

BUDGET DOCUMENT



FOR THE FISCAL YEAR 2018



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our mission

Making a difference in the quality of affordable housing and related community services

our vision

Safe, affordable, energy-efficient housing for all low-income Lane County residents

HACSA BOARD OF COMMISSIONERS

Char Reavis	Board Chair/Appointed Commissioner
Dewanda McKinley	Appointed Commissioner
Jay Bozievich	Board Vice-Chair/ Lane County Commissioner
Pat Farr	Lane County Commissioner
Gary Williams	Lane County Commissioner
Sid Leiken	Lane County Commissioner
Peter Sorenson	Lane County Commissioner

LEADERSHIP TEAM

Jacob Fox	Executive Director
Valerie Warner	Deputy Director
Jeff Bridgens	Finance Director
Steve Ochs	Real Estate Development Director
Darlene Kelly	Property Management Division Director
Beth Ochs	Rental Assistance Division Director
Mira Gattis	Resident Services Manager
Karla Ramsdal	Human Resources Manager
Steve Jole	Energy Program Manager
Ela Kubok	Public Relations Manager

EXECUTIVE DIRECTOR'S MESSAGE



HACSA as an organization is in the process of transformation at all levels of operations. This transformation began when I was hired as the Deputy Director in August of 2013 and continued when I was appointed as Executive Director (ED) in July of 2015. In this same time period, HACSA has had a wholesale change in the composition of the HACSA Leadership team, which is comprised of our Deputy Director, our Division Directors, our HR Director and our Public Relations Manager. This team has extensive experience in organizational improvements and transformations informed by our prior professional experience while working for other organizations and while working within HACSA. Our transformation covers a wide range to improvements from enhancing compliance systems for federally funded programs to the structuring and implementation of highly complex real estate transactions. This transformation includes the current work in progress to renaming and rebranding of the organization including the development of a new website to compliment the new name and brand. The Leadership Team at HACSA and the HACSA Board of Commissioners has been proactively involved in these transformation efforts throughout the last 4 years. This transformation included the efforts of employees from all levels of the organization and our accomplishments would not have been possible without their talent and commitment to our organization's future. As we like to say at HACSA "we would not have jobs but for the affordable housing needs of the people from Lane County whose limited incomes won't allow them to afford a home in our community". At the end of the day the passion, creativity and focus that we bring to our work every day is improving the lives of individuals and families served by our housing and self-sufficiency programs.

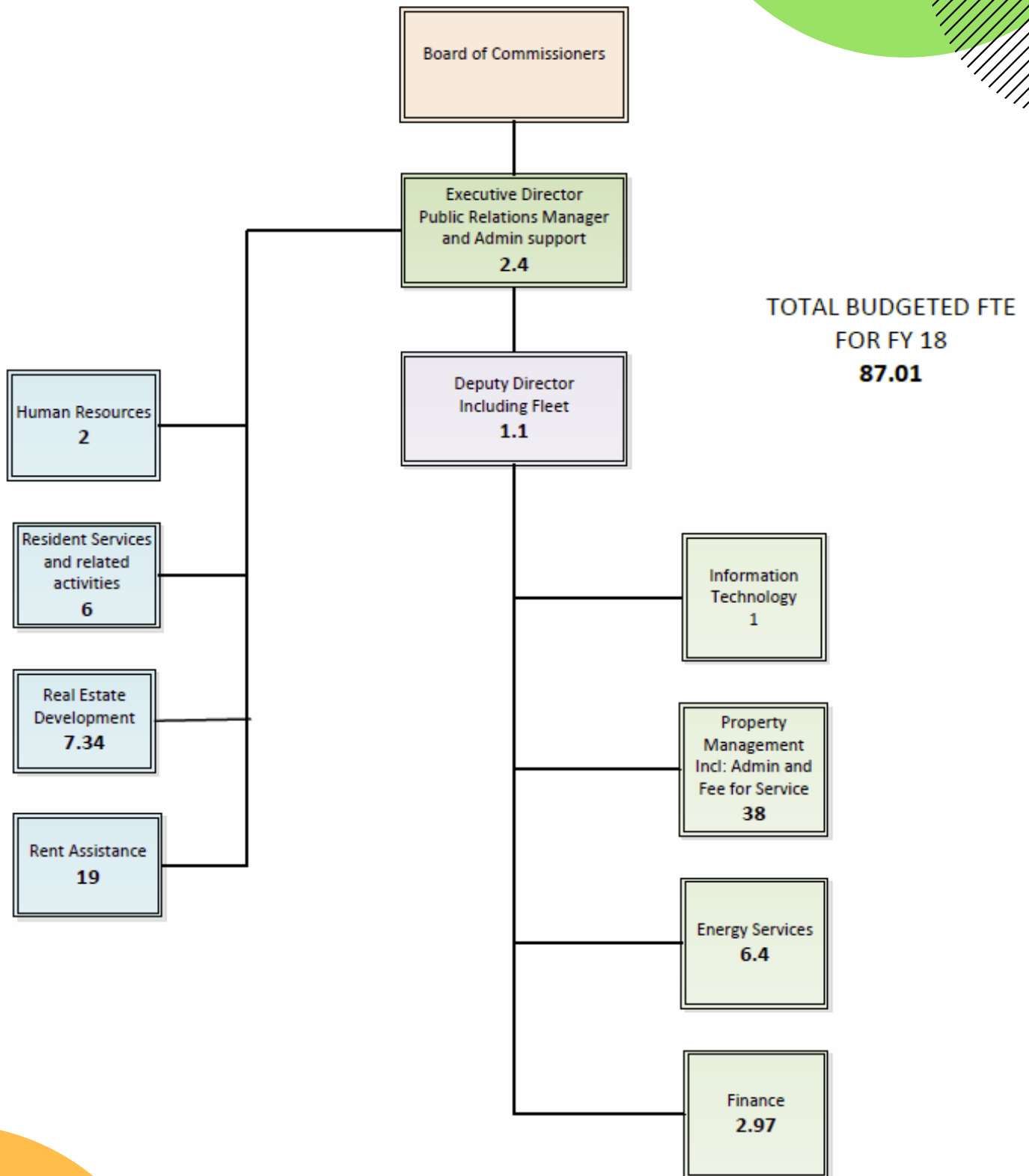
In the following pages, we present the HACSA budget for the fiscal year October 1, 2017, through September 30, 2018. We are supplying information about each distinct activity, as well as summaries by division and agency-wide information, with the intent of proving a meaningful delineation of HACSA operations. The budget document itself moves us forward on our strategic initiative to expand our communication capacity and to increase the communities understanding of our financial opportunities and challenges. The budget document is organized to correspond with HACSA's three broad budget categories: Community Services, Housing, and Rent Assistance. Under these three broad budget categories, there are 47 distinct budgets.

Prudent and proactive financial stewardship is a high priority for our organization and every year for the last four years our understanding of the financial challenges and opportunities grows stronger along with how we tell the story of our financial stewardship through this HACSA budget document. As our financial stewardship grows it allows us to improve our customer service and to grow our affordable housing opportunities for the individuals and families in Lane County that need our support.



JACOB FOX
Executive Director

ORGANIZATIONAL CHART



FTE RE-BALANCING SUMMARY

Total FTE Budget for FY2017 90.10

FTE Reductions:

Union	(2.00)
Management	(2.00)
Maintenance Fee for Service Vacancy	(1.00)
Energy Services Vacancy	(1.00)

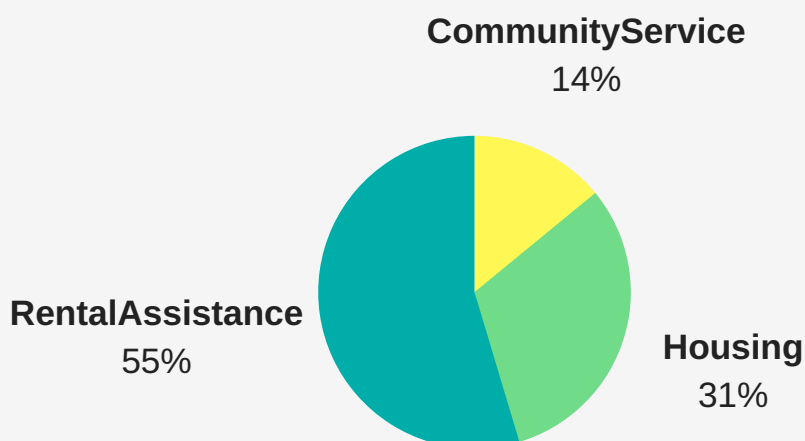
FTE Subtotal 84.10

FTE Additions:

Union	0.50
Management (ASA-2)	1.00
Administrative (Housing Specialist)	1.40

FTE Total for FY2018 87.00

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 2,691,604	\$ 2,361,425
Beginning Unrestricted Reserves	-	-	5,871,507	5,879,112
Total Beginning Reserves	-	-	8,563,111	8,240,537
Revenue	34,920,443	33,580,864	30,900,097	37,489,862
Expenses				
Personnel Services	6,885,304	6,885,630	6,567,600	6,908,398
Materials & Services	24,156,763	24,905,313	23,128,277	25,670,472
Overhead	(88,041)	127,970	354,500	267,238
Total Expenses	30,954,026	31,918,913	30,050,377	32,846,107
Net Change	3,966,416	1,661,951	849,720	4,643,754
Other Resources				
Capital Outlay	(1,371,278)	(1,361,692)	(4,869,600)	(7,083,228)
Reserves	(30,168)	(18,256)	43,539	(77,912)
Debt Issuance	24,412	-	3,785,000	6,000,000
Debt Service	(688,597)	(524,103)	(119,808)	(454,750)
Inter-Program Transfers In	200,000	-	82,300	193,626
Inter-Program Transfers Out	(200,000)	-	(70,000)	(193,626)
Other Resources Provided (Used)	(2,065,631)	(1,904,051)	(1,148,569)	(1,615,890)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	1,900,785	(242,100)	(298,849)	3,027,864
Ending Restricted Reserves	2,691,604	-	2,361,425	2,426,800
Ending Unrestricted Reserves	5,871,507	-	5,879,112	8,940,948
Total Ending Reserves	\$ 8,563,111	\$ -	\$ 8,240,537	\$ 11,367,748
Program Expenses				
Community Services	\$ 4,107,984	\$ 5,156,167	\$ 3,555,050	\$ 4,845,873
Housing	10,788,499	10,791,975	9,968,196	10,787,070
Rent Assistance	18,123,175	17,874,822	17,675,700	18,829,055
	\$ 33,019,657	\$ 33,822,964	\$ 31,198,946	\$ 34,461,998
Full-Time Equivalent Positions	91.00	90.10	91.00	87.00



RENT ASSISTANCE DIVISION



The Rent Assistance Division provides housing subsidies for Section 8 Program and VASH participants. At 100% occupancy, HACSA provides 3,053 vouchers for participants to use in our community.

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ 230,202	\$ 259,305
Beginning Unrestricted Reserves	-	-	3,103,806	1,973,102
Total Beginning Reserves	-	-	3,334,008	2,232,407
Revenue	19,796,636	18,237,200	17,174,100	18,366,185
Expenses				
Personnel Services	1,513,760	1,259,000	1,385,900	1,431,263
Materials & Services	16,609,415	16,615,822	16,289,800	17,397,792
Overhead	-	-	-	-
Total Expenses	18,123,175	17,874,822	17,675,700	18,829,055
Net Change	1,673,461	362,378	(501,600)	(462,870)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	1,673,461	362,378	(501,600)	(462,870)
Ending Restricted Reserves	230,202	-	259,305	267,100
Ending Unrestricted Reserves	3,103,806	-	1,973,102	1,502,438
Total Ending Reserves	\$ 3,334,008	\$ -	\$ 2,232,407	\$ 1,769,538

Performance Data

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FTE				
Administrative	16.84	17.82	19.00	19.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	16.84	17.82	19.00	19.00

Voucher Utilization 2,861 3,053 N/A 3,053 ¹⁰

Rent Assistance



Future Goals

Goal:

Decrease HQS Inspections by 5%. The goal would be 2239 HQS Inspections.

Why:

A decrease in Inspections would mean an increase in efficiency. Inspectors have to go back to the unit for a second inspection when the unit did not meet standards during the first inspection.

How:

Increased education provided to landlords on how to prepare units for inspections and additional supplies provided to inspectors to correct minor fail items during the inspection in order to avoid a second inspection. Example, providing a light bulb.

Goal:

Decrease Applications processed by 5%. The goal would be 606 application packets processed.

Why:

The intention is to maintain an overall lease rate of 100% throughout the fiscal year. Currently, the division is in a state to reach 100%, which results in more applications being processed. Once 100% is met applications will be processed to meet attrition.

How:

Currently, the Rent Assistance Division is issuing large volumes of vouchers to reach the 100%. It is the RA Division's intention to reach 100% lease rate by January 1, 2018.

Goal:

Increase Housing Provided to 3053. This is a 7.6% increase in housing provided.

Why:

At this level, 100% of the Rent Assistance Division's Housing Portfolio would be in use.

How:

Increase amount of vouchers issued. Educate tenants, landlords and service providers on the use and benefits of our housing programs in order to approve efficiency and success for all involved parties.

Goal:

Increase Annual Income Reviews by 6%. This would result in 3007 Annual Income Reviews.

Why:

An increase in Annual Income Reviews is in direct correlation with more families served. However, we anticipate annual income reviews to be less than overall families served as some families do not remain on the program for a full year.

How:

Current staffing levels for the Rent Assistance Division will meet the increased need of Annual Income reviews. Currently, staff that is dedicated to increasing the overall lease rate through processing applications will be converted to provide time to processing Annual Income reviews.

COMMUNITY SERVICES

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 125,183	\$ 43,564
Beginning Unrestricted Reserves	-	-	167,532	(1,077,299)
Total Beginning Reserves	-	-	292,715	(1,033,735)
Revenue	5,175,446	5,285,724	3,691,500	8,212,224
Expenses				
Personnel Services	1,455,423	1,526,694	1,310,500	1,502,898
Materials & Services	1,922,409	2,695,303	1,805,750	2,640,782
Overhead	143,237	-	339,400	267,238
Total Expenses	3,521,069	4,221,997	3,455,650	4,410,918
Net Change	1,654,377	1,063,727	235,850	3,801,306
Other Resources				
Capital Outlay	(165,579)	(837,200)	(3,945,100)	(6,034,000)
Reserves	-	-	(22,000)	(22,000)
Debt Issuance	24,412	-	3,785,000	6,000,000
Debt Service	(445,748)	(96,970)	140,400	(190,581)
Inter-Program Transfers In	-	-	12,300	2,626
Inter-Program Transfers Out	-	-	(70,000)	(191,000)
Other Resources Provided (Used)	(586,915)	(934,170)	(99,400)	(434,955)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	1,067,462	129,557	136,450	3,366,351
Ending Restricted Reserves	125,183	-	43,564	38,600
Ending Unrestricted Reserves	167,532	-	(1,077,299)	2,393,363
Total Ending Reserves	\$ 292,715	\$ -	\$ (1,033,735)	\$ 2,431,963

Fleet

HACSA's fleet consists of 37 vehicles which are used by Maintenance Workers, Property Managers, Energy Auditors and Section 8 inspectors, ect. A fleet management committee made up of staff from the various departments meets periodically and makes recommendations for vehicle replacements.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	156,200
Total Beginning Reserves	-	-	-	156,200
Revenue	7,337	55,000	61,800	62,869
Expenses				
Personnel Services	9,464	-	5,100	7,498
Materials & Services	1,390	4,259	400	1,400
Overhead	-	-	-	-
Total Expenses	10,854	4,259	5,500	8,898
Net Change	(3,517)	50,741	56,300	53,971
Other Resources				
Capital Outlay	(99,929)	(50,000)	99,900	50,000
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(99,929)	(50,000)	99,900	50,000
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(103,446)	741	156,200	103,971
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	156,200	260,171
Total Ending Reserves	\$ -	\$ -	\$ 156,200	\$ 260,171

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.15	0.00	0.00	0.10
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.15	0.00	0.00	0.10

Number of HACSA Fleet Vehicles	37	37	36	38
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Madrone Grant

This is our second Continuum of Care Grant. This grant provides rent assistance and supportive services to chronically homeless individuals and families who have at least one person in the household who qualifies as disabled. Referrals are also taken from the Centralized Wait List, but this grant uses the staff at ShelterCare, a sub-recipient of the grant, to assist referrals with a housing search and then provide ongoing supportive services to increase their chances for stability. The target number of participants for this year is 27 individuals and 6 families.

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ 6,100
Beginning Unrestricted Reserves	-	-	-	(10,300)
Total Beginning Reserves	-	-	-	(4,200)
Revenue	-	430,000	28,700	435,333
Expenses				
Personnel Services	-	-	15,400	44,457
Materials & Services	-	430,000	17,500	390,876
Overhead	-	-	-	-
Total Expenses	-	430,000	32,900	435,333
Net Change	-	-	(4,200)	0
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	(4,200)	0
Ending Restricted Reserves	-	-	6,100	-
Ending Unrestricted Reserves	-	-	(10,300)	(4,200)
Total Ending Reserves	\$ -	\$ -	\$ (4,200)	\$ (4,200)

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.00	0.00	0.52	0.52
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.52	0.52

EHA Grant

Emergency Housing Assistance (EHA) provides state funds to supplement effective existing local programs and/or establish new programs designed to prevent and reduce homelessness in the veteran population. Funds are available for emergency shelter, transitional housing, rapid re-housing, homelessness prevention, supportive housing services, and veteran's housing assistance.

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(4,600)
Total Beginning Reserves	-	-	-	(4,600)
Revenue	30,631	10,000	27,900	10,000
Expenses				
Personnel Services	-	-	-	-
Materials & Services	29,001	10,000	32,500	-
Overhead	-	-	-	-
Total Expenses	29,001	10,000	32,500	-
Net Change	1,630	-	(4,600)	10,000
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	1,630	-	(4,600)	10,000
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	(4,600)	5,400
Total Ending Reserves	\$ -	\$ -	\$ (4,600)	\$ 5,400

Pay For Success

This is a new grant done in partnership with Third Sector, a non-profit advisory team, Sponsors Inc., Lane County Parole and Probation, and HACSA. This grant will provide housing and services to men and women who have come out of the corrections system and are working to reintegrate into the community. The intent of this grant is to show how the stability of affordable housing can lower recidivism rates for this population and in the process save the community service dollars by creating this stability.

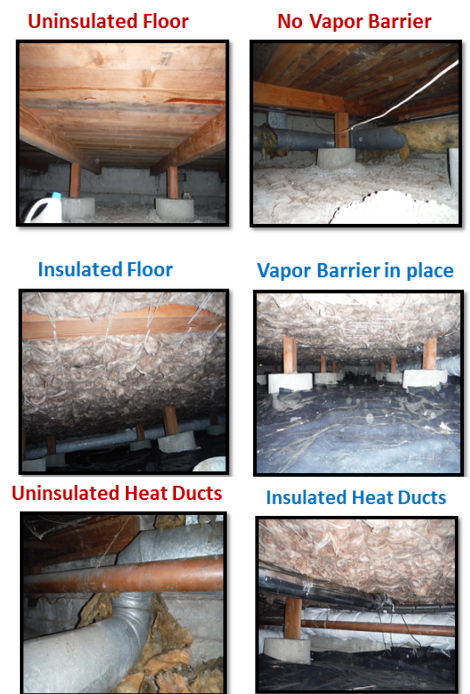
	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	5,200	51,401
Expenses				
Personnel Services	-	-	5,200	39,429
Materials & Services	-	-	-	-
Overhead	-	-	-	16,586
Total Expenses	-	-	5,200	56,015
Net Change	-	-	-	(4,614)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	(4,614)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	(4,614)
Total Ending Reserves	\$ -	\$ -	\$ -	\$ (4,614)

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.00	0.00	0.00	0.45
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.45

Weatherization

HACSA's Energy Services Department operates a Department of Energy, Weatherization Assistance Program. In addition to making low-income Lane County residences more healthy and energy efficient, Energy services partners with Lane County's Health and Human Services and local utilities to provide energy education as well as replacing non-working heating systems.



Energy Services
Before & After Weatherization

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(203,012)
Total Beginning Reserves	-	-	-	(203,012)
Revenue	1,993,046	2,083,491	1,550,800	1,724,082
Expenses				
Personnel Services	735,226	719,273	554,200	552,340
Materials & Services	1,083,989	1,364,216	871,600	1,070,122
Overhead	143,237	-	143,000	93,657
Total Expenses	1,962,452	2,083,489	1,568,800	1,716,119
Net Change	30,594	2	(18,000)	7,963
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	30,594	2	(18,000)	7,963
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	(203,012) *	(192,645)
Total Ending Reserves	\$ -	\$ -	\$ (203,012)	\$ (192,645)

	Performance Data			
	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	9.32	7.50	6.40	6.40
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	9.32	7.50	6.40	6.40

Number of Jobs Completed	130
Number of Energy Crisis Clients Assisted	60

*Ending Unrestricted Reserve adjusted for inter-fund borrowings.

Development

HACSA Real Estate Development department builds sustainable and affordable homes throughout Lane County. HACSA's development team activities include new construction projects, acquisition rehab, and substantial capital repairs for existing affordable properties. The Development staff is guiding the HUD RAD program. The objective of RAD is to move housing subsidy from the public housing program to the Section 8 program. HACSA has the approval to sell 112 units of its scattered site housing and re-house the tenants with Section 8 vouchers. We expect the RAD project conversions to have a significant effect on HACSA programs and financial position over the coming years. HACSA has secured a tax credit allocation to rehab Richardson Bridge and transfer 12 units of public housing subsidy from various scattered sites to this rehabilitated multifamily setting. This will allow for the disposition of the scattered sites and the proceeds to be used for affordable housing purposes such as: Sheldon Village, Firwood, New Administrative Building and other preservation efforts.



	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(1,686,684)
Total Beginning Reserves	-	-	-	(1,686,684)
Revenue	193,973	1,193,017	396,900	3,934,100
Expenses				
Personnel Services	236,517	260,500	219,100	325,828
Materials & Services	148,487	109,359	61,400	46,320
Overhead	-	-	56,400	51,178
Total Expenses	385,004	369,859	336,900	423,326
Net Change	(191,031)	823,158	60,000	3,510,774
Other Resources				
Capital Outlay	(23,400)	(787,200)	(4,045,000)	(6,072,000)
Reserves				
Debt Issuance	-	-	3,785,000	6,000,000
Debt Service	(397,544)	-	-	(200,000)
Inter-Program Transfers In	-	-	12,300	-
Inter-Program Transfers Out	-	-	(50,000)	(175,000)
Other Resources Provided (Used)	(420,944)	(787,200)	(297,700)	(447,000)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(611,975)	35,958	(237,700)	3,063,774
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	(1,686,684) *	1,377,090
Total Ending Reserves	\$ -	\$ -	\$ (1,686,684)	\$ 1,377,090

Performance Data

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FTE				
Administrative	2.61	2.75	3.40	3.40
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	2.61	2.75	3.40	3.40

*Ending Unrestricted Reserve adjusted for inter-fund borrowings.

Asset Management



The broad objective of asset management, whether for nonprofit or for-profit, is to maximize property value and investment returns. This means reducing expenditures when possible, finding the most consistent sources of revenue, and mitigating liability and risk. The purpose of asset management, whether with real estate or any other investment, is to cultivate value so ownership can increase its returns for reinvestment. Knowing what value our real estate assets can produce is critical so stakeholders can make strategic decisions about optimum balance of mission and revenue.

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	303,900
Total Beginning Reserves	-	-	-	303,900
Revenue	1,889,869	229,650	254,800	281,756
Expenses				
Personnel Services	83,752	96,126	87,500	135,954
Materials & Services	61,409	86,265	4,400	9,195
Overhead	-	-	65,600	20,772
Total Expenses	145,160	182,391	157,500	165,921
Net Change	1,744,709	47,259	97,300	115,835
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	206,600	68,855
Inter-Program Transfers In	-	-	-	2,626
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	206,600	71,481
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	1,744,709	47,259	303,900	187,316
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	303,900	488,590
Total Ending Reserves	\$ -	\$ -	\$ 303,900	\$ 488,590

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.86	1.05	1.38	1.38
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.86	1.05	1.38	1.38

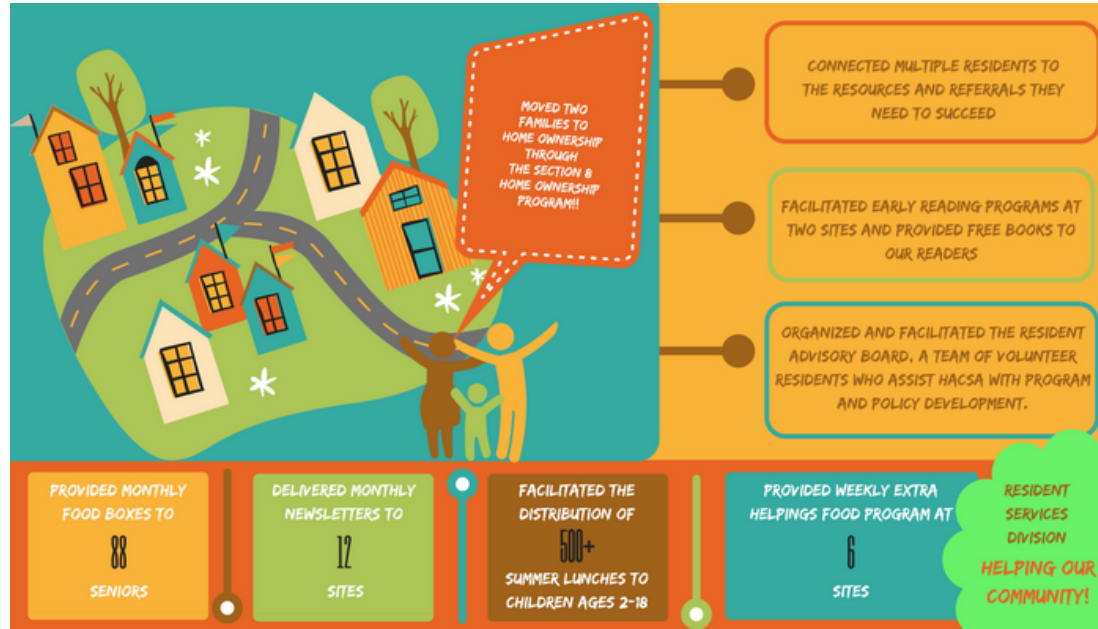
HACSA

Corporate

The HACSA Corporate Budget was created for the fiscal year 2018 to show the expenses certain programs that are not fully self-funded. These programs, include Weatherization overhead costs that are not covered by grants, Shelter Plus Care rent expenses that exceed the grant, costs for the HACSA Inclusion Council, costs for Housing Plus, certain non-recurring costs for the re-name re-brand project and costs for HACSA's due diligence on the new administrative building. Funding for this budget will come from revenues, such as the retroactive management fee for Abbie Lane, transfers from Development and positive cash flow generated by the administrative building in the early years of ownership. Leadership's policy is to match one-time costs with one-time revenues This budget will generally house activities that fall into revenues and costs of this nature. Management's goal is to build and maintain an unrestricted reserve target of \$100,000 for the HACSA Corporate department.

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	412,502
Total Beginning Reserves	-	-	-	412,502
Revenue	38,238	-	109,400	470,950
Expenses				
Personnel Services	-	-	10,000	-
Materials & Services	119,993	-	65,900	393,770
Overhead	-	-	-	-
Total Expenses	119,993	-	75,900	393,770
Net Change	(81,755)	-	33,500	77,180
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(81,755)	-	33,500	77,180
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	412,502 *	489,682
Total Ending Reserves	\$ -	\$ -	\$ 412,502	\$ 489,682

Resident Opportunities and Supportive Services (ROSS)



HACSA is dedicated to helping residents achieve maximum self-sufficiency and helping communities achieve safety and stability. In addition, we work to provide services and resources to our senior citizens to allow them to age in place with dignity. In partnership with residents, service providers, and other government entities, HACSA sponsors numerous programs that support these aims. The Resident Services Division is staffed by the Resident Services Division Manager, a Resident Services Coordinator, three Family Self Sufficiency Program Coordinators, and a Grants and Programs Specialist. This department also oversees the Section 8 Home Ownership Program.

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>PROJECTED</u>	2018 <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(216,027)
Total Beginning Reserves	-	-	-	(216,027)
Revenue	98,946	211,802	55,200	82,268
Expenses				
Personnel Services	122,025	159,800	136,200	110,083
Materials & Services	10,000	52,002	5,500	6,978
Overhead	-	-	11,100	23,331
Total Expenses	132,025	211,802	152,800	140,392
Net Change	(33,079)	-	(97,600)	(58,124)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(33,079)	-	(97,600)	(58,124)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	(216,027) *	(274,151)
Total Ending Reserves	\$ -	\$ -	\$ (216,027)	\$ (274,151)

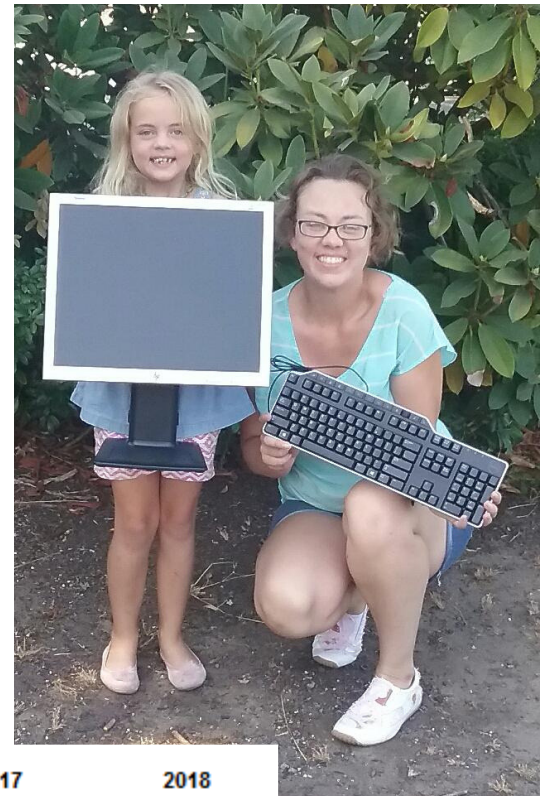
Performance Data

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>PROJECTED</u>	2018 <u>BUDGET</u>
FTE				
Administrative	1.82	1.80	1.55	1.55
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	1.82	1.80	1.55	1.55

*Ending Unrestricted Reserve adjusted for inter-fund borrowings.

Family Self-Sufficiency Program

The FSS Program uses housing assistance as a stabilizing force to allow families to invest their energies in efforts such as employment and education that will move them to self-sufficiency. The families, together with FSS Coordinators, identify barriers that have limited their options in the past and then develop short and long-term goals to move them toward a more stable future. Each family develops a Training and Services Plan that outlines their goals and breaks things down into the small steps that lead to big changes. Program participants are eligible to establish a matched savings account set up by HACSA that is contributed to when their rent increase is due to employment or self-employment. Families who meet the program goals receive the money in this account.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	211,064	313,857	313,500	312,632
Expenses				
Personnel Services	216,728	251,600	243,800	248,892
Materials & Services	-	62,257	6,400	2,026
Overhead	-	-	63,300	61,714
Total Expenses	216,728	313,857	313,500	312,632
Net Change	(5,664)	-	-	0
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(5,664)	-	-	0
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	16,909
Total Ending Reserves	\$ -	\$ -	\$ -	\$ 16,909

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.00	0.00	0.10	0.10
Maintenance	0.00	0.00	0.00	0.00
Other	3.00	3.20	3.00	3.00
Total	3.00	3.20	3.10	3.10

Family Shelter House

In partnership with ShelterCare, provides 28 units of emergency shelter and supportive services off Hwy 99 in Eugene. For families with children who are homeless.



	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	97,661	31,981
Total Beginning Reserves	-	-	97,661	31,981
Revenue	12,267	12,300	12,100	12,000
Expenses				
Personnel Services	-	-	1,700	1,704
Materials & Services	5,750	3,290	3,500	3,300
Overhead	-	-	-	-
Total Expenses	5,750	3,290	5,200	5,004
Net Change	6,517	9,010	6,900	6,996
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	(10,799)	(15,535)	(7,500)	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(10,799)	(15,535)	(7,500)	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(4,282)	(6,525)	(600)	6,996
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	97,661	-	31,981 *	98,637
Total Ending Reserves	\$ 97,661	\$ -	\$ 31,981	\$ 98,637

Performance Data

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FTE				
Administrative	0.00	0.13	0.02	0.02
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.13	0.02	0.02

*Ending Unrestricted Reserve adjusted for inter-fund borrowings.

Heeran Center

A 16 bed Secure Residential Treatment Facility off Coburg road in Eugene serving the needs of individuals who are recovering from a mental illness. This center offers therapeutic treatment services on a 24/7 basis. Care services are provided by ColumbiaCare, Inc. The Heeran center also provides space for the Trauma Healing Project, offering wellness services facilitated by advanced healing arts practitioners, open to all in our community.



	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ 125,183	\$ 37,464
Beginning Unrestricted Reserves	-	-	69,871	514,101
Total Beginning Reserves	-	-	195,054	551,565
Revenue	227,354	213,600	264,600	257,544
Expenses				
Personnel Services	22,016	10,332	-	-
Materials & Services	64,298	118,049	203,100	200,879
Overhead	-	-	-	-
Total Expenses	86,314	128,381	203,100	200,879
Net Change	141,039	85,219	61,500	56,665
Other Resources				
Capital Outlay	(42,250)	-	-	-
Reserves	-	-	(22,000)	(22,000)
Debt Issuance	24,412	-	-	-
Debt Service	(27,577)	(71,200)	(48,500)	(48,675)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(3,165)	(71,200)	(70,500)	(70,675)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	137,874	14,019	(9,000)	(14,010)
Ending Restricted Reserves	125,183	-	37,464	38,600
Ending Unrestricted Reserves	69,871	-	514,101 *	498,955
Total Ending Reserves	\$ 195,054	\$ -	\$ 551,565	\$ 537,555

Performance Data

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.29	0.13	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.29	0.13	0.00	0.00

*Ending Unrestricted Reserve adjusted for inter-fund borrowings.

Signpost House

Provides 16 units of supported housing off 7th Avenue, in partnership with ShelterCare.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	15,800
Total Beginning Reserves	-	-	-	15,800
Revenue	93,283	95,600	91,600	95,830
Expenses				
Personnel Services	1,232	1,936	1,000	3,819
Materials & Services	46,042	45,326	44,600	43,101
Overhead	-	-	-	-
Total Expenses	47,274	47,262	45,600	46,920
Net Change	46,009	48,338	46,000	48,910
Other Resources				
Capital Outlay	-	-	-	(12,000)
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	(9,828)	(10,235)	(10,200)	(10,761)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	(20,000)	(16,000)
Other Resources Provided (Used)	(9,828)	(10,235)	(30,200)	(38,761)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	36,181	38,103	15,800	10,149
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	15,800	25,949
Total Ending Reserves	\$ -	\$ -	\$ 15,800	\$ 25,949

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.13	0.02	0.04	0.04
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.13	0.02	0.04	0.04

Shelter Plus Care

This is a grant through the Continuum of Care that provides rent assistance and services to individuals and families who are disabled and were experiencing homelessness. HACSA receives referrals from the Centralized Waiting List held by Lane County Health and Human Services Dept. and connects them to service providers that include ShelterCare, Laurel Hill Center, Willamette Family Treatment Services, and HIV Alliance /OHOP. Once these participants are stably housed they are better able to access the resources that will help them thrive. In the past year, this grant provided \$410,280 or rental assistance to 76 households.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(389,910)
Total Beginning Reserves	-	-	-	(389,910)
Revenue	379,437	437,407	512,500	478,459
Expenses				
Personnel Services	28,463	27,127	31,300	32,894
Materials & Services	351,419	410,280	481,200	468,565
Overhead	-	-	-	-
Total Expenses	379,882	437,407	512,500	501,459
Net Change	(444)	-	-	(23,000)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(444)	-	-	(23,000)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	(389,910) *	(389,910)
Total Ending Reserves	\$ -	\$ -	\$ (389,910)	\$ (389,910)

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.33	0.23	0.38	0.38
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.33	0.23	0.38	0.38

*Ending Unrestricted Reserve adjusted for inter-fund borrowings.

HousingPlus

HousingPlus is HACSA's 503(c) created in 2014 as a potential future source of revenue from grants that could be used for resident services programs. In the last year, HousingPlus successfully created a scholarship for HACSA residents and help launch and set up the reading program for kids living at two our public housing complexes in cooperation with our Resident Services Department.



	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(1,250)
Total Beginning Reserves	-	-	-	(1,250)
Revenue	-	-	6,500	3,000
Expenses				
Personnel Services	-	-	-	-
Materials & Services	631	-	7,750	4,250
Overhead	-	-	-	-
Total Expenses	631	-	7,750	4,250
Net Change	(631)	-	(1,250)	(1,250)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(631)	-	(1,250)	(1,250)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	(1,250) *	(2,500)
Total Ending Reserves	\$ -	\$ -	\$ (1,250)	\$ (2,500)

Performance Data

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00

*Ending Unrestricted Reserve adjusted for inter-fund borrowings.

HOUSING DIVISION

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ 2,336,219	\$ 2,058,556
Beginning Unrestricted Reserves	-	-	2,600,169	4,983,309
Total Beginning Reserves	-	-	4,936,388	7,041,865
Revenue	9,948,361	10,057,940	10,034,497	10,911,452
Expenses				
Personnel Services	3,916,121	4,099,936	3,871,200	3,974,237
Materials & Services	5,624,939	5,594,188	5,032,727	5,631,897
Overhead	(231,278)	127,970	15,100	-
Total Expenses	9,309,783	9,822,094	8,919,027	9,606,135
Net Change	638,579	235,846	1,115,470	1,305,318
Other Resources				
Capital Outlay	(1,205,699)	(524,492)	(924,500)	(1,049,228)
Reserves	(30,168)	(18,256)	65,539	(55,912)
Debt Issuance	-	-	-	-
Debt Service	(242,849)	(427,133)	(260,208)	(264,169)
Inter-Program Transfers In	200,000	-	70,000	191,000
Inter-Program Transfers Out	(200,000)	-	-	(2,626)
Other Resources Provided (Used)	(1,478,716)	(969,881)	(1,049,169)	(1,180,935)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(840,137)	(734,035)	66,301	124,382
Ending Restricted Reserves	2,336,219	-	2,058,556	2,121,100
Ending Unrestricted Reserves	2,600,169	-	4,983,309 *	5,045,146
Total Ending Reserves	<u>\$ 4,936,388</u>	<u>\$ -</u>	<u>\$ 7,041,865</u>	<u>\$ 7,166,246</u>

*Ending Unrestricted Reserve adjusted for inter-fund borrowings.

HACSA COCC Agency

General Revenues

The revenues supporting the overhead activities come from fees charged to Public and Multifamily housing programs, fees charged to Rent Assistance and overhead allocated to non-federal programs as well as inter-fund transfers.

	<u>2016</u> <u>ACTUAL</u>	<u>2017</u> <u>BUDGET</u>	<u>2017</u> <u>PROJECTED</u>	<u>2018</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	1,269,258	1,481,703 *	1,559,900	1,648,390
Expenses				
Personnel Services	53,619	-	-	-
Materials & Services	38,415	-	-	-
Overhead	(231,278)	-	-	-
Total Expenses	(139,244)	-	-	-
Net Change	1,408,502	1,481,703	1,559,900	1,648,390
Other Resources				
Capital Outlay	(36,133)	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	70,000	191,000
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(36,133)	-	70,000	191,000
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	1,372,369	1,481,703	1,629,900	1,839,390
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Executive

The Executive Budget captures activities of the HACSA admin team, Executive Director, Deputy Director and Public Relations manager as well as admin support staff. The FY activities for the Executive Team include part of the costs associated with rebranding and renaming effort conclusion and new brand launch as well as the new website. Relevant training, and participation of the Executive Director in the American Leaders Forum Oregon.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	300	-
Expenses				
Personnel Services	344,330	339,956	368,200	428,259
Materials & Services	83,374	188,713	93,700	96,785
Overhead	-	-	-	-
Total Expenses	427,704	528,669	461,900	525,044
Net Change	(427,704)	(528,669)	(461,600)	(525,044)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(427,704)	(528,669)	(461,600)	(525,044)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	3.02	2.90	3.40	3.40
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	3.02	2.90	3.40	3.40

Board

In the last couple of years, HACSA board is being included in more of the Agency business than previously. Meetings and work sessions have expanded the involvement of the board in the decision-making at HACSA. Costs associated with the potential transition to a new composition of the board are included in the new budget, as well as the usual travel and training expenses.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	-
Expenses				
Personnel Services	-	-	-	-
Materials & Services	-	25,150	5,100	23,052
Overhead	-	-	-	-
Total Expenses	-	25,150	5,100	23,052
Net Change	-	(25,150)	(5,100)	(23,052)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	(25,150)	(5,100)	(23,052)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Finance

The Finance Department is dedicated to providing accurate, complete and timely information to HACSA's leadership, departments and external business partners. The Finance Department also prepares an annual financial statement for all agency activities and facilitates the annual budgeting process.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	300	-
Expenses				
Personnel Services	362,410	358,555	279,900	275,482
Materials & Services	59,570	30,960	80,100	28,200
Overhead	-	-	-	-
Total Expenses	421,980	389,515	360,000	303,682
Net Change	(421,980)	(389,515)	(359,700)	(303,682)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(421,980)	(389,515)	(359,700)	(303,682)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	4.30	4.70	3.97	2.97
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	4.30	4.70	3.97	2.97

Human Resources

The Human Resources department has and will continue to morph into a department that plans for and implements change, as well as supports continuous improvement following change. The Human Resources Director's role is to be a strategic partner, an employee sponsor and/or advocate, a policy enforcer, a team leader and a talent management ambassador. The Human Resources Director has prepared various policies and continues to do so along with being a member of the Management Bargaining team for the Collective Bargaining Agreement and an active member of the Inclusion Council.

The department implemented a new Human Resources Information System (HRIS) (Bamboo) that has reduced double data entry and multiple spreadsheets and has provided needed data to other departments. This software is also the main foundation for the employee's life cycle from hire to retire. The HRIS has been received graciously by departments and employees and continues to be utilized in different ways each day. This new system will also give the Human Resources Department the ability to go to paperless record retention for employee personnel files.



	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	750	-	800	700
Expenses				
Personnel Services	102,215	154,448	169,000	186,131
Materials & Services	41,621	50,691	61,600	44,238
Overhead	-	-	-	-
Total Expenses	143,836	205,139	230,600	230,369
Net Change	(143,086)	(205,139)	(229,800)	(229,669)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(143,086)	(205,139)	(229,800)	(229,669)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

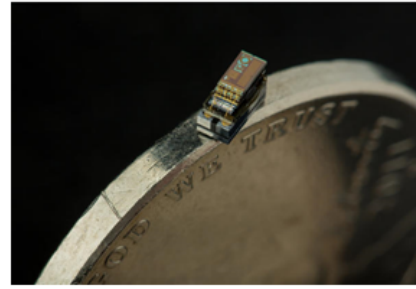
Performance Data

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FTE				
Administrative	1.00	1.80	2.00	2.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	1.00	1.80	2.00	2.00

Information Technology



ENIAC 1946 50 Ton



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The HACSA IT supports an agency-wide communications and data infrastructure based on current technology that is stable and sustainable. Management and maintenance of this infrastructure is accomplished through administration, training, and support of multiple networks, servers, applications, 50 + mobile devices, connections for telephones, 150 + computers, 70+ printers, copiers and scanners all in order for our 80 + employees to provide services to our clients while ensuring compliance, security and cost-effectiveness.

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	-
Expenses				
Personnel Services	152,286	167,900	163,800	101,819
Materials & Services	77,185	72,465	56,800	91,660
Overhead	-	-	-	-
Total Expenses	229,471	240,365	220,600	193,479
Net Change	(229,471)	(240,365)	(220,600)	(193,479)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(229,471)	(240,365)	(220,600)	(193,479)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	2.00	2.00	2.00	1.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	2.00	2.00	2.00	1.00

FAIRVIEW ADMINISTRATION

The Property Management Division (PMD) is responsible for all areas of management of 954 low-income housing units in Lane County.

The housing units managed by the PMD are geographically spread throughout Lane County and include housing units in Eugene, Springfield, Creswell, Cottage Grove, Junction City, Veneta, and Florence.

The PMD manages multiple programs and waiting lists for 707 Public Housing units, 25 Section 8 New Construction units, 90 Low-Income units and 2 complexes with a mix of Project Based Section 8 and market rate units. The Division is responsible for the overall management, compliance, maintenance, rent calculation, leasing, lease enforcement and other functions for all 954 units.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	100	-
Expenses				
Personnel Services	327,894	401,515	365,900	315,757
Materials & Services	284,989	139,539	49,400	35,435
Overhead	-	127,970	-	-
Total Expenses	612,883	669,024	415,300	351,192
Net Change	(612,883)	(669,024)	(415,200)	(351,192)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(612,883)	(669,024)	(415,200)	(351,192)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	1.60	1.00	3.50	3.50
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	1.60	1.00	3.50	3.50

MAINTENANCE FEE FOR SERVICE

The PMD includes a Fee For Service Maintenance Team. This team provides a both highly skilled maintenance/contractor services to AMPs and housing complexes, as well as general labor, janitorial and landscaping services. This team supports the smooth operation of all housing AMPs and complexes, assists with the turnover of vacant units, maintains both HACSA administration offices and decreases our reliance on costly outside contract services.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	125,833	190,462	234,300	407,382
Expenses				
Personnel Services	141,648	426,574	302,200	402,053
Materials & Services	23,029	96,049	77,400	42,011
Overhead	-	-	-	-
Total Expenses	164,677	522,623	379,600	444,064
Net Change	(38,844)	(332,161)	(145,300)	(36,681)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(38,844)	(332,161)	(145,300)	(36,681)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	1.02	1.00	1.10	1.10
Maintenance	1.53	6.50	4.13	4.20
Other	0.00	0.00	0.00	0.00
Total	2.55	7.50	5.23	5.30

Day Island Building

The HACSA Day Island Office is located at 177 Day Island Rd in Eugene, right next to the entrance to Alton Baker Park. The office is a 20 minute walk away from Eugene Downtown Bus Station. Home to the Rental Assistance Program, Family Self-Sufficiency, Real Estate Development and the Administrative Team.



	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	-
Expenses				
Personnel Services	16,666	-	10,400	12,719
Materials & Services	76,747	96,460	78,300	63,108
Overhead	-	-	-	-
Total Expenses	93,413	96,460	88,700	75,827
Net Change	(93,413)	(96,460)	(88,700)	(75,827)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(93,413)	(96,460)	(88,700)	(75,827)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.09	0.50	0.21	0.21
Other	0.00	0.00	0.00	0.00
Total	0.09	0.50	0.21	0.21

Fairview Building

The HACA Fairview Office is located at 300 W Fairview in Springfield in the middle of our AMP 200 complex called McKenzie Village. It is home to the Property Management Division, Fee For Service Team, Energy Services Department and the Capital Projects Team. This site also includes leased space for a Head Start of Lane County building and provides office space to two Lane County Parole and Probation Officers.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	-
Expenses				
Personnel Services	41,584	-	8,600	12,719
Materials & Services	73,480	77,100	74,000	66,038
Overhead	-	-	-	-
Total Expenses	115,064	77,100	82,600	78,757
Net Change	(115,064)	(77,100)	(82,600)	(78,757)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(115,064)	(77,100)	(82,600)	(78,757)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.12	0.50	0.27	0.27
Other	0.00	0.00	0.00	0.00
Total	0.12	0.50	0.27	0.27

Capital Projects Administration



HUD's annual CAP grant includes a 10% allocation of funds for administration of Capital Fund Activities. These costs include duties related to general capital planning, preparation of the Annual Plan, processing of e-LOCCS, preparation of reports, drawing of funds, budgeting, accounting, and procurement of construction and other miscellaneous contracts.

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	95,124	-	96,600	96,600
Expenses				
Personnel Services	132,477	-	135,700	87,329
Materials & Services	189	-	20,500	8,700
Overhead	-	-	-	-
Total Expenses	132,666	-	156,200	96,029
Net Change	(37,542)	-	(59,600)	571
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(37,542)	-	(59,600)	571
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	1.91	1.59	1.01	1.01
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	1.91	1.59	1.01	1.01

Capital Projects Fund

This program provides, on an annual basis, funds to Public Housing for development, financing, and modernization of the Agency's housing portfolio. Capital Projects Team has developed the 5-Year Action Plan that describes the necessary capital improvements to ensure long-term physical and social viability of HACSA's public housing developments, which includes redesign, reconstruction, and reconfiguration of public housing sites and buildings (including accessibility improvements) and development of mixed-finance projects; vacancy reduction; addressing deferred maintenance needs and the replacement of obsolete utility systems and dwelling equipment; planned code compliance, management improvement, and capital expenditures to improve safety and security of residents. The plan covers the period Federal FY 2017 - 2021 and is updated yearly on a rolling basis.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	998,244	894,675	894,700	965,595
Expenses				
Personnel Services	-	95,783	78,400	128,075
Materials & Services	128,595	-	-	-
Overhead	-	-	-	-
Total Expenses	128,595	95,783	78,400	128,075
Net Change	869,649	798,892	816,300	837,520
Other Resources				
Capital Outlay	(869,649)	(524,492)	(816,300)	(837,520)
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	(274,400)	-	-
Other Resources Provided (Used)	(869,649)	(798,892)	(816,300)	(837,520)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	1.14	1.11	1.49	1.49
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	1.14	1.11	1.49	1.49

Laurelwood Homes

Laurelwood Homes, located on the Oregon Coast in Florence, offers 29: 1, 2, 3 and 4-bedroom single-story duplexes for elderly or disabled residents and for low-income families. Laurelwood features washer-dryer hookups, on-site laundry facilities, a community center and quick access to local shopping.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	118,936	361,848
Total Beginning Reserves	-	-	118,936	361,848
Revenue	271,802	186,749	281,200	198,751
Expenses				
Personnel Services	80,704	71,300	53,600	62,484
Materials & Services	124,028	131,321	96,100	112,933
Overhead	-	-	-	-
Total Expenses	204,732	202,621	149,700	175,417
Net Change	67,070	(15,872)	131,500	23,334
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	100,000	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	100,000	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	167,070	(15,872)	131,500	23,334
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	118,936	-	361,848 *	385,182
Total Ending Reserves	\$ 118,936	\$ -	\$ 361,848	\$ 385,182

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.31	0.41	0.39	0.33
Maintenance	1.16	0.72	1.07	0.60
Other	0.00	0.00	0.00	0.00
Total	1.47	1.13	1.46	0.93

McKenzie Village

McKenzie Village is located in the city of Springfield, OR. McKenzie Village is truly a “village” in that it encompasses an entire neighborhood; it is comprised of eighty-six (86) duplexes that line both sides of the streets at North First St., Mill St., West Olympic St., Water St., Kelly Blvd., West Quinalt St., Prescott Ln., McPherson Pl. and West Fairview Dr. The community is comprised of fifty-two (52) one-bedroom units, ninety (90) two-bedroom units and thirty (30) three-bedroom units serving a mixed population of seniors, disabled person(s) and families. Each unit includes appliances, blinds, washer & dryer hookups, a ductless heat pump, parking and a private yard. McKenzie Village is conveniently located near shopping, schools, public transportation, restaurants, parks and the 1.3 mile By-Gully Bike/Jog Path.



	2016 ACTUAL**	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ 16,055	\$ 12,302
Beginning Unrestricted Reserves	-	-	163,276	617,719
Total Beginning Reserves	-	-	179,331	630,021
Revenue	-	981,297	970,000	1,011,647
Expenses				
Personnel Services	-	355,689	269,200	342,336
Materials & Services	-	603,145	528,600	606,693
Overhead	-	-	-	-
Total Expenses	-	958,834	797,800	949,029
Net Change	-	22,463	172,200	62,618
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	(100,000)	-	-	-
Other Resources Provided (Used)	(100,000)	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(100,000)	22,463	172,200	62,618
Ending Restricted Reserves	16,055	-	12,302	12,700
Ending Unrestricted Reserves	163,276	-	617,719 *	679,939
Total Ending Reserves	\$ 179,331	\$ -	\$ 630,021	\$ 692,639

Performance Data

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FTE				
Administrative	2.53	2.30	2.29	1.99
Maintenance	1.83	2.08	2.31	2.25
Other	1.00	1.00	1.00	1.00
Total	5.36	5.38	5.60	5.24

Pengra Court

Pengra Court is comprised of seventeen (17) two-bedroom and five (5) three-bedroom townhouse style apartment homes and is situated in a quiet neighborhood on R Street in Springfield, OR. The buildings are set back from the street and each townhouse has a covered front patio and small yard with privacy fencing. Each unit comes with appliances, blinds, washer & dryer hookups and two outdoor storage closets. Parking lots provide ample off-street parking for residents. The vaulted ceilings on the first floor and large living room windows allow natural light which provides a sense of spaciousness that is not often found in apartment living. Benches placed throughout common areas invite residents to pass the time together. Pengra Court is conveniently located near shopping, schools, public transportation, restaurants, and parks.



	<u>2016 ACTUAL**</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 2,054	\$ -
Beginning Unrestricted Reserves	-	-	20,884	(3,562)
Total Beginning Reserves	-	-	22,938	(3,562)
Revenue	-	125,614	109,100	133,004
Expenses				
Personnel Services	-	43,700	43,100	35,475
Materials & Services	-	87,485	92,500	95,431
Overhead	-	-	-	-
Total Expenses	-	131,185	135,600	130,906
Net Change	-	(5,571)	(26,500)	2,098
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	(5,571)	(26,500)	2,098
Ending Restricted Reserves	2,054	-	-	-
Ending Unrestricted Reserves	20,884	-	(3,562)	(1,464)
Total Ending Reserves	\$ 22,938	\$ -	\$ (3,562)	\$ (1,464)

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.33	0.29	0.30	0.25
Maintenance	0.23	0.42	0.32	0.28
Other	0.00	0.00	0.00	0.00
Total	0.56	0.71	0.62	0.53
Occupancy rate	97%	98%		
Work orders	141	160		
Vacates (unit turns)	3	4		
Latest REAC score	91b	92c		

*2016 Actual FTE for AMPs was distributed by number of units

**Property reported as AMP for 2016.

Springfield Scattered Sites

There are 20 units in the Springfield Scattered Sites, including a mix of single-family homes and duplexes. They range in size from two bedrooms to four bedrooms. Each residence includes a private fenced yard, stove, refrigerator, and washer/dryer hookups. The Scattered sites are expensive to manage and maintain due to their geographic distance and non-uniformity of floor plans. As a result, we are in the process of selling 3 of these units through the Rent Assistance Demonstration program to convert the federal assistance to another project.



	2016 ACTUAL**	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ 1,867	\$ 7,682
Beginning Unrestricted Reserves	-	-	18,985	(3,300)
Total Beginning Reserves	-	-	20,852	4,382
Revenue	-	113,876	117,600	114,815
Expenses				
Personnel Services	-	44,500	90,900	33,010
Materials & Services	-	93,347	55,700	65,735
Overhead	-	-	-	-
Total Expenses	-	137,847	146,600	98,745
Net Change	-	(23,971)	(29,000)	16,070
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	(23,971)	(29,000)	16,070
Ending Restricted Reserves	1,867	-	7,682	7,900
Ending Unrestricted Reserves	18,985	-	(3,300)	12,552
Total Ending Reserves	\$ 20,852	\$ -	\$ 4,382	\$ 20,452

Performance Data

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FTE				
Administrative	0.26	0.29	0.27	0.22
Maintenance	0.54	0.35	0.09	0.25
Other	0.00	0.00	0.00	0.00
Total	0.80	0.64	0.36	0.47
Occupancy rate	100%	100%		
Work orders	115	116		
Vacates (unit turns)	0	0		
Latest REAC score	92c	92c		

*2016 Actual FTE for AMPs was distributed by number of units

**Property reported as AMP for 2016.

Maplewood Meadows

Maplewood Meadows, located near Costco on Coburg Road in Eugene, offers 38 three and four-bedroom townhouses in a small complex away from traffic. Maplewood Meadows features yards, washer-dryer hookups, and on-site laundry facilities. Residents are also close to shopping and schools. Maplewood is a site for the Summer Lunch program for kids ages 2-18 and approximately 15 children participate each summer. In addition, they have a bi-monthly Extra Helping food distribution program, a community garden, a computer lab for residents, and a representative on the Resident Advisory Board. Residents have participated in Food for Lane County nutrition classes and are also active in setting up events for the holidays as well as craft days and movie nights for children in the Summer.



	<u>2016 ACTUAL**</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 13,761	\$ 19,762
Beginning Unrestricted Reserves	-	-	17,937	(18,867)
Total Beginning Reserves	-	-	31,698	895
Revenue	-	229,398	301,000	295,126
Expenses				
Personnel Services	-	126,100	145,600	115,320
Materials & Services	-	158,440	184,900	190,863
Overhead	-	-	-	-
Total Expenses	-	284,540	330,500	306,183
Net Change	-	(55,142)	(29,500)	(11,057)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	(55,142)	(29,500)	(11,057)
Ending Restricted Reserves	13,761	-	19,762	20,300
Ending Unrestricted Reserves	17,937	-	(18,867) *	(30,462)
Total Ending Reserves	\$ 31,698	\$ -	\$ 895	\$ (10,162)

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.56	0.49	0.47	0.80
Maintenance	1.04	1.02	1.52	0.88
Other	0.00	0.00	0.00	0.00
Total	1.60	1.51	1.99	1.68
Occupancy rate	100%	98%		
Work orders	164	146		
Vacates (unit turns)	3	6		
Latest REAC score	91b	91b		

*2016 Actual FTE for AMPs was distributed by number of units

**Property reported as AMP for 2016.

*Ending Unrestricted Reserve adjusted for inter-fund borrowings.

Eugene Scattered Sites

There are 92 units in the Eugene Scattered Sites, including a mix of duplexes and single-family homes. They are spread across several zip codes and range in size from two bedrooms to four bedrooms. Each unit includes a private fenced yard, stove, refrigerator, and washer/dryer hookups. The units are expensive to manage and maintain due to their geographic distance and non-uniformity of floor plans. As a result, we are in the process of selling 9 of the units through the Rental Assistance Demonstration program to convert the federal assistance to another project.



	2016 <u>ACTUAL**</u>	2017 <u>BUDGET</u>	2017 <u>PROJECTED</u>	2018 <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 33,315	\$ 27,330
Beginning Unrestricted Reserves	-	-	43,428	322,844
Total Beginning Reserves	-	-	76,743	350,174
Revenue	-	547,821	534,900	497,774
Expenses				
Personnel Services	-	177,500	173,700	171,613
Materials & Services	-	317,667	237,100	298,473
Overhead	-	-	-	-
Total Expenses	-	495,167	410,800	470,086
Net Change	-	52,654	124,100	27,688
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	(50,000)	-	-	-
Other Resources Provided (Used)	(50,000)	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(50,000)	52,654	124,100	27,688
Ending Restricted Reserves	33,315	-	27,330	28,100
Ending Unrestricted Reserves	43,428	-	322,844 *	349,762
Total Ending Reserves	\$ 76,743	\$ -	\$ 350,174	\$ 377,862

Performance Data

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>PROJECTED</u>	2018 <u>BUDGET</u>
FTE				
Administrative	1.87	1.34	1.29	1.41
Maintenance	2.05	1.41	1.16	1.01
Other	0.00	0.00	0.00	0.00
Total	3.92	2.75	2.45	2.42
Occupancy rate	100%	99%		
Work orders	449	463		
Vacates (unit turns)	5	5		
Latest REAC score	91b	91b		

*2016 Actual FTE for AMPs was distributed by number of units

**Property reported as AMP for 2016.

*Ending Unrestricted Reserve adjusted for inter-fund borrowings.

Parkview Terrace

Parkview Terrace, located in Eugene, 97401, offers 150: 1 and 2-bedroom units for elderly and disabled residents. Parkview features on-site laundry facilities, a community room, and a community garden. Parkview residents can have an active social life through an abundance of community events within the apartment complex or through the Campbell Senior Center, which is across the street from Parkview Terrace. Parkview Terrace is served by a bus line and is close to stores in downtown Eugene. Parkview has an active volunteer force of over 20 residents who help to implement programs that include a monthly Senior Grocery food box distribution, a weekly Extra Helpings food program, a monthly resident meeting, vibrant community gardens, an annual Summer Celebration, and a position on the Resident Advisory Board.



	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ 1,116	\$ 1,116
Beginning Unrestricted Reserves	-	-	504,185	588,485
Total Beginning Reserves	-	-	505,301	589,601
Revenue	804,275	821,194	780,100	770,504
Expenses				
Personnel Services	288,029	285,083	256,800	293,062
Materials & Services	458,627	509,889	439,000	522,755
Overhead	-	-	-	-
Total Expenses	746,656	794,972	695,800	815,817
Net Change	57,619	26,222	84,300	(45,313)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	(50,000)	-	-	-
Other Resources Provided (Used)	(50,000)	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	7,619	26,222	84,300	(45,313)
Ending Restricted Reserves	1,116	-	1,116	1,100
Ending Unrestricted Reserves	504,185	-	588,485	543,188
Total Ending Reserves	\$ 505,301	\$ -	\$ 589,601	\$ 544,288

Performance Data

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FTE				
Administrative	2.44	1.62	1.90	1.60
Maintenance	1.84	1.45	1.42	1.65
Other	1.00	1.00	1.00	1.00
Total	5.28	4.07	4.32	4.25
Occupancy rate	100%	99%		
Work orders	601	572		
Vacates (unit turns)	11	16		
Latest REAC score	96b	96b		

Veneta Villa



Veneta Villa is located in the unique town of Veneta, Oregon. Known for its charm and cottage-like setting, Veneta Villa is a one-level apartment community comprised of thirty (30) one-bedroom units serving our elderly and disabled person(s) or families. The residents of Veneta Villa enjoy a garden-style environment, easily accessible parking, an on-site laundry facility, a private walking loop and picnic tables. Veneta Villa is conveniently located for small-town shopping, churches, schools, services, restaurants, parks and public transportation as well as nearby camping areas and lakes. The city of Veneta is on the main highway to Oregon's Pacific coast. Additionally, Veneta is only seven miles from Eugene and is well known for being the home to Oregon's Country Fair. When you visit Veneta Villa, plan on experiencing the peacefulness of this charming community.

	2016 ACTUAL**	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	102,823	75,423
Total Beginning Reserves	-	-	102,823	75,423
Revenue	-	182,770	161,000	165,911
Expenses				
Personnel Services	-	59,600	50,600	64,839
Materials & Services	-	121,702	137,800	120,277
Overhead	-	-	-	-
Total Expenses	-	181,302	188,400	185,116
Net Change	-	1,468	(27,400)	(19,205)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	1,468	(27,400)	(19,205)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	102,823	-	75,423	56,218
Total Ending Reserves	\$ 102,823	\$ -	\$ 75,423	\$ 56,218

Performance Data

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FTE				
Administrative	0.72	0.33	0.40	0.40
Maintenance	1.09	0.69	0.32	0.51
Other	0.00	0.00	0.00	0.00
Total	1.81	1.02	0.72	0.91
Occupancy rate	100%	99%		
Work orders	170	111		
Vacates (unit turns)	1	4		
Latest REAC score	92c	92c		

*2016 Actual FTE for AMPs was distributed by number of units

**Property reported as AMP for 2016.

Lindeborg Place

Lindeborg Place is centrally located in historic Junction City, Oregon. Lindeborg Place is a two-story apartment complex comprised of forty (40) one-bedroom units serving the elderly and disabled person(s) or families. The residents of Lindeborg Place enjoy our beautifully maintained grounds, rose gardens, a recently remodeled Community Room, on-site laundry facilities, an elevator for ease of access, public transportation, a private exterior courtyard and convenient parking. Located near the heart of downtown Junction City, Lindeborg Place is within close proximity to small-town shopping, churches, schools, services, restaurants, and parks as well as the Police and Fire Departments. Junction City is only a few miles north of Eugene and is well known for its antique car shows and the renowned annual Scandinavian Festival. Lindeborg Place is a large complex in Junction City where residents experience a small town sense of community.



	2016 ACTUAL**	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	137,097	(19,259)
Total Beginning Reserves	-	-	137,097	(19,259)
Revenue	-	228,576	216,900	210,414
Expenses				
Personnel Services	-	80,300	113,300	75,967
Materials & Services	-	157,586	160,700	132,195
Overhead	-	-	-	-
Total Expenses	-	237,886	274,000	208,162
Net Change	-	(9,310)	(57,100)	2,252
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	(9,310)	(57,100)	2,252
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	137,097	-	(19,259) *	(17,007)
Total Ending Reserves	\$ 137,097	\$ -	\$ (19,259)	\$ (17,007)

Performance Data

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FTE				
Administrative	0.52	0.31	0.59	0.52
Maintenance	0.95	0.19	0.94	0.50
Other	1.00	1.00	1.00	0.50
Total	2.47	1.50	2.53	1.52
Occupancy rate	98%	97%		
Work orders	149	118		
Vacates (unit turns)	6	11		
Latest REAC score	92c	96b		

*2016 Actual FTE for AMPs was distributed by number of units

**Property reported as AMP for 2016.

*Ending Unrestricted Reserve adjusted for inter-fund borrowings.

Veneta Scattered Sites

The Veneta scattered sites are located in the unique town of Veneta, Oregon. Our Veneta scattered sites encompass twenty (20) two-and-three-bedroom duplexes serving families, elderly and disabled person(s) or families. Residents in the Veneta scattered sites enjoy their own private yards and individual laundry rooms. Each location is within close proximity to small-town shopping, churches, schools, services, restaurants, parks and public transportation as well as nearby camping areas and lakes. The city of Veneta is on the main highway to Oregon's Pacific coast. Additionally, Veneta is only seven miles from Eugene, and is well known as being the home to Oregon's Country Fair. Residents experience a warm and friendly environment at the Veneta scattered sites.

	2016 ACTUAL**	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	68,548	96,248
Total Beginning Reserves	-	-	68,548	96,248
Revenue	-	122,930	134,600	131,273
Expenses				
Personnel Services	-	39,600	36,300	49,256
Materials & Services	-	78,270	70,600	77,023
Overhead	-	-	-	-
Total Expenses	-	117,870	106,900	126,279
Net Change	-	5,060	27,700	4,994
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	5,060	27,700	4,994
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	68,548	-	96,248	101,242
Total Ending Reserves	\$ 68,548	\$ -	\$ 96,248	\$ 101,242

Performance Data

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FTE				
Administrative	0.37	0.28	0.26	0.25
Maintenance	0.84	0.47	0.50	0.44
Other	0.00	0.00	0.00	0.00
Total	1.21	0.75	0.76	0.69
Occupancy rate	93%	97%		
Work orders	91	66		
Vacates (unit turns)	5	4		
Latest REAC score	92c	92c		

*2016 Actual FTE for AMPs was distributed by number of units

**Property reported as AMP for 2016.

Cresview Villa

Cresview Villa Apartments is a senior/disabled apartment complex nestled in the quaint little neighborhood in Creswell, Oregon. It's located 3 blocks off Main Street at 350 S. 2nd and is within walking distance to many downtown amenities. This smoke-free property provides one-bedroom subsidized units and affordable housing to 34 senior/disabled households. The beautiful gardens are maintained by the local on-site maintenance specialist and the residents take pride in their vegetable & flower gardens. Cresview Villa has an active senior community with many activities scheduled weekly in the fully functional community room, such as Helping Hands food program, paint classes, and other activities. This project offers ADA units and a large laundry facility.



	2016 ACTUAL**	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	50,000	49,600
Total Beginning Reserves	-	-	50,000	49,600
Revenue	-	160,388	171,700	201,102
Expenses				
Personnel Services	-	87,300	79,800	68,377
Materials & Services	-	110,889	92,300	121,848
Overhead	-	-	-	-
Total Expenses	-	198,189	172,100	190,225
Net Change	-	(37,801)	(400)	10,877
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	50,000	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	50,000	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	50,000	(37,801)	(400)	10,877
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	50,000	-	49,600	60,477
Total Ending Reserves	\$ 50,000	\$ -	\$ 49,600	\$ 60,477

Performance Data

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FTE				
Administrative	0.56	0.46	0.45	0.41
Maintenance	0.39	0.66	1.09	0.46
Other	0.00	0.00	0.00	0.00
Total	0.95	1.12	1.54	0.87
Occupancy rate	96%	99%		
Work orders	137	107		
Vacates (unit turns)	8	3		
Latest REAC score	91b	91b		

*2016 Actual FTE for AMPs was distributed by number of units

**Property reported as AMP for 2016.

Riverview Terrace

Riverview Terrace is a 5 story building which offers one-bedroom subsidized units and affordable housing to 60 senior/disabled households. Riverview Terrace is located at the corner of River Rd and Main Street in the charming small town of Cottage Grove. It is within walking distance to downtown, the local market, and transportation. The building has been recently painted, a new roof and two parking lots to accommodate residents. This is a smoke-free property. The large community room offers Meals on Wheels food program every Tuesday, Wednesday and Thursday, a book and video library, resident meeting space and a computer station to the active residents. There are two elevators to transport residents safely to their unit and laundry facilities located on each floor of the 5 story building. Bus transportation is located just outside the complex, on both sides of Riverview Terrace.



	2016 <u>ACTUAL**</u>	2017 <u>BUDGET</u>	2017 <u>PROJECTED</u>	2018 <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	50,000	52,637
Total Beginning Reserves	-	-	50,000	52,637
Revenue	-	279,620	298,900	369,622
Expenses				
Personnel Services	-	87,300	116,100	135,128
Materials & Services	-	230,121	178,700	251,610
Overhead	-	-	-	-
Total Expenses	-	317,421	294,800	386,739
Net Change	-	(37,801)	4,100	(17,117)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	50,000	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	50,000	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	50,000	(37,801)	4,100	(17,117)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	50,000	-	52,637 *	35,520
Total Ending Reserves	\$ 50,000	\$ -	\$ 52,637	\$ 35,520

Performance Data

	2016 <u>ACTUAL</u>	2017 <u>BUDGET</u>	2017 <u>PROJECTED</u>	2018 <u>BUDGET</u>
FTE				
Administrative	1.02	0.51	0.89	0.73
Maintenance	0.69	0.69	0.12	0.94
Other	1.00	1.00	1.00	0.50
Total	2.71	2.20	2.01	2.17
Occupancy rate	97%	99%		
Work orders	255	221		
Vacates (unit turns)	10	11		
Latest REAC score	91b	91b		

*2016 Actual FTE for AMPs was distributed by number of units

**Property reported as AMP for 2016.

*Ending Unrestricted Reserve adjusted for inter-fund borrowings.

Abbie Lane Courts



Abbie Lane Courts is tucked away behind Willakenzie Elementary School off Willagellespie Road in Eugene, OR. Just a short walk away is Valley River Shopping Mall, restaurants, and good freeway access. This smoke-free property offers twenty-five 1 & 2-story subsidized and affordable housing units. Each unit has been updated with a DHP heating/air conditioning unit and offers energy efficient appliances. The property offers a large laundry room as well as washer/dryer hook-ups inside each unit.

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 163,158	\$ 124,899
Beginning Unrestricted Reserves	-	-	160,600	229,359
Total Beginning Reserves	-	-	323,758	354,258
Revenue	242,074	247,000	236,600	249,600
Expenses				
Personnel Services	116,321	65,000	45,200	44,187
Materials & Services	107,141	121,019	128,100	157,091
Overhead	-	-	1,000	-
Total Expenses	223,462	186,019	174,300	201,278
Net Change	18,613	60,981	62,300	48,322
Other Resources				
Capital Outlay	(35,440)	-	(38,300)	(38,325)
Reserves	-	-	38,300	16,185
Debt Issuance	-	-	-	-
Debt Service	(15,900)	(11,400)	(31,800)	(15,900)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(51,340)	(11,400)	(31,800)	(38,040)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(32,727)	49,581	30,500	10,282
Ending Restricted Reserves	163,158	-	124,899	128,600
Ending Unrestricted Reserves	160,600	-	229,359	235,940
Total Ending Reserves	\$ 323,758	\$ -	\$ 354,258	\$ 364,540

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.32	0.30	0.37	0.36
Maintenance	1.66	0.50	0.93	0.20
Other	0.00	0.00	0.00	0.00
Total	1.98	0.80	1.30	0.56
Occupancy rate	94%	95%		
Work orders	168	133		
Vacates (unit turns)	4	2		
Latest REAC score	96b	96b		

Fourteen Pines

Fourteen Pines, located on Willakenzie near Coburg Road, in Eugene, offers sixty-five (65) one, two and three-bedroom apartments in a pleasant park-like setting. Fourteen Pines is conveniently located near bus lines, schools, and shopping. Amenities include an on-site laundry facility and playground.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 336,265	\$ 74,046
Beginning Unrestricted Reserves	-	-	-	328,619
Total Beginning Reserves	-	-	336,265	402,665
Revenue	473,427	478,142	459,200	481,153
Expenses				
Personnel Services	234,550	220,000	191,100	211,165
Materials & Services	275,853	241,326	193,800	222,465
Overhead	-	-	7,900	-
Total Expenses	510,403	461,326	392,800	433,630
Net Change	(36,976)	16,816	66,400	47,523
Other Resources				
Capital Outlay	(168,280)	-	-	(85,000)
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(168,280)	-	-	(85,000)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(205,256)	16,816	66,400	(37,477)
Ending Restricted Reserves	336,265	-	74,046	76,300
Ending Unrestricted Reserves	-	-	328,619	288,888
Total Ending Reserves	\$ 336,265	\$ -	\$ 402,665	\$ 365,188

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.95	0.80	1.23	0.95
Maintenance	1.68	2.10	0.92	1.64
Other	0.00	0.00	0.00	0.00
Total	2.63	2.90	2.15	2.59
Occupancy rate	86%	92%		
Work orders	274	249		
Vacates (unit turns)	15	18		
Latest REAC score	90c	90c		

Village Oaks

The Village Oaks Apartments provide housing for 67 households which include elderly, disabled and many low-income working families. It consists of one and two story 1, 2 & 3 bedroom units.

Units offer energy efficient appliances and DHP heating/air conditioning units. Village Oaks has 3 rental programs: Market Rents, 21 Project-Based Rent Assistance. This quiet smoke-free complex is nestled amongst a beautifully landscaped property off W. 18th Ave in Eugene. Village Oaks is within walking distance to the local elementary school, Churchill High School, and local stores. There are many trees, two playgrounds, and a basketball hoop. Village Oaks has an active community center and weekly Helping Hands food program for residents.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 184,114	\$ 172,661
Beginning Unrestricted Reserves	-	-	-	(204,145)
Total Beginning Reserves	-	-	184,114	(31,484)
Revenue	422,870	401,000	401,200	427,612
Expenses				
Personnel Services	186,920	88,200	191,800	179,693
Materials & Services	225,333	312,800	255,300	234,850
Overhead	-	-	6,200	-
Total Expenses	412,253	401,000	453,300	414,543
Net Change	10,617	-	(52,100)	13,069
Other Resources				
Capital Outlay	(96,197)	-	(58,700)	(58,700)
Reserves	-	-	58,700	(5,296)
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(96,197)	-	-	(63,996)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(85,580)	-	(52,100)	(50,927)
Ending Restricted Reserves	184,114	-	172,661	177,800
Ending Unrestricted Reserves	-	-	(204,145) *	(260,211)
Total Ending Reserves	\$ 184,114	\$ -	\$ (31,484)	\$ (82,411)

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	1.94	0.57	0.96	0.95
Maintenance	0.65	1.05	1.33	0.80
Other	1.00	1.00	1.00	1.00
Total	3.59	2.62	3.29	2.75
Occupancy rate	86%	94%		
Work orders	306	244		
Vacates (unit turns)	14	14		
Latest REAC score	92b	92b		

*Ending Unrestricted Reserve adjusted for inter-fund borrowings.

Firwood Apartments



The Firwood Apartments are conveniently located only one block from West 11th Avenue in Eugene, Oregon. Firwood is comprised of nine (9) two-level buildings with a total of 70 one-bedroom and 20 two-bedroom units, serving families, elderly and disabled person(s). Residents at Firwood enjoy private patios, three on-site laundry rooms, garden areas, new exterior stairways, a shared central community grass courtyard, convenient parking and a single drive-in access for privacy and safety. Known for its affordability, Firwood is situated near bike and walk trails, shopping, churches, schools, services, restaurants, parks and public transportation. Firwood Apartments is a bond-funded property situated on privately-owned land leased by HACSA. This complex does not require HUD REAC inspections, however, performance measures are the same as HUD REAC inspected properties. Performance measures of HACSA properties are subject to local and federal regulations and include but are not limited to curb appeal, maintenance repairs, work order response times and overall condition.

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ 268,290	\$ 268,320
Beginning Unrestricted Reserves	-	-	-	20,770
Total Beginning Reserves	-	-	268,290	289,090
Revenue	531,826	535,300	533,000	575,655
Expenses				
Personnel Services	113,606	132,300	132,000	141,982
Materials & Services	239,833	278,502	272,300	336,960
Overhead	-	-	-	-
Total Expenses	353,439	410,802	404,300	478,942
Net Change	178,387	124,498	128,700	96,713
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	(106,034)	(168,915)	(107,900)	(97,000)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(106,034)	(168,915)	(107,900)	(97,000)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	72,353	(44,417)	20,800	(287)
Ending Restricted Reserves	268,290	-	268,320	276,400
Ending Unrestricted Reserves	-	-	20,770	12,403
Total Ending Reserves	\$ 268,290	\$ -	\$ 289,090	\$ 288,803

Performance Data

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FTE				
Administrative	1.25	1.14	1.25	1.01
Maintenance	0.32	1.00	0.53	0.91
Other	0.00	0.00	0.00	0.00
Total	1.57	2.14	1.78	1.92
Occupancy rate	97%	99%		
Work orders	228	199		
Vacates (unit turns)	14	11		
Latest REAC score	N/A	N/A		

Norseman Village

Norsemen Village offers affordable apartments for seniors and those with disabilities in Junction City (44 units). The complex surrounds a lovely garden setting with a beautiful new community room that includes a gas fireplace, outside gathering area, and laundry room. Norsemen is walking distance from old downtown Junction City, with proximity to cafes and shops, and close to City Hall and other services and was completely renovated in 2013. The Viking Sal Senior Center is also nearby. There is professional onsite management and maintenance who attend to the development's upkeep.



	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ 259,515	\$ 292,263
Beginning Unrestricted Reserves	-	-	139,565	18,320
Total Beginning Reserves	-	-	399,080	310,583
Revenue	289,132	303,197		317,543
Expenses				
Personnel Services	-	191,733		-
Materials & Services	214,105			207,605
Overhead	-			
Total Expenses	214,105	191,733	-	207,605
Net Change	75,027	111,464	-	109,938
Other Resources				
Capital Outlay	-	-	-	(18,483)
Reserves	-	-	-	(38,597)
Debt Issuance	-	-	-	
Debt Service	(21,658)	(90,141)	(22,095)	(51,544)
Inter-Program Transfers In	-	-		
Inter-Program Transfers Out	-	-		(1,313)
Other Resources Provided (Used)	(21,658)	(90,141)	(22,095)	(109,937)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	53,369	21,323	(22,095)	1
Ending Restricted Reserves	259,515	-	292,263	301,000
Ending Unrestricted Reserves	139,565	-	18,320 *	9,583
Total Ending Reserves	\$ 399,080	\$ -	\$ 310,583	\$ 310,583

Performance Data

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00
Occupancy rate	97%	97%	98%	97%
Operating Cost per Unit	\$ 5,222	\$ 4,676	\$ -	\$ 5,064

*Ending Unrestricted Reserve adjusted for inter-fund borrowings.

Camas Apartments

Camas Apartments are located on the corner of F and 2nd Streets in Creswell Oregon, on the southern edge of the Willamette Valley. This family-friendly complex has 36 units, mostly duplex-style 2 bedroom townhouses along with a few single bedroom one-level apartments. Schools, shopping, restaurants, and the city library are within a few blocks. The LTD bus system serves the area for public transportation. There are two on-site laundry areas, a community room with a kitchenette and a computer area.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 69,183	\$ 75,913
Beginning Unrestricted Reserves	-	-	40,428	(36,161)
Total Beginning Reserves	-	-	109,611	39,752
Revenue	229,276	222,867	240,497	254,334
Expenses				
Personnel Services	-	-	-	-
Materials & Services	191,774	191,514	200,427	218,109
Overhead	-	-	-	-
Total Expenses	191,774	191,514	200,427	218,109
Net Change	37,502	31,353	40,070	36,225
Other Resources				
Capital Outlay	-	-	(11,200)	(11,200)
Reserves	-	-	(8,061)	(8,061)
Debt Issuance	-	-	-	-
Debt Service	(12,536)	(27,060)	(6,713)	(6,713)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	(1,313)
Other Resources Provided (Used)	(12,536)	(27,060)	(25,974)	(27,287)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	24,966	4,293	14,096	8,938
Ending Restricted Reserves	69,183	-	75,913	79,200
Ending Unrestricted Reserves	40,428	-	(36,161) *	(30,510)
Total Ending Reserves	\$ 109,611	\$ -	\$ 39,752	\$ 48,690

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00
Occupancy rate	97%	97%	98%	97%
Operating Cost per Unit	\$ 5,327	\$ 5,320	\$ 5,567	\$ 6,059

*Ending Unrestricted Reserve adjusted for inter-fund borrowings.

Jacob's Lane

Jacobs Lane Apartments (63 units) is a community-oriented development in the Bethel area of northwest Eugene. It offers a nice mix of one, two, and three bedroom single level and townhouse style units for a diverse community of families, seniors, and individuals. Many of the apartments have exterior storage units, patios, washer/dryer hookups, dishwashers, and there is an on-site laundry room. Residents enjoy use of a community center with a meeting room, a library sharing area, and a computer room. Meals on Wheels has an onsite location for residents to use their program. There is also a community garden with orchard trees and large outdoor areas for children to play. The complex is close to area parks and schools and has excellent access to the LTD bus line. Additionally, the area has a varied mix of local businesses providing employment opportunities and services to residents and families.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 265,851	\$ 253,864
Beginning Unrestricted Reserves	-	-	67,900	111,287
Total Beginning Reserves	-	-	333,751	365,151
Revenue	300,412	333,359	321,500	324,889
Expenses				
Personnel Services	-	-	-	-
Materials & Services	327,292	255,676	273,500	273,708
Overhead	-	-	-	-
Total Expenses	327,292	255,676	273,500	273,708
Net Change	(26,880)	77,683	48,000	51,181
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	11,400	(7,650)
Debt Issuance	-	-	-	-
Debt Service	(22,919)	(45,065)	(28,000)	(23,412)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(22,919)	(45,065)	(16,600)	(31,062)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(49,799)	32,618	31,400	20,119
Ending Restricted Reserves	265,851	-	253,864	261,500
Ending Unrestricted Reserves	67,900	-	111,287	123,770
Total Ending Reserves	\$ 333,751	\$ -	\$ 365,151	\$ 385,270

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00
Occupancy rate	97%	97%	98%	97%
Operating Cost per Unit	\$ 5,195	\$ 4,058	\$ 4,341	\$ 4,345

Laurel Gardens

Laurel Gardens Apartments (41 units) are located in west Eugene along 12th Avenue between Grant and Chambers Streets at 1775 West 12th Avenue. The neighborhood is a diverse mix of houses, apartments, commercial and retail shops, offices, clinics and service providers. It is directly on the LTD bus line. Most apartments are a single level and have 1 bedroom. Some of the units share a common living room and kitchen between two residents. A community building with a kitchenette and restrooms in addition to a laundry room serve the complex well.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 141,584	\$ 138,626
Beginning Unrestricted Reserves	-	-	59,060	79,318
Total Beginning Reserves	-	-	200,644	217,944
Revenue	174,197	190,000	181,400	208,383
Expenses				
Personnel Services	-	-	-	-
Materials & Services	168,613	178,800	152,300	176,194
Overhead	-	-	-	-
Total Expenses	168,613	178,800	152,300	176,194
Net Change	5,584	11,200	29,100	32,189
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	(1,100)	(4,892)
Debt Issuance	-	-	-	-
Debt Service	(16,660)	(24,507)	(10,700)	(17,038)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(16,660)	(24,507)	(11,800)	(21,930)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(11,076)	(13,307)	17,300	10,259
Ending Restricted Reserves	141,584	-	138,626	142,800
Ending Unrestricted Reserves	59,060	-	79,318	85,403
Total Ending Reserves	\$ 200,644	\$ -	\$ 217,944	\$ 228,203

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00
Occupancy rate	99%	99%	99%	99%
Operating Cost per Unit	\$ 4,113	\$ 4,361	\$ 3,715	\$ 4,297

Walnut Park

Walnut Park Townhouses (32 units) are located in the River Road area of Eugene off North Park Avenue and Hatton Avenue. This family-friendly community has two and three bedroom townhouse style duplexes. Each unit has its own washer/dryer hook-up and storage shed. The community center building has room for gatherings and is complete with a kitchenette and restrooms. On-site management is shared with neighboring Turtle Creek Apartments. Emerald Park and other neighborhood parks are within walking distance as well as several schools and the LTD bus line. The River Road area has several shopping centers with restaurants, grocery stores, office buildings and medical services providing employment opportunities for residents. The nearby Turtle Creek Refuge Area offers wildlife observation and walking paths with park benches.



	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ 97,182	\$ 86,229
Beginning Unrestricted Reserves	-	-	30,699	96,052
Total Beginning Reserves	-	-	127,881	182,281
Revenue	177,526	180,622	178,000	215,396
Expenses				
Personnel Services	-	-	-	-
Materials & Services	165,731	136,646	192,900	184,171
Overhead	-	-	-	-
Total Expenses	165,731	136,646	192,900	184,171
Net Change	11,795	43,976	(14,900)	31,225
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	(6,400)	8,004
Debt Issuance	-	-	-	-
Debt Service	(22,966)	(26,361)	(21,300)	(21,264)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(22,966)	(26,361)	(27,700)	(13,260)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(11,171)	17,615	(42,600)	17,965
Ending Restricted Reserves	97,182	-	86,229	88,800
Ending Unrestricted Reserves	30,699	-	96,052	111,446
Total Ending Reserves	\$ 127,881	\$ -	\$ 182,281	\$ 200,246

Performance Data

	2016 ACTUAL	2017 BUDGET	2017 PROJECTED	2018 BUDGET
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00
Occupancy rate	93%	93%	94%	93%
Operating Cost per Unit	\$ 5,179	\$ 4,270	\$ 6,028	\$ 5,755

The Orchards

The Orchards (Willakenzie Townhouses) is a garden court complex located at 3202 Willakenzie Road in Eugene. This family-friendly community has natural landscaping with play areas scattered throughout duplex style buildings and a generous community center with a kitchen and restrooms. In this 25 unit community, there is a mixture of two and three bedroom two-story townhouses as well as single level handicap accessible units, all with washer/dryer hook-ups. The complex is located in the desirable Ferry Street Bridge area of North Eugene close to bus lines, schools, shopping at Valley River Center, and walking paths at the Delta Ponds.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 70,626	\$ 59,749
Beginning Unrestricted Reserves	-	-	34,411	35,488
Total Beginning Reserves	-	-	105,037	95,237
Revenue	161,500	162,835	172,400	171,264
Expenses				
Personnel Services	-	-	-	-
Materials & Services	177,954	144,092	178,700	164,418
Overhead	-	-	-	-
Total Expenses	177,954	144,092	178,700	164,418
Net Change	(16,454)	18,743	(6,300)	6,846
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	4,100	3,396
Debt Issuance	-	-	-	-
Debt Service	(6,881)	(11,904)	(7,600)	(7,044)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(6,881)	(11,904)	(3,500)	(3,648)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(23,335)	6,839	(9,800)	3,198
Ending Restricted Reserves	70,626	-	59,749	61,500
Ending Unrestricted Reserves	34,411	-	35,488	36,935
Total Ending Reserves	\$ 105,037	\$ -	\$ 95,237	\$ 98,435

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00
Occupancy rate	98%	98%	4%	97%
Operating Cost per Unit	\$ 7,118	\$ 5,764	\$ 7,148	\$ 6,577

Sheldon Village I

Sheldon Village Apartments I, consists of 43 units (1 bedroom apartments, 2 bedroom flat apartments, 2 bedroom townhouse apartments, and 3 bedroom townhouse apartments), located in professionally landscaped courtyards, in the Sheldon High School area. Amenities include full-size washers and dryers, designer cabinetry, decks and balconies, energy efficient construction, creative floor plans, ample storage, a clubhouse with a lending library and computer center, as well as professional on-site management. Sheldon Village is located close to LTD bus lines and within walking distance of schools, shopping, restaurants, entertainment, and medical/professional services.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 238,400	\$ 253,008
Beginning Unrestricted Reserves	-	-	63,868	100,760
Total Beginning Reserves	-	-	302,268	353,768
Revenue	186,833	249,729	249,000	259,577
Expenses				
Personnel Services	-	-	-	-
Materials & Services	175,868	196,282	166,700	195,694
Overhead	-	-	-	-
Total Expenses	175,868	196,282	166,700	195,694
Net Change	10,965	53,447	82,300	63,883
Other Resources				
Capital Outlay	-	-	-	-
Reserves	(17,208)	(11,416)	(17,400)	(12,161)
Debt Issuance	-	-	-	-
Debt Service	(9,271)	(10,920)	(13,400)	(13,394)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(26,479)	(22,336)	(30,800)	(25,555)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(15,514)	31,111	51,500	38,328
Ending Restricted Reserves	238,400	-	253,008	260,600
Ending Unrestricted Reserves	63,868	-	100,760	131,496
Total Ending Reserves	\$ 302,268	\$ -	\$ 353,768	\$ 392,096

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00
Occupancy rate	98%	100%	100%	98%
Operating Cost per Unit	\$ 4,090	\$ 4,565	\$ 3,877	\$ 4,551

Sheldon Village II

Sheldon Village Apartments II consists of 35 units (1 bedroom apartments, 2 bedroom flat apartments, 2 bedroom townhouse apartments, and 3 bedroom townhouse apartments), located in professionally landscaped courtyards, in the Sheldon High School area. Amenities include full-size washers and dryers, designer cabinetry, decks and balconies, energy efficient construction, creative floor plans, ample storage, a clubhouse with a lending library and computer center, as well as professional on-site management. Sheldon Village is located close to LTD bus lines and within walking distance of schools, shopping, restaurants, entertainment, and medical/professional services.



	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 173,883	\$ 190,786
Beginning Unrestricted Reserves	-	-	57,839	66,136
Total Beginning Reserves	-	-	231,722	256,922
Revenue	149,514	206,816	197,700	207,436
Expenses				
Personnel Services	-	-	-	-
Materials & Services	153,751	160,542	147,800	165,568
Overhead	-	-	-	-
Total Expenses	153,751	160,542	147,800	165,568
Net Change	(4,237)	46,274	49,900	41,868
Other Resources				
Capital Outlay	-	-	-	-
Reserves	(12,960)	(6,840)	(14,000)	(6,840)
Debt Issuance	-	-	-	-
Debt Service	(8,024)	(10,860)	(10,700)	(10,860)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(20,984)	(17,700)	(24,700)	(17,700)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(25,221)	28,574	25,200	24,168
Ending Restricted Reserves	173,883	-	190,786	196,500
Ending Unrestricted Reserves	57,839	-	66,136	84,590
Total Ending Reserves	\$ 231,722	\$ -	\$ 256,922	\$ 281,090

Performance Data

	<u>2016 ACTUAL</u>	<u>2017 BUDGET</u>	<u>2017 PROJECTED</u>	<u>2018 BUDGET</u>
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00
Occupancy rate	100%	98%	100%	98%
Operating Cost per Unit	\$ 4,393	\$ 4,587	\$ 4,223	\$ 4,731

TRANSFER SUMMARY

The following table is intended to provide summary information about HACSA's interfund transfers.

Budgeted interfund transfers for FY2018 are as follows:

	<u>Transfers-OUT</u>	<u>Transfers-IN</u>
Development	\$ (175,000)	\$ -
Agency General (COCC)	-	175,000
Signpost House	(16,000)	-
Agency General (COCC)	-	16,000
Camas	(1,313)	-
Norseman	(1,313)	-
Asset Management	-	2,626
Total Transfers	<u>\$ (193,626)</u>	<u>\$ 193,626</u>

FINANCIAL POLICIES

Budget

HACSA shall prepare an annual budget that is balanced. Balanced means that expenses for the year will be paid with revenues earned in that year although it is permissible to draw from reserves to cover expenses, as long as the draw is in compliance with the applicable reserve policy.

The annual budget shall be approved by the HACSA Board prior to September 30th each year.

Reserves

HACSA has developed reserve policies for its programs that typically have reserves. The reserve target may be expressed as a % of operating budget rather than as a static dollar amount. Each year in the budget document, HACSA shall report the dollar amount of the reserve target along with the actual dollar amount of the reserve and explain any difference. If the reserve is below target, HACSA shall explain the plan to bring the reserve back to the target amount.

HAP Reserve - 3-6% of ABA (annual HAP budget) is the range recommended by HUD. Funds in the HAP Reserve cannot be used for anything else but HAP payments. HACSA has little control over the HAP Reserve, although HACSA can make decisions about voucher issuance, portability and payment standards that will have an impact on the HAP Reserve. If the HAP Reserve falls below target, HACSA will take actions to replenish it.

S8Admin Reserve

The amount that feels prudent to S8 management staff is 4 months of operating costs. Given the volatility of federal funding and knowing that occasionally the HAP disbursement from HUD could be delayed, it is beneficial to have this admin reserve to support cash flow. Funds in the S8 Admin Reserve are intended by HUD to pay for all program delivery costs for the HCV program and may not be used outside the HCV program. If the S8Admin Reserve falls below the target level, HACSA will budget to recover 10% of the shortfall in any year that the proration is not below 89%.

FINANCIAL POLICIES

Public Housing Reserve

HUD recognizes that a reserve equal to 4 months of operating costs is not an excessive reserve. HACSA management agrees that a reserve equal to 4 months of operating costs is a prudent reserve. HACSA will target a reserve equal to 4 months of operating costs (operating costs to be calculated by averaging the most recent 3 years actual operating costs). If the reserve is less than the target, HACSA will budget to increase the reserve by 10% of the shortage each year that the operating subsidy proration is at least 89%. For example, if the target is \$1.3M and the current reserve is \$500K, then HACSA would budget to increase the reserve by \$80K as long as the proration was not below 89% for that year. ($\$1.3M - \$500K * 10\% = \$80K$). Public Housing reserves may not be used for anything but public housing operating costs.

COCC Reserve

The COCC reserve target is equal to 4 months of operating costs for COCC. If the reserve is less than the target, HACSA will budget to increase the reserve by 10% of the shortage each year that the operating subsidy proration is at least 89%. The reason the COCC replenishment plan is tied to the PH operating subsidy is because much of the revenue for COCC comes from AMPS. COCC reserves must be spent in the Public Housing program.

Corporate Reserve

Funds in this reserve are intended to pay for unanticipated costs in programs that are not eligible for federal funds. These include Firwood, Heeran Center, Signpost House, Family Shelter House, Development and Asset Management. Funds in this reserve are also needed to provide cash flow for all of HACSA's activities that are performed on a reimbursement grant basis, which currently includes Shelter Plus Care, ROSS, Family Self-Sufficiency and Energy Services. A reserve target for the corporate reserve is under consideration.

Development Reserve

HACSA typically pays for predevelopment costs on new projects until such time as funding is secured. It is understood that at a point in time just prior to a project being financed, the development reserve will have reached its lowest point, and just after being replenished by a development project closing, it will be at its highest point, although several development projects may be going on at the same time. For a development reserve, we propose to set a range of between \$100,000 and \$750,000. The development reserve should never be allowed to fall below \$100,000. If it looks as though it will, a Line of Credit should be used for pre-dev costs. Amounts over \$750,000 should be transferred to the Corporate Reserve.

LONG-RANGE FINANCIAL PLANNING

Property Management Division (PMD)

The Operating Subsidy provided by HUD is generally set lower than the 100% level but still, tends to change month by month throughout the year. The Operating Subsidy amount provided by HUD typically changes effective January 1st of each year, but PHA's are not notified of the new amounts until mid-way through the year.

This lag between January 1 and when HUD notifies the PHA of their new operating subsidy amounts means that the PHA may be operating for months into the FY at a level above (or below) the actual income the PHA will receive. This budget process would be like trying to manage your household income without knowing what your take-home pay is.

In 2017, HACSA received a notice of a significant decrease in Operating Subsidy proration, from 89% to 85%. This drastic decrease in subsidy meant that HUD had "overpaid" HACSA for the early months of 2017 and then sent significantly lower subsidies for the remaining months of the year. This process is just one of the challenges to ensuring the PMD operates with a positive net income and avoids the need to draw from our PH Reserves. HACSA leaned heavily on withdraws from the PH Reserves to supplement the operating budgets the past several years.

New leadership at HACSA and a new PMD Division Director in early 2016, have resulted in a renewed focus on two critical performance areas; occupancy and accounts receivables. By quickly turning vacant units and ensuring good management of tenant accounts HACSA increases the potential rental income available to operate and maintain our aging structures. The increasing costs of salaries/fringe, utilities, overhead, contracts, materials and the increasing need for repairs in our older housing units, continue to challenge the PMD budget. HACSA is analyzing reducing contract costs and reassigning work internally and will be eliminating one PMD Management Position and is not currently filling a Property Manager (Management) position at this time. These cuts will decrease our overall spending, but will also increase significantly the workload of other PMD staff and Property Managers. AMP's will now be responsible for maintenance work on additional properties, while Property Managers will managing more properties, more accounts and more customers in their portfolios

LONG-RANGE FINANCIAL PLANNING

Property Management Division (PMD)

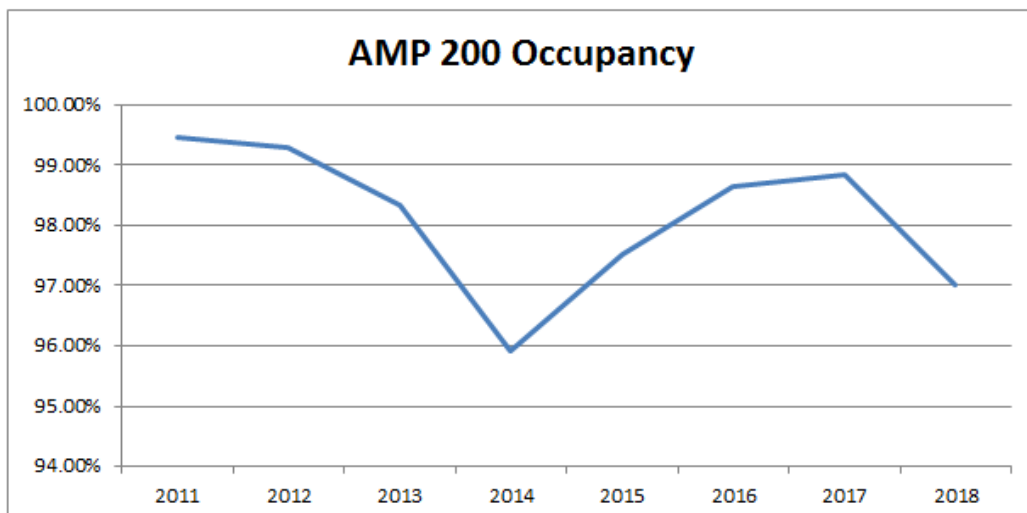
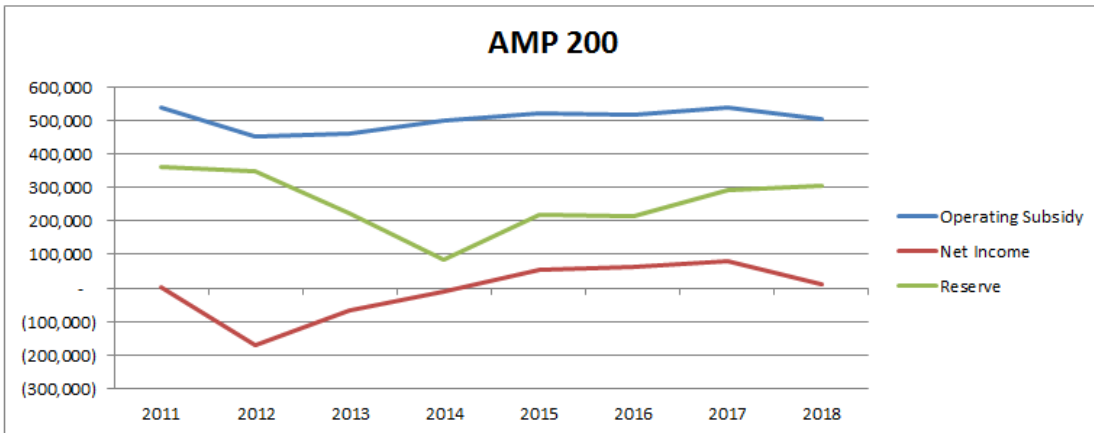
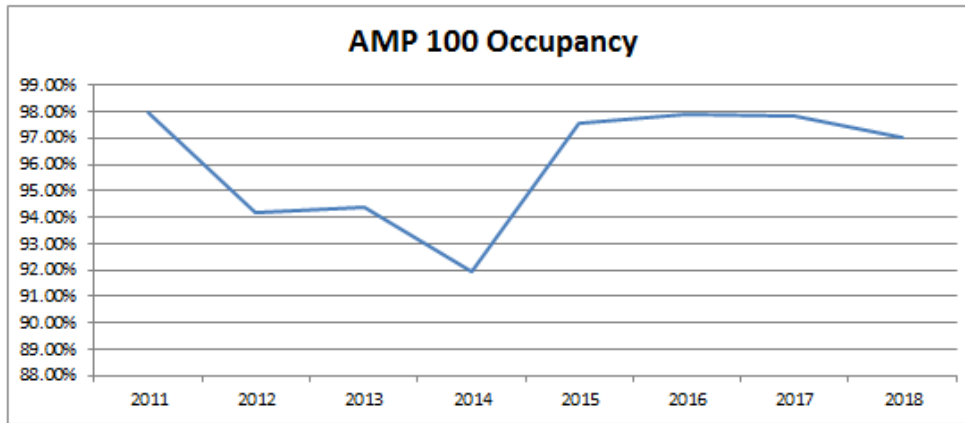
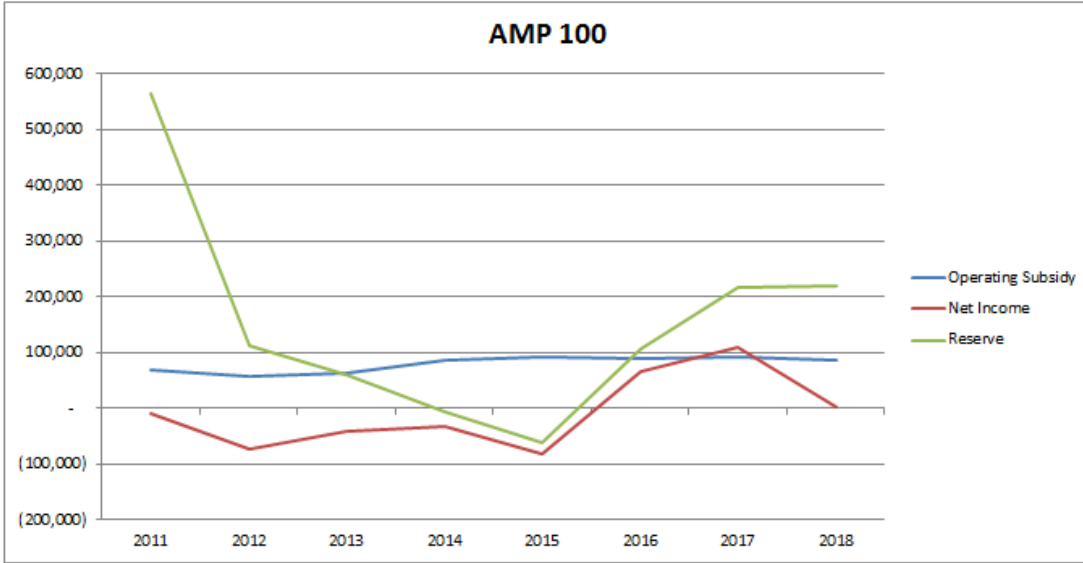
The PMD has reduced the amount of reserves needed to supplement our operations and our net income is trending positive the past few years. For the 2018 budget, the PH budgets reflect a very small withdrawal against reserves, which is offset by the positive projection for FY17. It is the goal of the PMD to operate with a positive net income and to continue to rebuild our reserves, by continuing to focus on maximizing revenue, implementing cost containment measures, decreasing the use of contracts and implementing LEAN process improvement. With low reserves and extremely tight budgets the risks, we face at this time area that budgets are so tight that critical maintenance or preventative maintenance is deferred or that expensive unexpected repairs on major systems are required.

The long-range planning for the PMD includes the following goals and strategies:

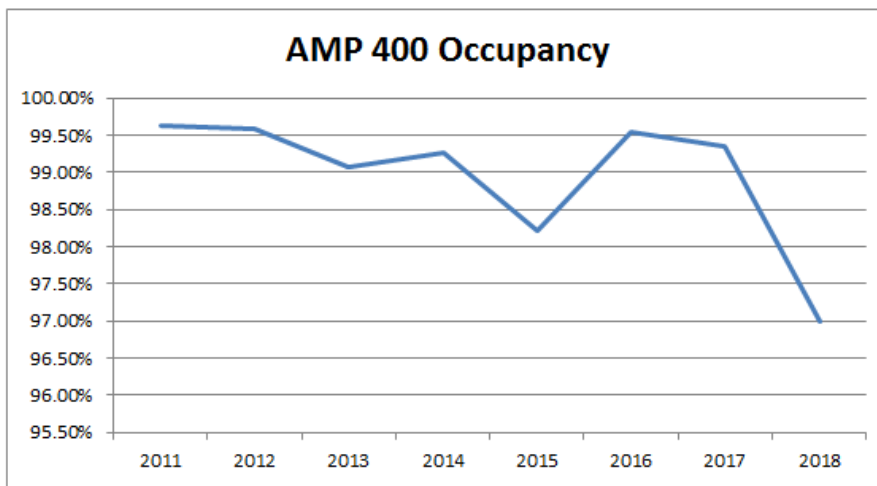
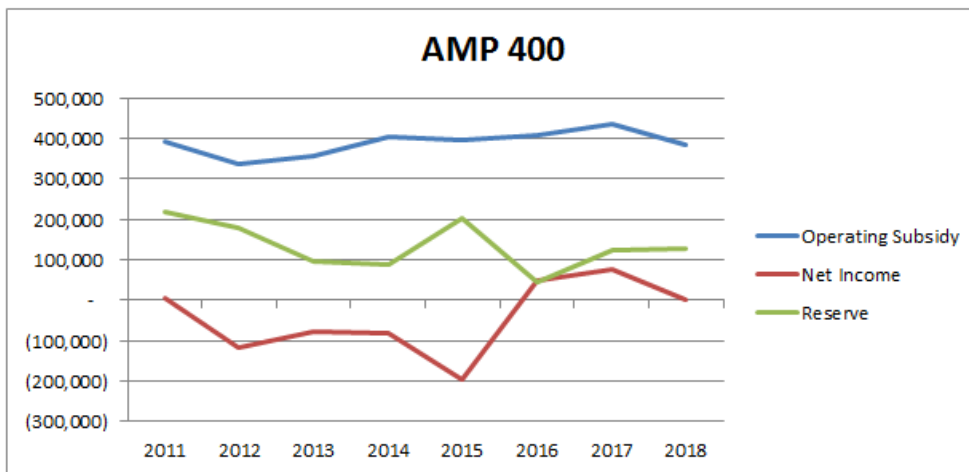
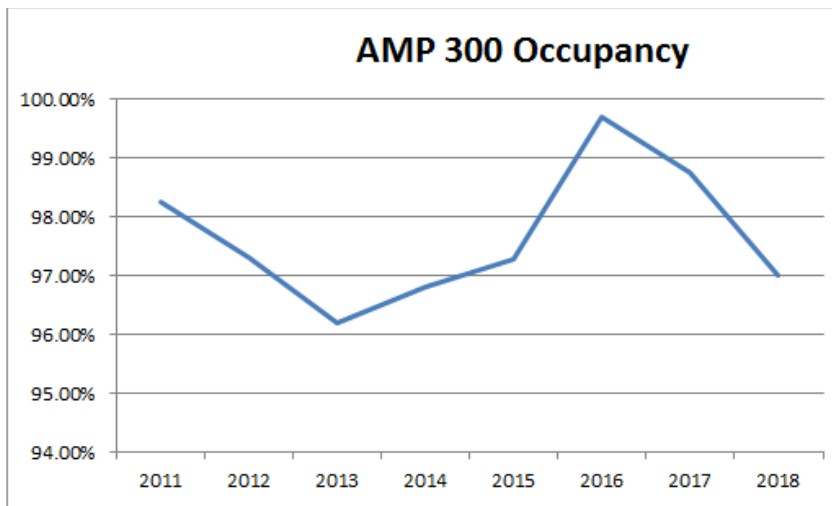
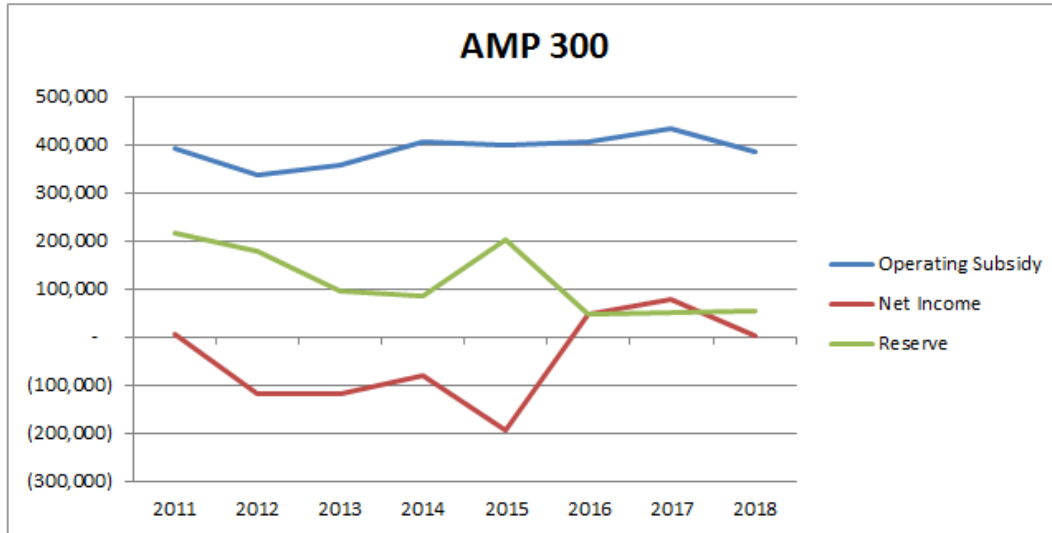
1. Reclaiming and keeping PHAS High Performer Status: There are numerous factors that impact this score but our focus will be on:
 - a. HUD REAC Inspection Scores - goal is to have scores of 90% or above
 - b. Occupancy Rates - goal of Occupancy Rates of 97% or above
 - c. Accounts Receivable - goal to have collections rates at 97% or above
2. Operating Reserves: our goal is to maintain a minimum of 4 months operating funds in our Reserves - which would be \$1,347,568 for FY18.
3. Budgets: Our goal is to maintain balanced AMP budgets that will not require funds to be withdrawn from reserves and to instead to generate a positive annual cash flow
4. Investment: Our goal is to continue to invest in staff training, LEAN process improvement, and compliance. These measures will positively impact workplace culture and moral, build capacity through well-cross-trained teams, as well as help us to perform more efficiently and compliantly in these tough budget times.

The following charts demonstrate some of the challenging aspects of managing HACSA's 707 Public Housing units. The charts are arranged by AMP and present the operating subsidy, net income, and reserves as well as occupancy rates.

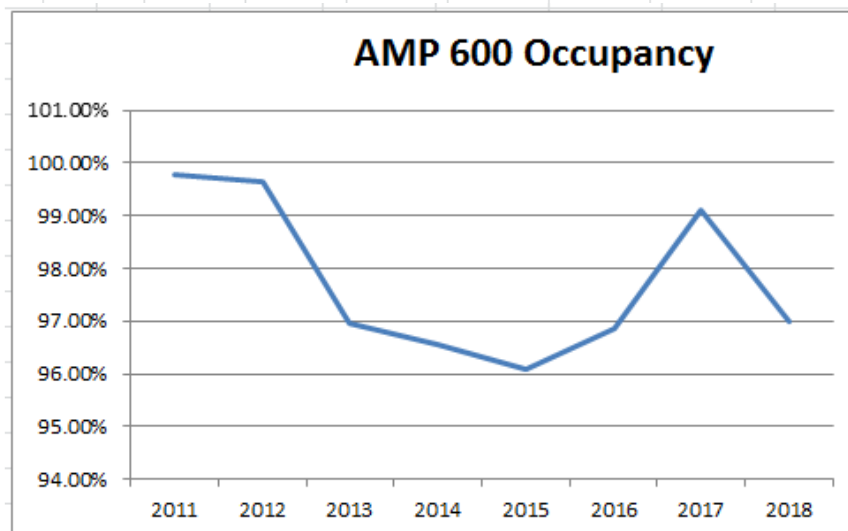
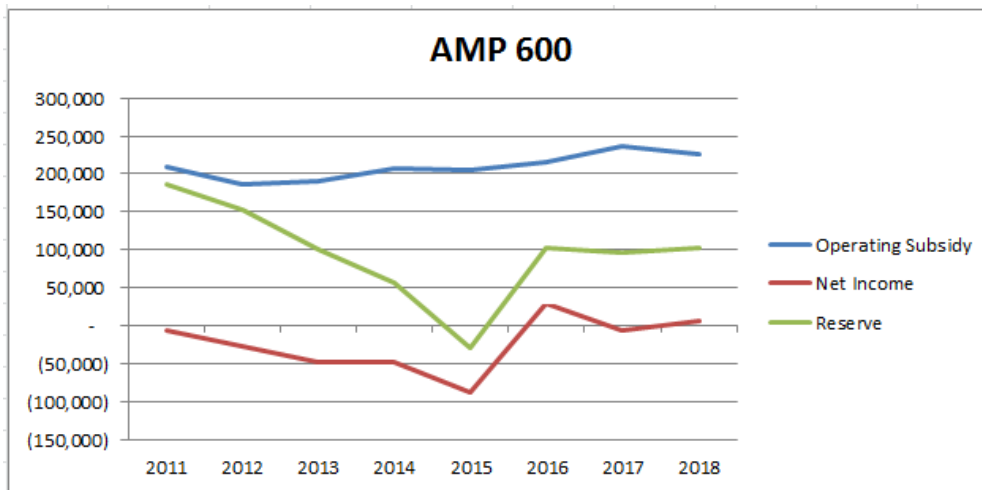
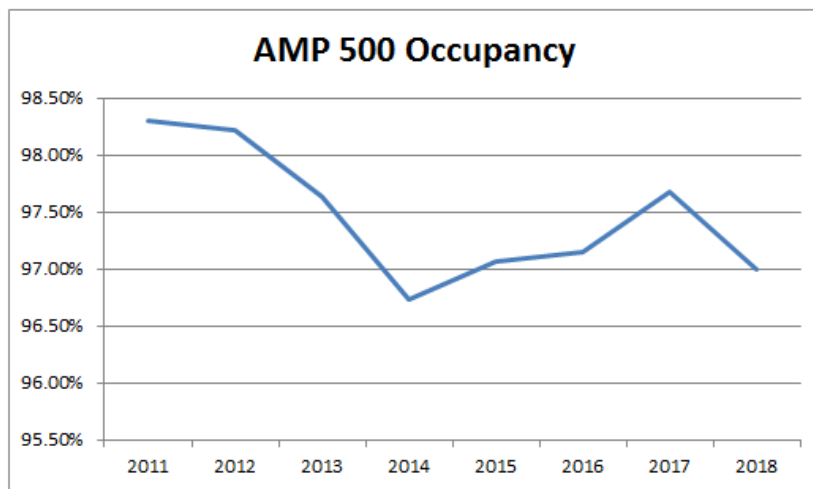
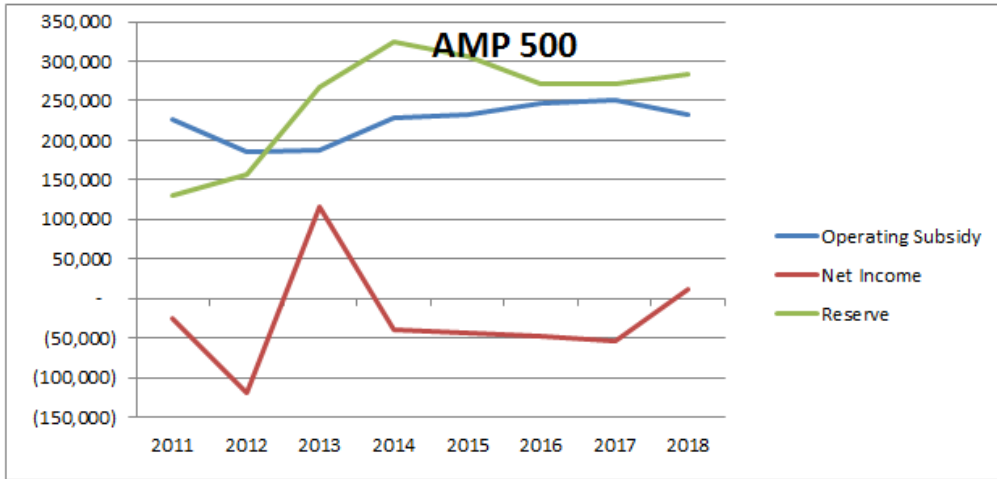
LONG-RANGE FINANCIAL PLANNING



LONG-RANGE FINANCIAL PLANNING



LONG-RANGE FINANCIAL PLANNING

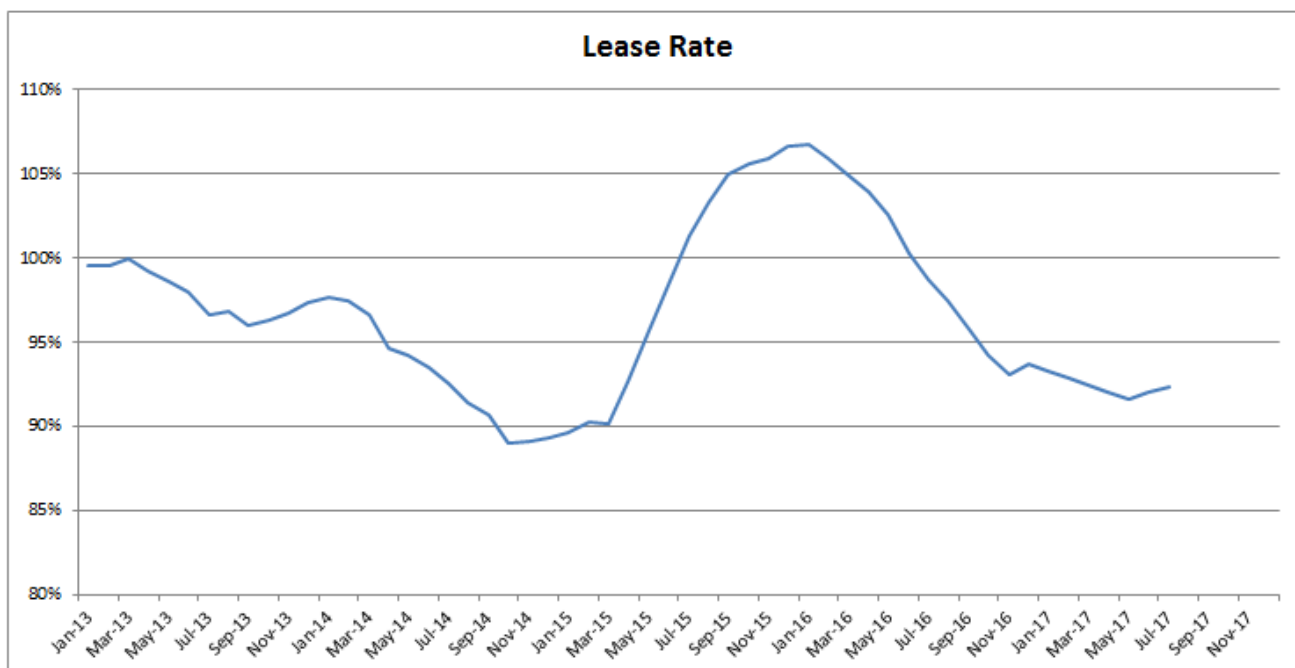


LONG-RANGE FINANCIAL PLANNING

Rent Assistance Division

Lease Rate

The overall goal of the Section 8 Program is to maintain a lease rate of 100%. Over the course of a calendar year, the cumulative lease rate is used to assess the overall lease rate for the year. For example, if the lease rate is 95% one month you can work towards raising it to 105% the next month to make up for the 5% lost the prior month. It is much like a school report card, get all D's one term and all A's the next term, the overall report card will be a B or a C. The average lease rate (the B or C) becomes the overall lease rate for the calendar year. However, when the new calendar year begins the lease rate in which HACSA closed out the prior calendar year becomes the beginning lease rate to start the cycle over again. Going back to the report card analogy, if HACSA got D's the first two terms and then A's the last term HACSA would start the year out with an A. Starting out with an A can have a negative effect on a program if that A is too high. For example, if HACSA raised the lease rate to 110% to make up for a lower rate earlier in the year then HACSA will start the new year at 110%. However, a Section 8 Program doesn't have enough money to maintain a lease rate of 110% so HACSA has to work on lowering it to less than 100% to make up for over leasing. This can put a housing agency's lease rate and funding into a yo-yo effect where HACSA is constantly attempting to raise and lower the lease rate. Currently, HACSA is in the yo-yo effect. In order to get out of the yo-yo, HACSA is will work to raise the monthly lease rate to 100%; this will put our accumulative lease rate at approximately 94%. The remainder of funding needed to compensate the 6% of loss will be pulled for HUD Reserves. The overall goal for Calendar Year 2018 will be to maintain a monthly and cumulative lease rate of 100%.

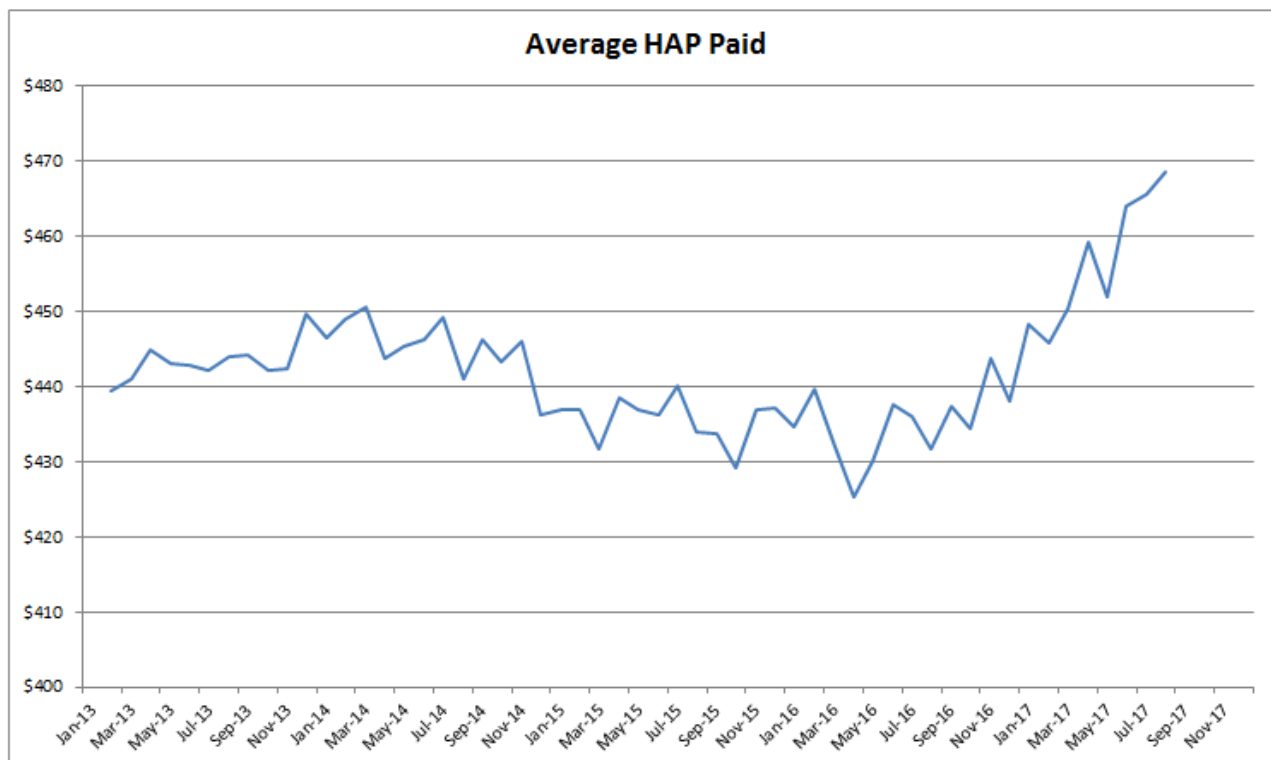


LONG-RANGE FINANCIAL PLANNING

Rent Assistance Division

Average HAP Paid

HAP is the payment that is made to the landlord from HACSA on a monthly basis on behalf of the tenant. The average HAP is captured by assessing all HAP paid on Section 8 and VASH units and arriving at the average. Several factors can impact average HAP costs. One, the rental market, as overall rental prices in the community increase so does the average HAP amount. Two, Fair Market Rents (FMRs), HUD establishes FMRs on a yearly basis. The Payment Standards for the Section 8 and VASH Programs are derived from the FMRs. HACSA is required to remain between 90%-110% of FMR when setting its Payment Standard. Currently, HACSA's Payment Standards are set at 95% of FMR. Three, the income of the tenant, when the tenant doesn't have income HACSA pays more HAP. When the tenant has income HACSA pays less HAP. Under the Section 8 and VASH programs the tenant pays up to 40% of their adjusted gross income towards the overall cost of rent and HACSA provides the rest. For example, if a participant has zero income than 40% of zero is zero and HACSA pay the full contract rent, as long as the contract rent is within the limits of the Payment Standard and the unit is rent reasonable. In managing a Section 8/VASH program it is important for HACSA to work with community partners and resident services to ensure that participants in our programs are receiving appropriate benefits (example, social security payments which are counted as income) and/or are working towards gainful employment to ensure the overall viability of the program.

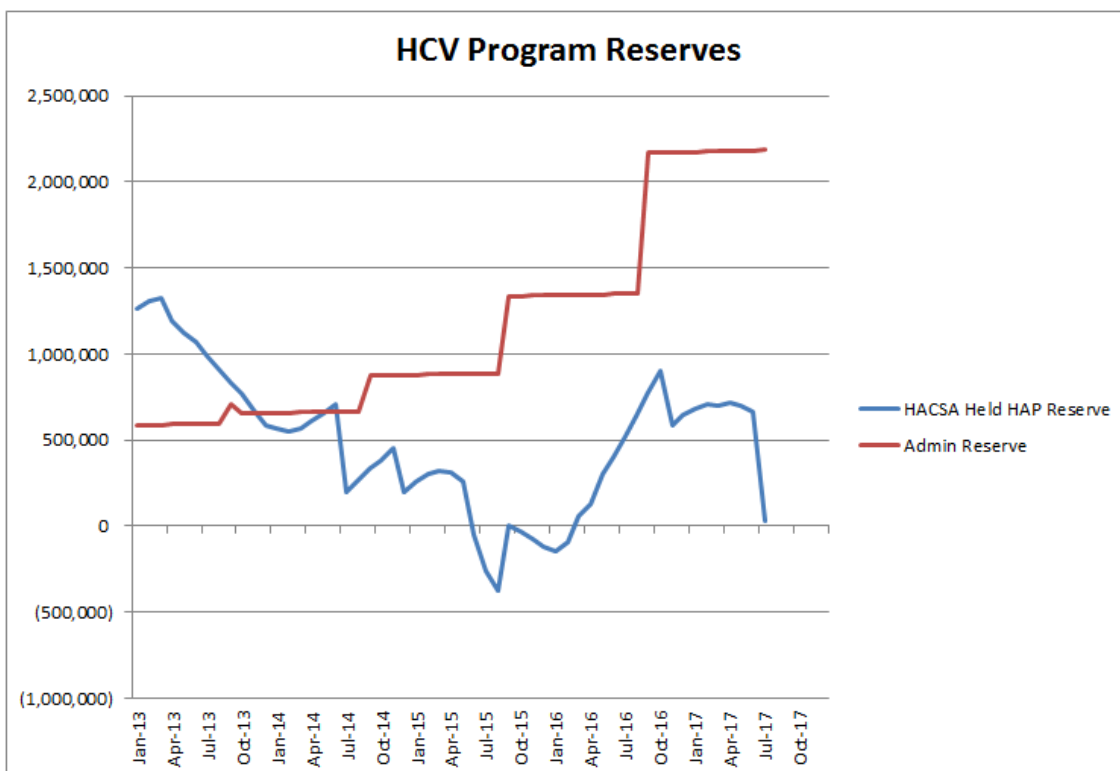


LONG-RANGE FINANCIAL PLANNING

Rent Assistance Division

Admin Reserve and HACSA Held HAP Reserve

For every voucher leased HACSA receives money from HUD to run the Section 8 and VASH programs. Admin fees pay for salaries, supplies, building space and so on. However, HUD only pays Admin fees up to the number of units HACSA is required to lease. If HACSA leases up more than HUD allocated HUD doesn't give HACSA more Admin Fee. Admin fee reserves are accumulated when the cost of running the program is lower than the fees received or HACSA budgeted for one proration factor but HUD changed it later. For example, HUD tells HACSA they will provide \$100.00 in Admin Fees in January. In April HUD tells HACSA they will prorate the Admin fee and will only be giving \$70.00. In November HUD tells HACSA it has changed the prorate again and will give \$90.00. HUD then goes back and prorates the calendar year at \$90.00. HACSA may have budgeted the entire year on the assumption they were getting \$70.00 every month. This change from HUD so late in the year could result in money being added to the reserves. Admin fees reserves are important to maintain as they can pad a program in years where the overall lease rate does not reach 100% or the pro-ration is lower than HACSA expected. HAP held reserves are funds HACSA did not spend on HAP. For example, HUD provides HACSA with a \$1,000 in HAP for the year. HACSA leases 50% of the vouchers provided and doesn't use all the HAP. HACSA uses \$500.00 in HAP. The remaining \$500.00 is held in reserves for future use. However, in setting a national budget HUD can look at HAP reserves of all PHAs and reallocate the money if they believe a PHA's HAP reserves have grown too large. HUD recommends reserves to be between 2% and 7% of the Annual Budget Authority. HAP reserves are important for HACSA to maintain as they can pad the program in years where the average HAP cost is higher than expected.



LONG-RANGE FINANCIAL PLANNING

Real Estate Development Division

The Development Department has been successful in securing tax credit funding for 3 consecutive projects and has a robust mix of new construction and preservation projects scheduled for the next few years.

Bascom Village Phase II which included 48 units of family housing was completed in November of 2016.

The Oaks at 14th, a partnership with Sponsors Inc. which provides 54 units of housing for ex-offenders was completed in April of 2017.

The Richardson Bridge Project which will rehab 32 units of family housing started construction in August of 2017. As part of this project 12, public housing scattered site units will be sold and their subsidies moved into Richardson Bridge.

Market District Commons is a mixed-use project in downtown Market District in Eugene that will provide 50 or more units of critically needed workforce and veteran housing. The project is a public/private collaboration with the Obie development team as part of a major re-development in the Market District. Tax Credit funding will be pursued in early 2018 with construction to begin in late 2018.

Rehab Projects - Maintaining existing affordable units is critical to HACSA's mission. The development team will be pursuing funding strategies to preserve existing affordable units at Sheldon Village and the Firwood Apartments.

Housing First is a collaboration with Lane County and St. Vincent DePaul to provide 50 units of housing for homeless people struggling with addiction. The project will be funded by a mix of tax credits and other funding sources.

Glenwood Place is a 100 plus unit development along Franklin Blvd in Glenwood that provides critical workforce housing in the heart of the Eugene Springfield area. Tax Credit Funding will be pursued once environmental studies have been approved.

Scattered Site Sales- Over the next few years, through the Rental Assistance Demonstration program, HACSA can sell of up to 100 scattered public housing sites as soon as replacement housing is built. The development team is currently doing due diligence on several properties on which to build the replacement housing.

LONG-RANGE FINANCIAL PLANNING

Real Estate Development Division

The HACSA development team continues to look for partnerships to create affordable housing opportunities throughout the county including Florence, Oakridge, Cottage Grove and Creswell.

Development Fee revenue provides a means to support the development team, predevelopment costs on new projects and to shore up the HACSA budget when needed. The HACSA proposed FY18 budget, includes a transfer from Development to COCC in the amount of \$175,000.

The Development reserve target is proposed in a range between \$100,000 and \$750,000.

Real Estate Development Projects

Project Name	Project Type	Number of units	Status	Start Date	Construction Completion	Estimated Total Cost	Developer Fee
Bascom Villag Phase II	New Const.	48	Complete	March 2014	Nov-16	\$10,377,143	\$1,050,000
The Oaks at 14th	New Const.	53	Complete	March 2015	Apr-17	\$8,985,121	\$1,035,000
Richardson Bridge*	Rehab	31	Funded	March 2015	Aug-18	\$6,143,187	\$900,000
Sheldon Village I & II	Rehab	74	Predev	July 2016	Sep-18	\$3,792,681	\$0
Market District Commons	New Const.	50	Predev	June 2016	Nov-19	\$11,726,302	\$1,050,000
Firwood	Rehab	100	Predev	Jan 2017	Nov-19	\$2,500,000	\$0
Housing First	New Const.	50	Predev	March 2017	Jul-19		
Korean Church - Taney Rd	New Const.	60	Predev	August 2017	Jan-20		\$1,200,000
Yet to be named RAD PH 2	New Const.	40	Predev	NA	Jan-20		\$1,050,000
Glenwood Place	New Const.	100	Predev	Dec 2012	Nov-20		\$1,050,000
RAD Phase 3							
Totals		606					\$7,335,000

*Richardson Bridge Developer Fee includes a Deferred Developer Fee of \$450,000

GLOSSARY OF TERMS

ADA	Americans with Disabilities Act
AFSCME	American Federation of State, County & Municipal Employees
AIRS	Area Information Records System
AMP	Asset Management Project
ARRA	American Recovery & Reinvestment Act
AV	Assessed Value
BOLI	Bureau of Labor and Industries
BPA	Bonneville Power Association
CAFR	Comprehensive Annual Financial Report
CDBG	Community Development Block Grants
CIP	Capital Improvement Program
CLPUD	Central Lane Peoples Utility District
COBRA	Consolidated Omnibus Budget Reconciliation Act
COCC	Central Office Cost Center
COLA	Cost of Living Adjustment
CPI	Consumer Price Index
CSA	Community Services Agency
CSC	Community Services Consortium
CY	Calendar Year
DEA	Drug Enforcement Agency
DEP	Duke El Paso
DEQ	Department of Environmental Quality
DHS	Department of Human Services (state)
DHP	Ductless Heat Pump
DOE	Department Of Energy
DOJ	Department of Justice (federal)
EAP	Employee Assistance Program
ECHO	Energy Conservation Helping Oregonians
EEO	Equal Employment Opportunity
EOE	Equal Opportunity Employer
EPA	Environmental Protection Agency
EPC	Energy Performance Contracting
EPUD	Emerald People's Utility District
ER	Employer
EWEB	Eugene Water and Electric Board
FEMA	Federal Emergency Management Agency
FFS	Fee For Service
FMLA	Family and Medical Leave Act
FSS	Family Self-Sufficiency
FTE	Full-Time Equivalent

GLOSSARY OF TERMS

FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
HACSA	Housing Authority & Community Services Agency
HAP	Housing Assistance Payments
HIPAA	Health Insurance Portability and Accountability Act
HR	Human Resources
HSC	Human Services Commission
HUD	U.S. Dept. of Housing and Urban Development
IGA	Intergovernmental Agreement
IT	Information Technology
LCOG	Lane Council of Governments
LEED	Leadership in Energy and Environmental Design
LIEAP	Low Income Energy Assistance Program
LIHTC	Low Income Housing Tax Credit
LSRC	Lane Senior Resource Center
MGA	Master Grant Agreement
NWNG	Northwest Natural Gas
OAR	Oregon Administrative Rules
OEDD	Oregon Economic Development Department
OFLA	Oregon Family Leave Act
ORS	Oregon Revised Statutes
OSHA	Occupational Safety and Health Association
RAB	Resident Advisory Board
RAD	Rental Assistance Demonstration
RED	Real Estate Development
RFP	Request for proposal
RIS	Regional Information System
RLID	Regional Land Information Database
RPF	Resident Participation Fund
S+C	Shelter Plus Care
SDSD	Senior and Disabled Services Division (State of Oregon)
SHOW	State Home Oil Weatherization
SUB	Springfield Utility Board
T&TA	Training and Technical Assistance
TM	Time Management
VASH	Veterans Assistance for Supportive Housing
VAWA	Violence Against Women Act