



177 Day Island Rd., Eugene, OR 97401 • PH 541-682-3755 • FAX 541-682-3411
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HOMES FOR GOOD HOUSING AGENCY

BOARD OF COMMISSIONERS MEETING WEDNESDAY, SEPTEMBER 19TH, 2018

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- V. ORDER 18-19-09-02H
- VI. ORDER 18-19-09-03H

AGENDA

Homes for Good Housing Agency

BOARD OF COMMISSIONERS



Location of the meeting:

Board of County Commissioners Conference Room, Public Service Building, 125 East 8th Avenue, Eugene, OR, 97401

Phone: 541.682.2506

The meeting location is wheelchair-accessible. Anyone needing special accommodations (deaf, people with hearing loss, language translation, chemical sensitivity needs, and large print copies of agenda), please make your request at least 48 hours prior to the meeting.

Wednesday, September 19th, 2018

(2:30 p.m.) (Board of County Commissioners Conference Room)

1. #PUBLIC COMMENTS

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

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

3. ADJUSTMENTS TO THE AGENDA

4. COMMISSIONERS' BUSINESS

5. EMERGENCY BUSINESS

6. ADMINISTRATION

- A. Approval of Minutes: 08/22/2018
- B. Executive Director Report (estimated time 15 minutes)
- C. Homes for Good Excellence Award Recipients (estimated time 10 minutes)
 - Frankie Lee Johnson, Resident Services Assistant
 - Amy Cook, Rent Assistance Division Analyst
 - Matthew Arena, Painter
- D. Order/18-19-09-01H – In the Matter of Approving Contract 18-P-0055 (Architectural Services) for the renovation of the new Admin Building (Steve Ochs, Real Estate Development Director) (estimated time 10 minutes)
- E. Order/18-19-09-02H – In the Matter of Adopting the 2018-2019 Budget and Making Appropriations (Valerie Warner, Deputy Director and Jeff Bridgens, Finance Director) (estimated time 30 minutes)
- F. Order/18-19-09-03H – In the Matter of Approving the Public Housing Operating Budget for the Fiscal Year Ending September 30, 2018 (Valerie Warner, Deputy Director and Jeff Bridgens, Finance Director) (estimated time 30 minutes)

7. OTHER BUSINESS

Adjourn



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Meeting Minutes

Homes for Good Housing Agency

BOARD OF COMMISSIONERS

Location of the meeting:

Board of County Commissioners Conference Room, Public Service Building, 125 East 8th Avenue, Eugene, OR, 97401

Phone: 541.682.2506

The meeting location is wheelchair-accessible. Anyone needing special accommodations (deaf, people with hearing loss, language translation, chemical sensitivity needs, and large print copies of agenda), please make your request at least 48 hours prior to the meeting.

Wednesday, August 22nd, 2018

(2:30 p.m.) (Board of County Commissioners Conference Room)

1. PUBLIC HEARING (CM/GC)

The public hearing will be held for the purpose of taking comments on the Homes for Good adoption of a Construction Manager/General Contractor (CM/GC) alternative contracting method exemption for construction of the Sheldon Village Rehabilitation Project.

- No public comments made.

2. #PUBLIC COMMENTS

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

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

4. ADJUSTMENTS TO THE AGENDA

- Presentation by Moss Adams moved to the first agenda item.

5. COMMISSIONERS' BUSINESS

- *Sid Leiken – Excused*
- *Jay Bozevich – Excused*
- *Pete Sorensen - Excused*

6. EMERGENCY BUSINESS

7. ADMINISTRATION

A. Approval of Minutes: 07/25/2018

Motion to approve minutes: Michelle Thurston

Motion seconded: Gary Williams

Motion is approved unanimously 4/0 with Sid Leiken, Jay Bozievich, and Sid Leiken excused

B. Homes for Good, "Month in Review"

Communications Director, Ela Kubok highlights Homes for Good activities since the previous board meeting.

- National Night Out
- Bascom Village Governor Visit
- Healthiest Employers of Oregon Award

C. Order/18-22-08-01H – In the Matter of the Joint Order of the Board of Commissioners and Local Contract Review Board Exempting the Rehabilitation of Sheldon Village Apartments from Competitive Bidding Requirements and Directing the Use of the CMGC Alternative Contracting Method. (Steve Ochs, Development Director) (Carrie Connelly, Local Government Law Group) (estimated time 10 minutes)

- **Steve Ochs:** A contractor is brought on earlier in the process to work on design issues early in the process. In 2014, the law changed regarding the bid process. In this case you are hiring the contractor and once the process is designed they put out the ad and take the bids. In our case, we are still putting it out to bid, but first you must organize a public hearing to see if there are findings. Meili is our contractor. Now is the time to build a contract with Meili.
- **Gary Williams:** I like this process as the former Mayor of Cottage Grove we followed this process and it worked very well.
- **Char Reavis:** Why are we going through this process?
- **Cary Connelly:** The project will be smoother, and the costs will be clearer with this process by bringing on a contractor early. This is a legality Homes for Good must satisfy to get the contract going. This is a required part of the procurement process.

Motion to approve 18-22-08-01H: Gary Williams

Motion seconded: Michelle Thurston

Motion is approved unanimously 4/0 with Sid Leiken, Jay Bozievich, and Pete Sorensen excused

D. Discussion/Homes for Good 2018 Audit Report (Jeff Bridgens, Finance Director)(Kevin Mullerleile, Moss Adams)(Jim Lanzarotta, Moss Adams)(estimated time 30 minutes)

Moss Adams PowerPoint Presentation

Powerpoint can be viewed in the Board Materials section of the Homes for Good website.

- **Jeff Bridgens** Introduces the Moss Adams presenters and briefly outlines the presentation to come.
- **Jim Lanzarotta:** The audit has been completed with the reports finalized and findings have been made public. This was our first-year auditing with Homes for Good.
- **Jim Lanzarotta presents the following slides:**
 - **Slide #1:** Moss Adams Staff Involved in the Audit Process
 - **Slide #2:** Audit Services Provided - Overview of the process and standards involved in the audit. State Laws and Single Audit Requirement, and REAC Reporting.
 - **Slide #3:** Findings were clear. Five of the 6 tax credit properties received clean opinions. The Oaks at 14th was not audited as it was not required due to the newness of the property.
- **Jeff Bridgens:** The Oaks at 14th had an independent audit in December 2017.
- **Kevin Mullerleile:**
 - On the government standards report, there were no findings. On the Oregon Minimum Standards, there were no findings.
 - There were no issues with internal controls that were brought to our attention. There were good controls of rent agreements. Capital assets were correct from last year's financial statements with no errors found. We did find some errors that can be corrected on some historical documents of assets. Management is working to correct past asset errors in the system.
 - No findings on long term debts
 - There will be an ongoing discussion on Notes Receivable.
 - Federal awards were found materially correct.
 - Under "Required Communications" there has not been any significant changes in accounting practices since last year. No significant difficulties found in performing the audit. There aren't any significant risks in the finances or disagreements in management or compliance and internal controls found.
 - No fraud or illegal actions was found
 - The Executive Director, Deputy Director, and Finance Director all signed an agreement to the validity of documents audited.
- **Jim Lanzarotta:**
 - These are complex real estate transactions and it is great to that Homes for Good has made an investment in the caliber of people employed to oversee these transactions. You are in relatively good financial condition with strong balance sheets. Look into benchmarking in the future to keep revenue and balances strong and healthy.
 - There will be an accounting update. OPEB standards coming up and lease agreement changes coming.

E. Order/18-22-08-02H – In the Matter of Authorizing the Issuance of a Bond for the Sheldon Village Apartments (Spencer McCoy, Project Developer) (estimated time 10 minutes)

- **Spencer McCoy:** We will be rehabbing Sheldon Village Apartment's water damage from 2015. The targeted date for construction is September 7th. John Juritz Pacifica Law Group is here to speak on the bond.
- **John Juritz:** A tax exempt bond allows you to borrow at a lower interest rate. The agency issues its bond to buy the loan with Banner Bank. We will take Banner Bank's loan and the

interest becomes tax exempt. We have staff dedicated to bonds to help set up the structure. The bond is also secured by the project.

Motion to approve 18-22-08-02H: Gary Williams

Motion seconded: Michelle Thurston

Motion is approved unanimously 4/0 with Sid Leiken, Jay Bozievich, and Pete Sorensen excused

F. Order/18-22-08-03H – In the Matter of Authorizing the Rehabilitation and Financing of Sheldon Village Apartments (Spencer McCoy, Project Developer) (estimated time 10 minutes)

- **Spencer McCoy:** The financing for the rehabilitation will flow through Sheldon Village LLC. This board order authorizes us to do that.

Motion to approve 18-22-08-03H: Gary Williams

Motion seconded: Michelle Thurston

Motion is approved unanimously 4/0 with Sid Leiken, Jay Bozievich, and Pete Sorensen excused

G. Order/18-22-08-04H – In the Matter of Revising Order 18-23-05-01H “In the Matter of Authorizing Formation of MD Commons LLC and MD Manager LLC. (Steve Ochs, Development Director) (estimated time 10 minutes)

- **Steve Ochs:** Previously the board approved the order that had two incorrect references. This is the same board order with the two references related to an incorrect address has been removed. We are looking for the board to adopt the revised order.

Motion to approve 18-22-08-04H: Michelle Thurston

Motion seconded: Gary Williams

Motion is approved unanimously 4/0 with Sid Leiken, Jay Bozievich, and Pete Sorensen excused

H. Presentation/Homes for Good Resident Services Presentation (Wakan Alferes, Resident Services Director) (Beth Ochs, Rent Assistance Division Director) (Darlene Kelly, Property Management Division Director) (estimated time 30 minutes)

Resident Services PowerPoint Presentation

Powerpoint can be viewed in the Board Materials section of the Homes for Good website.

- **Wakan Alferes:** Discusses the Resident Services Team Structure
 - FSS Coordinators - 3
 - Resident Services Assistant - 1
 - Supportive Housing Specialist -1
- 10% of Homes for Good clients are utilize the Resident Services resources
- 200/900 voucher units are utilizing Resident Services resources
- Resident Services is funded through grants from FSS, ROSS, and COC
- Resident Services is the link between shelter, life, and services

- Going forward, Resident Services are looking to increase their support per unit allowance. Currently it is \$189/unit a year. Nationally it is \$300 - \$500 per unit a year.
- Resident Services looks to also add 2 FTE positions and possibly a third to address rural housing.
- The annual cost of a Resident Services Coordinator can be covered by avoiding 10 evictions a year.

Supportive Housing Slide Presentation

- Department Recommendations
- Participant/Staff Ratios improvement
- Improve diverse funding streams
- Impact framework
- Best Practices
- Identifying needs of our participants
- Demographic Data examination and aligning those with our services
- All residents to have access to services wherever they are in Lane County

Permanent Supportive Housing

- What services are we providing now and what do we want to do in the future

Whole Family Support

- Services for youth and families

Stability to Self Sufficiency.

- What we are doing now and what we can be doing in the future

Services for Elderly/Disabled

Supporting Housing Plans for FY19

- Add 2 FTE
- **Beth Ochs:** Resident Services hasn't been a part of Rent Assistance historically. It became apparent spending time and resources bringing people on to the program but did not have the component to supply services to assist voucher holders to secure housing and maintain their voucher. We worked on achieving this through streamlining from various positions to route that to the Resident Services position. We have also converted our inspection process through technology.
- **Pat Farr:** It is exciting that Homes for Good is streamlining. How much savings has been achieved through streamlining.
- **Beth Ochs:** It is too early to tell. Right now, we have healthy reserves which allows us to spend that money down and then go to HUD to plan how we are going to sustain funds. We turnover 32 families a month. We are searching to find out why. We are working to track that information.

- **Pat Farr:** It would be great to identify those EOP's who are progressing through the system to measure success
- **Michelle Thurston:** The biggest complaint or concern is what to do with the voucher once someone receives it.
- **Darlene Kelly:** We serve 700 public housing units. In the past, public housing used to have a high amount of welfare recipients. Now we are serving a different community, working families, elderly, disabled, and large families. If residents weren't interested before in services, we weren't providing them. Now we want to expand our base level of services regardless of interest. Our residents are facing many challenges and we want to help them remain housed.
- **Michelle Thurston:** Residents appreciate the assistance to keep stable housing and people are starting to take advantage of the services. It would be nice to see those services expand further.
- **Darlene Kelly:** For the Madrone project, we need to continue to identify the wrap around services. It is exciting to add this position.

8. OTHER BUSINESS

Adjourn

Please note this is a short excerpt of the proceedings, a full recording of the meeting is available upon request by emailing amccoy@homesforgood.org.



Homes for Good continues to make great strides in securing new funding for key programs and real estate development projects. First, we received notice from Senator Merkely's office, and then HUD a few days later, that we were awarded 33 Mainstream vouchers that will provide \$190,000 per year in new federal rent assistance for people with low incomes that are exiting institutions and returning to our neighborhoods. Laurel Hill, Sponsors Inc., Lane Council of Governments and Lane County were all partners in this critical effort to secure new resources for people in our community that need our help to secure an affordable home with necessary supportive services. Second, 4 of Oregon's largest housing providers including Homes for Good, Home Forward, the Salem Housing Authority and the Housing Authority of Clackamas County are all focused on preserving federally subsidized public housing by converting these properties into project based Section 8 apartment communities. Once this conversion is approved our organizations can leverage low income housing tax credits and other national and state resources to preserve the properties or build new apartment communities. The 4 agencies collectively need \$50,000,000 in gap funding set aside support from the State or Oregon's Housing and Community Services Department (OHCS) in order to achieve our preservation efforts. I attended the OHCS governing board, the Housing Stability Council, meeting on 9/7/18 and spoke on behalf of all 4 organizations regarding the need for this funding set aside. OHCS senior staff and the governing board support our request and have tentatively set aside \$25,000,000 to support our preservation efforts, which is a huge step toward our goal.



The transformation of our organization from being a housing provider to embracing our role as a supportive housing provider and supportive services provider was front and center for us as we developed the FY 19 budget that is before you for deliberation at our 9.19.18 Board Meeting. The budget packet will highlight a reorganization of the Leadership Team that will include the recruitment of a new Deputy Director because Valerie Warner has requested to transfer to a management position within our Accounting/finance Division. I hope you will join me in thanking Valerie for her commitment to our organization and her service as Deputy Director. We would not have made the extensive progress over the past three plus years without her dedication and leadership. The new Deputy Director will have a different portfolio of responsibilities, which better meet the current and evolving needs of the transformation of our organization. The plan is to have our key Divisions - Rent Assistance, Property Management, Resident Services/Family Self Sufficiency and Energy Services all report to the new Deputy Director. The logic behind this structure is that all of these Divisions directly serve people with low incomes in Lane County and there are significant operational efficiencies and increased impact that these Divisions will have under the leadership of the new Deputy Director in coordination with the Directors responsible for these 4 Divisions.

In addition to the reorganization of the Leadership Team the FY 19 budget as proposed includes new positions that will focus on business systems improvements with an eye towards enhancing our compliance and quality control capacity. The proposed budget also includes additional positions that will allow us to grow our capacity in our Resident Services/Family Self-Sufficiency Division as we continue to focus our housing resources on special needs populations that need support beyond us providing a home. Our federal funding is more favorable this year than it has been in prior years so we believe that funding these additional positions is a responsible investment that will continue the transformation of our organization and increases our ability to support other key community goals as outlined in the Poverty and Homelessness Board's Strategic Plan.



My latest job shadowing adventure allowed me to work for half a day at Maplewood Meadows with Roy Beephan trimming and removing trees and hedges. I was very impressed when I arrived because Roy had all required safety equipment prepared for me to use. In addition, all power equipment and other necessary supplies were in excellent working order. Roy and I worked together for the next four hours and had an opportunity to talk about how things are going with the organization and his position. Roy is very positive about the organization and he is excited about the continuing progress we are making to take Homes for Good in new and different directions. I'm very thankful for Roy's hard work, positive attitude and commitment to Homes for Good.

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AGENDA CHECKLIST

AGENDA INFORMATION TO BE SUBMITTED TO THE BOARD OFFICE
(Aisha McCoy, Administrative Specialist ext 2525)

AGENDA TITLE: In the Matter of Approving Contract 18-P-0055 (Architectural Services) for the renovation of the new Admin Building

One Title Memo

Agenda Packet
One Original Hard Copy plus
One copy e-mailed to
amccoy@homesforgood.org

Material Due
Due by 12 pm Wednesday
preceding the week it will be
included in the agenda notice

DEPARTMENT	Development		
CONTACT	Steve Ochs	EXT	2530
PRESENTERS	Steve Ochs	EXT	2530
	Nora Cronin	EXT	2521
AGENDA DATE:	09/19/2018		

THIS ITEM WILL INVOLVE:

- | | | | |
|------------------------------------------------------|----------------------------------------------------------|------------------------------------------|--------------------------------------------|
| <input type="checkbox"/> Consent Calendar | <input type="checkbox"/> Report | <input type="checkbox"/> Appointments | <input type="checkbox"/> Committee Reports |
| <input checked="" type="checkbox"/> ORDER/Resolution | <input type="checkbox"/> Discussion & Action | <input type="checkbox"/> Discussion Only | |
| <input type="checkbox"/> Ordinance/Public Hearing | | | |
| Public Comment Anticipated? | <input type="checkbox"/> Yes <input type="checkbox"/> No | Estimated Time ___10 min___ | |

NOTE: DEPARTMENT MANAGER MUST SIGN OFF BEFORE SUBMITTING TO BOARD OFFICE

Executive Director/: **Jacob Fox** Date **09/11/2018**

Deputy Director _____

Legal Staff-Review by: _____ Date _____

*if required _____

Management Staff- _____ Date _____

Review by: _____



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HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Steven Ochs, Real Estate Development Director

AGENDA ITEM TITLE: In the Matter of Approving Contract 18-P-0055 (Architectural Services) for the renovation of the new Admin Building

AGENDA DATE: September 19, 2018

I MOTION

It is moved that the Agency is authorized to award contract 18-P-0055 (Architectural Services) for the renovation of the new Admin Building.

II ISSUE

Homes for Good Housing Agency intends to renovate the new Admin Building. Architectural work is commencing, necessitating the contract to be executed.

III DISCUSSION

A. Background

In October 2017, Homes for Good purchased the property located at 100 W 13th Avenue in Eugene, Oregon to be used as the agency's new administrative building. The agency plans to consolidate both the Day Island and Fairview offices into this one facility. The building was constructed in 1959 as the Eugene public library and contains approximately 38,000 gross square feet over 3 levels.

In May 2018, Homes for Good issued a Request for Proposals (RFP) for Architectural Design Services. Five firms submitted proposals. The evaluation committee, consisting of five Homes for Good staff, evaluated all proposals based on the scoring criteria in the RFP. The top two scoring firms were invited for interviews. The evaluation committee recommended PIVOT Architecture be selected based on receiving the highest score overall.

Board approval is now requested to execute the contract for architectural services with PIVOT Architecture to renovate the new administrative building.

B. Analysis

PIVOT Architecture was selected to provide architectural services, which will include sub-contracts with engineering (structural, mechanical, electrical, civil), acoustics, and landscaping.

PIVOT provided an estimated maximum fee proposal for the project of \$430,000. This includes roughly \$240,000 in architectural services and \$190,000 to consultants for engineering and other design services.

PIVOT's \$240,000 fee for the architectural services is broken down by effort in the following phases:

- 8% Research
- 17% Discover
- 23% Create
- 25% Document
- 2% Bid & Permit
- 23% Construction
- 2% Move & Closeout

The \$190,000 fee to consultants is made up of roughly 74% for mechanical/electrical/plumbing engineering, 20% for structural engineering, and the remaining 6% for civil engineering, acoustics, and landscaping.

C. Recommendation

Approval of the proposed motion.

IV IMPLEMENTATION/FOLLOW-UP

Upon approval of the Order, the required documents will be executed as soon as possible.

V ATTACHMENTS

None

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

ORDER 18-19-09-01H

In the Matter of Approving Contract 18-P-0055
(Architectural Services) for the renovation of the
new Admin Building

WHEREAS, Homes for Good Housing Agency has purchased the property located at 100 W 13th Avenue in Eugene, Oregon to be used as the agency's new administrative building;

WHEREAS, Homes for Good Housing Agency has need of professional Architectural Services in order to carry out the renovation of the new administrative building.

NOW IT IS THEREFORE ORDERED THAT:

The Executive Director or Deputy Director is authorized to enter into an Architectural Services Contract with PIVOT Architecture.

DATED this _____ day of _____, 2018

Chair,
Homes for Good Board of Commissioners



AGENDA CHECKLIST

AGENDA INFORMATION TO BE SUBMITTED TO THE BOARD OFFICE
(Aisha McCoy, Administrative Specialist ext 2525)

AGENDA TITLE: In the Matter of Adopting the 2018-2019 Budget and Making Appropriations

One Title Memo

Agenda Packet
One Original Hard Copy plus
One copy e-mailed to
amccoy@homesforgood.org

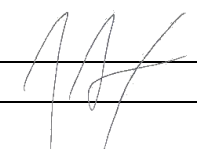
Material Due
Due by 12 pm Wednesday
preceding the week it will be
included in the agenda notice

DEPARTMENT	Finance		
CONTACT	Valerie Warner	EXT	2503
PRESENTER	Valerie Warner	EXT	2503
	Jeff Bridgens	EXT	2525
	Jacob Fox	EXT	2527
AGENDA DATE:	09/19/2018		

THIS ITEM WILL INVOLVE:

- | | | | |
|------------------------------------------------------|----------------------------------------------------------|------------------------------------------|--------------------------------------------|
| <input type="checkbox"/> Consent Calendar | <input type="checkbox"/> Report | <input type="checkbox"/> Appointments | <input type="checkbox"/> Committee Reports |
| <input checked="" type="checkbox"/> ORDER/Resolution | <input type="checkbox"/> Discussion & Action | <input type="checkbox"/> Discussion Only | |
| <input type="checkbox"/> Ordinance/Public Hearing | | | |
| Public Comment Anticipated? | <input type="checkbox"/> Yes <input type="checkbox"/> No | Estimated Time ___10 min___ | |

NOTE: DEPARTMENT MANAGER MUST SIGN OFF BEFORE SUBMITTING TO BOARD OFFICE

Executive Director/: **Jacob Fox** Date **09/11/2018** 

Deputy Director _____

Legal Staff-Review by: _____ Date _____

*if required _____

Management Staff- _____ Date _____

Review by: _____



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HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Valerie Warner, Deputy Director
Jeff Bridgens, Finance Director
Jacob Fox, Executive Director

AGENDA ITEM TITLE: ORDER/In the Matter of Adopting the 2018-2019 Budget

AGENDA DATE: September 19th, 2018

I MOTION

It is moved that the Order be approved which adopts the Agency FY 2019 Budget.

II ISSUE

It is necessary for the board to adopt the Agency FY 2019 Budget prior to October 1, 2018.

III DISCUSSION

A. Background

This Order approves the Agency's budget for the fiscal year beginning October 1, 2018.

B. Analysis

In the FY2019 Budget Document we present the Homes for Good Budget for the fiscal year October 1, 2018 through September 30, 2019. We are supplying information about each distinct activity, as well as summaries by division and agency-wide information, with the intent of proving a meaningful delineation of Homes for Good operations. The budget document itself moves us forward on our strategic initiative to expand our communication capacity and to increase the Homes for Good's Board understanding of our financial opportunities and challenges. The budget document is organized to correspond with Homes for Good's three divisions: Community Services, Housing and Rent Assistance (although for FY19, we have presented the COCC in a separate section of the document with a separate color-code, the COCC is part of the Housing Division).

In terms of dollar volume, the **Community Services** Division's most significant activity is the Development and Asset Management activities. The Development and Asset Management divisions oversee the predevelopment, construction and management of tax credit and properties. FY19 is a particularly busy year with several development projects taking place simultaneously as well as the remodel of the property at West 13th in Eugene, the Agency's future home. Other Community Services

activities are those grant funded resident enhancement programs that benefit Lane County low-income populations. Often the clients who use these services reside in Homes for Good housing or receive rent assistance through the voucher programs. Finally, the Community Services Division also includes miscellaneous activities that do not fit in the other divisions, including the Homes for Good Fleet fund and Corporate Fund. Total expenses of the Community Services Division for FY19 are \$4,977,572, a small increase over last year's total of \$4,845,873. (These totals do not include other financing sources and uses, for example proceeds from borrowing or interfund transfers.) The budget totals for Community Services may vary widely from year-to-year depending on Development and Asset Management's activities and additions of new entities.

The **Housing** Division includes 695 units of Public Housing. This budget presents budgets for each of the nine separate public housing complexes and for each of the three separate groups of public housing scattered sites (Eugene, Springfield and Veneta). The Housing Division also includes eleven other multi-family housing complexes with a total of 566 units; four complexes are managed by Homes for Good staff and seven by a third-party management company. The principal revenues for the Housing program are tenant rents and HUD rental assistance funds. For FY19, the Housing budgeted expenses are \$7,763,690 (excluding capital outlay, debt service and transfers) which is an increase of \$479,051 over the prior year budgeted expenses of \$7,284,639.

The **Central Office Cost Center** (COCC) accounts for Homes for Good overhead. For FY19, we have presented it in a separate section of the budget document. The revenues of the COCC include management fees, bookkeeping fees, and asset management fees that are charged to the public housing complexes, multi-family complexes and a per voucher fee to rent assistance. The revenue also includes fees for service for specialized maintenance workers. Fees for service are based on the anticipated needs of property managers. The COCC revenues are expected to exceed \$2.5 million for FY2019 and are significantly higher (17%) than FY2018 budgeted COCC revenues. The change is a result of management interpreting HUD guidelines as broadly as possible, while maintaining compliance based on the advice of a CPA consulting firm specializing in Public Housing Authorities. The COCC expenses are expected to be approximately \$3 million for FY2019, a significant increase from FY2018 budgeted expenses of approximately \$2.3 million. The increased costs are detailed later in this memo. The COCC will fall short of break-even by approximately \$408K which is balanced by budgeted transfers of unrestricted funds from earned real estate development fees.

The **Rent Assistance Division** consists of Homes for Good Housing Choice Voucher (HCV) program and VASH (Veterans Assistance) Voucher program, which together comprise Homes for Good largest division. For FY19, the Rent Assistance budgeted expenses total \$19,790,380, an increase over the prior year budget of \$18,829,055. The increase is attributable to the addition of 3 FTE as well as expected higher voucher usage and rents as the division continues to focus on stabilizing voucher utilization. Increased voucher utilization should help offset potential proration decreases, should they occur, because a greater number of vouchers than last year would generate greater administrative fees. However, during FY18, the proration percentages for this program were increased, with the Admin Fee proration going from 76% to 80% and the HAP proration going to 100%. The long-range financial planning section of the budget document includes a detailed discussion of funding for the HCV program.

The 2019 budget supports Homes for Good's continuing activities for the divisions described above, the strategic goals of Homes for Good as described in the organization's 5 Year Plan for Fiscal Years 2015-2019, the Annual Plan for Fiscal Year 2019 and several significant new initiatives, discussed below under Challenges, Opportunities and Solutions.

Reserve Information

Homes for Good carries reserve balances for many of the activities in the budget, with the exception of reimbursement-grant funded programs of Homes for Good such as Shelter Plus Care, Resident Opportunity and Supportive Services and Family Self Sufficiency. Last year the budget document was

reformatted to include information about restricted and unrestricted reserves. Restricted reserves represent resources having externally imposed constraints on the use them by grantors, contributors, creditors, investors, other governments or any applicable legislation. Unrestricted reserves represent resources that have not been restricted and may be strategically invested. However unrestricted reserves may be limited to use in a specific program. For example, the Housing Choice Voucher unrestricted reserve may be used for any purpose in the HCV program, but may not be used outside the HCV program. Very few Homes for Good reserves are totally unrestricted, meaning that the funds can be used for any purpose in any program. The budgets include projected reserve balances for FY18 and for the proposed budget year, FY19. The projected reserve balances for FY18 and for the proposed budget reserves for FY19 are based on management estimates. A more detailed discussion of Homes for Good reserves, including proposed reserve policies and targets, is included in the policy section and the long range financial planning section of this budget document.

Budget Process 2019

This year, budget preparation began in June with the development of full-time-equivalent (FTE) information for the coming fiscal year, allocated by program. In July, a Board budget work session was held to provide an introduction to the budget process and to obtain input. Budget templates were assembled by finance for the Central Office Cost Center (COCC – overhead departments). The COCC budgets were then developed and reviewed. A group of agency staff were then identified as budget preparers. Templates were assembled by finance and included pre-populated information such as 2017 actual results, 2018 budgets and annualized financial information for projecting 2018 results. The budget preparers were instructed to prepare budgets and to provide commentary for significant changes for FY19. Budget completion instructional meetings were then held with budget preparers by groups. The budgets were then individually reviewed with each budget preparer, supervisor, finance, and Homes for Good's Executive Director so that any extra requests or necessary changes could be considered and when appropriate approved. Much of the budget process for 2019 focused on identifying cost savings and re-balancing of workloads. The budget is approved by the Board of Directors annually.

Homes for Good budgets are developed on a cash basis and therefore do not contain non-cash expenses such as depreciation expense. The budgetary basis is a different basis of accounting than used for preparation of Homes for Good's audited financial statements.

Challenges, Solutions and Opportunities

Over the last few years, the COCC, or overhead budget, has required a delicate balance between the limited administrative costs allowable by a various HUD funded programs and the administrative oversight needs of our organization. Beginning in FY16, when we experienced an audit finding related to improper recovery of overhead costs, we have been working with a CPA firm called Casterline Associates, who specialize in financial reporting for Public Housing Agencies. For FY18, Casterline assisted Homes for Good staff to develop a compliant methodology to recover overhead costs. As we make changes to operations, particularly in adding FTE to the overhead departments, we continue to work with the consultant to ensure that we maximize our ability to recover those costs while remaining in compliance with HUD regulations. For the FY18 budget, the agency reduced 2 FTE in COCC and still the COCC required a contribution of \$191K from agency unrestricted resources in order to cover costs. For the FY19 budget, the agency added back 4.5FTE to COCC and the corresponding increase is \$408,347. COCC support for this agency's diverse activities and growing complexities is essential, and the 4.5 FTE increase includes a restored IT department of 2FTE which was recommended by the IT strategic planning consultants, restoration of 1FTE in the Finance department which struggled throughout the year after the FY18 reduction, and an increase of .5 FTE for a Communications Specialist, to implement the leadership restructure. While these staffing increases are expected to be permanent, some of the FY19 costs will be one-time items, similar to the rename-rebrand project and the new website project completed in FY17-18.

Until FY18, the Public Housing complexes, overall, had drawn down reserves for several years in a row. For FY18, the Board instructed Homes for Good to present a balanced budget and the projection for public housing for FY18 is to increase the reserve balance by approximately \$700K. For FY19, overall public housing reserve is proposed to be drawn down by \$291K in order to add several positions including a Resident Services position and participate in the funding of some one-time work including updating equity/inclusion training, Spanish translation of documents, desktop computer workstations, purchase of finance software recommended by the auditors, and more. These items are discussed in more detail in the budget document long-range planning section.

In the FY19 budget, Homes for Good has specifically identified grant programs that are not completely funded and placed the unfunded amounts in the Corporate Budget. The Corporate Budget is funded with PILOT (payment in lieu of tax) payments rebated by City of Eugene and by transfer of funds from the unrestricted Development Reserve.

The Real Estate Development Division added one FTE during FY18, and is budgeting for additional administrative support for FY19, due to the ambitious work plan. That work plan is discussed in greater detail in the long-range planning section of this budget document.

Homes for Good's significant initiatives for FY19 include the following:

Staff Equity Training: \$50,000 is included in the overall agency budget to pay for all-staff training.

Development: The Development agenda for FY19 is discussed in detail in the long-range planning section of the budget document and includes projects such as Market District Commons, Housing First, the RAD replacement units at the Taney and South 67th Street properties and the rehab of Sheldon Village.

New Administrative Building - Homes for Good purchased the building at West 13th Avenue in Eugene in September 2017 and sold the building at 177 Day Island Road in July 2018. During FY19, plans will be made to remodel the West 13th location and moving may occur during the last quarter of calendar 2019. The RED team is leading this project as well.

Rental Assistance Demonstration (RAD) - The Development staff is also guiding the HUD RAD program. The objective of RAD is to move housing subsidy from the public housing program to the Section 8 program. Homes for Good sold the first 12 units of public housing during FY18 and is planning to market the remaining 100 units beginning in mid FY19. Replacement housing development will also go on during FY19.

Energy Performance Contracting (EPC) - EPC is a financing technique that uses cost savings from reduced energy consumption to repay the cost of installing energy conservation measures. Several Homes for Good complexes have been updated with lighting and plumbing improvements, as well as ductless heat pumps in some locations. The EPC work is expected to continue well into FY19.

Rent Assistance – The division is adding 3 FTE for FY19 and is also adding 33 vouchers under a HUD program called Mainstream. There is an application pending for an additional allocation of vouchers under a HUD program called Family Unification.

Operational Initiatives: In addition to Equity Training, the Agency has budgeted for improvements to IT infrastructure that were identified by the FY18 IT Strategic Plan, Finance software improvements that were recommended by Moss Adams, the Financial Auditors, restructure of the Leadership Team which will group the major federal grant programs under a new Deputy Director, bring back positions that were eliminated in the FY18 COCC budget reductions, and increasing our agency's commitment to Resident Services by adding two positions to provide direct service to housing tenants and Section 8 tenants.

Conclusion

The proposed FY19 budget supports our ongoing commitment to the provision of quality affordable housing, our responsibility as stewards of public funds and our desire to make continued progress on our strategic initiatives. In addition, this budget reflects our commitment to becoming a supportive housing provider and, in some cases, a supportive services provider as we respond to key community goals as outlined in the Poverty and Homelessness Board's strategic plan. Homes for Good is being called to play a more significant role in implementing public policy goals intended to provide solutions for people experiencing homelessness and other barriers to housing in our community that without our support will not be able to access an affordable home.

A. Alternatives/Options

The Board can either approve the proposed budget Motion as recommended or make changes before adopting the budget.

B. Recommendation

Approval of the proposed Motion is recommended.

C. Timing

Upon Board approval, the proposed budget will become effective on October 1, 2018.

IV IMPLEMENTATION/FOLLOW-UP

None required.

V ATTACHMENTS

Budget Document



BUDGET DOCUMENT FOR FISCAL YEAR 2019

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 info@homesforgood.org

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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.

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
Gary Williams	Lane County Commissioner
Sid Leiken	Board Vice-Chair/Lane County Commissioner
Peter Sorenson	Lane County Commissioner

LEADERSHIP TEAM

Jacob Fox	Executive Director
Vacant	Deputy Director
Jeff Bridgens	Finance Director
Steve Ochs	Real Estate Development Director
Darlene Kelly	Property Management Division Director
Beth Ochs	Rent Assistance Division Director
Wakan Alferes	Resident Services Director
Vacant	Human Resources Director
Steve Jole	Energy Program Manager
Ela Kubok	Communications Director
Curtis Wyant	Information Technology Director

EXECUTIVE DIRECTOR'S MESSAGE



Homes for Good continues to rapidly evolve as an organization as we respond to the collective call for us to deepen our impact in service to people with low-incomes in Lane County. We are honored and humbled to respond to this call and because of our dedication and focus, we are providing a home along with supportive services to more people than ever before. We have a special place in our heart for people from diverse communities, people who are experiencing homelessness, people who are returning to Lane County from prison, people who are struggling with mental illnesses, families who are striving for independence from public assistance and our elders. Because of our heart for people who need our help the most, we are focusing our resources in new and different ways as we continue our journey to become the leading supportive housing provider and when it makes sense a supportive services provider.

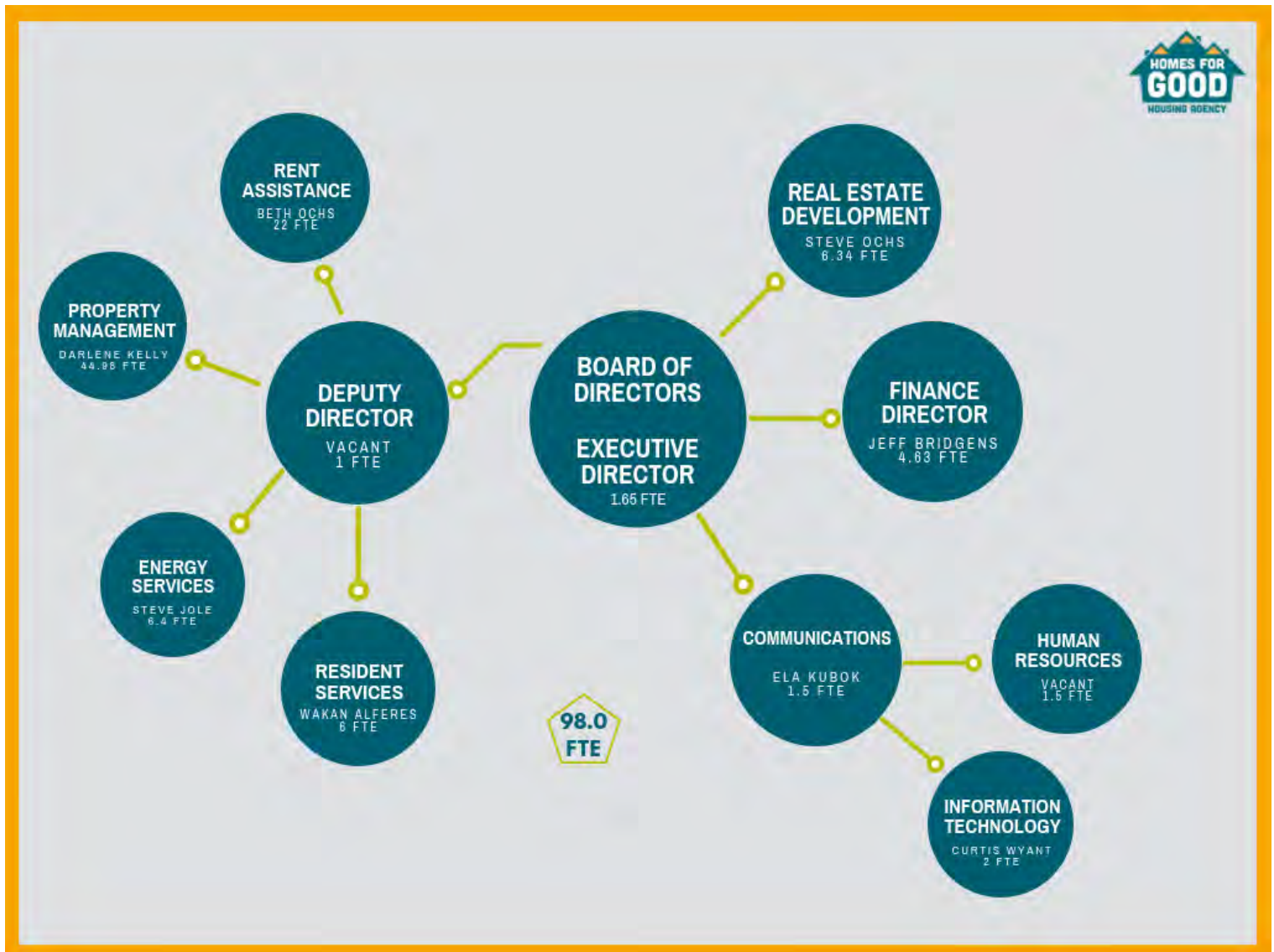
Our journey to becoming the leading supportive housing provider and supportive services provider/facilitator is driven by our focus and commitment and it is also us responding to key community goals as outlined in the Poverty and Homelessness Board Strategic Plan and other community plans that are focused on poverty alleviation in Lane County. The partnership that we have with Sponsors Inc. that resulted in Homes for Good developing and owning the Oaks at 14th is one example of us responding to a community need and now Sponsors can provide permanent supportive housing for their clients at this beautiful apartment community. Another partnership is the Housing First Project on Martin Luther King Blvd that is currently in the pre-development phase that Homes for Good will develop and own in partnership with Lane County. The Housing First project on MLK will provide a home to some of our community's most marginalized homeless individuals. This project will provide a dramatic return on investment for emergency responders, the jail and emergency rooms through the provision of a home and intensive supportive services for individuals that previously cost our community an inordinate amount of resources.

Our employees are driving our evolution as an organization and their talent and dedication are second to none. Not only are we delivering an increased impact in the community but we are also working tirelessly to improve the internal systems within our organization. We provide wrap-around support to our employees by investing in their professional and personal futures. We have a proven track record of promoting from within at every opportunity. In the coming year, we are launching an Equity and Inclusion Initiative that has been a work of passion developed by our employees that will increase opportunities for communities that have been historically discriminated against. We will also be launching a Career Enhancement Initiative that will add support and growth opportunities for the many Homes for Good employees that are determined to advance their careers in service to people with low-incomes in our community.

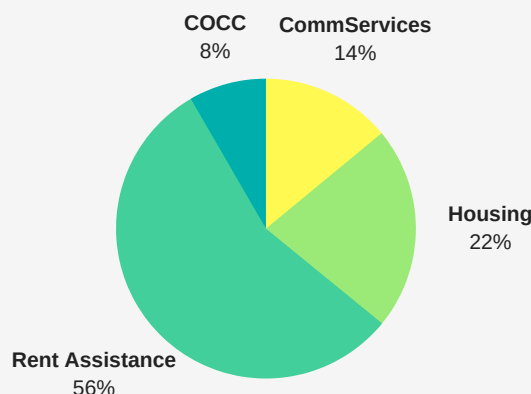
In the following pages, we present the Home for Good budget for the fiscal year October 1, 2018, through September 30, 2019. We are supplying information about each distinct activity, as well as summaries by division and agency-wide information, with the goal of providing a clear and meaningful delineation of Homes for Good's operations. The budget document is a reflection of our expanded communications capacity and its transparency will increase our community's understanding of our financial opportunities and challenges.


JACOB FOX
Executive Director

ORGANIZATIONAL CHART



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ 3,173,917	\$ 2,361,425	\$ 2,203,223	\$ 8,023,282
Beginning Unrestricted Reserves	4,511,400	5,879,112	4,929,597	5,944,262
Total Beginning Reserves	7,685,317	8,240,537	7,132,820	13,967,544
Revenue	32,283,995	37,489,862	37,114,178	42,081,158
Expenses				
Personnel Services	7,184,151	6,908,398	6,794,233	7,818,975
Materials & Services	24,406,517	25,670,472	23,985,621	27,319,500
Overhead	356,118	267,238	280,692	359,176
Total Expenses	31,946,786	32,846,108	31,060,546	35,497,651
Net Change	337,209	4,643,754	6,053,632	6,583,507
Other Resources				
Capital Outlay	(4,856,821)	(7,083,228)	(2,212,173)	(38,537,241)
Reserves	69,279	(77,912)	(257,215)	(205,930)
Debt Issuance	4,134,967	6,000,000	2,992,000	33,229,608
Debt Service	(391,643)	(454,750)	(164,569)	(432,543)
Inter-Program Transfers In	159,836	193,626	1,913,773	1,102,445
Inter-Program Transfers Out	-	(193,626)	(1,490,724)	(1,102,445)
Other Resources Provided (Used)	(884,382)	(1,615,890)	781,092	(5,946,106)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(547,173)	3,027,864	6,834,724	637,401
Ending Restricted Reserves	2,203,223	2,426,800	8,023,282	8,043,071
Ending Unrestricted Reserves	4,929,597	8,940,948	5,944,262	6,561,872
Total Ending Reserves	7,132,820	11,367,748	13,967,544	14,604,943
Program Expenses				
Community Services	4,164,074	4,410,918	4,256,228	4,977,571
Housing	7,328,234	7,284,639	6,695,918	7,763,690
Rent Assistance	17,843,807	18,829,055	17,675,700	19,790,380
COCC	2,610,671	2,321,496	2,432,700	2,966,010
Total Program Expenses	31,946,786	32,846,108	31,060,546	35,497,651
Program Other Resources				
Community Services	60,763	(434,955)	(621,361)	(4,422,551)
Housing	(945,145)	(1,371,935)	(1,364,088)	(1,886,007)
Rent Assistance	-	-	-	(80,000)
COCC	-	191,000	2,766,541	442,452
Total Other Resources	\$ (884,382)	\$ (1,615,890)	\$ 781,092	\$ (5,946,106)
Full-Time Equivalent Positions	92.09	87.00	92.71	98.00



RENT ASSISTANCE DIVISION

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ 779,567	\$ 259,305	\$ 25,343	\$ -
Beginning Unrestricted Reserves	2,237,757	1,973,102	2,290,907	1,814,650
Total Beginning Reserves	<u>3,017,324</u>	<u>2,232,407</u>	<u>2,316,250</u>	<u>1,814,650</u>
Revenue	17,142,733	18,366,185	17,174,100	19,690,180
Expenses				
Personnel Services	1,398,198	1,431,263	1,385,900	1,598,841
Materials & Services	16,445,609	17,397,792	16,289,800	18,191,539
Overhead	-	-	-	-
Total Expenses	<u>17,843,807</u>	<u>18,829,055</u>	<u>17,675,700</u>	<u>19,790,380</u>
Net Change	<u>(701,074)</u>	<u>(462,870)</u>	<u>(501,600)</u>	<u>(100,200)</u>
Other Resources				
Capital Outlay	-	-	-	(80,000)
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	<u>-</u>	<u>-</u>	<u>-</u>	<u>(80,000)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(701,074)</u>	<u>(462,870)</u>	<u>(501,600)</u>	<u>(180,200)</u>
Ending Restricted Reserves	25,343	267,100	-	-
Ending Unrestricted Reserves	2,290,907	1,502,438	1,814,650	1,634,450
Total Ending Reserves	<u>\$ 2,316,250</u>	<u>\$ 1,769,538</u>	<u>\$ 1,814,650</u>	<u>\$ 1,634,450</u>

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	21.22	19.00	23.58	20.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	2.00
Total	<u>21.22</u>	<u>19.00</u>	<u>23.58</u>	<u>22.00</u>

Rent Assistance



The Rent Assistance Division administers 2,817 Section 8 tenant-based vouchers, 236 Veterans Administration Supportive Housing (VASH) vouchers and 12 Project-Based Vouchers (PBV). 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

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ 125,183	\$ 43,564	\$ 59,469	\$ 3,181,469
Beginning Unrestricted Reserves	1,066,007	(1,077,299)	1,319,721	2,190,555
Total Beginning Reserves	<u>1,191,190</u>	<u>(1,033,735)</u>	<u>1,379,190</u>	<u>5,372,024</u>
Revenue	4,299,162	8,212,224	8,870,423	10,318,523
Expenses				
Personnel Services	1,873,394	1,502,898	1,553,419	1,700,468
Materials & Services	1,973,362	2,640,782	2,422,117	2,917,927
Overhead	317,318	267,238	280,692	359,176
Total Expenses	<u>4,164,074</u>	<u>4,410,918</u>	<u>4,256,228</u>	<u>4,977,571</u>
Net Change	<u>135,088</u>	<u>3,801,306</u>	<u>4,614,195</u>	<u>5,340,952</u>
Other Resources				
Capital Outlay	(3,972,741)	(6,034,000)	(1,350,400)	(33,336,000)
Reserves	(65,714)	(22,000)	(22,000)	(22,000)
Debt Issuance	3,784,967	6,000,000	-	29,345,000
Debt Service	154,415	(190,581)	101,531	(7,629)
Inter-Program Transfers In	159,836	2,626	979,508	690,020
Inter-Program Transfers Out	-	(191,000)	(330,000)	(1,091,942)
Other Resources Provided (Used)	<u>60,763</u>	<u>(434,955)</u>	<u>(621,361)</u>	<u>(4,422,551)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>195,851</u>	<u>3,366,351</u>	<u>3,992,834</u>	<u>918,401</u>
Ending Restricted Reserves	59,469	38,600	3,181,469	3,041,258
Ending Unrestricted Reserves	1,319,721	2,393,363	2,190,555	3,249,166
Total Ending Reserves	<u>\$ 1,379,190</u>	<u>\$ 2,431,963</u>	<u>\$ 5,372,024</u>	<u>\$ 6,290,424</u>

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	13.11	14.36	14.79	15.94
Maintenance	0.00	0.00	0.03	0.00
Other	2.24	3.00	3.00	3.00
Total	<u>15.35</u>	<u>17.36</u>	<u>17.82</u>	<u>18.94</u>

Development

Homes for Good's Real Estate Development department 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 predevelopment activities and other programs at Homes for Good. Homes for Good has an extremely robust pipeline with 4 new construction projects starting this fiscal year.

The Development staff is working closely with the Property Management Division working 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 has converted 12 units and has the approval to convert another 100 units of its scattered site housing and build 100 units of replacement housing in Springfield and Eugene. The RAD project 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.



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ 3,100,000
Beginning Unrestricted Reserves	(212,208)	(1,686,684)	(480,170)	(299,770)
Total Beginning Reserves	<u>(212,208)</u>	<u>(1,686,684)</u>	<u>(480,170)</u>	<u>2,800,230</u>
Revenue	355,583	3,934,100	5,335,000	5,987,024
Expenses				
Personnel Services	346,433	325,828	492,100	580,657
Materials & Services	134,651	46,320	26,300	260,379
Overhead	-	51,178	67,800	97,013
Total Expenses	<u>481,084</u>	<u>423,326</u>	<u>586,200</u>	<u>938,049</u>
Net Change	<u>(125,501)</u>	<u>3,510,774</u>	<u>4,748,800</u>	<u>5,048,975</u>
Other Resources				
Capital Outlay	(3,919,835)	(6,072,000)	(1,138,400)	(33,141,000)
Reserves	-	-	-	-
Debt Issuance	3,784,967	6,000,000	-	29,200,000
Debt Service	-	(200,000)	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	(175,000)	(330,000)	(201,947)
Other Resources Provided (Used)	<u>(134,868)</u>	<u>(447,000)</u>	<u>(1,468,400)</u>	<u>(4,142,947)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(260,369)</u>	<u>3,063,774</u>	<u>3,280,400</u>	<u>906,028</u>
Ending Restricted Reserves	-	-	3,100,000	2,899,000
Ending Unrestricted Reserves	(480,170)	1,377,090	(299,770)	807,257
Total Ending Reserves	<u>\$ (480,170)</u>	<u>\$ 1,377,090</u>	<u>\$ 2,800,230</u>	<u>\$ 3,706,257</u>

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	3.80	3.40	4.43	5.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	<u>3.80</u>	<u>3.40</u>	<u>4.43</u>	<u>5.00</u>

Asset Management

Asset management influences the financial performance, physical condition, and ensures effective operations of our real estate assets. This means reducing expenditures when possible, finding the most consistent sources of revenue and mitigating risk. Knowing what value our real estate assets can produce is critical so stakeholders can make strategic decisions to optimize the revenue that supports our mission.



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	892,141	303,900	1,235,264	1,417,095
Total Beginning Reserves	892,141	303,900	1,235,264	1,417,095
Revenue	286,771	281,756	143,600	380,418
Expenses				
Personnel Services	84,226	135,954	105,600	113,507
Materials & Services	10,333	9,195	4,100	14,943
Overhead	66,062	20,772	21,100	28,214
Total Expenses	160,621	165,921	130,800	156,664
Net Change	126,150	115,835	12,800	223,754
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt (Service) / Repayments	216,973	68,855	169,031	44,998
Inter-Program Transfers In	-	2,626	-	-
Inter-Program Transfers Out	-	-	-	(268,752)
Other Resources Provided (Used)	216,973	71,481	169,031	(223,754)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	343,123	187,316	181,831	-
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	1,235,264	488,590	1,417,095	1,417,095
Total Ending Reserves	\$ 1,235,264	\$ 488,590	\$ 1,417,095	\$ 1,417,095

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	1.15	1.38	1.26	1.28
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	1.15	1.38	1.26	1.28

Signpost House

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



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	255,445	15,800	261,588	274,288
Total Beginning Reserves	255,445	15,800	261,588	274,288
Revenue	87,280	95,830	89,300	94,000
Expenses				
Personnel Services	4,484	3,819	3,600	13,754
Materials & Services	66,386	43,101	62,200	52,156
Overhead	-	-	-	648
Total Expenses	70,870	46,920	65,800	66,558
Net Change	16,410	48,910	23,500	27,442
Other Resources				
Capital Outlay	-	(12,000)	-	(145,000)
Reserves	-	-	-	-
Debt Issuance	-	-	-	145,000
Debt Service	(10,267)	(10,761)	(10,800)	(230)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	(16,000)	-	-
Other Resources Provided (Used)	(10,267)	(38,761)	(10,800)	(230)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	6,143	10,149	12,700	27,212
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	261,588	25,949	274,288	301,500
Total Ending Reserves	\$ 261,588	\$ 25,949	\$ 274,288	\$ 301,500

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.00	0.04	0.04	0.04
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.04	0.04	0.04

Heeran Center

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



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ 125,183	\$ 37,464	\$ 59,469	\$ 81,469
Beginning Unrestricted Reserves	322,223	514,101	399,455	359,755
Total Beginning Reserves	447,406	551,565	458,924	441,224
Revenue	280,581	257,544	275,400	275,495
Expenses				
Personnel Services	18,411	-	5,100	-
Materials & Services	134,517	200,879	209,300	215,744
Overhead	1,746	-	-	-
Total Expenses	154,674	200,879	214,400	215,744
Net Change	125,907	56,665	61,000	59,751
Other Resources				
Capital Outlay	-	-	-	-
Reserves	(65,714)	(22,000)	(22,000)	(22,000)
Debt Issuance	-	-	-	-
Debt Service	(48,675)	(48,675)	(56,700)	(52,397)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(114,389)	(70,675)	(78,700)	(74,397)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	11,518	(14,010)	(17,700)	(14,646)
Ending Restricted Reserves	59,469	38,600	81,469	103,000
Ending Unrestricted Reserves	399,455	498,955	359,755	323,578
Total Ending Reserves	\$ 458,924	\$ 537,555	\$ 441,224	\$ 426,578

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.03	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.03	0.00

Family Shelter House

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



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(5,228)	31,981	-	7,300
Total Beginning Reserves	(5,228)	31,981	-	7,300
Revenue	12,116	12,000	12,000	12,000
Expenses				
Personnel Services	-	1,704	1,500	1,609
Materials & Services	3,272	3,300	3,200	3,224
Overhead	-	-	-	324
Total Expenses	3,272	5,004	4,700	5,157
Net Change	8,844	6,996	7,300	6,843
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	(3,616)	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(3,616)	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	5,228	6,996	7,300	6,843
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	98,637	7,300	14,143
Total Ending Reserves	\$ -	\$ 98,637	\$ 7,300	\$ 14,143

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.00	0.02	0.02	0.02
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.02	0.02	0.02

Resident Opportunities and Supportive Services (ROSS)



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 Division is staffed by the Resident Services Division Director, a Resident Services Coordinator, three Family Self Sufficiency Program Coordinators, and a Grants and Programs Specialist. This department also oversees the Section 8 Home Ownership Program and coordinates the Resident Advisory Board.

	2017 ACTUAL	2017 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(38,744)	(216,027)	-	-
Total Beginning Reserves	(38,744)	(216,027)	-	-
Revenue	382,152	82,268	135,500	82,000
Expenses				
Personnel Services	387,116	110,083	198,966	129,721
Materials & Services	12,540	6,978	12,642	24,924
Overhead	103,588	23,331	74,892	33,462
Total Expenses	503,244	140,392	286,500	188,107
Net Change	(121,092)	(58,124)	(151,000)	(106,107)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	159,836	-	151,000	106,107
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	159,836	-	151,000	106,107
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	38,744	(58,124)	-	-
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	(274,151)	-	-
Total Ending Reserves	\$ -	\$ (274,151)	\$ -	\$ -

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	1.58	1.55	2.21	1.55
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	1.58	1.55	2.21	1.55

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.



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	7,000	-	(16,354)	-
Total Beginning Reserves	7,000	-	(16,354)	-
Revenue	297,560	312,632	136,400	313,771
Expenses				
Personnel Services	248,651	248,892	238,800	163,346
Materials & Services	72,263	2,026	8,400	110,619
Overhead	-	61,714	48,300	50,246
Total Expenses	320,914	312,632	295,500	324,211
Net Change	(23,354)	-	(159,100)	(10,440)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	175,454	10,440
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	175,454	10,440
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(23,354)	-	16,354	-
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	(16,354)	16,909	-	-
Total Ending Reserves	\$ (16,354)	\$ 16,909	\$ -	\$ -

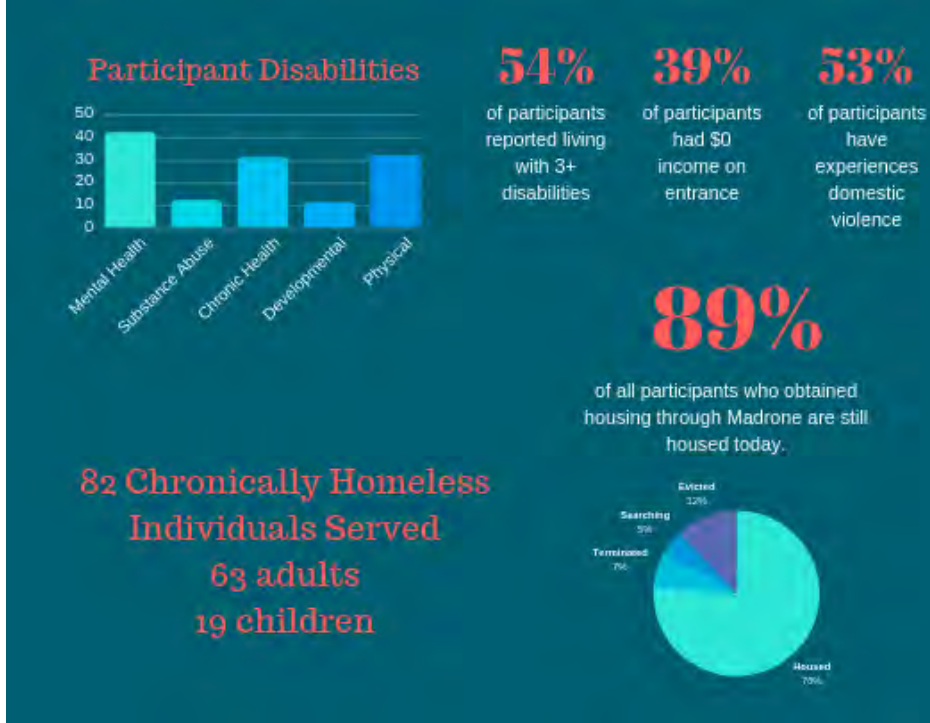
Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.00	0.10	0.04	0.10
Maintenance	0.00	0.00	0.00	0.00
Other	2.24	3.00	3.00	3.00
Total	2.24	3.10	3.04	3.10

Madrone Grant

This is our second Continuum of Care Grant. This grant provides rent assistance and supportive services including case management to chronically homeless individuals and families who have at least one person in the household who qualifies as disabled. Referrals are taken from the Centralized Waiting List, but this grant uses staff at ShelterCare, a sub-recipient of the grant, to assist referrals with a housing

search and then provide ongoing supportive services to increase their chances for stability. The target number of participants for this year is 19 individuals and 6 families. Successful Madrone clients may have the option to transfer to the Shelter Plus Care program and eventually receive a Section 8 voucher.



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ 6,100	\$ -	\$ -
Beginning Unrestricted Reserves	-	(10,300)	(1,542)	-
Total Beginning Reserves	-	(4,200)	(1,542)	-
Revenue	99,269	435,333	463,700	323,560
Expenses				
Personnel Services	34,813	44,457	47,300	44,711
Materials & Services	65,998	390,876	416,400	301,630
Overhead	-	-	-	8,428
Total Expenses	100,811	435,333	463,700	354,769
Net Change	(1,542)	-	-	(31,209)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	1,542	31,209
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	1,542	31,209
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(1,542)	-	1,542	-
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	(1,542)	(4,200)	-	-
Total Ending Reserves	\$ (1,542)	\$ (4,200)	\$ -	\$ -

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.00	0.52	0.03	0.52
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.52	0.03	0.52

Shelter Plus Care



SHELTERPLUS CARE

AT HOMES FOR GOOD



This is a grant 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. Some clients who are not eligible for services from the above agencies can receive similar support from Lane County Behavioral Health. Once these participants are stably housed they are better able to access the resources that will help them thrive. This grant is required to house at least 48 households but the average is about 55 participant households year-round.

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	4,834	(389,910)	(10,857)	(10,857)
Total Beginning Reserves	4,834	(389,910)	(10,857)	(10,857)
Revenue	495,382	478,459	374,700	478,459
Expenses				
Personnel Services	29,532	32,894	40,300	34,913
Materials & Services	481,283	468,565	428,100	447,841
Overhead	-	-	-	6,159
Total Expenses	510,815	501,459	468,400	488,913
Net Change	(15,433)	(23,000)	(93,700)	(10,454)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	93,700	10,454
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	93,700	10,454
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(15,433)	(23,000)	-	-
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	(10,857)	(389,910)	(10,857)	(10,857)
Total Ending Reserves	\$ (10,857)	\$ (389,910)	\$ (10,857)	\$ (10,857)

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.00	0.38	0.05	0.38
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.38	0.05	0.38

Pay For Success

This is a grant in partnership with Third Sector, a non-profit advisory team, Sponsors Inc., Lane County Parole and Probation, and Homes for Good.

This grant will provide housing and services to men and women who have come out of the corrections system and are working to reintegrate into the community. The intent of this grant is to show how the stability of affordable housing can lower recidivism rates for this population and in the process save the community service dollars by creating this stability.



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	51,401	-	49,729
Expenses				
Personnel Services	-	39,429	1,153	42,125
Materials & Services	-	-	-	310
Overhead	-	16,586	-	7,294
Total Expenses	-	56,015	1,153	49,729
Net Change	-	(4,614)	(1,153)	-
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	1,153	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	1,153	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	(4,614)	-	-
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	(4,614)	-	-
Total Ending Reserves	\$ -	\$ (4,614)	\$ -	\$ -

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.00	0.45	0.00	0.45
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.45	0.00	0.45

EHA Grant

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

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	3,700	(4,600)	3,700	-
Total Beginning Reserves	<u>3,700</u>	<u>(4,600)</u>	<u>3,700</u>	<u>-</u>
Revenue	34,936	10,000	33,400	33,400
Expenses				
Personnel Services	-	-	-	-
Materials & Services	34,936	-	38,000	33,400
Overhead	-	-	-	-
Total Expenses	<u>34,936</u>	<u>-</u>	<u>38,000</u>	<u>33,400</u>
Net Change	<u>-</u>	<u>10,000</u>	<u>(4,600)</u>	<u>-</u>
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	900	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	<u>-</u>	<u>-</u>	<u>900</u>	<u>-</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>-</u>	<u>10,000</u>	<u>(3,700)</u>	<u>-</u>
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	3,700	5,400	-	-
Total Ending Reserves	<u>\$ 3,700</u>	<u>\$ 5,400</u>	<u>\$ -</u>	<u>\$ -</u>

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>

HousingPlus

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



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(9,374)	(1,250)	(5,793)	(6,643)
Total Beginning Reserves	-	(1,250)	(5,793)	(6,643)
Revenue	6,831	3,000	2,400	2,500
Expenses				
Personnel Services	-	-	-	-
Materials & Services	3,250	4,250	3,250	1,745
Overhead	-	-	-	-
Total Expenses	3,250	4,250	3,250	1,745
Net Change	3,581	(1,250)	(850)	755
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	3,581	(1,250)	(850)	755
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	(5,793)	(2,500)	(6,643)	(5,888)
Total Ending Reserves	\$ (5,793)	\$ (2,500)	\$ (6,643)	\$ (5,888)

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00

Energy Services

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



Energy Services
Before & After Weatherization

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(53,484)	(203,012)	32,190	7,213
Total Beginning Reserves	(53,484)	(203,012)	32,190	7,213
 Revenue	 1,900,071	 1,724,082	 1,295,023	 1,765,167
Expenses				
Personnel Services	714,645	552,340	406,700	567,442
Materials & Services	953,830	1,070,122	844,700	1,102,645
Overhead	145,922	93,657	68,600	124,146
Total Expenses	1,814,397	1,716,119	1,320,000	1,794,233
Net Change	85,674	7,963	(24,977)	(29,066)
 Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	61,111
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	61,111
 Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	 85,674	 7,963	 (24,977)	 32,045
 Ending Restricted Reserves	 -	 -	 -	 39,258
Ending Unrestricted Reserves	32,190	(192,645)	7,213	-
Total Ending Reserves	\$ 32,190	\$ (192,645)	\$ 7,213	\$ 39,258

	Performance Data			
	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	6.58	6.40	6.71	6.40
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	6.58	6.40	6.71	6.40

Fleet

Homes for Good fleet consists of 37 vehicles which are used by Maintenance Workers, Property Managers, Energy Auditors and Section 8 inspectors, etc.

A fleet management committee made up of staff from the various departments meets periodically and makes recommendations for vehicle replacements.



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(100,298)	156,200	(97,760)	(81,660)
Total Beginning Reserves	(100,298)	156,200	(97,760)	(81,660)
Revenue	60,630	62,869	67,300	78,000
Expenses				
Personnel Services	5,083	7,498	2,200	70
Materials & Services	103	1,400	1,000	1,050
Overhead	-	-	-	1,621
Total Expenses	5,186	8,898	3,200	2,741
Net Change	55,444	53,971	64,100	75,259
Other Resources				
Capital Outlay	(52,906)	50,000	(48,000)	(50,000)
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(52,906)	50,000	(48,000)	(50,000)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	2,538	103,971	16,100	25,259
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	(97,760)	260,171	(81,660)	(56,401)
Total Ending Reserves	\$ (97,760)	\$ 260,171	\$ (81,660)	\$ (56,401)

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.00	0.10	0.00	0.10
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.10	0.00	0.10

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 will remain as one of our commercial rental properties, housing five tenants. Homes for Good is currently in the process of designing the space for the needs of our employees and expects to move in late December 2019.



View: Looking southwest from intersection of W. 13th Avenue and Olive Street.

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	22,800
Total Beginning Reserves	-	-	-	22,800
Revenue	-	-	464,100	406,300
Expenses				
Personnel Services	-	-	10,100	8,613
Materials & Services	-	-	267,200	342,166
Overhead	-	-	-	1,621
Total Expenses	-	-	277,300	352,400
Net Change	-	-	186,800	53,900
Other Resources				
Capital Outlay	-	-	(164,000)	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	(164,000)	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	22,800	53,900
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	22,800	76,700
Total Ending Reserves	\$ -	\$ -	\$ 22,800	\$ 76,700

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.00	0.02	0.00	0.10
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.02	0.00	0.10

Homes for Good Corporate

The Homes for Good Corporate fund was created to accumulate and redistribute unrestricted resources annually. Funding for this budget comes from the excess revenues generated by Homes for Good Development activities, Asset Management activities and other miscellaneous receipts that are unrestricted in nature. These resources are then used to subsidize the expenses for a number of programs that are not self-funded, including Energy Services, Shelter plus Care, Resident Opportunity and Supportive Services, Madrone, Pay for Success and Housing Plus. In addition, the Homes for Good Corporate Budget also subsidizes a portion of the COCC annually. The remaining Homes for Good Corporate resources are used for one-time expenses such as last year's rename-rebrand efforts.

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	412,502	-	501,034
Total Beginning Reserves	-	412,502	-	501,034
Revenue	-	470,950	42,600	36,700
Expenses				
Personnel Services	-	-	-	-
Materials & Services	-	393,770	97,325	5,151
Overhead	-	-	-	-
Total Expenses	-	393,770	97,325	5,151
Net Change	-	77,180	(54,725)	31,549
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	555,759	470,699
Inter-Program Transfers Out	-	-	-	(621,243)
Other Resources Provided (Used)	-	-	555,759	(150,544)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	77,180	501,034	(118,995)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	489,682	501,034	382,039
Total Ending Reserves	\$ -	\$ 489,682	\$ 501,034	\$ 382,039

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00

HOUSING DIVISION

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ 2,269,167	\$ 2,058,556	\$ 2,118,411	\$ 1,849,813
Beginning Unrestricted Reserves	1,179,522	2,965,619	1,937,244	3,113,091
Total Beginning Reserves	<u>3,448,689</u>	<u>5,024,175</u>	<u>4,055,655</u>	<u>4,962,904</u>
Revenue	8,877,818	8,758,380	8,967,255	9,548,897
Expenses				
Personnel Services	1,933,535	2,151,969	1,920,314	2,163,256
Materials & Services	5,355,899	5,132,670	4,775,604	5,600,434
Overhead	38,800	-	-	-
Total Expenses	<u>7,328,234</u>	<u>7,284,639</u>	<u>6,695,918</u>	<u>7,763,690</u>
Net Change	<u>1,549,584</u>	<u>1,473,741</u>	<u>2,271,337</u>	<u>1,785,207</u>
Other Resources				
Capital Outlay	(884,080)	(1,049,228)	(861,773)	(5,121,241)
Reserves	134,993	(55,912)	(235,215)	(183,930)
Debt Issuance	350,000	-	-	3,840,000
Debt Service	(546,058)	(264,169)	(266,100)	(424,914)
Inter-Program Transfers In	-	-	603,965	4,078
Inter-Program Transfers Out	-	(2,626)	(604,965)	-
Other Resources Provided (Used)	<u>(945,145)</u>	<u>(1,371,935)</u>	<u>(1,364,088)</u>	<u>(1,886,007)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>604,439</u>	<u>101,806</u>	<u>907,249</u>	<u>(100,800)</u>
Ending Restricted Reserves	2,118,411	2,121,100	1,849,813	1,965,205
Ending Unrestricted Reserves	1,937,244	3,004,881	3,113,091	2,896,898
Total Ending Reserves	<u>\$ 4,055,655</u>	<u>\$ 5,125,981</u>	<u>\$ 4,962,904</u>	<u>\$ 4,862,103</u>

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	11.43	13.29	11.91	12.67
Maintenance	16.13	13.57	13.55	15.00
Other	2.25	4.00	2.49	4.00
Total	<u>29.81</u>	<u>30.86</u>	<u>27.95</u>	<u>31.67</u>

Laurelwood Homes

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



	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 PROJECTED</u>	<u>2019 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 1,270	\$ -
Beginning Unrestricted Reserves	107,417	361,848	252,934	306,404
Total Beginning Reserves	<u>107,417</u>	<u>361,848</u>	<u>254,204</u>	<u>306,404</u>
Revenue	325,852	198,751	215,800	202,753
Expenses				
Personnel Services	53,913	62,484	55,100	70,919
Materials & Services	126,422	112,933	108,500	139,534
Overhead	-	-	-	-
Total Expenses	<u>180,335</u>	<u>175,417</u>	<u>163,600</u>	<u>210,453</u>
Net Change	<u>145,517</u>	<u>23,334</u>	<u>52,200</u>	<u>(7,700)</u>
Other Resources				
Capital Outlay	-	-	-	-
Reserves	1,270	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	679
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	<u>1,270</u>	<u>-</u>	<u>-</u>	<u>679</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>146,787</u>	<u>23,334</u>	<u>52,200</u>	<u>(7,021)</u>
Ending Restricted Reserves	1,270	-	-	-
Ending Unrestricted Reserves	252,934	385,182	306,404	299,383
Total Ending Reserves	<u>\$ 254,204</u>	<u>\$ 385,182</u>	<u>\$ 306,404</u>	<u>\$ 299,383</u>

Performance Data

	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 PROJECTED</u>	<u>2019 BUDGET</u>
FTE				
Administrative	0.16	0.33	0.39	0.35
Maintenance	1.12	0.60	0.62	0.67
Other	0.00	0.00	0.00	0.04
Total	<u>1.28</u>	<u>0.93</u>	<u>1.01</u>	<u>1.06</u>
Occupancy rate	98%		98%	97%
Work orders	160		93	
Vacates (unit turns)	3		3	
Latest REAC score	99b		99b	

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.



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ 12,302	\$ -	\$ -
Beginning Unrestricted Reserves	122,002	617,719	192,464	420,964
Total Beginning Reserves	122,002	630,021	192,464	420,964
Revenue	1,020,679	1,011,647	1,101,100	1,156,556
Expenses				
Personnel Services	260,365	342,336	302,400	435,343
Materials & Services	689,852	606,693	570,200	772,830
Overhead	-	-	-	-
Total Expenses	950,217	949,029	872,600	1,208,173
Net Change	70,462	62,618	228,500	(51,617)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	340
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	340
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	70,462	62,618	228,500	(51,277)
Ending Restricted Reserves	-	12,700	-	-
Ending Unrestricted Reserves	192,464	679,939	420,964	369,687
Total Ending Reserves	\$ 192,464	\$ 692,639	\$ 420,964	\$ 369,687

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	1.82	1.99	2.29	2.30
Maintenance	1.93	2.25	2.31	2.37
Other	1.00	1.00	1.08	1.43
Total	4.75	5.24	5.68	6.10
Occupancy rate	99%		99%	97%
Work orders	1149		810	
Vacates (unit turns)	24		24	
Latest REAC score	91b		92c	

Pengra Court

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



	<u>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2018</u> <u>PROJECTED</u>	<u>2019</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	18,086	(3,562)	16,134	35,234
Total Beginning Reserves	<u>18,086</u>	<u>(3,562)</u>	<u>16,134</u>	<u>35,234</u>
Revenue	111,901	133,004	128,600	150,390
Expenses				
Personnel Services	31,865	35,475	30,800	58,666
Materials & Services	81,988	95,431	78,700	117,145
Overhead	-	-	-	-
Total Expenses	<u>113,853</u>	<u>130,906</u>	<u>109,500</u>	<u>175,811</u>
Net Change	<u>(1,952)</u>	<u>2,098</u>	<u>19,100</u>	<u>(25,421)</u>
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	340
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	<u>-</u>	<u>-</u>	<u>-</u>	<u>340</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(1,952)</u>	<u>2,098</u>	<u>19,100</u>	<u>(25,081)</u>
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	16,134	(1,464)	35,234	10,153
Total Ending Reserves	<u>\$ 16,134</u>	<u>\$ (1,464)</u>	<u>\$ 35,234</u>	<u>\$ 10,153</u>

Performance Data

	<u>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2018</u> <u>PROJECTED</u>	<u>2019</u> <u>BUDGET</u>
FTE				
Administrative	0.33	0.25	0.26	0.29
Maintenance	1.03	0.28	0.48	0.25
Other	0.00	0.00	0.00	0.03
Total	<u>1.36</u>	<u>0.53</u>	<u>0.74</u>	<u>0.57</u>
Occupancy rate	99%		100%	97%
Work orders	141		124	
Vacates (unit turns)	3		3	
Latest REAC score	91b		92c	

Springfield Scattered Sites



There are 20 units in the Springfield Scattered Sites, including a mix of single-family homes and duplexes. They range in size from two bedrooms to four bedrooms. Each residence includes a private fenced yard, stove, refrigerator, and washer/dryer hookups. The Scattered sites are expensive to manage and maintain due to their geographic distance and non-uniformity of floor plans. As a result, in FY18 we sold 3 of these units through the Rent Assistance Demonstration program to convert the federal assistance to another project. We plan to sell the remaining units in FY19 and FY20

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ 7,682	\$ -	\$ -
Beginning Unrestricted Reserves	76,339	(3,300)	145,895	171,395
Total Beginning Reserves	76,339	4,382	145,895	171,395
Revenue	129,406	114,815	126,900	68,562
Expenses				
Personnel Services	17,330	33,010	22,800	36,570
Materials & Services	42,520	65,735	78,600	53,132
Overhead	-	-	-	-
Total Expenses	59,850	98,745	101,400	89,702
Net Change	69,556	16,070	25,500	(21,140)
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	69,556	16,070	25,500	(21,140)
Ending Restricted Reserves	-	7,900	-	-
Ending Unrestricted Reserves	145,895	12,552	171,395	150,255
Total Ending Reserves	\$ 145,895	\$ 20,452	\$ 171,395	\$ 150,255

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.26	0.22	0.23	0.25
Maintenance	0.55	0.25	0.24	0.25
Other	0.00	0.00	0.00	0.02
Total	0.81	0.47	0.47	0.52
Occupancy rate	99%		99%	97%
Work orders	115		122	
Vacates (unit turns)	0		0	
Latest REAC score	92c		92c	

Maplewood Meadows

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



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ 19,762	\$ -	\$ -
Beginning Unrestricted Reserves	-	(18,867)	(18,946)	(746)
Total Beginning Reserves	-	895	(18,946)	(746)
Revenue	293,116	295,126	291,700	300,228
Expenses				
Personnel Services	146,535	115,320	106,100	130,608
Materials & Services	165,527	190,863	167,400	203,410
Overhead	-	-	-	-
Total Expenses	312,062	306,183	273,500	334,018
Net Change	(18,946)	(11,057)	18,200	(33,790)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	679
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	679
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(18,946)	(11,057)	18,200	(33,111)
Ending Restricted Reserves	-	20,300	-	-
Ending Unrestricted Reserves	(18,946)	(30,462)	(746)	(33,857)
Total Ending Reserves	\$ (18,946)	\$ (10,162)	\$ (746)	\$ (33,857)

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.56	0.80	0.49	0.68
Maintenance	1.60	0.88	0.79	0.97
Other	0.00	0.00	0.00	0.05
Total	2.16	1.68	1.28	1.70
Occupancy rate	100%		98%	97%
Work orders	164		136	
Vacates (unit turns)	3		3	
Latest REAC score	91b		78b	

Eugene Scattered Sites

There are 92 units in the Eugene Scattered Sites, including a mix of duplexes and single-family homes. They are spread across several zip codes and range in size from two bedrooms to four bedrooms. Each unit includes a private fenced yard, stove, refrigerator, and washer/dryer hookups. The units are expensive to manage and maintain due to their geographic distance and non-uniformity of floor plans. As a result, in FY18 we sold 9 of the units through the Rental Assistance Demonstration program to convert the federal assistance to another project. The remaining units will be sold in FY19 and FY20



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ 27,330	\$ -	\$ -
Beginning Unrestricted Reserves	20,718	322,844	100,306	232,906
Total Beginning Reserves	20,718	350,174	100,306	232,906
Revenue	540,379	497,774	499,000	252,607
Expenses				
Personnel Services	149,527	171,613	129,200	104,203
Materials & Services	311,264	298,473	237,200	149,849
Overhead	-	-	-	-
Total Expenses	460,791	470,086	366,400	254,052
Net Change	79,588	27,688	132,600	(1,445)
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	79,588	27,688	132,600	(1,445)
Ending Restricted Reserves	-	28,100	-	-
Ending Unrestricted Reserves	100,306	349,762	232,906	231,461
Total Ending Reserves	\$ 100,306	\$ 377,862	\$ 232,906	\$ 231,461

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.49	1.41	1.10	1.35
Maintenance	1.14	1.01	0.84	1.22
Other	0.00	0.00	0.00	0.10
Total	1.63	2.42	1.94	2.67
Occupancy rate	100%		99%	97%
Work orders	449		415	
Vacates (unit turns)	5		5	
Latest REAC score	91b		78b	

Parkview Terrace



Parkview Terrace is located in the heart of Eugene and conveniently positioned within a close proximity to the downtown shopping district. Parkview is comprised of 150 Units encompassing one and two bedroom Units on four (4) levels serving families, elderly and disabled person(s) or families.

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 in the community of Parkview Terrace. Known for its affordability, Parkview is situated just below Skinner Butte and adjacent to the Campbell Senior Center, parks, bike and walking trails, shopping, churches, restaurants, and public transportation. Parkview Terrace is a large complex in Eugene where residents connect and experience a small town sense of community.

	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 PROJECTED</u>	<u>2019 BUDGET</u>
Beginning Restricted Reserves	\$ 1,116	\$ 1,116	\$ 2,588	\$ -
Beginning Unrestricted Reserves	416,474	588,485	482,483	629,171
Total Beginning Reserves	<u>417,590</u>	<u>589,601</u>	<u>485,071</u>	<u>629,171</u>
Revenue	822,067	770,504	798,400	833,881
Expenses				
Personnel Services	246,237	293,062	206,900	303,502
Materials & Services	509,821	522,755	447,400	569,567
Overhead	-	-	-	-
Total Expenses	<u>756,058</u>	<u>815,817</u>	<u>654,300</u>	<u>873,069</u>
Net Change	<u>66,009</u>	<u>(45,313)</u>	<u>144,100</u>	<u>(39,188)</u>
Other Resources				
Capital Outlay	-	-	-	-
Reserves	1,472	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	679
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	<u>1,472</u>	<u>-</u>	<u>-</u>	<u>679</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>67,481</u>	<u>(45,313)</u>	<u>144,100</u>	<u>(38,509)</u>
Ending Restricted Reserves	2,588	1,100	-	-
Ending Unrestricted Reserves	482,483	543,188	629,171	590,662
Total Ending Reserves	<u>\$ 485,071</u>	<u>\$ 544,288</u>	<u>\$ 629,171</u>	<u>\$ 590,662</u>

Performance Data

	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 PROJECTED</u>	<u>2019 BUDGET</u>
FTE				
Administrative	1.10	1.60	1.25	1.82
Maintenance	1.31	1.65	1.25	1.86
Other	0.25	1.00	0.61	0.66
Total	<u>2.66</u>	<u>4.25</u>	<u>3.11</u>	<u>4.34</u>
Occupancy rate	100%		99%	97%
Work orders	572		522	
Vacates (unit turns)	11		11	
Latest REAC score	96b		96b	

Veneta Villa



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

	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 PROJECTED</u>	<u>2019 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	76,585	75,423	44,827	23,627
Total Beginning Reserves	<u>76,585</u>	<u>75,423</u>	<u>44,827</u>	<u>23,627</u>
Revenue	167,050	165,911	163,300	166,971
Expenses				
Personnel Services	51,806	64,839	61,900	74,020
Materials & Services	147,002	120,277	122,600	161,704
Overhead	-	-	-	-
Total Expenses	<u>198,808</u>	<u>185,116</u>	<u>184,500</u>	<u>235,724</u>
Net Change	<u>(31,758)</u>	<u>(19,205)</u>	<u>(21,200)</u>	<u>(68,753)</u>
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	227
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	<u>-</u>	<u>-</u>	<u>-</u>	<u>227</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(31,758)</u>	<u>(19,205)</u>	<u>(21,200)</u>	<u>(68,526)</u>
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	44,827	56,218	23,627	(44,899)
Total Ending Reserves	<u>\$ 44,827</u>	<u>\$ 56,218</u>	<u>\$ 23,627</u>	<u>\$ (44,899)</u>

Performance Data

	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 PROJECTED</u>	<u>2019 BUDGET</u>
FTE				
Administrative	0.50	0.40	0.43	0.37
Maintenance	0.54	0.51	0.55	0.58
Other	0.00	0.00	0.00	0.04
Total	<u>1.04</u>	<u>0.91</u>	<u>0.98</u>	<u>0.99</u>
Occupancy rate	100%		99%	97%
Work orders	170		94	
Vacates (unit turns)	1		1	
Latest REAC score	92c		92c	

Lindeborg Place

Lindeborg Place is centrally located in historic Junction City, Oregon. Lindeborg Place is a two-story apartment complex comprised of forty (40) one-bedroom units serving the elderly and disabled person(s) or families. The residents of Lindeborg Place enjoy our beautifully maintained grounds, rose gardens, a recently remodeled Community Room, 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.



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	181,304	(19,259)	127,453	130,753
Total Beginning Reserves	181,304	(19,259)	127,453	130,753
Revenue	208,969	210,414	213,000	217,561
Expenses				
Personnel Services	87,689	75,967	80,100	88,053
Materials & Services	175,131	132,195	129,600	143,391
Overhead	-	-	-	-
Total Expenses	262,820	208,162	209,700	231,444
Net Change	(53,851)	2,252	3,300	(13,883)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	227
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	227
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(53,851)	2,252	3,300	(13,656)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	127,453	(17,007)	130,753	117,097
Total Ending Reserves	\$ 127,453	\$ (17,007)	\$ 130,753	\$ 117,097

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.52	0.52	0.50	0.48
Maintenance	0.81	0.50	0.50	0.58
Other	0.25	0.50	0.30	0.30
Total	1.58	1.52	1.30	1.36
Occupancy rate	100%		99%	97%
Work orders	149		202	
Vacates (unit turns)	6		6	
Latest REAC score	92c		92c	

Veneta Scattered Sites

The Veneta scattered sites are located in the unique town of Veneta, Oregon. Our Veneta scattered sites encompass twenty (20) two, three and four bedroom duplexes serving families, elderly and disabled person(s) or families. 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.

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	49,111	96,248	67,278	84,478
Total Beginning Reserves	49,111	96,248	67,278	84,478
Revenue	133,185	131,273	141,600	145,589
Expenses				
Personnel Services	46,206	49,256	55,300	56,043
Materials & Services	68,812	77,023	69,100	78,523
Overhead	-	-	-	-
Total Expenses	115,018	126,279	124,400	134,566
Net Change	18,167	4,994	17,200	11,023
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	227
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	227
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	18,167	4,994	17,200	11,250
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	67,278	101,242	84,478	95,728
Total Ending Reserves	\$ 67,278	\$ 101,242	\$ 84,478	\$ 95,728

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.23	0.25	0.22	0.23
Maintenance	0.59	0.44	0.46	0.48
Other	0.00	0.00	0.00	0.04
Total	0.82	0.69	0.68	0.75
Occupancy rate	100%		99%	97%
Work orders	91		101	
Vacates (unit turns)	5		5	
Latest REAC score	92c		92c	

Cresview Villa



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

	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 PROJECTED</u>	<u>2019 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(7,696)	49,600	48,236	102,736
Total Beginning Reserves	<u>(7,696)</u>	<u>49,600</u>	<u>48,236</u>	<u>102,736</u>
Revenue	179,374	201,102	218,500	255,231
Expenses				
Personnel Services	49,044	68,377	61,400	71,141
Materials & Services	74,398	121,848	102,600	157,500
Overhead	-	-	-	-
Total Expenses	<u>123,442</u>	<u>190,225</u>	<u>164,000</u>	<u>228,641</u>
Net Change	<u>55,932</u>	<u>10,877</u>	<u>54,500</u>	<u>26,590</u>
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	340
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	<u>-</u>	<u>-</u>	<u>-</u>	<u>340</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>55,932</u>	<u>10,877</u>	<u>54,500</u>	<u>26,930</u>
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	48,236	60,477	102,736	129,666
Total Ending Reserves	<u>\$ 48,236</u>	<u>\$ 60,477</u>	<u>\$ 102,736</u>	<u>\$ 129,666</u>

Performance Data

	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 PROJECTED</u>	<u>2019 BUDGET</u>
FTE				
Administrative	0.56	0.41	0.40	0.44
Maintenance	1.37	0.46	0.50	0.54
Other	0.00	0.00	0.00	0.29
Total	<u>1.93</u>	<u>0.87</u>	<u>0.90</u>	<u>1.27</u>
Occupancy rate	100%		98%	97%
Work orders	137		82	
Vacates (unit turns)	8		8	
Latest REAC score	91b		91b	

Riverview Terrace



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

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	150,137	52,637	206,021	294,621
Total Beginning Reserves	<u>150,137</u>	<u>52,637</u>	<u>206,021</u>	<u>294,621</u>
Revenue	350,398	369,622	357,900	375,889
Expenses				
Personnel Services	88,794	135,128	98,600	131,115
Materials & Services	205,720	251,611	170,700	310,828
Overhead	-	-	-	-
Total Expenses	<u>294,514</u>	<u>386,739</u>	<u>269,300</u>	<u>441,943</u>
Net Change	<u>55,884</u>	<u>(17,117)</u>	<u>88,600</u>	<u>(66,054)</u>
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	340
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	<u>-</u>	<u>-</u>	<u>-</u>	<u>340</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>55,884</u>	<u>(17,117)</u>	<u>88,600</u>	<u>(65,714)</u>
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	206,021	35,520	294,621	228,907
Total Ending Reserves	<u>\$ 206,021</u>	<u>\$ 35,520</u>	<u>\$ 294,621</u>	<u>\$ 228,907</u>

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	1.02	0.73	0.76	0.76
Maintenance	1.02	0.94	0.83	1.06
Other	0.50	0.50	0.25	0.31
Total	<u>2.54</u>	<u>2.17</u>	<u>1.84</u>	<u>2.13</u>
Occupancy rate	100%		98%	97%
Work orders	255		293	
Vacates (unit turns)	10		10	
Latest REAC score	91b		97b	

Abbie Lane Courts



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

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ 163,158	\$ 124,899	\$ 134,273	\$ 100,000
Beginning Unrestricted Reserves	137,662	229,359	77,972	50,245
Total Beginning Reserves	300,820	354,258	212,245	150,245
Revenue	245,646	249,600	269,100	308,989
Expenses				
Personnel Services	71,489	44,187	54,900	49,452
Materials & Services	262,732	157,091	261,600	242,937
Overhead	-	-	-	-
Total Expenses	334,221	201,278	316,500	292,389
Net Change	(88,575)	48,322	(47,400)	16,600
Other Resources				
Capital Outlay	-	(38,325)	(34,273)	-
Reserves	-	16,185	34,273	-
Debt Issuance	-	-	-	-
Debt Service	-	(15,900)	(14,600)	(16,600)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	(38,040)	(14,600)	(16,600)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(88,575)	10,282	(62,000)	-
Ending Restricted Reserves	134,273	128,600	100,000	100,000
Ending Unrestricted Reserves	77,972	235,940	50,245	50,245
Total Ending Reserves	\$ 212,245	\$ 364,540	\$ 150,245	\$ 150,245

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.30	0.36	0.30	0.30
Maintenance	0.29	0.20	0.28	0.26
Other	0.00	0.00	0.00	0.28
Total	0.59	0.56	0.58	0.84
Occupancy rate	100%		98%	97%
Work orders	168		136	
Vacates (unit turns)	4		4	
Latest REAC score	96b		96b	

Fourteen Pines



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

	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 PROJECTED</u>	<u>2019 BUDGET</u>
Beginning Restricted Reserves	\$ 336,265	\$ 74,046	\$ 159,060	\$ 159,000
Beginning Unrestricted Reserves	(150,678)	328,619	144,307	201,067
Total Beginning Reserves	185,587	402,665	303,367	360,067
Revenue	506,845	481,153	523,300	518,019
Expenses				
Personnel Services	185,655	211,165	172,500	179,023
Materials & Services	203,410	222,465	209,100	254,000
Overhead	-	-	-	-
Total Expenses	389,065	433,630	381,600	433,023
Net Change	117,780	47,523	141,700	84,996
Other Resources				
Capital Outlay	-	(85,000)	-	-
Reserves	-	-	(85,000)	(84,996)
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	(85,000)	(85,000)	(84,996)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	117,780	(37,477)	56,700	-
Ending Restricted Reserves	159,060	76,300	159,000	159,000
Ending Unrestricted Reserves	144,307	288,888	201,067	201,067
Total Ending Reserves	\$ 303,367	\$ 365,188	\$ 360,067	\$ 360,067

Performance Data

	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 PROJECTED</u>	<u>2019 BUDGET</u>
FTE				
Administrative	0.60	0.95	0.82	0.81
Maintenance	1.14	1.64	1.37	1.44
Other	0.00	0.00	0.00	0.07
Total	1.74	2.59	2.19	2.32
Occupancy rate	99%		99%	97%
Work orders	274		315	
Vacates (unit turns)	15		15	
Latest REAC score	90c		95b	

Village Oaks

The Village Oaks Apartments provide housing for 67 households which include elderly, disabled and many low-income working families. It consists of one and two story 1, 2 & 3 bedroom units. Units offer energy efficient appliances and DHP heating/air conditioning units. Village Oaks has 3 rental programs: Market Rents, 21 Project-Based Vouchers and Tenant-Based Vouchers. This quiet smoke-free complex is nestled amongst a beautifully landscaped property off W. 18th Ave in Eugene. Village Oaks is within walking distance to the local elementary school, Churchill High School, and local stores. There are many trees, two playgrounds, and a basketball hoop. Village Oaks has an active community center and weekly Helping Hands food program for residents.



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ 184,114	\$ 172,661	\$ 194,973	\$ 186,000
Beginning Unrestricted Reserves	(9,042)	(204,145)	33,555	46,628
Total Beginning Reserves	175,072	(31,484)	228,528	232,628
Revenue	459,382	427,612	444,700	446,225
Expenses				
Personnel Services	186,174	179,693	169,800	140,752
Materials & Services	229,007	234,850	204,400	235,314
Overhead	1,604	-	-	-
Total Expenses	416,785	414,543	374,200	376,066
Net Change	42,597	13,069	70,500	70,159
Other Resources				
Capital Outlay	-	(58,700)	-	-
Reserves	10,859	(5,296)	(66,400)	(70,159)
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	10,859	(63,996)	(66,400)	(70,159)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	53,456	(50,927)	4,100	-
Ending Restricted Reserves	194,973	177,800	186,000	190,000
Ending Unrestricted Reserves	33,555	(260,211)	46,628	42,628
Total Ending Reserves	\$ 228,528	\$ (82,411)	\$ 232,628	\$ 232,628

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	1.34	0.57	0.66	0.61
Maintenance	0.78	1.05	1.53	1.37
Other	0.25	1.00	0.25	0.25
Total	2.37	2.62	2.44	2.23
Occupancy rate	99%		91%	97%
Work orders	306		330	
Vacates (unit turns)	14		14	
Latest REAC score	92b		95b	

Firwood Apartments



The Firwood Apartments are conveniently located only one block from West 11th Avenue in Eugene, Oregon. Firwood is comprised of nine (9) two-level buildings with a total of 70 one-bedroom and 20 two-bedroom units, serving families, elderly and disabled person(s). Residents at Firwood enjoy private patios, three on-site laundry rooms, garden areas, new exterior stairways, a shared central community grass courtyard, convenient parking and a single drive-in access for privacy and safety. Known for its affordability, Firwood is situated near bike and walk trails, shopping, churches, schools, services, restaurants, parks and public transportation. Firwood Apartments is a bond-funded property situated on privately-owned land leased by HACSA. This complex does not require HUD REAC inspections, however, performance measures are the same as HUD REAC inspected properties. Performance measures of 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>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2018</u> <u>PROJECTED</u>	<u>2019</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 268,290	\$ 268,320	\$ 320,070	\$ 8,600
Beginning Unrestricted Reserves	(4,091)	20,770	(11,398)	388,572
Total Beginning Reserves	<u>264,199</u>	<u>289,090</u>	<u>308,672</u>	<u>397,172</u>
Revenue	549,875	575,655	611,600	636,500
Expenses				
Personnel Services	146,742	141,982	150,700	156,070
Materials & Services	263,361	336,960	261,900	365,778
Overhead	37,196	-	-	-
Total Expenses	<u>447,299</u>	<u>478,942</u>	<u>412,600</u>	<u>521,848</u>
Net Change	<u>102,576</u>	<u>96,713</u>	<u>199,000</u>	<u>114,652</u>
Other Resources				
Capital Outlay	-	-	-	(94,000)
Reserves	51,780	-	-	-
Debt Issuance	-	-	-	-
Debt Service	(112,410)	(97,000)	(110,500)	(20,652)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	<u>(60,630)</u>	<u>(97,000)</u>	<u>(110,500)</u>	<u>(114,652)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>41,946</u>	<u>(287)</u>	<u>88,500</u>	<u>-</u>
Ending Restricted Reserves	320,070	276,400	8,600	-
Ending Unrestricted Reserves	(11,398)	12,403	388,572	397,172
Total Ending Reserves	<u>\$ 308,672</u>	<u>\$ 288,803</u>	<u>\$ 397,172</u>	<u>\$ 397,172</u>

Performance Data

	<u>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2018</u> <u>PROJECTED</u>	<u>2019</u> <u>BUDGET</u>
FTE				
Administrative	0.80	1.01	0.87	0.89
Maintenance	0.91	0.91	1.00	1.10
Other	0.00	0.00	0.00	0.09
Total	<u>1.71</u>	<u>1.92</u>	<u>1.87</u>	<u>2.08</u>
Occupancy rate	97%		98%	97%
Work orders	228		289	
Vacates (unit turns)	14		14	
Latest REAC score	N/A		N/A	

Capital Projects Fund

This program provides, on an annual basis, funds to Public Housing for development, financing, and modernization of the Agency's housing portfolio. Capital Projects Team has developed the 5-Year Action Plan that describes the necessary capital improvements to ensure long-term physical and social viability of 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. The plan covers the period Federal FY 2017 - 2021 and is updated yearly on a rolling basis.



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	998,244	965,595	1,077,618	1,281,235
Expenses				
Personnel Services	114,164	128,075	161,814	77,776
Materials & Services	-	-	99,504	12,893
Overhead	-	-	-	-
Total Expenses	114,164	128,075	261,318	90,669
Net Change	884,080	837,520	816,300	1,190,566
Other Resources				
Capital Outlay	(884,080)	(837,520)	(816,300)	(1,115,566)
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(884,080)	(837,520)	(816,300)	(1,115,566)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	75,000
Ending Restricted Reserves	-	-	-	75,000
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ 75,000

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.84	1.49	0.94	0.74
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.84	1.49	0.94	0.74

Norsemen Village

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



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ 259,515	\$ 292,263	\$ 294,804	\$ 324,496
Beginning Unrestricted Reserves	8,163	18,320	19,487	18,295
Total Beginning Reserves	<u>267,678</u>	<u>310,583</u>	<u>314,291</u>	<u>342,791</u>
Revenue	288,509	317,543	280,000	281,334
Expenses				
Personnel Services	-	-	-	-
Materials & Services	207,674	207,605	208,500	205,824
Overhead	-	-	-	-
Total Expenses	<u>207,674</u>	<u>207,605</u>	<u>208,500</u>	<u>205,824</u>
Net Change	<u>80,835</u>	<u>109,938</u>	<u>71,500</u>	<u>75,510</u>
Other Resources				
Capital Outlay	-	(18,483)	-	(8,000)
Reserves	(35,289)	(38,597)	(22,400)	(40,966)
Debt Issuance	-	-	-	-
Debt Service	1,067	(51,544)	(20,600)	(26,544)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	(1,313)	-	-
Other Resources Provided (Used)	<u>(34,222)</u>	<u>(109,937)</u>	<u>(43,000)</u>	<u>(75,510)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>46,613</u>	<u>1</u>	<u>28,500</u>	<u>-</u>
Ending Restricted Reserves	294,804	301,000	324,496	364,732
Ending Unrestricted Reserves	19,487	9,584	18,295	(21,941)
Total Ending Reserves	<u>\$ 314,291</u>	<u>\$ 310,584</u>	<u>\$ 342,791</u>	<u>\$ 342,791</u>

Camas Apartments

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



	<u>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2018</u> <u>PROJECTED</u>	<u>2019</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 69,183	\$ 75,913	\$ 77,260	\$ 85,360
Beginning Unrestricted Reserves	(48,546)	(36,161)	(50,857)	(58,957)
Total Beginning Reserves	<u>20,637</u>	<u>39,752</u>	<u>26,403</u>	<u>26,403</u>
Revenue	238,740	254,334	244,400	235,923
Expenses				
Personnel Services	-	-	-	-
Materials & Services	220,548	218,109	211,900	200,542
Overhead	-	-	-	-
Total Expenses	<u>220,548</u>	<u>218,109</u>	<u>211,900</u>	<u>200,542</u>
Net Change	<u>18,192</u>	<u>36,225</u>	<u>32,500</u>	<u>35,381</u>
Other Resources				
Capital Outlay	-	(11,200)	(11,200)	(13,675)
Reserves	-	(8,061)	(8,100)	(8,707)
Debt Issuance	-	-	-	-
Debt Service	(12,426)	(6,713)	(13,200)	(12,999)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	(1,313)	-	-
Other Resources Provided (Used)	<u>(12,426)</u>	<u>(27,287)</u>	<u>(32,500)</u>	<u>(35,381)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>5,766</u>	<u>8,938</u>	<u>-</u>	<u>-</u>
Ending Restricted Reserves	77,260	79,200	85,360	93,421
Ending Unrestricted Reserves	(50,857)	(30,510)	(58,957)	(67,018)
Total Ending Reserves	<u>\$ 26,403</u>	<u>\$ 48,690</u>	<u>\$ 26,403</u>	<u>\$ 26,403</u>

Jacob's Lane

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



	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 PROJECTED</u>	<u>2019 BUDGET</u>
Beginning Restricted Reserves	\$ 265,851	\$ 253,864	\$ 259,421	\$ 241,921
Beginning Unrestricted Reserves	(4,495)	111,287	28,246	(14,554)
Total Beginning Reserves	<u>261,356</u>	<u>365,151</u>	<u>287,667</u>	<u>227,367</u>
Revenue	319,672	324,889	275,600	411,942
Expenses				
Personnel Services	-	-	-	-
Materials & Services	262,959	273,708	288,700	282,522
Overhead	-	-	-	-
Total Expenses	<u>262,959</u>	<u>273,708</u>	<u>288,700</u>	<u>282,522</u>
Net Change	<u>56,713</u>	<u>51,181</u>	<u>(13,100)</u>	<u>129,420</u>
Other Resources				
Capital Outlay	-	-	-	-
Reserves	(6,340)	(7,650)	(17,500)	(13,206)
Debt Issuance	-	-	-	-
Debt Service	(24,062)	(23,412)	(29,700)	(56,814)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	<u>(30,402)</u>	<u>(31,062)</u>	<u>(47,200)</u>	<u>(70,020)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>26,311</u>	<u>20,119</u>	<u>(60,300)</u>	<u>59,400</u>
Ending Restricted Reserves	259,421	261,500	241,921	228,716
Ending Unrestricted Reserves	28,246	123,770	(14,554)	58,051
Total Ending Reserves	<u>\$ 287,667</u>	<u>\$ 385,270</u>	<u>\$ 227,367</u>	<u>\$ 286,767</u>

Laurel Gardens

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



	<u>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2018</u> <u>PROJECTED</u>	<u>2019</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 141,584	\$ 138,626	\$ 137,183	\$ 137,283
Beginning Unrestricted Reserves	50,615	79,318	36,109	23,809
Total Beginning Reserves	192,199	217,944	173,292	161,092
Revenue	180,099	208,383	195,800	184,012
Expenses				
Personnel Services	-	-	-	-
Materials & Services	177,100	176,194	189,700	177,512
Overhead	-	-	-	-
Total Expenses	177,100	176,194	189,700	177,512
Net Change	2,999	32,189	6,100	6,500
Other Resources				
Capital Outlay	-	-	-	(50,000)
Reserves	(4,401)	(4,892)	(100)	50,000
Debt Issuance	-	-	-	-
Debt Service	(17,505)	(17,038)	(18,200)	(17,000)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	(21,906)	(21,930)	(18,300)	(17,000)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(18,907)	10,259	(12,200)	(10,500)
Ending Restricted Reserves	137,183	142,800	137,283	137,283
Ending Unrestricted Reserves	36,109	85,403	23,809	13,309
Total Ending Reserves	\$ 173,292	\$ 228,203	\$ 161,092	\$ 150,592

Walnut Park

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



	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 PROJECTED</u>	<u>2019 BUDGET</u>
Beginning Restricted Reserves	\$ 97,182	\$ 86,229	\$ 26,008	\$ 82,708
Beginning Unrestricted Reserves	(27,041)	96,052	38,090	(54,010)
Total Beginning Reserves	<u>70,141</u>	<u>182,281</u>	<u>64,098</u>	<u>28,698</u>
Revenue	186,533	215,396	181,700	251,582
Expenses				
Personnel Services	-	-	-	-
Materials & Services	251,664	184,171	132,900	222,081
Overhead	-	-	-	-
Total Expenses	<u>251,664</u>	<u>184,171</u>	<u>132,900</u>	<u>222,081</u>
Net Change	<u>(65,131)</u>	<u>31,225</u>	<u>48,800</u>	<u>29,501</u>
Other Resources				
Capital Outlay	-	-	-	-
Reserves	59,088	8,004	(56,700)	7,985
Debt Issuance	350,000	-	-	-
Debt Service	(350,000)	(21,264)	(27,500)	(26,886)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	<u>59,088</u>	<u>(13,260)</u>	<u>(84,200)</u>	<u>(18,901)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(6,043)</u>	<u>17,965</u>	<u>(35,400)</u>	<u>10,600</u>
Ending Restricted Reserves	26,008	88,800	82,708	74,704
Ending Unrestricted Reserves	38,090	111,446	(54,010)	(35,406)
Total Ending Reserves	<u>\$ 64,098</u>	<u>\$ 200,246</u>	<u>\$ 28,698</u>	<u>\$ 39,298</u>

The Orchards

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



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ 70,626	\$ 59,749	\$ 56,645	\$ 45,745
Beginning Unrestricted Reserves	(106,615)	35,488	(129,212)	(44,812)
Total Beginning Reserves	<u>(35,989)</u>	<u>95,237</u>	<u>(72,567)</u>	<u>933</u>
Revenue	170,452	171,264	188,800	241,431
Expenses				
Personnel Services	-	-	-	-
Materials & Services	214,130	164,418	118,500	185,806
Overhead	-	-	-	-
Total Expenses	<u>214,130</u>	<u>164,418</u>	<u>118,500</u>	<u>185,806</u>
Net Change	<u>(43,678)</u>	<u>6,846</u>	<u>70,300</u>	<u>55,625</u>
Other Resources				
Capital Outlay	-	-	-	-
Reserves	13,981	3,396	10,900	3,419
Debt Issuance	-	-	-	-
Debt Service	(6,881)	(7,044)	(7,700)	(7,044)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	<u>7,100</u>	<u>(3,648)</u>	<u>3,200</u>	<u>(3,625)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(36,578)</u>	<u>3,198</u>	<u>73,500</u>	<u>52,000</u>
Ending Restricted Reserves	56,645	61,500	45,745	42,349
Ending Unrestricted Reserves	(129,212)	36,935	(44,812)	10,584
Total Ending Reserves	<u>\$ (72,567)</u>	<u>\$ 98,435</u>	<u>\$ 933</u>	<u>\$ 52,933</u>

Sheldon Village I

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



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ 238,400	\$ 253,008	\$ 264,368	\$ -
Beginning Unrestricted Reserves	67,371	100,760	34,806	-
Total Beginning Reserves	<u>305,771</u>	<u>353,768</u>	<u>299,174</u>	<u>-</u>
Revenue	250,540	259,577	229,300	-
Expenses				
Personnel Services	-	-	-	-
Materials & Services	270,316	195,694	153,500	-
Overhead	-	-	-	-
Total Expenses	<u>270,316</u>	<u>195,694</u>	<u>153,500</u>	<u>-</u>
Net Change	<u>(19,776)</u>	<u>63,883</u>	<u>75,800</u>	<u>-</u>
Other Resources				
Capital Outlay	-	-	-	-
Reserves	25,968	(12,161)	(26,000)	-
Debt Issuance	-	-	-	-
Debt Service	(12,789)	(13,394)	(13,400)	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	(335,574)	-
Other Resources Provided (Used)	<u>13,179</u>	<u>(25,555)</u>	<u>(374,974)</u>	<u>-</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(6,597)</u>	<u>38,328</u>	<u>(299,174)</u>	<u>-</u>
Ending Restricted Reserves	264,368	260,600	-	-
Ending Unrestricted Reserves	34,806	131,496	-	-
Total Ending Reserves	<u>\$ 299,174</u>	<u>\$ 392,096</u>	<u>\$ -</u>	<u>\$ -</u>

Sheldon Village II

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



	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 PROJECTED</u>	<u>2019 BUDGET</u>
Beginning Restricted Reserves	\$ 173,883	\$ 190,786	\$ 190,488	\$ -
Beginning Unrestricted Reserves	55,742	66,136	51,054	-
Total Beginning Reserves	229,625	256,922	241,542	-
Revenue	200,905	207,436	189,537	-
Expenses				
Personnel Services	-	-	-	-
Materials & Services	194,541	165,568	152,800	-
Overhead	-	-	-	-
Total Expenses	194,541	165,568	152,800	-
Net Change	6,364	41,868	36,737	-
Other Resources				
Capital Outlay	-	-	-	-
Reserves	16,605	(6,840)	1,812	-
Debt Issuance	-	-	-	-
Debt Service	(11,052)	(10,860)	(10,700)	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	(269,391)	-
Other Resources Provided (Used)	5,553	(17,700)	(278,279)	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	11,917	24,168	(241,542)	-
Ending Restricted Reserves	190,488	196,500	-	-
Ending Unrestricted Reserves	51,054	84,590	-	-
Total Ending Reserves	\$ 241,542	\$ 281,090	\$ -	\$ -

Sheldon Village Apartments LLC

Sheldon Village Apartments consist of 78 units (1 bedroom apartments, 2 bedroom flat apartments, 2 bedroom townhouse apartments, and 3 bedroom townhouse apartments). Sheldon Village is located close to LTD bus lines and within walking distance of schools, shopping, restaurants, entertainment, and medical/professional services. Sheldon Village I and Sheldon Village II have been combined to facilitate financing of a comprehensive rehabilitation of the apartments.



	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 PROJECTED</u>	<u>2019 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ 478,700
Beginning Unrestricted Reserves	-	-	-	125,265
Total Beginning Reserves	-	-	-	603,965
Revenue	-	-	-	625,487
Expenses				
Personnel Services	-	-	-	-
Materials & Services	-	-	-	357,812
Overhead	-	-	-	-
Total Expenses	-	-	-	357,812
Net Change	-	-	-	267,675
Other Resources				
Capital Outlay	-	-	-	(3,840,000)
Reserves	-	-	-	(27,300)
Debt Issuance	-	-	-	3,840,000
Debt Service	-	-	-	(240,375)
Inter-Program Transfers In	-	-	603,965	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	603,965	(267,675)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	603,965	-
Ending Restricted Reserves	-	-	478,700	500,000
Ending Unrestricted Reserves	-	-	125,265	103,965
Total Ending Reserves	\$ -	\$ -	\$ 603,965	\$ 603,965

The Central Office Cost Center consists of those activities of Homes for Good Housing Agency 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 costs, building costs, board activities, and other management staff.

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ 2,992,000
Beginning Unrestricted Reserves	28,114	2,017,690	(618,275)	(1,174,034)
Total Beginning Reserves	<u>28,114</u>	<u>2,017,690</u>	<u>(618,275)</u>	<u>1,817,966</u>
Revenue	1,964,282	2,153,072	2,102,400	2,523,558
Expenses				
Personnel Services	1,979,024	1,822,268	1,934,600	2,356,410
Materials & Services	631,647	499,228	498,100	609,600
Overhead	-	-	-	-
Total Expenses	<u>2,610,671</u>	<u>2,321,496</u>	<u>2,432,700</u>	<u>2,966,010</u>
Net Change	<u>(646,389)</u>	<u>(168,424)</u>	<u>(330,300)</u>	<u>(442,452)</u>
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	2,992,000	44,608
Debt Service	-	-	-	-
Inter-Program Transfers In	-	191,000	330,300	408,347
Inter-Program Transfers Out	-	-	(555,759)	(10,503)
Other Resources Provided (Used)	<u>-</u>	<u>191,000</u>	<u>2,766,541</u>	<u>442,452</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(646,389)</u>	<u>22,576</u>	<u>2,436,241</u>	<u>-</u>
Ending Restricted Reserves	-	-	2,992,000	3,036,608
Ending Unrestricted Reserves	<u>(618,275)</u>	<u>2,040,266</u>	<u>(1,174,034)</u>	<u>(1,218,642)</u>
Total Ending Reserves	<u>\$ (618,275)</u>	<u>\$ 2,040,266</u>	<u>\$ 1,817,966</u>	<u>\$ 1,817,966</u>

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	17.78	14.98	16.60	18.89
Maintenance	7.93	4.68	6.76	6.50
Other	0.00	0.00	0.00	0.00
Total	<u>25.71</u>	<u>19.66</u>	<u>23.36</u>	<u>25.39</u>

Board

In the last couple of years, Homes for Good board is being included in more of the Agency business than previously. Meetings and work sessions have expanded the involvement of the board in the decision-making at 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.



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	-
Expenses				
Personnel Services	21	-	-	-
Materials & Services	6,691	23,052	7,400	24,800
Overhead	-	-	-	-
Total Expenses	6,712	23,052	7,400	24,800
Net Change	(6,712)	(23,052)	(7,400)	(24,800)
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	(6,712)	(23,052)	(7,400)	(24,800)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00

Executive

The Executive Budget captures activities of the Homes for Good admin team, Executive Director, Deputy Director and Communications Director as well as admin support staff. The FY19 activities for the Executive Team include part of the costs associated with Equity and Inclusion Initiative, relevant training, and representation at advocacy opportunities for affordable housing.



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	10,000
Expenses				
Personnel Services	392,498	428,259	430,400	495,982
Materials & Services	115,693	96,786	71,600	78,584
Overhead	-	-	-	-
Total Expenses	508,191	525,045	502,000	574,566
Net Change	(508,191)	(525,045)	(502,000)	(564,566)
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	(508,191)	(525,045)	(502,000)	(564,566)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	3.00	3.40	3.60	3.65
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	3.00	3.40	3.60	3.65

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.



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	-
Expenses				
Personnel Services	366,431	275,482	290,900	431,923
Materials & Services	63,199	28,200	35,700	36,681
Overhead	-	-	-	-
Total Expenses	429,630	303,682	326,600	468,604
Net Change	(429,630)	(303,682)	(326,600)	(468,604)
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	(429,630)	(303,682)	(326,600)	(468,604)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	4.50	2.97	3.43	4.63
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	4.50	2.97	3.43	4.63

Human Resources



The Human Resources department has and will continue to morph into a team that plans for and helps implements change. HR supports continuous improvement of the employee experience following change. The Human Resources' 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 in FY19.

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	750	700	-	750
Expenses				
Personnel Services	171,768	186,131	154,200	159,063
Materials & Services	59,769	44,238	37,900	43,500
Overhead	-	-	-	-
Total Expenses	231,537	230,369	192,100	202,563
Net Change	(230,787)	(229,669)	(192,100)	(201,813)
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	(230,787)	(229,669)	(192,100)	(201,813)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	2.00	2.00	1.50	1.50
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	2.00	2.00	1.50	1.50

Information Technology

The IT team supports agency-wide communications and data infrastructure. This is accomplished through administration, training, and maintenance of multiple networks, servers, applications, 50+ 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. The Agency has an ever-growing reliance on IT resources. Following an assessment in FY18 significant investment in our technical debt is recommended for FY19. Important strategic initiatives for FY19 include additional staffing, new phone system, office 365 migration, and preparation for moving to our new building.



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	-
Expenses				
Personnel Services	193,378	101,819	126,100	154,254
Materials & Services	57,257	91,660	106,000	123,707
Overhead	-	-	-	-
Total Expenses	250,635	193,479	232,100	277,961
Net Change	(250,635)	(193,479)	(232,100)	(277,961)
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	(250,635)	(193,479)	(232,100)	(277,961)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	1.25	1.00	2.00	2.00
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	1.25	1.00	2.00	2.00

Communications

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 newsletter and communication as well as maintaining Agency social media channels, public outreach and meetings surrounding new real estate developments.

Communications fosters and helps grow partnership and focuses on relationship building with the community.



	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 PROJECTED</u>	<u>2019 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	-
Expenses				
Personnel Services	-	-	-	32,489
Materials & Services	-	-	-	5,200
Overhead	-	-	-	-
Total Expenses	-	-	-	37,689
Net Change	-	-	-	(37,689)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	(37,689)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	<u>2017 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2018 PROJECTED</u>	<u>2019 BUDGET</u>
FTE				
Administrative	0.00	0.00	0.00	0.50
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.50

Fairview Administration

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

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

The PMD manages multiple programs and waiting lists for 695 Public Housing units, 25 Section 8 New Construction units, 90 Low-Income units and 2 complexes with a mix of Project Based Section 8 and market rate units. The Division is responsible for the overall management, compliance, maintenance, rent calculation, leasing, lease enforcement and other functions for all units.



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	-
Expenses				
Personnel Services	400,116	315,757	369,000	403,547
Materials & Services	63,633	35,435	40,400	48,461
Overhead	-	-	-	-
Total Expenses	463,749	351,192	409,400	452,008
Net Change	(463,749)	(351,192)	(409,400)	(452,008)
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	(463,749)	(351,192)	(409,400)	(452,008)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	5.02	3.50	4.00	4.60
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	5.02	3.50	4.00	4.60

Maintenance Fee for Service

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



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	259,939	407,382	428,500	592,851
Expenses				
Personnel Services	326,072	402,053	415,200	509,839
Materials & Services	68,014	42,011	43,500	88,413
Overhead	-	-	-	-
Total Expenses	394,086	444,064	458,700	598,252
Net Change	(134,147)	(36,682)	(30,200)	(5,401)
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	(134,147)	(36,682)	(30,200)	(5,401)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	1.00	1.10	1.10	1.10
Maintenance	7.93	4.20	5.50	5.20
Other	0.00	0.00	0.00	0.00
Total	8.93	5.30	6.60	6.30

Day Island Building

The Homes for Good Day Island Office is located at 177 Day Island Rd in Eugene, right next to the entrance to Alton Baker Park. The office is home to the Rental Assistance Program, Family Self-Sufficiency, Real Estate Development, and the Administrative Team. This building was sold in July 2018 although Homes for Good will continue to occupy it until the new administrative building remodel is complete



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	67,098
Expenses				
Personnel Services	11,071	12,719	16,400	23,435
Materials & Services	77,620	63,108	79,600	83,277
Overhead	-	-	-	-
Total Expenses	88,691	75,827	96,000	106,712
Net Change	(88,691)	(75,827)	(96,000)	(39,614)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(88,691)	(75,827)	(96,000)	(39,614)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.00	0.21	0.13	0.15
Other	0.00	0.00	0.00	0.00
Total	0.00	0.21	0.13	0.15

Fairview Building

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



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	46,203
Expenses				
Personnel Services	11,873	12,719	38,300	23,598
Materials & Services	83,723	66,038	56,200	61,037
Overhead	-	-	-	-
Total Expenses	95,596	78,757	94,500	84,635
Net Change	(95,596)	(78,757)	(94,500)	(38,432)
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	(95,596)	(78,757)	(94,500)	(38,432)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	0.00	0.00	0.00	0.00
Maintenance	0.00	0.27	1.13	1.15
Other	0.00	0.00	0.00	0.00
Total	0.00	0.27	1.13	1.15

Capital Projects Administration



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

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	89,400	96,600	96,600	137,580
Expenses				
Personnel Services	120,890	87,329	94,100	122,280
Materials & Services	15,510	8,700	19,800	15,940
Overhead	-	-	-	-
Total Expenses	136,400	96,029	113,900	138,220
Net Change	(47,000)	571	(17,300)	(640)
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	(47,000)	571	(17,300)	(640)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
FTE				
Administrative	1.01	1.01	0.97	0.91
Maintenance	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00
Total	1.01	1.01	0.97	0.91

FTE SUMMARY

Total FTE Budget for FY2017 90.10

FTE Reductions:

Union	(2.00)
Management	(2.00)
Maintenance Fee for Service Vacancy	(1.00)
Energy Services Vacancy	<u>(1.00)</u>

FTE Subtotal 84.10

FTE Additions:

Union	0.50
Management (ASA-2)	1.00
Administrative (Housing Specialist)	<u>1.40</u>

FTE Total for FY2018 87.00

Total FTE Budget for FY2018 87.00

FTE Reductions:

Contract Administrator (Union)	(1.00)
Resident Aides	(1.00)

FTE Additions:

Janitor (Union)	0.50
IT Helpdesk Technician (Union)	1.00
Landscaper (Union)	1.00
Property Manager Trainee (Union)	1.00
Resident Services Worker (Union)	1.00
Family Self Sufficiency Worker (Union)	1.00
Housing Navigator (Union)	1.00
Project Developer (Union)	1.00
Rent Assistance Floater (Union)	1.00
Real Estate Specialist (Union)	1.00
Development Administrative Specialist (Union)	1.00
Resident Aides	1.00
Finance Manager	1.00
Communications Manager	<u>0.50</u>

FTE Total for FY2019 98.00

TRANSFER SUMMARY

The following table is intended to provide summary information about Homes for Good inter-fund transfers. Budgeted inter-fund transfers for FY2019 are as follows:

	<u>Transfers-OUT</u>	<u>Transfers-IN</u>
Development	\$ (201,947)	\$ -
Homes for Good Corporate	-	201,947
Asset Management	(268,752)	-
Homes for Good Corporate	-	268,752
Homes for Good Corporate	(621,243)	
Energy Services	-	54,686
Family Self Sufficiency	-	10,440
Madrone	-	31,209
ROSS	-	106,107
Shelter Plus Care	-	10,454
COCC	-	408,347
COCC	(10,503)	
Energy Services	-	6,425
Luarelwood	-	679
McKenzie Village	-	340
Pengra Court	-	340
Maplewood Meadows	-	679
Parkview	-	679
Lindeborg Place	-	227
Veneta Villa	-	227
Veneta Scattered Sites	-	227
Cresview	-	340
Riverview Terrace	-	340
Total Transfers	<u>\$ (1,102,445)</u>	<u>\$ 1,102,445</u>

FINANCIAL POLICIES

Budget

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

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

Reserves

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

If the reserve is below target, Homes for Good shall explain the plan to bring the reserve back to the target amount.

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

S8 Admin Reserve

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

FINANCIAL POLICIES

Public Housing Reserve

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

COCC Reserve

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

Corporate Reserve

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

Development Reserve

Homes for Good typically pays for predevelopment costs on new projects until such time as funding is secured. It is understood that at a point in time just prior to a project being financed, the development reserve will have reached its lowest point, and just after being replenished by a development project closing, it will be at its highest point, although several development projects may be going on at the same time. For a development reserve, we propose to set a range of between \$100,000 and \$750,000. The development reserve should never be allowed to fall below \$100,000. If it looks as though it will, a Line of Credit should be used for pre-dev costs. Amounts over \$750,000 should be transferred to the Corporate Reserve. FY19 is unusual in that resources for Development include proceeds from sale of real property, both in the RAD program and outside of the RAD program. Those funds are considered restricted development reserves, not available to subsidizing agency overhead of grant program shortfalls.

LONG-RANGE FINANCIAL PLANNING

Property Management Division (PMD)

The following charts demonstrate some of the challenging aspects of managing Homes for Good's Public Housing units. The Operating Subsidy provided by HUD is generally set lower than the 100% level but tends to change throughout the year. The Operating Subsidy amount provided by HUD typically changes effective January 1st of each year, but PHA's are not notified of the new amounts until mid-way through the year. This lag between January 1 and when HUD notifies the PHA of their new operating subsidy amounts means that the PHA may be operating for months into the FY at a level above (or below) the actual income the PHA will receive. This budget process would be like trying to manage your household income without knowing what your take-home pay is.

For each AMP, one chart shows the operating subsidy, net income, and reserve level. You may note the operating subsidy is relatively level, although decreasing for AMPS 200 and 300, due to the reduced number of units disposed of in the RAD program. The net income for FY19 reflects a purposeful spend down of reserves due to the following:

Operations:

- Invest in Spanish Translation Services (phase 1 - application, packets, etc.)
- Invest in new Finance software (paperless AP, budget database, fixed asset software)
- Invest in Agency Equity Training
- Continue to invest in Resident online video library
- 100% UPCS contracted inspections with REAC priority work list (REAC prep and meets annual HUD requirements)
- Invest in a Resident Services Coordinator dedicated to Public Housing
- Create a PM Trainee/Floater position (for coverage purposes and to create a career ladder for employees. This will also allow us to provide AMP coverage when one PM is focused full time on RAD sales)
- Real Estate Specialist position to continue work on standardization and compliance

LONG-RANGE FINANCIAL PLANNING

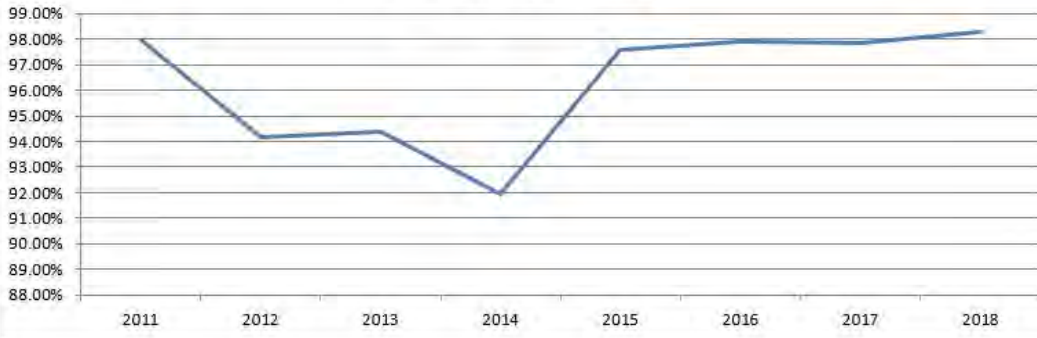
Maintenance:

- The contract for LBP testing and risk assessment in targeted family units (compliance)
- Lead training for three staff who were not able to attend the local training in Eugene (compliance)
- Invest in a landscaper (laborer) position to meet the increasing demand for RA yard care services and to continue to provide landscape services at DI and FV, versus contracting out
- Continue to provide maintenance services at Heeran Center, 13th Street, and Sign Post
- Invest in substantial interior changes to common areas at PH sites, including new flooring, paint, remodel PO Box area in PV lobby, etc.
- Increase use of FFS at all sites, decreasing our depending on contract services
- Invest in equipment and training for abatement of LBP, mildew, and Asbestos contaminant work, vs. contracting out
- Create Extraordinary Maintenance line items to cover emergency costs. If not used year-end, invest in tree trimming or other needed work
- Begin to rekey (re-master) PH units to ensure good key management. Add deadbolt locks to units that currently do not have them.
- Complete necessary prep and punch list work needed on ES projects to reduce costs (such as prep work needed for adding DHP's at Pengra)
- In-house REAC prep work (concrete, etc.)
- RAD prep work (contract/CAP and in housework)

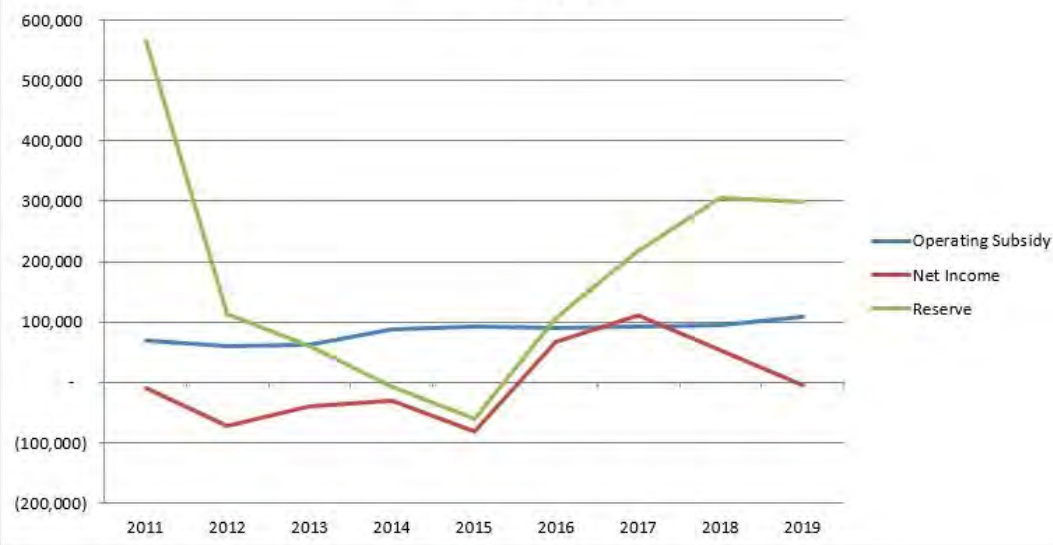
The reserve target for Public Housing was set at 4 months of operations. The projected reserve balance at the end of FY19 is \$2,175,146, well in excess of the target of \$1,472,531.

LONG-RANGE FINANCIAL PLANNING

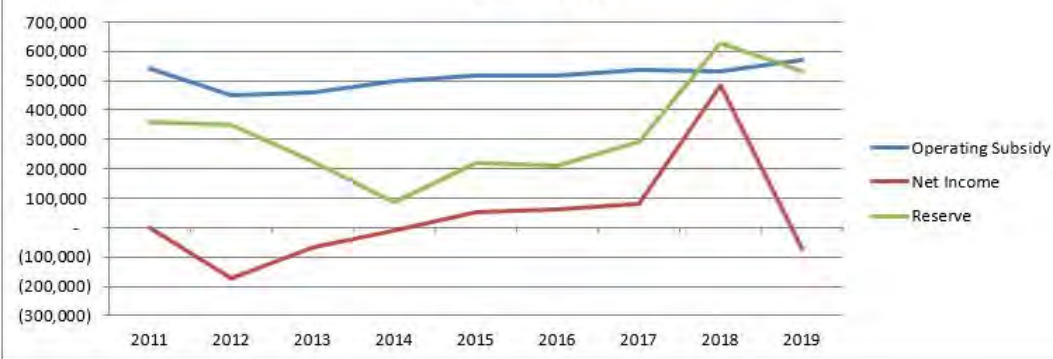
AMP 100 Occupancy



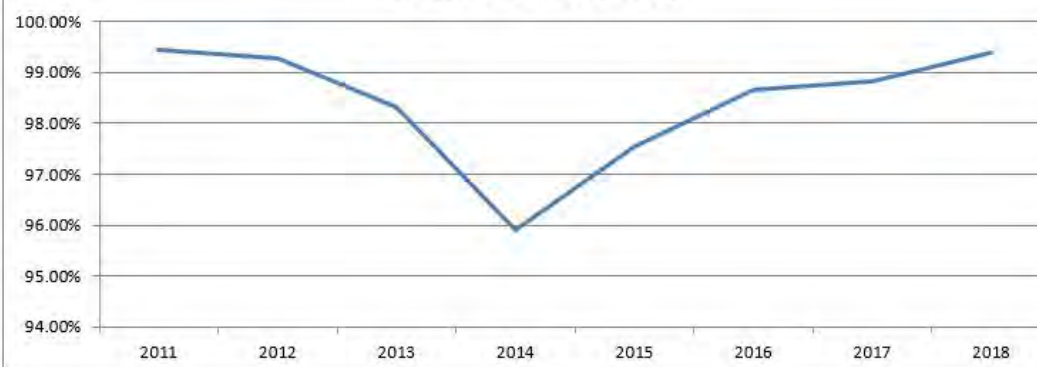
AMP 100



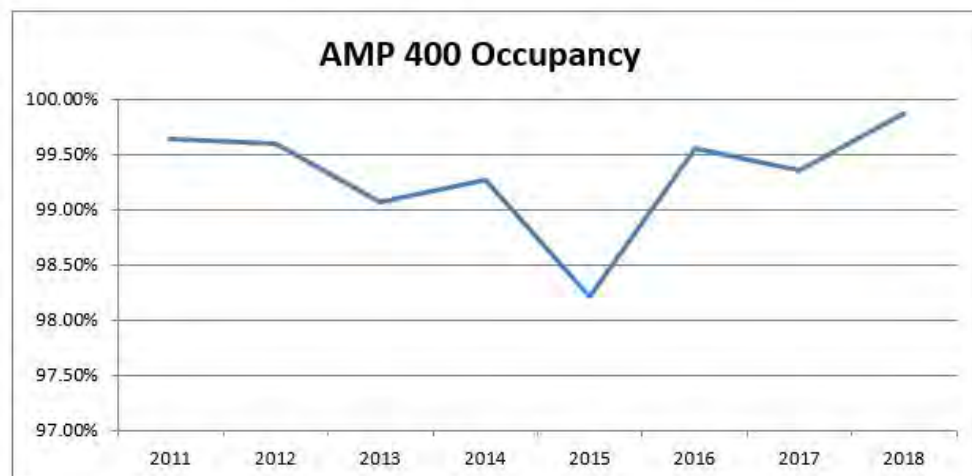
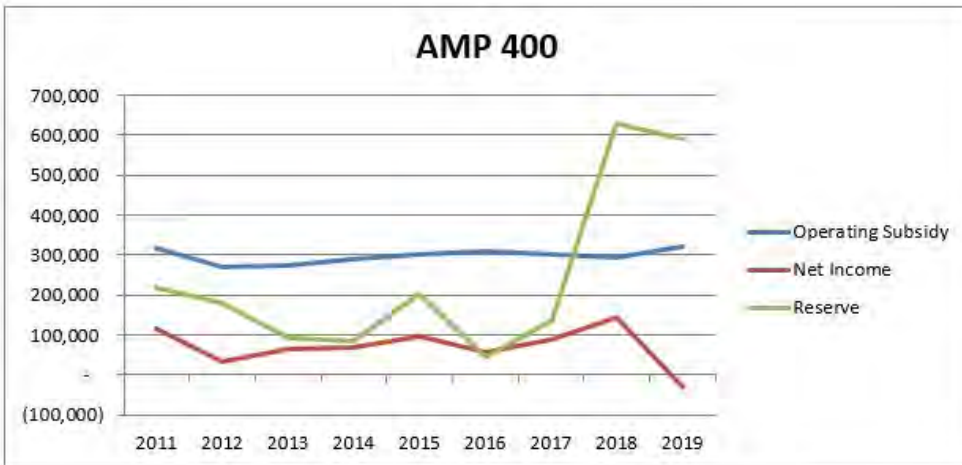
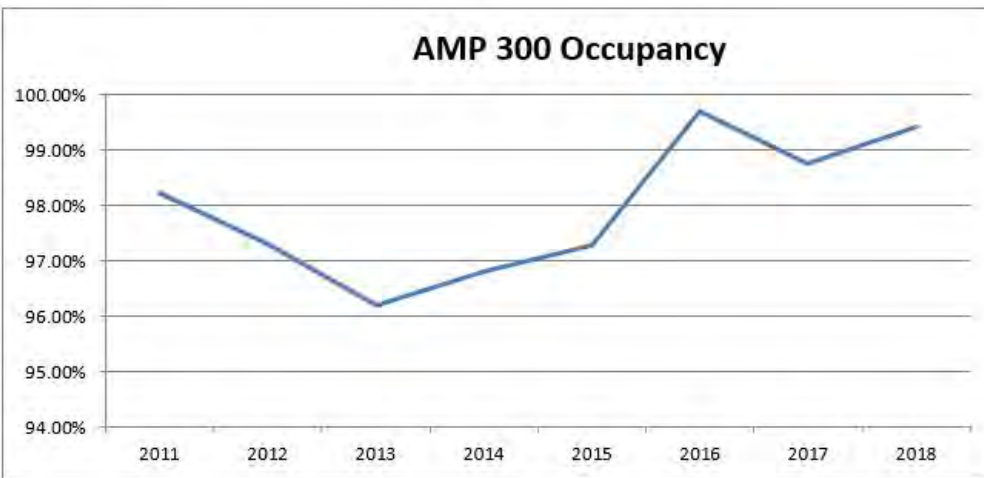
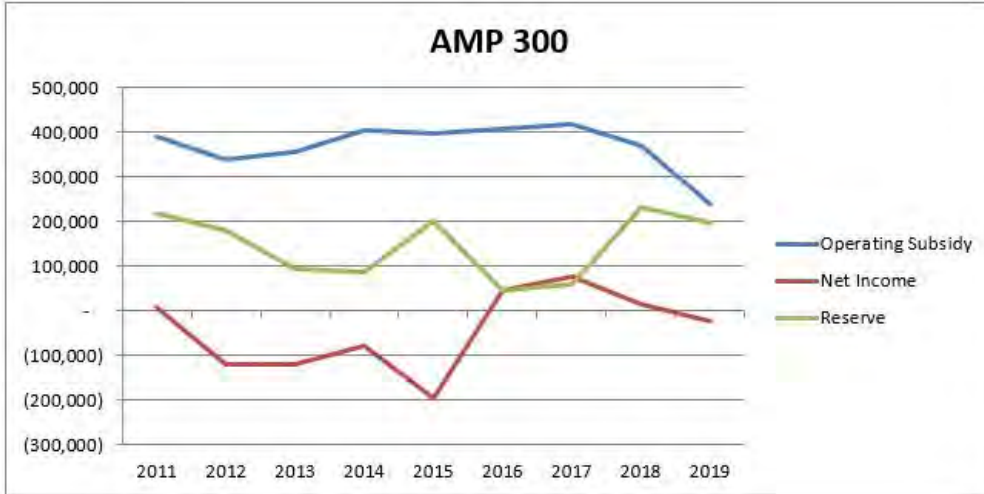
AMP 200



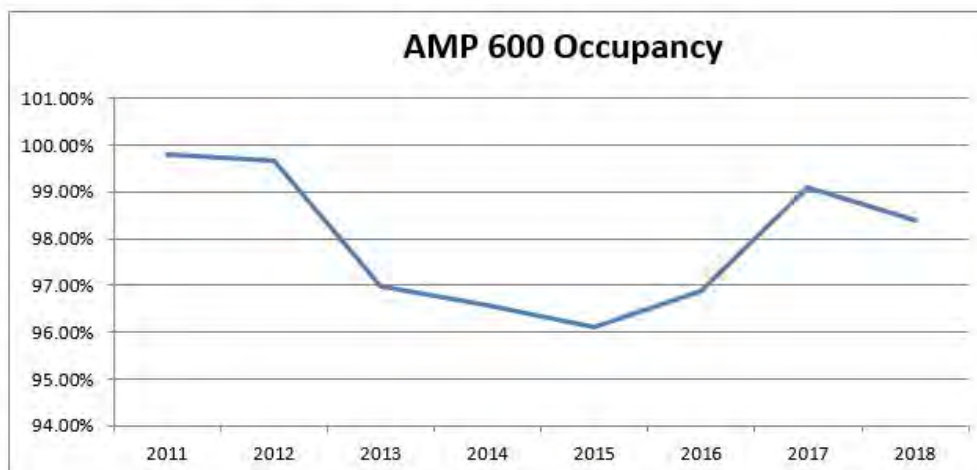
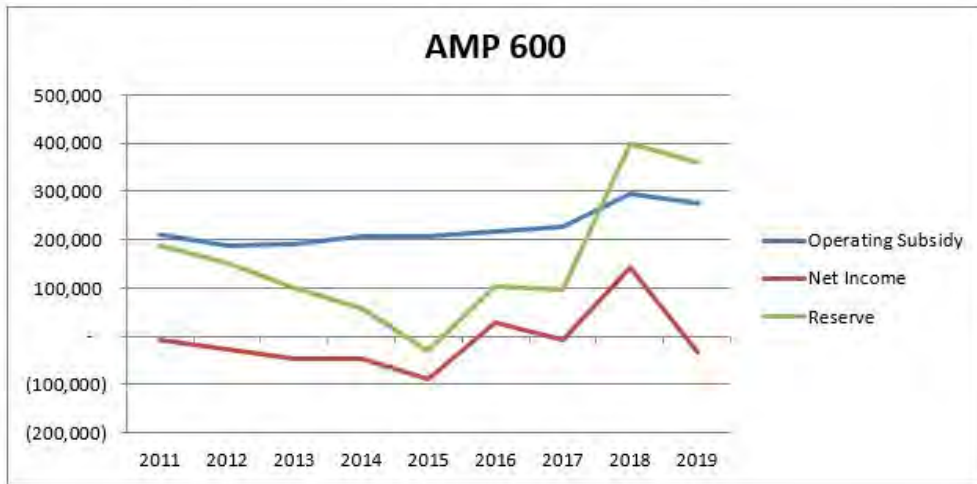
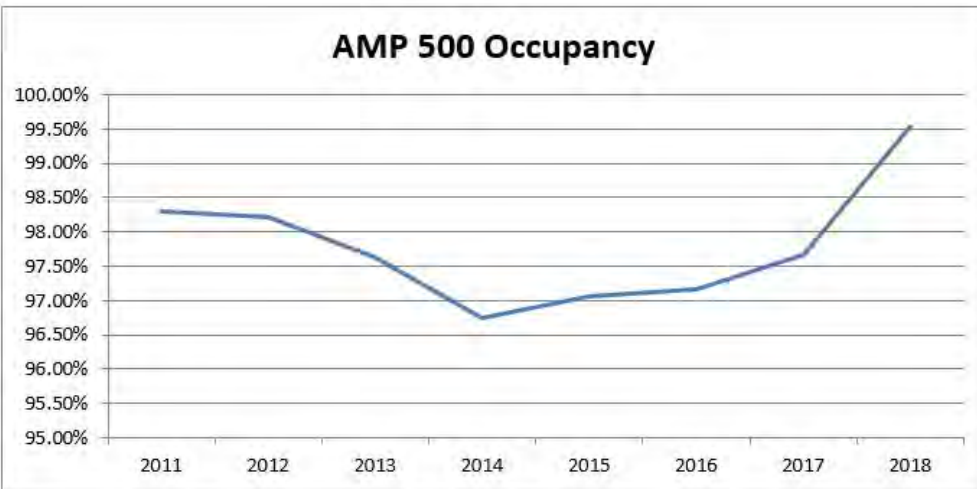
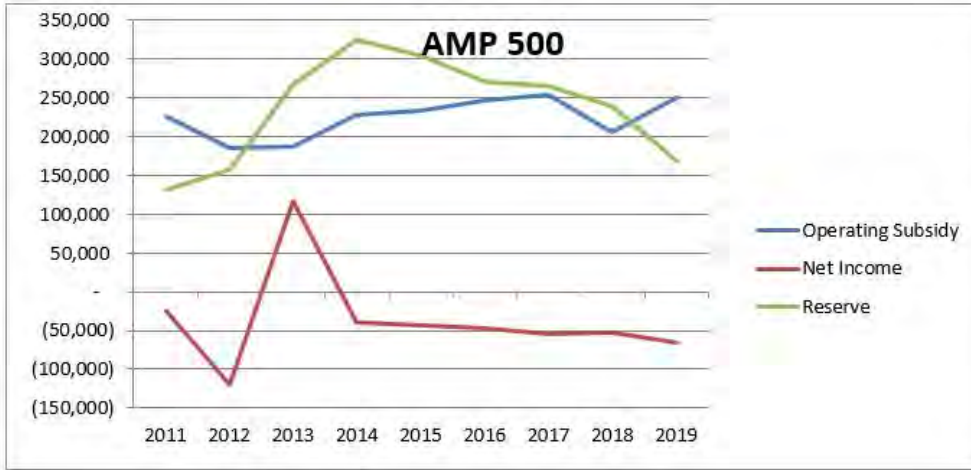
AMP 200 Occupancy



LONG-RANGE FINANCIAL PLANNING



LONG-RANGE FINANCIAL PLANNING

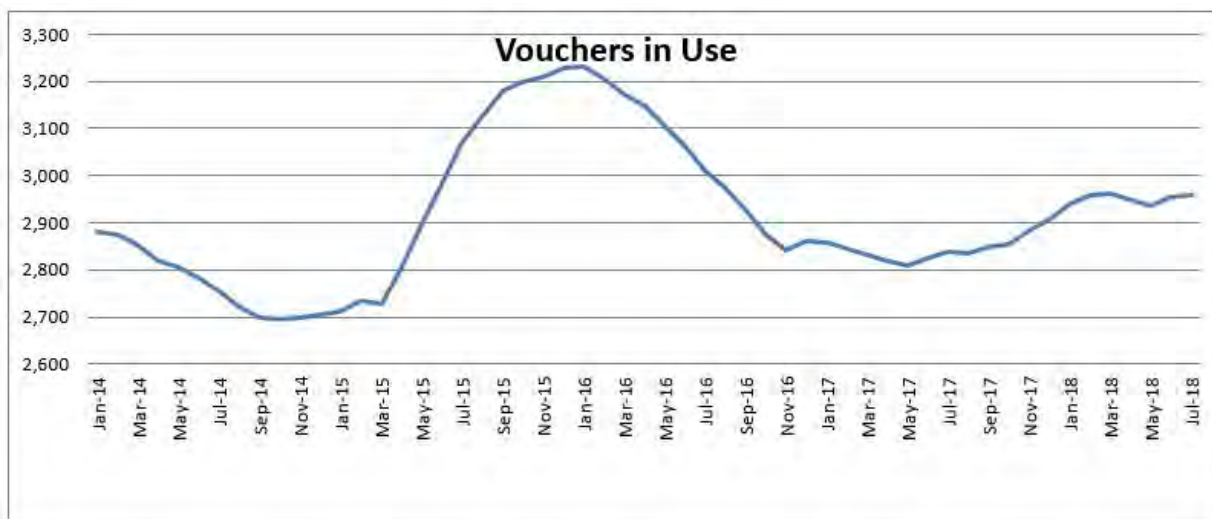


LONG-RANGE FINANCIAL PLANNING

Rent Assistance Division

Lease Rate

The overall goal of the Section 8 Program is to maintain a lease rate of 100% 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.” The calendar year 2018 resulted in an almost 100% pro-ration factor for funding. A factor this high has not been seen in many years. The change in pro-ration came approximately 4 months into the calendar year. This change resulted in Homes for Good needing to quickly issue a vast number of vouchers into the community as the resources were now available to issue all vouchers, which was not the plan at the beginning of the calendar year when the pro-ration had been at a reduced level. 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 if HUD decides 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. In addition, Homes for Good has also applied for additional vouchers from HUD. If awarded Homes for Good will ensure the newly awarded vouchers are utilized in a timely manner as well. It is the overall goal for Calendar Year 2019 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.



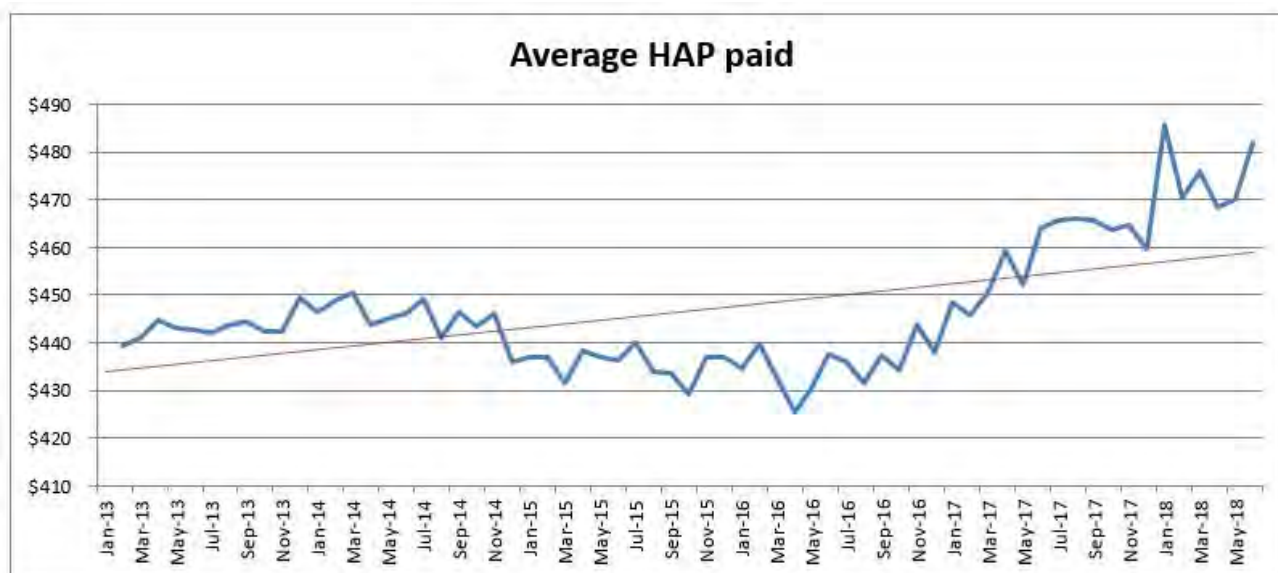
LONG-RANGE FINANCIAL PLANNING

Rent Assistance Division

Average 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 Section 8 and VASH units and arriving at the average. Several factors can impact average HAP costs. One, the rental market, as overall rental prices in the community increase so does the average HAP amount. Two, Fair Market Rents (FMRs), HUD establishes FMRs on a yearly basis. The Payment Standards for the Section 8 and VASH Programs are derived from the FMRs. FMRs tend to increase each year and this is shown by the upward trend in the chart "Average HAP Paid".

Homes for Good is required to remain between 90%-110% of FMR when setting its Payment Standard. Currently, Homes for Good 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 income Homes for Good pays less HAP. Under the Section 8 and VASH programs the tenant pays up to 40% of their adjusted gross income towards the overall cost of rent, during their initial lease terms and Homes for Good provides the rest. For example, if a participant has zero income then 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 Section 8/VASH program it is important for Homes for Good to work with community partners and resident services to ensure that participants in our programs are receiving appropriate benefits (example, social security payments which are counted as income) and/or are working towards gainful employment to ensure the overall viability of the program.



LONG-RANGE FINANCIAL PLANNING

Rent Assistance Division

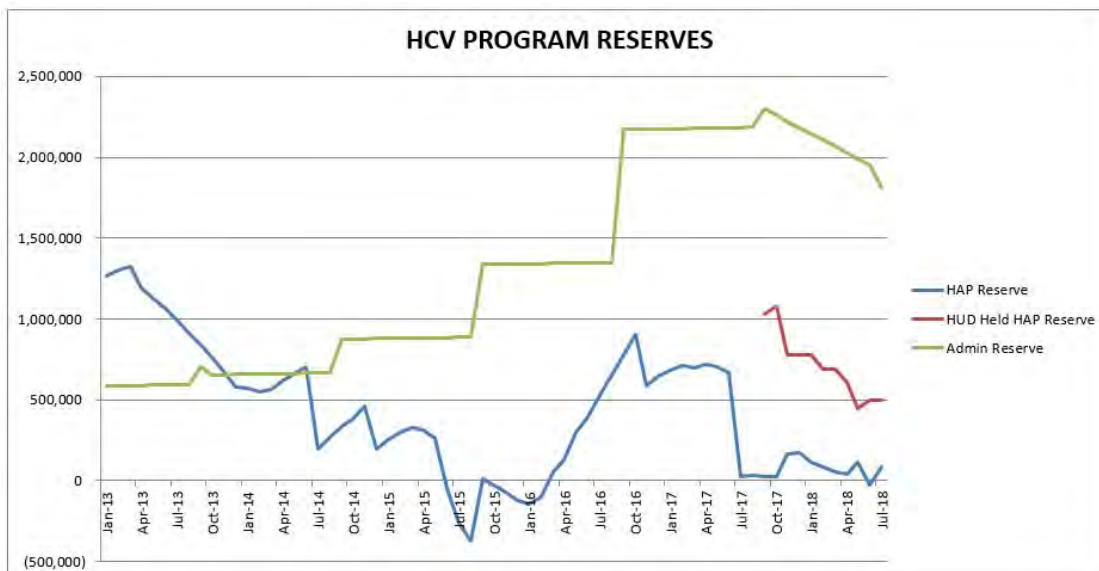
Admin Reserve and Homes for Good Held HAP Reserve

For every voucher leased Homes for Good receives money from HUD to run the Section 8 and VASH programs. Admin fees pay for salaries, supplies, building space and so on.

However, HUD only pays Admin fees up to the number of units 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 Fee. 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 fees reserves are important to maintain as they can pad a program in years where the overall lease rate does not reach 100% or the pro-ration is lower than Homes for Good expected. The Admin reserve target for FY18 was an amount equal to four months of operating costs; the admin reserve projection for the end of FY18 is \$1,814,650, which represents over nine months of operating costs.

HAP reserves are funds Homes for Good did not spend on HAP. For example, HUD provides Homes for Good with a \$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.

HUD's cash management policy recently changed and instead of sending the PHA the amount of HAP that was calculated for us for the year, they send us only the amount of HAP that we are demonstrating the need for, holding the rest on our behalf. This amount is called HUD Held HAP Reserve. When we compare our HAP reserve target to our actual HAP reserve, we will add the two HAP reserve amounts together. Last year, the reserve target established by Homes for good for the HAP reserve was between 3-6% of the annual HAP budget. For FY19, we expect to finish the year within this range.



LONG-RANGE FINANCIAL PLANNING

Real Estate Development Division

The Development Department has been successful in securing tax credit funding for 4 consecutive projects and has a robust mix of new construction and preservation projects scheduled for the next few years.

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

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

The *Richardson Bridge* Project which rehabilitated 32 units of family housing finished construction in September 2018. As part of this project 12, public housing scattered site units will be sold and their subsidies moved into Richardson Bridge.

Market District Commons was awarded tax credits and other funds in August of 2018. Market District Commons is a mixed-use project in downtown Eugene, near 6th & Oak, that will provide 50 or more units of critically needed workforce and veteran housing. The project is a public/private collaboration with the Obie development team as part of a major redevelopment in the Market District. Construction is expected to begin late in 2018 and the project completed in early 2020.

Sheldon Village Rehabilitation will begin in the fall of 2018. This rehabilitation is being funded by the use of project-based vouchers to support a tax-exempt bond. Construction will be completed in late 2019.

Housing First on MLK is a partnership with Lane County and St. Vincent DePaul to provide 50 units of housing for homeless people struggling with addiction. OHCS awarded 3 million dollars to the project and the remainder will be funded by a mix of tax credits and other funding sources. Construction is expected to begin in late spring of 2019 and be completed in the summer of 2020.

Approval was received through Rental Assistance Demonstration Program (RAD) to convert 100 units of public housing scattered sites into two replacement projects located in West Eugene and Thurston. Construction of the replacement housing projects will begin in late Spring of 2019 and be completed in the summer of 2020. The scattered sites will be sold and the subsidies will be converted into the two replacement housing projects.

Homes for Good purchased *Glenwood Place* in 2018. This project will either be a mixed-income development or tax credit project depending on other pipeline projects. Design work will begin in the summer of 2019.

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

LONG-RANGE FINANCIAL PLANNING

Real Estate Development Division

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. Recently, proceeds from sales of real property have been added to the mix of development revenues. Our informal policy for these funds is to limit property sales proceeds to predevelopment costs or land acquisitions and not use these funds for staff costs or to support other agency activities such as COCC or grant match. These funds will be called the Designated Development Reserves.

Last year, the draft reserve policy for Development established a reserve target for Unrestricted Development Reserves in a range between \$100,000 and \$750,000. The FY19 proposed budget shows the ending Designated Development reserve at \$2.9M and the Unrestricted Development reserve at \$800K.

Homes for Good Development Project Information						
Project Name	Project Type	Number of units	Status	Construction Start	Construction Completion	Estimated Total Cost
Bascom Village Phase II	New Construction	48	Complete	Aug-15	Nov-16	\$10,377,143
The Oaks at 14th	New Construction	53	Complete	Aug-16	Apr-17	\$8,985,121
Richardson Bridge	Rehab	31	Complete	Aug-17	Aug-18	\$6,143,187
Sheldon Village	Rehab	74	Funded	Sep-18	Jul-19	\$3,792,681
Market District Commons	New Construction	50	Funded	Dec-18	Feb-20	\$16,300,000
Firwood	Rehab	100	Predev	TBD	TBD	\$3,500,000
Housing First	New Construction	50	Predev	Jun-19	Jul-20	\$11,700,000
Korean Church - Taney St.	New Construction	50	Predev	May-19	Jun-20	\$12,000,000
South 67th St. Thurston	New Construction	50	Predev	May-19	Jun-20	\$12,500,000
Glenwood Place	New Construction	100	Predev	Nov-19	Nov-20	\$16,700,000
RAD Phase 3 (the rest of PH)	Conversion			TBD		
Totals		606				

GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

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

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

ORDER 18-19-09-02H

In the Matter of Adopting the 2018-2019
Budget

WHEREAS, it is necessary for the Board to adopt a 2018/2019 fiscal year budget for the Homes for Good Housing Agency and

WHEREAS, the Homes for Good Housing Agency Executive Director has recommended approval of the proposed Homes for Good budget for the 2018/2019 fiscal year; and

WHEREAS, the Board having fully considered the Executive Director's recommendation,
NOW, THEREFORE, IT IS HEREBY

ORDERED, that the 2018/2019 fiscal year budget for Homes for Good Housing Agency as set forth below, is hereby adopted; and

FURTHER ORDERED, that the amounts for the fiscal year beginning October 1, 2018, and for the purposes shown below, are hereby appropriated:

GENERAL FUND

Community Services	\$ 4,977,571
Housing & COCC	\$ 10,729,700
Rent Assistance	\$ 19,790,380
Total	\$ 35,497,651

ADOPTED, by the Homes for Good Housing Agency of Lane County, Oregon

DATED this _____ day of _____, 2018

Chair,
Homes for Good Board of Commissioners



AGENDA CHECKLIST

AGENDA INFORMATION TO BE SUBMITTED TO THE BOARD OFFICE
(Aisha McCoy, Administrative Specialist ext 2525)

AGENDA TITLE: In the Matter of Approving the Public Housing Operating Budget for the Fiscal Year Ending September 30, 2019

One Title Memo

Agenda Packet
One Original Hard Copy plus
One copy e-mailed to
amccoy@homesforgood.org

Material Due
Due by 12 pm Wednesday
preceding the week it will be
included in the agenda notice

DEPARTMENT	Finance		
CONTACT	Valerie Warner	EXT	2503
PRESENTER	Valerie Warner	EXT	2503
	Jeff Bridgens	EXT	2525
	Jacob Fox	EXT	2527

AGENDA DATE: **09/19/2018**

THIS ITEM WILL INVOLVE:

- | | | | |
|------------------------------------------------------|----------------------------------------------------------|------------------------------------------|--------------------------------------------|
| <input type="checkbox"/> Consent Calendar | <input type="checkbox"/> Report | <input type="checkbox"/> Appointments | <input type="checkbox"/> Committee Reports |
| <input checked="" type="checkbox"/> ORDER/Resolution | <input type="checkbox"/> Discussion & Action | <input type="checkbox"/> Discussion Only | |
| <input type="checkbox"/> Ordinance/Public Hearing | | | |
| Public Comment Anticipated? | <input type="checkbox"/> Yes <input type="checkbox"/> No | Estimated Time ___10 min___ | |

NOTE: DEPARTMENT MANAGER MUST SIGN OFF BEFORE SUBMITTING TO BOARD OFFICE

Executive Director/: **Jacob Fox** Date **09/11/2018**

Deputy Director _____

Legal Staff-Review by: _____ Date _____

*if required _____

Management Staff- _____ Date _____

Review by: _____



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300 West Fairview Dr., Springfield, OR 97477 • PH 541-682-4090 • FAX 541-682-3875



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HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Valerie Warner, Deputy Director
Jeff Bridgens, Finance Director
Jacob Fox, Executive Director

AGENDA ITEM TITLE: ORDER/In the Matter of Approving the Public Housing Operating Budget for the Fiscal Year Ending September 30, 2019

AGENDA DATE: September 19th, 2018

I MOTION

It is moved that the Order/Resolution be adopted approving the Public Housing operating budget for the fiscal year ending September 30, 2019

II ISSUE

HUD requires the Board to review and approve the Public Housing Operating Budget

III DISCUSSION

A. Background

This Order/Resolution approves our FY2019 operating budget for the Public Housing Program. FY2019 will be the 12th year of project-based accounting under HUD's mandate to convert public housing to an asset management model. Consequently, there are six public housing asset management project (AMP) budgets as well as a separate budget for the central office cost center (COCC). HUD requires Board approval for each of these budgets.

B. Analysis

Attached is a site budget for each of the Agency's Public Housing asset management projects (AMPs). Major revenues for the AMPS include tenant rents and HUD's operating subsidy. Revenue from tenant rent is budgeted at approximately \$2.1 million which is essentially equal to FY2018. Total budgeted AMP expenses of approximately \$4.4 million are higher than the total budgeted AMP expenses for FY2018 by \$375K or 9%. The 2019 operating subsidy will be determined during the last quarter of calendar 2018. The amounts are based on number of units and inflation, with an adjustment based on utility costs. The formula provides an incentive for Public Housing to conserve water and energy. The 2019 budgeted operating subsidy and other revenues are expected to total approximately \$2 million

and also essentially equal to the FY2018 budgeted operating subsidy and other revenues of approximately \$2 million. The AMPs in total are expected to draw down reserves for FY2019 with a budgeted excess of approximately \$291K.

Also attached is a budget for the Agency's Central Office Cost Center (COCC). Under HUD's model, the COCC is analogous to the administrative office of a private property management company. Separate cost centers are created for each of the various budgets which collectively make up the COCC.

The revenues of the COCC include management fees, bookkeeping fees, and asset management fees that are charged to the AMPs. The revenue also includes fees for service for painters or specialized maintenance workers. Fees for service are based on the anticipated needs of property managers. The COCC revenues are expected to exceed \$2.5 million for FY2019 and are significantly higher (17%) than FY2018 budgeted COCC revenues. The change is a result of management interpreting HUD guidelines, some of which are vague, with the advice of a nationally respected consultant that specializes in providing guidance on HUD guidelines. The COCC expenses are expected to be approximately \$3 million for FY2019, a significant increase from FY2018 budgeted expenses of approximately \$2.3 million. The COCC will fall short of break-even by approximately \$408K which is balanced by budgeted transfers of unrestricted funds from earned real estate development fees.

C. Alternatives/Options

HUD requires that the Board approve next fiscal year's Public Housing Operating budget by September 30, 2018.

D. Recommendation

Approval of the proposed Motion is recommended.

E. Timing

HUD requires that the Board approve the next fiscal year's Public Housing Operating Budget by September 30, 2018.

IV IMPLEMENTATION/FOLLOW-UP

Same as Item III.E.

V ATTACHMENTS

1. Public Housing and COCC combined
2. COCC Summary
3. HUD Form 52574 – PHA Board Resolution

**Homes For Good Housing Agency
AMPS & COCC
Budget 10/01/18 - 9/30/19**

	AMP 100	AMP 200	AMP 300	AMP 400	AMP 500	AMP 600	CAP	Total AMPS	COCC	Combined Totals
REVENUE										
Net Tenant Rental Revenue	83,483	739,472	278,468	482,100	267,500	224,144	-	2,075,167	-	2,075,167
Tenant Revenue - Other (Laundry)	-	580	4,635	9,300	6,700	15,300	-	36,515	-	36,515
Total Tenant Revenue	83,483	740,052	283,103	491,400	274,200	239,444	-	2,111,682	-	2,111,682
HUD PHA Operating Grants (Subsidy)	109,421	571,064	238,275	321,481	250,821	274,726	75,000	1,840,788	-	1,840,788
Capital Grants	-	35,000	19,000	15,000	-	110,000	1,206,235	1,385,235	-	1,385,235
Resident Participation Fund Income	290	2,039	380	-	900	950	-	4,559	-	4,559
Other Revenue	9,559	27,352	12,077	6,000	4,200	6,000	-	65,188	199,001	264,189
Management Fees	-	-	-	-	-	-	-	-	526,200	526,200
Bookkeeping Fees	-	-	-	-	-	-	-	-	55,800	55,800
Asset Management Fee	-	-	-	-	-	-	-	-	78,400	78,400
Cap Fund Admin Fee	-	-	-	-	-	-	-	-	137,580	137,580
Housing Choice Voucher Program Bookkeeping Fee	-	-	-	-	-	-	-	-	244,000	244,000
Housing Choice Voucher Program Management Fee	-	-	-	-	-	-	-	-	390,500	390,500
Admin Allocation	-	-	-	-	-	-	-	-	359,176	359,176
Maintenance Fee for Service	-	-	-	-	-	-	-	-	532,150	532,150
Wellness Grant	-	-	-	-	-	-	-	-	750	750
Total Revenue	202,753	1,375,507	552,835	833,881	530,121	631,120	1,281,235	5,407,452	2,523,557	7,931,009
EXPENSES										
Administrative Salaries	17,088	129,557	71,236	88,408	52,937	52,835	47,876	459,937	1,239,885	1,699,822
Administrative Fringe	9,150	96,178	36,626	63,013	37,930	37,225	29,901	310,023	625,535	935,558
Temporary Help	-	-	-	-	-	-	-	-	6,000	6,000
Board Stipend	-	-	-	-	-	-	-	-	4,800	4,800
Auditing Fees	1,000	4,986	2,560	3,000	3,000	4,000	2,000	20,546	4,000	24,546
Management Fee	19,126	136,345	54,161	100,922	59,957	62,534	-	433,045	-	433,045
Bookkeeping Fee	2,554	18,133	3,296	13,388	7,966	8,269	-	53,606	-	53,606
Advertising and Marketing	-	-	-	-	-	-	-	-	200	200
Computer Expense	1,455	13,257	7,253	10,898	7,316	9,609	520	50,308	72,704	123,012
Copier Supplies	-	-	-	-	-	-	-	-	1,200	1,200
FSS	1,560	20,015	8,975	1,512	1,660	-	-	33,722	-	33,722
Stationary, Copier, Office Supplies	145	1,605	1,108	1,600	400	1,040	-	5,898	-	5,898
Publications, Dues and Fees	65	230	126	300	50	303	-	1,074	25,000	26,074
Office Equipment	180	-	400	-	-	600	-	1,180	2,500	3,680
Postage	213	2,587	920	990	700	875	-	6,285	2,700	8,985
Printing Expense	80	615	217	300	300	350	-	1,862	300	2,162
Telephone	1,194	4,140	2,543	5,264	4,404	7,167	-	24,712	33,054	57,766
Consultants	924	6,509	2,585	4,777	2,866	2,994	-	20,655	39,000	59,655
Consultant - e-learning	1,000	4,500	1,000	1,000	3,000	3,250	-	13,750	-	13,750
Office Rent	2,425	20,021	3,709	3,058	3,058	-	-	32,271	-	32,271
Office Expense	-	-	-	-	-	-	-	-	24,400	24,400
Hardware	-	-	-	-	-	-	-	-	6,250	6,250
Software	-	-	-	-	-	-	-	-	42,549	42,549
Legal Expense	500	2,805	704	1,050	677	1,300	-	7,036	42,600	49,636
Travel	434	59	26	-	50	500	-	1,069	15,400	16,469
Employee Appreciation Costs	-	-	-	-	-	-	-	-	7,500	7,500
Vehicle Expense	-	-	-	-	-	-	-	-	3,200	3,200
Contractors	-	-	-	-	-	-	-	-	10,800	10,800
Background Checks	-	724	-	-	200	110	-	1,034	150	1,184
Wellness	-	-	-	-	-	-	-	-	750	750
Other	3,425	12,699	202	1,554	4,223	5,014	-	27,117	25,200	52,317
Staff Training	1,108	4,518	2,867	4,347	3,151	3,816	10,372	30,179	61,647	91,826
Total Administrative	63,626	479,483	200,514	305,381	193,845	201,791	90,669	1,535,309	2,297,324	3,832,633
Asset Management Fee	3,480.00	24,463	4,560	18,000	10,800	11,280	-	72,583	-	72,583
Tenant Services										
Tenant Services Salaries	2,029	11,293	5,086	7,995	6,190	5,734	-	38,327	-	38,327
Relocation Costs	-	1,200	-	-	-	-	-	1,200	-	1,200
Tenant Services Fringe	975	7,117	3,211	5,047	3,908	3,620	-	23,878	-	23,878
Recreation and Contract	-	800	-	200	350	-	-	1,350	-	1,350
Resident Participation Fund	725	8,597	2,081	1,250	2,250	2,375	-	17,278	-	17,278
Tenant Services Other	1,281	3,648	130	1,800	50	300	-	7,209	-	7,209
Total Tenant Services	5,010	32,655	10,508	16,292	12,748	12,029	-	89,242	-	89,242
Utilities										
Water	10,179	19,300	13,274	12,175	16,739	12,643	-	84,310	5,500	89,810
Electricity	2,307	814	2,900	59,650	5,281	12,703	-	83,655	27,800	111,455
Gas	-	-	-	38,639	5,842	1,191	-	45,672	-	45,672
Sewer	20,280	77,650	26,636	25,042	28,651	20,859	-	199,118	-	199,118
Other Utilities	-	-	-	-	-	-	-	-	-	-
Garbage	9,042	56,715	22,336	17,868	19,519	20,627	-	146,107	6,700	152,807
Total Utilities	41,808	154,479	65,146	153,374	76,032	68,023	-	558,862	40,000	598,862
Maintenance										
Maintenance Salaries	25,434	129,299	62,541	75,924	63,297	57,826	-	414,321	286,340	700,661
Materials and Other	4,567	48,912	20,000	21,600	11,474	39,751	-	146,304	8,400	154,704
Boilers	-	3,089	-	10,424	11,880	1,626	-	27,019	-	27,019
Elevators	-	-	-	6,140	1,428	12,201	-	19,769	1,600	21,369
Fee for Service	12,000	110,183	63,600	40,000	28,500	45,000	-	299,283	-	299,283
Flooring	2,500	696	3,291	7,045	1,000	23,656	-	38,188	-	38,188
Grounds Maintenance	100	4,740	5,010	6,530	23,015	10,000	-	49,395	-	49,395
Janitorial Service	800	1,645	-	10,820	-	11,600	-	24,865	22,500	47,365

Pest Control	221	156	623	1,500	1,750	10,360	-	14,610	-	14,610
Vacate Expenses	6,000	36,740	6,742	13,135	8,090	11,200	-	81,907	-	81,907
Vehicle and Maintenance Expense	1,262	11,302	3,981	3,447	5,611	4,130	-	29,733	23,000	52,733
Miscellaneous Contract Expenses	4,802	78,852	18,101	22,835	26,245	40,151	-	190,986	25,000	215,986
Maintenance Fringe	16,243	115,844	56,111	58,982	51,099	39,506	-	337,785	204,649	542,434
Maintenance	-	-	-	-	-	-	-	-	10,000	10,000
Yard Maintenance	-	-	-	-	-	-	-	-	9,000	9,000
Tools & Equipment	-	-	-	-	-	-	-	-	5,000	5,000
Total Maintenance	73,929	541,458	240,000	278,382	233,389	307,007	-	1,674,165	595,489	2,269,654
Protective Services										
Protective Services Salaries	-	20,751	-	3,600	2,400	4,800	-	31,551	-	31,551
Protective Services Other Contract Costs	-	-	-	-	-	-	-	-	-	-
Protectives Services Fringe	-	20,540	-	533	355	710	-	22,138	-	22,138
Total Protective Services	-	41,291	-	4,133	2,755	5,510	-	53,689	-	53,689
Insurance										
Property Insurance	4,497	24,392	12,588	12,407	8,088	9,342	-	71,314	-	71,314
All Other Insurance	1,239	7,203	4,259	6,566	4,647	4,697	-	28,611	33,196	61,807
Total Insurance	5,736	31,595	16,847	18,973	12,735	14,039	-	99,925	33,196	133,121
General										
Other General Expenses	-	-	-	-	900	100	-	1,000	-	1,000
Payments in Lieu of Taxes	5,050	64,411	25,181	34,521	19,709	14,572	-	163,444	-	163,444
Bad Debt - Tenant Rents	-	11,900	-	-	1,200	1,500	-	14,600	-	14,600
Casualty Losses	-	-	-	-	-	-	-	-	-	-
Total General	5,050	76,311	25,181	34,521	21,809	16,172	-	179,044	-	179,044
Interest Expense										
	10,811	49,515	10,114	31,514	25,121	18,882	-	145,957	-	145,957
Total Operating Expenses	209,450	1,431,250	572,870	860,570	589,234	654,733	90,669	4,408,776	2,966,009	7,374,785
Extraordinary Maintenance	1,003	42,435	15,200	12,499	12,500	15,851	-	99,488	-	99,488
Housing Assistance Payments	-	-	-	-	-	-	-	-	-	-
HAP Portability-In	-	-	-	-	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-	-	-	-	-
Total Expenses	210,453	1,473,685	588,070	873,069	601,734	670,584	90,669	4,508,264	2,966,009	7,474,273
Net Income	(7,700)	(98,178)	(35,235)	(39,188)	(71,613)	(39,464)	1,190,566	899,188	(442,452)	456,736
Other Financing Sources / Uses										
Proceeds from Borrowing	-	-	-	-	-	-	-	-	44,608	44,608
Repayment of Borrowings	-	-	-	-	-	-	-	-	-	-
Inter Project Cash Transfers -IN	679	680	679	679	681	680	-	4,078	408,347	412,425
Inter Project Cash Transfers -OUT	-	-	-	-	-	-	-	-	(10,503)	(10,503)
Operating Reserve	-	-	-	-	-	-	-	-	-	-
Replacement Reserve	-	-	-	-	-	-	-	-	-	-
Capital Outlay	-	-	-	-	-	-	(1,115,566)	(1,115,566)	-	(1,115,566)
Total Other Financing Sources	679	680	679	679	681	680	(1,115,566)	(1,111,488)	442,452	(669,036)
Excess (Deficiency) of Total Revenue Over (Under)	(7,021)	(97,498)	(34,556)	(38,509)	(70,932)	(38,784)	75,000	(212,300)	-	(212,300)

Housing And Community Services Agency of Lane County
COCC Summary - 19 BUDGET
Budget 10/01/18 - 9/30/19

	FY19	FY19	FY19	FY19	FY19	FY19	FY 19	FY19	FY19	FY19	FY19	FY19	COCC
	General Budget	Executive Budget	BOD Budget	HR Budget	Finance Budget	IT Budget	Comm.	FV Admin Budget	FFS Maintenance Budget	Cap Admin Budget	DI Bldg Budget	FV Bldg Budget	Budgeted FY19
REVENUE													
Management Fees	526,200												526,200
Bookkeeping Fees	55,800												55,800
Asset Management Fee	78,400												78,400
Cap Fund Admin Fee										137,580			137,580
Housing Choice Voucher Program Bookkeeping Fee	244,000												244,000
Housing Choice Voucher Program Management Fee	390,500												390,500
Admin Allocation - Salaries & Fringe	359,176												359,176
Admin Allocation									532,150				532,150
Maintenance Fee for Service													750
Wellness Grant				750									3,000
Interest Income	3,000												3,000
Misc Income	12,000								60,700				72,700
Meyer Memorial		10,000											10,000
DI Front Line Occupancy Charges											67,098		67,098
FV Frontline Occupancy Charges												46,203	46,203
Total Revenue	1,669,076	10,000	-	750	-	-	-	-	592,850	137,580	67,098	46,203	2,523,557
EXPENSES													
Administrative Salaries		348,361		95,794	275,325	109,295	22,334	258,542	46,742	76,641	6,851		1,239,885
Administrative Employee Benefits		147,620		63,269	156,598	44,959	10,155	145,005	7,424	45,639	4,866		625,535
Audit					-	4,000		4,000					4,000
Temporary Help					1,000			2,000	3,000				6,000
BOD Stipend			4,800										4,800
Legal			13,000	10,000		600	2,000	2,000					42,600
Staff Training		15,000	2,500	10,000	5,000	500		11,100	11,169	800		578	61,647
Travel		10,000	2,000	300	400	2,000		500				200	15,400
Dues and Subscriptions		20,000		1,000	1,000	1,000	1,200	700	100				25,000
Computer Expense		2,522		10,000	8,818	37,118		700	9,676	1,040	2,000	830	72,704
Copier Supplies		100			800	300							1,200
Vehicle Expense										3,200			3,200
Contractors						8,800		2,000					10,800
Hardware						2,000		2,000	2,250				6,250
Software						40,549		1,000	1,000				42,549
Printing Expense					300								300
Employee Appreciation Costs				7,500									7,500
Wellness				750									750
Admin Fees													-
Telephone		1,951		1,200	2,000	2,040		6,000	7,070	2,900	5,493	4,400	33,054
Tools & Equipment													-
Postage			100	100	1,300			1,000		200			2,700
Office Equipment					2,000	500							2,500
Office Expense		1,200	200	1,500	3,100	300		5,000	1,000	2,600	4,500	5,000	24,400
Consultant						27,000		2,000	10,000				39,000
Advertising				100	100								200
Background checks				50	100								150
Other		7,000	500	500	10,000	1,000	2,000	1,000	1,200			2,000	25,200
Total Administrative	-	573,754	23,100	202,063	467,841	277,961	37,689	444,047	101,131	133,020	23,710	13,008	2,297,324
Water/Sewer											1,500	4,000	5,500
Electric											17,000	10,800	27,800
Garbage											3,100	3,600	6,700
Total Utilities	-	-	-	-	-	-	-	-	-	-	21,600	18,400	40,000
Maintenance Labor								-	262,415		6,851	17,074	286,340
Maintenance Fringe								-	193,258		4,867	6,524	204,649
Maintenance									10,000				10,000
Yard Maintenance										4,000	5,000		9,000
Vehicle Expense									23,000				23,000
Tools & Equipment									5,000				5,000
Janitorial											20,000	2,500	22,500
Elevator												1,600	1,600
Materials								3,000				5,400	8,400
Contracts										4,000	8,000	13,000	25,000
Total Maintenance	-	-	-	-	-	-	-	3,000	493,673	4,000	43,718	51,098	595,489
Insurance		812	1,700	500	763	-	-	4,961	3,447	1,200	17,684	2,129	33,196
Contracts & Maintenance Agreements													-
Governmental Agreements													-
Total General Expenses	-	812	1,700	500	763	-	-	4,961	3,447	1,200	17,684	2,129	33,196
Total Direct Expenses	-	574,566	24,800	202,563	468,604	277,961	37,689	452,008	598,251	138,220	106,712	84,635	2,966,009
Total Expenses	-	574,566	24,800	202,563	468,604	277,961	37,689	452,008	598,251	138,220	106,712	84,635	2,966,009
Net Income (Loss)	1,669,076	(564,566)	(24,800)	(201,813)	(468,604)	(277,961)	(37,689)	(452,008)	(5,401)	(640)	(39,614)	(38,432)	(442,452)
Other Financing Sources / Uses													
Proceeds from borrowings	44,608												44,608
Repayments of debt	-												-
Capital Outlay	-												-
Interproject Excess Cash Transfer OUT - Energy Services for EPC	(6,425)												(6,425)
Interproject Excess Cash Transfer OUT - AMPs for EPC	(4,078)												(4,078)
Interproject Excess Cash Transfer IN: EPC													-
Interproject Excess Cash Transfer IN: EPC													-
Interproject Excess Cash Transfer IN: Corporate Contribution													-
Interproject Excess Cash Transfer IN													-
Interproject Excess Cash Transfer IN	408,347												408,347
Total Other Financing Sources	442,452	-	-	-	-	-	-	-	-	-	-	-	442,452
Cash Flow from Operations	2,111,528	(564,566)	(24,800)	(201,813)	(468,604)	(277,961)	(37,689)	(452,008)	(5,401)	(640)	(39,614)	(38,432)	(0)

PHA Board Resolution
Approving Operating Budget

U.S. Department of Housing
and Urban Development
Office of Public and Indian Housing -
Real Estate Assessment Center (PIH-REAC)

OMB No. 2577-0026
(exp. 07/31/2019)

Public reporting burden for this collection of information is estimated to average 10 minutes per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB control number.

This information is required by Section 6(c)(4) of the U.S. Housing Act of 1937. The information is the operating budget for the low-income public housing program and provides a summary of the proposed/budgeted receipts and expenditures, approval of budgeted receipts and expenditures, and justification of certain specified amounts. HUD reviews the information to determine if the operating plan adopted by the public housing agency (PHA) and the amounts are reasonable, and that the PHA is in compliance with procedures prescribed by HUD. Responses are required to obtain benefits. This information does not lend itself to confidentiality.

PHA Name:PHA Code:

PHA Fiscal Year Beginning:Board Resolution Number:

Acting on behalf of the Board of Commissioners of the above-named PHA as its Chairperson, I make the following certifications and agreement to the Department of Housing and Urban Development (HUD) regarding the Board's approval of (check one or more as applicable):

DATE

- Operating Budget approved by Board resolution on:
- Operating Budget submitted to HUD, if applicable, on:
- Operating Budget revision approved by Board resolution on:
- Operating Budget revision submitted to HUD, if applicable, on:

I certify on behalf of the above-named PHA that:

1. All statutory and regulatory requirements have been met;
2. The PHA has sufficient operating reserves to meet the working capital needs of its developments;
3. Proposed budget expenditure are necessary in the efficient and economical operation of the housing for the purpose of serving low-income residents;
4. The budget indicates a source of funds adequate to cover all proposed expenditures;
5. The PHA will comply with the wage rate requirement under 24 CFR 968.110(c) and (f); and
6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.110(i).

I hereby certify that all the information stated within, as well as any information provided in the accompaniment herewith, if applicable, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012.31, U.S.C. 3729 and 3802)

Print Board Chairperson's Name:	Signature:	Date:
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