance amount
- | Does not have complete site control



# DEVELOPMENT FINANCING

## SELF HELP ENTERPRISES Phase 1

City:	\$1,000,000
Perm Loan:	\$1,263,700
Deferred Dev Fee:	\$ 49,077
Perm Housing Allocation:	\$1,910,598
NPLH:	\$3,624,214
NeighborWorks:	\$ 600,000
GP Equity:	\$ 1,000
9% Tax Credits:	<u>\$14,073,151</u>
TOTAL:	\$22,521,739
	<i>(\$375,362 per unit)</i>

## LIGHTHOUSE RESCUE MISSION

City: (Housing Successor funds, Impact Fee Waiver, Land Loan)	\$ 1,725,000
Deferred Dev Fee:	\$ 18,750
HCD TOD Grant:	\$ 841,742
Commercial CRA Loan:	\$ 3,000,000
Tax Credit Equity:	\$ 2,907,630
Operations Income:	<u>\$ 481,059</u>
TOTAL:	\$ 8,974,181
	<i>(\$99,713 per unit)</i>



# QUESTIONS/COMMENTS?



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**Via Electronic Mail**

To: Traci Myers, Community Development Director  
CITY OF TULARE

From: Tara Matthews, Principal  
Suzy Kim, Senior Associate  
Jake Nieto, Analyst  
RSG, INC.

Date: October 7, 2020

**SUBJECT: REVIEW OF DEVELOPMENT PROPOSALS FOR TULARE HOUSING  
SUCCESSOR FUND NOFA**

The City of Tulare (“City”) serves as the Housing Successor Agency to the former Tulare Redevelopment Agency (“Former Agency”). The City has over \$1.5 million in Low and Moderate Income Housing Asset Funds (“Housing Asset Funds”) available to fund affordable housing and activities related to homeless prevention and rapid rehousing. Of that amount, \$1 million has been designated for affordable housing development and \$500,000 for homeless prevention and rapid rehousing. State law requires Housing Successors to spend funds in a timely manner to avoid excess surplus, or a cash balance larger than the last four years of deposits. The City’s Housing Asset Funds must be spent or encumbered (committed in an executed agreement) by June 30, 2021 in order to avoid giving up excess surplus funds to the State.

The City issued a Notice of Funding Availability (“NOFA”) in April 2020 inviting proposals to develop affordable housing using \$1 million in Housing Asset Funds. The NOFA identified a priority for permanent supportive housing (“PSH”) projects that provide housing and wraparound supportive services for homeless individuals. The City received two proposals by the June 29, 2020 deadline from Self-Help Enterprises (“Self-Help”) and Lighthouse Rescue Mission (“Lighthouse”). The proposals are provided as Attachments A-1 and A-2.

RSG reviewed both proposals to evaluate whether they met NOFA and State legal requirements and determine whether City financial assistance is warranted. This memo presents our findings and recommendations. Attachments B-1 and B-2 present checklists detailing how Self-Help and Lighthouse met or did not meet NOFA submittal requirements.

**Summary of Proposals**

Self-Help is an affordable housing developer based in Visalia with over 55 years of experience. The organization owns and operates 37 rental communities with 1,618 units. It has also helped over 6,400 families throughout the San Joaquin Valley construct their own homes through their mutual self-help program. Self-Help submitted a detailed proposal that met all NOFA requirements. The developer has assembled a strong team and demonstrates significant experience developing and obtaining financing for affordable housing.

Lighthouse, based in Tulare, specializes in providing services to homeless residents. While Lighthouse has an impressive track record of providing homeless services, the organization has limited experience developing affordable housing. Their statement of qualifications describes experience developing only one affordable housing project. The proposal did not fully address all NOFA requirements.

After reviewing the two proposals, RSG recommended conducting a detailed underwriting analysis of Self-Help’s development cost estimates to confirm the financial feasibility of their project and the reasonableness of contributing \$1 million in Housing Asset Funds. With City staff’s concurrence, RSG did not move forward with a detailed review of Lighthouse’s development costs because their proposal did not demonstrate significant experience financing or developing affordable housing. Self-Help is also proposing more affordable units than Lighthouse in their total project, leveraging the City’s financial assistance to impact a greater number of households. Table 1 details information on both proposals for consideration.

<b>Table 1: Development Proposal Comparison</b>		
	<i>Self-Help</i>	<i>Lighthouse</i>
<b>Project Name</b>	Santa Fe Commons	Tulare Cottage Courtyards
<b>Site Location</b>	537 N. West Street	444 E. Cross Street plus two sites to be determined
<b>Site Control</b>	Has Purchase and Sale Agreement to purchase site by May 2021	Owns one site. Proposes leasing City land for two additional sites.
<b>Development Type</b>	Multifamily rental housing.	Multifamily rental housing. Initial emergency shelter phase option with “sleeping

		units” only, with eventual addition of kitchen/bath to convert to permanent housing.
<b>Total Units</b>	120 units built in two 60-unit phases. Requesting Housing Asset Fund assistance for 60 units in Phase 1 only.	90 units scattered across three sites.
<b>Affordability Levels</b>	<p><i>Phase 1 (60 units):</i>          20% AMI – 14 PSH units (24%)          30% AMI – 4 PSH units (7%)          45% AMI – 2 units (3%)          50% AMI – 28 units (47%)          60% AMI – 11 units (19%)          Manager – 1 unit</p> <p><i>Phase 2 (60 units):</i>          Same breakdown as Phase 1</p>	30% AMI – 36 units (40%) 50% AMI – 36 units (40%) 80% AMI – 18 units (20%)
<b>Bedroom Mix</b>	20 one-bedroom 20 two-bedroom 20 three-bedroom	90 two-bedroom
<b>Permanent Supportive Housing for Formerly Homeless</b>	<p>Of the 60 units in Phase 1, 18 are PSH units for homeless individuals.</p> <p>Self-Help would partner with the Kings Tulare Homeless Alliance and Tulare County Health &amp; Human Services Agency to design wraparound supportive services including on-site resident services, job training, health and medical services, financial training, and homebuyer education.</p> <p>Self-Help operates two other PSH projects, Sequoia Commons in Goshen and Eden House in Visalia.</p>	<p>All 90 units for “extreme special needs”; assume 100% PSH units.</p> <p>Lighthouse is highly experienced in providing homeless services. Would provide 24-hour on-site management and supervision. Mental health services, job placement, and other services provided on-site.</p>

<p><b>Design Concept &amp; Amenities</b></p>	<p>Design – Phase 1 consists of an 11-building project with 10 apartment buildings and 1 community building. Apartment buildings will have 6 units each, with 1-bedroom units on the first floor for residents who are mobility challenged. Tuck under parking will increase density and preserve green space. Phase 2 will include an additional 10 apartment buildings with 60 units, for 120 units total.</p> <p>Sustainable design elements – 100% solar PV to offset common area and resident loans. Water conservation/efficiency measures.</p> <p>Community Amenities – Community room with kitchen, computer lab with internet, laundry center, barbeque/picnic area, basketball court, covered patio/deck/balcony, playground, attractive landscaping.</p>	<p>Design – 90 factory-built manufactured homes scattered across 3 sites. All two-bedroom units would be 576 square feet with at least two occupants in each unit.</p> <p>Sustainable design elements – Equipped with solar, high efficiency insulation and windows.</p> <p>Community Amenities - Each site would have an office/clubhouse. Stainless steel kitchenettes, sprinklers, and ADA bathrooms in each unit.</p>
<p><b>Estimated Timeline</b></p>	<p>Phase 1 construction is anticipated to begin in March 2022 and end in March 2023.</p> <p>Phase 2 construction is anticipated to begin in March 2023 and end in March 2024.</p>	<p>Grand opening anticipated for each of its three sites in January, May, and August 2021 (at time of proposal submittal).</p>

**Detailed Evaluation of Self-Help Proposal**

RSG has determined that Self-Help is an experienced developer proposing a quality project. As an organization, Self-Help has sound financials and a proven track record of successfully obtaining gap financing to develop and operate affordable housing projects. The developer has



identified \$22.5 million in potential financing sources to cover anticipated development costs for Phase 1 of the project. The total development cost estimates and requested City contribution of \$1 million are reasonable based on recent comparable projects in the region. The proposed mix of units by income level will meet Housing Asset Fund legal requirements.

One potential concern RSG identified is projected negative cash flow beginning in Year 17 of the project, whereas Self-Help projects negative cash flow beginning in Year 21 of the project. However, negative cash flow projections are common with affordable housing projects. State agencies that fund affordable housing projects like the California Tax Credit Allocation Committee and California Department of Housing and Community Development only require 15 to 20 years of positive cash flow. Negative operating cash flow projections are commonly addressed by refinancing a project before shortfalls are anticipated. Self-Help has stated that negative operating cash flows are often addressed by refinancing between Years 20 and 30.

RSG recommends negotiating agreements with Self-Help that commit \$1 million in Housing Asset Funds toward the project. The agreements should identify development and affordability requirements, as well as development milestones tied to target dates. The City may impose conditions to return funds if the project is not built due to lack of financing, development approvals, or any other reason. The City's \$1 million Housing Asset Fund contribution could be structured as a 55-year residual receipts loan with a 55-year term. This means the loan would be repaid using net cash flow available after paying certain priority obligations, such as operating costs and supportive services. For budgeting purposes, the City should assume the loan will not be repaid based on factors that make residual receipt payments unpredictable. Entering into agreements will allow the City to avoid an excess surplus, which would require giving up Housing Asset Funds to the State instead of being utilized to develop local affordable housing.

Table 2 summarizes key findings from RSG's evaluation of Self-Help's proposal and development cost estimates. Self-Help provided development cost estimates for 60 units in Phase 1 only. RSG did not evaluate Phase 2 because Self-Help is only requesting Housing Asset Fund assistance for Phase 1. The developer anticipates pursuing financing one phase at a time, and has stated that development costs and financing for Phase 2 will be similar to Phase 1.

**Table 2: Detailed Evaluation of Self-Help Proposal**

<p><b>Strengths</b></p>	<p>Met all NOFA requirements and proposal is thorough.</p> <p>The requested City contribution is reasonable based on gap financing required.</p> <p>Has site control through an executed Purchase and Sale Agreement.</p> <p>Proposed income levels meet Housing Asset Fund legal requirements. 100% of Housing Asset Funds loaned may be used to fund Extremely Low Income rental units, exceeding minimum legal requirements.</p> <p>Sustainable design utilizing solar panels.</p> <p>Demonstrated experience financing, developing, and operating affordable rental housing, including Permanent Supportive Housing.</p>
<p><b>Weaknesses</b></p>	<p>It is unlikely that the City's \$1 million Housing Asset Fund loan will be repaid based on projected net cash flows over a 55-year period.</p> <p>Although Self-Help projects a positive cash flow over a 20-year period, RSG conservatively estimates that project refinancing will be required before Year 17 to avoid negative cash flow and potential defaults on a permanent loan. However, this is common for many affordable housing projects and refinancing often occurs by Year 15 to avoid negative cash flow.</p> <p>The project is broken out into two phases. Self-Help intends to pursue financing separately for each phase, which carries the risk of Phase 2 not being developed if financing efforts are unsuccessful.</p>
<p><b>Total Development Cost</b></p>	<p>\$22,521,739 (\$375,362 per unit).</p> <p>RSG scrutinized Self-Help's assumptions to ensure that the estimated costs (including but not limited to construction, design, financing, insurance, and legal costs), revenues, and operating and replacement reserves are realistic and not over/understated. We also</p>

**Table 2: Detailed Evaluation of Self-Help Proposal**

prepared our own pro forma to compare to the developer's and evaluate any discrepancies.

RSG determined that Self-Help's total development cost estimate is within a reasonable range based on our experience, industry construction cost standards, and comparable project research. RSG's cost estimate was 0.24% higher than Self-Help, which is a nominal difference.

Self-Help's total development cost of \$375,362 per unit is higher than comparable projects completed in the last five years in the greater Tulare and Visalia area, which range from approximately \$250,000 to \$310,000 per unit. However, the most recent comparable project was completed in 2018 and construction costs have increased since then. RSG considers Self-Help's projected cost to be within a reasonable range.

RSG noted that Self-Help plans to pursue No Place Like Home ("NPLH") funding, which would require prevailing wage. Self-Help's development costs estimates include prevailing wage.

**Table 2: Detailed Evaluation of Self-Help Proposal**

<p><b>Proposed Financing Sources (Permanent)</b></p>	<table> <tr> <td>Permanent Loan</td> <td>\$1,263,700</td> </tr> <tr> <td>Deferred Developer Fee</td> <td>\$49,077</td> </tr> <tr> <td>City of Tulare</td> <td>\$1,000,000</td> </tr> <tr> <td>Permanent Housing Allocation</td> <td>\$1,910,598</td> </tr> <tr> <td>NPLH</td> <td>\$3,624,214</td> </tr> <tr> <td>NeighborWorks Sponsor Loan</td> <td>\$600,000</td> </tr> <tr> <td>GP Equity</td> <td>\$1,000</td> </tr> <tr> <td>9% Tax Credits</td> <td>\$14,073,151</td> </tr> <tr> <td><b>Total</b></td> <td><b>\$22,521,739</b></td> </tr> <tr> <td><i>Total Gap Financing</i></td> <td><i>\$21,208,964</i></td> </tr> <tr> <td><i>% of Total Development Cost</i></td> <td><i>94%</i></td> </tr> <tr> <td colspan="2"><i>Potential financing sources for Phase 2 include NPLH, MHP, and 4% or 9% tax credits according to Self-Help.</i></td> </tr> </table>	Permanent Loan	\$1,263,700	Deferred Developer Fee	\$49,077	City of Tulare	\$1,000,000	Permanent Housing Allocation	\$1,910,598	NPLH	\$3,624,214	NeighborWorks Sponsor Loan	\$600,000	GP Equity	\$1,000	9% Tax Credits	\$14,073,151	<b>Total</b>	<b>\$22,521,739</b>	<i>Total Gap Financing</i>	<i>\$21,208,964</i>	<i>% of Total Development Cost</i>	<i>94%</i>	<i>Potential financing sources for Phase 2 include NPLH, MHP, and 4% or 9% tax credits according to Self-Help.</i>	
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<p><b>TCAC Tiebreaker Score</b></p>	<p>Self-Help anticipates applying for 9% Low and Moderate Income Housing Tax Credits (“9% Tax Credits”) resulting in \$14.07 million in net investor equity. Self-Help has assumed tax credit pricing of \$0.90, which aligns with current pricing.</p> <p>9% Tax Credit applications are highly competitive. Financial assistance from cities and counties increases tiebreaker scores that determine who is awarded funds. With \$1 million in Housing Asset Fund assistance combined with other gap financing sources, Self-Help estimates a tiebreaker score of 51.82%. The average tiebreaker score for Central Valley projects that were awarded 9% Tax Credits in the last three rounds was 41.49%, with a low score of 26.58% in the most recent round. The identified competition for the next round of funding had an average tiebreaker score of 34.19%. Self-Help should be a competitive candidate for 9% Tax Credits based on their anticipated tiebreaker score.</p>																								

<b>Table 2: Detailed Evaluation of Self-Help Proposal</b>	
<b>Requested City Contribution</b>	\$1,000,000 deferred loan with 55-year term for Phase 1 (60 units).
<b>City Contribution per Unit</b>	<p>RSG performed a gap analysis to ensure that the request for City gap financing is reasonable based on the total gap financing required for the project.</p> <p>The proposed City contribution of \$1 million amounts to:</p> <ul style="list-style-type: none"> <li>• \$55,556 per unit if City agreement limits assistance to the 18 Extremely Low Income (20-30% AMI) units to comply with Housing Asset Fund legal requirements</li> <li>• \$16,667 per unit for all 60 units in Phase 1</li> <li>• \$8,333 for 120 units in Phases 1 and 2</li> </ul> <p>A \$1 million contribution is reasonable considering the total amount of gap financing required for Phase 1 (\$21.21 million).</p>
<b>Housing Asset Fund Legal Compliance</b>	<p>Of Housing Asset Fund expenditures made on affordable housing development between FYs 2019-20 through 2023-24, at least 30% must assist Extremely Low Income units and no more than 20% may assist Low Income units.</p> <p>Of the proposed \$1 million Housing Asset Fund contribution, 100% may be applied toward funding the 18 Extremely Low Income rental units proposed in Phase 1 of the development, exceeding minimum requirements. The 18 Extremely Low Income units have an estimated \$5.26 million development financing gap (\$375,362 per unit) when considering the project's capitalized cash flow.</p>
<b>Estimated Loan Repayments (55 Years)</b>	<p>Self-Help has requested a deferred loan with a 55-year term. The City could structure its \$1 million loan as a residual receipts loan, meaning the loan would be repaid based on net cash flow available after paying certain priority obligations. Residual receipt payments vary based on several conditions that impact available net cash flow, such as vacancies, rent limits, and changes in operating expenses.</p>

**Table 2: Detailed Evaluation of Self-Help Proposal**

	<p>For budgeting purposes, the City should conservatively assume that \$0 residual receipt payments will be received due to the unpredictable nature of net cash flow availability. RSG projects that no principal or interest will be repaid based on a 55-year cash flow.</p> <p>Residual receipts loans allow developers to prioritize operating expenses and resident reserves over repaying public agency debt.</p>
<p><b>Operating Cash Flow</b></p>	<p>RSG reviewed Self-Help’s projected 20-year cash flow and prepared our own 55-year cash flow projections for the 60 units in Phase 1 of the project. We determined that Self-Help’s estimated operating revenues and expenses are reasonable and meet State guidelines based on the proposed financing sources.</p> <p>Although Self-Help projects a positive cash flow over a 20-year period, RSG conservatively estimates that project refinancing will be required before Year 17 to avoid negative cash flow and potential defaults on a permanent loan. However, this is common for many affordable housing projects and refinancing often occurs to avoid negative cash flow.</p>
<p><b>Developer Experience &amp; Capacity</b></p>	<p>Over 30 years of experience developing affordable rental housing and over 55 years of experience providing community services. Own, develop, operate, and manage model.</p> <p>Own and operate 37 rental communities with 1,618 units. Helped over 6,400 families construct homes through mutual self-help program.</p> <p>Assembled an experienced team. Will partner with Mogavero Architects, Always with Integrity property management, Kings/Tulare Homeless Alliance, Tulare County Homeless Initiatives Program, Family Healthcare Network Clinic for on-site health and wellness services, and CSET for employment referrals and on-site job training workshops.</p>

**Table 2: Detailed Evaluation of Self-Help Proposal**

	<p>Extensive experience securing affordable housing gap financing from public and private funding sources.</p> <p>Low debt ratio, indicating that organization is not over leveraged.</p> <p>High asset coverage ratio, indicating that organization can cover its debt obligations.</p> <p>Appears to have excellent financial capacity and is solvent. Managed over \$103 million in assets (\$41 million in net assets) as of 2019.</p>
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Traci Myers, Community Development Director  
CITY OF TULARE  
October 7, 2020  
Page 12

**Attachments A-1 and A-2**

**Self-Help and Lighthouse Proposals**

Attached as separate documents





*A Nonprofit Housing and Community Development Organization*

June 29, 2020

City of Tulare  
Attn: Traci Myers  
Community & Economic Development Director  
*Via E-mail*

**RE: Self-Help Enterprises Proposal—Tulare Affordable Housing Development**

Dear Ms. Myers:

Thank you for the opportunity to submit a proposal for the development of affordable housing in the community of Tulare. Self-Help Enterprises (SHE) has secured a site in Tulare for the development of high-density, service enriched housing, which will assist the City in meeting Regional Housing Needs Allocation (RHNA) goals and provide housing opportunities for individuals and families in Tulare who are experiencing homelessness. SHE is requesting the full amount of funding offered in the NOFA dated April 27, 2020, and would work with the City as a partner to develop the project. The project details are as follows:

- Location: 537 N. West St., Tulare, CA 93724
- Number of Units and Mix: Santa Fe Commons will be a total of 120 units. The first phase will include 20 one-bdrm, 20 two-bdrm, and 20 three-bdrm. Phase 2 will have the same number of units and mix as the first phase of the project.
- Designation of Permanent Supportive Housing (PSH) Units: SHE will designate a minimum of 15 PSH units per phase, for a total of 30 units of PSH. All of the units will be affordable and will provide housing for families at-risk of homelessness, seniors with very limited incomes, and other precariously housed community members.
- Site Control: SHE has site control and will purchase the property when all financing is secured for Phase I or no later than May 1, 2021.
- Anticipated Financing: Anticipated financing includes Tulare Low/Mod Income Asset Funds, No Place Like Home (NPLH), Public Local Housing Allocation (PLHA) funds, and Low-Income Housing Tax Credits.

Self-Help Enterprises' (SHE) mission is to work together with low-income families to build and sustain healthy homes and communities. To date:

- SHE has helped over 6,400 families construct their own homes through the mutual self-help program in the eight counties of the San Joaquin Valley, with over 1,881 of those homes in Tulare County.

- SHE owns and operates 37 rental communities for a total of 1,618 units. SHE has been developing affordable rental housing for over 30 years, and has a proven track record of success. SHE will own and operate the project in perpetuity, and does not sell projects once complete. SHE will become a long-term partner with the City.
- SHE provides a robust offering of on-site resident services to support the low-income residents. This includes case management and behavioral health services, financial literacy and homeownership counseling, ESL and computer classes, and a variety of health and wellness related services and activities.

The development team for this transaction includes:

- Mogavero Architects
- Always with Integrity (AWI) – Property Management Company
- Lauren Fechter—Tax Attorney, Gubb & Barshay
- Self-Help Enterprises – Developer, sponsor and managing general partner of the future tax credit Limited Partnership
- Partners:
  - Kings/Tulare Homeless Alliance, Machael Smith, Executive Director
  - Tulare County HHSA, Charles Felix, Homeless Initiatives Program Coordinator
  - Service Providers: TBD with County RFQ for service provider, closer to opening
  - Family Healthcare Network Clinic, On-site Health & Wellness Services
  - CSET—employment referrals and on-site job training workshops

Primary Contact Person:

Miguel Arambula, Project Manager, Real Estate Development  
E-mail: [miguela@selfhelpenterprises.org](mailto:miguela@selfhelpenterprises.org)  
Office #: 559-802-1787  
Cell #: 559-824-9208

Thank you for your serious consideration of our proposal. We are excited about the opportunity to partner with the City of Tulare to leverage local resources with State and Federal funds to allow for the development of 120 new units of affordable housing in Tulare.

Feel free to contact me at (559) 802-1653 or [betsyg@selfhelpenterprises.org](mailto:betsyg@selfhelpenterprises.org) if you would like to take a tour of any of our properties or if you have any questions or need additional information.

Sincerely,



Betsy McGovern-Garcia  
*Director-Real Estate Development*



**Self-Help Enterprises**  
***Statement of Qualifications***  
**City of Tulare Affordable Housing Partnership**

**1) Overview of development entity:**

Self-Help Enterprises (SHE) is a private, non-profit, 501(c)(3) tax exempt corporation established under the laws of the State of California. SHE strives to improve the living conditions and community standards of low-income families in an eight-county rural area of California's San Joaquin Valley. The primary emphasis of the organization has continuously been the creation of new affordable housing opportunities and the preservation and improvement of existing housing.

Formed in 1965, SHE has over 55 years of successful experience in improving the living condition and community standards of lower income families. SHE's history of accomplishment in providing service to the multi-county rural area community is listed by activity areas as follows:

**New Homes Program:**

SHE has completed construction on over 6,400 new single-family homes. These homes were all built under the mutual self-help method of construction with homeowners providing over 70 percent of construction labor requirements. SHE located or developed the lots, assisted families in obtaining affordable financing, and provided technical resources and construction supervision during construction of these new homes. The first program of its kind, SHE has, in its 55-year history, served as a prototype for dozens of similar programs scattered throughout the rural United States. SHE has developed 138 homes in the City of Tulare through the mutual self-help housing program, most recently at the Gail Estates subdivision in 2014.

**Rehabilitation Programs:**

SHE has rehabilitated over 6,400 homes in low-income neighborhoods in the eight-county area of the San Joaquin Valley. A key element of SHE efforts in this area has been the assistance to local communities in competing for scarce resources and successfully implementing rehabilitation programs.

**Community Development Programs:**

SHE has assisted in the development of over 600 water and wastewater projects, providing over 32,541 families with potable drinking water and clean, non-hazardous wastewater systems. SHE has assisted numerous communities in the creation and management of local community districts that maintain these public facilities in accordance with public health regulations.

**Multi-Family Housing**

SHE has developed and operates 1,618 rental housing units. SHE has also assisted numerous Housing Authorities and other entities in the development of multi-family housing units in the eight-county service area. SHE owns and operates all of the rental units long-term and provides on-site resident



services such as computer training, after school program, Zumba and obesity prevention services, and other community based programs designed to empower resident's to be healthy and financially secure. Apartments are developed with ample space inside and plenty of green space with play areas for children.

### **Homelessness Prevention**

SHE operates two Permanent Supportive Housing (PSH) projects—Strawberry Apartments (5 units) and Encina Apartments (6 units). SHE also has PSH units integrated in other projects, including Highland Gardens and Sequoia Commons I. SHE has three No Place Like Home projects in development—Sugar Pine Village, Creekside Terrace and Sierra Village II. SHE has been a member of the Kings/Tulare Homeless Alliance for over 8 years and the Director of Real Estate Development has been developing PSH since 2005.

SHE worked with the Kings/Tulare Homeless Alliance on the Sequoia Commons I project, and other partners including the Housing Authority and Tulare County HHSA. The Homeless Alliance referred residents from the Section 811 mainstream voucher program, and SHE's on-site team coordinates with case managers to make sure the residents are provided the support they need to be successful in permanent housing. Attached as Exhibit A is a Blog post sharing the success of Sequoia Commons and the ability to house a local community member who had been experiencing homelessness for 10 years. Sequoia Commons is very similar to what SHE is proposing in Tulare, with a two phased project that shares a large, centrally located community building.

SHE has recently completed the rehabilitation of a site for a new and innovative housing model to meet the needs of underserved individuals and families experiencing chronic homelessness in the SJV. The Eden House project in Visalia includes implementation of the "bridge" housing model, which bridges the transition between chronic street homelessness and PSH. Often, individual's experiencing CH need a place to complete their disability paperwork, obtain appropriate identification, connect with mental health/substance abuse services, and locate an apartment that will accept their PSH/Section 8 voucher. SHE is partnering with Mental Health Systems (MHS) to develop bridge housing for individuals who are awaiting a permanent housing placement through the Coordinated Entry System (CES). The City of Tulare is a partner on the project and we appreciate the City's willingness to collaborate on that project.

### **2) Identification/description of equity partners:**

SHE plans to leverage funds from the City of Tulare with state and federal resources. SHE will apply for No Place Like Home (NPLH) funds from the State of California's Housing and Community Development department (HCD) in partnership with Tulare County. SHE has already approached the County about this partnership and the application and they are interested in supporting the project in Tulare. NPLH funds are specifically designated to support the construction and management of Permanent Supportive Housing (PSH) units. As mentioned, SHE has three No Place Like Home projects in development—Sugar Pine Village, Creekside Terrace and Sierra Village II. SHE is also working with another developer-UP Holdings-on PSH projects in Clovis and Porterville, and both projects have received an award of NPLH funding. In addition, SHE will apply for federal tax credits through HCD and work with an equity investor syndication, like National Equity Fund, to purchase the tax credits. SHE is also prepared to



invest its own capital in the form of a sponsor loan to ensure project feasibility and success. Other potential funding sources for the project include: HOME, CDBG, Multifamily Housing Program (MHP), Affordable Housing program (AHP), Affordable Housing and Sustainable Communities (AHSC) funds, Infill Infrastructure Grant (IIG) funds and Permanent Local Housing Allocation Program funding. SHE has experience with all of these sources—SHE has secured \$34,328,897 of AHSC funding to develop 226 new units of affordable housing. In 2019, SHE secured \$15,827,520 of MHP funding and more recently \$3,654,510 of IIG funding.

**3) Biographies of team members, including roles/assignments:**

Self-Help Enterprises (SHE) has adequate and experienced staff to implement project deliverables. Experience of SHE key staff members who will work on the program are provided.

**Tom Collishaw, President and CEO**

Mr. Collishaw has over 34 years of service with Self-Help Enterprises. He has held a variety of positions within the organization, including director of development, new homes program manager and administrative analyst in the new homes and rehabilitation divisions. Since becoming Vice President in 1993, Collishaw has been directly responsible for all land and project development activity, including project financing for single-family housing, rental housing, and water and wastewater activities.

Collishaw is also an advocate at the state and federal level for the unique needs of hardworking, low-income families in the Valley. He serves on the boards of the National Rural Housing Coalition, the preeminent legislative voice for federal programs that serve rural America, Housing California, and the California Coalition for Rural Housing.

Mr. Collishaw will provide project oversight and assist with assembling the financing for the project. Mr. Collishaw provided similar oversight for the previous 37 properties developed by SHE and is an integral member of the development team. Mr. Collishaw is familiar with the tax-credit process, investor selection, and negotiation of the construction contract.

**Kathy Long-Pence, Chief Financial Officer**

Prior to joining Self-Help Enterprises, Ms. Long-Pence served as the Interim Finance Director for the City of Sanger, supervising the accounting staff, acting as financial representative for the City, preparing budgets and financial statements, and working closely with department directors and the City Manager. She also has a record of success serving as Controller for several Valley corporations and nonprofits in addition to teaching experience at CSU Fresno.

Ms. Long-Pence earned her MS in Accountancy, Financial Option at CSU Fresno, is a Certified Public Accountant with a certificate in Non-Profit Leadership and has over 25 years' experience in accounting. As Chief Financial Officer at SHE, she works in all areas of accounting and financial reporting, including helping to meet the requirements of external auditors.



**Betsy McGovern-Garcia, Program Director for Real Estate Development**

Ms. McGovern-Garcia has over 18 years of experience in affordable housing development, including extensive project management experience, grant compliance, grant writing/reporting, and affordable housing development. Ms. McGovern-Garcia Leveraged \$6,000,000 of housing funds to assist developers in the construction/financing of \$60,000,000 of new housing units in Tulare and negotiated all Loan Agreements and Disposition & Development Agreements. Since rejoining the Self-Help Enterprises (SHE) team in 2014, the organization has been successful at securing funding for 424 new affordable rental housing units and the substantial rehabilitation of 112 existing units. The Real Estate Development team has been successful in leveraging low-income housing tax credits with State and Federal Resources, such as HOME, MHP, Affordable Housing and Sustainable Communities (AHSC), AHP and various USDA financing programs. Under Betsy's leadership, housing projects have expanded to also include a variety of sustainability elements, including zero net energy development, graywater and a variety of transportation amenities including vanpool, ride sharing and public transit incentive programs. As the Program Director for Real Estate Development for SHE, Ms. McGovern-Garcia is responsible for all aspects of real estate development, including site identification, acquisition, entitlements and financing. Ms. McGovern-Garcia holds a Master's Degree in Business Administration from St. Ambrose University and is a Leadership in Energy & Environmental Design (LEED) Accredited Professional.

Ms. McGovern-Garcia will facilitate all aspects of development for the project and will be responsible for coordinating the roles of the other SHE team members, consultants, contractors, etc. Ms. McGovern-Garcia will serve as the liaison with the governmental jurisdictions and will be responsible for all regulatory compliance.

**Debra M. Barletta – Assistant Program Director for Real Estate Development**

Ms. Barletta has over 30 years of experience in real estate acquisition, development and finance of which over 10 years were dedicated to affordable housing. Previous to her employment with Self-Help Enterprises, as the Chief Financial Officer and Affordable Housing Manager for the Redevelopment Agency of the City of Fresno, Ms. Barletta was responsible for the feasibility analyses and negotiation of over \$60 million in affordable housing agreements for the development of ten (10) new affordable housing projects; identified, purchased, rehabilitated, operated and negotiated the resale of a foreclosed 118 unit multi-family project, thus preserving \$11 million of NSP funds that would have been lost without the required purchase; and acquired, rehabilitated and resold 17 foreclosed single family homes to income eligible families all with down payment assistance through the NSP program.

As the Assistant Program Director for SHE, Ms. Barletta manages several project manager positions and assists the Program Director in implementing all aspects of the real estate development projects, fiscal management and reporting. Ms. Barletta holds a Bachelor of Science Degree in Business Administration with an emphasis in Finance and holds a Department of Real Estate Broker's license.



### **Miguel Arambula, Project Manager**

Mr. Arambula studied International Development at the University of California in Los Angeles. Mr. Arambula has experience in project compliance, construction supervision, and project management. He has administered HUD rehabilitation funds while working at One by One Leadership in Fresno. He has supervised construction, most recently on a 138 unit apartment complex, Stonegate Village, in Patterson, California. Mr. Arambula will assist the project by facilitating communication between various project partners, including the general contractor, project architect, city planning and building staff, utility providers, and local residents. In particular, he will oversee the construction progress meetings and construction loan draw requests.

### **Other Staffing**

In addition to the above key staff, SHE has a full complement of 45 experienced support staff persons to assist in administration of its programs. The support staff consists of loan specialists, project techs, construction superintendents and administrative analysts.

#### **4) Profiles of recent relevant projects completed in the past 5 years – with public agency references and staff contact information:**

##### **A. Eden House (2020)**

Located at 1627 Garden Street, Visalia, Eden House provides transitional/bridge housing for 22 adults who are homeless or at risk of homelessness as they prepare to enter a Permanent Supportive Housing program or Rapid Re-Housing program. Self-Help Enterprises (SHE) is partnering with Mental Health Systems (MHS) to operate the project and referrals are made through the Kings/Tulare Coordinated Entry System (CES). MHS will provide case management services that are aimed at assisting the resident in successfully transitioning from bridge housing into their PSH unit. Case Management services will be focused on completing outstanding tasks that the resident is required to do to secure the PSH unit or maintain eligibility. Additionally, case management services will be available to assist in linking residents to community services for mental health or substance abuse treatment, social service assistance, education or vocation support, and daily living skills. MHS will serve as the liaison with the Kings/Tulare Homeless Alliance to accept referrals from CES and coordinate with other service providers. In addition to the housing and supportive services provided, MHS will serve daily meals to residents out of the onsite commercial kitchen. Residents will be able to participate in a work-training program where they will work under a chef to learn how to work in a commercial kitchen setting. The rehab of the facility was complete in February 2020 and Eden House is currently fully occupied. Eden House is a partnership between SHE, MHS, the County of Tulare, the City of Visalia and the City of Tulare.



Public Agency references and contact information:

Chaz Felix, J.D., M.P.H.  
Homeless Initiatives Program Coordinator Tulare County Health & Human Services Agency  
(559) 624-8054  
[CFelix@tularehhsa.org](mailto:CFelix@tularehhsa.org)

Leslie Caviglia  
Assistant City Manager  
(559) 713-4317  
[Leslie.caviglia@visalia.city](mailto:Leslie.caviglia@visalia.city)

**B. Sequoia Commons (2019)**

Sequoia Commons is a 66-unit affordable rental community located at 31161 Florence St. in Goshen, CA. The project includes 22 one-bdrm units, 22 two-bdrm units, and 22 three-bdrm units, a centrally located community building and a laundry facility. The project serves working families at or below 50% AMI, with rents ranging from \$248-\$810. The project includes 100% solar PV to offset common area and resident loads, and water conservation/efficiency measures. SHE offers a robust program of on-site Resident Services, including job training, health and medical services, financial training and homebuyer education.

With a construction value of of approx. \$20 million, Sequoia Commons was funded by: California Strategic Growth Council's Affordable Housing and Sustainable Communities Program (AHSC), a California Climate Investments program (cap-and-trade dollars at work) administered with the California Department of Housing and Community Development (HCD); HCD's HOME program; Red Stone Equity Partners, Aetna, a CVS Health Company, and Pacific Western Bank. Funding for the project also included a grant from San Joaquin Valley Air Pollution Control District, to support efforts to integrate vanpool and other improvements to promote non-motorized transit, with the goal of reducing priority pollutants and improving air quality in Tulare County. The design team consisted of Mogavero Architects and 4Creeks Civil Engineering.

Public Agency references and contact info: (Tulare County Resource Management Agency)

- Aaron R Bock, MCRP, JD, LEED AP  
Assistant RMA Director - Economic Development & Planning  
559-624-7050 - Direct  
[abock@co.tulare.ca.us](mailto:abock@co.tulare.ca.us)
- Michael Washam  
RMA Associate Director - Economic Development and Planning  
Resource Management Agency  
559 - 624-7128 - Direct  
[mwasham@co.tulare.ca.us](mailto:mwasham@co.tulare.ca.us)





**C. Sierra Village (2018)**

Sierra Village is a 44-unit affordable rental community located at northwest corner of E. Davis and N. Crawford in Dinuba (Tulare County). The project includes 12 one-bdrm, 16 two-bdrm, and 16 three-bdrm units. All units reserved for residents at or below 50% AMI with rents ranging from \$312-\$724. Features include community center with large activity room, kitchen, computer lab and common laundry area. Resident services include educational classes to benefit all residents, a wide range of after-school programs, healthy living opportunities, healthy cooking, prevention screenings and other health resources. With an approximate construction value of \$13 million, Sierra Village was funded through Federal/State LIHTC, AHSC, HOME, Wells Fargo Bank, Pacific Western Bank and LISC, and NeighborWorks America.

Public Agency references and contact info:

- Karl Schoettler  
City Planning Consultant for City of Dinuba  
559-591-5924 - direct  
[karl@weplancities.com](mailto:karl@weplancities.com)
- Ken Kugler  
Executive Director - Tulare County Housing Authority  
559-627-3700 – mainline  
[ken@hatc.net](mailto:ken@hatc.net)

**D. Palm Terrace (2018)**

Palm Terrace is an energy-efficient and transit-friendly affordable rental community in Lindsay. There are 50 units: 14 one-bdrm, 18 two-bdrm, and 18 three-bdrm. Includes picnic tables, BBQ grills, and covered playground equipment. It includes a grey water recycling system. All rents are at or below 50% AMI with rents ranging from \$310-\$720. Project partners included Mogavero Architects and Ashwood Construction. The approx. construction value of Palm Terrace was \$15million, funded through AHSC, LIHTC, and AHP. Construction loan financing was provided by JP Morgan Chase. Tax credit equity was provided through the National equity Fund, with Morgan Stanley as the primary investor.

Public Agency references and contact info:

- Michael Camarena  
Director of City Services and Planning  
559-562-7102 - direct  
[engineering@lindsay.ca.us](mailto:engineering@lindsay.ca.us)
- Derek Winning  
Senior Regional Planner – Tulare County of Governments  
559-623-0470 – direct  
[DWinning@tularecog.org](mailto:DWinning@tularecog.org)



**5) Documentation of the team's financial capacity and ability to undertake the proposed project.**

Self-Help Enterprises (SHE) has a successful track record of managing local, State and Federal grants. In the last 50 years that SHE has been serving the San Joaquin Valley, a large portion of SHE operating revenue and development capital was secured from local, State and Federal sources, including HUD, USDA and the State of California. Rental projects are developed through utilization of various public programs. Currently SHE manages 37 rental housing projects totaling 1,612 units. The projects have a variety of financing sources: eight of the projects are Rural Development Farm Labor Housing projects, nineteen of the projects are tax credit projects with conventional and/or HOME financing and one project is a HUD financed project. For each of the projects, SHE completes annual income recertifications and tracks compliance with the affordability requirements of each projects. All of the units serve households at or below 80% area median income. Self-Help Enterprises (SHE) is currently administering over 40 CDBG, AHSC, MHP, NPLH CalHome, IIG, and HOME funded Rehabilitation, rental housing and/or Homebuyer Assistance programs throughout communities in Fresno, Kern, Kings, Madera, Merced, Mariposa, Stanislaus and Tulare Counties. Self-Help Enterprises staff is extremely knowledgeable about cost-effective management methods, has considerable fiscal experience, and has worked with many different types of financing programs including:

- Multifamily Housing Program (MHP)
- Affordable Housing program (AHP)
- Affordable Housing and Sustainable Communities (AHSC)
- Infill Infrastructure Grant (IIG) funds
- CalHome
- Community Development Block Grant (CDBG)
- HOME Investment Partnerships Program
- Neighborhood Stabilization Program
- HELP Program (Housing Enabled by Local Partnerships)
- USDA Housing Preservation Grants
- USDA 502, 504, 514, 516, 524 and 525 funds
- USDA Household Water Well Systems Grant
- CalHFA financing
- Conventional Bank financing
- Low Income Housing Tax Credit Program (LIHTC)

SHE has not failed to meet any performance measure and/or financial requirements of any of the resources listed above. The LIHTC program requires annual compliance for a minimum of 15 years. The HOME program affordability covenant is 55 years and SHE has extensive experience with reporting and compliance for California Housing and Community Development (HCD) programs.

She's financial statements for the fiscal year ended June 30, 2019 audited by Price Paige & Company reflect current assets of \$36,019,955, including cash and cash equivalents in the amount of \$11,149,389 (see attached 2019 audit).



In general, SHE has a remarkably strong financial position with no significant weakness in our financial health. SHE continues to actively manage and grow investments to expand earning potential, with a focus on the deployment of internal capital to facilitate a managed growth strategy. With the adoption of the 5-year Business Plan and Strategic Plan beginning in July, 2016, SHE shows a strong financial position which creates a platform for growth in its core real estate development activities. Our track record is one of fiscal prudence combined with a good sense of opportunity and honest risk assessment. As the recession has faded into the near past, SHE is ramping up its development activities and attracting new capital with its solid equity position. SHE will continue to manage financial risk through Board involvement in the establishment of policy, such as reserve targets and investment decisions. SHE's CFO and CEO manage the financial position of the organization to ensure the long-term viability of the organization and ability to impact change through the development of affordable housing and other community-based improvements. Recently, SHE has developed a comprehensive COVID response policy, to ensure rental communities continue to perform financially while not displacing or evicting any residents for failure to pay rent. Currently, SHE has less than a 3% failure to collect rent, and residents who are struggling are communicating with management and SHE put together an individualized plan to assist with rent.

Self-Help Enterprises (SHE) has not ever filed for bankruptcy or otherwise defaulted on financial obligations to a third party.

## **Conceptual Project Proposal**

- 1) **A project description with a narrative summary of the project proposal, including potential locations (if known) and whether the applicant has site control, and project elements/amenities:**

Santa Fe Commons will a 120-unit affordable rental community located at 537 N. West Ave in Tulare. The site is approximately 6 acres. The project includes 40 one-bdrm units, 40 two-bdrm units, and 40 three-bdrm units, a centrally located community building and a laundry facility. The project will make 25% of units available for Permanent Supportive Housing (PSH). The PSH component will be designed and managed in partnership with Machael Smith, Executive Director of the Kings Tulare Homeless Alliance and Chaz Felix, Homeless Initiatives Program Coordinator at the Tulare County Health & Human Services Agency. Residents for PSH will be identified through the regional Coordinated Entry System (CES). Santa Fe Commons will be constructed over two phases of 60-units each. SHE is requesting funding from the Low and Moderate Income Asset Fund for phase I of the project, but is committed to leveraging sufficient State and Federal resources to construct both phases of housing in Tulare. The projects will share a centrally located community building, which will reduce capital development costs and allow the project to maximize on-site staff and resident services. All parking, trash enclosures, community building and outdoor green spaces will be subject to a Joint Use Easement Agreement, to allow for shared use by all residents. In order to best leverage City funds, SHE requests the City loan the funds to the Limited Partnership as a fully deferred 55 year loan.



The project will serve residents at or below 60% AMI, with all of the PSH units at 30% AMI or below. The project will include 100% solar PV to offset common area and resident loads, and water conservation/efficiency measures. SHE will offer a robust program of on-site Resident Services, including job training, health and medical services, financial training and homebuyer education.

Self-Help Enterprises already has site control, in the form of a Purchase and Sale Agreement, for 6.47 acres zoned RM-4. The location is at 537 N. West. Ave. SHE chose this site location for its proximity to destinations of interest, which are used as a scoring criteria in TCAC applications for LIHTC funds. The site of Santa Fe Commons is within 1/3 of a mile Westside Community Health Clinic and Bender Park. And, it is within a ½ mile of Tulare Western High School, Palace Food Depot, Altura Center for Health, and CVS pharmacy. The proximity of the site to transportation and local amenities will encourage the use of public transportation and active transportation routes, while also facilitating SHE is pursuing funding streams related to complete streets development and greenhouse gas mitigation, such as LIHTC and AHSC.

Project features will include: Central Heat & Air, Disposal, Energy efficient Appliances & Lighting, Hardwood Laminate Flooring, Gas Stove & Oven, Solar Power, Tankless Water Heaters, Community Room with Kitchen, Computer Lab with Internet, Laundry Center, Barbecue/Picnic Area, Basketball Court, Covered Patio/Deck/Balcony, and Playground Area.

Self-Help Enterprises wants to create a beautiful housing complex set in an attractive well landscaped environment. As such, every attempt will be made to preserve the existing oak trees onsite, in order to help create more access to nature for the residents and to balance the impact of the development with the site and its surroundings. Where oak trees need to be removed, two more will be planted on the site, as per the City's ordinance.

There will be a total of 11 buildings as part of the first phase of Santa Fe Commons, 10 apartment buildings and 1 community building. Buildings will have 6 units each, with 1-bdrm units on the first floor for ease of access to residents who are elderly or mobility challenged. There will be tuck under parking to help increase density and preserve green space. Buildings will be brightly colored and outdoor spaces curated for recreation and enjoyment. The plan is to add a second phase, Santa Fe Commons 2, after the first phase has been funded and begun development. The second phase would mirror the first, adding another 10 buildings, or 60 units, and reserving 25% of the units for PSH, while providing them wraparound services in concert with regional partners. When fully constructed, the two phases will function as one large cohesive project.

**2) A summary of the team’s design concept, including preliminary site plans, elevations, and renderings, if available:**

SHE’s design concept is to use our ‘A Building’, which has been refined through numerous construction cycles to provide cost savings and construction efficiency (floor plans and elevations in Exhibit B). The tuck under parking allows for a more compact feel of the property. Exterior finishes are durable but attractive.

The following pictures are exteriors of the ‘A Building’ as found on the Palm Terrace project. Additional photographs of the proposed building type and examples of SHE’s high quality projects are attached as Exhibit C.





The approx. 6 acre rectangular site is similar to the site developed for the two-phase Sequoia Commons project. SHE will develop a site plan for the project which would generally include the following



**1** CONCEPT SITE PLAN  
SCALE: 1" = 100'



**3) A description of how the project will meet the community's housing needs and the City's community development goals.**

Like so many of the cities in California, the City of Tulare is seeing a growth in its homeless population. With 199 people experiencing homelessness as of the last point in time count held by Kings and Tulare Homeless Alliance, there is a need for new Permanent Supportive Housing (PSH) units. Santa Fe Commons affordable housing development plans to address the City of Tulare's housing needs for both very low-income and those currently without shelter. According to the City of Tulare Regional Housing Needs Assessment (RHNA), individuals classified as very low income are particularly vulnerable to becoming homeless. The City of Tulare still had 877 very low income units (50% AMI or less) to produce to meet its RHNA requirements as of 2018. A large, two phase project, addressing both very low income tenants and PSH needs, is what can help the City of Tulare turn the tide on homelessness in its community. While approximately 20% will be restricted for households experiencing homelessness, the balance of the units will house families at-risk of homelessness, seniors with very limited incomes, and other precariously housed community members

The City of Tulare's stated development goals match up well with Self-Help's experience and expertise. The City is asking for high quality affordable housing, that is market feasible, and well managed by an experienced organization with experience and financial capacity. Self-Help Enterprises has been partnering, hand in hand, with cities and individuals in the Central Valley for over 55 years to find solutions to our regions housing challenges. SHE would be proud to partner with the City of Tulare, lending its organization experience to help create a feasible, high-quality, project that can be a model for the region.

Part of creating a model project is bringing in the right partners. That is why, to address the significant needs of people experiencing homelessness, SHE recognizes the need to partner with experts in the field of case management and mental health. SHE can leverage existing relationships with Machael Smith, Executive Director of the Kings Tulare Homeless Alliance and Chaz Felix, Homeless Initiatives Program Coordinator at the Tulare County Health & Human Services Agency. Only through collaboration and helping to bring support from all sides, both in terms of physical shelter and mental health services, can we make sure that no one is left with nowhere to turn in our communities.

## Exhibit A: Kevin Finally Has a Safe Place to Call Home



Kevin Duvall moved into his new Sequoia Commons apartment only a couple of months ago and already he says that his entire life has changed. To understand the enormity of this change, we must first dive into what makes Kevin so special.

Kevin was born and raised in Visalia. As a young child, he worked in the fields, picking and harvesting fruit. It was a family affair, “All my family, my grandpa, grandma, everybody worked in the fields at one point,” reminisced Kevin. “I remember we would be out there hanging on the arms of tractors and pulling the bins down the middle of the rows for the grapes and the oranges.” He was a normal, happy kid who also fondly remembers attending Mt. Whitney High School.

Many years later, he would find himself caring for his dying mother. Kevin’s mother eventually passed, leaving him alone and without a home. “My mother lived in that home for 34 years, but because we had a reverse mortgage, once she passed, the bank took the home. I walked away with a backpack, two photo albums and my mom’s ashes.”



Kevin remained homeless for ten years. He did his best finding odd jobs, but none of them were enough to secure an apartment. Once he finally had enough for an apartment, he was hit with “you don’t have enough renter’s credit.” It was never enough.

He worked in the fields to make ends meet but did not have a place to come home to. In an unfortunate turn of events, one day while riding his bike to the grocery store, two intoxicated men hit him over the head with a hammer and took his bike. He was left on the side of the road having a seizure from the trauma until the police and ambulance showed up. Kevin was taken to the hospital where he stayed for three weeks. It was there that doctors informed him that he had a tumor on the back of his head. “If I hadn’t been hit over the head, I wouldn’t have found out about my tumor,” said Kevin. He’s been disabled since and has been in and out of medical facilities taking care of his health issues.

Kevin reached out to the Kings and Tulare Homeless Alliance, a coalition that coordinates and leverages policy and resources that empower community partners to address homelessness in Kings and Tulare Counties. Once connected, Kevin learn about the Housing and Disability Advocacy Program (HDAP), the Mainstream Voucher Program and CSET’s Continuum of Care program, which helps develop and provide housing and related supportive services for people moving from homelessness to independent and supportive living. With the help of the Homeless Alliance and partners like CSET, Kevin had the opportunity to apply to Sequoia Commons, Self-Help Enterprises’ new affordable rental community located in Goshen.

“Kevin is a very nice guy. He tried to connect with as many resources as possible, said Leticia Hinojosa, the Coordinated Entry Manager at the Kings and Tulare Homeless Alliance. “Even during some really stressful and frustrating times, he never gave up. His end goal was housing and happy that he finally got housed.”

Leticia mentioned that “it’s a really big challenge” to get people experiencing homelessness off the streets. Even when they have vouchers, there are so many layers of requirements that often limit options.



Sequoia Commons is a 66-unit multifamily housing development that include one, two and three-bedroom units and features an outdoor common area with playground, barbecue pit, picnic tables, basketball court and a 3,072 square feet community room equipped with a kitchen, bathrooms, laundry facility, computer lab and separate management office. Monthly net rents, ranging from \$331 to \$766, are determined based on unit size and resident incomes. These below-market monthly rents mean that Self-Help Enterprises is providing an

affordable housing opportunity to local residents like Kevin.

“You don’t know what you have until it’s gone and when you do get it back in this magnitude of greatness, where everything is so beautiful and clean,” smiled Kevin. “It’s a life-changer. I have my own place now. I have a place to cook my food, take a shower to get ready for my doctors appointments.”

Kevin says it’s the little things that really matter like “being able to turn a doorknob or shut the door for some privacy when showering.”

Today, Kevin continues to ride his bike to and from town, making his health a priority and attending all of his medical appointments. Currently, he is waiting to get surgery to have his brain tumor removed. In the meantime, he rests easier knowing he has a clean and safe place to call home.



## Exhibit C: SHE Project Photos







City of Tulare

ATTN: Traci Myers, Community & Economic Development Director

411 East Kern Ave.

Tulare, CA 93274

**Subject: Letter of Interest Housing Successor Fund NOFA**

In response to the notice of funding availability for an affordable housing development in the City of Tulare, the Lighthouse Rescue Mission submits the following documentation of its desire to purchase, place & operate 90 affordable Factory Built Housings units in the City of Tulare and operate the units for 55 years under the Lighthouse Rescue Mission.

- 1) **Project manager:** Dave Clevenger, CEO, 559-203-5204, Daveclev@gmail.com
- 2) **Business Manager:** Logan Stephens, 559-687-8317, loganstephens97@hotmail.com
- 3) **Statement of Qualifications is attached.**

For any questions, comments, or clarifications, please contact Dave Clevenger at 559-203-5204 or [dave@lighthouserescue.org](mailto:dave@lighthouserescue.org). Thank you!

Sincerely,



Dave Clevenger



## Tulare Cottage Courtyards

Dave Clevenger  
CEO, Lighthouse Rescue Mission  
559-203-5204

**“The end of homelessness is achieved with affordable & supportive dwelling communities!”**

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## Introduction

The Lighthouse Rescue Mission is a 501c3 Community Benefit Organization founded in 2004 to provide a place of hope and encouragement for the homeless residents of The City of Tulare. The Lighthouse is committed to being the foremost partner with residents, businesses, and organizations to respond to and provide for the growing vexation of homelessness to our community.

### ***The Lighthouse takes the following approaches to homelessness:***

- 1) **Housing:** Provide safe, healthy places to call home. Even if temporary. The crisis of homelessness ends with the stability of a safe place to belong permanently.
- 2) **Jobs:** Provide positive work-based opportunities during the day. Whether employed or volunteering, we believe in a positive purpose to one's day.
- 3) **Peer-Support Community:** Provide peer-support environments. People who understand or have been homeless connect with people who are exiting homelessness; together they resource problems into solutions.

### ***The Lighthouse currently offers:***

#### **1) Women's**

- a. Overnight Shelter – 8 Beds
- b. Room & Board – 16 Spots
- c. Work/Volunteerism – Work Site to process thrift donations, recycling, and materials operations.

#### **2) Men's:**

- a. Overnight Shelter – 12 Beds
- b. Room & Board – 10 Spots
- c. Work/Volunteerism – Delivery/Pickup Truck; grounds upkeep, contracts, site development.

#### **3) Industries:**

- a. Thrift Store
- b. Online Boutique
- c. Contract Work

#### **4) Lighthouse Community Initiatives**

- a. Affordable Housing Development
- b. Grants Management
- c. Economic Development & Job Creation





**As a community partner, the Lighthouse has the following qualifications:**

- 1) Expertise & experience in temporary overnight shelter operations.
- 2) Ability to develop & operate economic opportunities and housing projects to provide stability in people's lives.
- 3) Financial & organizational capacity to adequately design, source, implement, and manage new ventures.
- 4) The knowledge and ability to conduct homeless operations and integrations with community services. We do not need to contract with a 3<sup>rd</sup> party provider to operate our developments.
- 5) A vision for ending homelessness in the lives of 199 people for the City of Tulare.
- 6) A history of collaboration with government and non-governmental organizations to connect people to resources they may be eligible for.



## Community Housing Needs & Development

- 1) An Area Median Income (AMI) of \$52,564 equates to only \$15,769, or \$1,314/month for housing-related expenses. A decrease in a person’s median income below AMI or an increase in rents above 30% of earned income places people in substantial jeopardy of housing instability. This is well established in published literature. The following table is illustrative:

Category	AMI	Annual Earnings	Hourly Equivalent	30% Monthly Housing Expense Rate
<b>Low Income</b>	80%	\$42,051	\$20.00	\$1051
<b>Very Low Income</b>	50%	\$26,282	\$12.63	\$657
<b>Extremely Low Income</b>	30%	\$15769	\$7.58	\$394

- 2) Comparing the following attributes shows why the Lighthouse project is necessary to achieve reductions in the Regional Housing Needs Allocation (RHNA):

Reduction Method	Average Affordable Development	Local Example (Goshen)	Lighthouse Development
<b>Cost per unit</b>	\$480,000	\$370,916	\$99,713
<b>Solar</b>	Yes- but large inefficient spaces	Yes	Yes-Net Metered-No Tenant Cost
<b>HVAC Efficiency</b>	No-Ducted	No-Ducted	Yes-No Ducting
<b>Time to construct</b>	3 Years	3 Years	12-18 Months
<b>Cost per square ft</b>	\$518	\$282	\$86.56
<b>Prevailing Wage</b>	Yes	50% Partial	10% Partial

Footnotes:

1. <https://turnercenter.berkeley.edu/construction-costs-series>
2. [http://turnercenter.berkeley.edu/uploads/LIHTC\\_Construction\\_Costs\\_March\\_2020.pdf](http://turnercenter.berkeley.edu/uploads/LIHTC_Construction_Costs_March_2020.pdf)



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## Development Team Introductions and Qualifications

### Dave Clevenger-CEO

Homeless Rescue Mission founder and executive. Community builder and business developer.

A former Naval Officer serving 22 years retired with 2 tours as a Marine Corps Medic, and 2 ship-based tours. In 2012, Dave served 1 year in Afghanistan (OEF) developing the medical training and healthcare delivery capacity for the Helmand Province of the Afghan National Army, creating the first Trauma Treatment Training (T3) facility in Afghanistan.

2007: Rehabilitation of 3 single family homes into affordable housing in Bartlett, Tn.

May 2008: Honors graduate, Master's in Healthcare Administration, University of Memphis.

July 2009: Fully designed, contracted and completed a Log Cabin in Eagar, Az.

June 2015: Dave founded the first successful homeless rescue mission in Hanford, Ca.

April 2017: Developed CA CRV Recycling Center and Room & Board housing programs in Hanford.

January 2018: Developed a Downtown Hanford Thrift Store. Renovated 2 more Room & Board Houses. Developed a downtown streets cleaning program.

July 2019: Hired as CEO of the Lighthouse Rescue Mission.

August 2019: First Room & Board Housing at Lighthouse.

December 2019: Opened 1<sup>st</sup> Men's Shelter and Room & Board at Lighthouse.

May 2020: Completed the design process for Efficient Factory-Built Affordable Housing.

### Lynn Lampe-CFO

Ms. Lampe has more than 40 years of experience in the field of accounting. Her expertise is in matters involving estate and trust issues, audit, tax, and business consulting services for governmental entities and privately held businesses in various industries. Ms. Lampe joined M. Green and Company LLP in June 1982. She became a Partner in January 1996. Prior to moving to Tulare, she worked as a staff accountant for Alex Alonzo Accountancy Corporation and Ray Wahba Accountancy, both located in San Jose, California. Before entering public accounting, Ms. Lampe was employed by Hunt Wesson Foods as a cost accountant.

Bachelor of Science in Commerce with a concentration in Accounting from Santa Clara University.

Certified Public Accountant licensed in the State of California

Member of the California Society of Certified Public Accounts

Member of the Tulare - Kings Counties Estate Planning Council



### Logan Stephens-Director, Business Development

A graduate of CalPoly in Business Development and a Tulare native. Most recently she completely re-vamped the Lighthouse thrift store to move it from break-even to over \$3000 in net revenue per month. She also developed online boutique/thrift sales which are incredibly supportive to revenues of the Lighthouse. In her short career she has shown tremendous wisdom in developing new business opportunities for at risk and marginalized client work. She is currently training to become an entrepreneurial mentor through the Fresno Pacific University Center for Community Transformation which will allow micro enterprise incubator opportunities to the City of Tulare.

### Irma Briseno-Director, Community Operations

An expert in homeless community management. Has led the Lighthouse Women's program for over 14 years with a tremendous amount of experience in relationship building and a heart for transformation using limited resources. Irma knows how to build community in people and manage the negative influences on the community turning them towards positive outcomes. She has an invigorating motivational energy which encourages clients to change behaviors and seek positive change in their lives.

### Jill Caviezel-Director, Fundraising/Outreach

A high-performing professional with over 15 years of organizational fundraising and special event experience. Highly proficient in planning and executing fundraising events, donor relations, board development, strategic planning, community relations, budgeting, raising funds for essential projects, campaigns, and major gift initiatives. Worked on a Capital Campaign that raised over \$4 million, including \$1.2 million from employee giving. Led a major donor initiative that \$1.2 million to benefit a family birth center in the hospital market.

### Sergio Diaz-Director, Site Development & Asset Management

30 years' experience building spec homes, remodels, and supervising crews. Formerly homeless, he now leads homeless men in work and transformation ensuring everyone learns while a quality product is being produced.

In addition to the above people, we contract for professional services where we do not have the expertise in house, in the following fields:

- Legal
- CEQA & Development standards
- Architecture and Engineering design
- Funding & Financing strategies



## Financial Stability

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<i>Assets</i>	\$504,015
<i>Reserves</i>	\$235,000
<i>Annual Operating Budget</i>	\$600,000
<i>Pledged Grants Receivable</i>	\$129,000



## Project Description

Tulare Cottage Courtyards is an affordable housing development of 90 units on 3 distinct sites, uniquely designed to serve families, single adults, and mothers with children separately, with rents affordable to households earning 30%-80% of the area median income (AMI). The project will be accomplished in 3 distinct locations; 1 of these locations currently has site control and the entire project will be fully established in service by December 2021.

**General Partner:** Lighthouse Rescue Mission

**General Partner Type:** Not-for-Profit Community Benefit Organization

**Housing Developer:** Cornerstone Industries

**Management/Operations:** Lighthouse Rescue Mission

### **Fully Developed Plan:**

**Construction Type:** New, Factory-built, 576 Square Foot Manufactured Homes.

Featuring:

California Housing & Community Development stamped to all current codes.  
Equipped with solar, sprinklers, high efficiency insulation & windows, ADA bathroom, stainless steel kitchenette and a shared common area.

**Total Buildings:** 95

**Total # of Units:** 90

**Total # of Low-income Units:** 90

### **Emergency Alternative Phasing:**

**Construction Type:** New, Factory-built, 2-Bedroom "Sleeping Units" for emergency transitional shelter.

**Total Buildings:** 95

**Total # of "Sleeping" Units:** 90

**Total # of Low-income Units:** With the eventual addition of the Kitchen/Bath section – 90 affordable housing units.



## Site Control & Additional Locations

**Tulare Cross Village** – 444 E. Cross – 25 Two-Bedroom Units

- a) Site is currently controlled by Lighthouse
- b) Zoned C4

**Tulare Patio Town** – Location TBD – 33 Two-Bedroom Units

- a) 2 acres needed
- b) \$250,000 allowance for land
- c) Proposing to utilize City of Tulare land with loan/lease terms

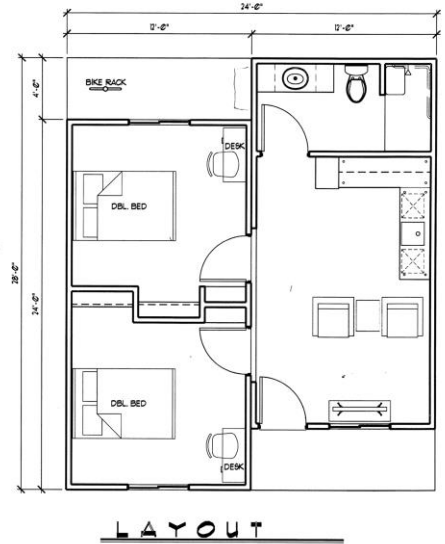
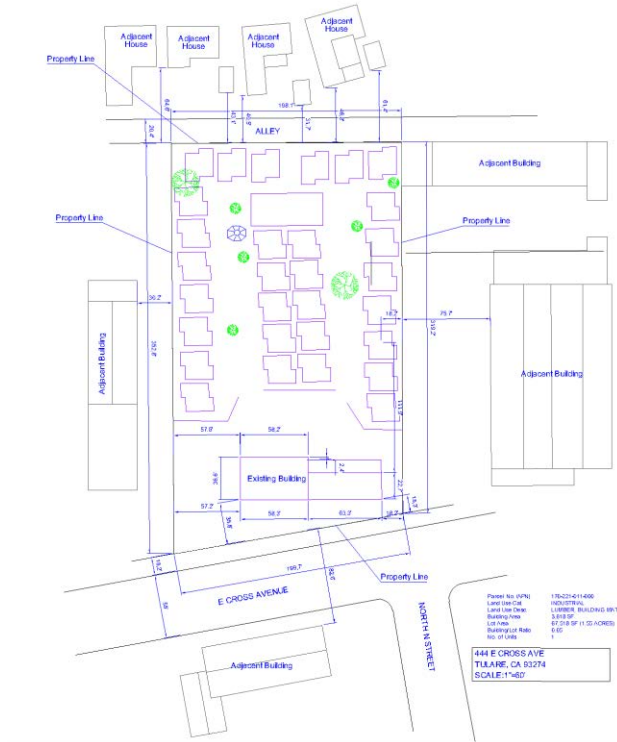
**Tulare Mountain View** – Location TBD – 32 Two-Bedroom Units

- a) 2 acres needed
- b) \$250,000 allowance for land
- c) Proposing to utilize City of Tulare land with loan/lease terms

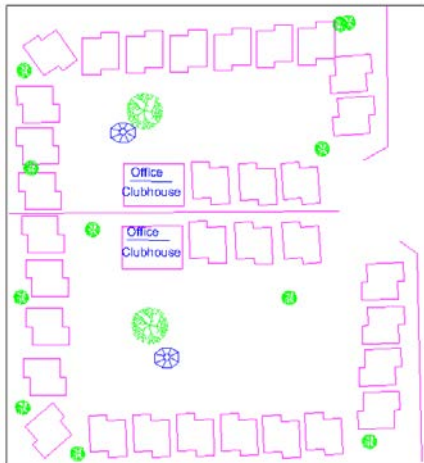


## Preliminary Site Plans, Elevations & Renderings

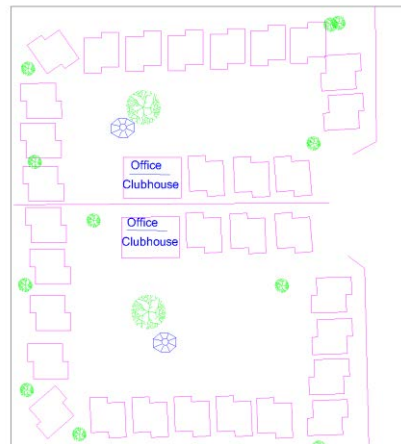
### Tulare Cross Village - 444 E Cross



### Tulare Patio Town (2 acres TBD)



### Tulare Mountain View (2 acres TBD)







## Project Readiness & Viability

### ***Project Timeline Tulare Cross Village***

<i>Land Acquisition</i>	Currently Owned by Lighthouse
<i>Lot Design &amp; Engineering</i>	Aug 2020
<i>Permits</i>	Aug-Sept 2020
<i>Underground Work</i>	Sept-Oct 2020
<i>Foundations poured</i>	Nov 2020
<i>Install 25 Factory Units</i>	Nov 2020-Jan 2021
<i>Landscaping, Finishing &amp; Grand Opening</i>	Jan 2021

### ***Project Timeline - Tulare Patio Town***

<i>Land Acquisition</i>	Oct 2020
<i>Lot Design &amp; Engineering</i>	Sept 2020
<i>Permits</i>	Sept-Oct 2020
<i>Underground Work</i>	Nov 2020
<i>Foundations poured</i>	Jan 2021
<i>Install 25 Factory Units</i>	Feb-May 2021
<i>Landscaping, Finishing &amp; Grand Opening</i>	May 2021

### ***Project Timeline - Tulare Mountain View Village***

<i>Land Acquisition</i>	Dec 2020
<i>Lot Design &amp; Engineering</i>	Jan 2021
<i>Permits</i>	Jan -Feb 2021
<i>Underground Work</i>	Mar 2021
<i>Foundations poured</i>	Apr 2021
<i>Install 25 Factory Units</i>	May-July 2021
<i>Landscaping, Finishing &amp; Grand Opening</i>	Aug 2021



## Project Eligibility & Affordability

55 Year Use / Affordable		
Aggregate Targeting Goal		% of Affordable Units
<30% AMI	30%	40%
30-50% AMI	40%	40%
60-80% AMI	20%	20%

Unit Type & Number		2019 Rents Targeted % of Area Median Income	Proposed Rent including Utilities
36	2 Bedroom	<30%	\$394
36	2 Bedroom	30-50%	\$657
18	2 Bedroom	60-80%	\$730

### ***Project Cost Summary at Application***

<i>Land and Acquisition</i>	\$1,245,750
<i>Construction Costs</i>	\$6,300,000
<i>Construction Hard Cost Contingency</i>	\$189,000
<i>Soft Cost Contingency</i>	\$13,900
<i>Relocation</i>	\$0
<i>Architectural/Engineering/Insurance</i>	\$124,000
<i>Const. Interest, Perm. Financing</i>	\$330,000
<i>Legal Fees</i>	\$22,500
<i>Reserves</i>	\$0
<i>Site Development Costs</i>	\$730,281
<i>Developer Fee (Staff Hours Cost)</i>	\$18,750
<b>Total</b>	<b>\$8,974,181</b>

## Profiles of recent relevant projects

Dave Clevenger, CEO of Lighthouse Rescue Mission and Kings Gospel Mission has done the following:

- a. Founded & operates similar housing & work programs at Kings Gospel Mission.
- b. Conceptualized, resourced, and is currently developing a 4 acre mixed use Commercial site and 48 unit Multi-Family low-moderate income facility in Kings County. Phase 1 of a \$5.5 million project was completed in April 2020.
- c. Dave designed the housing units, achieved state certification, and has designed the factory where they are built.

### **Capabilities, UNSCPC Categories**

721030	SITE PREPARATION SERVICES	801016	PROJECT MANAGEMENT
721015	BUILDING SUPPORT SERVICES	302225	ACCOMMODATION STRUCTURES
721017	CONCRETE WORK	302316	PORTABLE PREFAB COMMERCIAL STRUCTURES
721024	PAINTING AND PAPER HANGING	831019	ENERGY CONSERVATION
721028	REFURBISHING SERVICES	801616	BUSINESS FACILITIES OVERSIGHT
721317	INFRASTRUCTURE CONSTRUCTION	931418	EMPLOYMENT
931415	SOCIAL DEVELOPMENT AND SERVICES	931419	RURAL DEVELOPMENT
911116	HOUSEHOLD ASSISTANCE AND CARE	861018	IN SERVICE TRAINING AND MANPOWER DEVELOPMENT
801318	REAL ESTATE MANAGEMENT SERVICES	811025	PERMITTING SERVICES



## Planned Sources of Capital

### **Residential Breakdown**

<i>Construction Cost per Square Foot</i>	\$86.56
<i>Per Unit Cost</i>	\$99,713

### **Construction Financing**

<i>Commercial Bank CRA loan</i>	\$3,000,000
<i>Tax Credit Equity</i>	\$581,526
<i>City of Tulare Housing Successor Fund</i>	\$1,000,000
<b>Total</b>	<b>\$4,581,526</b>

### **Permanent Financing**

<i>City of Tulare Housing Successor Fund</i>	\$1,000,000
<i>HCD Transit-Oriented Development Grant</i>	\$841,742
<i>Commercial Bank CRA loan</i>	\$3,000,000
<i>Tax Credit Equity</i>	\$2,907,630
<i>Income from Operations</i>	\$481,059
<i>City of Tulare Impact Fee Waiver Loan * See Terms</i>	\$225,000
<i>City of Tulare Land Loan * See Terms</i>	\$500,000
<i>Deferred Developer Fees</i>	\$18,750
<i>Bond Financing (CalHFA)</i>	Contingency
<b>Total</b>	<b>\$8,974,181</b>

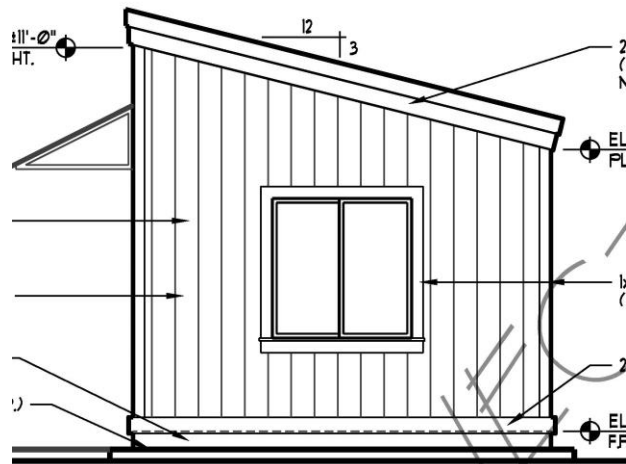
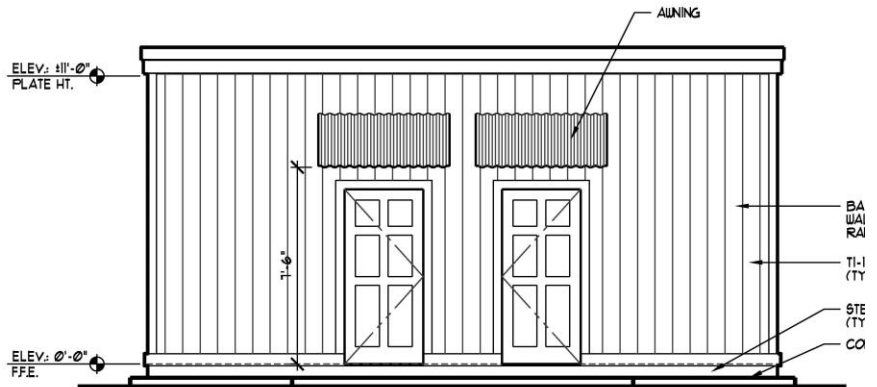
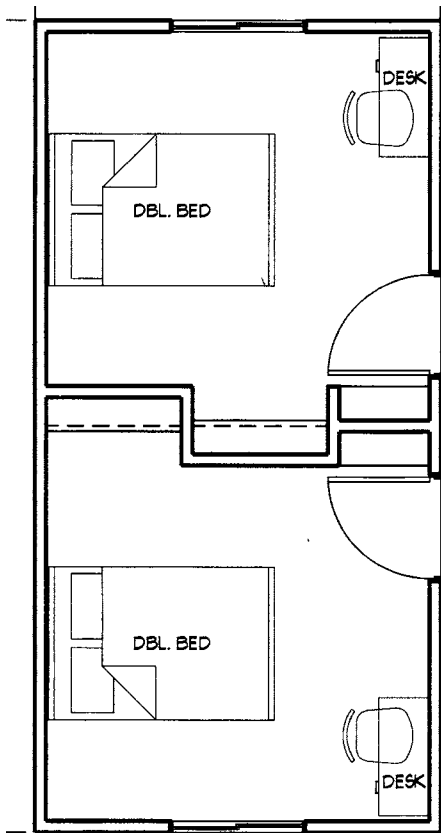


## Emergency Transitional Option

### **Purchase and place Ninety (90) 2-Bedroom “Sleeping Units”.**

These units are emergency and temporary without a Bathroom or Kitchen. They are supported by modular showers/bathrooms, security and food delivery. It allows enforcement of NO CAMPING under the 8<sup>th</sup> circuit court of appeals decision.

Once combined with the kitchen/sleeping unit, they are fully complete affordable housing meeting the permanent intent of this project.





## Additional Operations Details

In lieu of 1 on-site manager unit, the project is committed to employ an equivalent number of on-site full-time property management staff (at least one of whom is a property manager) and provide an equivalent number of desk or security staff capable of responding to emergencies for the hours when property management staff is not working. All staff or contractors performing desk or security work shall be knowledgeable of how the property's fire system operates and be trained in, and have participated in, fire evacuation drills for tenants.



## Alignment with Community Goals

### **Goal A: New Housing Development**

Implementation Program A-2: Public Lands for Housing.

**Alignment:** *The City may choose to enter into a lease to purchase agreement and/or differed compensation agreement with the Lighthouse to offset the initial project costs of \$500,000 which also acts as a leverage vehicle for pursuing financing.*

### **Goal B: Affordable Housing**

Policy B-2: The City shall assist developers, nonprofit housing developers, and other qualified private sector interests in pursuing and applying for Federal, State, NGO, and private financing and g

Implementation Program B-3: Funding Assistance The City shall monitor the State Department of Housing and Community Development's website for Notices of Funding Ability (NOFA) and, where appropriate, coordinate with developers to submit applications for HOME funds, tax credits and other financial assistance programs for construction of houses affordable to lower-income households.

(Action Plan 6) Responsibility: Planning Division Funding Source: General Fund Timing: Annually Quantified Objective: 30 extremely-low, 40 very-low, and 40 low-income units.

**Alignment:** *This project provides 36-extremely low, 36- very low, and 18 low income units towards this action plan.*

### **Goal C: Special Needs**

Policy C-1: The City encourages and supports developers to supply housing that is accessible and affordable to extremely low-income residents and special needs groups, including: the disabled, large families, female-headed households with children, seniors, farmworkers, and the homeless. (Program A, edited).

**Alignment:** *This project will provide 90 accessible and affordable units to people with extreme special needs and impoverished circumstances.*

Policy C-3: The City shall ensure that locations are available within the city to accommodate emergency shelters, supportive housing, or transitional housing. (New Policy)

Implementation Program C-2: Support for Transitional and Supportive Housing. The City shall continue to provide support to Family Services and other organizations that provide transitional and supportive housing to homeless individuals and families or those facing the threat of homelessness. Responsibility: Planning Division Funding Source: General Fund Timing: Ongoing Quantified Objective: 11 extremely low-income units.

**Alignment:** *This project exceeds the goal of 11 units.*



*Table 5.1*

Quantified Objectives-Tulare						
	Extremely Low	Very Low	Low	Moderate	Above Moderate	Total
<b>New Construction</b>	71	195	295	300	400	1261
<b>Rehabilitation/Preservation</b>		10	15			25
<b>Total</b>	71	205	310	300	400	1268





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## Frequently Asked Questions

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- a) **What about pets?** Because these are two room units, pets can be residents too. Big buildings cannot handle pets effectively. FYI, State law does not allow shelters to say no to pets, so we will have to navigate this.
- b) **Who will operate it?** The Lighthouse is an experienced local agency and does not require outsourced agencies like other developers. We are an organization who can manage property and social services and do both well.
- c) **Are these tiny homes?** No, they are factory-built manufactured homes built to 2019 CA building standards, with solar, and high efficiency.
- d) **What about drugs & violence?** Self-policing function by setting up Courtyard settings. When everyone can see what is going on, it is hard to get away with anything. Security is present also.
- e) **End Homeless Encampments?** Once there are enough emergency shelter units, the 9th circuit court of appeals decision allows the police to move homeless out of encampments or out-of-town. The sleeping units are managed by capable staff. If clients are non-compliant, police can handle their behavior legally. **NO MORE CAMPING ALLOWED.**
- f) **Why does this approach work better then renovating an apartment building?** This project has jobs, peer support, and safe, small places to live for the impoverished... these are the 3 key portions of successful homeless transformation.
- g) **When converting to 2 bedroom homes are 2 renters going to be renting each unit?** Yes, each unit is a shared space, except for family situations. Each of the courtyards are managed by a supervisor/case manager in order to maintain the community/peer support aspect.
- h) **What if "guests" refuse to work or continue with a destructive lifestyle?** This does happen; if they are not playing by the rules, the law allows for procedures towards removal. We desire to build enough affordable housing (or shelter) beds that the police/staff can keep them out of encampments, and we can address their behavior in a stable environment.
- i) **Is there going to be 24 hour supervision on the site, especially through phase 3?** Yes! there will be 24 hour supervision throughout the life of the project. State law requires any living situation with greater than 16 residents to have access to management 24/7. Besides peer support happens best with supervision.
- j) **Are they efficient?** Yes! They are built to CA Title 24 specification which just became even more strict in 2020. They will have solar and high efficiency insulation in each.
- k) **Why only sleeping units first?** The sleeping units are quick shelter. They can be built and set faster than entire units.



- l) **Why is Community & Peer Support important.** People become comfortable and protective of good situations. Communities of peers are great support systems. They protect their livelihood and help each other navigate problems. There are many case studies to prove this.
- m) **What about Mental Health services, Job Placement and Other Services?** Most mental health instability is an effect of homelessness and self-corrects once stability is achieved through housing. For those who need counseling and connection to services, the offices in the courtyard create a central place for services to happen.



## Organization Chart

Board of Directors			
CEO			
<i>Men's Program</i>	<i>Women's Program</i>	<i>Lighthouse Industries</i>	<i>Lighthouse Community Initiatives</i>
Shelter	Shelter	Thrift Store	Affordable Housing Development
Room & Board	Room & Board	Commodity Processing Center	Grants Management
Recovery Academy (coming soon)	Recovery Academy (coming soon)	Food Operations	Economic Development & Job Creation
		Contract Work	
		Recycling	



## Board of Directors Roster

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President – Raymond Van Beek, Farmer, Tulare  
Vice President – Tim Dobson, CPA, Tulare  
Director – Pam Beck, Retired, Tulare  
Director – Lynn Lampe, CPA, Tulare  
Director – Ray Fonseca, Retired, Tulare  
Director – Louis Sparks, Pastor, Tulare  
Director – Melissa Janes, Nurse, Tulare  
Director – Bob Cherry, Pastor, Tulare  
Director – Fred Brown, Business Owner, Tulare  
CEO - Dave Clevenger, Hanford

Traci Myers, Community Development Director  
CITY OF TULARE  
October 7, 2020  
Page 13

**Attachments B-1 and B-2**

**Self-Help and Lighthouse Proposal Review Checklist**

Attached as separate documents

**ATTACHMENT B-1: PROPOSAL CHECKLIST**

Developer: Self Help Enterprises

Project: Santa Fe Commons

NOFA Requirement	NOFA Page	Requirement Type	Included?	Location in Proposal	RSG Review Notes
<b>Letter of Interest</b>					
Introduces Development Team	6	General Requirements for Submittal	X	pg. ii	
Identifies Project Manager	6	General Requirements for Submittal	X	pg. ii	
Identifies Potential Development Partners	6	General Requirements for Submittal	X	pg. ii	
Identifies Potential Service Providers	6	General Requirements for Submittal	X	pg. ii	
Identifies Primary Contact Person for the Development Team	6	General Requirements for Submittal	X	pg. ii	
- Name	6	General Requirements for Submittal	X	pg. ii	
- Title	6	General Requirements for Submittal	X	pg. ii	
- Address	6	General Requirements for Submittal	X	pg. ii	
- E-Mail	6	General Requirements for Submittal	X	pg. ii	
- Phone	6	General Requirements for Submittal	X	pg. ii	
<b>Statement of Qualifications</b>					
1) Overview of Development Entity	7	General Requirements for Submittal	X	pgs. 1-2	
2) Identification/description of Equity partners	7	General Requirements for Submittal	X	pgs. 2-3	
3) Biographies of team members	7	General Requirements for Submittal	X	pgs. 3-5	
- Including roles/assignments	7	General Requirements for Submittal	X	pgs. 3-5	
4) Profiles of recent relevant projects completed in the past 5 years , with public agency references and staff contact information, including:	7	General Requirements for Submittal	X	pgs. 5-7	
- Scope	7	General Requirements for Submittal	X	pgs. 5-7	
- Location	7	General Requirements for Submittal	X	pgs. 5-7	
- Construction Value	7	General Requirements for Submittal	X	pgs. 5-7	
- Price/Rent Ranges	7	General Requirements for Submittal	X	pgs. 5-7	
- Funding Sources	7	General Requirements for Submittal	X	pgs. 5-7	
- Development Team	7	General Requirements for Submittal	X	pgs. 5-7	
5) Documentation of the team's financial capacity and ability to undertake the proposed project	7	General Requirements for Submittal	X	pgs. 8-9	

**ATTACHMENT B-1: PROPOSAL CHECKLIST**

**Developer: Self Help Enterprises**

**Project: Santa Fe Commons**

NOFA Requirement	NOFA Page	Requirement Type	Included?	Location in Proposal	RSG Review Notes
<b>Conceptual Site Proposal</b>					
1) Project Description with narrative summary of the project proposal, including:	7	General Requirements for Submittal	X	pgs. 9-10	Permanent supportive housing, community building, Energy efficiency (100% solar PV, water conservation measures)
- <i>Potential Locations</i>	7	General Requirements for Submittal	X	pgs. 9-10	
- <i>Site Control Details</i>	7	General Requirements for Submittal	X	pgs. 9-10	
- <i>Project elements / amenities</i>	7	General Requirements for Submittal	X	pgs. 9-10	
2) Summary of the team's design concept, including:	7	General Requirements for Submittal	X	pg. 12; Exhibit B	
- <i>Preliminary site plans</i>	7	General Requirements for Submittal	X	pg. 12; Exhibit B	
- <i>Elevations</i>	7	General Requirements for Submittal	X	Exhibit B	
- <i>Renderings</i>	7	General Requirements for Submittal	X	Exhibit B	
3) Description of how the project will meet the community's housing needs and the City's community development goals.	7	General Requirements for Submittal	X	pg. 13	
<b>Selection Criteria</b>					
Development Team Qualifications <i>Qualified development teams should possess relevant expertise and project experience, including project funding and financing, predevelopment activities (e.g. due diligence, acquisition, design, pro forma analysis), entitlement processing (e.g. CEQA, local design guidelines and development standards, development and construction management,</i>	6	Selection Criteria	X	pgs. 3-5	
<i>and, if applicable, property management. Qualified development teams should also possess a working understanding of state laws governing the dissolution of redevelopment agencies, including legislation affecting the expenditure of housing funds, monitoring requirements, and disposition of former redevelopment agency assets.</i>	6	Selection Criteria	X	pgs. 3-5	

**ATTACHMENT B-1: PROPOSAL CHECKLIST**

**Developer: Self Help Enterprises**

**Project: Santa Fe Commons**

<b>NOFA Requirement</b>	<b>NOFA Page</b>	<b>Requirement Type</b>	<b>Included?</b>	<b>Location in Proposal</b>	<b>RSG Review Notes</b>
Financial Capacity & Capability <i>Qualified development teams should demonstrate an ability to secure and leverage equity, lending, tax credits, and/or other public and private funding sources for predevelopment and development of a high-quality project (e.g. equity, loans, grants, tax credits).</i>	6	Selection Criteria	X	pgs. 8-9	
Alignment with Community Goals <i>Qualified development teams should have a clear grasp of the City's vision, goals, and policies for housing and economic development, and possess the ability to execute the development of an affordable housing project that is aligned with the vision, goals, and policies set forth in the 2015-2023 Housing Element. As stated in this NOFA, the City is seeking community development partners that can demonstrate experience in affordable housing and will give preference to permanent supportive housing.</i>	6-7	Selection Criteria	X	pg. 13	
Project Readiness & Economic Viability <i>Qualified development teams should demonstrate the financial and organizational capacity to carry out predevelopment and development activities within reasonable timeframes of a performance schedule. A firm understanding of the development process and requirements in the City of Tulare indicates project readiness.</i>	7	Selection Criteria	X	pgs. 8-9	
Project Eligibility & Affordability <i>Qualified development teams should demonstrate the financial and organizational capacity to carry out predevelopment and development activities within reasonable timeframes of a performance schedule. A firm understanding of the development process and requirements in the City of Tulare indicates project readiness.</i>	7	Selection Criteria	X	pgs. 3-9	



**ATTACHMENT B-2: PROPOSAL CHECKLIST**

Developer: Lighthouse Rescue Mission

Project: Tulare Cottage Courtyards (Tulare Cross Village, Tulare Patio Town, Tulare Mountain View)

NOFA Requirement	NOFA Page	Requirement Type	Included?	Location in Proposal	RSG Review Notes
<b>Letter of Interest</b>					
Introduces Development Team	6	General Requirements for Submittal	X	Statement of Qualifications; pg. 5	
Identifies Project Manager	6	General Requirements for Submittal	X	Letter of Interest	
Identifies Potential Development Partners	6	General Requirements for Submittal	X	Statement of Qualifications; pg. 8	Applicant is developer.
Identifies Potential Service Providers	6	General Requirements for Submittal	X	Statement of Qualifications; pg. 8 & 19 (b)	Management/Operations are identified as self, Lighthouse Rescue Mission.
Identifies Primary Contact Person for the Development Team	6	General Requirements for Submittal	X	Letter of Interest	
- Name	6	General Requirements for Submittal	X	Letter of Interest	
- Title	6	General Requirements for Submittal	X	Letter of Interest	
- Address	6	General Requirements for Submittal	X	Letter of Interest	
- E-Mail	6	General Requirements for Submittal	X	Letter of Interest	
- Phone	6	General Requirements for Submittal	X	Letter of Interest	
<b>Statement of Qualifications</b>					
1) Overview of Development Entity	7	General Requirements for Submittal	X	Statement of Qualifications; pg. 2	
2) Identification/description of Equity partners	7	General Requirements for Submittal	PARTIALLY INCLUDED	Project Description, pg. 8	Identifies Cornerstone Industries as Housing Developer does not describe partnership or firm
3) Biographies of team members	7	General Requirements for Submittal	X	Statement of Qualifications; pg. 5-6	
- Including roles/assignments	7	General Requirements for Submittal	X	Statement of Qualifications; pg. 5-6	
4) Profiles of recent relevant projects completed in the past 5 years , with public agency references and staff contact information, including:	7	General Requirements for Submittal	PARTIALLY INCLUDED	Statement of Qualifications; pg. 13	Briefly describes similar housing development with Kings Gospel Mission
- Scope	7	General Requirements for Submittal	NOT INCLUDED	Statement of Qualifications; pg. 13	
- Location	7	General Requirements for Submittal	PARTIALLY INCLUDED	Statement of Qualifications; pg. 13	
- Construction Value	7	General Requirements for Submittal	PARTIALLY INCLUDED	Statement of Qualifications; pg. 13	
- Price/Rent Ranges	7	General Requirements for Submittal	NOT INCLUDED	Statement of Qualifications; pg. 13	
- Funding Sources	7	General Requirements for Submittal	NOT INCLUDED	Statement of Qualifications; pg. 13	
- Development Team	7	General Requirements for Submittal	NOT INCLUDED	Statement of Qualifications; pg. 13	

**ATTACHMENT B-2: PROPOSAL CHECKLIST**

**Developer: Lighthouse Rescue Mission**

**Project: Tulare Cottage Courtyards (Tulare Cross Village, Tulare Patio Town, Tulare Mountain View)**

NOFA Requirement	NOFA Page	Requirement Type	Included?	Location in Proposal	RSG Review Notes
5) Documentation of the team's financial capacity and ability to undertake the proposed project	7	General Requirements for Submittal	PARTIALLY INCLUDED	Statement of Qualifications; pg. 7	The "Financial Stability" portion of the project states assets, reserves, annual operating budget, and pledged grants receivable.
<b>Conceptual Site Proposal</b>					
1) Project Description with narrative summary of the project proposal, including:	7	General Requirements for Submittal	PARTIALLY INCLUDED		
- <i>Potential Locations</i>	7	General Requirements for Submittal	PARTIALLY INCLUDED	Statement of Qualifications; pg. 9	Site location "TBD" for two out of three proposed projects.
- <i>Site Control Details</i>	7	General Requirements for Submittal	X	Statement of Qualifications; pg. 9	Site control for one out of three projects (Tulare Cross Village).
- <i>Project elements / amenities</i>	7	General Requirements for Submittal	X	Statement of Qualifications; pgs. 16, 19 (i)(m)	
2) Summary of the team's design concept, including:	7	General Requirements for Submittal			
- <i>Preliminary site plans</i>	7	General Requirements for Submittal	X	Statement of Qualifications; pg. 10	
- <i>Elevations</i>	7	General Requirements for Submittal	NOT INCLUDED		
- <i>Renderings</i>	7	General Requirements for Submittal	X	Statement of Qualifications; pg. 10	
3) Description of how the project will meet the community's housing needs and the City's community development goals.	7	General Requirements for Submittal	X	Statement of Qualifications; pg. 17-18	
<b>Selection Criteria</b>					
Development Team Qualifications <i>Qualified development teams should possess relevant expertise and project experience, including project funding and financing, predevelopment activities (e.g. due diligence, acquisition, design, pro forma analysis), entitlement processing (e.g. CEQA, local design guidelines and development standards, development and construction management, and, if applicable, property management. Qualified development teams should also possess a working understanding of state laws governing the dissolution of redevelopment agencies, including legislation affecting the expenditure of housing funds, monitoring requirements, and disposition of former redevelopment agency assets.</i>	6	Selection Criteria	X	Statement of Qualifications; pg. 6	
Financial Capacity & Capability <i>Qualified development teams should demonstrate an ability to secure and leverage equity, lending, tax credits, and/or other public and private funding sources for predevelopment and development of a high-quality project (e.g. equity, loans, grants, tax credits).</i>	6	Selection Criteria	NOT INCLUDED	Statement of Qualifications; pg. 7	The "Financial Stability" portion of the project states assets, reserves, annual operating budget, and pledged grants receivable.
	6	Selection Criteria	NOT INCLUDED	Statement of Qualifications; pg. 7	

**ATTACHMENT B-2: PROPOSAL CHECKLIST**

**Developer: Lighthouse Rescue Mission**

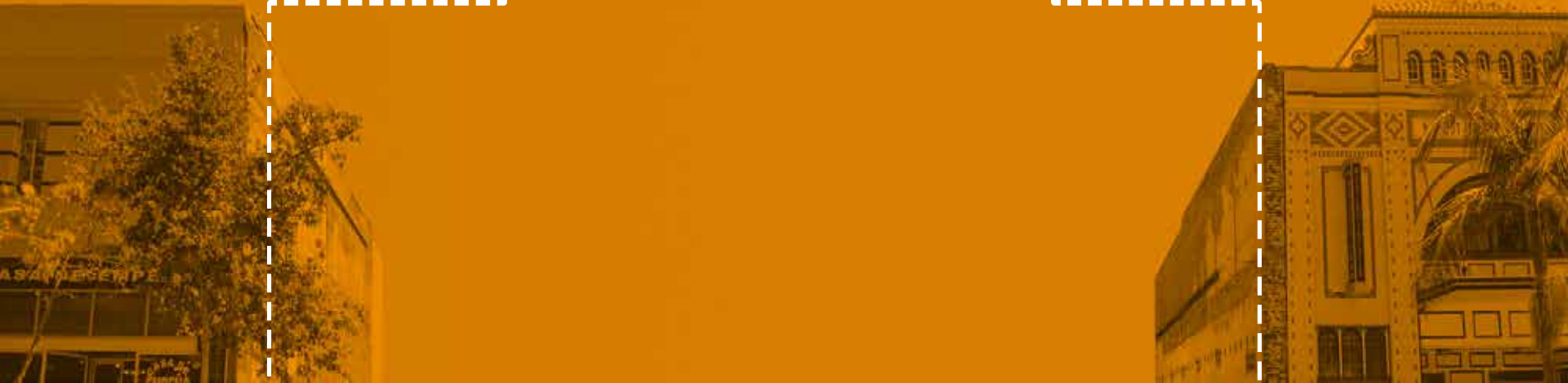
**Project: Tulare Cottage Courtyards (Tulare Cross Village, Tulare Patio Town, Tulare Mountain View)**

NOFA Requirement	NOFA Page	Requirement Type	Included?	Location in Proposal	RSG Review Notes
Alignment with Community Goals <i>Qualified development teams should have a clear grasp of the City's vision, goals, and policies for housing and economic development, and possess the ability to execute the development of an affordable housing project that is aligned with the vision, goals, and policies set forth in the 2015-2023 Housing Element. As stated in this NOFA, the City is seeking community development partners that can demonstrate experience in affordable housing and will give preference to permanent supportive housing.</i>	6-7	Selection Criteria	X	Statement of Qualifications; pg. 17	Application explains how Lighthouse's development aligns with the following goals from the City of Tulare Housing Element 2015-2023: - Goal A: Policy A-2 - Goal B: Policies B-2 and B-3; and Action Plan 6 - Goal C: Policies C-1 and C-3; and Implementation Program C-2.
	6-7	Selection Criteria	X	Statement of Qualifications; pg. 17	
Project Readiness & Economic Viability <i>Qualified development teams should demonstrate the financial and organizational capacity to carry out predevelopment and development activities within reasonable timeframes of a performance schedule. A firm understanding of the development process and requirements in the City of Tulare indicates project readiness.</i>	7	Selection Criteria	PARTIALLY INCLUDED	Statement of Qualifications; pg. 11	Developer illustrates project timeline.
	7	Selection Criteria	PARTIALLY INCLUDED	Statement of Qualifications; pg. 11	
Project Eligibility & Affordability <i>Qualified development teams should demonstrate the financial and organizational capacity to carry out predevelopment and development activities within reasonable timeframes of a performance schedule. A firm understanding of the development process and requirements in the City of Tulare indicates project readiness.</i>	7	Selection Criteria	PARTIALLY INCLUDED	Statement of Qualifications; pg. 12	Provides estimated development cost summary and breakdown of unit types & numbers at various affordability limits.
	7	Selection Criteria	PARTIALLY INCLUDED	Statement of Qualifications; pg. 12	



# Tulare Housing Asset Fund NOFA Proposal Review and Recommendations

Tulare City Council  
December 15, 2021





# Background

Funding Source and Permitted Use



## Housing Asset Fund NOFA

### Funding Source & Background



Housing Successor Agency formed  
in 2012



\$1.5 million in Housing Asset  
Funds



Restricted for homeless prevention  
and affordable housing



Must be encumbered by June 30,  
2021 or give up funds to HCD

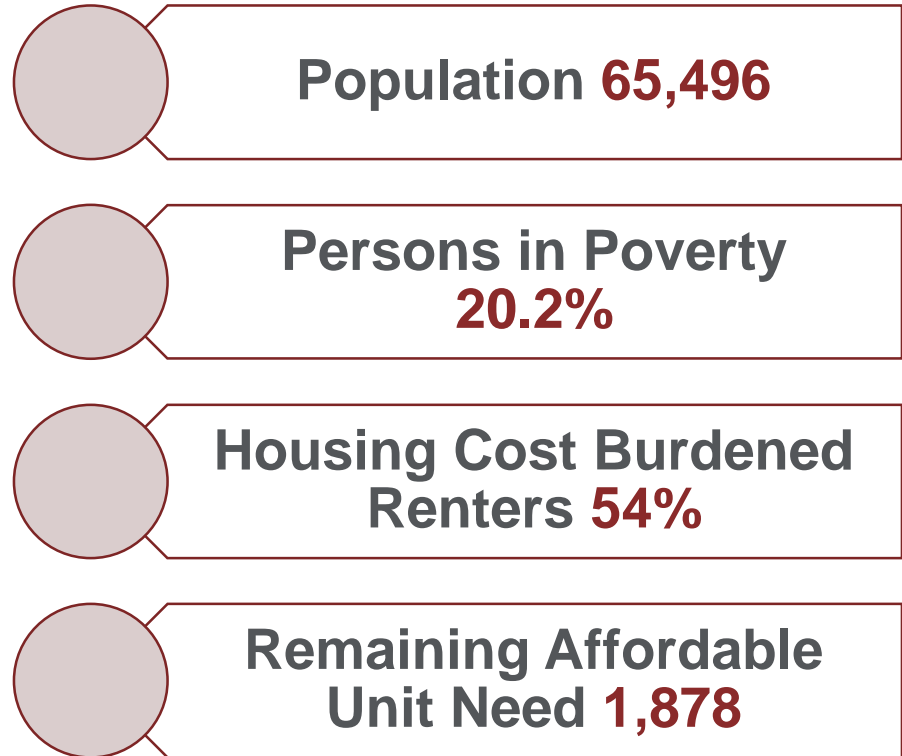


\$1 Million NOFA for Affordable  
Permanent Supportive Housing



## Tulare Housing Needs

By the Numbers



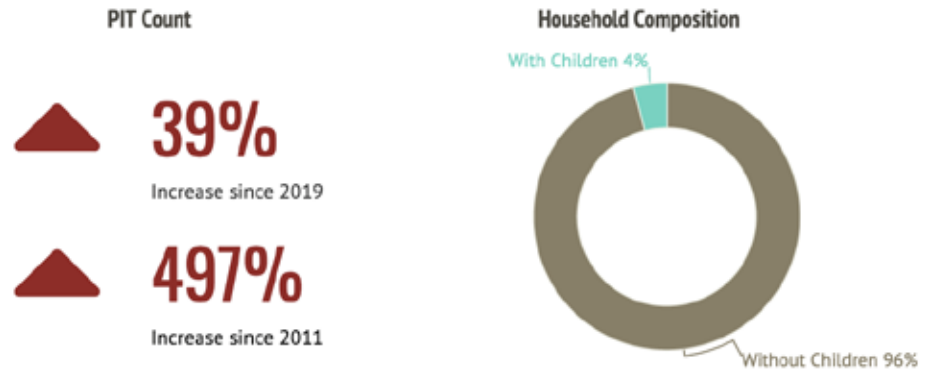
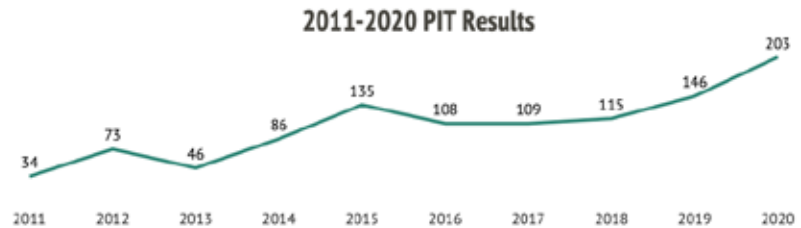


# Tulare Homeless Population

2020 Point-In-Time Survey  
Kings/Tulare Homeless Alliance

**203 people experiencing homelessness**

123 people are chronically homeless



Source: Data and graphics from Kings/Tulare Homeless Alliance



# Tulare Homeless Population

2020 Point-In-Time Survey

Kings/Tulare Homeless Alliance



190

People slept in an unsheltered location



11

People are veterans



13

People slept in an emergency shelter



107

People have a disability



0

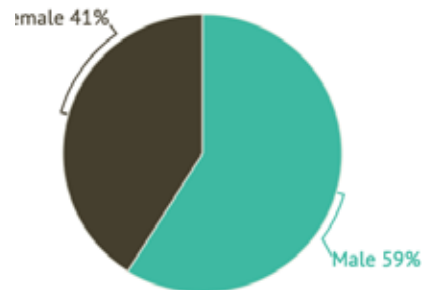
People slept in transitional housing



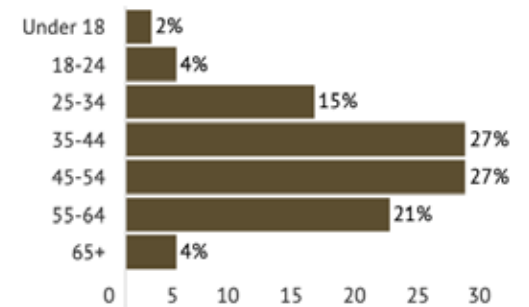
10

Unaccompanied Youth

Gender



Age





# NOFA Priorities

## Meet Legal Restrictions and Local Need

Funds restricted for affordable housing development

At least 30% must assist extremely low income rental households

2020 Annual Income Limit:

\$14,700 for one-person household

\$26,200 for four-person household

## Priority for Permanent Supportive Housing (PSH)

Houses formerly homeless

Provides wraparound social services such as job training

Reduces public cost associated with crisis services

Breaks the cycle of homelessness



# NOFA Proposals

Self-Help Enterprises

Lighthouse Rescue Mission



# Self-Help Enterprises Santa Fe Commons



1 CONCEPT SITE PLAN  
SCALE 1" = 100'

Representative Project and  
Concept Site Plan



# Lighthouse Rescue Mission Tulare Cottage Courtyards



Building Elevations and  
Site Plan for Sites 2 and 3



# Developer Experience

	<b>Self-Help</b>	<b>Lighthouse</b>
Founded	1965 (55 Years)	2004 (16 years)
Headquarters	Visalia	Tulare
Affordable Housing Development Experience	<p>37 rental communities, including 2 PSH projects</p> <p>1,618 units</p> <p>Over 6,400 families assisted by mutual self-help program throughout San Joaquin Valley</p>	<p>One affordable housing project</p> <p>Operates homeless shelters (20 beds) and room &amp; board (26 spots)</p> <p>Provides homeless services</p>
Assets & Operating Budget	<p>\$40.8 million in assets</p> <p>\$28.0 million in annual revenues</p> <p>\$26.9 million in annual expenses</p>	<p>\$868,015 in assets</p> <p>\$600,000 annual operating budget</p>



# Development Overview

	<b>Self-Help</b>	<b>Lighthouse</b>
Site Location	537 N. West Street	444 E. Cross Street + Two sites to be determined
Site Control	Has Purchase and Sale Agreement to purchase site	Owns one site Proposes leasing City land for two sites
Total Units by Income Level	120 Units 36 PSH units @ ext. low 60 units @ very low 22 units @ low 2 manager units Broken into two 60-unit phases on single property	90 PSH units 36 @ ext. low 36 @ very low 18 @ low Broken into 3 phases on scattered sites



# Design Concept & Timeline

	<b>Self-Help</b>	<b>Lighthouse</b>
<b>Design</b>	<p>Multifamily community</p> <p>20 buildings with 6 units each and tuck under parking</p> <p>Equal mix of 1 to 3-bedroom units</p> <p>Community rooms with kitchen, computer lab, recreational areas</p>	<p>90 factory-built manufactured homes (576 s.f.) with kitchenettes and ADA bathrooms</p> <p>Scattered across 3 sites</p> <p>All 2-bedroom units</p> <p>Office/clubhouse offering support services</p>
<b>Timeline</b>	<p>Phase 1: March 2022-2023</p> <p>Phase 2: March 2023-2024</p>	<p>Three sites with phased openings within 8 months of each other</p> <p>Fully established services within a year</p>





# Supportive Services

	<b>Self-Help</b>	<b>Lighthouse</b>
PSH Services	2 on-site property managers living on-site Job training Health and medical services Financial training Homebuyer education	Full-time staff and 24-hour property management (no manager units) Job placement Mental health services Peer-support
Partners	Kings Tulare Homeless Alliance Tulare County Health & Human Services and Homeless Initiative Program Family Healthcare Network Clinic Community Services Employment Training (CSET) Mogavero Architects Always with Integrity Property Management	Cornerstone Industries (developer, same CEO)



# Development Financing

	<b>Self-Help (Phase 1 Only)</b>	<b>Lighthouse</b>
Permanent Financing	City \$1,000,000	City \$1,725,000
	Perm Loan \$1,263,700	<i>Housing Successor \$1,000,000</i>
	Deferred Dev Fee \$49,077	<i>Impact Fee Waiver \$225,000</i>
	Perm Housing Alloc \$1,910,598	<i>Land Loan \$500,000</i>
	NPLH \$3,624,214	Deferred Dev Fee \$18,750
	NeighborWorks \$600,000	HCD TOD Grant \$841,742
	GP Equity \$1,000	Commercial CRA Loan \$3,000,000
	<u>9% Tax Credits \$14,073,151</u>	Tax Credit Equity \$2,907,630
	<b>Total \$22,521,739</b>	<u>Operations Income \$481,059</u>
	(\$375,362 per unit)	<b>Total \$8,974,181</b>
		(\$99,713 per unit)



# Strengths and Weaknesses

	<b>Self-Help</b>	<b>Lighthouse</b>
<b>Strengths</b>	<p>Met all NOFA requirements</p> <p>Reasonable development cost and City contribution</p> <p>Has site control of entire site</p> <p>Meets Housing Asset Fund legal requirements</p> <p>Sustainable design elements</p> <p>Demonstrated experience financing, developing, and operating affordable rental housing, including PSH</p> <p>Excellent financial capacity and financially solvent.</p> <p>Competitive for State tax credits</p>	<p>Has site control for 1 of 3 sites</p> <p>Lower development cost</p> <p>Faster development timeline</p> <p>Meets Housing Asset Fund legal requirements</p> <p>Sustainable design elements</p>



# Strengths and Weaknesses

	<b>Self-Help</b>	<b>Lighthouse</b>
<b>Weaknesses</b>	<p>Unlikely that City would be repaid if assistance structured as a loan</p> <p>Negative cash flow between 15-20 years; commonly addressed through refinancing</p>	<p>Limited experience financing, developing, and operating affordable rental housing, including PSH</p> <p>Higher City assistance amount</p> <p>Does not have complete site control (2 sites TBD proposing City lease)</p>
<b>Key Differences</b>	<p>Multifamily apartment complex with 1 to 3-bedroom units</p> <p>24-hour management that live on-site</p>	<p>Factory-built manufactured homes with 576 s.f. 2-bedroom units</p> <p>Initial emergency shelter phase option w/ sleeping units only (no in-unit kitchen/bath)</p> <p>24-hour management that live off-site</p>



## Enter Into Agreements with Self-Help

## Recommended Next Steps

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Demonstrated greater experience with PSH development

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Successful track record of obtaining competitive gap financing sources

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Proposing greater number of units with less City assistance

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Enter into Development and Loan Agreements

---

Can structure City assistance as a residual receipt loan or grant

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Return to City Council at later date with agreements for consideration



## Vaccinate Tulare

Together we can end the pandemic.

### COVID-19 Vaccine Information

Updated January 7, 2021

*COVID-19 vaccine information is evolving rapidly as planning for mass vaccinations is underway. This page provides emerging information and may change rapidly. Please check this page often for updates. To view the entire CDC page with the most up-to-date information regarding the COVID-19 vaccine, visit the **CDC's COVID-19 Vaccine webpage** (<https://www.cdc.gov/coronavirus/2019-ncov/vaccines/index.html>).*

**COVID-19 Vaccine for the Medical Community and Health Providers visit: COVID-19 Vaccine Information for Health Care Providers** (<https://tchhsa.org/eng/index.cfm/public-health/covid-19-in-tulare-county/covid-19-vaccine-info-for-health-care-providers/>)

## **Interested in getting the COVID-19 Vaccine? (<http://arcg.is/0KKez4>)**

Fill out the Tulare County COVID Vaccine Interest Form to sign up for updates on vaccine availability and notifications on when and where you can get vaccinated. Fill out the interest form today at: <https://arcg.is/0KKez4> (<https://arcg.is/0KKez4>)

The COVID-19 vaccine is in very limited supply, however your submissions will assist Tulare County Public Health plan for distribution as vaccine supply increases.

## **COVID-19 Vaccine and Distribution in Tulare County**

A safe and effective COVID-19 vaccine will be one of the most important tools to end the COVID-19 pandemic. Vaccine safety is a top priority. The U.S. vaccine safety system ensures that all vaccines are as safe as possible. Learn how the federal government is working to ensure the safety of COVID-19 vaccines (<https://www.cdc.gov/coronavirus/2019-ncov/vaccines/safety.html>).

California is planning to distribute and administer vaccines as quickly as possible. Vaccination of priority groups in Phase 1A will continue through January and February. COVID-19 vaccines are expected to be available for the general public in the Spring of 2021. This timeline will be adjusted as the Public Health Department learns more.

Initially vaccine supply will be very limited. California is making sure that these supplies are distributed and administered equitably. At first, vaccines will be provided to **healthcare workers and long-term care residents** in accordance with the **CDPH Allocation Guidelines for COVID-19 Vaccine During Phase 1A** (<https://www.cdph.ca.gov/Programs/CID/DCDC/Pages/COVID-19/CDPH-Allocation-Guidelines-for-COVID-19-Vaccine-During-Phase-1A-Recommendations.aspx>).

## VACCINATING NOW

**PHASE 1A** Persons at risk of exposure to SARS-CoV-2 through their work in any role in direct health care or long-term care settings.

### TIER 1

- Acute care, psychiatric, and correctional facility hospital staff
- Skilled nursing facilities, assisted living facilities, special needs group living equivalent
- Paramedics, EMTs, and others providing emergency medical services
- Dialysis centers
- Residents in long-term care settings
- Staff of residential and inpatient substance abuse disorder treatment and mental health facilities

### TIER 2

- Intermediate care facilities staff
- Home health care and in-home supportive services
- Community health workers, including promotoras
- Public health field staff
- Primary care clinics, including federally qualified health centers, rural health centers, correctional facility clinics, and urgent care clinics

### TIER 3

- Specialty clinics (i.e., optometry, cardiology, neurology, outpatient, surgery, physical therapy, etc.)
- Laboratory workers
- Dental and other oral health clinics
- Pharmacy staff not working in settings at higher tiers
- Mortuary service industry

## VACCINATING NEXT

### PHASE 1B

- Persons aged 75 years and older
- Frontline essential workers

### PHASE 1C

- Persons ages 65 to 74 years
- Other essential workers
- Persons ages 16 to 64 years with high-risk medical conditions

01/06/2021

## Qualify to receive a COVID-19 Vaccine in Phase 1A?

Register to get vaccinated at: <https://covid19.tularecounty.ca.gov/covid-19-vaccine/tulare-county-covid-19-vaccine-phase-1a/> (<https://covid19.tularecounty.ca.gov/covid-19-vaccine/tulare-county-covid-19-vaccine-phase-1a/>)

Learn more about COVID-19 vaccine distribution on the California COVID-19 Response website (<https://covid19.ca.gov/vaccines/>). For Frequently Asked Questions for COVID-19 Vaccination, visit the CDC's COVID-19 Vaccine FAQs webpage (<https://www.cdc.gov/coronavirus/2019-ncov/vaccines/faq.html>).



## Benefits of Getting a COVID-19 Vaccine

*Below is a summary of the benefits of COVID-19 vaccination based on what we currently know.*

### COVID-19 Vaccination Benefits

- Based on what we know about vaccines for other diseases, experts believe that getting a COVID-19 vaccine may help keep you from getting seriously ill even if you do get COVID-19.
- COVID-19 vaccines are being carefully evaluated in clinical trials and will be authorized or approved only if they make it substantially less likely you'll get COVID-19.
- Getting vaccinated may also protect people around you, particularly people at increased risk for severe illness from COVID-19.
  - For more information about people at increased risk, please visit the CDC's COVID-19 Extra Precautions webpage (<https://www.cdc.gov/coronavirus/2019-ncov/need-extra-precautions/index.html>).
- Experts continue to conduct more studies about the effect of COVID-19 vaccination on severity of illness from COVID-19, as well as its ability to keep people from spreading the virus that causes COVID-19.

### Getting the COVID-19 Vaccine

- COVID-19 can have serious, life-threatening complications, and there is no way to know how COVID-19 will affect you. And if you get sick, you could spread the disease to friends, family, and others around you.
  - For more information about symptoms, visit the CDC's COVID-19 Symptoms webpage (<https://www.cdc.gov/coronavirus/2019-ncov/symptoms-testing/symptoms.html>).
- Clinical trials of COVID-19 vaccines must first show they are safe and effective before any vaccine can be authorized or approved for use. The known and potential benefits of a COVID-19 vaccine must outweigh the known and potential risks of the vaccine for use under what is known as an Emergency Use Authorization (EUA).
  - See video: What is an EUA? (<https://www.youtube.com/watch?app=desktop&v=iGkwaESsGBQ>)
- Getting COVID-19 may offer some natural protection, known as immunity. Experts do not know how long this protection lasts, and the risk of severe illness and death from COVID-19 far outweighs any benefits of natural

immunity. COVID-19 vaccination will help protect you by creating an antibody response without having to experience sickness.

- Both natural immunity and immunity produced by a vaccine are important aspects of COVID-19 that experts are trying to learn more about, and CDC will keep the public informed as new evidence becomes available.

### **What to Expect at your COVID-19 Vaccination Appointment (<https://www.cdc.gov/coronavirus/2019-ncov/vaccines/expect.html>)**

- You should receive a fact sheet that tells you more about the vaccine that you are getting.
- You should receive a vaccination card or print out that tells you which vaccine you received, the date you received, and where you received it.
- If this is your first shot, you should be told what date you need to come back to get your second shot. Both shots are needed to be protected.
- You should receive information regarding V-safe (<https://www.cdc.gov/coronavirus/2019-ncov/vaccines/safety/vsafe.html>), a free, smartphone-based tool that uses text messaging and web surveys to provide free, personalized health check-ins after you receive your vaccination. It will also remind you to get your second dose.
- Some people may experience mild side effects. This is an indication that your immune system is responding to the vaccine. You should still get your second dose unless your vaccination provider or doctor tells you otherwise.

**Been vaccinated?** Enroll in CDC's After Vaccination Health Checker: V-safe (<https://www.cdc.gov/coronavirus/2019-ncov/vaccines/safety/vsafe.html>). V-safe is a free, smartphone-based tool that uses text messaging and web surveys to provide free, personalized health check-ins after you receive your vaccination.

**Want a free text reminder for your second dose?** Use VaxText (<https://www.cdc.gov/vaccines/covid-19/reporting/vaxtext/index.html>)! Text ENROLL to 1-833-VaxText (829-8398). VaxText will send a text reminder for your second dose. Available in English and Spanish.

### **Stopping the Pandemic**

- Wearing masks and social distancing help reduce exposure to the virus or spreading it to others, but these measures are not enough. Vaccines will work with your immune system so it will be ready to fight the virus if you are exposed.
- The combination of getting vaccinated and following CDC's recommendations to protect yourself and others will offer the best protection from COVID-19.

- For more information on how to protect yourself and others, visit the CDC's COVID-19 Prevention webpage (<https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/prevention.html>).
- Stopping a pandemic requires using all the tools we have available. As experts learn more about how COVID-19 vaccination may help reduce spread of the disease in communities, CDC will continue to update the recommendations to protect communities using the latest science.

## COVID-19 Vaccine Information and Resources

- Facts about COVID-19 Vaccines (<https://www.cdc.gov/coronavirus/2019-ncov/vaccines/vaccine-benefits/facts.html>)
- Understanding how COVID-19 Vaccines work ([https://www.cdc.gov/coronavirus/2019-ncov/vaccines/different-vaccines/how-they-work.html?CDC\\_AA\\_refVal=https%3A%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fvaccines%2Fabout-vaccines%2Fhow-they-work.html](https://www.cdc.gov/coronavirus/2019-ncov/vaccines/different-vaccines/how-they-work.html?CDC_AA_refVal=https%3A%2Fwww.cdc.gov%2Fcoronavirus%2F2019-ncov%2Fvaccines%2Fabout-vaccines%2Fhow-they-work.html))
- Vaccine Development – 101 (<https://www.fda.gov/vaccines-blood-biologics/development-approval-process-cber/vaccine-development-101>)
- Vaccine Adverse Event Reporting System (VAERS) (<https://vaers.hhs.gov/>)
- COVID-19 Vaccination Planning (<https://www.cdph.ca.gov/Programs/CID/DCDC/Pages/COVID-19/COVID-19Vaccine.aspx>)
- COVID-19 vaccines and severe allergic reactions (<https://www.cdc.gov/coronavirus/2019-ncov/vaccines/safety/allergic-reaction.html>)
- COVID-19 Vaccination Considerations – Underlying Medical Conditions (<https://www.cdc.gov/coronavirus/2019-ncov/vaccines/recommendations/underlying-conditions.html>)

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**Contact Info**

**c** Contact Us (<https://tularecounty.ca.gov/county/index.cfm/contact/>)

**Mission and Vision**

To provide the residents of Tulare County with quality services to improve and sustain the region's safety, economic well-being, and quality of life. Tulare County government strives to earn the trust, respect, and support of its residents through collaboration, fair, and effective service.



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