

2025 Proposal for Affordable Housing for the City of Oxford, Ohio

Submitted by:



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Description of Firm(s) and Key Professionals

Homefull

Homefull is a nonprofit organization based in Dayton, Ohio, with almost 40 years of experience addressing homelessness and housing insecurity through a comprehensive approach that combines housing, supportive services, and economic empowerment. Originally founded as a small emergency shelter, Homefull has grown into a leading organization in Ohio, managing multiple housing programs, shelter operations, and community outreach initiatives throughout the state.

Homefull has expanded services into economic empowerment through food access programs, including the recently opened Homefull Gettysburg Grocery, which provides affordable, healthy food options to the community while creating employment opportunities.

Homefull has significant experience in developing and managing Low-Income Housing Tax Credit (LIHTC) projects, which support the creation of affordable housing for individuals and families in need. We play a key role in property management, ensuring that affordable housing units are well-maintained, safe, and accessible for residents. Our expertise in LIHTC development allows us to create long-term, sustainable housing solutions while integrating supportive services to help residents achieve stability. Homefull works closely with local governments, law enforcement, healthcare providers, and community organizations to create coordinated responses to homelessness. With a strong track record of securing and managing public and private funding, Homefull has successfully implemented large-scale housing initiatives that integrate housing with employment and supportive services, making Homefull a vital partner in addressing homelessness and promoting long-term stability in Ohio.

Tina Patterson President and CEO Homefull

Tina has over 30 years nonprofit administration experience. Tina is a visionary leader who works tirelessly to achieve the agency's vision of a community where there is no homelessness. Homefull is located in Dayton Ohio and provides services throughout 19 counties in the Western part of Ohio along with Columbus Franklin County.

Under her guidance, Homefull has expanded its focus from simply serving the immediate needs of the unhoused to become a proactive organization that focuses on implementing strategies to end homelessness by addressing the systemic issues of poverty. Her guiding philosophies of dignity and respect for all resonates throughout Homefull. Tina's vision for creating a community where there is no homelessness is never more transparent than Homefull's signature project on the Healthy Living Campus in West Dayton. This transformative community project exemplifies her leadership while infusing an underserved region with affordable housing, access to food and healthcare and also creating livable wage jobs.

Homefull, under Tina's leadership, also provides technical assistance, consultation and training to communities, organizations, governmental entities and providers throughout the country. She is considered an expert leader in the country on housing and homelessness. Tina's areas of expertise

include capital campaigns, grant writing, fundraising, program operations, performance improvement, accreditation readiness, direct care, Continuum of Care development and programs, affordable housing development, and Board structure and dynamics along with nonprofit strategy development.

County Corp

County Corp is a nonprofit organization based in Montgomery County, Ohio, dedicated to strengthening communities through affordable housing, homeownership support, economic development, and neighborhood revitalization. With decades of experience, County Corp provides critical resources to individuals, families, and businesses to promote stability and long-term growth in the region.

County Corp develops, manages, and rehabilitates affordable housing properties to ensure that low- and moderate-income residents have access to safe and stable housing. County Corp has extensive experience in Low-Income Housing Tax Credit (LIHTC) projects, helping to finance and sustain high-quality, affordable rental housing throughout the county. Our property management services focus on maintaining and operating these housing developments to provide long-term solutions for residents in need.

Through the Homeownership Center of Greater Dayton, County Corp supports first-time homebuyers and homeowners by offering financial counseling, homebuyer education, and down payment assistance. The organization also provides home repair and rehabilitation programs to improve the safety and efficiency of existing housing stock, ensuring that families can maintain stable living conditions.

County Corp works closely with local governments, private investors, and community organizations to drive neighborhood revitalization efforts. Their initiatives include developing new affordable housing units, improving infrastructure, and implementing strategies that foster economic resilience. Through strategic collaborations, County Corp helps address systemic challenges related to housing affordability and economic disparity in Montgomery County.

With a strong track record in housing development, financial assistance, and economic growth, County Corp remains a vital partner in building stronger, more resilient communities across the region.

Adam Blake: VP of Housing County Corp

For over 20 years Adam Blake has worked to provide affordable, safe housing for the residents of the greater Dayton Ohio area. Adam has served as a Housing Development Manager and currently as Vice President of Housing for County Corp, a non-profit affordable housing provider. His main responsibilities include managing the various housing programs and housing staff for the organization. Adam has managed the development of over 700 units of affordable housing in the community. County Corp acts as a non-profit development partner for various affordable housing developments in the area including River Commons, the largest permanent supportive housing development in Montgomery County. County Corp houses the Montgomery County Land Bank, the Homeownership Center of Greater Dayton and provides various services to residents and the community. Currently Adam serves on the Montgomery County Office of Ex-Offender Re-Entry Housing Committee, the Montgomery County Housing Advisory Board, the City of Dayton Community Advisory Board, is the Affordable Housing co-chair for the Dayton Community Reinvestment Coalition and serves as President of the Ohio Conference on Community Development.

Oberer

The Oberer Companies have operated as a full-service real estate organization for over seventy years. The family of companies, including Oberer Development Co., Oberer Residential Construction, Ltd., Innovative Housing Solutions, Ltd., Greater Dayton Construction, Ltd, and Oberer Realty Services, Ltd. (DBA Oberer Management Company), provide a variety of services and have experience in planning, infra-structure improvements, general construction management, fire restoration, residential and commercial renovation, single family construction, multi-family construction, and property management. Over its 70 years of existence Oberer member companies have developed over 5,000 housing units in the Dayton area.

Oberer Residential Construction, LTD

Oberer Residential Construction, LTD and Oberer Development Co. (Oberer) have more than fifty years of experience in developing, constructing and managing affordable housing. Over these years, Oberer has built relationships with the Ohio Housing Finance Agency (OHFA), the U.S. Department of Housing and Urban Development (HUD), US Department of Rural Housing Development (USDA) and several local housing development organizations. Oberer has served as a developer and or general contractor for the construction or rehabilitation of over 1,300 units of affordable housing, including 25 tax credit projects in the State of Ohio.

Robert M. McCann, CPA, Chief Financial Officer Oberer Companies

Bob serves as Chief Financial Officer and is a Principal of the Oberer Companies affiliate network of operating companies based in Dayton, Ohio. In this capacity he is responsible for all financial reporting, tax compliance, financial management of the company's operations and the development of affordable housing. He is the partner in charge of the residential property management division and human resources.

Bob has been with Oberer Companies for more than thirty years during which he has served as a principal on development teams which have created: more than 1,500 multi-family units, 1.5 million sq. ft. of retail and office space, 3,000+ single family buildings sites and has closed in excess of \$600 million in financing.

Bob is a graduate of The Ohio State University with a B.S. Degree in Business Administration and is the proud father of two OSU alumni with one more in process. Bob served as a Combat Engineer in the Ohio Army National Guard. He passed all four parts of the Certified Public Accountants' Exam in November 1990 and he was selected as Dayton Business Journal's CFO of the year in 2010.

Proposal Narrative

- 1. What experience do you have developing affordable housing? List prior projects, the length of time they have been in operation, and partners you work with to operate and maintain the property. (15 points)**
 - a. Provide a list of references of past projects you have completed in the past 7 years:**

The Development Team will be comprised of: Homefull, Inc., County Corp and Oberer Companies with an affiliate of Oberer Companies, Greater Dayton Construction, serving as the general contractor. The members of the development team have worked together on a variety of affordable housing developments over many years. All project partners, Homefull, County Corp, Oberer Companies, and its affiliate Greater Dayton Construction Greater, have extensive experience in the development, design, construction, management and supportive services; and combined create a dynamic team for this project.

County Corp and Oberer Companies will serve as Co-Developers along with project partner Homefull and will be responsible for selecting the design professionals, working with the OASH, the neighborhood and their representative, to arrange the financing and supervising construction of the building. County Corp and Oberer Companies have more than thirty years of experience in successfully partnering in the creation of affordable housing. Homefull will be responsible for the property management and providing supportive services to the residents of the community.

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At Main – 63 units. This community is a cooperative project with County Corp to construct twenty-eight single family homes. The buildings will be located in Trotwood, Ohio. Funding sources include: a first mortgage from Freddie Mac, LIHTC (4%), OHFA HDAP and NHTF funds and local Home Funds

Oberer serves as the General Contractor, Co-Developer and Property Manager. Construction is expected to start in 2025 with completion anticipated in 2026.

Rockdell Villas – 40 units. This is a Permanent Supportive Housing (PSH) project developed with Miami Valley Housing Opportunities and TCN Behavioral Health to serve homeless individuals in Greene County. The Key Terrace is to be located in Fairborn, Ohio. Funding sources include LIHTC (9%), HDAP from OHFA, local ARPA funds and Federal Home Loan Bank. Construction is to start in early 2025 with completion in 2026.

Sr. Village at Valle Greene – 70 units. This community is a cooperative project with St. Mary Development to construct a new three-story building which will be operated as senior housing. The building to be located in Fairborn, Ohio. Funding sources include: a first mortgage from River Hills Bank, LIHTC (9%), OHFA HDAP funds, an AHP award from the Federal Home Loan Bank. Oberer serves as the General Contractor, Co-Developer and Property Manager. Construction will start in 2025 with completion and qualified occupancy achieved in 2026.

Wolf Creek Homes – 28 units. This community is a cooperative project with County Corp to construct twenty-eight single family homes. The buildings will be located in Dayton, Ohio. Funding sources include: a first mortgage from River Hills Bank, LIHTC (9%), OHFA HDAP funds and local ARPA Funds. Oberer serves as the General Contractor, Co-Developer and Property Manager. Construction is expected to start in 2023 with completion anticipated in 2024.

Previous Affordable Housing Experience

Homefull Family Living Center – 34 units. Homefull Family Living Center was a cooperative project with Homefull to renovate an existing family PSH development located in West Dayton, Ohio. Oberer serves as Co-Developer and General Contractor. Homefull is the co-developer, property manager and onsite supportive services provider. The Family Living Center was awarded Housing Tax Credits in 2016 and an Affordable Housing Program award from the Federal Home Loan Bank in 2017 and Montgomery County HOME Funds. Construction on the renovations was completed in 2019.

Brandt Meadows – 55 Units Brandt Meadows was a cooperative development with CountyCorp and Greater Dayton Premier Management. This 55-unit new construction development includes LIHTC (4%), OHFA HDAP funds, and Public Housing Replacement dollars. Oberer served as the General Contractor, Co-Developer and Property Manager. Construction was completed in 2020.

General Franklin - 38 Units General Franklin was a cooperate effort with Miami Valley Housing Opportunities to renovate a 100+ year old dormitory building located on the Veterans Administration Campus in Dayton, OH. The project includes reconfiguring the interior of the building to convert the existing SRO units into full efficiencies with larger kitchens and baths. Funding sources included: LIHTC (9%), OHFA HDAP Funds, RAD Conversion of the HAP Contract, local HOME and CDBG Funds and an AHP award from the Federal Home Loan Bank. Oberer served as Co-Developer and General Contractor. Homefull is the onsite supportive services provider. Construction and was completed in 2021

Restoration Housing – 54 units. Restoration Housing was a cooperative effort with Miami Valley Housing Opportunities, Inc. to renovate seventeen buildings located throughout Montgomery County. Funding sources included: LIHTC (9%), OHFA HDAP Funds, f the HAP Contract, local HOME Funds and an AHP award from the Federal Home Loan Bank. Oberer served as Co-Developer and General Contractor. Construction and was completed in 2021.

River Commons II, which was awarded Housing Tax Credits in the 2009 credit round, is a 83 unit PSH project located in Dayton, OH which was developed in partnership with HomeStart, Inc. and is being managed by Miami Valley Housing Opportunities with Homefull providing onsite supportive services. The building was completed in 2011 and serves as the area's premier supportive housing facility.

Fort McKinley Homes, is a 25-unit lease purchase project located in Harrison Township, a first ring suburb of Dayton. Funded with 4% Housing Tax Credits and Local and State NSP Funds, Fort McKinley Homes addresses blight in a neighborhood that faced foreclosures and high vacancy rates long before the housing crises began for most of the country. Five years after completion all 25 of these homes are still occupied by the original tenants.

Oberer served as developer, general contractor and property manager for Twin Towers Crossing I and II totaling 80 single-family lease purchase homes located on scattered sites. Twin Towers Crossing was completed with the assistance of ARRA TCE funding. The project is 100% occupied and is maintaining an active waiting list. The 80 homes have been very well received by the neighborhood and city and created a significant reduction in the vacancy and crime rates in the East End neighborhood. Oberer Management Services has a neighborhood management office inside the East End Community Services Center and works with the social service provider to meet tenant needs and neighborhood concerns.

Oberer served as developer, general contractor and property manager for Dayton View Commons I, 50 family residences (single family and duplex), located on scattered sites. Dayton View Commons was completed with the assistance of Hope VI funding and local CDBG funds. The project receives rent subsidies through a project-based Section 8 contract and through a Public Housing service agreement with Greater Dayton Premier Management (GDPM). The Dayton View Commons development started the transformation of this neighborhood, which has continued through the Salem Crossings Homeownership initiative, and with the Dayton View Commons II, lease-purchase development.

Dayton View Commons II, which was awarded Housing Tax Credits in the 2010 credit round, is a 35-unit lease-purchase project in the same neighborhood as Dayton View Commons I. Oberer worked with HomeStart, Inc. and GDPM create a third tier of affordable housing that had not been met by the Hope VI redevelopment effort. These homes blended with the redevelopment started in the previous effort and were managed by the same onsite management team that served the previous phases.

Oberer Residential Construction served as general contractor for City Forest of Dayton, 70 single-family homes, located on scattered sites in west Dayton. Members of the Oberer Companies have

constructed over 150 multifamily, duplex and single-family structures in the City of Dayton over the past 5 years.

The Senior Village at Dayton View is a 30-unit senior citizen building located in the Dayton View Neighborhood. Development funding was provided through Housing Tax Credits and Hope VI funding. The project is operated through a Public Housing Assistance contract with GDPM. Completed in 2003, the Senior Village at Dayton View has maintained high occupancy rates and has an active group of residents. Members of the Oberer Companies served as General Partner, Developer, General Contractor and Property Manager.

Landmark Village is a 165-unit preservation project in Fairborn, Ohio. This property was completely renovated and currently maintains a high occupancy rate. The development was funded with the assistance of Housing Tax Credits and is operated through a Project Based Section 8 contract with the US Department of Housing and Urban Development (HUD). Members of the Oberer Companies served as General Partner, Developer, General Contractor and Property Manager.

The Reserve at Monroe Crossings is a 150-unit family-oriented housing tax credit development in Monroe, Ohio. This new development was built with the assistance of a four percent credit and tax-exempt housing bond. Monroe Crossings offers a number of amenities including townhouse style apartments with separate entrances, a club house and swimming pool. Members of the Oberer Companies served as General Partner, Developer, General Contractor and Property Manager.

Whitmore Arms Apartments which were awarded tax credits in 2015 is a 40-unit Section 8 acquisition rehabilitation project was placed in service in late 2016. The project is located in Dayton, OH and was developed in partnership with HomeStart, Inc. Other funding sources included Federal Home Loan Bank and City of Dayton Home Funds. In addition to rehabilitating the development, Oberer is converting the development into a long-term project-based Section 8 contract through the Rental Assistance Demonstration Program (R.A.D.)

The Key Terrace is a Permanent Supportive Housing project developed with Miami Valley Housing Opportunities to serve homeless individuals in Montgomery County. The Key Terrace is located in Kettering, Ohio and was awarded Capital Funded To End Homelessness Initiative (CFEHI) money in 2015 and was financed with the assistance of an award from the Federal Home Loan Bank and a 4% Housing Tax Credits through the Affordable Housing Bond Program. The building was placed in service and fully occupied in 2017.

Sr. Village at Kettering Town Center – 52 units. This community is a cooperative project with St. Mary Development to construct a new three-story building which will be operated as senior housing. The building is located in Kettering, Ohio. Funding sources include: a first mortgage from River Hills Bank, LIHTC (9%), OHFA HDAP funds, local Home Funds, and an AHP award from the Federal Home Loan Bank. Oberer serves as the General Contractor, Co-Developer and Property Manager. Construction was started in 2022 with completion and qualified occupancy achieved in 2024.

Lofts at Kettering Town Center – 51 units. This community is a cooperative project with County Corp to construct a new three-story building which will be operated as family housing. The building in

located in Kettering, Ohio. Funding sources include: a first mortgage from River Hills Bank, LIHTC (9%), OHFA HDAP funds and local Home Funds. Oberer serves as the General Contractor, Co-Developer and Property Manager. Construction was started in 2022 with completion and qualified occupancy achieved in 2024.

References:

Tom Robillard, AICP Planning and Development Director City of Kettering (937) 296-2441 Tom.Robillard@ketteringoh.org

Steven Gondol Director - Planning, Neighborhoods, & Development Department City of Dayton – 371 W Second St - Dayton OH – 45402 937-333-3690 Steven.Gondol@daytonohio.gov

Tawana Jones Director, Community & Economic Development Montgomery County, OH 937-225-5704 Jonest@mcoho.org

Scott Harrold Principal, Spire Development, Inc. 330 W Spring Street, Suite 430 Columbus, Ohio 43215 614-350-0391 x2 scott@livespired.com

2. What type of housing do you propose to construct in our community? Type of housing, number of units, will they be rental or for sale, any

While it would be preferred to avoid the rezoning process, it is the opinion of the development team that a community containing twenty-four units is strongly preferred to the size which is allowed under the current zoning. As the number of units increases, the cost per unit for things like construction, tap fees, utilities, and maintenance decreases. This is because many fixed costs (such as site preparation or shared amenities) are spread over more units, making each unit cheaper to build and maintain. This also applies to operating cost where fixed cost like payroll and lawn care can be spread over more units.

The proposed building would be a two-story wood frame construction with a facade of vinyl with brick accents. The units would be all one-bedroom units of approximately 675 sq. ft. Unit amenities would include Energy Star appliances, central air and mini blinds. The building amenities would include an office for property management, laundry room, a community room and counseling space. All of the units would be rental. No rendering of the building is available at this time.

3. What is your target audience? How do you define affordable housing? How do you select whom you will serve? (10 points)

This project would serve low-income individuals experiencing chronic homelessness or housing instability who also face additional barriers to maintaining housing independently. The target audience includes:

- People experiencing chronic homelessness (long-term or repeated homelessness)

- Individuals with disabilities (mental health conditions, substance use disorders, physical disabilities)
- Veterans facing housing instability
- Low-income individuals who require housing with supportive services
- Older adults who are at risk of homelessness due to fixed incomes or disabilities

Affordable housing is defined as housing that costs no more than 30% of a household’s gross income, including rent and utilities. This PSH project would combine affordable housing with social services. Homefull will follow a fair and needs-based selection process, in coordination with the local Continuum of Care (CoC) organizations and housing assistance programs that work on homelessness response and prevention. Selection is typically based on:

- Vulnerability & Need – Prioritizing individuals with the highest needs using tools like the VI-SPDAT (Vulnerability Index – Service Prioritization Decision Assistance Tool) at entry into the homeless system.
- Housing First Principles – Eliminating barriers to ensure rapid housing placement.
- Coordinated Entry System (CES) – Working with local agencies to match applicants to available housing based on standardized criteria.
- Eligibility Verification – Confirming income level, homelessness status, and need for supportive services.
- Fair Housing Compliance – Ensuring no discrimination based on race, gender, disability, or other protected statuses.

Applicants for Homefull units will be selected from a Butler Metropolitan Housing Authority wait list based on prioritization of need under the Vulnerability Index-SPDAT assessment tool score from COHHIO. The applicants will then be reviewed by the Butler County Coordinated Entry PSH committee to determine prioritization of need based on this vulnerability score. Concurrently, the vulnerable applicants will be entered into the wait list for the Homefull PSH project and awarded preference points based on the Butler County Metropolitan Housing Authority (BMHA) Administrative Plan for this new project.

Individuals who meet the above criteria for PSH will be prioritized based on severity of need through coordinated entry, and the BMHA Administrative Plan for the Homefull project wait list in accordance with the following Preference Points outline:

1. Currently reside in the Talawanda School District.
 - Talawanda School District area’s rural location creates higher risks for homeless persons’ overall safety due to limited access to emergency shelter.
2. Currently reside in Butler County.
 - And meets criteria for chronically homeless with qualifying diagnosis.

4. How is your property managed? What partners do you work with to operate and maintain your property? (10 points)

Homefull will be the property manager and will work with property owner County Corp to provide property management that balances the responsibilities of traditional property management—such as maintenance, safety, and lease enforcement—with a supportive, service-oriented approach that helps residents maintain stable housing. Homefull recognizes that good PSH property management requires strong partnerships between property managers, service providers, and the community to ensure that residents can thrive while maintaining a positive relationship with the neighborhood. Homefull’s approach to effective property management includes the following key components:

- **Housing First Approach**
Prioritizing housing as the foundation for stability, without requiring sobriety or treatment as a precondition. Provides flexible, person-centered support services to help residents remain housed.
- **Onsite Supportive Services**
Offers case management, mental health support, substance use treatment, and job training. Coordinates with local service providers to ensure residents’ needs are met. Housing focused supportive services includes incorporating housing stability in partnership with treatment goals.
- **Trauma-Informed and Resident-Centered Practices**
Recognizes and responds to past trauma experienced by residents. Uses non-punitive approaches to lease enforcement and conflict resolution. Utilizes a Resident Council to give residents a platform to influence decisions impacting their daily lives.
- **Property Oversight & Security Features and Partnerships**
Employs onsite management and supportive services staff to ensure safety and address concerns. Uses security measures like controlled access, cameras, and community engagement.
- **Lease Compliance with Compassionate Enforcement**
Enforces lease agreements fairly while providing support to prevent evictions. Works with residents to resolve issues before they lead to eviction.
- **Community Integration and Good-Neighbor Practices**
Encourages positive relationships with neighbors through outreach and responsiveness. Maintains the property well to ensure it blends into the surrounding community.
- **Sustainable and High-Quality Maintenance**
Keeps properties clean, safe, and well-maintained. Uses preventive maintenance strategies to ensure long-term sustainability.

5. How do you plan to work with the neighborhood in listening to and incorporating any concerns into the site design and operations? (5 points)

Homefull will utilize a collaborative approach to engaging with the neighborhood, to ensure that community concerns are heard and incorporated into the site design and operations of the PSH program. Some key strategies include:

- **Community Meetings & Forums** – Project partners will host public meetings to present plans, gather feedback, and address neighborhood concerns. These sessions will allow residents to voice their opinions and influence the design and operation of the facility.
- **Stakeholder Advisory Groups** – Project partners will establish an advisory group of community members, local business owners, and other stakeholders to provide ongoing input and help shape policies and procedures.

- **Transparent Communication** – Project partners will provide regular updates through newsletters, social media, and community outreach to keep neighbors informed about progress, security measures, and operational plans.
- **Design Considerations** – Project partners will incorporate neighborhood feedback into the building layout, landscaping, and security features to ensure the site integrates well into the community and addresses aesthetic or safety concerns.
- **Operational Policies** – Project partners will address concerns through policies that ensure safety, cleanliness, and responsible tenant behavior, such as responsive property management, security measures, and good-neighbor agreements.
- **Partnerships with Local Services** – Project partners will collaborate with local organizations to provide support services that not only benefit residents of the program but also contribute positively to the neighborhood.
- **Responsive Feedback Mechanisms** – Project partners will create a dedicated point of contact, such as a community liaison, to handle concerns, answer questions, and make ongoing adjustments as needed.

6. What services do you provide along with housing, if any? Describe your partnerships and program models. (10 points)

Project partner Homefull is committed to providing comprehensive housing-focused support services alongside housing to ensure residents achieve and maintain stability. These services are designed to address various aspects of a resident's life, promoting self-sufficiency and community integration. Key services include:

- **Housing Stabilization and Retention:** Assisting individuals in maintaining permanent housing, with ongoing support to prevent a return to homelessness.
- **Behavioral Health Services:** Offering Medicaid-reimbursed behavioral health services, including mental health counseling and substance use treatment, to address underlying issues contributing to housing instability. Also providing housing focused services that focus on good tenancy responsibilities.
- **Employment Assistance:** Providing job training programs and partnerships with community employers to help residents increase their income and achieve financial independence.
- **Healthy Life Initiatives:** Working to eliminate barriers to housing instability by addressing the critical social determinants of health by bringing food and healthy living choices to the communities we serve, ensuring residents have adequate access to nutrition and healthcare.

Through partnerships, Homefull implements programs and services that integrate housing with supportive services, adhering to the Housing First approach. This model prioritizes providing permanent housing without preconditions, coupled with comprehensive support to address the individual needs of residents. By collaborating with local agencies and leveraging community resources, Homefull aims to create a sustainable and supportive environment for those transitioning out of homelessness in Oxford Ohio. Homefull will collaborate with local organizations to enhance its services and community impact. Notable partnerships include:

- **Oxford Area Solutions for Housing (OASH)** serves as the primary local partner. It is an umbrella organization composed of numerous community organizations and individuals committed to

preventing homelessness and ensuring safe, secure housing for all residents in the Oxford area, working through a community-based planning model that includes individuals /organizations from Education, Faith-based groups, Human Services, Business and Property Owners, Government, and Philanthropy.

- Corporation for Supportive Housing: National organization helping people thrive by advocating for affordable housing and services, building strong communities, maximizing public resources, and improving lives for vulnerable people. Provided 6 months of training and ongoing technical assistance to OASH.
- Access Counseling Services, located in Middletown, Ohio: a comprehensive mental health and addiction treatment facility with extensive experience in providing permanent supportive housing services (PSH) and dedicated to serving individuals across all age groups.
- Talawanda-Oxford Pantry and Social Services (TOPSS): connects individuals and families in the Talawanda School District to essential resources and empowers them toward stability and well-being.
- Talawanda School District: Educating and Preparing Students for Life! Work with social workers and others.
- City of Oxford: representatives from city council, including the mayor regularly attend OASH meetings. An OASH member sits on the Oxford Housing Advisory Commission.
- Oxford-area churches including Oxford Presbyterian Church (Eradicating Systemic Poverty Team), Oxford Bible Fellowship, Oxford United Methodist Church, United Methodist Women, Holy Trinity Episcopal Church and others
- Oxford Center for Peace and Justice: whose mission is to educate and act locally to recruit and organize a citizens' movement with the sustained political power to construct a world of peace.
- Oxford Senior Center: Dedicated to Serving Seniors and Strengthening Community
- McCullough-Hyde Memorial Hospital/TriHealth Foundation addresses significant health needs of local communities throughout Butler and Preble counties in Ohio. OASH has received grant funding from this organization.
- YWCA of Hamilton: working to eliminate racism, empower women and promote peace, justice, freedom and dignity for all. Consulting partner. OASH has received grant funding from this organization.
- Greater Oxford Community Foundation: provides leadership to enhance our quality of life locally to support natural, community, and human resources; act as a catalyst to identify and address evolving needs; and provide a flexible and cost-effective way for donors to improve the community now and for all time. OASH has received grant funding from this organization.
- Oxford Kiwanis Club: making our community and the world a better place for children so they can thrive. OASH has received grant funding from this organization.
- Oxford Masonic Lodge #67: Working to help and assist those in distress. OASH has received grant funding from this organization.
- Individuals: OASH has received grant funding from numerous committed individuals.

7. How will you fund the construction of this housing? (10 points)

The development team has used a wide-variety of funding sources in the development of its affordable housing communities. As with all affordable communities, the funding sources we would plan on using are very competitive and our expertise in the application process is demonstrated by the number of communities which we have consistently gotten funded. For this community, we think the following funding sources may be a good fit for the community: An Affordable Housing Program (AHP) Grant from the Federal Home Loan Bank of Cincinnati, HOME Funds from Butler County, Housing Development Gap Funds (HDGF) from the Ohio Housing Finance Agency (OHFA), Capital Advance from Ohio Department of Mental Health Addiction Services, ARPA funds from the City of Oxford and a capital campaign. It is our experience that communities that operate as permanent supportive housing cannot support the payments on a loan from a commercial lender and that this community would be too small to participate in the low-income housing tax credit program. We are fully aware of the deadline with current available funding referenced in this RFP and if selected can expend resources for predevelopment or other expenses by this deadline.

8. If selected, when do you aim to begin construction? (5 points)

The critical path to starting construction is the procurement of the funds required to build the community. Most of the funding sources are allocated on an annual basis. The HDGF program accepts preliminary applications typically in May. The HDGF program will fund up to 50% of the cost of a community subject to a cap which makes it an extremely valuable funding source. One condition of the HDGF is that all of the other funds must be committed before OHFA will make a HDGF award. This results in the development team having to arrange all of the other development financing in 2025 and 2026 with the last piece being the HDGF being made available in 2027. It is anticipated that the construction of the community would be started in late 2027.

9. How will you fund the ongoing maintenance and operations of this property? (10 points)

The cost of operating permanent supportive housing is higher than a typical affordable housing community. This coupled with the small size of the proposed community makes a keen focus on the funding of the operations and maintaining of the physical asset critically important. A reserve for replacement will be funded on a monthly basis. This reserve will be used to make infrequent and large capital replacements. From the development sources, there will be an Operating Reserve funded which will be equal to at least six months of operating expenses. This reserve will be available to draw upon if the community incurs operating shortfalls. It is the plan of the development team to request twenty-four Project Based Vouchers (Section 8) from the Butler County Metropolitan Housing Authority. The current payment standard for a one-bedroom unit in the 45056, zip code is \$970 per month. It is anticipated that at this funding level the community can be operated effectively on a long-term basis.

10. The City of Oxford has a goal to be carbon net neutral by 2045. Does your proposed construction include any green building techniques or environmentally friendly features? If yes, explain. (5 points)

We propose a public-private partnership to discuss additional green/sustainable enhancements to this project that would not otherwise be possible to due to funding limitations. We plan form a committee

of interested citizens who will explore the possibility of adding solar panels, geothermal heating/cooling and other assets for this project, and will set up a fund with the Greater Oxford Community Foundation to accept donations for green projects. The Oxford community members and private funders have already indicated support for this aspect of building green affordable housing.

Almost all of the communities developed by the team have been designed to meet one of the following energy standards: Enterprise Green Communities, LEED Silver or Energy Star. With an energy consultant being a part of the design team at the start of the design process. The standard which is most appropriate to a given proposed community is chosen with the entire development team from architect to the general contractor being committed to exceeding the selected energy standard. Both Oberer and County Corp are extremely proud of the fact that The Lofts at Kettering Town Center received a post-construction LEED Gold certification even though it was only required to meet the standard of LEED Silver.

11. How might your development and target audience impact public safety in the Oxford community? (5 points)

In contrast to treatment-first approaches, Housing First is an approach built on the idea that safe, secure, affordable, and permanent housing must be available before people can begin work on other challenges, like mental health or substance use disorders. Housing First programs—centering the principles of choice, empowerment, and connection to social networks—give people a stable home so they can improve other aspects of their lives.

Although Housing First can vary in implementation, the approach is often used in Permanent Supportive Housing programs, which combine long-term rental assistance and supportive services designed to maintain housing stability. People experiencing chronic homelessness and mental health challenges often need these permanent supportive housing services to leave the homelessness cycle. Both of these best practices will be used in this housing development.

A meta-analysis of randomized controlled trials of Housing First concluded that Housing First may result in reduced use of emergency department services, fewer hospitalizations, and less time hospitalized compared with treatment as usual, although variability between studies was considerable. These trials are supported by a handful of observational studies that have reported similar results. Two studies are summarized below.

Milwaukee County, Wisconsin, like other jurisdictions, implemented Housing First to reduce reentry to jail. Milwaukee found that after a year of service delivery, municipal violations decreased by 82 percent, and the number of people experiencing homelessness decreased from 1,521 to 900. Results showed a decrease in the use of jail beds and a decrease in homelessness, housing instability, and overall costs to the system. Milwaukee also instituted homelessness outreach teams staffed by police officers to divert violations that could be addressed through housing-focused solutions. This focus on joint cost savings is a key component of how the county has approached the connection between justice system involvement and housing. (Housing Matters <https://housingmatters.urban.org/articles/can-housing-interventions-reduce-incarceration-and-recidivism>)

University of Cincinnati researchers have examined calls for police service from apartment complexes, rental units, extended-stay hotels/motels and shopping centers in several Ohio communities to identify geographic areas most in need of assistance and suggest programs to reduce call volume.

For instance, in Middletown, Ohio, the researchers initially analyzed police calls for service to determine whether residents in Section 8 housing required a disproportionate amount of police resources. In studying service calls over one year's time, the UC analysis found that a handful of all rental properties were skewing demand. They found that over half the calls for service were occurring at just 10 percent of properties. These properties were owned by landlords who rented to both Section 8 and non-Section 8 tenants.

According to the *University of Cincinnati News*, several owners had high numbers of properties with Section 8 tenants and with crime, but the study found that these owners also had high crime properties without Section 8 tenants. This suggested that the property owners themselves might have created or allowed environments where offenders felt comfortable committing crime. In other words, problem landlords seemed to be the root of the problem, not whether residents were using Section 8 housing vouchers or not.

Though the costs of supportive housing can range widely, some programs have estimated an annual cost of approximately \$23,000 per person, with \$12,000 in housing costs and \$11,000 in services. Comparatively, a single Medicaid reimbursed mental health hospitalization in New York can cost more than \$33,000. In general, evaluations of supportive housing have found cost offsets between \$9,000 and \$15,000 a year, primarily in public health care and corrections budgets. One study found supportive housing reduced annual combined city and state corrections costs by an average 55 percent.

But these programs are about more than just cost savings; they're also about helping people find greater housing stability and improve their lives. A resident of a Housing First program in Denver summed up his experience by saying, "On so many different levels this has changed me, how I see things, how I see life, how I see the future. Stability is a thing that most people who are stable, take for granted. When you're homeless, you're totally in survival mode—where do I eat, where do I sleep, am I safe? When you're stable, those things matter, but not as urgent and not as overwhelming. People who are stable don't really understand the mechanics of being homeless." (Urban Institute, <https://www.urban.org/urban-wire/addressing-chronic-homelessness-through-policing-isnt-working-housing-first-strategies-are-better-way>)

Because of their position as first responders, police, jails, and other public systems can play important roles in identifying and connecting people to supportive housing providers in the community to address the housing and health needs of those experiencing homelessness and to interrupt the cycle of criminal justice involvement.

12. Anything else you want to share with the selection committee? (5 points)

We have chosen chronic homeless individuals as our target audience based upon the HUD Point in Time count data from the past two years.

In 2023, an informal Point in Time count conducted in the Talawanda School District, identified 56 unsheltered persons who met the HUD definition for homelessness. In January, 2024, the formal HUD PIT

identified 37 unhoused individuals in the Talawanda School District and 347 homeless individuals in Butler County.

These numbers increased in January, 2025 to 46 homeless identified in the HUD PIT in the Talawanda School District and 514 homeless identified in Butler County.

POINT IN TIME COUNTS	2023, informal count, December	2024 formal HUD count, January	2025 formal HUD count, January
Talawanda School District Area (Oxford)	56	37	46
Butler County, Ohio	-	347	514

Voluntary interviews revealed that many of the unhoused persons counted had mental health needs and/or substance abuse disorders, making them ideal candidates for PSH. Due to a shortage of units available for PSH, Butler Metropolitan Housing, our local housing authority currently has a wait list of over 1000 households for its public housing and a similar waiting list of over 1000 households for its voucher program.

In addition, the City of Oxford’s own housing needs assessment found a critical need for 323 additional units of affordable housing. Oxford’s Comprehensive Plan cites a goal of Housing for Everyone.

These numbers support the need for additional PSH options in Oxford and all of Butler County.

This proposal for Permanent Supportive Housing using a Housing First approach differs from other voucher based or subsidized housing in several significant ways:

- It combines safe and secure housing with services to improve the stability of the targeted population enabling them to move out of unhealthy trauma-based responses and into healing. See below. It is designed specifically to provide supports to enable people to be stable, successful and improve their lives. It does not just give a key to an apartment and walk away.
- The developer and service providers are local, within a 50-minute drive, not from across the country. Homefull and County Corp have long histories of success in the Dayton area and now work across 15 Ohio counties. If contracted services are needed, they can be extended to Oxford based agencies or companies.
- The developer and service providers are experienced in building for and implementing Permanent Supportive Housing using Housing First. This is a specialized niche in the housing market. It is critical to have experience. In fact, lenders will not approve funding for Permanent Supportive Housing using Housing First unless developers and service providers are experienced.
- The Oxford-based partner, OASH, has spent 2 years laying the groundwork for this type of housing in our community. There is a ground swell of community support for this project by both individuals and key agencies/organizations in the community.
- Finally, we expect community opposition to be limited, though this cannot be guaranteed of course. The proposed location is very desirable for this type of development. It is near needed services and on a major thoroughfare. It is close to a health care provider who accepts Medicaid, it is near retail outlets and is near a food pantry.

PSH using a Housing First focus is an evidence-based, best practice that has been researched and evaluated. It offers high success rates when ALL FIVE principles are carefully followed. “When implemented to fidelity, participants have held a consistent 85% housing retention rate after five years in the program. Given that the individuals housed are considered “not housing ready” by other programs, this retention rate is excellent.” (THE EVIDENCE IS CLEAR: HOUSING FIRST WORKS <https://nlihc.org/sites/default/files/Housing-First-Evidence.pdf>)

1. Permanent Supportive Housing/Housing First is not a temporary emergency shelter. IT IS PERMANENT HOUSING with no readiness conditions.
2. Permanent Supportive Housing/Housing First is not forced, it is VOLUNTARY. Choice is included in every aspect of the resident’s life. Case managers offer support and encouragement, but participants have autonomy over how they want to live their lives. Research demonstrates that most often people engage with services offered if they are not forced.
3. Permanent Supportive Housing/Housing First does not REQUIRE treatment or abstinence but always maintains a recovery orientation, using harm reduction principles. It accepts that substance use and mental illness are a part of some people’s lives and provides all resources for recovery and healing.
4. Permanent Supportive Housing/Housing First is not one size fits all, it is individualized and person-driven. A multi-disciplinary team of staff provide a full contingent of wrap-around services to each participant focusing on their needs and wants.
5. Permanent Supportive Housing/Housing First does not isolate but instead focuses on social and community integration where residents are part of the community not just living there and seeks to ensure residents are valued for their own uniqueness and abilities, just like everyone else.

Non scored questions:

1. What other assistance do you anticipate needing from the City of Oxford?

The project would benefit from any fee waiver from the City of Oxford for construction of the project. Any assistance with the rezoning process would also be appreciated. As a permanent supportive housing project, we will seek tax exempt status for this project, we will look to the City of Oxford for assistance in working through this process.

2. Are you open to a long-term ground lease arrangement or do you prefer to purchase the land? If you prefer to purchase, do you have a suggested purchase price?

The development team is open to either a long-term lease or a purchase of the land. We have used long-term leases on several of our communities. The minimum lease term would be seventy-five years with a lease rate of \$1 per year. The challenge in raising the funds to complete the development is tremendous. As a result, the purchase price of the land would only be one dollar. It would help the scoring on the application to the Federal Home Loan Bank if the City of Oxford agrees to donate the site to the development team.

Letters of Support



Dear Committee,

The Board of Oxford Area Solutions for Housing, a community-based non-profit advocacy group, is pleased to submit this letter of support for the City of Oxford's 2025 Affordable Housing Request for Proposals. We support Homefull, a Dayton-based agency addressing poverty and homelessness in 15 counties, County Corp Affordable Housing, and the Oberer Companies, a full-service real estate organization

The project they propose will fill a critical need in the city's comprehensive plan for very low-income housing for the chronically homeless and others. The project will utilize project-based rental assistance vouchers and will provide all needed supportive services onsite (health, mental health, addiction recovery, job training, financial education, government programs, etc.).

Providing all the services needed on site sets this project apart from others. It is imperative that people experiencing chronic homelessness are assisted with more than just a key to a low rent apartment. Services will include case management, mental health support, substance use treatment, job training, financial education and more—all made available to residents in a way that removes barriers to access, and increases housing stability.

This project proposal is sound on three important levels: It meets a moral imperative to "do what is right" for those in our community with the most needs. It meets the "it just makes sense" understanding of how to have a significant positive effect in a community. Finally, this project makes good business sense and has the potential for high "return on investment" where dollars invested in this project produce many cost savings in other areas (hospital, primary care providers, free clinic, food distribution systems, library, law enforcement, etc.). Getting those in our community back on their feet will have positive ripple effects throughout our community.

We whole-heartedly support this project for the City of Oxford and its citizens.

Sincerely,

Jenny Bailer
Anne Bailey
Ann Fuehrer
Diane Ruther-Vierling

OASH Co-Founders and Board members

We envision the Oxford area as a loving, compassionate, accepting community where no one wants for safe, secure housing.

February 25, 2025

Dear Selection Committee,

I am pleased to submit this letter of support for **Oxford Area Solutions for Housing**, a community-based non-profit advocacy group, and **Homefull**, a Dayton-based agency addressing poverty and homelessness in 15 counties, and **County Corp Affordable Housing**, a non-profit that works with local business to promote economic growth and create safe, stable neighborhoods.

I heartily endorse their joint proposal for the RFP titled: **2025 Affordable Housing Proposal for the City of Oxford, Ohio**.

The project they propose will fill a critical need in the city's comprehensive plan for very low-income housing for the chronically homeless and others. The project will utilize project-based rental assistance vouchers and will provide all needed supportive services onsite (health, mental health, addiction recovery, job training, financial education, government programs, etc.).

Providing all needed services on site sets this project apart from others. It is imperative that persons experiencing chronic homelessness are assisted with more than just a key to a low rent apartment. Services will include: case management, mental health support, substance use treatment, job training, financial education and more—all made available to residents in a way that removes barriers to access, and increases housing stability.

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I whole-heartedly support this project for the City of Oxford and its citizens.

Sincerely,



Commissioner Cindy Carpenter
Butler County, Ohio, Board of County Commissioners





**Talawanda Oxford
Pantry & Social Services**

P.O. Box 391
Oxford, Ohio 45056
513-523-3851

February 25, 2025

Dear Selection Committee,

TOPSS has clients who are unhoused for a variety of reasons, but one of them being a lack of affordable housing in Oxford. In addition, many of our clients are dealing with mental health and/or addiction use issues and would greatly benefit from the concept of Permanent Supportive Housing.

Because of this, I am pleased to submit this letter of support for Oxford Area Solutions for Housing, a community-based non-profit advocacy group, Homefull, a Dayton-based agency addressing poverty and homelessness in 15 counties, and County Corp Affordable Housing, a non-profit that works with local business to promote economic growth and create safe, stable neighborhoods.

I endorse their joint proposal for the RFP titled: 2025 Affordable Housing Proposal for the City of Oxford, Ohio.

The project they propose will fill a critical need in the city's comprehensive plan for very low-income housing for the chronically homeless and others. The project will utilize project-based rental assistance vouchers and will provide all needed supportive services onsite (health, mental health, addiction recovery, job training, financial education, government programs, etc.).

Providing all needed services on-site sets this project apart from others. Persons experiencing chronic homelessness must be assisted with more than just a key to a low rent apartment. Services must be made available to residents in a way that removes barriers to access and that assists residents in taking full advantage of what is being offered. This project does just that.

This project proposal is sound on three important levels: It meets a moral imperative to "do what is right" for those in our community with the most needs. It meets the "it just makes sense" understanding of how to have a significant positive effect in a community. Finally, this project makes good business sense and has the potential for high "return on investment" where dollars invested in this project produce many cost savings in other areas (hospital, primary care providers, free clinic, food distribution systems, library, law enforcement, etc.). Getting those in our community back on their feet will have positive ripple effects throughout our community.

I whole-heartedly support this project for the City of Oxford and its citizens. If this comes to fruition, it would greatly benefit the clients served by TOPSS!

Sincerely,

Suzy Hummel
TOPSS Board Chair



February 25, 2025

Board of Directors

Geoff Robinson
President
Don Gloeckner
Vice President
Bob Carmean
Treasurer
Phyllis Callahan
*Assistant Treasurer/
Secretary*
Ruchelle Dunwoody
Missy Friede
Pat Gifford
Sharon Klein
Kevin Marks
Ray Mock
Heather Monson
Chantel Raghu
Debbie Ross

Executive Director
Betsy Hope

**Operations
Administrator**
Stephanie Penrod

President Emeritus
James G. Robinson

**Executive Director
Emeriti**
K.E. Smith
Roger Millar
Catherine Hollins

Dear Selection Committee:

I am pleased to submit this letter of support for Oxford Area Solutions for Housing, a community-based nonprofit advocacy group, and Homefull, a Dayton-based agency addressing poverty and homelessness in 15 counties, and County Corp Affordable Housing, a non-profit that works with local business to promote economic growth and create safe, stable neighborhoods.

As Executive Director of the local community foundation, I know first-hand that lack of affordable housing is our area's biggest issue, and how it affects our whole community, especially families and children.

Therefore, I enthusiastically endorse this joint proposal for the RFP titled: 2025 Affordable Housing Proposal for the City of Oxford, Ohio. This proposed project will fill a critical need in the city's comprehensive plan for very low-income housing for the chronically homeless and others. It will utilize project-based rental assistance vouchers and provide all needed supportive services onsite (health, mental health, addiction recovery, job training, financial education, government programs, etc.).

Providing all needed services on site sets this project apart from others. It is imperative that persons experiencing chronic homelessness are assisted with more than just a key to a low rent apartment. Services will include case management, mental health support, substance use treatment, job training, financial education and more—all made available to residents in a way that removes barriers to access and increases housing stability.

This proposal is sound on three important levels: It meets a moral imperative to "do what is right" for those in our community with the most needs. It meets the "it just makes sense" understanding of how to have a significant positive effect in a community. It also makes good business sense and has the potential for high "return on investment" as this project will provide savings throughout every other system in our area, from health care, to law enforcement to food distribution.

I whole-heartedly support this project for the City of Oxford and its citizens.

Sincerely,

A handwritten signature in black ink, appearing to read "B Hope", written over a horizontal line.

Betsy Hope
Executive Director

Please remember us in your will.

22 East High Street | Oxford, Ohio 45056 | 513-523-0623 | oxfordfdn.org

YWCA IS ON A MISSION

February 24, 2025

Dear Selection Committee,

I am pleased to submit this letter of support for **Oxford Area Solutions for Housing**, a community-based non-profit advocacy group, and **Homefull**, a Dayton-based agency addressing poverty and homelessness in 15 counties, and **County Corp Affordable Housing**, a non-profit that works with local business to promote economic growth and create safe, stable neighborhoods.

I heartily endorse their joint proposal for the RFP titled: **2025 Affordable Housing Proposal for the City of Oxford, Ohio.**

The project they propose will fill a critical need in the city's comprehensive plan for very low-income housing for the chronically homeless and others. The project will utilize project-based rental assistance vouchers and will provide all needed supportive services onsite (health, mental health, addiction recovery, job training, financial education, government programs, etc.).

Providing all the services needed on site sets this project apart from others. It is imperative that people experiencing chronic homelessness are assisted with more than just a key to a low rent apartment. Services will include case management, mental health support, substance use treatment, job training, financial education and more—all made available to residents in a way that removes barriers to access, and increases housing stability.

This project proposal is sound on three important levels: It meets a moral imperative to "do what is right" for those in our community with the most needs. It meets the "it just makes sense" understanding of how to have a significant positive effect in a community. Finally, this project makes good business sense and has the potential for high "return on investment" where dollars invested in this project produce many cost savings in other areas (hospital, primary care providers, free clinic, food distribution systems, library, law enforcement, etc.). Getting those in our community back on their feet will have positive ripple effects throughout our community.

I whole-heartedly support this project for the City of Oxford and its citizens.

Sincerely,



Wendy Waters-Connell, RN, MSN, LNHA, CPASRM

eliminating racism
empowering women
ywca
Hamilton

1570 Grand Blvd., Hamilton, Ohio 45011, 513.856.9800, www.ywcahamilton.com

oxford seniors

2/25/25

922 TOLLGATE DRIVE
OXFORD, OH 45056

(513) 523-8100 PHONE
(513) 524-3126 FAX

www.oxfordseniors.org

Dear Selection Committee,

I am pleased to submit this letter of support for Oxford Area Solutions for Housing, a community-based non-profit advocacy group, and Homefull, a Dayton-based agency addressing poverty and homelessness in 15 counties, and County Corp Affordable Housing, a non-profit that works with local business to promote economic growth and create safe, stable neighborhoods.

I heartily endorse their joint proposal for the RFP titled: 2025 Affordable Housing Proposal for the City of Oxford, Ohio.

The project they propose will fill a critical need in the city's comprehensive plan for very low-income housing for the chronically homeless and others. The project will utilize project-based rental assistance vouchers and will provide all needed supportive services onsite (health, mental health, addiction recovery, job training, financial education, government programs, etc.).

Providing all needed services on site sets this project apart from others. It is imperative that persons experiencing chronic homelessness are assisted with more than just a key to a low rent apartment. Services will include: case management, mental health support, substance use treatment, job training, financial education and more—all made available to residents in a way that removes barriers to access, and increases housing stability.

This project proposal is sound on three important levels: It meets a moral imperative to "do what is right" for those in our community with the most needs. It meets the "it just makes sense" understanding of how to have a significant positive effect in a community. Finally, this project makes good business sense and has the potential for high "return on investment" where dollars invested in this project produce many cost savings in other areas (hospital, primary care providers, free clinic, food distribution systems, library, law enforcement, etc.). Getting those in our community back on their feet will have positive ripple effects through-out our community.

I whole-heartedly support this project for the City of Oxford and its citizens.

Sincerely,



Emily Liechty
Executive Director



CREATING COMMUNITY SINCE 1953



February 25, 2025

Dear Selection Committee,

RE: Letter of Support for **2025 Affordable Housing Proposal for the City of Oxford, Ohio.**

I am pleased to submit this letter of support for Oxford Area Solutions for Housing (OASH), a community-based non-profit advocacy group, in their application to purchase the Hester Ave lot for development into permanent supportive housing (PSH). OASH, in partnership with Homefull, a Dayton-based community agency addressing poverty and homelessness in fifteen counties, and County Corp, a non-profit affordable and supportive real estate developer serving southwest Ohio, forms the development team for the Hester Ave PSH project. I heartily endorse their joint proposal for the RFP titled: 2025 Affordable Housing Proposal for the City of Oxford, Ohio.

CSH has been working with OASH through the 2024-2025 Supportive Housing Institute; a flagship training series that equips supportive housing development teams with training, technical assistance, resources and guidance to develop, operate an service high performing supportive housing.

The proposed project will fill a critical need in Oxford by directly addressing the city's comprehensive plan for very low-income housing for those who are chronically homeless. To effectively support the city plan, the project will apply for Project-Based Vouchers through the Butler County Public Housing Authority's RFP for rental assistance, a key component of deeply affordable supportive housing. The project partners will provide onsite, comprehensive, and individualized supportive services, including physical and mental healthcare, addiction recovery, job training, financial education, and connections to public assistance programs. To fund these on-site services, the project will apply for Continuum of Care service funding through the Department of Development.

It is imperative that people experiencing chronic homelessness receive more than just a key to a low-income housing opportunity. Services must be accessible in a way that removes barriers to access and ensures residents can fully benefit from all that this project will offer. Homefull is an experienced provider of homeless services throughout southwest and central Ohio, with a proven history of success in providing tenant-based services to our most vulnerable neighbors. Homefull in partnership with Access Counseling, a behavioral health service provider serving Butler County will provide all the required services to assure high quality supportive housing.

This project proposal is a strong and strategic investment in Oxford's housing needs, addressing both social responsibility and economic impact. It prioritizes high-quality construction, strong property management, and experienced leadership in both development and resident support, with an emphasis on minimizing public safety or code enforcement concerns. The project aligns with the City of Oxford's goal to be carbon net neutral by 2045 by integrating energy-efficient design and emission reduction strategies; requirements mirrored in the capital sources the development team will seek. Additionally, it ensures affordability by keeping rents at or below 30% of residents' income a key feature of PSH. With a focus on serving those most in need, the enclosed proposal perfectly aligns with the scope of your RFP.

CSH Ohio – Kentucky – Tennessee Program | 215 N. Front St. | Suite 500 | Columbus, OH 43215 | csh.org

Recent Project Similar Scale











Homefull is proposing a “flexible” hybrid property management schedule to allow for emergencies, lease signings, resident meetings, and normal operating business hours. Homefull is headquartered in Dayton Ohio with the ability to be responsive within the hour to emergencies that are either property related or supportive services related. The combined presence of Homefull Supportive Services, our Property Manager, Resident Council and other community partners our expectations are that the program will have someone onsite during normal business operating hours; Monday – Friday 9-5 with some weekend and evening hours to meet the needs of our residents. A sample Property Management schedule can look like the following:

Flex Schedule with Morning and Evening Shifts

Monday, Wednesday, Friday: 8:00 AM to 12:00 PM & 3:00 PM to 6:00 PM

This split schedule offers both morning and evening coverage, making it easier for residents to reach property management at different times during the day. It also leaves afternoons for property manager meetings, paperwork, and coordination with service providers.

Weekend Availability (Optional)

Saturday: 10:00 AM to 2:00 PM (Optional)

If we recognize a higher resident activity over weekends or more potential maintenance needs, having property management available on Saturdays can provide an added layer of support. This option could be rotated or seasonal, depending on need.

The key is finding a balance between resident needs, property management capabilities, and available resources. Homefull proposes a trial period to determine the specific schedule for a month or two and then gather feedback from both residents and property management to tweak it accordingly. Homefull intends to develop a Resident Council to assist in maintaining a safe environment and create a mechanism of open and responsive communication. Our design of the Resident Council includes the following:

Regular Meetings: The Resident Council can hold monthly or bi-monthly meetings, which are open to all residents. During these meetings, Homefull can update residents on upcoming changes to office hours, building policies, or events. Residents can also voice concerns, ask questions, and provide feedback on issues they’ve encountered.

Sharing Information: The council can act as a liaison between residents and property management, ensuring that concerns or suggestions are communicated to the appropriate parties, even if the property manager isn’t onsite.

Resident Council Involvement in Setting Hours: If the property management hours are adjusted (e.g., reducing in-person hours or changing office access), the Resident Council can be involved in discussing and agreeing on these changes. This allows residents to feel heard and to contribute to decisions that directly impact their daily lives.

Facilitating Access to Property Management: The Resident Council will distribute contact information for property management and other key services to residents who may not have easy access to emails or notices. They will also ensure that residents know how to reach out after hours for emergencies or important matters. The council may set up a feedback mechanism, like a suggestion box or a digital platform, to give residents a way to voice their concerns or needs when property management is unavailable. This can be reviewed by the council, with issues being elevated to property management as needed.

Collaborating with Supportive Services: The Resident Council can work closely with case managers, health services, and other supportive staff to ensure that residents' non-property-related needs are addressed, particularly when property management isn’t onsite. This collaboration can be part of a broader effort to ensure residents’ well-being is prioritized even in the absence of full-time property management staff.

Advocacy for Better Property Management: The council can advocate for improvements in the property management service, especially when residents identify areas of concern (e.g., maintenance delays or building safety). The council becomes an official voice for residents, providing a collective platform for raising issues.

Resident Council and Emergency Situations: In cases where property management is unavailable due to emergency situations (e.g., weather-related issues or holidays), the Resident Council can play a role in ensuring that residents know what to do in these cases. They will help organize emergency plans or share information on how to access urgent services.

Incorporating a Resident Council and effective communication strategies into our project even with part-time onsite property management, we can significantly contribute to creating a sense of security and belonging among residents. By communicating effectively, Homefull ensures that residents feel supported even when the property manager or case manager is not always present in the building. Homefull is committed to developing and incorporating a Resident Council into our efforts to enhance resident engagement and create a direct channel for feedback and decision-making.

In addition to onsite supportive services, onsite property management, and our Resident Council Homefull and project partners are committed to incorporating security features into the design and build of the project which is essential for creating a safe and secure environment for residents. These features can help prevent incidents, deter crime, and foster a sense of safety for everyone living in the building and the community in general. Below are several security features that can be integrated into the design to enhance safety:

1. Controlled Access Points

Secure Entrances: Install controlled entry systems at all building entry points, such as keycard access, electronic fob systems, for residents and staff. This ensures that only authorized individuals can enter the building. **Exterior Door Intercom Systems:** A video intercom system (Ring) can allow residents and staff to screen visitors before granting access to the building. This can also include a camera system at the door for added security.

2. 24/7 Security Surveillance

Cameras: Install high-quality cameras in key areas, including the entrances, hallways, stairwells, parking areas, and common areas. These cameras could be monitored by security personnel or connected to a centralized system for review. **Motion-Sensor Cameras:** Use motion-sensor cameras in high-traffic or less visible areas to capture movement at night or during off-hours, providing an added layer of security without overwhelming the surveillance system with footage.

3. Adequate Lighting

Exterior Lighting: Ensure the building's exterior is well-lit, including parking lot, pathways, and entryways. Motion-activated lights should help reduce energy usage while still providing security. **Interior Lighting:** Well-lit hallways, stairwells, and common areas to discourage suspicious activity and create a safer environment for residents.

4. Secure Parking Areas

Gated or Enclosed Parking: Well-Lit Parking: Adequate lighting in the parking lot is essential to prevent accidents and deter any criminal activity. **Surveillance:** Installing cameras in parking areas is important to monitor activity, deter theft, and provide documentation of any incidents.

5. Staffed Security or Patrols

Patrols: Regular security patrols, either by building staff or security personnel, can help ensure that any security issues are addressed quickly.

6. Secure Mail and Package Delivery Areas

Secure Mailboxes: Use a locked mailbox systems for residents to safely receive mail. This reduces the risk of theft or tampering with sensitive documents. **Package Delivery:** For residents receiving packages, provide a safe place for deliveries.

7. Safety Features for Resident Units

Deadbolt Locks and Peepholes: Each unit is equipped with deadbolt locks, peep holes, and possibly security chains on the doors for added security. This allows residents to check who is at the door before granting access. **Secure Windows:** Windows on the ground floor or easily accessible areas will be fitted with high-quality locks to prevent unauthorized entry.

8. Fire and Safety Features

Fire Escape Routes: Clear, well-marked fire exits and emergency evacuation routes will be designed in compliance with local fire codes. Emergency lighting and signage will be placed along evacuation paths. **Fire Suppression Systems:** Sprinklers and other fire suppression systems will be installed in all areas of the building, including common spaces, hallways, and resident units, to prevent fire-related risks. **Smoke Detectors and Alarms:** Smoke detectors will be installed in every unit, common areas, and hallways, and are connected to a central monitoring system that can alert emergency services if needed.

9. Barriers and Fencing

Perimeter Fencing: Depending on design a fence or barrier can be installed around the property. **Secure Courtyards or Outdoor Spaces:** Enclose and monitor all outdoor spaces to ensure that only residents can access the area.

10. Emergency Notification Systems

Mass Notification System: Homefull utilizes a mass notification call (One Call) system to send out alerts to residents via text, email, or voice messages in the event of an emergency, ensuring everyone is informed of any potential threats or issues.

11. Community Engagement and Resident Involvement

Resident Council: Homefull will utilize the Resident Council to establish a “Neighborhood Watch” or resident security ambassadors where residents can volunteer to help keep an eye on building security. **Community Engagement in Security Planning:** Homefull will involve residents in security planning by holding community meetings to discuss concerns and gather input on safety measures.

12. Clear Signage

Visible Security Signage: Homefull will post visible signs that indicate the presence of security cameras, controlled access, and no trespassing policies. Just the awareness that the property is being monitored can act as a deterrent to unwanted behavior. By integrating these security features into the design and build of the project, we can create a secure, supportive, and comfortable living environment for residents. Combining physical security systems with engagement from residents and staff fosters a community-driven approach to safety, which is key to building a stable and trusting environment.

Homefull and Project Partners are committed to becoming a valuable community partner with a consistent presence for both residents and the community. Through local participation in community meetings and the continuum of care; along with providing clear and responsive communications it is our intentions to be “present” and available throughout the development and continued operations of this PSH project.