

BUDGET DOCUMENT FOR FISCAL YEAR 2021



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Homes.
People.
Partnerships.
Good.

Homes for Good is Lane County's housing agency and our primary work is to help low-income residents with the logistics of affordable housing. At a higher level, we are neighbors united to get every Lane County resident who needs help, into a home.

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HOMES FOR GOOD BOARD OF COMMISSIONERS

Char Reavis	Board Chair/Appointed Commissioner
Michelle Thurston	Appointed Commissioner
Jay Bozievich	Lane County Commissioner
Pat Farr	Lane County Commissioner
Joe Berney	Board Vice-Chair/Lane County Commissioner
Heather Buch	Lane County Commissioner
Pete Sorenson	Lane County Commissioner

LEADERSHIP TEAM

Jacob Fox	Executive Director
Jeff Bridgens	Finance Director
Steve Ochs	Real Estate Development Division Director
Beth Ochs	Rent Assistance Division Director
Wakan Alferes	Supportive Housing Division Director
Bailey McEuen	Human Resources Director
Steve Jole	Energy Services Division Director
Ela Kubok	Communications Director
Curtis Wyant	Information Technology Director

EXECUTIVE DIRECTOR'S MESSAGE



Homes, People, Partnership, Good are the core values of our transformative organization. Our budget process, and this clear and concise budget document, reflect our priorities and our commitment to transforming our community by providing a home to the people in Lane County that need it the most. What we love most about our budget document is that it is grounded in budgeting best practices, it is easy to understand, it is infused with images of our employees and the people we serve, and it contains data that helps the reader understand the impact we have in Lane County.

Needless to say, 2020 has been a year of historic challenges. In March of 2020, the COVID-19 Pandemic compelled the Homes for Good Leadership Team to fundamentally change our organizational structure. In May of 2020, the entire Nation was yet again witness to the systemic history of police brutality towards Black Americans when George Floyd was killed by Minneapolis Police Department officer which resulted in protests focused on racial justice in our Nation and in Lane County. In September of 2020, the State of Oregon faced another tragedy as massive wildfires raced across numerous counties including Lane County.

Because of the prudent investment of time and resources on the part of Homes for Good Board of Commissioners and staff over the past 5 years the organization has never been more resilient and financially capable. Key drivers of our financial stability include proactive management of our federally funded housing/programs in close coordination with the team from the Department of Housing and Urban Development (HUD), an unprecedented level of real estate development projects and COVID-19 Cares Act funding that we have received from HUD.

There are three overarching themes that helped guide the development of our FY21 Budget. First, an organizational priority to continue Diversity, Equity, and Inclusion Education and the launch of the Homes for Good Equity Strategy Team. This includes a commitment from Leadership and Staff to increase employment opportunities and promotion opportunities for people from communities that have been, and are being, marginalized in our community as well as increased contracting opportunities for businesses owned by people of color and women. Second, an organizational priority to continue developing affordable housing at scale with an emphasis on partnering with Lane County and other local jurisdictions to increase the number of Permanent Supportive Housing to provide a home to people experiencing homelessness. Third, an organizational priority to continue refinement of our Continuity of Operations Plan and the development of key Annexes to this plan to address high consequence diseases, earthquakes, wildfires and weather events like snowstorms.

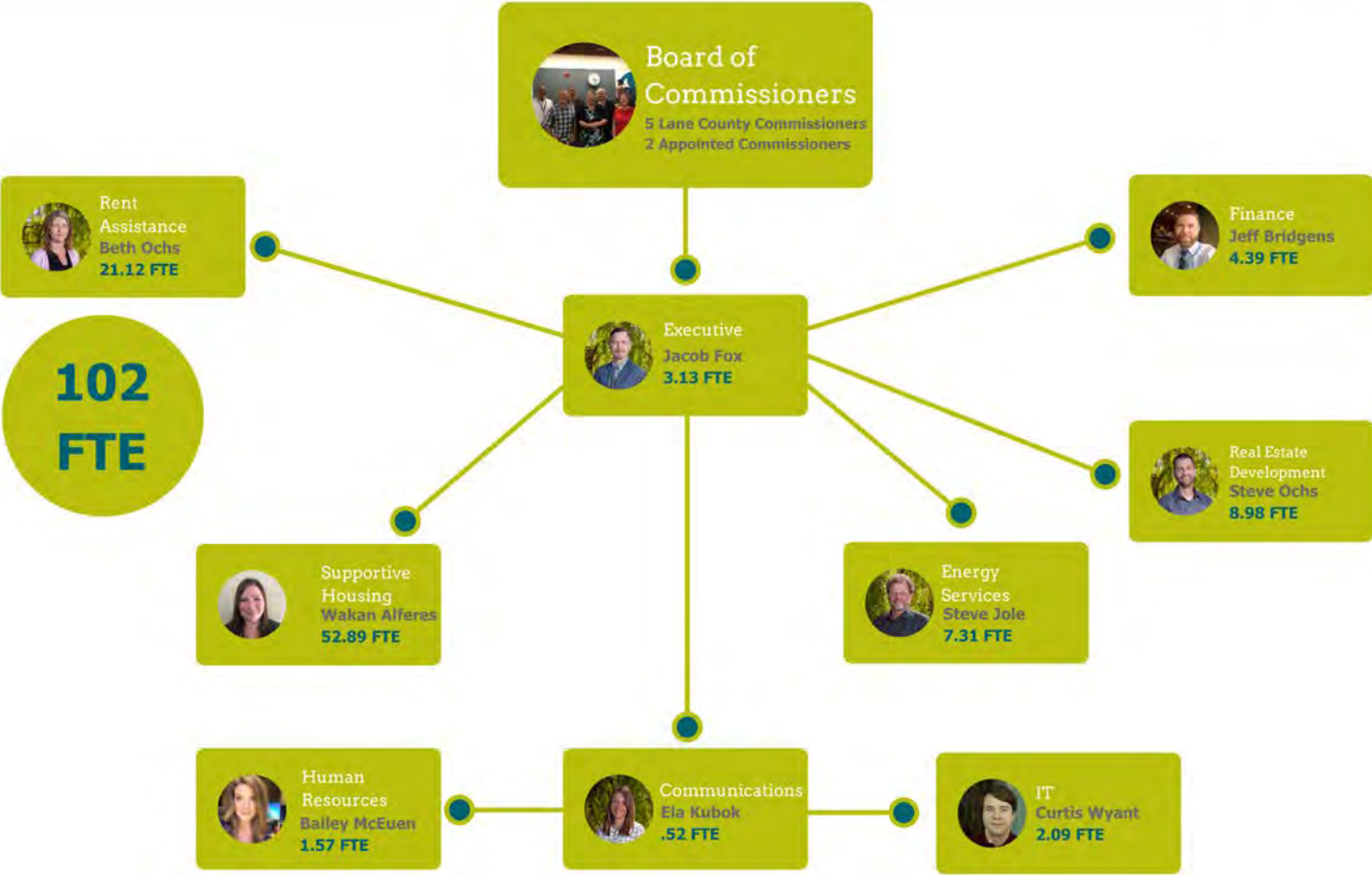
In the following pages, we present the Home for Good budget for the fiscal year October 1, 2020, through September 30, 2021. We are supplying information about each distinct activity, as well as summaries by division and agency-wide information, by providing a clear and meaningful story of Homes for Good's operations and their revenues/expenses. This budget document is a reflection of our expanding communications capacity and its transparency will increase our community's understanding of our financial opportunities and challenges.

JACOB FOX

A handwritten signature in blue ink, appearing to read 'J. Fox', positioned below the printed name.

Executive Director

ORGANIZATIONAL CHART



BUDGET SUMMARY

	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ 8,023,282	\$ 3,343,640	\$ 11,308,400	\$ 9,511,100	\$ 2,431,194
Beginning Unrestricted Reserves	5,944,262	13,993,225	12,132,300	16,694,800	17,725,706
Total Beginning Reserves	13,967,544	17,336,865	23,440,700	26,205,900	20,156,900
Revenue	42,081,158	42,579,413	63,750,900	41,337,400	48,742,300
Expenses					
Personnel Services	7,818,975	7,664,902	7,956,000	7,416,200	8,192,800
Materials & Services	27,319,500	28,503,015	31,009,800	32,349,600	32,428,500
Overhead	359,176	261,536	332,900	268,300	527,300
Total Expenses	35,497,651	36,429,453	39,298,700	40,034,100	41,148,600
Net Change	6,583,507	6,149,960	24,452,200	1,303,300	7,593,700
Other Resources					
Capital Outlay	(38,537,241)	(5,750,785)	(25,424,600)	(6,968,300)	(2,677,700)
Reserves	(205,930)	(122,973)	1,179,600	2,064,800	(4,596,400)
Debt Issuance	33,229,608	10,159,451	14,130,000	881,600	1,130,000
Debt Service	(432,543)	(3,997,218)	(14,134,800)	(1,292,800)	(966,900)
Inter-Program Transfers In	1,102,445	4,481,002	808,800	580,300	422,500
Inter-Program Transfers Out	(1,102,445)	(2,050,428)	(808,500)	(2,570,600)	(422,500)
Other Resources Provided (Used)	(5,946,106)	2,719,049	(24,249,500)	(7,305,000)	(7,111,000)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	637,401	8,869,009	202,700	(6,001,700)	482,700
Ending Restricted Reserves	8,043,071	9,511,351	14,890,800	2,431,194	1,906,900
Ending Unrestricted Reserves	6,561,872	16,694,522	8,752,600	17,725,706	18,732,700
Total Ending Reserves	\$ 14,604,943	\$ 26,205,873	\$ 23,643,400	\$ 20,156,900	\$ 20,639,600
Program Expenses					
Community Services	\$ 4,617,279	\$ 4,859,373	\$ 6,814,700	\$ 4,270,700	\$ 4,682,800
Housing	7,763,690	8,020,948	7,375,600	7,692,700	7,736,000
Rent Assistance	19,790,380	20,371,245	21,721,000	25,237,000	25,551,700
COCC	3,326,302	3,177,887	3,387,400	2,833,700	3,178,100
Total Program Expenses	35,497,651	36,429,453	39,298,700	40,034,100	41,148,600
Program Other Resources					
Community Services	(4,222,007)	(2,460,827)	(14,596,900)	(807,100)	(6,187,000)
Housing	(1,886,007)	(3,326,821)	(1,822,000)	(2,080,800)	(1,419,400)
Rent Assistance	(80,000)	(28,685)	(25,000)	1,773,900	883,500
COCC	241,908	8,535,382	(7,805,600)	(6,191,000)	(388,100)
Total Other Resources	\$ (5,946,106)	\$ 2,719,049	\$(24,249,500)	\$ (7,305,000)	\$ (7,111,000)
Full-Time Equivalent Positions	98.00	94.00	96.50	92.00	102.00

RENT ASSISTANCE DIVISION

	<u>2019 BUDGET</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 PROJECTED</u>	<u>2021 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ 67,314	\$ -	\$ 308,900	\$ -
Beginning Unrestricted Reserves	1,814,650	1,938,599	1,983,500	1,756,200	2,021,000
Total Beginning Reserves	<u>2,005,900</u>	<u>2,005,913</u>	<u>1,983,500</u>	<u>2,065,100</u>	<u>2,021,000</u>
Revenue	19,690,180	20,459,154	21,746,000	23,419,000	24,540,800
Expenses					
Personnel Services	1,598,841	1,616,913	1,652,200	1,600,000	1,639,600
Materials & Services	18,191,539	18,754,332	20,068,800	23,637,000	23,912,100
Overhead	-	-	-	-	-
Total Expenses	<u>19,790,380</u>	<u>20,371,245</u>	<u>21,721,000</u>	<u>25,237,000</u>	<u>25,551,700</u>
Net Change	<u>(100,200)</u>	<u>87,909</u>	<u>25,000</u>	<u>(1,818,000)</u>	<u>(1,010,900)</u>
Other Resources					
Capital Outlay	(80,000)	(28,685)	(25,000)	-	-
Reserves	-	-	-	1,773,900	883,500
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>(80,000)</u>	<u>(28,685)</u>	<u>(25,000)</u>	<u>1,773,900</u>	<u>883,500</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(180,200)</u>	<u>59,224</u>	<u>-</u>	<u>(44,100)</u>	<u>(127,400)</u>
Ending Restricted Reserves	-	308,948	-	-	-
Ending Unrestricted Reserves	1,634,450	1,756,189	1,983,500	2,021,000	1,893,600
Total Ending Reserves	<u>\$ 1,983,500</u>	<u>\$ 2,065,137</u>	<u>\$ 1,983,500</u>	<u>\$ 2,021,000</u>	<u>\$ 1,893,600</u>

Rent Assistance



The Rent Assistance Division administers 2,784 Section 8 Tenant-Based Vouchers, 269 Veterans Administration Supportive Housing (VASH) vouchers, 33 Mainstream Vouchers, 33 Project-Based Vouchers (PBV), and 12 RAD Project Based Vouchers. The administration of these vouchers includes initial and ongoing eligibility reviews and periodic inspections of all units. In addition, the Rent Assistance Division has a Landlord Liaison and Division Analyst. The Landlord Liaison provides outreach and education to landlords in our community. The Division Analyst ensures compliance with HUD regulations and policies as well as compiles a variety of data points which allows the Rent Assistance Division to make data-driven decisions.

COMMUNITY SERVICES

	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 3,181,469	\$ 1,509,687	\$ 1,853,500	\$ 1,435,900	\$ 852,000
Beginning Unrestricted Reserves	1,748,381	11,030,879	8,924,200	12,307,300	12,807,000
Total Beginning Reserves	<u>4,929,850</u>	<u>12,540,566</u>	<u>10,777,700</u>	<u>13,743,200</u>	<u>13,659,000</u>
Revenue	9,797,523	8,522,795	29,588,500	4,994,300	10,894,500
Expenses					
Personnel Services	1,691,785	1,677,108	1,957,300	1,643,400	1,861,500
Materials & Services	2,569,560	2,920,729	4,524,500	2,359,000	2,294,000
Overhead	355,934	261,536	332,900	268,300	527,300
Total Expenses	<u>4,617,279</u>	<u>4,859,373</u>	<u>6,814,700</u>	<u>4,270,700</u>	<u>4,682,800</u>
Net Change	<u>5,180,244</u>	<u>3,663,422</u>	<u>22,773,800</u>	<u>723,600</u>	<u>6,211,700</u>
Other Resources					
Capital Outlay	(33,286,000)	(891,596)	(15,125,000)	(34,000)	(1,620,000)
Reserves	(22,000)	(34,407)	1,461,300	(22,000)	(5,296,100)
Debt Issuance	29,345,000	-	13,130,000	-	1,130,000
Debt Service	(7,629)	(53,166)	(13,470,000)	(54,000)	(74,000)
Inter-Program Transfers In	219,321	136,075	215,300	552,900	95,600
Inter-Program Transfers Out	(470,699)	(1,617,733)	(808,500)	(1,250,000)	(422,500)
Other Resources Provided (Used)	<u>(4,222,007)</u>	<u>(2,460,827)</u>	<u>(14,596,900)</u>	<u>(807,100)</u>	<u>(6,187,000)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>958,237</u>	<u>1,202,595</u>	<u>8,176,900</u>	<u>(83,500)</u>	<u>24,700</u>
Ending Restricted Reserves	3,041,258	1,435,841	13,435,900	852,000	130,900
Ending Unrestricted Reserves	2,846,828	12,307,319	5,518,700	12,807,000	13,552,800
Total Ending Reserves	<u>\$ 5,888,086</u>	<u>\$ 13,743,160</u>	<u>\$ 18,954,600</u>	<u>\$ 13,659,000</u>	<u>\$ 13,683,700</u>

Development

Homes for Good's Real Estate Development Division builds sustainable and affordable homes throughout Lane County. Homes for Good's Development Team activities include new construction projects, acquisition, rehab, and substantial capital repairs for existing affordable properties. Development fees received from projects help to fund pre-development activities and other programs at Homes for Good. Homes for Good has been aggressively tackling the affordable housing crisis and need for additional Permanent Supportive Housing units in our community. In this fiscal year Homes for Good will have 7 developments totaling 284 units under construction or just completing construction. Of these 284 units, 130 are Permanent Supportive Housing Units for our community members that need the support the most. Homes for Good will continue to work with community partners to build much needed housing working to serving rural communities in Lane County as well.

The Development Team is working closely with the Supportive Housing Division to convert Public Housing units through the Rental Assistance

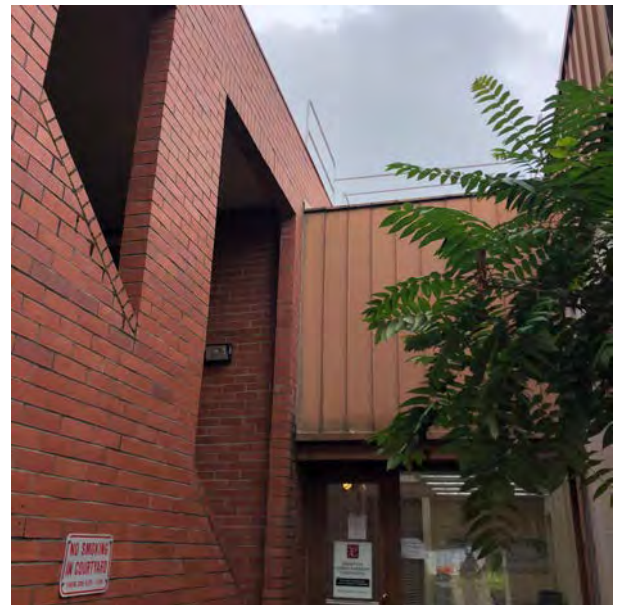
Demonstration Program (RAD). The objective of RAD is to move housing subsidy from the public housing program to the Section 8 Program. Homes for Good is in the process of converting 100 Public Housing Scattered Site units into two new developments and selling the 100 units. RAD conversions will have a significant positive impact on the Homes for Good budget over the next few years as it will allow for the sale of the scattered sites with the proceeds to be used for replacement housing, preservation efforts, and other affordable housing activities.



	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ 3,100,000	\$ 1,428,183	\$ 13,332,900	\$ 1,383,800	\$ 750,000
Beginning Unrestricted Reserves	1,117,325	10,407,090	4,710,700	12,123,500	12,165,300
Total Beginning Reserves	<u>4,217,325</u>	<u>11,835,273</u>	<u>18,043,600</u>	<u>13,507,300</u>	<u>12,915,300</u>
Revenue	6,367,442	5,242,321	25,976,000	1,201,300	7,422,600
Expenses					
Personnel Services	694,164	668,566	837,800	614,600	812,200
Materials & Services	275,322	426,072	2,152,900	171,700	233,700
Overhead	125,227	93,567	121,400	108,100	214,200
Total Expenses	<u>1,094,713</u>	<u>1,188,205</u>	<u>3,112,100</u>	<u>894,400</u>	<u>1,260,100</u>
Net Change	<u>5,272,729</u>	<u>4,054,116</u>	<u>22,863,900</u>	<u>306,900</u>	<u>6,162,500</u>
Other Resources					
Capital Outlay	(33,141,000)	(764,331)	(14,965,000)	(34,000)	(1,490,000)
Reserves	-	-	1,434,000	-	(5,250,000)
Debt Issuance	29,200,000	-	13,000,000	-	1,000,000
Debt Service	44,998	-	(13,400,000)	-	-
Inter-Program Transfers In	-	-	-	385,100	-
Inter-Program Transfers Out	(470,699)	(1,617,733)	(808,500)	(1,250,000)	(422,500)
Other Resources Provided (Used)	<u>(4,366,701)</u>	<u>(2,382,064)</u>	<u>(14,739,500)</u>	<u>(898,900)</u>	<u>(6,162,500)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>906,028</u>	<u>1,672,052</u>	<u>8,124,400</u>	<u>(592,000)</u>	<u>-</u>
Ending Restricted Reserves	2,899,000	1,383,783	13,332,900	750,000	-
Ending Unrestricted Reserves	2,224,352	12,123,542	4,710,700	12,165,300	12,915,300
Total Ending Reserves	<u>\$ 5,123,352</u>	<u>\$ 13,507,325</u>	<u>\$ 26,168,000</u>	<u>\$ 12,915,300</u>	<u>\$ 12,915,300</u>

The Bus Barn

The Bus Barn Property is located on Oak Street in the Market District of Eugene, OR and consists of two buildings: the historic Bus Barn building and the Oak Court Building. Oak Street Child Development, a key downtown childcare service is located in the Bus Barn building, and Chambers Construction is using a portion of the Oak Court building for construction offices for the neighboring Market District Commons construction. Homes for Good has executed a 99 year lease on the property from Lane County, in the short term the property will be leased to non-profit and commercial business with the possibility of providing services for affordable housing in the long term.



	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	-	-	63,000	-	62,500
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	-	-	39,000	-	38,500
Overhead	-	-	-	-	-
Total Expenses	-	-	39,000	-	38,500
Net Change	-	-	24,000	-	24,000
Other Resources					
Capital Outlay	-	-	(130,000)	-	(130,000)
Reserves	-	-	-	-	-
Debt Issuance	-	-	130,000	-	130,000
Debt Service	-	-	(20,000)	-	(20,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	(20,000)	-	(20,000)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	4,000	-	4,000
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	-	4,000	-	4,000
Total Ending Reserves	\$ -	\$ -	\$ 4,000	\$ -	\$ 4,000

Signpost House

Signpost House provides sixteen (16) units of supported housing off 7th Avenue in Eugene, OR in partnership with ShelterCare.



	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	274,288	260,589	279,100	161,600	158,100
Total Beginning Reserves	<u>274,288</u>	<u>260,589</u>	<u>279,100</u>	<u>161,600</u>	<u>158,100</u>
Revenue	94,000	105,000	93,000	70,100	90,500
Expenses					
Personnel Services	13,754	13,880	8,300	3,700	2,600
Materials & Services	52,156	62,638	19,200	69,900	63,800
Overhead	648	-	-	-	-
Total Expenses	<u>66,558</u>	<u>76,518</u>	<u>27,500</u>	<u>73,600</u>	<u>66,400</u>
Net Change	<u>27,442</u>	<u>28,482</u>	<u>65,500</u>	<u>(3,500)</u>	<u>24,100</u>
Other Resources					
Capital Outlay	(145,000)	(127,265)	-	-	-
Reserves	-	-	-	-	(24,100)
Debt Issuance	145,000	-	-	-	-
Debt Service	(230)	(220)	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>(230)</u>	<u>(127,485)</u>	<u>-</u>	<u>-</u>	<u>(24,100)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>27,212</u>	<u>(99,003)</u>	<u>65,500</u>	<u>(3,500)</u>	<u>-</u>
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	301,500	161,586	344,600	158,100	158,100
Total Ending Reserves	<u>\$ 301,500</u>	<u>\$ 161,586</u>	<u>\$ 344,600</u>	<u>\$ 158,100</u>	<u>\$ 158,100</u>

Heeran Center

The Heeran Center is a sixteen (16) bed Secure Residential Treatment Facility off Coburg road in Eugene, OR 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, and is open to all in our community.



	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ 103,500	\$ 81,504	\$ 103,500	\$ 52,100	\$ 74,100
Beginning Unrestricted Reserves	393,900	395,813	393,900	444,000	432,600
Total Beginning Reserves	<u>497,400</u>	<u>477,317</u>	<u>518,000</u>	<u>496,100</u>	<u>506,700</u>
Revenue	262,000	263,673	262,000	265,400	269,000
Expenses					
Personnel Services	-	6,899	-	-	-
Materials & Services	196,900	150,640	196,900	178,800	180,900
Overhead	-	-	-	-	-
Total Expenses	<u>196,900</u>	<u>157,539</u>	<u>196,900</u>	<u>178,800</u>	<u>180,900</u>
Net Change	<u>65,100</u>	<u>106,134</u>	<u>65,100</u>	<u>86,600</u>	<u>88,100</u>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	(34,407)	-	(22,000)	(22,000)
Debt Issuance	-	-	-	-	-
Debt Service	(50,000)	(52,946)	(50,000)	(54,000)	(54,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>(50,000)</u>	<u>(87,353)</u>	<u>(50,000)</u>	<u>(76,000)</u>	<u>(76,000)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>15,100</u>	<u>18,781</u>	<u>15,100</u>	<u>10,600</u>	<u>12,100</u>
Ending Restricted Reserves	103,000	52,058	103,000	74,100	103,000
Ending Unrestricted Reserves	409,500	444,040	409,500	432,600	415,800
Total Ending Reserves	<u>\$ 512,500</u>	<u>\$ 496,098</u>	<u>\$ 512,500</u>	<u>\$ 506,700</u>	<u>\$ 518,800</u>

Family Shelter House

In partnership with ShelterCare, Family Shelter House provides twenty-eight (28) units of emergency shelter and supportive services for families with children who are homeless. The Family Shelter House is located off Hwy 99 in Eugene, OR.



	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	7,300	41,102	50,500	50,300	61,000
Total Beginning Reserves	<u>7,300</u>	<u>41,102</u>	<u>50,500</u>	<u>50,300</u>	<u>61,000</u>
Revenue	12,000	14,587	12,000	15,500	13,500
Expenses					
Personnel Services	1,609	1,940	5,100	1,500	1,600
Materials & Services	3,224	3,450	-	3,300	3,300
Overhead	324	-	-	-	-
Total Expenses	<u>5,157</u>	<u>5,390</u>	<u>5,100</u>	<u>4,800</u>	<u>4,900</u>
Net Change	<u>6,843</u>	<u>9,197</u>	<u>6,900</u>	<u>10,700</u>	<u>8,600</u>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>6,843</u>	<u>9,197</u>	<u>6,900</u>	<u>10,700</u>	<u>8,600</u>
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	14,143	50,299	57,400	61,000	69,600
Total Ending Reserves	<u>\$ 14,143</u>	<u>\$ 50,299</u>	<u>\$ 57,400</u>	<u>\$ 61,000</u>	<u>\$ 69,600</u>

ROSS

Resident Opportunities and Supportive Services

The Homes for Good Resident Services Team works to connect our residents and participants with needed resources in the community. In partnership with community providers, government entities, and resident volunteers, Homes for Good facilitates numerous programs that support residents in meeting their basic needs, increasing housing stability, improving health outcomes, and building economic self-sufficiency. The Resident Services Team is overseen by the Supportive Housing Division Director and is staffed by a Resident Services Manager, three (3) Resident Services Specialists, three (3) Family Self Sufficiency Program Coordinators, a Housing Liaison, and a Grants and Programs Specialist. Resident Services also oversees the Section 8 Home Ownership Program and coordinates the Resident Advisory Board (RAB).



	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	(7,600)	-	-
Total Beginning Reserves	-	-	(7,600)	-	-
Revenue	82,000	388,172	88,400	82,700	80,000
Expenses					
Personnel Services	129,721	94,880	136,000	117,900	27,200
Materials & Services	24,924	331,796	72,200	25,000	52,900
Overhead	33,462	32,119	28,000	24,500	28,000
Total Expenses	188,107	458,795	236,200	167,400	108,100
Net Change	(106,107)	(70,623)	(147,800)	(84,700)	(28,100)
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	106,107	70,623	147,800	84,700	28,100
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	106,107	70,623	147,800	84,700	28,100
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	-	(7,600)	-	-
Total Ending Reserves	\$ -	\$ -	\$ (7,600)	\$ -	\$ -

FSS

Family Self-Sufficiency Program

The FSS Program is offered by Homes for Good to help participants of Public Housing and Housing Choice Voucher programs get support, set goals, save money and work towards greater economic self-sufficiency. Participants work with a coordinator to create an individualized training and services plan to make big and small changes in their lives. Participants are eligible to establish a tax free escrow account that is contributed to when their rent increases due to changes in earned income. Families who meet the program goals receive the money in this account, with the average graduate receiving just over \$5,000.



	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	313,771	315,313	324,900	259,600	324,900
Expenses					
Personnel Services	163,346	254,235	213,400	247,300	213,400
Materials & Services	110,619	55,909	78,800	35,000	78,800
Overhead	50,246	41,717	44,300	40,000	44,300
Total Expenses	324,211	351,861	336,500	322,300	336,500
Net Change	(10,440)	(36,548)	(11,600)	(62,700)	(11,600)
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	10,440	36,548	11,600	62,700	11,600
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	10,440	36,548	11,600	62,700	11,600
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

Shelter Plus Care and Madrone Grants



HIVAlliance



The Shelter Plus Care and Madrone grants are through the Continuum of Care that provides rent assistance and services to homeless individuals and families who have at least one person in the household that qualifies as disabled. Referrals are taken 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 the HIV Alliance/OHOP. These grants support housing for roughly 75 households annually.

	<u>2019 BUDGET</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 PROJECTED</u>	<u>2021 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(10,857)	(10,857)	4,800	-	-
Total Beginning Reserves	<u>(10,857)</u>	<u>(10,857)</u>	<u>4,800</u>	<u>-</u>	<u>-</u>
Revenue	802,019	569,754	817,000	606,500	817,000
Expenses					
Personnel Services	79,624	50,228	90,000	70,300	90,000
Materials & Services	749,471	531,884	767,400	542,200	767,400
Overhead	14,587	-	15,500	10,700	15,500
Total Expenses	<u>843,682</u>	<u>582,112</u>	<u>872,900</u>	<u>623,200</u>	<u>872,900</u>
Net Change	<u>(41,663)</u>	<u>(12,358)</u>	<u>(55,900)</u>	<u>(16,700)</u>	<u>(55,900)</u>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	41,663	23,216	55,900	16,700	55,900
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>41,663</u>	<u>23,216</u>	<u>55,900</u>	<u>16,700</u>	<u>55,900</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>-</u>	<u>10,858</u>	<u>-</u>	<u>-</u>	<u>-</u>
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	(10,857)	-	4,800	-	-
Total Ending Reserves	<u>\$ (10,857)</u>	<u>\$ -</u>	<u>\$ 4,800</u>	<u>\$ -</u>	<u>\$ -</u>

Note: The budgets for Shelter Plus Care and Madrone (Continuum of Care) are now combined

The Way Home (Pay for Success)

The Way Home is a grant in partnership with Sponsors Inc., Lane County Parole and Probation, Homes for Good, and Third Sector. This grant provides housing and services to men and women who have come out of the corrections system and are working to reintegrate into the community and supports those with the highest chance of recidivism. The intent of this grant is to show that stable, affordable housing can lower recidivism rates for this population and in the process save community service dollars.



	<u>2019 BUDGET</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 PROJECTED</u>	<u>2021 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	(4,600)	-	-
Total Beginning Reserves	-	-	(4,600)	-	-
Revenue	49,729	-	-	-	39,000
Expenses					
Personnel Services	42,125	-	39,000	-	39,000
Materials & Services	310	-	-	-	-
Overhead	7,294	-	-	-	-
Total Expenses	49,729	-	39,000	-	39,000
Net Change	-	-	(39,000)	-	-
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	-	-	(39,000)	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	-	(43,600)	-	-
Total Ending Reserves	\$ -	\$ -	\$ (43,600)	\$ -	\$ -

Mainstream Barrier Busters

The Mainstream Barrier Busters grant is a pass through grant from Lane County.



	<u>2019 BUDGET</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 PROJECTED</u>	<u>2021 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	-	-	15,600	-	15,600
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	-	-	14,500	-	14,500
Overhead	-	-	1,100	-	1,100
Total Expenses	-	-	15,600	-	15,600
Net Change	-	-	-	-	-
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	-	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

VA Homeless Grant and Per Diem Program

The VA's Homeless Providers Grant and Per Diem Program is offered annually (as funding permits) by the Department of Veterans Affairs Health Care for Homeless Veterans (HCHV) Programs to fund community agencies providing services to homeless Veterans. The purpose is to promote the development and provision of supportive housing and/or supportive services with the goal of helping homeless Veterans achieve residential stability, increase their skill levels and/or income, and obtain greater self-determination. This is a Federal grant that is passed through Homes for Good to local organizations.

VA



U.S. Department of Veterans Affairs

	<u>2019 BUDGET</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 PROJECTED</u>	<u>2021 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	150,200	167,729	150,200	150,000	150,000
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	150,200	167,729	150,200	150,000	150,000
Overhead	-	-	-	-	-
Total Expenses	150,200	167,729	150,200	150,000	150,000
Net Change	-	-	-	-	-
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	-	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

EHA Grant

Emergency Housing Assistance

The Emergency Housing Assistance (EHA) grant 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.



	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(3,700)	-
Total Beginning Reserves	-	-	-	(3,700)	-
Revenue	18,400	15,615	18,400	12,100	18,400
Expenses					
Personnel Services	2,400	5,680	-	2,700	-
Materials & Services	16,000	16,375	16,000	9,400	16,000
Overhead	-	-	2,400	-	2,400
Total Expenses	33,400	22,055	18,400	12,100	18,400
Net Change	-	(6,440)	-	-	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	2,740	-	3,700	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	2,740	-	3,700	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	(3,700)	-	3,700	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(3,700)	-	-	-
Total Ending Reserves	\$ -	\$ (3,700)	\$ -	\$ -	\$ -

Homes for Good Foundation

The Homes for Good Foundation is Homes for Good's 503(c). It was created in 2014 as a potential source of revenue from grants that could be used for resident services programs. The Homes for Good Foundation offers a student scholarship for Homes for Good residents and participants, and supports the Reading Program for kids living at our Public Housing complexes.



	<u>2019 BUDGET</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 PROJECTED</u>	<u>2021 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ 27,900
Beginning Unrestricted Reserves	(6,643)	(9,374)	(8,300)	(9,300)	-
Total Beginning Reserves	<u>(6,643)</u>	<u>(9,374)</u>	<u>(8,300)</u>	<u>(9,300)</u>	<u>27,900</u>
Revenue	2,500	4,318	3,000	32,000	3,000
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	1,745	7,266	3,000	4,100	3,000
Overhead	-	-	-	-	-
Total Expenses	<u>1,745</u>	<u>7,266</u>	<u>3,000</u>	<u>4,100</u>	<u>3,000</u>
Net Change	<u>755</u>	<u>(2,948)</u>	<u>-</u>	<u>27,900</u>	<u>-</u>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	2,948	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>-</u>	<u>2,948</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>755</u>	<u>-</u>	<u>-</u>	<u>27,900</u>	<u>-</u>
Ending Restricted Reserves	-	-	-	27,900	27,900
Ending Unrestricted Reserves	(5,888)	(9,374)	(8,300)	-	-
Total Ending Reserves	<u>\$ (5,888)</u>	<u>\$ (9,374)</u>	<u>\$ (8,300)</u>	<u>\$ 27,900</u>	<u>\$ 27,900</u>

Note: Housing Plus changed its name to Homes for Good Foundation

Energy Services

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



	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	7,213	(53,484)	47,200	(459,100)	-
Total Beginning Reserves	7,213	(53,484)	47,200	(459,100)	-
Revenue	1,765,167	1,436,313	1,765,000	2,299,100	1,588,500
Expenses					
Personnel Services	567,442	580,800	627,700	585,400	675,500
Materials & Services	1,102,645	1,166,970	1,014,400	1,169,600	691,200
Overhead	124,146	94,133	120,200	85,000	221,800
Total Expenses	1,794,233	1,841,903	1,762,300	1,840,000	1,588,500
Net Change	(29,066)	(405,590)	2,700	459,100	-
Other Resources					
Capital Outlay	-	-	(30,000)	-	-
Reserves	-	-	27,300	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	61,111	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	61,111	-	(2,700)	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	32,045	(405,590)	-	459,100	-
Ending Restricted Reserves	39,258	-	-	-	-
Ending Unrestricted Reserves	-	(459,074)	47,200	-	-
Total Ending Reserves	\$ 39,258	\$ (459,074)	\$ 47,200	\$ -	\$ -

SUPPORTIVE HOUSING DIVISION

	<u>2019 BUDGET</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 PROJECTED</u>	<u>2021 BUDGET</u>
Beginning Restricted Reserves	1,849,813	1,766,639	1,454,900	1,579,000	1,579,194
Beginning Unrestricted Reserves	3,113,091	1,509,876	1,725,875	768,400	903,406
Total Beginning Reserves	4,962,904	3,276,515	3,180,775	2,347,400	2,482,600
Revenue	9,548,897	10,418,786	9,023,400	9,908,700	9,634,400
Expenses					
Personnel Services	2,163,256	2,188,981	2,116,000	2,070,300	2,334,600
Materials & Services	5,600,434	5,831,967	5,259,600	5,622,400	5,401,400
Overhead	-	-	-	-	-
Total Expenses	7,763,690	8,020,948	7,375,600	7,692,700	7,736,000
Net Change	1,785,207	2,397,838	1,647,800	2,216,000	1,898,400
Other Resources					
Capital Outlay	(5,121,241)	(3,664,148)	(1,224,600)	(2,145,300)	(1,057,700)
Reserves	(183,930)	(88,566)	(241,700)	312,900	(143,800)
Debt Issuance	3,840,000	956,451	-	881,600	-
Debt Service	(424,914)	(159,085)	(355,700)	(563,800)	(217,900)
Inter-Program Transfers In	4,078	61,222	-	27,400	-
Inter-Program Transfers Out	-	(432,695)	-	(593,600)	-
Other Resources Provided (Used)	(1,886,007)	(3,326,821)	(1,822,000)	(2,080,800)	(1,419,400)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(100,800)	(928,983)	(174,200)	135,200	479,000
Ending Restricted Reserves	1,925,553	1,579,229	1,454,900	1,579,194	1,776,000
Ending Unrestricted Reserves	2,896,899	768,303	1,479,800	903,406	1,185,600
Total Ending Reserves	\$ 4,862,104	\$ 2,347,532	\$ 2,934,700	\$ 2,482,600	\$ 2,961,600

Laurelwood Homes

Laurelwood Homes, located on the Coast in Florence, OR offers twenty-nine (29): one-, two-, three- and four-bedroom single-story duplexes serving families including households with elderly or disabled person(s). Laurelwood features washer & dryer hookups, on-site laundry facilities, a community center, and quick access to local shopping.



	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ 1,478	\$ 2,000	\$ 1,700	\$ 2,000
Beginning Unrestricted Reserves	306,404	268,737	392,300	231,500	219,300
Total Beginning Reserves	<u>306,404</u>	<u>270,215</u>	<u>394,300</u>	<u>233,200</u>	<u>221,300</u>
Revenue	202,753	286,299	217,300	229,500	225,000
Expenses					
Personnel Services	70,919	50,758	76,500	74,700	80,200
Materials & Services	139,534	151,513	140,100	157,700	134,500
Overhead	-	-	-	-	-
Total Expenses	<u>210,453</u>	<u>202,271</u>	<u>216,600</u>	<u>232,400</u>	<u>214,700</u>
Net Change	<u>(7,700)</u>	<u>84,028</u>	<u>700</u>	<u>(2,900)</u>	<u>10,300</u>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	(9,900)	(9,000)	(9,900)
Inter-Program Transfers In	679	-	-	-	-
Inter-Program Transfers Out	-	(121,002)	-	-	-
Other Resources Provided (Used)	<u>679</u>	<u>(121,002)</u>	<u>(9,900)</u>	<u>(9,000)</u>	<u>(9,900)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(7,021)</u>	<u>(36,974)</u>	<u>(9,200)</u>	<u>(11,900)</u>	<u>400</u>
Ending Restricted Reserves	-	1,719	2,000	2,000	2,000
Ending Unrestricted Reserves	299,383	231,522	383,100	219,300	219,700
Total Ending Reserves	<u>\$ 299,383</u>	<u>\$ 233,241</u>	<u>\$ 385,100</u>	<u>\$ 221,300</u>	<u>\$ 221,700</u>

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.

	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ -	\$ 8,010	\$ 8,000	\$ 8,000	\$ 8,000
Beginning Unrestricted Reserves	420,964	306,163	(39,800)	357,200	326,600
Total Beginning Reserves	420,964	314,173	(31,800)	365,200	334,600
Revenue	1,156,556	1,205,729	1,132,500	1,176,400	1,111,300
Expenses					
Personnel Services	435,343	357,853	381,900	354,300	373,200
Materials & Services	772,830	796,855	693,800	817,700	690,700
Overhead	-	-	-	-	-
Total Expenses	1,208,173	1,154,708	1,075,700	1,172,000	1,063,900
Net Change	(51,617)	51,021	56,800	4,400	47,400
Other Resources					
Capital Outlay	-	(349,497)	-	(349,000)	-
Reserves	-	-	-	-	-
Debt Issuance	-	349,497	-	349,000	-
Debt Service	-	-	(35,000)	(35,000)	(35,000)
Inter-Program Transfers In	340	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	340	-	(35,000)	(35,000)	(35,000)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(51,277)	51,021	21,800	(30,600)	12,400
Ending Restricted Reserves	-	8,010	8,000	8,000	8,000
Ending Unrestricted Reserves	369,687	357,184	(18,000)	326,600	339,000
Total Ending Reserves	\$ 369,687	\$ 365,194	\$ (10,000)	\$ 334,600	\$ 347,000

Pengra Court

Pengra Court is comprised of seventeen (17) two-bedroom and five (5) three-bedroom townhouse style apartments, 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 (2) 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>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ 8,010	\$ 8,000	\$ 12,900	\$ 8,000
Beginning Unrestricted Reserves	35,234	21,778	200	700	77,900
Total Beginning Reserves	<u>35,234</u>	<u>29,788</u>	<u>8,200</u>	<u>13,600</u>	<u>85,900</u>
Revenue	150,390	130,585	143,000	215,400	213,500
Expenses					
Personnel Services	58,666	39,471	46,700	46,100	48,000
Materials & Services	117,145	107,349	90,900	89,000	137,200
Overhead	-	-	-	-	-
Total Expenses	<u>175,811</u>	<u>146,820</u>	<u>137,600</u>	<u>135,100</u>	<u>185,200</u>
Net Change	<u>(25,421)</u>	<u>(16,235)</u>	<u>5,400</u>	<u>80,300</u>	<u>28,300</u>
Other Resources					
Capital Outlay	-	(163,040)	-	(195,000)	-
Reserves	-	-	-	-	-
Debt Issuance	-	163,040	-	195,000	-
Debt Service	-	-	(11,900)	(8,000)	(11,900)
Inter-Program Transfers In	340	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>340</u>	<u>-</u>	<u>(11,900)</u>	<u>(8,000)</u>	<u>(11,900)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(25,081)</u>	<u>(16,235)</u>	<u>(6,500)</u>	<u>72,300</u>	<u>16,400</u>
Ending Restricted Reserves	-	12,881	8,000	8,000	8,000
Ending Unrestricted Reserves	10,153	672	(6,300)	77,900	94,300
Total Ending Reserves	<u>\$ 10,153</u>	<u>\$ 13,553</u>	<u>\$ 1,700</u>	<u>\$ 85,900</u>	<u>\$ 102,300</u>

Springfield Scattered Sites

There are twenty (20) units in the Springfield Scattered Sites, which includes a mix of single-family homes and duplexes. They range in size from two-bedroom to four-bedroom units. 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, in FY18 we sold three (3) of these units through RAD to convert the federal assistance to another project. We plan to sell the remaining units in FY21.



	<u>2019 BUDGET</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 BUDGET</u>	<u>2021 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ 8,009	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	171,395	88,000	171,395	204,700	-
Total Beginning Reserves	171,395	96,009	171,395	136,700	-
Revenue	68,562	212,476	68,562	83,400	25,800
Expenses					
Personnel Services	36,570	24,508	36,570	17,000	7,700
Materials & Services	53,132	79,291	53,132	59,000	18,100
Overhead	-	-	-	-	-
Total Expenses	89,702	103,799	89,702	21,200	25,800
Net Change	(21,140)	108,677	(21,140)	4,600	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	(141,300)	-
Other Resources Provided (Used)	-	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(21,140)	108,677	(21,140)	(136,700)	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	150,255	204,686	150,255	-	-
Total Ending Reserves	\$ 150,255	\$ 204,686	\$ 150,255	\$ -	\$ -

Note: Through the sale of the scattered site units as part of RAD, this budget will be removed in the FY 23 budget document.

Maplewood Meadows



Maplewood Meadows, located near Costco on Coburg Road in Eugene, OR offers thirty-eight (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 with close proximity 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 Helpings 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>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ 23,210	\$ 23,100	\$ 23,700	\$ 23,100
Beginning Unrestricted Reserves	(746)	50,173	10,800	138,500	103,700
Total Beginning Reserves	(746)	73,383	33,900	162,200	126,800
Revenue	300,228	485,206	323,300	318,300	319,700
Expenses					
Personnel Services	130,608	111,101	119,600	94,000	130,600
Materials & Services	203,410	285,274	205,600	255,300	187,400
Overhead	-	-	-	-	-
Total Expenses	334,018	396,375	325,200	349,300	318,000
Net Change	(33,790)	88,831	(1,900)	(31,000)	1,700
Other Resources					
Capital Outlay	-	(285,368)	-	(342,000)	-
Reserves	-	-	-	-	-
Debt Issuance	-	285,368	-	337,600	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	679	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	679	-	-	(4,400)	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(33,111)	88,831	(1,900)	(35,400)	1,700
Ending Restricted Reserves	-	23,710	23,100	23,100	23,100
Ending Unrestricted Reserves	(33,857)	138,505	8,900	103,700	105,400
Total Ending Reserves	\$ (33,857)	\$ 162,214	\$ 32,000	\$ 126,800	\$ 128,500

Eugene Scattered Sites

There are ninety-two (92) units in the Eugene Scattered Sites, which includes a mix of duplexes and single-family homes. The Scattered Sites are spread across several zip codes and range in size from two-bedroom to four-bedroom units. 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, in FY18 we sold nine (9) of the units through RAD to convert the federal assistance to another project. The remaining units will be sold in FY21.



	<u>2019 BUDGET</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 PROJECTED</u>	<u>2021 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ 23,210	\$ 23,100	\$ 23,700	\$ -
Beginning Unrestricted Reserves	232,906	89,343	146,900	138,500	-
Total Beginning Reserves	232,906	112,553	170,000	162,200	-
Revenue	252,607	874,830	102,700	370,800	93,500
Expenses					
Personnel Services	104,203	106,287	21,500	69,900	21,500
Materials & Services	149,849	346,464	78,000	174,000	72,000
Overhead	-	-	-	-	-
Total Expenses	254,052	452,751	99,500	243,900	93,500
Net Change	(1,445)	422,079	3,200	126,900	-
Other Resources					
Capital Outlay	-	(372,418)	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	(13,400)	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	(289,100)	-
Other Resources Provided (Used)	-	(372,418)	(13,400)	(289,100)	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(1,445)	49,661	(10,200)	(162,200)	-
Ending Restricted Reserves	-	23,710	23,100	-	-
Ending Unrestricted Reserves	231,461	138,505	136,700	-	-
Total Ending Reserves	\$ 231,461	\$ 162,214	\$ 159,800	\$ -	\$ -

Note: Through the sale of the scattered site units as part of RAD, this budget will be removed in the FY 23 budget document.

Parkview Terrace

Parkview Terrace is located in the heart of Eugene, OR and conveniently positioned within a close proximity to the downtown shopping district. Parkview is comprised of one hundred and fifty (150) units encompassing one and two-bedroom units on four (4) levels serving families including households with elderly or disabled person(s). The surrounding views are engaging and complimentary from every angle of the complex. Residents at Parkview Terrace enjoy two (2) private courtyards, a community room offering an extensive library coupled with computer access, games, a piano, and various social activities throughout the year, on-site laundry facilities on each level, two (2) centrally located elevators, and convenient parking on either side of the complex making life easy and fun for the residents. Parkview is situated just below Skinner Butte and adjacent to the Campbell Senior



Center, and is close to parks, bike and walking trails, shopping, churches, restaurants, and public transportation. Parkview Terrace is a large complex where residents connect and experience a small town sense of community.

	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ -	\$ 3,657	\$ 3,700	\$ 4,800	\$ 4,800
Beginning Unrestricted Reserves	629,171	578,569	671,800	(30,800)	(168,900)
Total Beginning Reserves	<u>629,171</u>	<u>582,226</u>	<u>675,500</u>	<u>(26,000)</u>	<u>(164,100)</u>
Revenue	833,881	955,724	815,100	950,000	915,300
Expenses					
Personnel Services	303,502	246,700	314,600	260,500	332,700
Materials & Services	569,567	496,481	511,400	531,300	571,100
Overhead	-	-	-	-	-
Total Expenses	<u>873,069</u>	<u>743,181</u>	<u>826,000</u>	<u>791,800</u>	<u>903,800</u>
Net Change	<u>(39,188)</u>	<u>212,543</u>	<u>(10,900)</u>	<u>158,200</u>	<u>11,500</u>
Other Resources					
Capital Outlay	-	(717,048)	-	(308,000)	-
Reserves	-	-	-	308,000	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	(296,300)	-
Inter-Program Transfers In	679	-	-	-	-
Inter-Program Transfers Out	-	(103,674)	-	-	-
Other Resources Provided (Used)	<u>679</u>	<u>(820,722)</u>	<u>-</u>	<u>(296,300)</u>	<u>-</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(38,509)</u>	<u>(608,179)</u>	<u>(10,900)</u>	<u>(138,100)</u>	<u>11,500</u>
Ending Restricted Reserves	-	4,846	3,700	4,800	4,800
Ending Unrestricted Reserves	590,662	(30,799)	660,900	(168,900)	(157,400)
Total Ending Reserves	<u>\$ 590,662</u>	<u>\$ (25,953)</u>	<u>\$ 664,600</u>	<u>\$ (164,100)</u>	<u>\$ (152,600)</u>

Veneta Villa

Veneta Villa is located in the unique town of Veneta, OR. Known for its charm and cottage-like setting, Veneta Villa is a one-level apartment community comprised of thirty (30) one-bedroom units serving families including households with elderly or disabled person(s). 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 as being the home to Oregon's Country Fair.



	2019 BUDGET	2019 ACTUAL	2019 BUDGET	2020 BUDGET	2021 BUDGET
Beginning Restricted Reserves	\$ -	\$ 571	\$ -	\$ 800	\$ 500
Beginning Unrestricted Reserves	23,627	(19,087)	23,627	(44,400)	(76,200)
Total Beginning Reserves	<u>23,627</u>	<u>(18,516)</u>	<u>23,627</u>	<u>(78,300)</u>	<u>(75,700)</u>
Revenue	166,971	185,882	166,971	253,100	238,600
Expenses					
Personnel Services	74,020	72,158	74,020	75,000	66,000
Materials & Services	161,704	138,834	161,704	175,300	149,800
Overhead	-	-	-	-	-
Total Expenses	<u>235,724</u>	<u>210,992</u>	<u>235,724</u>	<u>250,300</u>	<u>215,800</u>
Net Change	<u>(68,753)</u>	<u>(25,110)</u>	<u>(68,753)</u>	<u>2,800</u>	<u>22,800</u>
Other Resources					
Capital Outlay	-	(3,382)	-	-	-
Reserves	-	-	-	22,300	-
Debt Issuance	-	3,382	-	-	-
Debt Service	-	-	-	(22,500)	(22,500)
Inter-Program Transfers In	227	-	227	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>227</u>	<u>-</u>	<u>227</u>	<u>(200)</u>	<u>(22,500)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(68,526)</u>	<u>(25,110)</u>	<u>(68,526)</u>	<u>2,600</u>	<u>300</u>
Ending Restricted Reserves	-	814	-	500	500
Ending Unrestricted Reserves	(44,899)	(44,440)	(44,899)	(76,200)	(75,900)
Total Ending Reserves	<u>\$ (44,899)</u>	<u>\$ (43,626)</u>	<u>\$ (44,899)</u>	<u>\$ (75,700)</u>	<u>\$ (75,400)</u>

Lindeborg Place



Lindeborg Place is centrally located in historic Junction City, OR. Lindeborg Place is a two-story apartment complex comprised of forty (40) one-bedroom units serving families including households with elderly or disabled person(s). The residents of Lindeborg Place enjoy our beautifully maintained grounds, rose gardens, a recently remodeled community room, dual 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.

	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ 571	\$ 600	\$ 800	\$ 600
Beginning Unrestricted Reserves	130,753	77,743	32,500	64,500	95,100
Total Beginning Reserves	130,753	78,314	33,100	65,300	95,700
Revenue	217,561	221,376	235,000	309,600	292,000
Expenses					
Personnel Services	88,053	98,641	92,500	95,400	101,900
Materials & Services	143,391	135,713	148,300	170,100	165,700
Overhead	-	-	-	-	-
Total Expenses	231,444	234,354	240,800	265,500	267,600
Net Change	(13,883)	(12,978)	(5,800)	44,100	24,400
Other Resources					
Capital Outlay	-	(135,304)	-	(2,500)	-
Reserves	-	-	-	-	-
Debt Issuance	-	135,304	-	-	-
Debt Service	-	-	(10,700)	(11,200)	(10,700)
Inter-Program Transfers In	227	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	227	-	(10,700)	(13,700)	(10,700)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(13,656)	(12,978)	(16,500)	30,400	13,700
Ending Restricted Reserves	-	814	600	600	600
Ending Unrestricted Reserves	117,097	64,522	16,000	95,100	108,800
Total Ending Reserves	\$ 117,097	\$ 65,336	\$ 16,600	\$ 95,700	\$ 109,400

Veneta Scattered Sites

The Veneta Scattered Sites are located in the unique town of Veneta, OR. Our Veneta Scattered Sites encompass twenty (20) two, three and four-bedroom duplexes serving families including households with elderly or disabled person(s). Residents in the Veneta Scattered Sites enjoy their own private yards, storage areas, 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.



	<u>2019 BUDGET</u>	<u>2019 BUDGET</u>	<u>2020 BUDGET</u>	<u>2020 PROJECTED</u>	<u>2021 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ 571	\$ 600	\$ 800	\$ 600
Beginning Unrestricted Reserves	84,478	60,666	82,200	75,700	94,300
Total Beginning Reserves	<u>84,478</u>	<u>61,237</u>	<u>82,800</u>	<u>76,500</u>	<u>94,900</u>
Revenue	145,589	130,632	133,000	156,200	151,600
Expenses					
Personnel Services	56,043	45,856	50,500	56,000	59,300
Materials & Services	78,523	69,500	78,600	81,800	84,500
Overhead	-	-	-	-	-
Total Expenses	<u>134,566</u>	<u>115,356</u>	<u>129,100</u>	<u>137,800</u>	<u>143,800</u>
Net Change	<u>11,023</u>	<u>15,276</u>	<u>3,900</u>	<u>18,400</u>	<u>7,800</u>
Other Resources					
Capital Outlay	-	(3,382)	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	3,382	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	227	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>227</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>11,250</u>	<u>15,276</u>	<u>3,900</u>	<u>18,400</u>	<u>7,800</u>
Ending Restricted Reserves	-	814	600	600	600
Ending Unrestricted Reserves	95,728	75,699	86,100	94,300	102,100
Total Ending Reserves	<u>\$ 95,728</u>	<u>\$ 76,513</u>	<u>\$ 86,700</u>	<u>\$ 94,900</u>	<u>\$ 102,700</u>

Cresview Villa

Cresview Villa is nestled in a quaint neighborhood in Creswell, OR and is a thirty-four (34) unit complex serving families including households with elderly or disabled person(s). Each one-bedroom unit provides energy efficient gas heat, LED light fixtures, water-saving plumbing fixtures, and updated windows that keep energy bills affordable. Each unit also comes with a covered patio for residents to enjoy the four seasons. Cresview Villa is located a short drive from Eugene, is on the bus line, and is within walking distance to many downtown amenities. The beautiful gardens are a treasure and many residents garden in their small front areas to enhance the natural beauty of this special setting. Cresview Villa is a smoke-free complex with an active resident community. Each week on Tuesdays and Thursdays, the Meals on Wheels Program provides nutritious meals for participating residents and neighbors. The community room hosts a free lending library and is used to host special events and meetings throughout the year. The resident group raises funds through their sale table for special events like the annual BBQ as well as purchasing flowers each spring. The complex boasts three (3) ADA accessible units to accommodate those with physical disabilities, and provides onsite coin-op laundry facilities.



	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ -	\$ 300	\$ 300	\$ 700	\$ 300
Beginning Unrestricted Reserves	102,736	(7,337)	(22,500)	33,500	55,700
Total Beginning Reserves	102,736	(7,037)	(22,200)	34,200	56,000
Revenue	255,231	191,693	236,100	250,000	216,200
Expenses					
Personnel Services	71,141	72,292	80,400	94,000	78,100
Materials & Services	157,500	139,386	157,700	140,500	126,000
Overhead	-	-	-	-	-
Total Expenses	228,641	211,678	238,100	234,500	204,100
Net Change	26,590	(19,985)	(2,000)	15,500	12,100
Other Resources					
Capital Outlay	-	(13,701)	-	(7,300)	-
Reserves	-	-	-	-	1,700
Debt Issuance	-	13,701	-	-	-
Debt Service	-	-	(13,900)	(13,800)	(13,800)
Inter-Program Transfers In	340	61,222	-	27,400	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	340	61,222	(13,900)	6,300	(12,100)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	26,930	41,237	(15,900)	21,800	-
Ending Restricted Reserves	-	720	300	300	300
Ending Unrestricted Reserves	129,666	33,480	(38,400)	55,700	55,700
Total Ending Reserves	\$ 129,666	\$ 34,200	\$ (38,100)	\$ 56,000	\$ 56,000

Riverview Terrace



Riverview Terrace is a six-story building offering sixty (60) one-bedroom units serving families including households with elderly or disabled person(s). Riverview Terrace is located next to Row River in the charming small town of Cottage Grove, OR and is within walking distance to downtown, the local market, and transportation. Each unit provides ductless heat pumps for energy efficient heating and cooling, LED lighting, and water saving plumbing fixtures to keep energy bills affordable. In addition to the beautifully landscaped grounds, there are two (2) lots for resident parking. Riverview Terrace is a smoke-free building that provides a smoking area for residents and their guests. The large community room offers Meals on Wheels Program every Tuesday, Wednesday and Thursday, a book and video library, a pool table, and resident meeting space. The active resident group hosts many special events throughout the year. There are two (2) elevators to transport residents safely to their unit, and laundry facilities located on each of the five (5) residential floors. Bus transportation is located just outside the complex. Within the past year, the building has been sealed, painted, and received a new roof.

	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ -	\$ 365	\$ 300	\$ 700	\$ 300
Beginning Unrestricted Reserves	294,621	136,721	140,300	57,600	70,000
Total Beginning Reserves	<u>294,621</u>	<u>137,086</u>	<u>140,600</u>	<u>58,300</u>	<u>70,300</u>
Revenue	375,889	286,912	343,600	360,700	353,700
Expenses					
Personnel Services	131,115	104,437	167,500	119,700	147,600
Materials & Services	310,828	261,203	270,900	219,900	197,800
Overhead	-	-	-	-	-
Total Expenses	<u>441,943</u>	<u>365,640</u>	<u>438,400</u>	<u>339,600</u>	<u>345,400</u>
Net Change	<u>(66,054)</u>	<u>(78,728)</u>	<u>(94,800)</u>	<u>21,100</u>	<u>8,300</u>
Other Resources					
Capital Outlay	-	(2,777)	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	2,777	-	-	-
Debt Service	-	-	(9,200)	(9,100)	(9,200)
Inter-Program Transfers In	340	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>340</u>	<u>-</u>	<u>(9,200)</u>	<u>(9,100)</u>	<u>(9,200)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(65,714)</u>	<u>(78,728)</u>	<u>(104,000)</u>	<u>12,000</u>	<u>(900)</u>
Ending Restricted Reserves	-	720	300	300	300
Ending Unrestricted Reserves	228,907	57,638	36,300	70,000	69,100
Total Ending Reserves	<u>\$ 228,907</u>	<u>\$ 58,358</u>	<u>\$ 36,600</u>	<u>\$ 70,300</u>	<u>\$ 69,400</u>

Abbie Lane Courts

Abbie Lane Courts is tucked away behind Willakenzie Elementary School off Willagellespie Road in Eugene, OR. It's just a short walk away is Valley River Shopping Mall, restaurants, and good freeway access. This smoke-free property offers twenty-five (25) one and two-story subsidized and affordable housing units. Each unit has been updated with a DHP and air conditioning unit, and offers energy efficient appliances. The property offers a large laundry room as well as washer & dryer hookups inside each unit.



	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 100,000	\$ 134,273	\$ 100,000	\$ 40,000	\$ 60,000
Beginning Unrestricted Reserves	50,245	(66,241)	65,200	71,600	175,600
Total Beginning Reserves	<u>150,245</u>	<u>68,032</u>	<u>165,200</u>	<u>111,600</u>	<u>235,600</u>
Revenue	308,989	302,566	298,100	326,800	360,600
Expenses					
Personnel Services	49,452	74,000	68,200	41,900	57,700
Materials & Services	242,937	168,686	196,400	126,000	151,300
Overhead	-	-	-	-	-
Total Expenses	<u>292,389</u>	<u>242,686</u>	<u>264,600</u>	<u>167,900</u>	<u>209,000</u>
Net Change	<u>16,600</u>	<u>59,880</u>	<u>33,500</u>	<u>158,900</u>	<u>151,600</u>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	(18,300)	(18,300)	(18,300)
Debt Issuance	-	-	-	-	-
Debt Service	(16,600)	(16,362)	(17,000)	(16,600)	(17,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>(16,600)</u>	<u>(16,362)</u>	<u>(35,300)</u>	<u>(34,900)</u>	<u>(35,300)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>-</u>	<u>43,518</u>	<u>(1,800)</u>	<u>124,000</u>	<u>116,300</u>
Ending Restricted Reserves	100,000	39,954	100,000	60,000	80,000
Ending Unrestricted Reserves	50,245	71,596	63,400	175,600	271,900
Total Ending Reserves	<u>\$ 150,245</u>	<u>\$ 111,550</u>	<u>\$ 163,400</u>	<u>\$ 235,600</u>	<u>\$ 351,900</u>

Fourteen Pines

Fourteen Pines, located on Willakenzie near Coburg Road in Eugene, OR offers sixty-five (65) one, two, and three-bedroom apartments in a sprawling park-like setting, with sixty-two (62) project-based subsidies and three (3) market rate units. Conveniently located near bus lines, schools, the Sheldon Library Annex, and shopping, Fourteen Pines offers on-site coin-op laundry facilities and a large playground. Resident Services hosts a popular reading program for the children, and a Little Library was installed to provide plenty of books for the residents.



	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 159,000	\$ 159,060	\$ 159,000	\$ 358,900	\$ 358,894
Beginning Unrestricted Reserves	201,067	168,970	142,600	(16,800)	44,806
Total Beginning Reserves	<u>360,067</u>	<u>328,030</u>	<u>301,600</u>	<u>342,100</u>	<u>403,700</u>
Revenue	518,019	507,196	503,500	517,900	484,000
Expenses					
Personnel Services	179,023	197,533	188,400	214,700	234,200
Materials & Services	254,000	243,180	218,700	185,900	186,200
Overhead	-	-	-	-	-
Total Expenses	<u>433,023</u>	<u>440,713</u>	<u>407,100</u>	<u>400,600</u>	<u>420,400</u>
Net Change	<u>84,996</u>	<u>66,483</u>	<u>96,400</u>	<u>117,300</u>	<u>63,600</u>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	(84,996)	(52,396)	(100,800)	57,500	(100,800)
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	(113,200)	-
Other Resources Provided (Used)	<u>(84,996)</u>	<u>(52,396)</u>	<u>(100,800)</u>	<u>(55,700)</u>	<u>(100,800)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>-</u>	<u>14,087</u>	<u>(4,400)</u>	<u>61,600</u>	<u>(37,200)</u>
Ending Restricted Reserves	159,000	358,909	159,000	358,894	159,000
Ending Unrestricted Reserves	201,067	(16,792)	138,200	44,806	207,500
Total Ending Reserves	<u>\$ 360,067</u>	<u>\$ 342,117</u>	<u>\$ 297,200</u>	<u>\$ 403,700</u>	<u>\$ 366,500</u>

Village Oaks

Consisting of one and two-story one, two and three-bedroom units, Village Oaks Apartments provides sixty-seven (67) units serving families including households with elderly or disabled person(s). Village Oaks has twenty-one (21) project-based rent subsidies for qualified residents and forty-six (46) market rent units. This beautifully treed and landscaped property is located within walking distance to McCornack Elementary School, Churchill High School, and local stores; with a bus stop located near the entrance. Units offer ductless heat pumps for energy efficient heating and cooling, and the site boasts four (4) coin-op laundry rooms, a spacious community room, two (2) playgrounds, and a basketball hoop. All units are smoke-free, with two (2) designated smoking areas provided for residents and their guests. Volunteer residents run the weekly Helping Hands Food Program through Food for Lane County.



	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 186,000	\$ 194,973	\$ 186,000	\$ 308,200	\$ 378,200
Beginning Unrestricted Reserves	46,628	33,555	(38,600)	(258,200)	(363,900)
Total Beginning Reserves	<u>232,628</u>	<u>228,528</u>	<u>147,400</u>	<u>50,000</u>	<u>14,300</u>
Revenue	446,225	437,158	482,500	442,700	463,600
Expenses					
Personnel Services	140,752	223,915	161,100	228,400	192,000
Materials & Services	235,314	317,668	229,500	180,000	213,300
Overhead	-	-	-	-	-
Total Expenses	<u>376,066</u>	<u>541,583</u>	<u>390,600</u>	<u>408,400</u>	<u>405,300</u>
Net Change	<u>70,159</u>	<u>(104,425)</u>	<u>91,900</u>	<u>34,300</u>	<u>58,300</u>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	(70,159)	(74,137)	(96,200)	(70,000)	(96,200)
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>(70,159)</u>	<u>(74,137)</u>	<u>(96,200)</u>	<u>(70,000)</u>	<u>(96,200)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>-</u>	<u>(178,562)</u>	<u>(4,300)</u>	<u>(35,700)</u>	<u>(37,900)</u>
Ending Restricted Reserves	190,000	308,179	186,000	378,200	474,400
Ending Unrestricted Reserves	42,628	(258,213)	(42,900)	(363,900)	(498,000)
Total Ending Reserves	<u>\$ 232,628</u>	<u>\$ 49,966</u>	<u>\$ 143,100</u>	<u>\$ 14,300</u>	<u>\$ (23,600)</u>

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 seventy (70) one-bedroom and twenty (20) two-bedroom units, serving families including households with elderly or disabled person(s). Residents at Firwood enjoy private patios, three (3) 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. 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 Homes for Good. This complex does not



require HUD REAC inspections, however, performance measures are the same as HUD REAC inspected properties. Performance measures of Homes for Good 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.

	<u>2019 BUDGET</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 PROJECTED</u>	<u>2021 BUDGET</u>
Beginning Restricted Reserves	\$ 8,600	\$ 320,070	\$ 8,600	\$ 8,600	\$ 8,600
Beginning Unrestricted Reserves	388,572	(11,398)	189,700	(1,900)	41,500
Total Beginning Reserves	<u>397,172</u>	<u>308,672</u>	<u>198,300</u>	<u>6,700</u>	<u>50,100</u>
Revenue	636,500	620,800	627,800	620,000	627,800
Expenses					
Personnel Services	156,070	138,873	179,300	150,700	179,300
Materials & Services	365,778	309,146	364,800	285,900	364,800
Overhead	-	-	-	-	-
Total Expenses	<u>521,848</u>	<u>448,019</u>	<u>544,100</u>	<u>436,600</u>	<u>544,100</u>
Net Change	<u>114,652</u>	<u>172,781</u>	<u>83,700</u>	<u>183,400</u>	<u>83,700</u>
Other Resources					
Capital Outlay	(94,000)	-	(81,600)	(50,000)	(81,600)
Reserves	-	(226,510)	34,200	-	34,200
Debt Issuance	-	-	-	-	-
Debt Service	(20,652)	(40,184)	(42,400)	(40,000)	(42,400)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	(208,019)	-	(50,000)	-
Other Resources Provided (Used)	<u>(114,652)</u>	<u>(474,713)</u>	<u>(89,800)</u>	<u>(140,000)</u>	<u>(89,800)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>-</u>	<u>(301,932)</u>	<u>(6,100)</u>	<u>43,400</u>	<u>(6,100)</u>
Ending Restricted Reserves	-	8,649	8,600	8,600	8,600
Ending Unrestricted Reserves	397,172	(1,909)	183,600	41,500	35,400
Total Ending Reserves	<u>\$ 397,172</u>	<u>\$ 6,740</u>	<u>\$ 192,200</u>	<u>\$ 50,100</u>	<u>\$ 44,000</u>

Capital Projects Fund



The Capital Projects Fund provides, on an annual basis, funds to Public Housing for development, financing, and modernization of the Agency's housing portfolio. The 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 our 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.

	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ (197,800)	\$ (197,800)
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	(197,800)	(197,800)
Revenue	1,206,300	1,422,851	1,281,235	970,000	1,422,000
Expenses					
Personnel Services	78,000	224,598	77,776	78,000	224,600
Materials & Services	12,800	16,894	12,893	14,000	16,900
Overhead	-	-	-	-	-
Total Expenses	90,800	241,492	90,669	92,000	241,500
Net Change	1,115,500	1,181,359	1,190,566	878,000	1,180,500
Other Resources					
Capital Outlay	(1,115,500)	(1,379,122)	(1,115,566)	(878,000)	(900,000)
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	(1,115,500)	(1,379,122)	(1,115,566)	(878,000)	(900,000)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	(197,763)	75,000	-	280,500
Ending Restricted Reserves	-	(197,763)	75,000	(197,800)	82,700
Ending Unrestricted Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ (197,763)	\$ 75,000	\$ (197,800)	\$ 82,700

Norsemen Village

Norsemen Village offers forty-four (44) units of affordable housing serving families including households with elderly or disabled person(s) in Junction City, OR. 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, City Hall, the Viking Sal Senior Center and other services and was completely renovated in 2013. There is professional onsite management and maintenance who attend to the development's upkeep.



	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 324,496	\$ 324,437	\$ 324,500	\$ 376,000	\$ 324,500
Beginning Unrestricted Reserves	18,295	42,651	71,100	14,300	103,700
Total Beginning Reserves	<u>342,791</u>	<u>367,088</u>	<u>395,600</u>	<u>390,300</u>	<u>428,200</u>
Revenue	281,334	267,459	280,300	284,200	288,600
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	205,824	218,283	200,000	220,300	200,000
Overhead	-	-	-	-	-
Total Expenses	<u>205,824</u>	<u>218,283</u>	<u>200,000</u>	<u>220,300</u>	<u>200,000</u>
Net Change	<u>75,510</u>	<u>49,176</u>	<u>80,300</u>	<u>63,900</u>	<u>88,600</u>
Other Resources					
Capital Outlay	(8,000)	-	(27,500)	-	(27,500)
Reserves	(40,966)	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	(26,544)	(25,883)	(13,700)	(26,000)	(13,700)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>(75,510)</u>	<u>(25,883)</u>	<u>(41,200)</u>	<u>(26,000)</u>	<u>(41,200)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>-</u>	<u>23,293</u>	<u>39,100</u>	<u>37,900</u>	<u>47,400</u>
Ending Restricted Reserves	364,732	376,044	324,500	324,500	324,500
Ending Unrestricted Reserves	(21,941)	14,337	110,200	103,700	151,100
Total Ending Reserves	<u>\$ 342,791</u>	<u>\$ 390,381</u>	<u>\$ 434,700</u>	<u>\$ 428,200</u>	<u>\$ 475,600</u>

Camas Apartments

Camas Apartments (420 South 2nd Street) are located on the corner of F and 2nd Streets in Creswell Oregon, in the southern edge of the Willamette Valley. This family friendly complex of thirty-six (36) units has mostly duplex-style two-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 (2) on-site laundry areas, a playground, and a community room with a kitchenette and a computer area.



	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ 85,360	69,174	\$ 70,000	\$ 79,512	\$ 70,000
Beginning Unrestricted Reserves	(58,957)	(21,977)	(22,800)	(40,337)	(64,725)
Total Beginning Reserves	<u>26,403</u>	<u>47,197</u>	<u>47,200</u>	<u>39,175</u>	<u>5,275</u>
Revenue	235,923	235,343	255,700	248,600	259,500
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	200,542	245,101	222,900	257,300	237,400
Overhead	-	-	-	-	-
Total Expenses	<u>200,542</u>	<u>245,101</u>	<u>222,900</u>	<u>257,300</u>	<u>237,400</u>
Net Change	<u>35,381</u>	<u>(9,758)</u>	<u>32,800</u>	<u>(8,700)</u>	<u>22,100</u>
Other Resources					
Capital Outlay	(13,675)	-	-	-	(27,600)
Reserves	(8,707)	15,909	-	(8,300)	27,600
Debt Issuance	-	-	-	-	-
Debt Service	(12,999)	(14,173)	(7,400)	(16,900)	(7,400)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>(35,381)</u>	<u>1,736</u>	<u>(7,400)</u>	<u>(25,200)</u>	<u>(7,400)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>-</u>	<u>(8,022)</u>	<u>25,400</u>	<u>(33,900)</u>	<u>14,700</u>
Ending Restricted Reserves	93,421	79,512	70,000	70,000	70,000
Ending Unrestricted Reserves	(67,018)	(40,337)	2,600	(64,725)	(50,025)
Total Ending Reserves	<u>\$ 26,403</u>	<u>\$ 39,175</u>	<u>\$ 72,600</u>	<u>\$ 5,275</u>	<u>\$ 19,975</u>

Jacob's Lane

Jacobs Lane Apartments has sixty-three (63) units and 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 parks, schools, and has 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>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 241,921	\$ 249,245	\$ 250,000	\$ 237,000	\$ 250,000
Beginning Unrestricted Reserves	(14,554)	43,573	(17,500)	200	11,500
Total Beginning Reserves	<u>227,367</u>	<u>292,818</u>	<u>232,500</u>	<u>237,200</u>	<u>261,500</u>
Revenue	411,942	322,268	342,400	336,400	355,500
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	282,522	375,990	309,200	279,200	351,000
Overhead	-	-	-	-	-
Total Expenses	<u>282,522</u>	<u>375,990</u>	<u>309,200</u>	<u>279,200</u>	<u>351,000</u>
Net Change	<u>129,420</u>	<u>(53,722)</u>	<u>33,200</u>	<u>57,200</u>	<u>4,500</u>
Other Resources					
Capital Outlay	-	-	-	(13,500)	-
Reserves	(13,206)	24,529	(15,400)	13,500	-
Debt Issuance	-	-	-	-	-
Debt Service	(56,814)	(26,469)	(27,900)	(32,900)	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>(70,020)</u>	<u>(1,940)</u>	<u>(43,300)</u>	<u>(32,900)</u>	<u>-</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>59,400</u>	<u>(55,662)</u>	<u>(10,100)</u>	<u>24,300</u>	<u>4,500</u>
Ending Restricted Reserves	228,716	237,003	250,000	250,000	250,000
Ending Unrestricted Reserves	58,051	153	(27,600)	11,500	16,000
Total Ending Reserves	<u>\$ 286,767</u>	<u>\$ 237,156</u>	<u>\$ 222,400</u>	<u>\$ 261,500</u>	<u>\$ 266,000</u>

Laurel Gardens

Laurel Gardens Apartments is comprised of forty-one (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, restaurants, offices, clinics and service providers within walking distance. Most apartments are single-level and have one 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 as well.



	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ 137,283	\$ 138,177	\$ 140,000	\$ 140,000	\$ 140,000
Beginning Unrestricted Reserves	23,809	17,300	3,300	12,100	(100)
Total Beginning Reserves	<u>161,092</u>	<u>155,477</u>	<u>143,300</u>	<u>152,100</u>	<u>139,900</u>
Revenue	184,012	183,381	135,400	195,800	214,000
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	177,512	167,410	115,200	189,700	165,900
Overhead	-	-	-	-	-
Total Expenses	<u>177,512</u>	<u>167,410</u>	<u>115,200</u>	<u>189,700</u>	<u>165,900</u>
Net Change	<u>6,500</u>	<u>15,971</u>	<u>20,200</u>	<u>6,100</u>	<u>48,100</u>
Other Resources					
Capital Outlay	(50,000)	-	-	-	(21,000)
Reserves	50,000	-	-	(100)	-
Debt Issuance	-	-	-	-	-
Debt Service	(17,000)	(19,362)	(20,200)	(18,200)	(16,400)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>(17,000)</u>	<u>(19,362)</u>	<u>(20,200)</u>	<u>(18,300)</u>	<u>(37,400)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(10,500)</u>	<u>(3,391)</u>	<u>-</u>	<u>(12,200)</u>	<u>10,700</u>
Ending Restricted Reserves	137,283	140,001	140,000	140,000	140,000
Ending Unrestricted Reserves	13,309	12,085	3,300	(100)	10,600
Total Ending Reserves	<u>\$ 150,592</u>	<u>\$ 152,086</u>	<u>\$ 143,300</u>	<u>\$ 139,900</u>	<u>\$ 150,600</u>

Walnut Park

Walnut Park at 925 Hatton Avenue is located in the River Road area of Eugene off North Park and Hatton Avenue. This friendly thirty-two (32) unit community has two- and three- bedroom townhouse style duplexes. Each unit has its own washer/dryer hook-up and storage shed. The community center has room for gatherings and is complete with a kitchenette and restroom. 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 lots of opportunities. The nearby Turtle Creek Refuge Area offers wildlife observation and walking paths with park benches.



	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ 82,708	\$ 44,700	\$ 83,000	\$ 96,900	\$ 83,000
Beginning Unrestricted Reserves	(54,010)	(91,569)	(19,600)	88,100	100,800
Total Beginning Reserves	<u>28,698</u>	<u>(46,869)</u>	<u>63,400</u>	<u>185,000</u>	<u>183,800</u>
Revenue	251,582	203,159	204,800	197,800	180,000
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	222,081	186,932	173,100	199,000	180,000
Overhead	-	-	-	-	-
Total Expenses	<u>222,081</u>	<u>186,932</u>	<u>173,100</u>	<u>199,000</u>	<u>180,000</u>
Net Change	<u>29,501</u>	<u>16,227</u>	<u>31,700</u>	<u>(1,200)</u>	<u>-</u>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	7,985	231,904	(4,600)	8,300	8,000
Debt Issuance	-	-	-	-	-
Debt Service	(26,886)	(8,326)	(30,600)	(8,300)	(8,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>(18,901)</u>	<u>223,578</u>	<u>(35,200)</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>10,600</u>	<u>239,805</u>	<u>(3,500)</u>	<u>(1,200)</u>	<u>-</u>
Ending Restricted Reserves	74,704	96,942	83,000	83,000	83,000
Ending Unrestricted Reserves	(35,406)	88,093	(23,100)	100,800	100,800
Total Ending Reserves	<u>\$ 39,298</u>	<u>\$ 185,035</u>	<u>\$ 59,900</u>	<u>\$ 183,800</u>	<u>\$ 183,800</u>

The Orchards

Wilakenzie Townhouses

The Orchards (Willakenzie Townhouses) is a garden court complex located at 3202 Willakenzie Road in Eugene, OR. 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 twenty-five (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 hookups. 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.



	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2020 BUDGET
Beginning Restricted Reserves	\$ 45,745	\$ 44,692	\$ 45,700	\$ 50,500	\$ 45,700
Beginning Unrestricted Reserves	(44,812)	(91,569)	(19,100)	(114,900)	(121,800)
Total Beginning Reserves	933	(46,877)	26,600	(64,400)	(76,100)
Revenue	241,431	185,061	187,400	259,200	201,900
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	185,806	194,291	168,200	270,900	191,300
Overhead	-	-	-	-	-
Total Expenses	185,806	194,291	168,200	270,900	191,300
Net Change	55,625	(9,230)	19,200	(11,700)	10,600
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	3,419	(7,865)	(40,600)	-	-
Debt Issuance	-	-	-	-	-
Debt Service	(7,044)	(8,326)	(10,000)	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	(3,625)	(16,191)	(50,600)	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	52,000	(25,421)	(31,400)	(11,700)	10,600
Ending Restricted Reserves	42,349	50,482	45,700	45,700	45,700
Ending Unrestricted Reserves	10,584	(114,878)	(50,500)	(121,800)	(111,200)
Total Ending Reserves	\$ 52,933	\$ (64,396)	\$ (4,800)	\$ (76,100)	\$ (65,500)

Sheldon Village Apartments LLC



Sheldon Village Apartments, at 2475 Sheldon Village Loop in Eugene, consists of seventy-eight (78) units (one-bedroom apartments, two-bedroom flat apartments, two-bedroom townhouse apartments, and three-bedroom townhouse apartments), located in professionally landscaped courtyards, in the Sheldon High School area. Amenities include, 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.

	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ 478,700	\$ 9,876	\$ 9,900	\$ 2,600	\$ 9,900
Beginning Unrestricted Reserves	125,265	(164,888)	(164,900)	(213,000)	73,000
Total Beginning Reserves	<u>603,965</u>	<u>(155,012)</u>	<u>(155,000)</u>	<u>(210,400)</u>	<u>82,900</u>
Revenue	625,487	564,200	562,500	835,900	620,700
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	357,812	380,523	510,000	542,600	608,500
Overhead	-	-	-	-	-
Total Expenses	<u>357,812</u>	<u>380,523</u>	<u>510,000</u>	<u>542,600</u>	<u>608,500</u>
Net Change	<u>267,675</u>	<u>183,677</u>	<u>52,500</u>	<u>293,300</u>	<u>12,200</u>
Other Resources					
Capital Outlay	(3,840,000)	(239,109)	-	-	-
Reserves	(27,300)	-	-	-	-
Debt Issuance	3,840,000	-	-	-	-
Debt Service	(240,375)	-	(60,000)	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>(267,675)</u>	<u>(239,109)</u>	<u>(60,000)</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>-</u>	<u>(55,432)</u>	<u>(7,500)</u>	<u>293,300</u>	<u>12,200</u>
Ending Restricted Reserves	500,000	2,562	9,900	9,900	9,900
Ending Unrestricted Reserves	103,965	(213,006)	(172,400)	73,000	85,200
Total Ending Reserves	<u>\$ 603,965</u>	<u>\$ (210,444)</u>	<u>\$ (162,500)</u>	<u>\$ 82,900</u>	<u>\$ 95,100</u>

COCC

Central Office Cost Center

The Central Office Cost Center (COCC) consists of those activities of Homes for Good that are funded through fees including management fees, bookkeeping fees, asset management fees, maintenance fee for service charges, occupancy fees, and certain miscellaneous non-federal grants. Examples of costs within the COCC include the Executive Director, Human Resources, Information Technology, Finance, Capital Fund Administration, Maintenance Fee for Service, building costs, board activities, and other management staff.



	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	2,992,000	-	8,000,000	6,187,300	\$ -
Beginning Unrestricted Reserves	(731,860)	(486,129)	(429,400)	1,862,900	1,994,300
Total Beginning Reserves	<u>2,260,140</u>	<u>(486,129)</u>	<u>7,570,600</u>	<u>8,050,200</u>	<u>1,994,300</u>
Revenue	3,044,558	3,178,678	3,393,000	3,015,400	3,672,600
Expenses					
Personnel Services	2,365,093	2,181,900	2,230,500	2,102,500	2,357,100
Materials & Services	957,967	995,987	1,156,900	731,200	821,000
Overhead	3,242	-	-	-	-
Total Expenses	<u>3,326,302</u>	<u>3,177,887</u>	<u>3,387,400</u>	<u>2,833,700</u>	<u>3,178,100</u>
Net Change	<u>(281,744)</u>	<u>791</u>	<u>5,600</u>	<u>181,700</u>	<u>494,500</u>
Other Resources					
Capital Outlay	(50,000)	(1,166,356)	(9,050,000)	(4,789,000)	-
Reserves	-	-	(40,000)	-	(40,000)
Debt Issuance	44,608	9,203,000	1,000,000	-	-
Debt Service	-	(3,784,967)	(309,100)	(675,000)	(675,000)
Inter-Program Transfers In	879,046	4,283,705	593,500	-	326,900
Inter-Program Transfers Out	(631,746)	-	-	(727,000)	-
Other Resources Provided (Used)	<u>241,908</u>	<u>8,535,382</u>	<u>(7,805,600)</u>	<u>(6,191,000)</u>	<u>(388,100)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(39,836)</u>	<u>8,536,173</u>	<u>(7,800,000)</u>	<u>(6,009,300)</u>	<u>106,400</u>
Ending Restricted Reserves	3,036,608	6,187,333	-	-	-
Ending Unrestricted Reserves	(816,305)	1,862,711	(229,400)	1,994,300	2,100,700
Total Ending Reserves	<u>\$ 2,220,303</u>	<u>\$ 8,050,044</u>	<u>\$ (229,400)</u>	<u>\$ 1,994,300</u>	<u>\$ 2,100,700</u>

Note: The budgets for Fleet and 100W. 13th Ave have been combined with COCC departments. These operations were included in Community Services in the pervious years' budget.

Agency General

Agency General where Homes for Good gathers COCC revenues and tracks other financing resources not specified elsewhere within the COCC.



	<u>2019 BUDGET</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 PROJECTED</u>	<u>2021 BUDGET</u>
Beginning Restricted Reserves	\$ 2,992,000	\$ -	\$ -	\$ 994,300	\$ -
Beginning Unrestricted Reserves	(673,000)	(486,129)	3,080,600	4,003,900	6,041,600
Total Beginning Reserves	<u>2,319,000</u>	<u>(486,129)</u>	<u>3,080,600</u>	<u>4,998,200</u>	<u>6,041,600</u>
Revenue	1,705,776	2,117,328	1,807,700	1,770,400	1,935,800
Expenses					
Personnel Services	-	81,825	-	-	-
Materials & Services	5,151	131,667	111,000	-	152,500
Overhead	-	-	-	-	-
Total Expenses	<u>-</u>	<u>213,492</u>	<u>111,000</u>	<u>-</u>	<u>152,500</u>
Net Change	<u>1,770,400</u>	<u>1,903,836</u>	<u>1,696,700</u>	<u>1,770,400</u>	<u>1,783,300</u>
Other Resources					
Capital Outlay	-	(965,714)	(1,000,000)	-	-
Reserves	-	-	-	-	-
Debt Issuance	44,608	-	1,000,000	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	879,046	4,283,705	448,500	-	326,900
Inter-Program Transfers Out	(631,746)	-	-	(727,000)	-
Other Resources Provided (Used)	<u>-</u>	<u>3,317,991</u>	<u>448,500</u>	<u>(727,000)</u>	<u>326,900</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>1,992,533</u>	<u>5,221,827</u>	<u>2,145,200</u>	<u>1,043,400</u>	<u>2,110,200</u>
Ending Restricted Reserves	3,036,608	994,333	-	-	-
Ending Unrestricted Reserves	(836,604)	4,003,898	5,225,800	6,041,600	8,151,800
Total Ending Reserves	<u>\$ 2,200,004</u>	<u>\$ 4,998,231</u>	<u>\$ 5,225,800</u>	<u>\$ 6,041,600</u>	<u>\$ 8,151,800</u>

Board of Commissioners

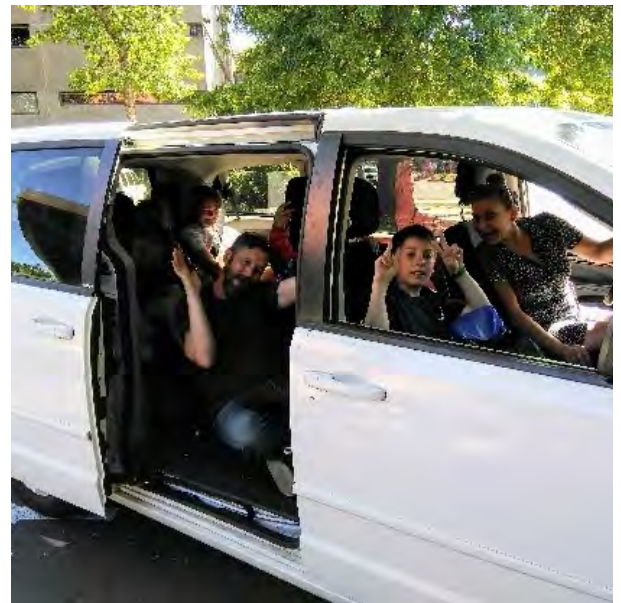
In the last couple of years, the Homes for Good Board of Commissioners is being included in more of the Agency business. Meetings and work sessions have expanded the involvement of the Board in the decision-making at Homes for Good. Costs associated with the potential transition to a new composition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



	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	(12,900)	(6,600)	(12,800)
Total Beginning Reserves	-	-	(12,900)	(6,600)	(12,800)
Revenue	-	-	-	-	-
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	24,800	6,578	18,900	6,200	18,900
Overhead	-	-	-	-	-
Total Expenses	24,800	6,578	18,900	6,200	18,900
Net Change	(24,800)	(6,578)	(18,900)	(6,200)	(18,900)
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	(24,800)	(6,578)	(18,900)	(6,200)	(18,900)
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(6,578)	(31,800)	(12,800)	(31,700)
Total Ending Reserves	\$ -	\$ (6,578)	\$ (31,800)	\$ (12,800)	\$ (31,700)

Executive

The Executive Budget captures activities of the Homes for Good admin team, Executive Director, Communications Director as well as admin support staff. The FY21 activities for the Executive Team include costs associated with strategic planning, regular public relations and affairs support, diversity equity and inclusion initiatives, relevant training, membership and representation at advocacy opportunities for affordable housing.



	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	(923,000)	(455,000)	(860,200)
Total Beginning Reserves	-	-	(923,000)	(455,000)	(860,200)
Revenue	10,000	-	-	10,000	-
Expenses					
Personnel Services	495,982	405,563	370,500	369,200	411,300
Materials & Services	78,584	49,498	110,300	46,000	115,300
Overhead	-	-	-	-	-
Total Expenses	574,566	455,061	480,800	415,200	526,600
Net Change	(564,566)	(455,061)	(480,800)	(405,200)	(526,600)
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	(564,566)	(455,061)	(480,800)	(405,200)	(526,600)
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(455,061)	(1,403,800)	(860,200)	(1,386,800)
Total Ending Reserves	\$ -	\$ (455,061)	\$ (1,403,800)	\$ (860,200)	\$ (1,386,800)

Finance

The Finance Department is dedicated to providing accurate, complete, and timely information to Homes for Good 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>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	(796,600)	(475,400)	(925,600)
Total Beginning Reserves	-	-	(796,600)	(475,400)	(925,600)
Revenue	-	-	-	-	-
Expenses					
Personnel Services	431,923	407,326	453,700	402,400	423,500
Materials & Services	36,681	68,035	45,600	47,800	45,600
Overhead	-	-	-	-	-
Total Expenses	468,604	475,361	499,300	450,200	469,100
Net Change	(468,604)	(475,361)	(499,300)	(450,200)	(469,100)
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	(468,604)	(475,361)	(499,300)	(450,200)	(469,100)
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(475,361)	(1,295,900)	(925,600)	(1,394,700)
Total Ending Reserves	\$ -	\$ (475,361)	\$ (1,295,900)	\$ (925,600)	\$ (1,394,700)

Human Resources



The Human Resources (HR) Department has, and will continue to morph into a team that plans for and helps implement change. HR supports continuous improvement of the employee experience following change. HR's role is to be a strategic partner, an employee sponsor and advocate, a policy enforcer, a team leader, and a talent management ambassador. The HR Team will be instrumental in the Equity and Diversity work and various trainings that will continue in FY 21.

	<u>2019 BUDGET</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 PROJECTED</u>	<u>2021 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	(407,600)	(225,900)	(455,100)
Total Beginning Reserves	-	-	(407,600)	(225,900)	(455,100)
Revenue	750	750	700	800	700
Expenses					
Personnel Services	159,063	164,838	144,500	182,200	150,300
Materials & Services	43,500	61,813	36,000	47,800	48,000
Overhead	-	-	-	-	-
Total Expenses	202,563	226,651	180,500	230,000	198,300
Net Change	(201,813)	(225,901)	(179,800)	(229,200)	(197,600)
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	(201,813)	(225,901)	(179,800)	(229,200)	(197,600)
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(225,901)	(587,400)	(455,100)	(652,700)
Total Ending Reserves	\$ -	\$ (225,901)	\$ (587,400)	\$ (455,100)	\$ (652,700)

Information Technology

The IT Department supports agency-wide communications and data infrastructure. This is accomplished through administration, training, and maintenance of multiple networks, servers, applications, 70+ mobile devices, connections for telephones, 150+ computers, 70+ printers, copiers, and scanners all in order for our 90+ employees to provide services to our clients while ensuring compliance, security, and cost-effectiveness. HFG has an ever-growing reliance on IT resources. Our environment continues to grow in capability and complexity with the addition of remote work and remote access in response to the COVID-19 pandemic.



	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	(406,300)	(207,000)	(380,300)
Total Beginning Reserves	-	-	(406,300)	(207,000)	(380,300)
Revenue	-	-	-	-	64,800
Expenses					
Personnel Services	154,254	128,692	172,000	117,900	187,900
Materials & Services	123,707	78,342	61,100	55,400	175,800
Overhead	-	-	-	-	-
Total Expenses	277,961	207,034	233,100	173,300	363,700
Net Change	(277,961)	(207,034)	(233,100)	(173,300)	(298,900)
Other Resources					
Capital Outlay	-	-	(20,000)	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	(20,000)	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(277,961)	(207,034)	(253,100)	(173,300)	(298,900)
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(207,034)	(659,400)	(380,300)	(679,200)
Total Ending Reserves	\$ -	\$ (207,034)	\$ (659,400)	\$ (380,300)	\$ (679,200)

Communications

The Homes for Good Communications Team focuses on outreach and engagement with the community as well as the people served by our programs and our employees. Work tasks include media, press relations, employee newsletters and communication, as well as maintaining social media channels, public outreach and meetings surrounding new real estate developments. Communications fosters and helps grow partnerships, and focuses on relationship building with the community.



	<u>2019 BUDGET</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 PROJECTED</u>	<u>2021 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	(9,600)	(23,800)	(33,400)
Total Beginning Reserves	-	-	(9,600)	(23,800)	(33,400)
Revenue	-	-	-	-	-
Expenses					
Personnel Services	32,489	17,319	39,100	9,000	43,100
Materials & Services	5,200	6,506	17,200	600	17,200
Overhead	-	-	-	-	-
Total Expenses	<u>37,689</u>	<u>23,825</u>	<u>56,300</u>	<u>9,600</u>	<u>60,300</u>
Net Change	<u>(37,689)</u>	<u>(23,825)</u>	<u>(56,300)</u>	<u>(9,600)</u>	<u>(60,300)</u>
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	<u>(37,689)</u>	<u>(23,825)</u>	<u>(56,300)</u>	<u>(9,600)</u>	<u>(60,300)</u>
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(23,825)	(65,900)	(33,400)	(93,700)
Total Ending Reserves	<u>\$ -</u>	<u>\$ (23,825)</u>	<u>\$ (65,900)</u>	<u>\$ (33,400)</u>	<u>\$ (93,700)</u>

Housing Administration



The Supportive Housing Division is responsible for all areas of management of 842 Low-Income Housing units in Lane County and is staffed by the Supportive Housing Director, a Portfolio Manager, a Fee for Service Manager, a Division Analyst, a Contract Administrator, a Real Estate Specialist, three (3) Property Managers, four (4) Assistant Property Managers, and twenty-one (21) Maintenance Staff. The housing units managed by the Supportive Housing Division are geographically spread throughout Lane County and include housing units in Eugene, Springfield, Creswell, Cottage Grove, Junction City, Veneta, and Florence. The Supportive Housing Division manages

multiple programs and waiting lists for 595 Public Housing units, 100 units of former Public Housing single-family homes and duplexes in the process of being sold and subsidies transferred to new construction, twenty-five (25) Section 8 New Construction units, ninety (90) Low-Income units and two (2) complexes with a mix of PBRA and Market Rate units. The Supportive Housing Division is responsible for the overall management, compliance, maintenance, rent calculation, leasing, lease enforcement, and other functions for all units.

	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	(809,500)	(506,400)	(1,000,500)
Total Beginning Reserves	-	-	(809,500)	(506,400)	(1,000,500)
Revenue	-	-	-	-	-
Expenses					
Personnel Services	403,547	463,629	371,100	451,000	531,000
Materials & Services	48,461	42,783	39,700	43,100	39,700
Overhead	-	-	-	-	-
Total Expenses	452,008	506,412	410,800	494,100	570,700
Net Change	(452,008)	(506,412)	(410,800)	(494,100)	(570,700)
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	(452,008)	(506,412)	(410,800)	(494,100)	(570,700)
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(506,412)	(1,220,300)	(1,000,500)	(1,571,200)
Total Ending Reserves	\$ -	\$ (506,412)	\$ (1,220,300)	\$ (1,000,500)	\$ (1,571,200)

Note: This budget was previously called Fairview Administration

Maintenance Fee for Service

The Supportive Housing Division 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 the Homes for Good administration office, and decreases our reliance on costly outside contract services.



	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	34,100	(81,600)	22,800
Total Beginning Reserves	-	-	34,100	(81,600)	22,800
Revenue	592,851	454,063	556,500	585,100	550,200
Expenses					
Personnel Services	509,839	475,218	512,400	421,000	503,200
Materials & Services	88,413	60,412	62,100	59,700	47,000
Overhead	-	-	-	-	-
Total Expenses	598,252	535,630	574,500	480,700	550,200
Net Change	(5,401)	(81,567)	(18,000)	104,400	-
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	(5,401)	(81,567)	(18,000)	104,400	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(81,567)	16,100	22,800	22,800
Total Ending Reserves	\$ -	\$ (81,567)	\$ 16,100	\$ 22,800	\$ 22,800

Day Island Building

The Homes for Good Day Island Office was located at 177 Day Island Rd in Eugene, OR right next to the entrance to Alton Baker Park.

This building was sold in July 2018, and Homes for Good continued operations from the building until the 100 W 13th Ave location remodel was complete in April 2020.



	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>ACTUAL</u>	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>PROJECTED</u>	<u>2021</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	(208,500)	(61,800)	(149,000)
Total Beginning Reserves	-	-	(208,500)	(61,800)	(149,000)
Revenue	67,098	-	110,800	-	-
Expenses					
Personnel Services	23,435	10,194	15,600	11,000	-
Materials & Services	83,277	51,568	168,700	76,200	-
Overhead	-	-	-	-	-
Total Expenses	106,712	61,762	184,300	87,200	-
Net Change	(39,614)	(61,762)	(73,500)	(87,200)	-
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	(39,614)	(61,762)	(73,500)	(87,200)	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(61,762)	(282,000)	(149,000)	(149,000)
Total Ending Reserves	\$ -	\$ (61,762)	\$ (282,000)	\$ (149,000)	\$ (149,000)

**Note: This budget is being moved to combine with the 100 W 13th Ave budget,
and will be removed in the FY23 budget document.**

Fairview Building

The Homes for Good Fairview building is located at 300 W Fairview in Springfield, OR in the middle of our AMP 200 complex called McKenzie Village. 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. The Supportive Housing Division, Capital Projects Team, and Energy Services Division moved offices out of the Fairview Building and into the 100 W 13th Ave building and individual site offices in in April 2020 after the remodel of the 100 W 13th Ave Building.



	2019 BUDGET	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	(184,900)	(76,000)	(170,500)
Total Beginning Reserves	-	-	(184,900)	(76,000)	(170,500)
Revenue	46,203	-	56,800	-	56,800
Expenses					
Personnel Services	23,598	30,751	37,100	38,300	33,000
Materials & Services	61,037	45,371	3,100	56,200	3,100
Overhead	-	-	-	-	-
Total Expenses	84,635	76,122	40,200	94,500	36,100
Net Change	(38,432)	(76,122)	16,600	(94,500)	20,700
Other Resources					
Capital Outlay	-	-	(30,000)	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	30,000	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(38,432)	(76,122)	16,600	(94,500)	20,700
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(76,122)	(168,300)	(170,500)	(149,800)
Total Ending Reserves	\$ -	\$ (76,122)	\$ (168,300)	\$ (170,500)	\$ (149,800)

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 the procurement of construction and other miscellaneous contracts.



	<u>2019 BUDGET</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 PROJECTED</u>	<u>2021 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	(22,200)	(15,500)	(32,800)
Total Beginning Reserves	-	-	(22,200)	(15,500)	(32,800)
Revenue	137,580	96,552	113,600	96,600	113,600
Expenses					
Personnel Services	122,280	99,973	96,600	94,100	-
Materials & Services	15,940	12,060	15,800	19,800	-
Overhead	-	-	-	-	-
Total Expenses	138,220	112,033	112,400	113,900	-
Net Change	(640)	(15,481)	1,200	(17,300)	113,600
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	(640)	(15,481)	1,200	(17,300)	113,600
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(15,481)	(21,000)	(32,800)	80,800
Total Ending Reserves	\$ -	\$ (15,481)	\$ (21,000)	\$ (32,800)	\$ 80,800

Fleet

The Homes for Good fleet consists of thirty-six (36) vehicles which are used by Maintenance Workers, Property Managers, Energy Auditors, Section 8 Inspectors, and other staff.

The Homes for Good Fleet was previously managed by a Committee made up of staff from various departments and divisions. In 2020, this duty was taken over by the Office Administrative Coordinator.



	<u>2019 BUDGET</u>	<u>2019 ACTUAL</u>	<u>2020 BUDGET</u>	<u>2020 PROJECTED</u>	<u>2021 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(81,660)	-	91,000	(6,000)	(800)
Total Beginning Reserves	(81,660)	-	91,000	(6,000)	(800)
Revenue	78,000	42,869	79,700	57,000	51,600
Expenses					
Personnel Services	70	1,193	8,400	2,000	36,900
Materials & Services	1,050	47,759	14,700	3,200	14,700
Overhead	1,621	-	-	-	-
Total Expenses	2,741	48,952	23,100	5,200	51,600
Net Change	75,259	(6,083)	56,600	51,800	-
Other Resources					
Capital Outlay	(50,000)	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	(50,000)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	25,259	(6,083)	56,600	5,200	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	(56,401)	(6,083)	147,600	(800)	(800)
Total Ending Reserves	\$ (56,401)	\$ (6,083)	\$ 147,600	\$ (800)	\$ (800)

100 W 13th Ave

In 2017 Homes for Good went through a process of finding a location for a new service center location to fulfill the strategic goal of bringing both of our office locations together to create better efficiencies, and better access for program participants. For FY19 the building remained as one of our commercial rental properties, housing five tenants. Homes for Good moved into its new space in April 2020.



	2019 PROJECTED	2019 ACTUAL	2020 BUDGET	2020 PROJECTED	2021 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ 8,000,000	\$ 5,193,000	\$ -
Beginning Unrestricted Reserves	49,100	-	146,000	-	(49,100)
Total Beginning Reserves	49,100	-	8,146,000	5,193,000	(49,100)
Revenue	495,500	467,116	667,200	495,500	899,100
Expenses					
Personnel Services	4,400	613	9,500	4,400	36,900
Materials & Services	394,200	490,894	452,700	269,200	143,200
Overhead	-	-	-	-	-
Total Expenses	398,600	491,507	462,200	273,600	180,100
Net Change	96,900	(24,391)	205,000	221,900	719,000
Other Resources					
Capital Outlay	-	(200,642)	(8,000,000)	(4,789,000)	-
Reserves	-	-	(40,000)	-	(40,000)
Debt Issuance	8,000,000	9,203,000	-	-	-
Debt Service	-	(3,784,967)	(309,100)	(675,000)	(675,000)
Inter-Program Transfers In	-	-	115,000	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	8,000,000	5,217,391	(8,234,100)	(5,464,000)	(715,000)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	8,096,900	5,193,000	(8,029,100)	(5,242,100)	4,000
Ending Restricted Reserves	8,000,000	5,193,000	-	-	-
Ending Unrestricted Reserves	146,000	-	116,900	(49,100)	(45,100)
Total Ending Reserves	\$ 8,146,000	\$ 5,193,000	\$ 116,900	\$ (49,100)	\$ (45,100)

FTE SUMMARY

Total FTE Budget for FY2019 98.00

FTE Reductions:

Administrative Services Director	(1.00)
ASA-2 - Floater (Union)	(1.00)
Assistant Property Manager (Union)	(1.00)
Deputy Director	(1.00)
Federal Program Director	(1.00)
Hearings Officer	(0.50)
Real Estate Specialist (Union)	(1.00)
Janitor (Union)	(1.00)
Property Management Trainee (Union)	(1.00)
Property Management Division Director	(1.00)
Resident Services Worker (Union)	(1.00)

FTE Additions:

ASA-2 ADA & HR Coordinator (Union)	1.00
Project Developer (Union)	1.00
Property Management Portfolio Manager	1.00
Office Assistant (Union)	1.00
Housing Specialist (Union)	2.00
Supportive Housing Division Director	1.00
Resident Aide (Union)	1.00
Energy Auditor (Union)	1.00

Total FTE Budget for FY2020 96.50

Total FTE Budget for FY2020 96.50

FTE Reductions:

Accounting Specialist (Union)	(1.00)
Administrative Specialist (Union)	(0.50)
Janitor (Union)	(0.50)
Resident Aide (Union)	(1.00)

FTE Additions:

Rent Assistance Supervisor (Union)	1.00
Project Developer (Union)	1.00
Real Estate Accountant (Union)	1.00
Veteran Housing Coordinator (Union)	1.00
Housing Specialist (Union)	1.00
Hearings Officer	0.50
Maintenance Worker (Union)	1.00
Office Assistant (union)	1.00
Resident Services Specialist (Union)	1.00

Total FTE Budget for 2021 102.00

TRANSFER SUMMARY

The following table is intended to provide summary information about Homes for Good inter-fund transfers. Budgeted inter-fund transfers for FY2021 are as follows:

	<u>Transfers-OUT</u>	<u>Transfers-IN</u>
Development	\$ (422,500)	\$ -
Family Self Sufficiency		11,600
ROSS		28,100
Shelter Plus Care		55,900
COCC		326,900
Total Transfers	<u>\$ (422,500)</u>	<u>\$ 422,500</u>

LONG-RANGE FINANCIAL PLANNING

The Supportive Housing Division

The Supportive Housing Division has been, and will continue, to be impacted by the economic challenges presented by the COVID-19 outbreak and associated unemployment. We continue to work to be agile in responding to the ever-changing landscape of this pandemic, as well as to future any potential future crisis. We continue to work through the RAD conversion, to increase site-based service structures, to build team capacity around applying DEI and supportive housing models, as well as working to integrate cross-functional teams and services into our business systems. The following highlight some of the upcoming projects and financial impacts for the Supportive Housing Division in the next fiscal year.

Operational Goals:

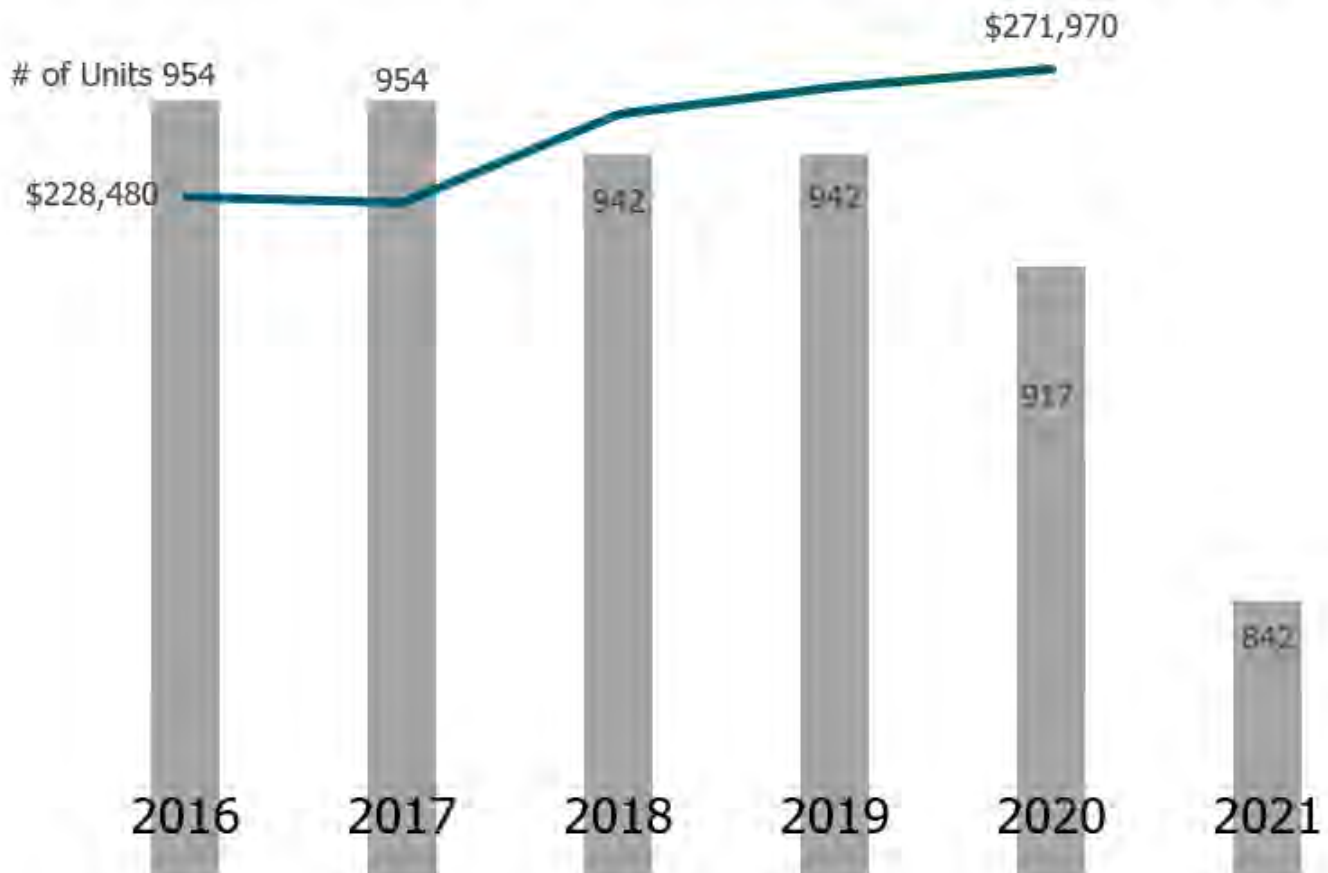
- Supportive Housing Division will serve a total of 902 households in 13 Public, Assisted and Affordable properties with an expected occupancy of 98% (921 units). SHD will also continue to manage the 75 remaining RAD homes until final sale and relocation in Spring 2021.
- Public Housing operating subsidy is expected to be reduced by roughly \$290,000 because of RAD with an expected proration similar 2020 of around 96%. Deadline for expending CARES act funding for Public Housing has been extended through December 2021 and will largely be expensed during FY21.
- Plan for budget impacts of reduced revenue due to lower resident incomes, lower rent collection rates and reduced operating subsidy reflecting the sale of the SS units.
- Invest in Continuity of Operations and Emergency Management planning including COOP consultants, emergency supplies and systems improvements.
- Complete the final RAD Phase II disposition of the Scattered Site units and transition of residents to new construction sites. Plan for budget impacts of reduced revenue related to this disposition.
- Invest in Spanish Translation Services (phase 1 – application, packets, etc.)
- 100% UPCS contracted inspections with REAC priority work list (REAC prep and meets annual HUD requirements).
- Continue to invest in additional Resident Services staff and programming to serve residents of Public and Assisted Housing.

LONG-RANGE FINANCIAL PLANNING

Maintenance:

- Invest in physical and technology upgrades to Public and Assisted housing site offices and maintenance shop spaces to facilitate greater site-based services and staff functions.
- Invest in testing and abatement of lead-based paint, mildew, Asbestos and another contaminant work as well as necessary staff training.
- Invest in additional safety, contaminant and emergency equipment and supplies.
- Continue maximizing in-house REAC prep work (landscape, siding, fences, concrete, etc.)
- Continue modernization of fleet management systems and upgrades to fleet vehicles.
- Continue working with Johnson Controls Inc. to track savings related to the EPC contract.

Supportive Housing Division - Rent Charged vs. Number of Units

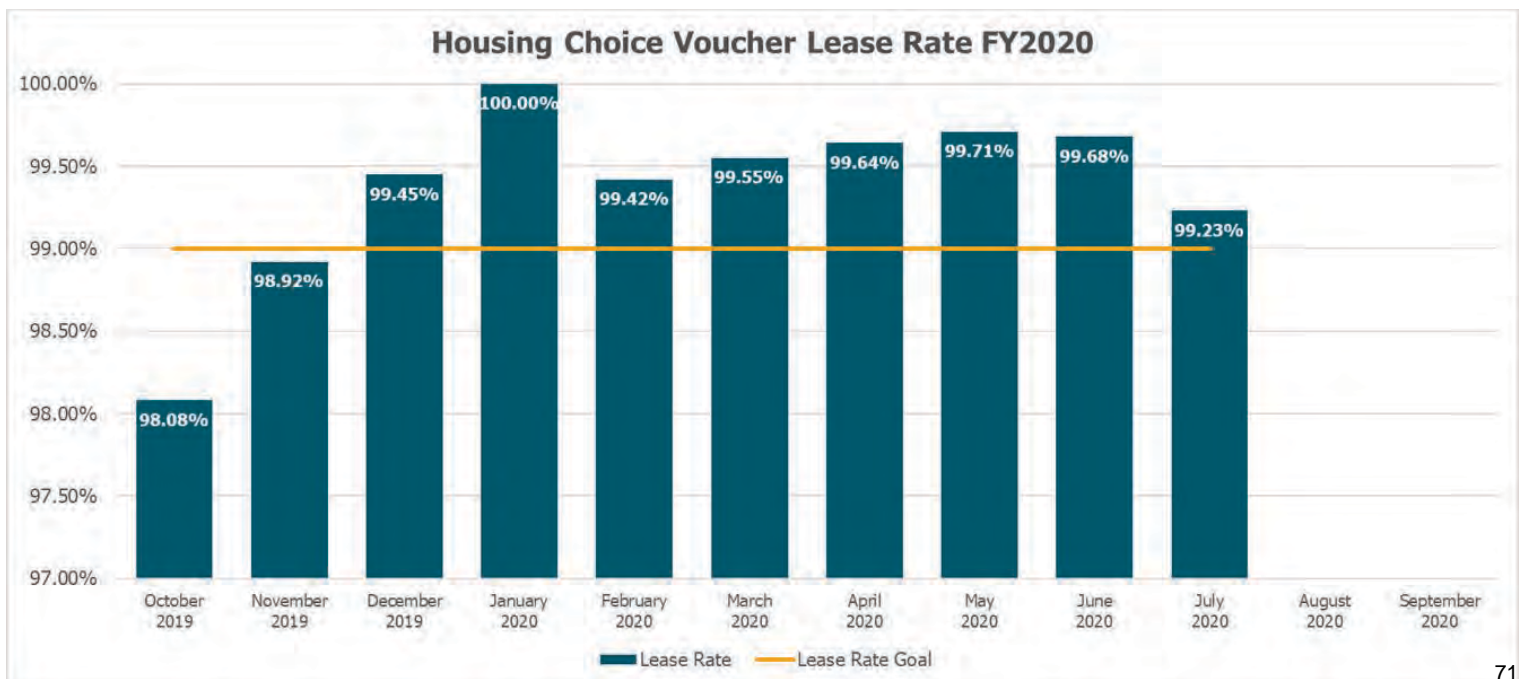


LONG-RANGE FINANCIAL PLANNING

Rent Assistance Division

Lease Rate

The overall goal of the Section 8 Program is to maintain a lease rate of 100% while simultaneously utilizing all the dollars associated with the vouchers. For example, if a housing agency is provided 100 vouchers, and every voucher has an average of \$50.00 worth of rental assistance attached to it, then a housing agency could potentially lease up all 100 vouchers if the average cost of each voucher was \$50.00. However, if the average cost of each voucher is \$100.00 then a housing agency would only be able to utilize 50 of their vouchers. Adding another layer to the process, the funding HUD provides fluctuates. A housing agency may be told at the beginning of the year that they will be receiving \$50.00 worth of rental assistance only to find out the rental assistance has changed to \$40.00 per voucher. This fluctuation is defined by HUD as the “pro-ration factor.” CY20 resulted in an almost 100% pro-ration factor for funding. This allows Homes for Good to utilize 100% of the vouchers allocated to our jurisdiction. When a housing agency does not utilize all the funding allotted in a calendar year, it can impact funding levels in future years. Essentially, a use it or lose it approach is used, and HUD can decide to reallocate the funding not used by a housing agency. Homes for Good works closely with our local HUD field office in Portland. Homes for Good meets monthly with the HUD field office to review a HUD recommended tool (known as the Two-Year Tool) to help forecast utilization and funding rates, which helps ensure Homes for Good is using as many vouchers and all the funding allotted to our community. The Two-Year Tool is a multi-paged excel workbook that incorporates points of data such as voucher turn-over rates, average per unit costs and pro-ration levels to help Homes for Good make data driven decisions in administering the Section 8 Program. It is the overall goal for CY21 to utilize as many vouchers as funding levels dictate, and ensure the Rent Assistance Division is adequately staffed and cross trained to meet the demands of fluctuations in funding levels and new funding allocations.



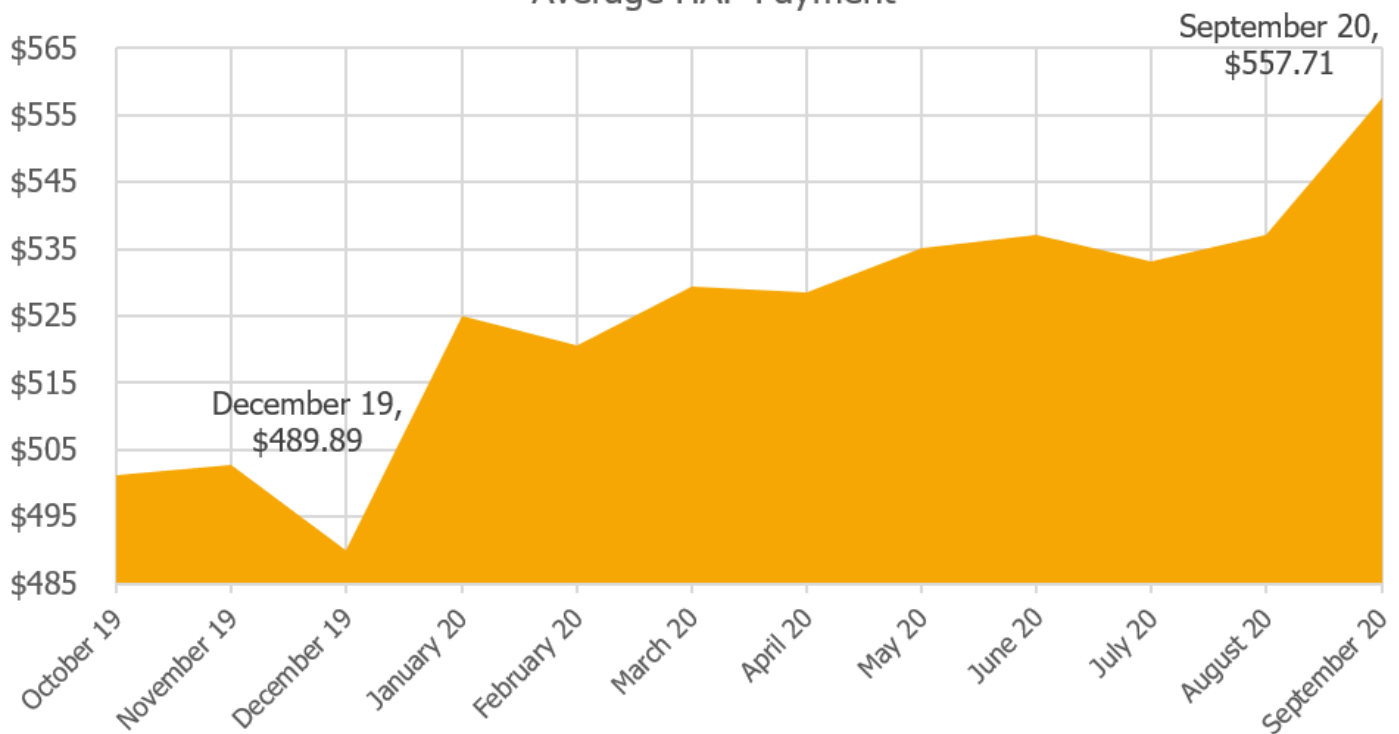
LONG-RANGE FINANCIAL PLANNING

Rent Assistance Division

Average Housing Assistance Payment (HAP) Paid

HAP is the payment that is made to the landlord from Homes for Good monthly on behalf of the tenant. The average HAP is captured by assessing all HAP paid on tenant based vouchers 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), which HUD establishes on a yearly basis. The Payment Standards for the tenant based voucher programs are derived from the FMRs. Homes for Good is required to remain between 90%-110% of FMR when setting its Payment Standard. Currently, Homes for Good's Payment Standards are set at 95% of FMR. Three, the income of the tenant: when the tenant doesn't have income, Homes for Good pays more HAP. When the tenant has more income Homes for Good pays less HAP. Under tenant based voucher programs, the tenant pays up to 40% of their adjusted gross income towards the overall cost of rent, during their initial lease terms, and Homes for Good provides the rest. For example, if a participant has zero income, than 40% of zero is zero, and Homes for Good pays the full contract rent (if the contract rent is within the limits of the Payment Standard and the unit is rent reasonable). In managing a tenant based voucher program it is important for Homes for Good to work with community partners and the Resident Services Team to ensure that participants in our programs are receiving appropriate benefits (for example: social security payments, which are counted as income), receiving educational opportunities, appropriate activities of daily living supports, etc. to ensure the overall viability of the program.

HCV Per Unit Cost (PUC)-
Average HAP Payment



LONG-RANGE FINANCIAL PLANNING

Rent Assistance Division

Admin Reserve and Homes for Good Held HAP Reserve

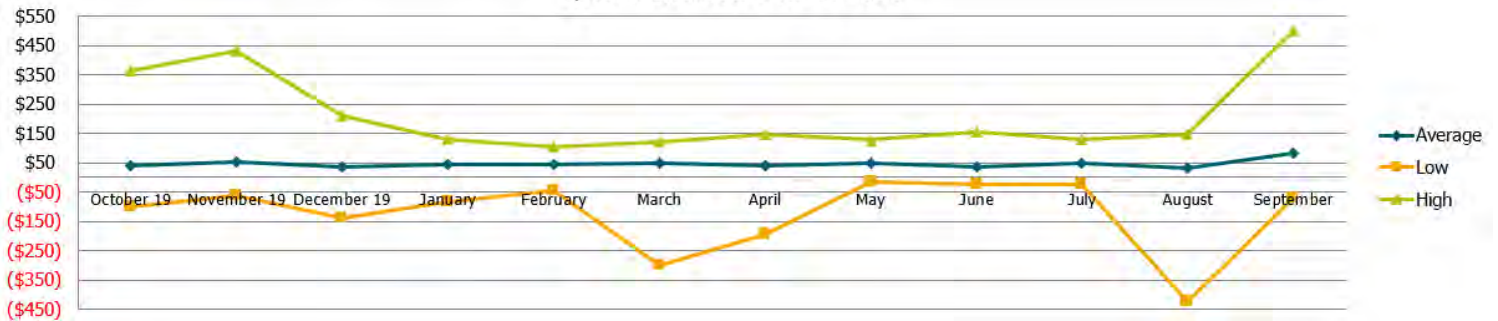
For every voucher leased, Homes for Good receives money from HUD to run the Housing Choice Voucher Programs. Admin fees pay for salaries, supplies, building space, and so on. However, HUD only pays Admin fees up to the number of units Homes for Good is required to lease. If Homes for Good leases up more than HUD allocated, HUD doesn't give Homes for Good more admin fees. Admin fee reserves are accumulated when the cost of running the program is lower than the fees received or Homes for Good budgeted for one proration factor, but HUD changed it later. For example, HUD tells Homes for Good they will provide \$100.00 in admin fees in January. In April HUD tells Homes for Good they will prorate the admin fee and will only be giving \$70.00. In November HUD tells Homes for Good it has changed the prorate again and will give \$90.00. HUD then goes back and prorates the calendar year at \$90.00. Homes for Good 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 Fee 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 Homes for Good expected. Homes for Good is targeted to close CY20 with \$1.6 million in Admin Fee Reserves. HAP reserves are funds Homes for Good did not spend on HAP. For example, HUD provides Homes for Good with \$1,000 in HAP for the year. Homes for Good leases 50% of the vouchers provided and doesn't use all the HAP. Homes for Good 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 Homes for Good to maintain as they can pad the program in years where the average HAP cost is higher than expected. For CY20 Homes for Good is targeted to end the year with 3.9% in HAP reserves. It is important to note that the projected Per Unit Cost (PUC) for CY21 is projected to grow from \$570 per month in January to \$615 per month by December. The projected PUC increase is largely due to reduced income sources as a result of COVID-19. If the projected PUC comes to fruition, Homes for Good would have a deficit of \$700,000. This projected deficit triggers Homes for Good to be in "shortfall status". When a PHA is in a shortfall status they receive additional oversight and historically, additional funds from HUD.

LONG-RANGE FINANCIAL PLANNING

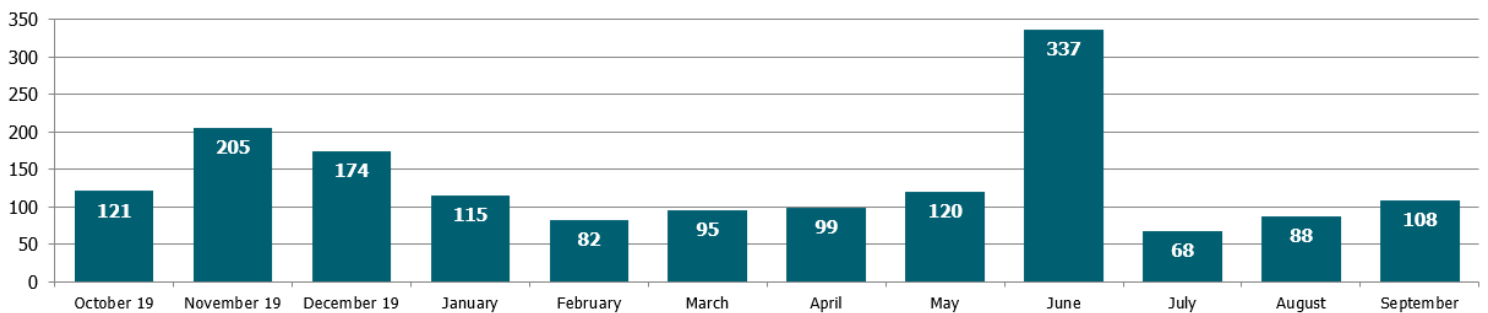
HCV - Rent Change Report - FY 2020

	October 19	November 19	December 19	January	February	March	April	May	June	July	August	September	Total	FY Total
Average	\$40.74	\$52.60	\$36.18	\$45.38	\$42.54	\$47.45	\$41.77	\$47.42	\$34.91	\$47.43	\$30.03	\$84.44	\$45.91	\$46.28
Low	(\$100.00)	(\$64.00)	(\$138.00)	(\$85.00)	(\$47.00)	(\$300.00)	(\$196.00)	(\$14.00)	(\$24.00)	(\$24.00)	(\$423.00)	(\$70.00)	(\$423.00)	(\$300.00)
High	\$365.00	\$431.00	\$211.00	\$130.00	\$102.00	\$121.00	\$145.00	\$127.00	\$156.00	\$130.00	\$148.00	\$500.00	\$500.00	\$457.00
Count	121	205	174	115	82	95	99	120	337	68	88	108	1612	1502
Total	\$4,929.00	\$10,784.00	\$6,296.00	\$5,219.00	\$3,488.00	\$4,508.00	\$4,135.00	\$5,690.00	\$11,765.00	\$3,225.00	\$2,643.00	\$9,119.00	\$71,801.00	\$69,512.00

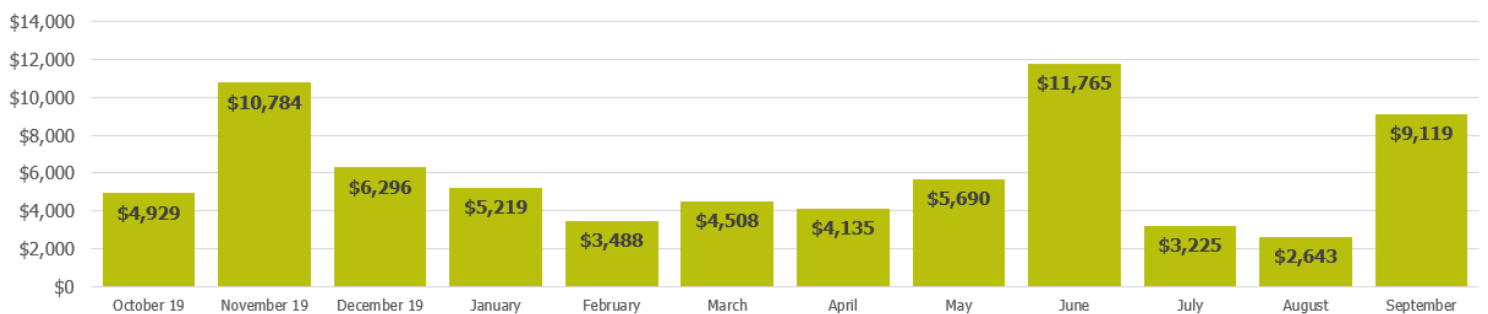
\$ Rent Increases for FY2020



Number of Rent Increases for FY2020



Sum of Contract Rent Increases for FY2020



LONG-RANGE FINANCIAL PLANNING

Real Estate Development (RED) Division

The Development Division has been successful in securing tax credit funding for five consecutive projects and is also pursuing other funding sources to provide needed housing in the community.

New Construction

Homes for Good currently has 5 developments under construction with some nearing completion with another 2 projects slated to begin construction in this next fiscal year.

Projects under construction include:

Market District Commons- a mixed-use project in downtown Eugene, that will provide fifty (50) 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. Construction began July 1, 2019 and will be completed in October of 2020.

Housing First on MLK- a partnership with Lane County to provide fifty-one (51) units of housing for homeless people struggling with addiction. OHCS awarded 3 million dollars to the project and the remainder was funded by 11 different funding sources including private grants from health care providers and HOME funds to name a few. Construction began in late 2019 and will be complete in late 2020 or early 2021.

Approval was received through RAD to convert 100 units of Public Housing Scattered Sites into two replacement projects which are currently under Construction. Funding for these came from 4% tax credits and bonds as well as future sale proceeds from the scattered site sales.

Sarang- Located in West Eugene next to Willamette High School and Malabon Elementary, Sarang will provide 49 two, three and four-bedroom units in an ideal location for families with school age children.

Hayden Bridge Landing- Located next to Fred Meyer in Springfield on 5th Street will provide 70 new one, two and three-bedroom units in an area with great access to transportation, shopping and schools. Construction on these two developments started in early 2020 and is expected to complete in late spring of 2021

Legion Cottages - Located just north of Riverview Terrace in Cottage Grove Oregon, Legion Cottages is a partnership with the University of Oregon School of Architecture and will provide 4 tiny homes for veterans. These homes were partially funded by a grant from Lane County with Homes for Good providing a remainder of the funds.

LONG-RANGE FINANCIAL PLANNING

Real Estate Development (RED) Division

New Construction (Continued)

The Homes for Good RED Team continues to look for partnerships to create affordable housing opportunities throughout the county including Florence, Oakridge, Cottage Grove, Junction City and Creswell.

Homes for Good will also look for any and all opportunities to provide assistance in rebuilding communities in Lane County that have been impacted by the wildfires.

Preservation Projects

Homes for Good recently refinanced and consolidated loans on Jacob's Lane, Laurel Gardens and Willakenzie Townhomes. With a portion of the loan proceeds Homes for Good staff will oversee much needed Capital Projects on those three properties.

Homes for Good Real Estate staff have been working closely with the ownership board of Olive Plaza, a 150-unit subsidized senior housing facility in downtown Eugene to determine the best path to preserving the building. The building in downtown Eugene needs extensive rehabilitation work including both envelope and structural work. Homes for Good is conducting due diligence to identify the scope of needed work as well as possible funding sources.

Homes for Good is currently reviewing its property portfolio and in the planning stages for future preservation projects.

Developer Fees

Historically the operating costs for the Development staff, pre-development project costs and subsidies for other agency activities such as COCC were funded with development fee revenue generated by previous projects. Due to the large number of projects to be completed in 2021, Homes for Good is expected to receive over \$2 million dollars in developer fees. This year as in past years, this money will be put into an unrestricted development reserve (estimated \$750,000) and be used to supplement other Agency operations. Homes for Good will also see proceeds from RAD scattered site home sales. The first \$13 million of proceeds will need to be re-invested in the replacement housing. The remaining proceeds (estimated at around \$4 million) will be placed in a designated account as required by HUD to be used for real estate development housing activities.

LONG-RANGE FINANCIAL PLANNING

Real Estate Development (RED) Division

2000-2008

195 new units

2008-2013

45 new units

2013-2018

102 new units

2018-2023

534 new units

BREAKING GROUND

MARKET DISTRICT COMMONS

THE COMMONS ON MLK

LEGION COTTAGES

HAYDEN BRIDGE LANDING

SARANG

13TH + TYLER

1100 CHARNELTON

2019

2020

2021



Market District Commons

50



The Commons on MLK

51



Legion Cottages

4



Hayden Bridge Landing

70



Sarang

49



13th + Tyler

15



1100 Charnelton

45



LONG-RANGE FINANCIAL PLANNING

Real Estate Development (RED) Division

PRE 2008

195 new units

- 1998 Jacobs Lane 63 units
- 2004 Sheldon Village 78 units
- 2007 Turtle Creek – 27 units
- 2008 New Winds – 18 units

2008-2013

45 new units

- 2010 - Roosevelt Crossing 45 units

2013-2018

102 new units

- 2016 Bascom Village Phase II 48 units
- 2017 The Oaks at 14th – 54 units

2018-2023

534 new units

- 2020 Legion Cottages 4 units
- 2020 Market District Commons 50 units
- 2020 The Commons on MLK 51 units
- 2021 Hayden Bridge Landing 70 units
- 2021 Sarang 49 units
- 2021 13th + Tyler 15 units
- 2022 1100 Charnelton 45 units

Planned

- 2023 50 units Family - Rural
- 2023 Target 100 units minimum split Metro and Rural
- 2024 Glenwood Place 100 units

GLOSSARY OF TERMS

ABA	Annual Housing Assistance Payment Budget
ADA	Americans with Disabilities Act
AMP	Asset Management Project
CAP	Capital Projects
COCC	Central Office Cost Center
CY	Calendar Year
DEI	Diversity, Equity, and Inclusion
DHP	Ductless Heat Pump
EHA	Emergency Housing Assistance
e-LOCCs	Electronic Line of Credit Control System
EPC	Energy Performance Contracting
FFS	Fee for Service
FMR	Fair Market Rent
FSS	Family Self Sufficiency
FTE	Full-Time Equivalent
FY	Fiscal Year
HAP	Housing Assistance Payment
HCV	Housing Choice Voucher
HR	Human Resources
HUD	U.S. Department of Housing and Urban Development
IT	Information Technologies
LED	Light Emitting Diode
LTD	Lane Transit District
OHCS	Oregon Housing and Community Services
PBRA	Project Based Rent Assistance
PBV	Project Based Voucher
PH	Public Housing
RAB	Resident Advisory Board
RAD	Rental Assistance Demonstration
REAC	Real Estate Assessment Center
ROSS	Resident Opportunities and Supportive Services
S8	Section 8
UPCS	Uniform Physical Condition Standard
VASH	Veterans Assistance for Supportive Housing