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## **HOMES FOR GOOD HOUSING AGENCY**

### **BOARD OF COMMISSIONERS MEETING WEDNESDAY SEPTEMBER 25<sup>TH</sup>, 2019**

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- V. ORDER 19-25-09-02H— IN THE MATTER OF ADOPTING THE 2019-2020 BUDGET
- VI. ORDER 19-25-09-03H— IN THE MATTER OF APPROVING THE PUBLIC HOUSING OPERATING BUDGET FOR FISCAL YEAR ENDING SEPTEMBER 30, 2020

# AGENDA

## Homes for Good Housing Agency



### BOARD OF COMMISSIONERS

#### Location of the meeting:

Board of County Commissioners Conference Room, Public Service Building, 125 East 8<sup>th</sup> 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.

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### Wednesday, September 25, 2019

(1:30 p.m.) Board of County Commissioners Conference Room, Public Service Building, 125 East 8th Avenue, Eugene, OR, 97401

#### 1. PUBLIC COMMENTS – 20 Minutes

(Maximum time 20 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 per commissioner)

#### 3. ADJUSTMENTS TO THE AGENDA

#### 4. COMMISSIONERS' BUSINESS

#### 5. EMERGENCY BUSINESS

#### 6. ADMINISTRATION

- A. Approval of Minutes: 08/28/2019
- B. Executive Director Report (Estimated 10 minutes)
- C. **ORDER 19-25-09-01H**— In the Matter of Authorizing the Acquisition and Financing of Real Property in Springfield, Oregon for Development of the RAD Phase II Projects. (Spencer McCoy, Project Developer) (Estimated 10 Minutes)
- D. **ORDER 19-25-09-02H**- In the Matter of Adopting the 2019-2020 Budget (Jeff Bridgens, Finance Director) (Estimated time 50 minutes)
- E. **Order 19-25-09-03H** – In the Matter of Approving the Public Housing Operating Budget for the Fiscal Year Ending September 30, 2020 (Jeff Bridgens, Finance Director) (Estimated 10 minutes)

#### 7. OTHER BUSINESS

Adjourn

# Minutes

## Homes for Good Housing Agency



### BOARD OF COMMISSIONERS

#### Location of the meeting:

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

Phone: 541.682.2506

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### Wednesday, August 28th, 2019

(1:30 p.m.) Board of County Commissioners Conference Room, Public Service Building, 125 East 8th Avenue, Eugene, OR, 97401

**Note: For this board meeting the regularly scheduled Public Comment will take place at 3:15pm**

#### 1. PUBLIC HEARING: Homes for Good PHA Annual and 5-Year Plan, RAD Significant Amendment (Spencer McCoy, Project Developer) —10 Minutes

**Spencer McCoy:** Explains the reason for the Public Hearing. He talks about the 45-day comment period that was required per HUD regulations. Homes for Good also held a Public Forum to allow for public comments. There were no attendees at the Public Forum.

#### No Public Attended the Public Hearing

#### 2. ADJUSTMENTS TO THE AGENDA

None

#### 3. COMMISSIONERS' BUSINESS

None

#### 4. EMERGENCY BUSINESS

None

#### 5. ADMINISTRATION

Approval of Minutes: 07/24/2019

Motion to approve minutes: **Heather Buch**

Second: **Michelle Thurston**

**The 9/24/19 minutes were approved unanimously 7/0**

**ORDER 19-28-08-01H— In the Matter of Acknowledging Former and Current Discriminatory Practices in Oregon (Emily Yates, Family Self Sufficiency Coordinator) (Estimated 10 Minutes)**

**Emily Yates:** Introduces the board order explaining about Homes for Good’s partnership with CASA, who provides IDA funds for Homes for Good participants. Emily acknowledges that this is a second draft of an order that was brought last month to the Board.

**Jay Bozievich:** Thanks Homes for Good staff for the work on revising this order from the last month. Jay expresses full support.

Motion to approve: **Heather Buch**

Second: **Jay Bozievich**

This motion passes unanimously 7/0

**ORDER 19-28-08-02H — In the Matter of Authorizing the Development and Financing of The Commons on MLK Affordable Housing Development (Nora Cronin, Project Developer) (Estimated 10 minutes)**

**Nora Cronin:** Explains the Commons on MLK project and the need for the order to finance the project. She mentions that the environmental review has been completed, and the HUD subsidy-layering review is also complete. Once the financing goes through Homes for Good will be ready to start construction.

**Pat Farr:** Expresses his excitement for this project to break ground.

**Jay Bozievich:** Points out that there are twelve different funding sources, and acknowledges how difficult that would be to coordinate.

**Joe Berney:** Asks about the administrative burden that places on the organization to have the various funding sources.

**Nora Cronin:** Talks about how it is not necessarily administrative burden, but that there is compliance burdens that goes with the various sources. For example, some sources require inspections on a regular basis, some require financial statements or audits, so there is some administrative burden on the compliance side.

**Pete Sorenson:** Asks questions and discusses local government loans for these types of projects.

Motion to approve: **Pat Farr**

Second: **Michelle Thurston**

**This motion passes unanimously 7/0**

**ORDER 19-28-08-03H — In the Matter of Approving the Process for a New Appointed Commissioner (Ela Kubok, Communications Director) (Estimated 5 Minutes)**

**Ela Kubok:** Explains the process of selecting a new appointed commissioner.

**Pat Farr:** Talks about a new governance models of Homes for Good, and the imbalance of appointed commissioners and Lane County commissioners.

**Heather Buch:** Do we have an update of when the Homes for Good staff will present information to the Board about new governance models?

**Ela Kubok:** We are still in the research phase, seeing what other organizations are doing. We do not have a projected date of when we will bring it to the board, but we are hoping before the end of the year.

**Pete Sorenson:** Can Homes for Good staff send the Commissioners some reading and such about the new governance model?

**Ela Kubok:** States that Homes for Good is still in the preliminary research of seeing what other housing authorities are currently doing. Homes for Good doesn't have a solution for the Board yet. They are hoping to bring the research and materials to the board to have a discussion, a work session instead of a decision making, to figure out what could be a good fit for the organization.

**Char Reavis:** Talks about the need for a consistent process related to recruitment for the Appointed Commissioner. She expressed that the by-laws should be more clear and detailed about the process. She understands that there are benefits to running the processes every four years incase a commissioner isn't doing a very good job. She talks about how on the other hand some residents were upset that they didn't realize she was running again last time, and that she wants to make sure there is transparency, and she felt bad about past conflict.

**Ela Kubok:** I think our goal for this process is to make sure we are being transparent, and giving everyone an opportunity to even know that this position exists. That if you are in Homes for Good programs, and ever have an aspiration to be on the board, it is an opportunity for us to build a different relationship with the people we serve. The appointment is based on merit, and that is why we have a selection committee, so I think we are trying to be more transparent. If we do get a new governance structure there will be new by-laws, and we will have to figure out if a reappointment is the right thing and if there is an allowance for that.

**Char Reavis:** According to our by-laws it says that the board just has to make a decision about it, and our board just never has.

**Char Reavis:** I do think that once people do apply, that others need to be aware of who is applying, and it needs to go in an newsletter or something.

**Pete Sorenson:** I think it is a great idea to go throughout the process. I also think that releasing the names of the people who apply and other information would be helpful to do, because then we could ask those people who apply to be in some sort of advisory role, and grow our leadership among those. It would also bring awareness to the board to who is

interested in leadership and encourage them to come to board meetings and learn about things.

**Ela Kubok:** We encourage all who apply to come to a board meeting, and to look at the materials. We definitely have some ideas of how to grow the leadership in that group.

Motion to approve: **Joe Berney**

Second: **Heather Buch**

**This motion passes unanimously 7/0**

Heather Buch volunteers to be on the search committee

**ORDER 19-28-08-04H — In the Matter of Updating the Housing Choice Voucher Administrative Plan (HCV Admin Plan) Local Preference Language (Beth Ochs, Rent Assistance Division Director) (Estimated 10 minutes)**

**Heather Buch:** Discloses a conflict of interest and recuses herself of the issue.

**Beth Ochs:** Explains that Homes for Good is going through a RAD process where they are selling 100 scattered site homes, and these residents will be relocated. Homes for Good would like to give those residents the option of a Section 8 voucher if they want to partake of it and if they qualify. This would require local preference language, which is not currently included in the Housing Choice Voucher Admin Plan currently. This order will add the language and give residents going through the RAD process the ability to take a Section 8 voucher if one is available.

**Michelle Thurston:** Does the admin plan speak to them going from the scattered site to another site, but not to a section 8 voucher?

**Beth Ochs:** Right, until the preference is put in place, they don't have a way to access the section 8 voucher with the sale of the scattered site.

**Michelle Thurston:** Do they have a choice between?

**Beth Ochs:** Yes, they do have choices, but those choices can be limited by eligibility. For example we have some families living in those scattered sites that don't income qualify for the Section 8 program, for those families it is not an option, but for any family that does meet income qualifications they can partake of one if they choose to do so.

**Pat Farr:** I have a series of questions. My concern is always for those who are being displaced from housing. Can you talk about what we are doing to make sure there is no lapse of time between when they are in there current housing to when they are in new housing?

**Beth Ochs:** There is a relocation specialist, within the public housing department of Homes for Good who is currently holding meetings and taking surveys of those families of what they are interested in. Beth explains more about the RAD process.

**Pat Farr:** So, the unit that they are living in is going to be up for sale, and that we will offer it to them, but do we have a program to give them an affordable option to take us up on that?

**Spencer McCoy:** So, for the homeownership aspect of your question, the current resident will be offered the first opportunity to purchase their unit before it goes on the open market. We are then partnering with NEDCO to offer a period of time, wither a week, or ten days, for first time home buyers to buy the units.

**Steve Ochs:** There is a list of about 20 folks who are potentially interested in home ownership, we are working on having them paired with NEDCO, and potentially if we have enough time to get an IDA started to help with that.

**Michelle Thurston:** If the person chooses to use the section 8 voucher, that does not guarantee them housing since they have 120 days.

**Beth Ochs:** Correct.

**Michelle Thurston:** So, if someone chooses the Section 8 voucher, and is not able to find housing in the 120 days, are they able to switch back?

**Beth Ochs:** Yes, so the RAD relocation specialist will work with families to find housing. And if it doesn't work, they will go back to the drawing board so to speak, and figure out what to do instead.

**Char Reavis:** Asks about how this preference coordinates with the current Section 8 waitlist.

**Beth Ochs:** Explains that if a voucher is available, those in the RAD process will be able to use it, if these is no vouchers available, if every single one in lane county is in use, then the RAD residents will wait at the front of the waitlist.

**Joe Berney:** How many section 8 vouchers are there in Lane County?

**Beth Ochs:** Combining section 8 and VASH vouchers there are 3,065.

**Joe Berney:** Does Lane county have a down payment assistance program for these families considering homeownership?

**Beth Ochs:** NEDCO has a program, but I don't know how big that is. Homes for Good has a Family Self Sufficiency Program where you have a savings program that has a dollar match to it which many families use for a down payment on a home, but that isn't a requirement of that program.

**Joe Berney:** I think we need to support significant down payment assistance.

**Pete Sorenson:** Talks about revenue bonds from local governments that could be used for down payment assistance.

Motion to approve: **Michelle Thurston**

Second: **Pat Farr**

**This motion has passed unanimously 6/0 with commissioner Heather Buch recused.**

**ORDER 19-28-08-05H — In the Matter of Awarding Contract #19-R-0067 & #19-R-0068 Request for Proposals for Contractor Services for RAD Phase II (Steve Ochs, Real Estate Development Director) (Estimated 10 minutes)**

**Steve Ochs:** Explains the RFP process. He explains that the contractor will be turning the homes and making them ready to go on the open market. Homes for Good doesn't have the capacity to do this internally because of the number of units that will be sold. We went through the RFP process and got three contractor responses and selected two of them

**Michelle Thurston:** Are they local?

**Steve Ochs:** Yes.

Motion approved: **Heather Buch**

Second: **Michelle Thurston**

**This motion passes unanimously 7/0.**

**ORDER 19-28-08-06H — In the Matter of Authorizing the Acquisition and Financing of Real Property in Eugene, Oregon for Development of the RAD Phase II Projects (Spencer McCoy, Project Developer) (Estimated 10 minutes)**

**Spencer McCoy:** Gives background about the RAD replacement housing plan to build Hayden Bridge Meadows and Taney Place. This board order is to acquire the lot loan for Taney Place.

**Char Reavis:** Is there shopping centers near.

**Michelle:** It's next to Winco and close to the bus.

**Spencer McCoy:** It is a great site, and so is Hayden Bridge Meadows.

**Michelle Thurston:** Now where is that at?

**Spencer McCoy:** Right past 5<sup>th</sup> street next to the Fred Meyer in Springfield.

**Pat Farr:** Not too far from Hamlin Middle School.

**Michelle Thurston:** That's a nice area too.

**Ela Kubok:** It is the neighbor to the grocery store, you can walk to get your groceries which is just exceptional.

**Pat Farr:** No wetlands?

**Ela Kubok:** No, it is a very easy site with no major overlays or any dramatic land-use issues, and absolutely no flood plan which is really important for RAD.

**Joe Berney:** Is this order just for Taney Place?

**Spencer McCoy:** Yes, we will need to bring a separate order for the Hayden Bridge Meadows acquisition.



Motion approval: **Heather Buch**

Second: **Michelle Thurston**

**This motion passes unanimously 7/0.**

**ORDER 19-28-08-07H — In the Matter of Authorizing the Approval of a Significant Amendment to the PHA plan for the RAD Phase II Projects (Spencer McCoy, Project Developer) (Estimated 10 minutes)**

**Spencer McCoy:** This significant amendment really describes our activity at Taney Place and Hayden Bridge Meadows and embeds them into our PHA plan. This approval is required for me to complete the finance plans to submit to HUD, and for them to release the Public Housing restrictions, and complete financing of the replacement housing. After approval we submit this to the HUD field office who would turn around and offer their significant amendment approval letter.

Motion approval: **Heather Buch**

Second: **Michelle Thurston**

**This motion passes unanimously 7/0.**

**DISCUSSION—2020 Annual Budget Work Session (Jeff Bridgens, Finance Director) (Estimated 30 minutes)**

**Jeff Bridgens:** Introduces the budget process, explaining how it is created. Jeff starts by talking about the New administration building and some of the proceeds from Real Estate Sales. He then talks about the Rent Assistance budget. He mentions some of the factors that go into the Rent Assistance budget, and some of the difficulties that those factors cause when creating the budget. Jeff talks about the Reserves that Rent Assistance hold and how those are balanced and kept throughout the year.

**Pete Sorenson:** I noticed that the Units Months Leased has been steadily going down, do expect over the next five years for that number to continue to drop?

**Beth Ochs:** That is a difficult question to answer. It is based on a couple of factor, it is tied into the FMRs and payment standards which is tied to Lane County, and how much that costs. So you can only get the admin fee for vouchers that you are using, so HUD sets it up so that you try to use as many vouchers as possible to keep your staffing as healthy as possible. But if your per-unit cost reaches a certain point, you use the Two-Year Tool to figure out if you have enough money to serve all the vouchers. In 2018/2019 we got to a point that we were predicting that we would not have enough money to serve all the vouchers because our per unit cost was too high. So we set ourselves out to say "we aren't going to do that, we aren't going to serve all the vouchers because the projection is saying the per-unit cost is too high and we won't have enough money." Then the pro-ration level ended up being higher than we thought it would be, no one had ever seen it that high, it was almost 100%. So, all these PHAs had to scramble, which is the situation we are in right now, and try to push all these vouchers into the community to try to get all that funding utilized. With HUD you only get renewed for what you used the previous year, so if you used \$1 million this year, they will give you \$1 million next year. So, we scrambled and put a whole bunch of vouchers on the street. So that puts us in a good position to have that Units

Months Leased be higher in 2019 and 2020 because the pro-ration is higher. For 2020 is very unknown because we are in the middle of a FMR study. Do an FMR study, a Fair Market Rent, study is where you contract with an agency to assess the rents in your community, and when the next years are published by HUD, if our study shows that our rents are higher than the FMRs published in HUDs study, we can essentially go and petition and potentially have a different FMR for Lane County than what HUD originally published.

**Pete Sorenson:** Can you say that in a time that the need for affordable housing has gone up, Homes for Good has provided less affordable Units Months Leased, over the last four years?

**Beth Ochs:** Yes, that is a fair statement to say.

**Beth Ochs:** The FMRs is aa wildcard for 2020, because if it comes back we may have a different FMR for the county which will affect the payment standard and the per unit cost. Then we would be in a very sweet position to utilize all the vouchers.

**Jeff Bridgens:** Talks about vouchers and off-set from other agencies, which are additional vouchers that get re-distributed from other PHAs who aren't utilizing all of their vouchers.

**Heather Buch:** The FMR Study, is that not annual?

**Beth Ochs:** Yes, it is annual.

**Jay Bozievich:** The HUD held reserves are not showing up in the budget?

**Jeff Bridgens:** No, they actually don't show up in financial statements. They are something that HUD holds for us.

**Jay Bozievich:** It is just weird doing a budget where there is something that doesn't show up.

**Pete Sorenson:** I asked about the Units Months Leased, do you know what the decline is from 16 to projected 19?

**Beth Ochs:** No, I think it is going to go up in 19.

**Pete Sorenson:** Is Units Months leased a reflection of an Agency's ability to supply housing to low income people?

**Beth Ochs:** Definitely.

**Pete Sorenson:** That's why it is a statistic that is used.

**Beth Ochs:** Yes, it is a direct representation of Unit Months you are providing housing across the county with the Section 8 program. This is a representation of the Section 8, VASH, and Mainstream programs.

**Beth Ochs:** Talks about the proration factor, and the process of leasing and overleasing to make sure all funding is utilized and the variability throughout the year.

**Pat Farr:** And those factors are largely out of our control, great.

**Jeff Bridgens:** Moves on to talking about the Housing budget. He talks about RAD and how that will affect the budget by transferring funds from the Housing budget to the Real Estate

Development budget. After the Development budget, he talks about changes in the Resident Services budget, and how the Madrone budget is being absorbed into the Shelter Plus Care budget. He then discusses the Energy Services budget, and the Central Office Cost Center. In the Central Office Cost Center budget he talks about fees, and the New Admin Building and how rent will be charged to each department.

**Heather Buch:** What is this "other" category in revenues and expenses? I'm not a big fan of "other or miscellaneous" accounts.

**Jeff Bridgens:** I think, but I would have to look back at my note, that those are expenses for departments that aren't on the Fee for Service model, but on the Asset Management model that HUD prescribes. Jeff then describes certain departments having direct allocations instead of fees. He mentions that the rent for the new building is a driver for these.

**Michelle Thurston:** Are the developer fees in there?

**Jeff Bridgens:** So the developer fees show up in the Real Estate Development budget, and they are a big source of unrestricted revenue. Jeff talks about the timing of developer fees.

**Joe Berney:** Isn't the cost center a bunch of administrative fees, used to support ever other part of the organization?

**Jeff Bridgens:** It is.

**Joe Berney:** So why in the Development budget is there a whole line item that says administration?

**Jeff Bridgens:** So that would be the personal costs of Steve Ochs and his team, mostly salaries and benefit, but also for some supply costs.

**Jeff Bridgens:** Talks about financial policies and cash management. He then talks about the FTE of the organization and other significant events.

## **6. [Approximately 3:15pm] PUBLIC COMMENTS – 20 Minutes**

(Maximum time 20 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.)

None.

## **7. COMMISSIONERS' RESPONSE TO PUBLIC COMMENTS AND/OR OTHER ISSUES AND REMONSTRANCE (2 min. limit per commissioner)**

None.

## **8. OTHER BUSINESS**

Adjourn

During August I had the privilege of spending a holiday in Alaska with my nephew, my father, and my wife. We have a tiny fishing cabin on an island with no roads that is only accessible by boat. Everyday I was able to fish and do all the chores that come with a rustic cabin with no plumbing or electricity. One unique chore is that we go by boat to freshwater icebergs floating in the ocean water and chop off pieces that we use in our coolers to store food, fresh seafood and beverages. I'm now rested and back fulfilling all the unique duties that are part of my job here at Homes for Good.

The rehabilitation project for our new administrative building at 100 W 13th is progressing on time and on schedule. The demolition is complete and the interior walls are being installed. It is amazing to see the progress on our new home and we will be so excited to welcome the people we serve and our employees into a space that has been designed with their needs at the forefront of our priorities. We have received the expected notice from Kaiser Permanente of their intent to vacate the clinic space in May of 2020, and we are now seeking a replacement medical or dental clinic to replace Kaiser Permanente. We need to maintain rent revenue from this space to help offset the costs that we have assumed since the purchase and rehabilitation was financed this past Summer. We also want a medical or dental clinic in the space that serves people with low incomes with our vision being that our clients or potential clients can also receive medical or dental services during the same visit. On August 15th, Nora Cronin and I toured the space with Lane County Health and Human Services Leadership so that they are aware of the opportunity. As you know I've highlighted the health and housing partnerships that we are engaged in and we are well positioned to leverage these relationships to find a tenant for this space that will serve the double bottom line that we have for the clinic space.



Our Diversity Equity and Inclusion Initiative continues to unfold for us as an organization, and it will challenge all of us within the organization to think differently and more equity centered about how we approach our work. We have a Core Team that is helping us implement this initiative and we have been meeting regularly to shape this initiative to meet the unique needs of our organization, our employees and the people that we serve. Aisha McCoy, Manny Anaya, Marily Cruz, Beatriz Martinez, Matt Salazar, Emily Yates, Travis Baker, Ela Kubok and myself are the members of the Core Team. We intentionally invited these employees to be part of this Team because of their career goals, their diverse backgrounds, and their commitment to helping Homes for Good become a stronger and more equitable organization. I want the Homes for Good Board to know how much I appreciate the time, engagement and unique perspective that each member of the Core Team brings to this work. We also have had some unacceptable and heart breaking issues come up over the past few months in the course of our work related to hate symbols and hate speech that I've had to personally engage on with support from Ela, the Core Team, and other key staff members. We responded appropriately to these issues and at the same time we need to develop a more systematic and proactive prevention/response system when issues of racism and hate arise.



The next step in our DEI journey is that we have an all staff DEI training scheduled on October 3rd and I'm excited about the opportunity for all of our employees to educate ourselves and each other about the systemic racism and discrimination that has occurred, and is still occurring, in our nation, in the State of Oregon and here in Lane County. As our employees become more educated and aware we will begin our work to systematically review key decisions, business systems and investments with an Equity Lens.



On September 12th I joined over 60 staff members and their friends and family members at Lively Park in Springfield for our annual Summer Celebration. We ate a great Mexican meal together provide by a local food truck, we played games together, we made art together, and we consumed beautiful desserts. I was especially impressed with our employees children and youth who are being raised by our employees. From a 18 day old infant named Olive, to a teenage exchange student from Thailand named Earth, we are a unique and diverse cadre of human beings. We concluded the event by raffling off gift cards as a way to respect and appreciate our staff members for their dedication to the people with low incomes that we serve.



# AGENDA CHECKLIST

**AGENDA INFORMATION TO BE SUBMITTED TO THE BOARD OFFICE**  
(Jordyn Shaw, Communications Administrative Specialist ext 2593)

AGENDA TITLE: In the Matter of Authorizing the Acquisition and Financing of Real Property in Springfield, Oregon for Development of the RAD Phase II Projects.

**One Title Memo**

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

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

DEPARTMENT	<b>Real Estate Development</b>		
CONTACT	<b>Steve Ochs, Real Estate Development Director</b>	EXT	<b>2530</b>
PRESENTER	<b>Spencer McCoy, Project Developer</b>	EXT	<b>2514</b>

AGENDA DATE: **09/25/2019**

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/Presentation Only |  |
| <input type="checkbox"/> Ordinance/Public Hearing    |   |   |  |
| Public Comment Anticipated?                          | <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No | Estimated Time <u>  10 min  </u>                      |  |

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

<u>Executive Director/:</u> <b>Jacob Fox</b>	Date <b>09/17/19</b>	
<u>Deputy Director</u>		
<u>Legal Staff-Review by:</u>	Date	
<i>*if required</i>		
<u>Management Staff-</u> <b>Steve Ochs</b>	Date <b>09/17/19</b>	
<u>Review by:</u>		



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## **HOMES FOR GOOD MEMORANDUM**

**TO:** Homes for Good Board of Commissioners

**FROM:** Spencer McCoy, Project Developer

**AGENDA ITEM TITLE:** In the Matter of Authorizing the Acquisition and Financing of Real Property in Springfield, Oregon for Development of the RAD Phase II Projects.

**AGENDA DATE:** September 25<sup>th</sup>, 2019

### **I. MOTION:**

That the Executive Director or Authorized Representatives are authorized to execute financing for the acquisition of the Hayden Bridge Meadows property.

### **II. ISSUE:**

Homes for Good Housing Agency began Rental Assistance Demonstration (RAD) conversion planning in 2013. Since then, Homes for Good Housing Agency obtained a multi-phase award to convert 112 public housing scattered site subsidies to a section 8 platform in a multifamily setting. The first phase, containing 12 units, has recently been completed. This resulted in 12 scattered site units converting these subsidies into the Richardson Bridge Apartments as part of a larger rehab. The RAD application for the second phase, containing 100 units, was submitted in June of 2018. Homes for Good Housing Agency received a conditional award (CHAP) from HUD in August of 2018 these units.

As a condition of this conditional award, Homes for Good Housing Agency must identify replacement housing for the scattered sites. In this case the replacement housing will be newly constructed at Hayden Bridge Meadows in Springfield and Taney Place in Eugene.

In January 2019, Homes for Good executed an option agreement with the CMC Development LLC of Eugene to partition and acquire an approximately 3.35 acre parcel for the development of Hayden Bridge Meadows. This agreement expires in October 10<sup>th</sup>, 2019. Homes for Good needs to exercise this option agreement to acquire the property for development, this memorandum requests such board authorization. The required Part 58 Environmental review that is currently being conducted by the City of Eugene must be completed prior to acquiring the property.

### **III. DISCUSSION:**

#### **A. Background**

Since 2013, Homes for Good has been evaluating the RAD program as a way to preserve its aging public housing portfolio in Lane County. RAD allows public housing agencies to leverage public and

private debt and equity in order to reinvest in the public housing stock. The public housing scattered sites are the most inefficient to maintain and manage due to their location being scattered throughout the Eugene-Springfield Metro area. After a successful demonstration with RAD Phase I converting 12 scattered site public housing units into Richardson Bridge, RAD Phase II will convert the remaining 100 public housing scattered sites in the Homes for Good portfolio to a Section 8 platform at Hayden Bridge Meadows in Springfield and Taney Place in Eugene.

Hayden Bridge Meadows will consist of 70 units and is located at 1975 5<sup>th</sup> St. in Springfield. 52 of these units will be 2 and 3 bedroom RAD replacement housing units, with an additional 3 bedroom unit for the on-site manager. The multi-family zoning will allow for an additional 17 affordable one-bedroom units which are critically needed in the community. Addition of these units is responsive to the Poverty and Homelessness Boards Strategic Plan and the Shelter Feasibility Study. Homes for Good is partnering with the HIV Alliance and working on partnerships with the Springfield School District and organizations that serve veterans to prioritize housing for populations affiliated with these service providers. The site is ideally located in central Springfield directly next to Fred Meyer on 5<sup>th</sup> Street. As shown on the attached vicinity map, the site is within very close proximity to EMX rapid transit, Hamlin Middle School, employment opportunities, Transportation Corridors (Highway 126 & Pioneer Parkway) and parks.

The current sellers had recently completed a zone change from low density residential to medium on the northern portion and high density residential on the southern portion of the property. The acquisition cost for the property \$1,475,000 and was appraised subsequently appraised at \$1,350,000 (which includes System Development Charge Credits). There are several factors in the purchase price that are not captured in the appraisal.

- Length of Option Agreement – the seller agreed to allow for 9 months to complete due diligence and work through the HUD environmental review. As the site was free of any negative environmental factors, the review is expected to be completed just days before the option agreement expires.
- The seller demolished 6 houses and out buildings and removed all hazardous materials at a cost of just over \$100,000.
- Technical Savings - The seller provided a current survey, environmental report, soils reports, geotechnical reports, and tree felling permit all of which provided development cost savings for Homes for Good.
- Opportunity Costs – at the time this property became available Homes for Good was working through development plans for a property in Thurston that had steep slopes, wetlands and needed significant infrastructure improvements. This property is flat, shovel ready, contains no wetlands and has infrastructure readily available. The construction cost savings by moving to the flat, shovel ready site was estimated at 2 million dollars.
- HUD Environmental Review – The HUD Environmental Review for a property that has no environmental factors such as wetlands and noise is much quicker and certain. The Thurston property included potential endangered species, steep slopes and wetlands which would have made for a longer review process and put the project in jeopardy. Additionally, HUD requires that any project that includes wetlands or flood plain to consider alternatives sites which this site was.
- Stormwater treatment – the proposed addition of impervious surface at the Thurston Property required a extensive stormwater treatment system, including the construction of a vault. This was expected to have a significant up-front and ongoing maintenance expense.
- ADA Accessibility – The slopes on the previous site provided problematic grading for appropriate access to ADA units. This was particularly the case with access to the sidewalk.
- Location – The ability to provide affordable housing in a location that is close to grocery, schools, transit and services is critical to the success of the residents. This factor does not have a price tag attached.



The acquisition will occur prior to the partnership closing and will be funded by an acquisition loan from Washington Federal, CDBG funds from the City of Springfield and Homes for Good development funds. The Washington Federal loan and Homes for Good funds will be paid back at the project closing which is estimated to occur in November or December of 2019.

This acquisition is a necessary step to allow for the new construction of 100 units with rental assistance, and will allow Homes for Good to sell the 100 scattered sites. A portion of the proceeds from the sale of the scattered sites (approximately 13 million) will fund construction of the replacement housing. The remaining proceeds will be used to create future affordable housing and allow Homes for Good to initiate a comprehensive preservation effort of other properties in the real estate portfolio.

Approval of the attached order is necessary to close the acquisition loan with Washington Federal, accept CDBG funds and move forward with acquiring the property for the development of Hayden Bridge Meadows.

B. Recommendation

Approval of the proposed Motion.

C. Timing

Execution of the necessary acquisition documents will occur prior to expiration of the option agreement on October 10<sup>th</sup>, 2019 unless extension is required.

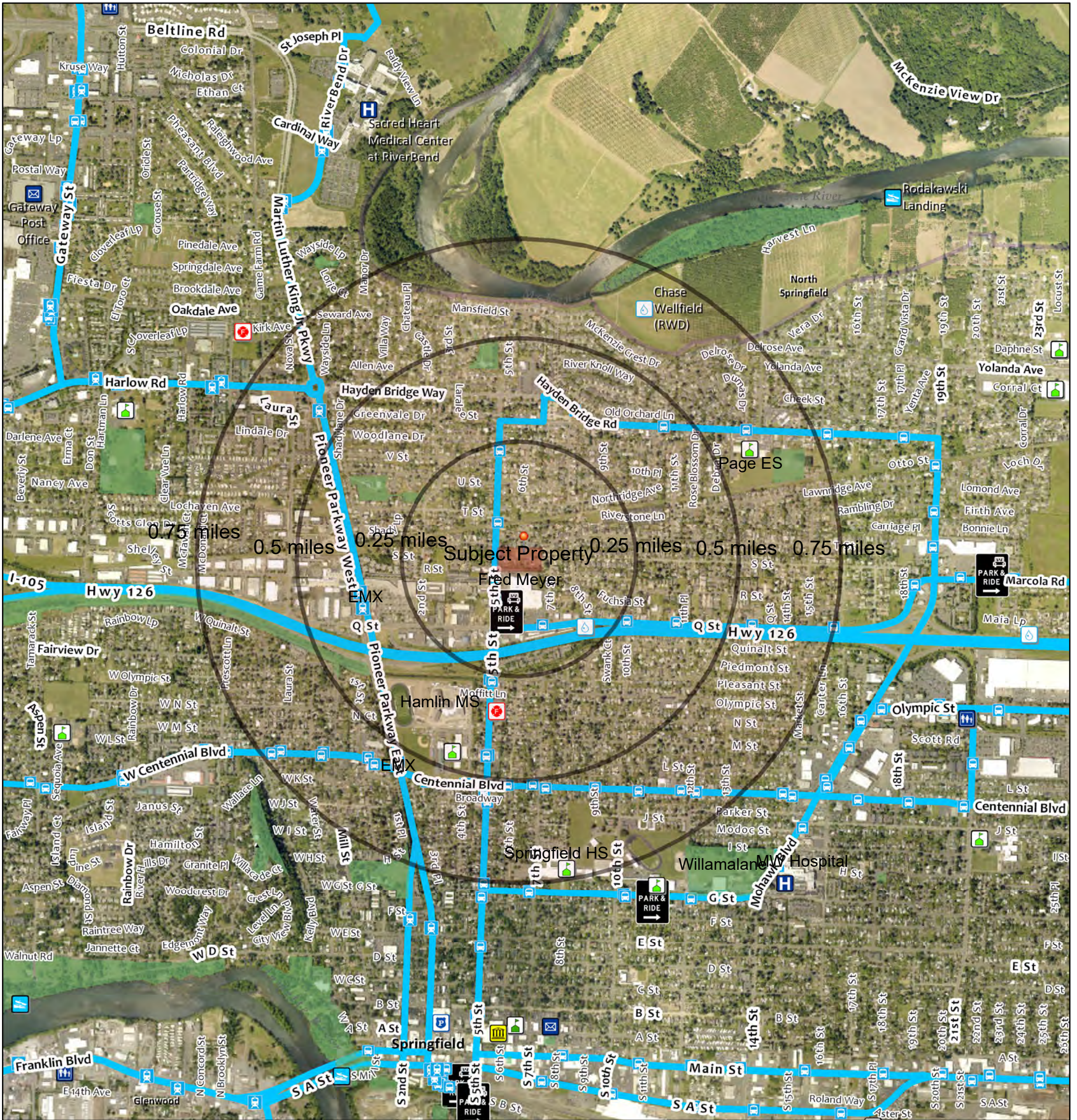
**IV. IMPLEMENTATION/FOLLOW-UP:**

Same as Item III. C. above.

**V. ATTACHMENTS:**

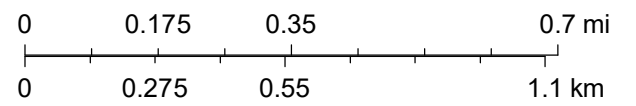
Attachment A: Vicinity Map

# Proximity Site Map



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

ORDER 19-25-09-01H

In the Matter of Authorizing the Acquisition and Financing of Real Property in Springfield, Oregon for Development of the RAD Phase II Projects.

WHEREAS, Housing Authority and Community Services Agency of Lane County doing business as Home for Good Housing Agency (the "Authority") is a public body corporate and politic, exercising public and essential governmental functions, and having all the powers necessary or convenient to carry out and effectuate the purposes of the ORS 456.055 to 456.235 (the "Housing Authorities Law"); and

WHEREAS, a purpose of the Authority under the Housing Authorities Law is to construct, acquire, manage and operate affordable housing for persons of lower income; and

WHEREAS, the Authority is authorized by ORS 456.120 to form, finance and have a nonstock interest in, and to manage or operate, partnerships, nonprofit corporations and limited liability companies in order to further the purposes of Homes for Good Housing Agency; and

WHEREAS, by prior Board Order 18-19-12-01H, the Authority was authorized to develop a split-site RAD 2 affordable housing development (the "Project") and to apply for certain funding from the State of Oregon; and

WHEREAS, a portion of the Project will be constructed on approximately 3.52 acres of real property located at 1975 5th Street in Springfield, Lane County, Oregon 97477 (the "Hayden Bridge Meadows Property"); and

WHEREAS, the Authority has previously entered into an option agreement with the CMC Development LLC dated January 10<sup>th</sup>, 2019 (as amended, the "Option Agreement") pursuant to which the Authority intends to buy the Hayden Bridge Meadows for a price of **\$1,475,000**; and

WHEREAS, the terms of the proposed purchase of the Hayden Bridge Meadows Property are acceptable;

WHEREAS, as part of the financing for the purchase of the Hayden Bridge Meadows Property, the Authority intends to borrow from Washington Federal, National Association (the "Bank") up to **750,000** (which amount may be increased or decreased subject to further underwriting and negotiation) to be secured by a lien on the Taney Property (the "Land Loan"); and

WHEREAS, as part of the financing for the purchase of the Hayden Bridge Meadows by the Authority, the Authority intends to borrow from City of Springfield (the "City") up to **900,000** (which amount may be increased or decreased subject to further underwriting and

negotiation) of Community Development Block Grant funds to be secured by a lien on the Taney Property (the "CDBG Loan"); and

WHEREAS, the terms of the Land Loan are satisfactory; and

WHEREAS, the terms of the CDBG Loan are satisfactory;

**NOW IT IS THEREFORE ORDERED THAT:**

**1. Authorize Acquisition of Hayden Bridge Meadows Property.**

BE IT RESOLVED, that the Authority is authorized to exercise the Option and acquire the Hayden Bridge Meadows on the terms and conditions set forth in the Option Agreement and to execute any and all documents necessary to such purchase, all in the form approved by any Authorized Representative (such approval to be conclusively demonstrated by the signature of any Authorized Representative on such document).

**2. Authorize Land Loan from Bank.**

BE IT RESOLVED, that the Authority is authorized to negotiate, execute, and deliver on behalf of the Authority, such documents as reasonably may be required in connection with the closing of the Land Loan all in the form approved by any Authorized Representative (such approval to be conclusively demonstrated by the signature of any Authorized Representative on such document).

**3. Authorize CDBG Loan from City.**

BE IT RESOLVED, that the Authority is authorized to negotiate, execute, and deliver on behalf of the Authority such documents as may be required in connection with the closing of the CDBG Loan from the City all in the form approved by any Authorized Representative (such approval to be conclusively demonstrated by the signature of any Authorized Representative on such document).

**4. Authorized Representatives.**

BE IT RESOLVED that the following identified persons shall be the Authorized Representatives as that term is used in these Resolutions and authorized, empowered, and directed to perform the actions authorized herein on behalf of the Authority:

Jacob Fox, Executive Director  
Jeffery Bridgens, Finance Director  
Elzbieta Kubok, Communications Director

**5. General Resolutions Authorizing and Ratifying Other Actions.**

BE IT RESOLVED, that any Authorized Representative is authorized to negotiate, execute, and deliver on behalf of the Authority such other agreements, certificates, and

documents, and to take or authorize to be taken all such other actions any Authorized Representative shall deem necessary or desirable to carry out the transactions contemplated by the foregoing resolutions (such determination to be conclusively demonstrated by the signature of any Authorized Representative on such document); and

BE IT FURTHER RESOLVED, that to the extent any action, agreement, document, or certification has heretofore been taken, executed, delivered, or performed by an Authorized Representative named in these Resolutions on behalf of the Authority and in furtherance of the Project, the same is hereby ratified and affirmed.

Done and dated this \_\_\_\_ day of \_\_\_\_\_, 2019.

BOARD OF COMMISSIONERS

\_\_\_\_\_  
Chairperson



# 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 2019-2020 Budget

**One Title Memo**

**Agenda Packet**  
One Original Hard Copy plus  
One copy e-mailed to  
[amccoy@homesforgood.org](mailto:amccoy@homesforgood.org)

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

DEPARTMENT	<i>Finance</i>		
CONTACT	<i>Jeff Bridgens</i>	EXT	<i>2525</i>
PRESENTER	<i>Jeff Bridgens</i>	EXT	<i>2525</i>
	<i>Jacob Fox</i>	EXT	<i>2527</i>

AGENDA DATE: **09/25/2019**

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 <u>  10 min  </u>         |  |

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

Executive Director/: **Jacob Fox** Date **09/15/2019**

Deputy Director \_\_\_\_\_

Legal Staff-Review by: \_\_\_\_\_ Date \_\_\_\_\_

\*if required \_\_\_\_\_

Management Staff- \_\_\_\_\_ Date \_\_\_\_\_

Review by: \_\_\_\_\_





177 Day Island Rd., Eugene, OR 97401 • PH 541-682-3755 • FAX 541-682-3411  
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:** Jeff Bridgens, Finance Director  
Jacob Fox, Executive Director

**AGENDA ITEM TITLE:** ORDER/In the Matter of Adopting the 2019-2020 Budget

**AGENDA DATE:** September 25<sup>th</sup>, 2019

### **I MOTION**

It is moved that the Order be approved which adopts the Agency fiscal year 2020 Budget.

### **II ISSUE**

It is necessary for the board to adopt the Homes for Good Housing Agency's fiscal year 2020 Budget prior to October 1, 2019.

### **III DISCUSSION**

#### **A. Background**

This Order approves the Homes for Good Housing Agency's budget for the fiscal year beginning October 1, 2019.

#### **B. Analysis**

The fiscal year 2020 Budget Document (Budget Document) presents the Homes for Good Housing Agency's (Agency) Budget for the fiscal year October 1, 2019 through September 30, 2020. The Budget Document provides summary information about distinct activities, as well as the agency as a whole. The Budget Document also 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 by four broad groupings consisting of Community Services, Housing and Rent Assistance and the Central Office Cost Center.

**Rent Assistance** consists of Homes for Good Housing Choice Voucher (HCV) program and VASH (Veterans Assistance) Voucher program, which together comprise significant operations of the agency. For FY19, the Rent Assistance budgeted expenses total 21,721,000, an increase over the prior year budget of \$1,930,600. The long-range financial planning section of the budget document includes a detailed information about voucher utilization and program reserves.



**Housing** includes 695 units of Public Housing and multi-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 Agency's property consist of tenant rents and HUD rental assistance. The fiscal year 2020 housing budgets collectively are approximately \$500,000 less than the fiscal year 2019 budget primarily due to the Rental Assistance Demonstration (RAD) phase II activities.

**Community Services** budgets include the Agency's Real Estate Development operations and grant funded resident enhancement programs. Often the clients who use these services reside in Homes for Good housing or receive rent assistance through the voucher programs. Finally, Community Services includes energy services operations and certain commercial leasing activities. The overall budget totals for Community Services may vary widely from year-to-year depending on the Agency's real estate development activities. RAD Phase II is expected to significantly impact the Agency with over \$14 million of expected capital outlay during fiscal year 2020 for projects such as Taney Place, Hayden Bridge Meadows and The Commons on MLK.

The **Central Office Cost Center** (COCC) accounts for Homes for Good administration and overhead activities. 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 maintenance. Fees for service are based on the anticipated needs of property managers. Significant capital outlay is expected for renovation of administrative offices for 100. W. 13<sup>th</sup> Ave.

### **Reserve Information**

Homes for Good carries reserve balances for many of the activities in the budget. 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.

### **Budgetary Basis**

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.

### **Significant Budget Highlights**

Homes for Good's significant initiatives for fiscal year 2020 include the following:

*Continued diversity and equity training:* \$50,000 was included in the overall agency budget to pay for all-staff training in the fiscal year 2019 budget for this.

*Real Estate Development:* Real estate development continues to be a focus of Homes for Good in 2020. RAD will allow for the sale of approximately 100 units of scattered site housing. The sale of scattered sites is expected to generate significant sales proceeds totaling an estimated \$23,000,000. Portions of the sales proceeds are expected to be used for the development of Taney Place in Eugene, Oregon and

Hayden Bridge Meadows located in Springfield, Oregon. Converting units of public housing will influence the operating subsidies HUD provides for public housing projects. We note however that under RAD these units are converted to vouchers under the Housing Choice Voucher program of HUD.

*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. Remodeling of this space started in July 2019 and is expected to be ready for use by Homes for Good in April 2020. The operations of 100 W. 13<sup>th</sup> was moved to include within the COCC instead of Community Services because the building will serve as Homes for Good's primary operational offices starting in 2020. Building rents will serve as the primary repayment source for the building's mortgage.

*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 and be completed during 2020. There is approximately \$1 million remaining of undrawn resources for EPC measures. Public housing projects will have principal and interest payments to repay the financing used for installation of energy saving measures.

## **Conclusion**

The proposed fiscal year 2020 budget supports the Agency's ongoing commitment to provide quality affordable housing 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, 2019.

## **IV IMPLEMENTATION/FOLLOW-UP**

None required.

## **V ATTACHMENTS**

Budget Document

# BUDGET DOCUMENT FOR FISCAL YEAR 2020

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541.682.3755



[www.homesforgood.org](http://www.homesforgood.org)



177 Day Island Rd. Eugene, OR 97401



[info@homesforgood.org](mailto:info@homesforgood.org)





Homes.  
People.  
Partnerships.  
Good.

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

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**HOMES FOR GOOD BOARD OF COMMISSIONERS**

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

**LEADERSHIP TEAM**

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



# EXECUTIVE DIRECTOR'S MESSAGE



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

Our work to expand housing opportunities has never been more focused on delivery. Between July of 2019 and December of 2019 Homes for Good has, or will begin construction, on four separate apartment communities that will deliver 218 units of affordable housing for Lane County. These apartment communities will have units dedicated to the chronically homeless, and other special needs populations. We are in the pre-development planning phase for a second permanent supportive housing project, and a housing project in Cottage Grove that will serve chronically homeless veterans. We are actively engaged with Lane County, and the City of Eugene to support their implementation of the Shelter Feasibility Study recommendations, including the goal of developing 350 units of permanent supportive housing: 51 units of which Homes for Good will deliver when we break ground on the MLK Commons in October of 2019. Our FY 2020 budget includes an increase in staffing capacity so that we can apply for more funding for additional projects for our community.

Our investment in our employees and the people we serve is illustrated by the continued implementation of our Diversity, Equity, and Inclusion Initiative through staff training and the use of an Equity Lens to review key decisions, business systems, and investments. We are also focused on growing the careers of our employees through investments in leadership training, professional training, and cross training opportunities so that when opportunities arise in higher level positions, staff are prepared to successfully compete for these positions. We also seek to enhance our commitment and service to the people we serve through exceptional customer service and supportive services that provide housing stability and self-sufficiency; our FY 2020 budget includes an increase in staffing capacity related to supportive services, and a continued investment in our Equity efforts. In addition, our new headquarters at 100 W 13th Ave require a significant increase in terms of administrative costs across the agency, and when we move into the new building in April of 2020, our employees and the people we serve will for the first time have a new home and service center that has been designed for their needs and comforts. Accessibility to our service center has been a guiding principle behind combining our offices into one location.

Our partnerships are exponentially growing our impact in the community. As referenced above, Homes for Good's resources are a fundamental building block in successfully implementing the recommendations from the Shelter Feasibility Study that was commissioned by Lane County and the City of Eugene. Another key partnership between Cornerstone Community Housing and Homes for Good has resulted in the award of a Transformation grant from the United Way of Lane County. Together we will be convening a team of community partners who will work together to build housing stability, and resiliency, for households who are served by our programs. The emphasis will be working with at-risk families to help prepare children to enter kindergarten ready to learn, and to increase educational success for children who are in elementary school. Our FY 2020 budget includes an increase in staffing capacity that will focus on managing these partnerships, and implementing the corresponding programming. What is significant for us in the context of our budget is that these partnerships and the new funding from our local jurisdictions, and organization like the United Way of Lane County, allows us to expand our impact beyond what is an allowable expense from our HUD funded programs.

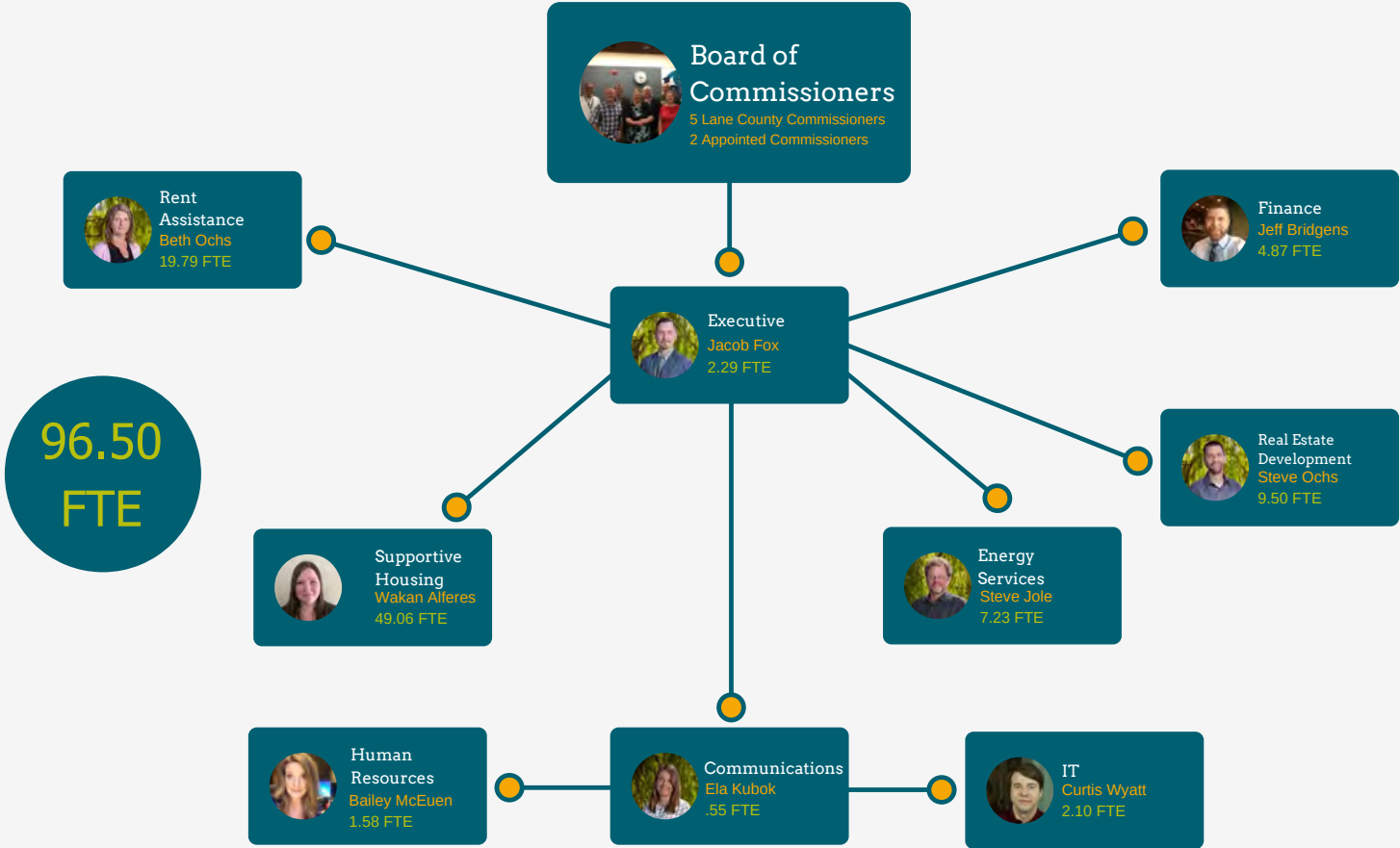
In the following pages, we present the Home for Good budget for the fiscal year October 1, 2019, through September 30, 2020. We are supplying information about each distinct activity, as well as summaries by division and agency-wide information, by providing a clear and meaningful story of Homes for Good's operations and their revenues and expenses. This budget document is a reflection of our expanding communications capacity and its transparency will increase our community's understanding of our financial opportunities and challenges.

**JACOB FOX**

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

**Executive Director**

# ORGANIZATIONAL CHART



# BUDGET SUMMARY

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ 2,361,425	\$ 2,272,274	\$ 8,023,282	\$ 3,030,700	\$ 11,308,400
Beginning Unrestricted Reserves	5,879,112	12,390,490	5,944,262	14,339,700	12,132,300
Total Beginning Reserves	8,240,537	14,662,764	13,967,544	17,370,400	23,440,700
Revenue	37,489,861	39,327,962	\$ 42,081,158	36,341,500	63,750,900
Expenses					
Personnel Services	6,908,398	7,459,066	\$ 7,818,975	7,307,400	7,956,000
Materials & Services	25,670,472	27,600,867	27,319,500	26,063,300	31,009,800
Overhead	267,238	297,777	359,176	289,700	332,900
Total Expenses	32,846,108	35,357,710	35,497,651	33,660,400	39,298,700
Net Change	4,643,754	3,970,252	6,583,507	2,681,100	24,452,200
Other Resources					
Capital Outlay	(7,083,228)	(2,879,453)	(38,537,241)	(8,169,473)	(25,424,600)
Reserves	(77,912)	(189,573)	(205,930)	(139,527)	1,179,600
Debt Issuance	6,000,000	119,953	33,229,608	12,383,400	14,130,000
Debt Service	(454,750)	(440,523)	(432,543)	(417,400)	(14,134,800)
Inter-Program Transfers In	193,626	3,266,590	1,102,445	199,200	808,800
Inter-Program Transfers Out	(193,626)	(1,135,790)	(1,102,445)	(467,000)	(808,500)
Other Resources Provided (Used)	(1,615,890)	(1,258,796)	(5,946,106)	3,389,200	(24,249,500)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	3,027,863	2,711,456	637,401	6,070,300	202,700
Ending Restricted Reserves	2,426,800	3,029,910	8,043,071	11,308,400	14,890,800
Ending Unrestricted Reserves	8,940,948	14,344,308	6,561,872	12,132,300	8,752,600
Total Ending Reserves	11,367,748	17,374,218	14,604,943	23,440,700	23,643,400
Program Expenses					
Community Services	4,008,250	5,468,026	4,617,279	4,348,900	6,814,700
Housing	7,284,639	7,825,447	7,763,690	7,378,800	7,375,600
Rent Assistance	18,829,055	19,147,916	19,790,380	18,974,000	21,721,000
COCC	2,724,164	2,916,321	3,326,302	2,958,700	3,387,400
Total Program Expenses	32,846,108	35,357,710	35,497,651	33,660,400	39,298,700
Program Other Resources					
Community Services	(484,955)	649,047	(4,222,007)	(2,726,100)	(14,596,900)
Housing	(1,371,935)	(2,084,693)	(1,886,007)	(1,871,200)	(1,822,000)
Rent Assistance	-	-	(80,000)	(13,500)	(25,000)
COCC	241,000	176,850	241,908	8,000,000	(7,805,600)
Total Other Resources	(1,615,890)	\$ (1,258,796)	# \$ (5,946,106)	# \$ 3,389,200	# \$ (24,249,500)
Full-Time Equivalent Positions	87.00	85.00	98.00	91.50	96.50

# RENT ASSISTANCE DIVISION

	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
Beginning Restricted Reserves	\$ 259,305	\$ 25,343	\$ -	\$ 67,300	\$ -
Beginning Unrestricted Reserves	1,973,102	2,290,907	1,814,650	1,938,600	1,983,500
<b>Total Beginning Reserves</b>	<b>2,232,407</b>	<b>2,316,250</b>	<b>1,814,650</b>	<b>2,005,900</b>	<b>1,983,500</b>
Revenue	18,366,185	18,837,579	19,690,180	18,965,100	21,746,000
Expenses					
Personnel Services	1,431,263	1,520,958	1,598,841	1,491,900	1,652,200
Materials & Services	17,397,792	17,626,958	18,191,539	17,482,100	20,068,800
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>18,829,055</b>	<b>19,147,916</b>	<b>19,790,380</b>	<b>18,974,000</b>	<b>21,721,000</b>
<b>Net Change</b>	<b>(462,870)</b>	<b>(310,337)</b>	<b>(100,200)</b>	<b>(8,900)</b>	<b>25,000</b>
Other Resources					
Capital Outlay	-	-	(80,000)	(13,500)	(25,000)
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>-</b>	<b>(80,000)</b>	<b>(13,500)</b>	<b>(25,000)</b>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(462,870)	(310,337)	(180,200)	(22,400)	-
Ending Restricted Reserves	267,100	67,314	-	-	-
Ending Unrestricted Reserves	1,502,438	1,938,599	1,634,450	1,983,500	1,983,500
<b>Total Ending Reserves</b>	<b>\$ 1,769,538</b>	<b>\$ 2,005,913</b>	<b>\$ 1,634,450</b>	<b>\$ 1,983,500</b>	<b>\$ 1,983,500</b>
FTE					
	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
FTE					
Administrative	19.00	20.22	22.00	18.54	19.79
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>19.00</b>	<b>20.22</b>	<b>22.00</b>	<b>18.54</b>	<b>19.79</b>

# 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

	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
Beginning Restricted Reserves	\$ 43,564	\$ 59,469	\$ 3,181,469	\$ 1,509,700	\$ 1,853,500
Beginning Unrestricted Reserves	(1,646,001)	8,895,319	1,748,381	11,101,600	8,924,200
Total Beginning Reserves	(1,602,437)	8,954,788	4,929,850	12,611,300	10,777,700
Revenue	7,678,405	8,480,188	9,797,523	5,241,400	29,588,500
Expenses					
Personnel Services	1,495,400	1,830,602	1,691,785	1,649,200	1,957,300
Materials & Services	2,245,612	3,339,647	2,569,560	2,410,000	4,524,500
Overhead	267,238	297,777	355,934	289,700	332,900
Total Expenses	4,008,250	5,468,026	4,617,279	4,348,900	6,814,700
Net Change	3,670,155	3,012,162	5,180,244	892,500	22,773,800
Other Resources					
Capital Outlay	(6,084,000)	(1,468,546)	(33,286,000)	(2,414,200)	(15,125,000)
Reserves	(22,000)	(53,508)	(22,000)	8,100	1,461,300
Debt Issuance	6,000,000	-	29,345,000	-	13,130,000
Debt Service	(190,581)	-	(7,629)	(52,200)	(13,470,000)
Inter-Program Transfers In	2,626	2,698,475	219,321	199,200	215,300
Inter-Program Transfers Out	(191,000)	(527,374)	(470,699)	(467,000)	(808,500)
Other Resources Provided (Used)	(484,955)	649,047	(4,222,007)	(2,726,100)	(14,596,900)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	3,185,200	3,661,209	958,237	(1,833,600)	8,176,900
Ending Restricted Reserves	38,600	1,509,687	3,041,258	1,853,500	13,435,900
Ending Unrestricted Reserves	1,643,510	11,106,310	2,846,828	8,924,200	5,518,700
Total Ending Reserves	\$ 1,682,110	\$ 12,615,997	\$ 5,888,086	\$ 10,777,700	\$ 18,954,600

## FTE

	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
FTE					
Administrative	14.24	10.96	15.74	19.36	20.36
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	3.00	2.24	3.00	0.00	0.00
Total	17.24	13.20	18.74	19.36	20.36

# Development

Homes for Good's Real Estate Development Division builds sustainable and affordable homes throughout Lane County. Homes for Good's Development Team activities include new construction projects, acquisition, rehab, and substantial capital repairs for existing affordable properties. Development fees received from projects help to fund predevelopment activities and other programs at Homes for Good. Homes for Good has been aggressively tackling the affordable housing crisis and will have 5 projects totaling 224 units under construction this fiscal year.

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ 3,100,000	\$ 1,428,200	\$ 1,750,000
Beginning Unrestricted Reserves	(1,382,784)	8,300,241	1,117,325	10,407,100	8,169,200
<b>Total Beginning Reserves</b>	<b>(1,382,784)</b>	<b>8,300,241</b>	<b>4,217,325</b>	<b>11,835,300</b>	<b>9,919,200</b>
Revenue	4,215,856	4,390,709	6,367,442	1,619,400	25,976,000
<b>Expenses</b>					
Personnel Services	461,782	353,894	694,164	586,400	837,800
Materials & Services	55,515	804,154	275,322	77,900	2,152,900
Overhead	71,950	72,981	125,227	94,100	121,400
<b>Total Expenses</b>	<b>589,247</b>	<b>1,231,029</b>	<b>1,094,713</b>	<b>758,400</b>	<b>3,112,100</b>
<b>Net Change</b>	<b>3,626,609</b>	<b>3,159,680</b>	<b>5,272,729</b>	<b>861,000</b>	<b>22,863,900</b>
<b>Other Resources</b>					
Capital Outlay	(6,072,000)	(1,468,546)	(33,141,000)	(2,414,200)	(14,965,000)
Reserves	-	-	-	-	1,434,000
Debt Issuance	6,000,000	-	29,200,000	-	13,000,000
Debt Service	(131,145)	-	44,998	-	(13,400,000)
Inter-Program Transfers In	2,626	2,371,272	-	104,100	-
Inter-Program Transfers Out	(175,000)	(527,374)	(470,699)	(467,000)	(808,500)
<b>Other Resources Provided (Used)</b>	<b>(375,519)</b>	<b>375,352</b>	<b>(4,366,701)</b>	<b>(2,777,100)</b>	<b>(14,739,500)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>3,251,090</b>	<b>3,535,032</b>	<b>906,028</b>	<b>(1,916,100)</b>	<b>8,124,400</b>
Ending Restricted Reserves	-	1,428,183	2,899,000	1,750,000	13,332,900
Ending Unrestricted Reserves	1,865,680	10,407,090	2,224,352	8,169,200	4,710,700
<b>Total Ending Reserves</b>	<b>\$ 1,865,680</b>	<b>\$ 11,835,273</b>	<b>\$ 5,123,352</b>	<b>\$ 9,919,200</b>	<b>\$ 18,043,600</b>

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
<b>FTE</b>					
Administrative	4.78	3.80	6.28	6.30	7.30
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>4.78</b>	<b>3.80</b>	<b>6.28</b>	<b>6.30</b>	<b>7.30</b>

# The Bus Barn

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2019 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserve	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	-	-	-	-	63,000
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	-	-	-	-	39,000
Overhead	-	-	-	-	-
Total Expenses	-	-	-	-	39,000
Net Change	-	-	-	-	24,000
Other Resources					
Capital Outlay	-	-	-	-	(130,000)
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	130,000
Debt Service	-	-	-	-	(20,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
(Used)	-	-	-	-	(20,000)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	4,000
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-	4,000
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -	\$ 4,000

	FTE				
	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	0.00	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00	0.00



# Signpost House

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2019 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	15,800	261,588	274,288	258,700	279,100
<b>Total Beginning Reserves</b>	<b>15,800</b>	<b>261,588</b>	<b>274,288</b>	<b>258,700</b>	<b>279,100</b>
Revenue	95,830	97,653	94,000	101,500	93,000
Expenses					
Personnel Services	3,819	6,510	13,754	35,500	8,300
Materials & Services	43,101	94,013	52,156	45,600	19,200
Overhead	-	-	648	-	-
<b>Total Expenses</b>	<b>46,920</b>	<b>100,523</b>	<b>66,558</b>	<b>81,100</b>	<b>27,500</b>
<b>Net Change</b>	<b>48,910</b>	<b>(2,870)</b>	<b>27,442</b>	<b>20,400</b>	<b>65,500</b>
Other Resources					
Capital Outlay	(12,000)	-	(145,000)	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	145,000	-	-
Debt Service	(10,761)	-	(230)	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	(16,000)	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(38,761)</b>	<b>-</b>	<b>(230)</b>	<b>-</b>	<b>-</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>10,149</b>	<b>(2,870)</b>	<b>27,212</b>	<b>20,400</b>	<b>65,500</b>
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	25,949	258,718	301,500	279,100	344,600
<b>Total Ending Reserves</b>	<b>\$ 25,949</b>	<b>\$ 258,718</b>	<b>\$ 301,500</b>	<b>\$ 279,100</b>	<b>\$ 344,600</b>

## FTE

	<b>2018 BUDGET</b>	<b>2017 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2018 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	0.04	0.00	0.04	0.09	0.09
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.04</b>	<b>0.00</b>	<b>0.04</b>	<b>0.09</b>	<b>0.09</b>

# Heeran Center

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ 37,464	\$ 59,469	\$ 81,469	\$ 81,500	\$ 103,500
Beginning Unrestricted Reserves	514,101	399,455	359,755	395,800	393,900
<b>Total Beginning Reserves</b>	<b>551,565</b>	<b>458,924</b>	<b>441,224</b>	<b>477,300</b>	<b>497,400</b>
Revenue	257,544	273,026	275,495	259,700	262,000
Expenses					
Personnel Services	-	10,765	-	6,900	-
Materials & Services	200,879	326,067	215,744	188,600	196,900
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>200,879</b>	<b>336,832</b>	<b>215,744</b>	<b>195,500</b>	<b>196,900</b>
Net Change	56,665	(63,806)	59,751	64,200	65,100
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	(22,000)	10,070	(22,000)	8,100	-
Debt Issuance	-	-	-	-	-
Debt Service	(48,675)	-	(52,397)	(52,200)	(50,000)
Inter-Program Transfers In	-	72,129	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(70,675)</b>	<b>82,199</b>	<b>(74,397)</b>	<b>(44,100)</b>	<b>(50,000)</b>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(14,010)	18,393	(14,646)	20,100	15,100
Ending Restricted Reserves	38,600	81,504	103,000	103,500	103,000
Ending Unrestricted Reserves	498,955	395,813	323,578	393,900	409,500
<b>Total Ending Reserves</b>	<b>\$ 537,555</b>	<b>\$ 477,317</b>	<b>\$ 426,578</b>	<b>\$ 497,400</b>	<b>\$ 512,500</b>

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	0.00	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# Family Shelter House

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	31,981	750	7,300	41,100	50,500
<b>Total Beginning Reserves</b>	<b>31,981</b>	<b>750</b>	<b>7,300</b>	<b>41,100</b>	<b>50,500</b>
Revenue	12,000	12,004	12,000	14,400	12,000
Expenses					
Personnel Services	1,704	1,979	1,609	1,600	5,100
Materials & Services	3,300	6,903	3,224	3,400	-
Overhead	-	-	324	-	-
<b>Total Expenses</b>	<b>5,004</b>	<b>8,882</b>	<b>5,157</b>	<b>5,000</b>	<b>5,100</b>
<b>Net Change</b>	<b>6,996</b>	<b>3,122</b>	<b>6,843</b>	<b>9,400</b>	<b>6,900</b>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	(63,578)	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	100,808	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>37,230</b>	<b>-</b>	<b>-</b>	<b>-</b>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	6,996	40,352	6,843	9,400	6,900
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	98,637	41,102	14,143	50,500	57,400
<b>Total Ending Reserves</b>	<b>\$ 98,637</b>	<b>\$ 41,102</b>	<b>\$ 14,143</b>	<b>\$ 50,500</b>	<b>\$ 57,400</b>

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	0.02	0.00	0.02	0.07	0.07
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.02</b>	<b>0.00</b>	<b>0.02</b>	<b>0.07</b>	<b>0.07</b>

# ROSS

## Resident Opportunities and Supportive Services

The Homes for Good Resident Services Team works to connect our residents and participants with needed resources in the community. In partnership with community providers, government entities, and resident volunteers, Homes for Good facilitates numerous programs that support residents in meeting their basic needs, increasing housing stability, improving health outcomes, and building economic self-sufficiency. The Resident Services Team is overseen by the Supportive Housing Division Director and is staffed by a Resident Services Manager, two (2) Resident Services Specialists, three (3) Family Self Sufficiency Program Coordinators, a Housing Liaison, and a Grants and Programs Specialist. Resident Services also oversees the Section 8 Home Ownership Program and coordinates the Resident Advisory Board (RAB).



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(216,027)	-	-	(7,600)	(7,600)
<b>Total Beginning Reserves</b>	<b>(216,027)</b>	<b>-</b>	<b>-</b>	<b>(7,600)</b>	<b>(7,600)</b>
Revenue	82,268	377,905	82,000	76,400	88,400
<b>Expenses</b>					
Personnel Services	110,083	399,615	129,721	99,200	136,000
Materials & Services	6,978	18,708	24,924	22,300	72,200
Overhead	23,331	78,874	33,462	24,500	28,000
<b>Total Expenses</b>	<b>140,392</b>	<b>497,197</b>	<b>188,107</b>	<b>146,000</b>	<b>236,200</b>
<b>Net Change</b>	<b>(58,124)</b>	<b>(119,292)</b>	<b>(106,107)</b>	<b>(69,600)</b>	<b>(147,800)</b>
<b>Other Resources</b>					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	111,717	106,107	69,600	147,800
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>111,717</b>	<b>106,107</b>	<b>69,600</b>	<b>147,800</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>(58,124)</b>	<b>(7,575)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	(274,151)	(7,575)	-	(7,600)	(7,600)
<b>Total Ending Reserves</b>	<b>\$ (274,151)</b>	<b>\$ (7,575)</b>	<b>\$ -</b>	<b>\$ (7,600)</b>	<b>\$ (7,600)</b>

### FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
<b>FTE</b>					
Administrative	1.55	1.58	1.55	1.68	1.68
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1.55</b>	<b>1.58</b>	<b>1.55</b>	<b>1.68</b>	<b>1.68</b>

# FSS

## Family Self-Sufficiency Program

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	7,000	-	-	-
<b>Total Beginning Reserves</b>	<b>-</b>	<b>7,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Revenue</b>	<b>312,632</b>	<b>297,560</b>	<b>313,771</b>	<b>287,000</b>	<b>324,900</b>
<b>Expenses</b>					
Personnel Services	248,892	248,651	163,346	248,600	213,400
Materials & Services	2,026	55,909	110,619	19,800	78,800
Overhead	61,714	-	50,246	43,300	44,300
<b>Total Expenses</b>	<b>312,632</b>	<b>304,560</b>	<b>324,211</b>	<b>311,700</b>	<b>336,500</b>
<b>Net Change</b>	<b>-</b>	<b>(7,000)</b>	<b>(10,440)</b>	<b>(24,700)</b>	<b>(11,600)</b>
<b>Other Resources</b>					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	10,440	24,700	11,600
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>-</b>	<b>10,440</b>	<b>24,700</b>	<b>11,600</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>-</b>	<b>(7,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	16,909	-	-	-	-
<b>Total Ending Reserves</b>	<b>\$ 16,909</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

	FTE				
	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
<b>FTE</b>					
Administrative	0.10	0.00	0.10	2.66	2.66
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	3.00	2.24	3.00	0.00	0.00
<b>Total</b>	<b>3.10</b>	<b>2.24</b>	<b>3.10</b>	<b>2.66</b>	<b>2.66</b>

# Shelter Plus Care and Madrone Grants



## HIVAlliance



The Shelter Plus Care and Madrone grants are through the Continuum of Care that provides rent assistance and services to homeless individuals and families who have at least one person in the household that qualifies as disabled. Referrals are taken from the Centralized Waiting List held by Lane County Health and Human Services Dept. and connects them to service providers that include ShelterCare, Laurel Hill Center, Willamette Family Treatment Services and the HIV Alliance/OHOP. These grants support housing for roughly 75 households annually.

	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
Beginning Restricted Reserves	\$ 6,100	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(400,210)	(10,857)	(10,857)	(10,900)	4,800
Total Beginning Reserves	<u>(394,110)</u>	<u>(10,857)</u>	<u>(10,857)</u>	<u>(10,900)</u>	<u>4,800</u>
Revenue	913,792	949,719	802,019	853,800	817,000
Expenses					
Personnel Services	77,351	94,543	79,624	89,000	90,000
Materials & Services	859,441	897,726	749,471	747,400	767,400
Overhead	-	-	14,587	1,700	15,500
Total Expenses	<u>936,792</u>	<u>992,269</u>	<u>843,682</u>	<u>838,100</u>	<u>872,900</u>
Net Change	<u>(23,000)</u>	<u>(42,550)</u>	<u>(41,663)</u>	<u>15,700</u>	<u>(55,900)</u>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	42,549	41,663	-	55,900
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided	<u>-</u>	<u>42,549</u>	<u>41,663</u>	<u>-</u>	<u>55,900</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(23,000)</u>	<u>(1)</u>	<u>-</u>	<u>15,700</u>	<u>-</u>
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	(394,110)	(10,858)	(10,857)	4,800	4,800
Total Ending Reserves	<u>\$ (394,110)</u>	<u>\$ (10,858)</u>	<u>\$ (10,857)</u>	<u>\$ 4,800</u>	<u>\$ 4,800</u>

### FTE

	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
FTE					
Administrative	0.90	0.00	0.90	0.93	0.93
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
Total	<u>0.90</u>	<u>0.00</u>	<u>0.90</u>	<u>0.93</u>	<u>0.93</u>

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

# The Way Home (Pay for Success)

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



	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(4,600)	(4,600)
<b>Total Beginning Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(4,600)</b>	<b>(4,600)</b>
<b>Revenue</b>	<b>51,401</b>	<b>-</b>	<b>49,729</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>					
Personnel Services	39,429	-	42,125	-	39,000
Materials & Services	-	-	310	-	-
Overhead	16,586	-	7,294	-	-
<b>Total Expenses</b>	<b>56,015</b>	<b>-</b>	<b>49,729</b>	<b>-</b>	<b>39,000</b>
<b>Net Change</b>	<b>(4,614)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(39,000)</b>
<b>Other Resources</b>					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>(4,614)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(39,000)</b>
<b>Ending Restricted Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Unrestricted Reserves</b>	<b>(4,614)</b>	<b>-</b>	<b>-</b>	<b>(4,600)</b>	<b>(43,600)</b>
<b>Total Ending Reserves</b>	<b>\$ (4,614)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (4,600)</b>	<b>\$ (43,600)</b>

	FTE				
	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
<b>FTE</b>					
Administrative	0.45	0.00	0.45	0.40	0.40
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.45</b>	<b>0.00</b>	<b>0.45</b>	<b>0.40</b>	<b>0.40</b>

# Mainstream Barrier Busters

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



	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	-	-	-	15,600	15,600
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	-	-	-	14,500	14,500
Overhead	-	-	-	1,100	1,100
Total Expenses	-	-	-	15,600	15,600
Net Change	-	-	-	-	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided	-	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

	FTE				
	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
FTE					
Administrative	0.00	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00	0.00



# VA Homeless Grant and Per Diem Program

VA



U.S. Department of Veterans Affairs

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

	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
<b>Total Beginning Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Revenue	-	150,237	-	150,000	150,200
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	-	150,237	-	150,000	150,200
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>-</b>	<b>150,237</b>	<b>-</b>	<b>150,000</b>	<b>150,200</b>
Net Change	-	-	-	-	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-	-
<b>Total Ending Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	FTE				
	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
FTE					
Administrative	0.00	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# EHA Grant

## Emergency Housing Assistance

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



	<u>2018</u> <u>BUDGET</u>	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>PROJECTED</u>	<u>2020</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(4,600)	-	-	-	-
<b>Total Beginning Reserves</b>	<b>(4,600)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Revenue	10,000	28,868	33,400	19,900	18,400
Expenses					
Personnel Services	-	-	-	2,000	-
Materials & Services	-	28,868	33,400	18,700	16,000
Overhead	-	-	-	-	2,400
<b>Total Expenses</b>	<b>-</b>	<b>28,868</b>	<b>33,400</b>	<b>20,700</b>	<b>18,400</b>
<b>Net Change</b>	<b>10,000</b>	<b>-</b>	<b>-</b>	<b>(800)</b>	<b>-</b>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	800	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>800</b>	<b>-</b>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	10,000	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	5,400	-	-	-	-
<b>Total Ending Reserves</b>	<b>\$ 5,400</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
	FTE				
	<u>2018</u> <u>BUDGET</u>	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>PROJECTED</u>	<u>2020</u> <u>BUDGET</u>
FTE					
Administrative	0.00	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

# Homes for Good Foundation

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



	2018 BUDGET	2018 ACTUAL	2019 BUDGET	2019 PROJECTED	2020 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserve	(1,250)	(9,374)	(6,643)	(10,200)	(8,300)
Total Beginning Reserves	-	(9,374)	(6,643)	(10,200)	(8,300)
Revenue	3,000	2,436	2,500	3,700	3,000
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	4,250	3,232	1,745	1,800	3,000
Overhead	-	-	-	-	-
Total Expenses	4,250	3,232	1,745	1,800	3,000
Net Change	(1,250)	(796)	755	1,900	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out (Used)	-	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(1,250)	(796)	755	1,900	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	(2,500)	(10,170)	(5,888)	(8,300)	(8,300)
Total Ending Reserves	\$ (2,500)	\$ (10,170)	\$ (5,888)	\$ (8,300)	\$ (8,300)

	FTE				
	2018 BUDGET	2018 ACTUAL	2019 BUDGET	2019 PROJECTED	2020 BUDGET
FTE					
Administrative	0.00	0.00	0.00	0.00	0.00
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.00	0.00	0.00

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

# Energy Services

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



**The Weatherization Assistance Program**

Saves low-income families an average of \$283 per year in energy costs and reduces heating bills by an average of 30% in cold weather states

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(203,012)	(53,484)	7,213	32,200	47,200
<b>Total Beginning Reserves</b>	<b>(203,012)</b>	<b>(53,484)</b>	<b>7,213</b>	<b>32,200</b>	<b>47,200</b>
<b>Revenue</b>	<b>1,724,082</b>	<b>1,900,071</b>	<b>1,765,167</b>	<b>1,840,000</b>	<b>1,765,000</b>
<b>Expenses</b>					
Personnel Services	552,340	714,645	567,442	580,000	627,700
Materials & Services	1,070,122	953,830	1,102,645	1,120,000	1,014,400
Overhead	93,657	145,922	124,146	125,000	120,200
<b>Total Expenses</b>	<b>1,716,119</b>	<b>1,814,397</b>	<b>1,794,233</b>	<b>1,825,000</b>	<b>1,762,300</b>
<b>Net Change</b>	<b>7,963</b>	<b>85,674</b>	<b>(29,066)</b>	<b>15,000</b>	<b>2,700</b>
<b>Other Resources</b>					
Capital Outlay	-	-	-	-	(30,000)
Reserves	-	-	-	-	27,300
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	61,111	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>-</b>	<b>61,111</b>	<b>-</b>	<b>(2,700)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>7,963</b>	<b>85,674</b>	<b>32,045</b>	<b>15,000</b>	<b>-</b>
<b>Ending Restricted Reserves</b>	<b>-</b>	<b>-</b>	<b>39,258</b>	<b>-</b>	<b>-</b>
<b>Ending Unrestricted Reserves</b>	<b>(192,645)</b>	<b>32,190</b>	<b>-</b>	<b>47,200</b>	<b>47,200</b>
<b>Total Ending Reserves</b>	<b>\$ (192,645)</b>	<b>\$ 32,190</b>	<b>\$ 39,258</b>	<b>\$ 47,200</b>	<b>\$ 47,200</b>
	<b>FTE</b>				
	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
<b>FTE</b>					
Administrative	6.40	5.58	6.40	7.23	7.23
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>6.40</b>	<b>5.58</b>	<b>6.40</b>	<b>7.23</b>	<b>7.23</b>

# SUPPORTIVE HOUSING DIVISION

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	2,058,556	2,187,462	1,849,813	1,453,700	1,454,900
Beginning Unrestricted Reserves	2,965,619	1,822,539	3,113,091	1,785,600	1,654,000
<b>Total Beginning Reserves</b>	<b>5,024,175</b>	<b>4,010,001</b>	<b>4,962,904</b>	<b>3,239,300</b>	<b>3,108,900</b>
Revenue	8,758,380	9,138,578	9,548,897	9,119,600	9,023,400
Expenses					
Personnel Services	2,151,969	2,132,003	2,163,256	2,063,800	2,116,000
Materials & Services	5,132,670	5,693,444	5,600,434	5,315,000	5,259,600
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>7,284,639</b>	<b>7,825,447</b>	<b>7,763,690</b>	<b>7,378,800</b>	<b>7,375,600</b>
<b>Net Change</b>	<b>1,473,741</b>	<b>1,313,131</b>	<b>1,785,207</b>	<b>1,740,800</b>	<b>1,647,800</b>
Other Resources					
Capital Outlay	(1,049,228)	(1,210,265)	(5,121,241)	(5,741,773)	(1,224,600)
Reserves	(55,912)	(136,065)	(183,930)	(147,627)	(241,700)
Debt Issuance	-	119,953	3,840,000	4,383,400	-
Debt Service	(264,169)	(440,523)	(424,914)	(365,200)	(355,700)
Inter-Program Transfers In	-	190,623	4,078	-	-
Inter-Program Transfers Out	(2,626)	(608,416)	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(1,371,935)</b>	<b>(2,084,693)</b>	<b>(1,886,007)</b>	<b>(1,871,200)</b>	<b>(1,822,000)</b>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	101,806	(771,562)	(100,800)	(130,400)	(174,200)
Ending Restricted Reserves	2,121,100	1,452,909	1,965,205	1,454,900	1,454,900
Ending Unrestricted Reserves	3,004,881	1,785,528	2,896,899	1,654,000	1,479,800
<b>Total Ending Reserves</b>	<b>\$ 5,125,981</b>	<b>\$ 3,238,437</b>	<b>\$ 4,862,104</b>	<b>\$ 3,108,900</b>	<b>\$ 2,934,700</b>

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	13.29	11.43	12.67	22.04	23.29
Maintenance	13.57	16.13	15.00	8.66	8.66
Other	4.00	2.25	4.00	0.00	0.00
<b>Total</b>	<b>30.86</b>	<b>29.81</b>	<b>31.67</b>	<b>30.70</b>	<b>31.95</b>

# Laurelwood Homes

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



	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ 1,270	\$ -	\$ 1,500	\$ 2,000
Beginning Unrestricted Reserves	361,848	252,934	306,404	268,700	392,300
<b>Total Beginning Reserves</b>	<b>361,848</b>	<b>254,204</b>	<b>306,404</b>	<b>270,200</b>	<b>394,300</b>
Revenue	198,751	231,042	202,753	312,900	217,300
Expenses					
Personnel Services	62,484	85,716	70,919	59,500	76,500
Materials & Services	112,933	129,315	139,534	123,300	140,100
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>175,417</b>	<b>215,031</b>	<b>210,453</b>	<b>182,800</b>	<b>216,600</b>
<b>Net Change</b>	<b>23,334</b>	<b>16,011</b>	<b>(7,700)</b>	<b>130,100</b>	<b>700</b>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	(6,000)	(9,900)
Inter-Program Transfers In	-	-	679	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>-</b>	<b>679</b>	<b>(6,000)</b>	<b>(9,900)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>23,334</b>	<b>16,011</b>	<b>(7,021)</b>	<b>124,100</b>	<b>(9,200)</b>
Ending Restricted Reserves	-	1,478	-	2,000	2,000
Ending Unrestricted Reserves	385,182	268,737	299,383	392,300	383,100
<b>Total Ending Reserves</b>	<b>\$ 385,182</b>	<b>\$ 270,215</b>	<b>\$ 299,383</b>	<b>\$ 394,300</b>	<b>\$ 385,100</b>

## FTE

	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
FTE					
Administrative	0.16	0.16	0.33	0.36	0.37
Maintenance	1.12	1.12	0.60	0.73	0.73
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1.28</b>	<b>1.28</b>	<b>0.93</b>	<b>1.09</b>	<b>1.10</b>

# 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.

	<u>2018</u> <u>BUDGET</u>	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>PROJECTED</u>	<u>2020</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 12,302	\$ 7,493	\$ -	\$ 8,000	\$ 8,000
Beginning Unrestricted Reserves	617,719	120,348	420,964	306,200	(39,800)
<b>Total Beginning Reserves</b>	<b>630,021</b>	<b>127,841</b>	<b>420,964</b>	<b>314,200</b>	<b>(31,800)</b>
<b>Revenue</b>	<b>1,011,647</b>	<b>1,269,172</b>	<b>1,156,556</b>	<b>1,113,000</b>	<b>1,132,500</b>
<b>Expenses</b>					
Personnel Services	342,336	316,194	435,343	364,500	381,900
Materials & Services	606,693	638,385	772,830	745,500	693,800
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>949,029</b>	<b>954,579</b>	<b>1,208,173</b>	<b>1,110,000</b>	<b>1,075,700</b>
<b>Net Change</b>	<b>62,618</b>	<b>314,593</b>	<b>(51,617)</b>	<b>3,000</b>	<b>56,800</b>
<b>Other Resources</b>					
Capital Outlay	-	(95,758)	-	(349,000)	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	(35,000)
Inter-Program Transfers In	-	-	340	-	-
Inter-Program Transfers Out	-	(32,503)	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>(128,261)</b>	<b>340</b>	<b>(349,000)</b>	<b>(35,000)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>62,618</b>	<b>186,332</b>	<b>(51,277)</b>	<b>(346,000)</b>	<b>21,800</b>
Ending Restricted Reserves	12,700	8,010	-	8,000	8,000
Ending Unrestricted Reserves	679,939	306,163	369,687	(39,800)	(18,000)
<b>Total Ending Reserves</b>	<b>\$ 692,639</b>	<b>\$ 314,173</b>	<b>\$ 369,687</b>	<b>\$ (31,800)</b>	<b>\$ (10,000)</b>
	FTE				
	<u>2018</u> <u>BUDGET</u>	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>PROJECTED</u>	<u>2020</u> <u>BUDGET</u>
FTE					
Administrative	1.82	1.82	1.99	3.48	3.99
Maintenance	1.93	1.93	2.25	1.51	1.51
Other	1.00	1.00	1.00	0.00	0.00
<b>Total</b>	<b>4.75</b>	<b>4.75</b>	<b>5.24</b>	<b>4.99</b>	<b>5.50</b>

# Pengra Court

Pengra Court is comprised of seventeen (17) two-bedroom and five (5) three-bedroom townhouse style apartments, and is situated in a quiet neighborhood on R Street in Springfield, OR. The buildings are set back from the street and each townhouse has a covered front patio and small yard with privacy fencing. Each unit comes with appliances, blinds, washer & dryer hookups, and two (2) outdoor storage closets. Parking lots provide ample off-street parking for residents. The vaulted ceilings on the first floor and large living room windows allow natural light which provides a sense of spaciousness that is not often found in apartment living. Benches placed throughout common areas invite residents to pass the time together. Pengra Court is conveniently located near shopping, schools, public transportation, restaurants, and parks.



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ 7,493	\$ -	\$ 8,000	\$ 8,000
Beginning Unrestricted Reserves	(3,562)	18,086	35,234	21,800	200
<b>Total Beginning Reserves</b>	<b>(3,562)</b>	<b>25,579</b>	<b>35,234</b>	<b>29,800</b>	<b>8,200</b>
<b>Revenue</b>	<b>133,004</b>	<b>121,318</b>	<b>150,390</b>	<b>130,900</b>	<b>143,000</b>
<b>Expenses</b>					
Personnel Services	35,475	30,828	58,666	46,100	46,700
Materials & Services	95,431	86,798	117,145	98,400	90,900
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>130,906</b>	<b>117,626</b>	<b>175,811</b>	<b>144,500</b>	<b>137,600</b>
<b>Net Change</b>	<b>2,098</b>	<b>3,692</b>	<b>(25,421)</b>	<b>(13,600)</b>	<b>5,400</b>
<b>Other Resources</b>					
Capital Outlay	-	-	-	(195,000)	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	195,000	-
Debt Service	-	-	-	(8,000)	(11,900)
Inter-Program Transfers In	-	-	340	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>-</b>	<b>340</b>	<b>(8,000)</b>	<b>(11,900)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>2,098</b>	<b>3,692</b>	<b>(25,081)</b>	<b>(21,600)</b>	<b>(6,500)</b>
Ending Restricted Reserves	-	8,010	-	8,000	8,000
Ending Unrestricted Reserves	(1,464)	21,778	10,153	200	(6,300)
<b>Total Ending Reserves</b>	<b>\$ (1,464)</b>	<b>\$ 29,788</b>	<b>\$ 10,153</b>	<b>\$ 8,200</b>	<b>\$ 1,700</b>

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
<b>FTE</b>					
Administrative	0.33	0.33	0.25	0.24	0.36
Maintenance	1.03	1.03	0.28	0.22	0.22
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1.36</b>	<b>1.36</b>	<b>0.53</b>	<b>0.46</b>	<b>0.58</b>



# Springfield Scattered Sites

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ 7,682	\$ 7,494	\$ -	\$ 8,000	\$ 8,000
Beginning Unrestricted Reserves	(3,300)	76,338	171,395	88,000	128,700
<b>Total Beginning Reserves</b>	<b>4,382</b>	<b>83,832</b>	<b>171,395</b>	<b>96,000</b>	<b>136,700</b>
Revenue	114,815	130,548	68,562	133,300	25,800
<b>Expenses</b>					
Personnel Services	33,010	25,389	36,570	31,000	7,700
Materials & Services	65,735	93,497	53,132	61,600	13,500
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>98,745</b>	<b>118,886</b>	<b>89,702</b>	<b>92,600</b>	<b>21,200</b>
<b>Net Change</b>	<b>16,070</b>	<b>11,662</b>	<b>(21,140)</b>	<b>40,700</b>	<b>4,600</b>
<b>Other Resources</b>					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>16,070</b>	<b>11,662</b>	<b>(21,140)</b>	<b>40,700</b>	<b>4,600</b>
Ending Restricted Reserves	7,900	8,009	-	8,000	8,000
Ending Unrestricted Reserves	12,552	88,000	150,255	128,700	133,300
<b>Total Ending Reserves</b>	<b>\$ 20,452</b>	<b>\$ 96,009</b>	<b>\$ 150,255</b>	<b>\$ 136,700</b>	<b>\$ 141,300</b>

	FTE				
	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
<b>FTE</b>					
Administrative	0.26	0.26	0.22	0.14	0.18
Maintenance	0.55	0.55	0.25	0.32	0.32
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.81</b>	<b>0.81</b>	<b>0.47</b>	<b>0.46</b>	<b>0.50</b>

# Maplewood Meadows

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



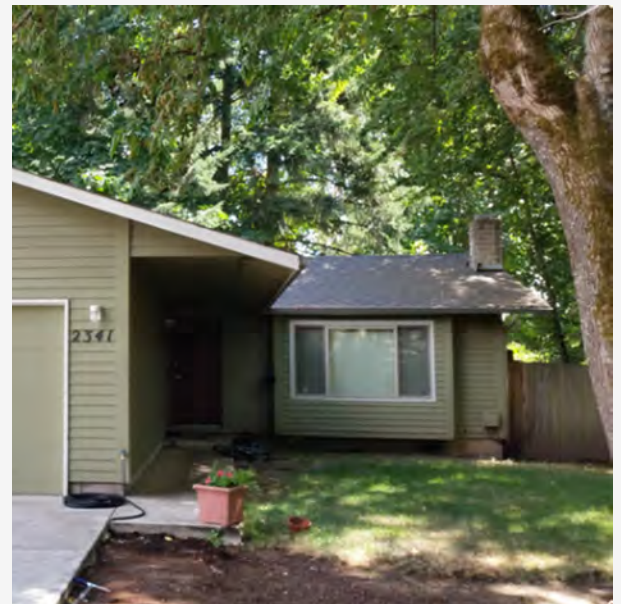
	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
Beginning Restricted Reserves	\$ 19,762	\$ 22,748	\$ -	\$ 23,200	\$ 23,100
Beginning Unrestricted Reserves	(18,867)	60,642	(746)	50,200	10,800
<b>Total Beginning Reserves</b>	<b>895</b>	<b>83,390</b>	<b>(746)</b>	<b>73,400</b>	<b>33,900</b>
<b>Revenue</b>	<b>295,126</b>	<b>286,345</b>	<b>300,228</b>	<b>300,000</b>	<b>323,300</b>
<b>Expenses</b>					
Personnel Services	115,320	102,394	130,608	116,500	119,600
Materials & Services	190,863	193,958	203,410	209,600	205,600
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>306,183</b>	<b>296,352</b>	<b>334,018</b>	<b>326,100</b>	<b>325,200</b>
<b>Net Change</b>	<b>(11,057)</b>	<b>(10,007)</b>	<b>(33,790)</b>	<b>(26,100)</b>	<b>(1,900)</b>
<b>Other Resources</b>					
Capital Outlay	-	-	-	(342,000)	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	337,600	-
Debt Service	-	-	-	(9,000)	-
Inter-Program Transfers In	-	-	679	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>-</b>	<b>679</b>	<b>(13,400)</b>	<b>-</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>(11,057)</b>	<b>(10,007)</b>	<b>(33,111)</b>	<b>(39,500)</b>	<b>(1,900)</b>
Ending Restricted Reserves	20,300	23,210	-	23,100	23,100
Ending Unrestricted Reserves	(30,462)	50,173	(33,857)	10,800	8,900
<b>Total Ending Reserves</b>	<b>\$ (10,162)</b>	<b>\$ 73,383</b>	<b>\$ (33,857)</b>	<b>\$ 33,900</b>	<b>\$ 32,000</b>

## FTE

	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
<b>FTE</b>					
Administrative	0.56	0.56	0.80	1.47	1.64
Maintenance	1.60	1.60	0.88	0.09	0.09
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>2.16</b>	<b>2.16</b>	<b>1.68</b>	<b>1.56</b>	<b>1.73</b>

# Eugene Scattered Sites

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



	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
Beginning Restricted Reserves	\$ 27,330	\$ 22,749	\$ -	\$ 23,200	\$ 23,100
Beginning Unrestricted Reserves	322,844	20,718	232,906	89,300	146,900
<b>Total Beginning Reserves</b>	<b>350,174</b>	<b>43,467</b>	<b>232,906</b>	<b>112,500</b>	<b>170,000</b>
Revenue	497,774	513,766	252,607	549,000	102,700
Expenses					
Personnel Services	171,613	141,033	104,203	125,200	21,500
Materials & Services	298,473	303,647	149,849	366,300	78,000
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>470,086</b>	<b>444,680</b>	<b>254,052</b>	<b>491,500</b>	<b>99,500</b>
<b>Net Change</b>	<b>27,688</b>	<b>69,086</b>	<b>(1,445)</b>	<b>57,500</b>	<b>3,200</b>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	(13,400)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(13,400)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>27,688</b>	<b>69,086</b>	<b>(1,445)</b>	<b>57,500</b>	<b>(10,200)</b>
Ending Restricted Reserves	28,100	23,210	-	23,100	23,100
Ending Unrestricted Reserves	349,762	89,343	231,461	146,900	136,700
<b>Total Ending Reserves</b>	<b>\$ 377,862</b>	<b>\$ 112,553</b>	<b>\$ 231,461</b>	<b>\$ 170,000</b>	<b>\$ 159,800</b>

## FTE

	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
FTE					
Administrative	0.49	0.49	1.41	0.68	0.96
Maintenance	1.14	1.14	1.01	0.65	0.65
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1.63</b>	<b>1.63</b>	<b>2.42</b>	<b>1.33</b>	<b>1.61</b>

# Parkview Terrace

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



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

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ 1,116	\$ 2,588	\$ -	\$ 3,700	\$ 3,700
Beginning Unrestricted Reserves	588,485	482,483	629,171	578,600	671,800
<b>Total Beginning Reserves</b>	<b>589,601</b>	<b>485,071</b>	<b>629,171</b>	<b>582,300</b>	<b>675,500</b>
Revenue	770,504	1,090,328	833,881	832,000	815,100
Expenses					
Personnel Services	293,062	277,654	303,502	240,600	314,600
Materials & Services	522,755	448,930	569,567	483,200	511,400
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>815,817</b>	<b>726,584</b>	<b>873,069</b>	<b>723,800</b>	<b>826,000</b>
<b>Net Change</b>	<b>(45,313)</b>	<b>363,744</b>	<b>(39,188)</b>	<b>108,200</b>	<b>(10,900)</b>
Other Resources					
Capital Outlay	-	(265,557)	-	(15,000)	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	679	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>(265,557)</b>	<b>679</b>	<b>(15,000)</b>	<b>-</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>(45,313)</b>	<b>98,187</b>	<b>(38,509)</b>	<b>93,200</b>	<b>(10,900)</b>
Ending Restricted Reserves	1,100	3,657	-	3,700	3,700
Ending Unrestricted Reserves	543,188	578,569	590,662	671,800	660,900
<b>Total Ending Reserves</b>	<b>\$ 544,288</b>	<b>\$ 582,226</b>	<b>\$ 590,662</b>	<b>\$ 675,500</b>	<b>\$ 664,600</b>

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	1.10	1.10	1.60	3.47	3.53
Maintenance	1.31	1.31	1.65	0.88	0.88
Other	0.25	0.25	1.00	0.00	0.00
<b>Total</b>	<b>2.66</b>	<b>2.66</b>	<b>4.25</b>	<b>4.35</b>	<b>4.41</b>

# Veneta Villa

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ 358	\$ -	\$ 500	\$ 500
Beginning Unrestricted Reserve	75,423	76,585	23,627	(19,100)	(78,800)
Total Beginning Reserves	<u>75,423</u>	<u>76,943</u>	<u>23,627</u>	<u>(18,600)</u>	<u>(78,300)</u>
Revenue	165,911	163,121	166,971	172,000	229,300
Expenses					
Personnel Services	64,839	66,124	74,020	69,600	81,600
Materials & Services	120,277	192,456	161,704	141,600	150,000
Overhead	-	-	-	-	-
Total Expenses	<u>185,116</u>	<u>258,580</u>	<u>235,724</u>	<u>211,200</u>	<u>231,600</u>
Net Change	<u>(19,205)</u>	<u>(95,459)</u>	<u>(68,753)</u>	<u>(39,200)</u>	<u>(2,300)</u>
Other Resources					
Capital Outlay	-	-	-	(4,000)	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	(16,500)	(22,500)
Inter-Program Transfers In	-	-	227	-	-
Inter-Program Transfers Out	-	-	-	-	-
(Used)	<u>-</u>	<u>-</u>	<u>227</u>	<u>(20,500)</u>	<u>(22,500)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(19,205)</u>	<u>(95,459)</u>	<u>(68,526)</u>	<u>(59,700)</u>	<u>(24,800)</u>
Ending Restricted Reserves	-	571	-	500	500
Ending Unrestricted Reserves	56,218	(19,087)	(44,899)	(78,800)	(103,600)
Total Ending Reserves	<u>\$ 56,218</u>	<u>\$ (18,516)</u>	<u>\$ (44,899)</u>	<u>\$ (78,300)</u>	<u>\$ (103,100)</u>

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	0.50	0.50	0.40	0.42	0.43
Maintenance	0.54	0.54	0.51	0.58	0.58
Other	0.00	0.00	0.00	0.00	0.00
Total	<u>1.04</u>	<u>1.04</u>	<u>0.91</u>	<u>1.00</u>	<u>1.01</u>

# Lindeborg Place



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

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ 358	\$ -	\$ 600	\$ 600
Beginning Unrestricted Reserves	(19,259)	138,787	130,753	77,800	32,500
<b>Total Beginning Reserves</b>	<b>(19,259)</b>	<b>139,145</b>	<b>130,753</b>	<b>78,400</b>	<b>33,100</b>
<b>Revenue</b>	<b>210,414</b>	<b>210,209</b>	<b>217,561</b>	<b>216,000</b>	<b>235,000</b>
<b>Expenses</b>					
Personnel Services	75,967	97,208	88,053	106,100	92,500
Materials & Services	132,195	173,832	143,391	147,400	148,300
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>208,162</b>	<b>271,040</b>	<b>231,444</b>	<b>253,500</b>	<b>240,800</b>
<b>Net Change</b>	<b>2,252</b>	<b>(60,831)</b>	<b>(13,883)</b>	<b>(37,500)</b>	<b>(5,800)</b>
<b>Other Resources</b>					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	(7,800)	(10,700)
Inter-Program Transfers In	-	-	227	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>-</b>	<b>227</b>	<b>(7,800)</b>	<b>(10,700)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>2,252</b>	<b>(60,831)</b>	<b>(13,656)</b>	<b>(45,300)</b>	<b>(16,500)</b>
Ending Restricted Reserves	-	571	-	600	600
Ending Unrestricted Reserves	(17,007)	77,743	117,097	32,500	16,000
<b>Total Ending Reserves</b>	<b>\$ (17,007)</b>	<b>\$ 78,314</b>	<b>\$ 117,097</b>	<b>\$ 33,100</b>	<b>\$ 16,600</b>
<b>FTE</b>					
	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
<b>FTE</b>					
Administrative	0.52	0.52	0.52	0.74	0.75
Maintenance	0.81	0.81	0.50	0.59	0.59
Other	0.25	0.25	0.50	0.00	0.00
<b>Total</b>	<b>1.58</b>	<b>1.58</b>	<b>1.52</b>	<b>1.33</b>	<b>1.34</b>

# Veneta Scattered Sites

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



	<u>2018 ACTUAL</u>	<u>2018 BUDGET</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ 358	\$ -	\$ 600	\$ 600
Beginning Unrestricted Reserves	96,248	49,111	84,478	60,700	82,200
Total Beginning Reserves	96,248	49,469	84,478	61,300	82,800
Revenue	131,273	138,020	145,589	131,000	133,000
Expenses					
Personnel Services	49,256	42,237	56,043	44,600	50,500
Materials & Services	77,023	84,015	78,523	60,900	78,600
Overhead	-	-	-	-	-
Total Expenses	126,279	126,252	134,566	105,500	129,100
Net Change	4,994	11,768	11,023	25,500	3,900
Other Resources					
Capital Outlay	-	-	-	(4,000)	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	227	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	227	(4,000)	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	4,994	11,768	11,250	21,500	3,900
Ending Restricted Reserves	-	571	-	600	600
Ending Unrestricted Reserves	101,242	60,666	95,728	82,200	86,100
Total Ending Reserves	\$ 101,242	\$ 61,237	\$ 95,728	\$ 82,800	\$ 86,700

## FTE

	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
FTE					
Administrative	0.23	0.23	0.25	0.22	0.23
Maintenance	0.59	0.59	0.44	0.42	0.42
Other	0.00	0.00	0.00	0.00	0.00
Total	0.82	0.82	0.69	0.64	0.65

# Cresview Villa

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ 300	\$ 300
Beginning Unrestricted Reserves	49,600	50,064	102,736	(7,300)	(22,500)
<b>Total Beginning Reserves</b>	<b>49,600</b>	<b>50,064</b>	<b>102,736</b>	<b>(7,000)</b>	<b>(22,200)</b>
<b>Revenue</b>	<b>201,102</b>	<b>205,005</b>	<b>255,231</b>	<b>176,000</b>	<b>236,100</b>
<b>Expenses</b>					
Personnel Services	68,377	61,506	71,141	61,400	80,400
Materials & Services	121,848	136,327	157,500	114,600	157,700
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>190,225</b>	<b>197,833</b>	<b>228,641</b>	<b>176,000</b>	<b>238,100</b>
<b>Net Change</b>	<b>10,877</b>	<b>7,172</b>	<b>26,590</b>	<b>-</b>	<b>(2,000)</b>
<b>Other Resources</b>					
Capital Outlay	-	(64,273)	-	(16,000)	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	10,800	-
Debt Service	-	-	-	(10,000)	(13,900)
Inter-Program Transfers In	-	-	340	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided</b>	<b>-</b>	<b>(64,273)</b>	<b>340</b>	<b>(15,200)</b>	<b>(13,900)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>10,877</b>	<b>(57,101)</b>	<b>26,930</b>	<b>(15,200)</b>	<b>(15,900)</b>
<b>Ending Restricted Reserves</b>	<b>-</b>	<b>300</b>	<b>-</b>	<b>300</b>	<b>300</b>
<b>Ending Unrestricted Reserves</b>	<b>60,477</b>	<b>(7,337)</b>	<b>129,666</b>	<b>(22,500)</b>	<b>(38,400)</b>
<b>Total Ending Reserves</b>	<b>\$ 60,477</b>	<b>\$ (7,037)</b>	<b>\$ 129,666</b>	<b>\$ (22,200)</b>	<b>\$ (38,100)</b>

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
<b>FTE</b>					
Administrative	0.56	0.56	0.41	0.70	0.71
Maintenance	1.37	1.37	0.46	0.56	0.56
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1.93</b>	<b>1.93</b>	<b>0.87</b>	<b>1.26</b>	<b>1.27</b>



# Riverview Terrace



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

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ 400	\$ 300
Beginning Unrestricted Reserve	52,637	204,283	294,621	136,700	140,300
<b>Total Beginning Reserves</b>	<b>52,637</b>	<b>204,283</b>	<b>294,621</b>	<b>137,100</b>	<b>140,600</b>
Revenue	369,622	339,193	375,889	342,900	343,600
Expenses					
Personnel Services	135,128	97,932	131,115	133,600	167,500
Materials & Services	251,611	239,165	310,828	195,700	270,900
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>386,739</b>	<b>337,097</b>	<b>441,943</b>	<b>329,300</b>	<b>438,400</b>
<b>Net Change</b>	<b>(17,117)</b>	<b>2,096</b>	<b>(66,054)</b>	<b>13,600</b>	<b>(94,800)</b>
Other Resources					
Capital Outlay	-	(69,293)	-	(3,300)	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	(6,800)	(9,200)
Inter-Program Transfers In	-	-	340	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>(Used)</b>	<b>-</b>	<b>(69,293)</b>	<b>340</b>	<b>(10,100)</b>	<b>(9,200)</b>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(17,117)	(67,197)	(65,714)	3,500	(104,000)
Ending Restricted Reserves	-	365	-	300	300
Ending Unrestricted Reserves	35,520	136,721	228,907	140,300	36,300
<b>Total Ending Reserves</b>	<b>\$ 35,520</b>	<b>\$ 137,086</b>	<b>\$ 228,907</b>	<b>\$ 140,600</b>	<b>\$ 36,600</b>

	FTE				
	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	1.02	1.02	0.73	2.12	2.14
Maintenance	1.02	1.02	0.94	0.29	0.29
Other	0.50	0.50	0.50	0.00	0.00
<b>Total</b>	<b>2.54</b>	<b>2.54</b>	<b>2.17</b>	<b>2.41</b>	<b>2.43</b>

# Abbie Lane Courts

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ 124,899	\$ 134,273	\$ 100,000	\$ 111,700	\$ 100,000
Beginning Unrestricted Reserves	229,359	77,972	50,245	38,600	65,200
<b>Total Beginning Reserves</b>	<b>354,258</b>	<b>212,245</b>	<b>150,245</b>	<b>150,300</b>	<b>165,200</b>
Revenue	249,600	265,711	308,989	298,000	298,100
Expenses					
Personnel Services	44,187	58,452	49,452	54,900	68,200
Materials & Services	157,091	239,337	242,937	211,600	196,400
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>201,278</b>	<b>297,789</b>	<b>292,389</b>	<b>266,500</b>	<b>264,600</b>
Net Change	48,322	(32,078)	16,600	31,500	33,500
Other Resources					
Capital Outlay	(38,325)	(13,361)	-	(34,273)	-
Reserves	16,185	-	-	34,273	(18,300)
Debt Issuance	-	-	-	-	-
Debt Service	(15,900)	(16,422)	(16,600)	(16,600)	(17,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(38,040)</b>	<b>(29,783)</b>	<b>(16,600)</b>	<b>(16,600)</b>	<b>(35,300)</b>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	10,282	(61,861)	-	14,900	(1,800)
Ending Restricted Reserves	128,600	111,735	100,000	100,000	100,000
Ending Unrestricted Reserves	235,940	38,649	50,245	65,200	63,400
<b>Total Ending Reserves</b>	<b>\$ 364,540</b>	<b>\$ 150,384</b>	<b>\$ 150,245</b>	<b>\$ 165,200</b>	<b>\$ 163,400</b>

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	0.30	0.30	0.36	1.41	1.41
Maintenance	0.29	0.29	0.20	0.28	0.28
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.59</b>	<b>0.59</b>	<b>0.56</b>	<b>1.69</b>	<b>1.69</b>

# Fourteen Pines

Fourteen Pines, located on Willakenzie near Coburg Road in Eugene, OR offers sixty-five (65) one, two, and three-bedroom apartments in a sprawling park-like setting, with sixty-two (62) project-based subsidies and three (3) market rate units. Conveniently located near bus lines, schools, the Sheldon Library Annex, and shopping, Fourteen Pines offers on-site coin-op laundry facilities and a large playground. Resident Services hosts a popular reading program for the children, and a Little Library was installed to provide plenty of books for the residents. We are continuing to complete upgrades to the site which include LED exterior lighting to enhance safety on the walkways and in the parking lot, as well as new roofing on the complex's flat roofs. Sloped roof replacement is scheduled to be complete in CY19. Residents' porch lights continue to be swapped for energy-efficient LED fixtures, and the Weatherization Division continues to work on the project to get ductless heat pumps installed in many units. The parking lot is scheduled for a new coating of asphalt and striping, and the exterior of the buildings will be sealed to protect the vinyl siding as weather permits.



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ 74,046	\$ 159,060	\$ 159,000	\$ 141,600	\$ 159,000
Beginning Unrestricted Reserves	328,619	144,307	201,067	142,600	142,600
<b>Total Beginning Reserves</b>	<b>402,665</b>	<b>303,367</b>	<b>360,067</b>	<b>284,200</b>	<b>301,600</b>
Revenue	481,153	522,051	518,019	507,000	503,500
Expenses					
Personnel Services	211,165	187,526	179,023	172,500	188,400
Materials & Services	222,465	216,341	254,000	229,100	218,700
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>433,630</b>	<b>403,867</b>	<b>433,023</b>	<b>401,600</b>	<b>407,100</b>
Net Change	47,523	118,184	84,996	105,400	96,400
Other Resources					
Capital Outlay	(85,000)	(85,000)	-	-	-
Reserves	-	(52,396)	(84,996)	(88,000)	(100,800)
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(85,000)</b>	<b>(137,396)</b>	<b>(84,996)</b>	<b>(88,000)</b>	<b>(100,800)</b>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(37,477)	(19,212)	-	17,400	(4,400)
Ending Restricted Reserves	76,300	141,553	159,000	159,000	159,000
Ending Unrestricted Reserves	288,888	142,602	201,067	142,600	138,200
<b>Total Ending Reserves</b>	<b>\$ 365,188</b>	<b>\$ 284,155</b>	<b>\$ 360,067</b>	<b>\$ 301,600</b>	<b>\$ 297,200</b>

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	0.60	0.60	0.95	1.92	1.92
Maintenance	1.14	1.14	1.64	0.62	0.62
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1.74</b>	<b>1.74</b>	<b>2.59</b>	<b>2.54</b>	<b>2.54</b>

# Village Oaks

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ 172,661	\$ 194,973	\$ 186,000	\$ 194,900	\$ 186,000
Beginning Unrestricted Reserves	(204,145)	33,555	46,628	15,900	(38,600)
<b>Total Beginning Reserves</b>	<b>(31,484)</b>	<b>228,528</b>	<b>232,628</b>	<b>210,800</b>	<b>147,400</b>
Revenue	427,612	440,184	446,225	450,000	482,500
Expenses					
Personnel Services	179,693	178,271	140,752	209,000	161,100
Materials & Services	234,850	235,641	235,314	304,400	229,500
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>414,543</b>	<b>413,912</b>	<b>376,066</b>	<b>513,400</b>	<b>390,600</b>
<b>Net Change</b>	<b>13,069</b>	<b>26,272</b>	<b>70,159</b>	<b>(63,400)</b>	<b>91,900</b>
Other Resources					
Capital Outlay	(58,700)	(44,000)	-	-	-
Reserves	(5,296)	(744)	(70,159)	-	(96,200)
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(63,996)</b>	<b>(44,744)</b>	<b>(70,159)</b>	<b>-</b>	<b>(96,200)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>(50,927)</b>	<b>(18,472)</b>	<b>-</b>	<b>(63,400)</b>	<b>(4,300)</b>
Ending Restricted Reserves	177,800	194,122	190,000	186,000	186,000
Ending Unrestricted Reserves	(260,211)	15,934	42,628	(38,600)	(42,900)
<b>Total Ending Reserves</b>	<b>\$ (82,411)</b>	<b>\$ 210,056</b>	<b>\$ 232,628</b>	<b>\$ 147,400</b>	<b>\$ 143,100</b>

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	1.34	1.34	0.57	1.74	1.74
Maintenance	0.78	0.78	1.05	0.62	0.62
Other	0.25	0.25	1.00	0.00	0.00
<b>Total</b>	<b>2.37</b>	<b>2.37</b>	<b>2.62</b>	<b>2.36</b>	<b>2.36</b>

# Firwood Apartments

The Firwood Apartments are conveniently located only one block from West 11th Avenue in Eugene, Oregon. Firwood is comprised of nine (9) two-level buildings with a total of seventy (70) one-bedroom and twenty (20) two-bedroom units, serving families including households with elderly or disabled person(s). Residents at Firwood enjoy private patios, three (3) on-site laundry rooms, garden areas, new exterior stairways, a shared central community grass courtyard, convenient parking and a single drive-in access for privacy and safety. Firwood is situated near bike and walk trails, shopping, churches, schools, services, restaurants, parks and public transportation. Firwood Apartments is a bond-funded property situated on privately-owned land leased by Homes for Good. This complex does not require HUD REAC inspections, however, performance measures are the same as HUD REAC inspected properties. Performance measures of Homes for Good properties are subject to local and federal regulations and include but are not limited to curb appeal, maintenance repairs, work order response times and overall condition.



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ 268,320	\$ 320,070	\$ 8,600	\$ 8,600	\$ 8,600
Beginning Unrestricted Reserves	20,770	(11,398)	388,572	96,300	189,700
<b>Total Beginning Reserves</b>	<b>289,090</b>	<b>308,672</b>	<b>397,172</b>	<b>104,900</b>	<b>198,300</b>
Revenue	575,655	615,643	636,500	620,000	627,800
Expenses					
Personnel Services	141,982	138,941	156,070	150,700	179,300
Materials & Services	336,960	307,390	365,778	285,900	364,800
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>478,942</b>	<b>446,331</b>	<b>521,848</b>	<b>436,600</b>	<b>544,100</b>
Net Change	96,713	169,312	114,652	183,400	83,700
Other Resources					
Capital Outlay	-	-	(94,000)	(50,000)	(81,600)
Reserves	-	(61,583)	-	-	34,200
Debt Issuance	-	-	-	-	-
Debt Service	(97,000)	(311,461)	(20,652)	(40,000)	(42,400)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(97,000)</b>	<b>(373,044)</b>	<b>(114,652)</b>	<b>(90,000)</b>	<b>(89,800)</b>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(287)	(203,732)	-	93,400	(6,100)
Ending Restricted Reserves	276,400	8,609	-	8,600	8,600
Ending Unrestricted Reserves	12,403	96,331	397,172	189,700	183,600
<b>Total Ending Reserves</b>	<b>\$ 288,803</b>	<b>\$ 104,940</b>	<b>\$ 397,172</b>	<b>\$ 198,300</b>	<b>\$ 192,200</b>

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	0.80	0.80	1.01	2.20	2.20
Maintenance	0.91	0.91	0.91	0.30	0.30
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1.71</b>	<b>1.71</b>	<b>1.92</b>	<b>2.50</b>	<b>2.50</b>

# Capital Projects Fund



The Capital Projects Fund provides, on an annual basis, funds to Public Housing for development, financing, and modernization of the Agency's housing portfolio. The Capital Projects Team has developed the 5-Year Action Plan that describes the necessary capital improvements to ensure long-term physical and social viability of our Public Housing developments, which includes redesign, reconstruction, and reconfiguration of Public Housing sites and buildings (including accessibility improvements) and development of mixed-finance projects; vacancy reduction; addressing deferred maintenance needs and the replacement of obsolete utility systems and dwelling equipment; planned code compliance, management improvement, and capital expenditures to improve safety and security of residents. The plan covers the period Federal FY 17-21 and is updated yearly on a rolling basis.

	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
<b>Total Beginning Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Revenue	965,595	673,227	1,281,235	970,000	1,206,300
Expenses					
Personnel Services	128,075	224,598	77,776	78,000	78,000
Materials & Services	-	16,894	12,893	14,000	12,800
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>128,075</b>	<b>241,492</b>	<b>90,669</b>	<b>92,000</b>	<b>90,800</b>
<b>Net Change</b>	<b>837,520</b>	<b>431,735</b>	<b>1,190,566</b>	<b>878,000</b>	<b>1,115,500</b>
Other Resources					
Capital Outlay	(837,520)	(431,735)	(1,115,566)	(878,000)	(1,115,500)
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(837,520)</b>	<b>(431,735)</b>	<b>(1,115,566)</b>	<b>(878,000)</b>	<b>(1,115,500)</b>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	75,000	-	-
Ending Restricted Reserves	-	-	75,000	-	-
Ending Unrestricted Reserves	-	-	-	-	-
<b>Total Ending Reserves</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ -</b>

	FTE				
	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
FTE					
Administrative	0.84	0.84	1.49	0.73	0.73
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.84</b>	<b>0.84</b>	<b>1.49</b>	<b>0.73</b>	<b>0.73</b>

# Norsemen Village

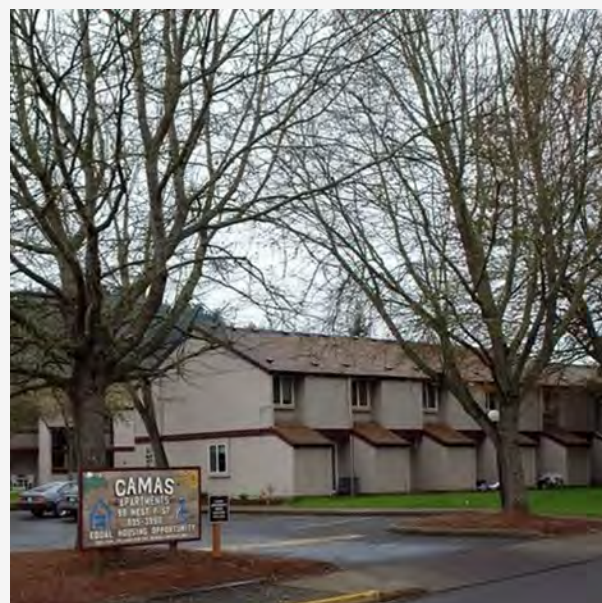
Norsemen Village offers forty-four (44) units of affordable housing serving families including households with elderly or disabled person(s) in Junction City, OR. The complex surrounds a lovely garden setting with a beautiful new community room that includes a gas fireplace, outside gathering area, and laundry room. Norsemen is walking distance from old downtown Junction City with proximity to cafes and shops, City Hall, the Viking Sal Senior Center and other services and was completely renovated in 2013. There is professional onsite management and maintenance who attend to the development's upkeep.



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ 292,263	\$ 294,804	\$ 324,496	\$ 324,400	\$ 324,500
Beginning Unrestricted Reserves	18,320	19,487	18,295	42,700	71,100
<b>Total Beginning Reserves</b>	<b>310,583</b>	<b>314,291</b>	<b>342,791</b>	<b>367,100</b>	<b>395,600</b>
<b>Revenue</b>	<b>317,543</b>	<b>289,786</b>	<b>281,334</b>	<b>280,000</b>	<b>280,300</b>
<b>Expenses</b>					
Personnel Services	-	-	-	-	-
Materials & Services	207,605	215,923	205,824	208,500	200,000
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>207,605</b>	<b>215,923</b>	<b>205,824</b>	<b>208,500</b>	<b>200,000</b>
<b>Net Change</b>	<b>109,938</b>	<b>73,863</b>	<b>75,510</b>	<b>71,500</b>	<b>80,300</b>
<b>Other Resources</b>					
Capital Outlay	(18,483)	-	(8,000)	-	(27,500)
Reserves	(38,597)	-	(40,966)	(22,400)	-
Debt Issuance	-	-	-	-	-
Debt Service	(51,544)	(21,066)	(26,544)	(20,600)	(13,700)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	(1,313)	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(109,937)</b>	<b>(21,066)</b>	<b>(75,510)</b>	<b>(43,000)</b>	<b>(41,200)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>1</b>	<b>52,797</b>	<b>-</b>	<b>28,500</b>	<b>39,100</b>
Ending Restricted Reserves	301,000	324,437	364,732	324,500	324,500
Ending Unrestricted Reserves	9,584	42,651	(21,941)	71,100	110,200
<b>Total Ending Reserves</b>	<b>\$ 310,584</b>	<b>\$ 367,088</b>	<b>\$ 342,791</b>	<b>\$ 395,600</b>	<b>\$ 434,700</b>

# Camas Apartments

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ 292,263	\$ 294,804	\$ 324,496	\$ 324,400	\$ 324,500
Beginning Unrestricted Reserves	18,320	19,487	18,295	42,700	71,100
<b>Total Beginning Reserves</b>	<b>310,583</b>	<b>314,291</b>	<b>342,791</b>	<b>367,100</b>	<b>395,600</b>
Revenue	317,543	289,786	281,334	280,000	280,300
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	207,605	215,923	205,824	208,500	200,000
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>207,605</b>	<b>215,923</b>	<b>205,824</b>	<b>208,500</b>	<b>200,000</b>
<b>Net Change</b>	<b>109,938</b>	<b>73,863</b>	<b>75,510</b>	<b>71,500</b>	<b>80,300</b>
Other Resources					
Capital Outlay	(18,483)	-	(8,000)	-	(27,500)
Reserves	(38,597)	-	(40,966)	(22,400)	-
Debt Issuance	-	-	-	-	-
Debt Service	(51,544)	(21,066)	(26,544)	(20,600)	(13,700)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	(1,313)	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(109,937)</b>	<b>(21,066)</b>	<b>(75,510)</b>	<b>(43,000)</b>	<b>(41,200)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>1</b>	<b>52,797</b>	<b>-</b>	<b>28,500</b>	<b>39,100</b>
Ending Restricted Reserves	301,000	324,437	364,732	324,500	324,500
Ending Unrestricted Reserves	9,584	42,651	(21,941)	71,100	110,200
<b>Total Ending Reserves</b>	<b>\$ 310,584</b>	<b>\$ 367,088</b>	<b>\$ 342,791</b>	<b>\$ 395,600</b>	<b>\$ 434,700</b>



# Jacob's Lane

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ 253,864	\$ 259,421	\$ 241,921	\$ 249,200	\$ 250,000
Beginning Unrestricted Reserves	111,287	28,246	(14,554)	43,600	(17,500)
<b>Total Beginning Reserves</b>	<b>365,151</b>	<b>287,667</b>	<b>227,367</b>	<b>292,800</b>	<b>232,500</b>
<b>Revenue</b>	<b>324,889</b>	<b>340,381</b>	<b>411,942</b>	<b>275,600</b>	<b>342,400</b>
<b>Expenses</b>					
Personnel Services	-	-	-	-	-
Materials & Services	273,708	302,483	282,522	288,700	309,200
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>273,708</b>	<b>302,483</b>	<b>282,522</b>	<b>288,700</b>	<b>309,200</b>
<b>Net Change</b>	<b>51,181</b>	<b>37,898</b>	<b>129,420</b>	<b>(13,100)</b>	<b>33,200</b>
<b>Other Resources</b>					
Capital Outlay	-	-	-	-	-
Reserves	(7,650)	(7,481)	(13,206)	(17,500)	(15,400)
Debt Issuance	-	-	-	-	-
Debt Service	(23,412)	(25,266)	(56,814)	(29,700)	(27,900)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(31,062)</b>	<b>(32,747)</b>	<b>(70,020)</b>	<b>(47,200)</b>	<b>(43,300)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>20,119</b>	<b>5,151</b>	<b>59,400</b>	<b>(60,300)</b>	<b>(10,100)</b>
<b>Ending Restricted Reserves</b>	<b>261,500</b>	<b>249,245</b>	<b>228,716</b>	<b>250,000</b>	<b>250,000</b>
<b>Ending Unrestricted Reserves</b>	<b>123,770</b>	<b>43,573</b>	<b>58,051</b>	<b>(17,500)</b>	<b>(27,600)</b>
<b>Total Ending Reserves</b>	<b>\$ 385,270</b>	<b>\$ 292,818</b>	<b>\$ 286,767</b>	<b>\$ 232,500</b>	<b>\$ 222,400</b>

# Laurel Gardens

Laurel Gardens Apartments is comprised of forty-one (41) units and is 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 single-level and have one bedroom. Some of the units share a common living room and kitchen between two residents. A community building with a kitchenette and restrooms in addition to a laundry room serve the complex as well.



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ 138,626	\$ 137,183	\$ 137,283	\$ 138,200	\$ 140,000
Beginning Unrestricted Reserves	79,318	36,109	23,809	17,300	3,300
<b>Total Beginning Reserves</b>	<b>217,944</b>	<b>173,292</b>	<b>161,092</b>	<b>155,500</b>	<b>143,300</b>
Revenue	208,383	195,842	184,012	195,800	135,400
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	176,194	195,273	177,512	189,700	115,200
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>176,194</b>	<b>195,273</b>	<b>177,512</b>	<b>189,700</b>	<b>115,200</b>
<b>Net Change</b>	<b>32,189</b>	<b>569</b>	<b>6,500</b>	<b>6,100</b>	<b>20,200</b>
Other Resources					
Capital Outlay	-	-	(50,000)	-	-
Reserves	(4,892)	-	50,000	(100)	-
Debt Issuance	-	-	-	-	-
Debt Service	(17,038)	(18,384)	(17,000)	(18,200)	(20,200)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(21,930)</b>	<b>(18,384)</b>	<b>(17,000)</b>	<b>(18,300)</b>	<b>(20,200)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>10,259</b>	<b>(17,815)</b>	<b>(10,500)</b>	<b>(12,200)</b>	<b>-</b>
Ending Restricted Reserves	142,800	138,177	137,283	140,000	140,000
Ending Unrestricted Reserves	85,403	17,300	13,309	3,300	3,300
<b>Total Ending Reserves</b>	<b>\$ 228,203</b>	<b>\$ 155,477</b>	<b>\$ 150,592</b>	<b>\$ 143,300</b>	<b>\$ 143,300</b>

# Walnut Park

The Walnut Park Townhouses are comprised of thirty-two (32) units are located in the River Road area of Eugene, OR 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 hookup 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>2018</u> <u>BUDGET</u>	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>PROJECTED</u>	<u>2020</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 86,229	\$ 26,008	\$ 82,708	\$ 83,300	\$ 83,000
Beginning Unrestricted Reserves	96,052	38,091	(54,010)	15,500	(19,600)
<b>Total Beginning Reserves</b>	<b>182,281</b>	<b>64,099</b>	<b>28,698</b>	<b>98,800</b>	<b>63,400</b>
<b>Revenue</b>	<b>215,396</b>	<b>204,866</b>	<b>251,582</b>	<b>181,700</b>	<b>204,800</b>
<b>Expenses</b>					
Personnel Services	-	-	-	-	-
Materials & Services	184,171	142,487	222,081	132,900	173,100
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>184,171</b>	<b>142,487</b>	<b>222,081</b>	<b>132,900</b>	<b>173,100</b>
<b>Net Change</b>	<b>31,225</b>	<b>62,379</b>	<b>29,501</b>	<b>48,800</b>	<b>31,700</b>
<b>Other Resources</b>					
Capital Outlay	-	-	-	-	-
Reserves	8,004	-	7,985	(56,700)	(4,600)
Debt Issuance	-	-	-	-	-
Debt Service	(21,264)	(27,696)	(26,886)	(27,500)	(30,600)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(13,260)</b>	<b>(27,696)</b>	<b>(18,901)</b>	<b>(84,200)</b>	<b>(35,200)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>17,965</b>	<b>34,683</b>	<b>10,600</b>	<b>(35,400)</b>	<b>(3,500)</b>
<b>Ending Restricted Reserves</b>	<b>88,800</b>	<b>83,327</b>	<b>74,704</b>	<b>83,000</b>	<b>83,000</b>
<b>Ending Unrestricted Reserves</b>	<b>111,446</b>	<b>15,453</b>	<b>(35,406)</b>	<b>(19,600)</b>	<b>(23,100)</b>
<b>Total Ending Reserves</b>	<b>\$ 200,246</b>	<b>\$ 98,780</b>	<b>\$ 39,298</b>	<b>\$ 63,400</b>	<b>\$ 59,900</b>

# The Orchards

## Wilakenzie Townhouses

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ 59,749	\$ 56,645	\$ 45,745	\$ 44,700	\$ 45,700
Beginning Unrestricted Reserves	35,488	(129,212)	(44,812)	(91,600)	(19,100)
<b>Total Beginning Reserves</b>	<b>95,237</b>	<b>(72,567)</b>	<b>933</b>	<b>(46,900)</b>	<b>26,600</b>
<b>Revenue</b>	<b>171,264</b>	<b>186,212</b>	<b>241,431</b>	<b>188,800</b>	<b>187,400</b>
<b>Expenses</b>					
Personnel Services	-	-	-	-	-
Materials & Services	164,418	152,758	185,806	118,500	168,200
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>164,418</b>	<b>152,758</b>	<b>185,806</b>	<b>118,500</b>	<b>168,200</b>
<b>Net Change</b>	<b>6,846</b>	<b>33,454</b>	<b>55,625</b>	<b>70,300</b>	<b>19,200</b>
<b>Other Resources</b>					
Capital Outlay	-	-	-	-	-
Reserves	3,396	-	3,419	10,900	(40,600)
Debt Issuance	-	-	-	-	-
Debt Service	(7,044)	(7,764)	(7,044)	(7,700)	(10,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(3,648)</b>	<b>(7,764)</b>	<b>(3,625)</b>	<b>3,200</b>	<b>(50,600)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>3,198</b>	<b>25,690</b>	<b>52,000</b>	<b>73,500</b>	<b>(31,400)</b>
Ending Restricted Reserves	61,500	44,692	42,349	45,700	45,700
Ending Unrestricted Reserves	36,935	(91,569)	10,584	(19,100)	(50,500)
<b>Total Ending Reserves</b>	<b>\$ 98,435</b>	<b>\$ (46,877)</b>	<b>\$ 52,933</b>	<b>\$ 26,600</b>	<b>\$ (4,800)</b>

# Sheldon Village I



Sheldon Village I consist of forty-three (43) units including one-bedroom apartments, two-bedroom flat apartments, two-bedroom townhouse apartments, and three-bedroom townhouse apartments, located in professionally landscaped courtyards, in the Sheldon High School area. Amenities include full-size washers & dryers, 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>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
Beginning Restricted Reserves	\$ 253,008	\$ 264,368	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	100,760	34,806	-	-	-
Total Beginning Reserves	<u>353,768</u>	<u>299,174</u>	-	-	-
Revenue	259,577	227,422	-	-	-
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	195,694	288,554	-	-	-
Overhead	-	-	-	-	-
Total Expenses	<u>195,694</u>	<u>288,554</u>	-	-	-
Net Change	<u>63,883</u>	<u>(61,132)</u>	-	-	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	(12,161)	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	(13,394)	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	(238,042)	-	-	-
Other Resources Provided (Used)	<u>(25,555)</u>	<u>(238,042)</u>	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>38,328</u>	<u>(299,174)</u>	-	-	-
Ending Restricted Reserves	260,600	-	-	-	-
Ending Unrestricted Reserves	131,496	-	-	-	-
Total Ending Reserves	<u>\$ 392,096</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

**Note: This budget with a new construction loan has been combined with Sheldon Village II to make the Sheldon Village LLC budget.**

# Sheldon Village II



Sheldon Village II consist of thirty-five (35) units including one-bedroom apartments, two-bedroom flat apartments, two-bedroom townhouse apartments, and three-bedroom townhouse apartments, located in professionally landscaped courtyards, in the Sheldon High School area. Amenities include full-size washers & dryers, 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.

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ 190,786	\$ 190,488	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	66,136	51,054	-	-	-
Total Beginning Reserves	256,922	241,542	-	-	-
Revenue	207,436	189,599	-	-	-
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	165,568	248,533	-	-	-
Overhead	-	-	-	-	-
Total Expenses	165,568	248,533	-	-	-
Net Change	41,868	(58,934)	-	-	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	(6,840)	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	(10,860)	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	(182,608)	-	-	-
Other Resources Provided (Used)	(17,700)	(182,608)	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	24,168	(241,542)	-	-	-
Ending Restricted Reserves	196,500	-	-	-	-
Ending Unrestricted Reserves	84,590	-	-	-	-
Total Ending Reserves	\$ 281,090	\$ -	\$ -	\$ -	\$ -

**Note: This budget with a new construction loan has been combined with Sheldon Village I to make the Sheldon Village LLC budget.**

# Sheldon Village Apartments LLC



Sheldon Village Apartments consist of seventy-eight (78) units one-bedroom apartments, two-bedroom flat apartments, two-bedroom townhouse apartments, and three-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.

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ 478,700	\$ 9,900	\$ 9,900
Beginning Unrestricted Reserves	-	-	125,265	(164,900)	(164,900)
Total Beginning Reserves	-	-	603,965	(155,000)	(155,000)
Revenue	-	38,710	625,487	499,300	562,500
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	-	207,747	357,812	371,700	510,000
Overhead	-	-	-	-	-
Total Expenses	-	207,747	357,812	371,700	510,000
Net Change	-	(169,037)	267,675	127,600	52,500
Other Resources					
Capital Outlay	-	(141,288)	(3,840,000)	(3,840,000)	-
Reserves	-	-	(27,300)	-	-
Debt Issuance	-	119,953	3,840,000	3,840,000	-
Debt Service	-	-	(240,375)	(127,600)	(60,000)
Inter-Program Transfers In	-	190,623	-	-	-
Inter-Program Transfers Out	-	(155,263)	-	-	-
Other Resources Provided (Used)	-	14,025	(267,675)	(127,600)	(60,000)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	(155,012)	-	-	(7,500)
Ending Restricted Reserves	-	9,876	500,000	9,900	9,900
Ending Unrestricted Reserves	-	(164,888)	103,965	(164,900)	(172,400)
Total Ending Reserves	\$ -	\$ (155,012)	\$ 603,965	\$ (155,000)	\$ (162,500)
Total Ending Reserves	\$ 392,090	\$ -	\$ -	\$ -	\$ -

# COCC

## Central Office Cost Center

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	-	-	2,992,000	\$ -	\$ 8,000,000
Beginning Unrestricted Reserves	2,586,392	(618,275)	(731,860)	(486,100)	(429,400)
<b>Total Beginning Reserves</b>	<b>2,586,392</b>	<b>(618,275)</b>	<b>2,260,140</b>	<b>(486,100)</b>	<b>7,570,600</b>
<b>Revenue</b>	<b>2,686,891</b>	<b>2,871,617</b>	<b>3,044,558</b>	<b>3,015,400</b>	<b>3,393,000</b>
<b>Expenses</b>					
Personnel Services	1,829,766	1,975,503	2,365,093	2,102,500	2,230,500
Materials & Services	894,398	940,818	957,967	856,200	1,156,900
Overhead	-	-	3,242	-	-
<b>Total Expenses</b>	<b>2,724,164</b>	<b>2,916,321</b>	<b>3,326,302</b>	<b>2,958,700</b>	<b>3,387,400</b>
<b>Net Change</b>	<b>(37,273)</b>	<b>(44,704)</b>	<b>(281,744)</b>	<b>56,700</b>	<b>5,600</b>
<b>Other Resources</b>					
Capital Outlay	50,000	(200,642)	(50,000)	-	(9,050,000)
Reserves	-	-	-	-	(40,000)
Debt Issuance	-	-	44,608	8,000,000	1,000,000
Debt Service	-	-	-	-	(309,100)
Inter-Program Transfers In	191,000	377,492	879,046	-	593,500
Inter-Program Transfers Out	-	-	(631,746)	-	-
<b>Other Resources Provided (Used)</b>	<b>241,000</b>	<b>176,850</b>	<b>241,908</b>	<b>8,000,000</b>	<b>(7,805,600)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>203,727</b>	<b>132,146</b>	<b>(39,836)</b>	<b>8,056,700</b>	<b>(7,800,000)</b>
<b>Ending Restricted Reserves</b>	<b>-</b>	<b>-</b>	<b>3,036,608</b>	<b>8,000,000</b>	<b>-</b>
<b>Ending Unrestricted Reserves</b>	<b>2,790,119</b>	<b>(486,129)</b>	<b>(816,305)</b>	<b>(429,400)</b>	<b>(229,400)</b>
<b>Total Ending Reserves</b>	<b>\$ 2,790,119</b>	<b>\$ (486,129)</b>	<b>\$ 2,220,303</b>	<b>\$ 7,570,600</b>	<b>\$ (229,400)</b>
<b>FTE</b>					
	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
<b>FTE</b>					
Administrative	15.10	15.77	19.09	16.30	17.80
Maintenance	4.80	6.00	6.50	6.60	6.60
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>19.90</b>	<b>21.77</b>	<b>25.59</b>	<b>22.90</b>	<b>24.40</b>

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



# Agency General

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ 2,992,000	\$ -	\$ -
Beginning Unrestricted Reserves	2,430,192	(618,275)	(673,000)	1,310,200	3,080,600
<b>Total Beginning Reserves</b>	<b>2,430,192</b>	<b>(618,275)</b>	<b>2,319,000</b>	<b>1,310,200</b>	<b>3,080,600</b>
<b>Revenue</b>	<b>2,119,340</b>	<b>1,810,267</b>	<b>1,705,776</b>	<b>1,770,400</b>	<b>1,807,700</b>
<b>Expenses</b>					
Personnel Services	-	81,825	-	-	-
Materials & Services	393,770	131,667	5,151	-	111,000
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>393,770</b>	<b>213,492</b>	<b>5,151</b>	<b>-</b>	<b>111,000</b>
<b>Net Change</b>	<b>1,725,570</b>	<b>1,596,775</b>	<b>1,700,625</b>	<b>1,770,400</b>	<b>1,696,700</b>
<b>Other Resources</b>					
Capital Outlay	-	-	-	-	(1,000,000)
Reserves	-	-	-	-	-
Debt Issuance	-	-	44,608	-	1,000,000
Debt Service	-	-	-	-	-
Inter-Program Transfers In	191,000	331,726	879,046	-	448,500
Inter-Program Transfers Out	-	-	(631,746)	-	-
<b>Other Resources Provided (Used)</b>	<b>191,000</b>	<b>331,726</b>	<b>291,908</b>	<b>-</b>	<b>448,500</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>1,916,570</b>	<b>1,928,501</b>	<b>1,992,533</b>	<b>1,770,400</b>	<b>2,145,200</b>
<b>Ending Restricted Reserves</b>	<b>-</b>	<b>-</b>	<b>3,036,608</b>	<b>-</b>	<b>-</b>
<b>Ending Unrestricted Reserves</b>	<b>2,529,948</b>	<b>1,310,226</b>	<b>(836,604)</b>	<b>3,080,600</b>	<b>5,225,800</b>
<b>Total Ending Reserves</b>	<b>\$ 2,529,948</b>	<b>\$ 1,310,226</b>	<b>\$ 2,200,004</b>	<b>\$ 3,080,600</b>	<b>\$ 5,225,800</b>

# Board of Commissioners

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(6,700)	(12,900)
<b>Total Beginning Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(6,700)</b>	<b>(12,900)</b>
Revenue	-	-	-	-	-
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	23,052	6,651	24,800	6,200	18,900
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>23,052</b>	<b>6,651</b>	<b>24,800</b>	<b>6,200</b>	<b>18,900</b>
<b>Net Change</b>	<b>(23,052)</b>	<b>(6,651)</b>	<b>(24,800)</b>	<b>(6,200)</b>	<b>(18,900)</b>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>(23,052)</b>	<b>(6,651)</b>	<b>(24,800)</b>	<b>(6,200)</b>	<b>(18,900)</b>
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(6,651)	-	(12,900)	(31,800)
<b>Total Ending Reserves</b>	<b>\$ -</b>	<b>\$ (6,651)</b>	<b>\$ -</b>	<b>\$ (12,900)</b>	<b>\$ (31,800)</b>

# Executive

The Executive Budget captures activities of the Homes for Good admin team, Executive Director, Communications Director as well as admin support staff. The FY20 activities for the Executive Team include costs associated with strategic planning, regular public relations and affairs support, relevant training, membership and representation at advocacy opportunities for affordable housing.



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(517,800)	(923,000)
Total Beginning Reserves	-	-	-	(517,800)	(923,000)
Revenue	-	-	10,000	10,000	-
Expenses					
Personnel Services	428,259	445,234	495,982	369,200	370,500
Materials & Services	96,786	72,551	78,584	46,000	110,300
Overhead	-	-	-	-	-
Total Expenses	525,045	517,785	574,566	415,200	480,800
Net Change	(525,045)	(517,785)	(564,566)	(405,200)	(480,800)
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	(525,045)	(517,785)	(564,566)	(405,200)	(480,800)
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(517,785)	-	(923,000)	(1,403,800)
Total Ending Reserves	\$ -	\$ (517,785)	\$ -	\$ (923,000)	\$ (1,403,800)
	FTE				
	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	3.40	3.00	3.65	2.29	2.29
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
Total	3.40	3.00	3.65	2.29	2.29

# 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.



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(346,400)	(796,600)
<b>Total Beginning Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(346,400)</b>	<b>(796,600)</b>
Revenue	-	-	-	-	-
Expenses					
Personnel Services	275,482	309,719	431,923	402,400	453,700
Materials & Services	28,200	36,681	36,681	47,800	45,600
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>303,682</b>	<b>346,400</b>	<b>468,604</b>	<b>450,200</b>	<b>499,300</b>
<b>Net Change</b>	<b>(303,682)</b>	<b>(346,400)</b>	<b>(468,604)</b>	<b>(450,200)</b>	<b>(499,300)</b>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>(303,682)</b>	<b>(346,400)</b>	<b>(468,604)</b>	<b>(450,200)</b>	<b>(499,300)</b>
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(346,400)	-	(796,600)	(1,295,900)
<b>Total Ending Reserves</b>	<b>\$ -</b>	<b>\$ (346,400)</b>	<b>\$ -</b>	<b>\$ (796,600)</b>	<b>\$ (1,295,900)</b>

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	2.97	3.50	4.63	3.87	4.87
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>2.97</b>	<b>3.50</b>	<b>4.63</b>	<b>3.87</b>	<b>4.87</b>

# Human Resources



The Human Resources (HR) Department has, and will continue to morph into a team that plans for and helps implement change. HR supports continuous improvement of the employee experience following change. HR's role is to be a strategic partner, an employee sponsor and advocate, a policy enforcer, a team leader, and a talent management ambassador. The HR Team will be instrumental in the Equity and Diversity work and various trainings that will continue in FY 20.

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(178,400)	(407,600)
<b>Total Beginning Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(178,400)</b>	<b>(407,600)</b>
Revenue	700	750	750	800	700
Expenses					
Personnel Services	186,131	140,483	159,063	182,200	144,500
Materials & Services	44,238	38,704	43,500	47,800	36,000
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>230,369</b>	<b>179,187</b>	<b>202,563</b>	<b>230,000</b>	<b>180,500</b>
<b>Net Change</b>	<b>(229,669)</b>	<b>(178,437)</b>	<b>(201,813)</b>	<b>(229,200)</b>	<b>(179,800)</b>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>(229,669)</b>	<b>(178,437)</b>	<b>(201,813)</b>	<b>(229,200)</b>	<b>(179,800)</b>
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(178,437)	-	(407,600)	(587,400)
<b>Total Ending Reserves</b>	<b>\$ -</b>	<b>\$ (178,437)</b>	<b>\$ -</b>	<b>\$ (407,600)</b>	<b>\$ (587,400)</b>

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	2.00	2.00	1.50	1.08	1.58
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>2.00</b>	<b>2.00</b>	<b>1.50</b>	<b>1.08</b>	<b>1.58</b>

# Information Technology

The IT Department supports agency-wide communications and data infrastructure. This is accomplished through administration, training, and maintenance of multiple networks, servers, applications, 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. HFG has an ever-growing reliance on IT resources. Following an assessment in FY18 significant investment in our technical debt is recommended for FY20. Important strategic initiatives for FY20 include major network upgrades, server upgrades, increased deployment of laptops to HFG staff, and coordinating the move to our new building.



	<u>2018</u> <u>BUDGET</u>	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>PROJECTED</u>	<u>2020</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(233,000)	(406,300)
Total Beginning Reserves	-	-	-	(233,000)	(406,300)
Revenue	-	-	-	-	-
Expenses					
Personnel Services	101,819	104,014	154,254	117,900	172,000
Materials & Services	91,660	129,006	123,707	55,400	61,100
Overhead	-	-	-	-	-
Total Expenses	193,479	233,020	277,961	173,300	233,100
Net Change	(193,479)	(233,020)	(277,961)	(173,300)	(233,100)
Other Resources					
Capital Outlay	-	-	-	-	(20,000)
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	(20,000)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(193,479)	(233,020)	(277,961)	(173,300)	(253,100)
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(233,020)	-	(406,300)	(659,400)
Total Ending Reserves	\$ -	\$ (233,020)	\$ -	\$ (406,300)	\$ (659,400)

## FTE

	<u>2018</u> <u>BUDGET</u>	<u>2018</u> <u>ACTUAL</u>	<u>2019</u> <u>BUDGET</u>	<u>2019</u> <u>PROJECTED</u>	<u>2020</u> <u>BUDGET</u>
FTE					
Administrative	1.00	1.25	2.00	2.10	2.10
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
Total	1.00	1.25	2.00	2.10	2.10

# Communications

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	(9,600)
Total Beginning Reserves	-	-	-	-	(9,600)
Revenue	-	-	-	-	-
Expenses					
Personnel Services	-	-	32,489	9,000	39,100
Materials & Services	-	-	5,200	600	17,200
Overhead	-	-	-	-	-
Total Expenses	-	-	37,689	9,600	56,300
Net Change	-	-	(37,689)	(9,600)	(56,300)
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)	(9,600)	(56,300)
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	-	-	(9,600)	(65,900)
Total Ending Reserves	\$ -	\$ -	\$ -	\$ (9,600)	\$ (65,900)

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	0.00	0.00	0.50	0.53	0.53
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
Total	0.00	0.00	0.50	0.53	0.53

# Fairview Administration

The Supportive Housing Division is responsible for all areas of management of 942 Low-Income Housing units in Lane County and is staffed by the Supportive Housing Director, a Portfolio Manager, a Fee for Service Manager, a Division Analyst, a Contract Administrator, a Real Estate Specialist, four (4) Property Managers, four (4) Assistant Property Managers, and twenty-one (21) Maintenance Staff. The housing units managed by the Supportive Housing Division are geographically spread throughout Lane County and include housing units in Eugene, Springfield, Creswell, Cottage Grove, Junction City, Veneta, and Florence. The Supportive Housing Division manages multiple programs and waiting lists for 695 Public Housing units, twenty-five (25) Section 8 New Construction units, ninety (90) Low-Income units and two (2) complexes with a mix of PBV and Market Rate units. The Supportive Housing Division is responsible for the overall management, compliance, maintenance, rent calculation, leasing, lease enforcement, and other functions for all units.



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(315,400)	(809,500)
<b>Total Beginning Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(315,400)</b>	<b>(809,500)</b>
Revenue	-	-	-	-	-
Expenses					
Personnel Services	315,757	284,675	403,547	451,000	371,100
Materials & Services	35,435	30,748	48,461	43,100	39,700
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>351,192</b>	<b>315,423</b>	<b>452,008</b>	<b>494,100</b>	<b>410,800</b>
<b>Net Change</b>	<b>(351,192)</b>	<b>(315,423)</b>	<b>(452,008)</b>	<b>(494,100)</b>	<b>(410,800)</b>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>(351,192)</b>	<b>(315,423)</b>	<b>(452,008)</b>	<b>(494,100)</b>	<b>(410,800)</b>
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(315,423)	-	(809,500)	(1,220,300)
<b>Total Ending Reserves</b>	<b>\$ -</b>	<b>\$ (315,423)</b>	<b>\$ -</b>	<b>\$ (809,500)</b>	<b>\$ (1,220,300)</b>

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
<b>FTE</b>					
Administrative	3.50	4.02	4.60	3.71	3.71
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>3.50</b>	<b>4.02</b>	<b>4.60</b>	<b>3.71</b>	<b>3.71</b>



# Maintenance Fee for Service

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(70,300)	34,100
<b>Total Beginning Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(70,300)</b>	<b>34,100</b>
Revenue	407,382	454,063	592,851	585,100	556,500
Expenses					
Personnel Services	402,053	464,331	509,839	421,000	512,400
Materials & Services	42,011	60,076	88,413	59,700	62,100
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>444,064</b>	<b>524,407</b>	<b>598,252</b>	<b>480,700</b>	<b>574,500</b>
<b>Net Change</b>	<b>(36,682)</b>	<b>(70,344)</b>	<b>(5,401)</b>	<b>104,400</b>	<b>(18,000)</b>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>(36,682)</b>	<b>(70,344)</b>	<b>(5,401)</b>	<b>104,400</b>	<b>(18,000)</b>
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(70,344)	-	34,100	16,100
<b>Total Ending Reserves</b>	<b>\$ -</b>	<b>\$ (70,344)</b>	<b>\$ -</b>	<b>\$ 34,100</b>	<b>\$ 16,100</b>

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	1.10	1.00	1.10	1.42	1.42
Maintenance	4.32	6.00	5.20	5.30	5.30
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>5.42</b>	<b>7.00</b>	<b>6.30</b>	<b>6.72</b>	<b>6.72</b>

# Day Island Building

The Homes for Good Day Island Office is located at 177 Day Island Rd in Eugene, OR right next to the entrance to Alton Baker Park. The office is home to the Rent Assistance Division, Resident Services, 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.



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(121,300)	(208,500)
Total Beginning Reserves	-	-	-	(121,300)	(208,500)
Revenue	-	-	67,098	-	110,800
Expenses					
Personnel Services	12,719	1,824	23,435	11,000	15,600
Materials & Services	63,108	119,485	83,277	76,200	168,700
Overhead	-	-	-	-	-
Total Expenses	75,827	121,309	106,712	87,200	184,300
Net Change	(75,827)	(121,309)	(39,614)	(87,200)	(73,500)
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	(75,827)	(121,309)	(39,614)	(87,200)	(73,500)
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(121,309)	-	(208,500)	(282,000)
Total Ending Reserves	\$ -	\$ (121,309)	\$ -	\$ (208,500)	\$ (282,000)

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	0.00	0.00	0.00	0.05	0.05
Maintenance	0.21	0.00	0.15	0.15	0.15
Other	0.00	0.00	0.00	0.00	0.00
Total	0.21	0.00	0.15	0.20	0.20

# Fairview Building

The Homes for Good Fairview Office is located at 300 W Fairview in Springfield, OR in the middle of our AMP 200 complex called McKenzie Village. It is home to most of the Supportive Housing Division, the Fee For Service Maintenance Team, the Energy Services Division, 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.



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(90,400)	(184,900)
Total Beginning Reserves	-	-	-	(90,400)	(184,900)
Revenue	-	-	46,203	-	56,800
Expenses					
Personnel Services	12,719	34,549	23,598	38,300	37,100
Materials & Services	66,038	55,884	61,037	56,200	3,100
Overhead	-	-	-	-	-
Total Expenses	78,757	90,433	84,635	94,500	40,200
Net Change	(78,757)	(90,433)	(38,432)	(94,500)	16,600
Other Resources					
Capital Outlay	-	-	-	-	(30,000)
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	30,000
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(78,757)	(90,433)	(38,432)	(94,500)	16,600
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(90,433)	-	(184,900)	(168,300)
Total Ending Reserves	\$ -	\$ (90,433)	\$ -	\$ (184,900)	\$ (168,300)

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	0.00	0.00	0.00	0.06	0.06
Maintenance	0.27	0.00	1.15	1.15	1.15
Other	0.00	0.00	0.00	0.00	0.00
Total	0.27	0.00	1.15	1.21	1.21

# Capital Projects Administration

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(4,900)	(22,200)
<b>Total Beginning Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(4,900)</b>	<b>(22,200)</b>
Revenue	96,600	96,552	137,580	96,600	113,600
Expenses					
Personnel Services	87,329	90,661	122,280	94,100	96,600
Materials & Services	8,700	10,747	15,940	19,800	15,800
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>96,029</b>	<b>101,408</b>	<b>138,220</b>	<b>113,900</b>	<b>112,400</b>
<b>Net Change</b>	<b>571</b>	<b>(4,856)</b>	<b>(640)</b>	<b>(17,300)</b>	<b>1,200</b>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>571</b>	<b>(4,856)</b>	<b>(640)</b>	<b>(17,300)</b>	<b>1,200</b>
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(4,856)	-	(22,200)	(21,000)
<b>Total Ending Reserves</b>	<b>\$ -</b>	<b>\$ (4,856)</b>	<b>\$ -</b>	<b>\$ (22,200)</b>	<b>\$ (21,000)</b>
	FTE				
	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
FTE					
Administrative	1.01	1.00	0.91	0.99	0.99
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>1.01</b>	<b>1.00</b>	<b>0.91</b>	<b>0.99</b>	<b>0.99</b>

# Fleet

The Homes for Good fleet consists of thirty-seven (37) vehicles which are used by Maintenance Workers, Property Managers, Energy Auditors, Section 8 Inspectors, and other staff.

A Fleet Committee made up of staff from various departments and divisions meets monthly to make recommendations for vehicle replacements and policies.



	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	156,200	-	(81,660)	39,200	91,000
<b>Total Beginning Reserves</b>	<b>156,200</b>	<b>-</b>	<b>(81,660)</b>	<b>39,200</b>	<b>91,000</b>
Revenue	62,869	42,869	78,000	57,000	79,700
Expenses					
Personnel Services	7,498	2,156	70	2,000	8,400
Materials & Services	1,400	1,475	1,050	3,200	14,700
Overhead	-	-	1,621	-	-
<b>Total Expenses</b>	<b>8,898</b>	<b>3,631</b>	<b>2,741</b>	<b>5,200</b>	<b>23,100</b>
<b>Net Change</b>	<b>53,971</b>	<b>39,238</b>	<b>75,259</b>	<b>51,800</b>	<b>56,600</b>
Other Resources					
Capital Outlay	50,000	-	(50,000)	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>50,000</b>	<b>-</b>	<b>(50,000)</b>	<b>-</b>	<b>-</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>103,971</b>	<b>39,238</b>	<b>25,259</b>	<b>51,800</b>	<b>56,600</b>
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	260,171	39,238	(56,401)	91,000	147,600
<b>Total Ending Reserves</b>	<b>\$ 260,171</b>	<b>\$ 39,238</b>	<b>\$ (56,401)</b>	<b>\$ 91,000</b>	<b>\$ 147,600</b>

## FTE

	<u>2018 BUDGET</u>	<u>2018 ACTUAL</u>	<u>2019 BUDGET</u>	<u>2019 PROJECTED</u>	<u>2020 BUDGET</u>
FTE					
Administrative	0.10	0.00	0.10	0.10	0.10
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.10</b>	<b>0.00</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>

# 100 W 13th Ave

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



	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ 8,000,000
Beginning Unrestricted Reserves	-	-	22,800	49,100	146,000
<b>Total Beginning Reserves</b>	<b>-</b>	<b>-</b>	<b>22,800</b>	<b>49,100</b>	<b>8,146,000</b>
Revenue	-	467,116	406,300	495,500	667,200
<b>Expenses</b>					
Personnel Services	-	16,032	8,613	4,400	9,500
Materials & Services	-	247,143	342,166	394,200	452,700
Overhead	-	-	1,621	-	-
<b>Total Expenses</b>	<b>-</b>	<b>263,175</b>	<b>352,400</b>	<b>398,600</b>	<b>462,200</b>
<b>Net Change</b>	<b>-</b>	<b>203,941</b>	<b>53,900</b>	<b>96,900</b>	<b>205,000</b>
<b>Other Resources</b>					
Capital Outlay	-	(200,642)	-	-	(8,000,000)
Reserves	-	-	-	-	(40,000)
Debt Issuance	-	-	-	8,000,000	-
Debt Service	-	-	-	-	(309,100)
Inter-Program Transfers In	-	45,766	-	-	115,000
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>(154,876)</b>	<b>-</b>	<b>8,000,000</b>	<b>(8,234,100)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>-</b>	<b>49,065</b>	<b>53,900</b>	<b>8,096,900</b>	<b>(8,029,100)</b>
Ending Restricted Reserves	-	-	-	8,000,000	-
Ending Unrestricted Reserves	-	49,065	76,700	146,000	116,900
<b>Total Ending Reserves</b>	<b>\$ -</b>	<b>\$ 49,065</b>	<b>\$ 76,700</b>	<b>\$ 8,146,000</b>	<b>\$ 116,900</b>

## FTE

	<b>2018 BUDGET</b>	<b>2018 ACTUAL</b>	<b>2019 BUDGET</b>	<b>2019 PROJECTED</b>	<b>2020 BUDGET</b>
<b>FTE</b>					
Administrative	0.02	0.00	0.10	0.10	0.10
Maintenance	0.00	0.00	0.00	0.00	0.00
Other	0.00	0.00	0.00	0.00	0.00
<b>Total</b>	<b>0.02</b>	<b>0.00</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>

# FTE SUMMARY

## 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	0.50

FTE Total for FY2019	<u>98.00</u>
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Total FTE Budget for FY2019	98.00
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## FTE Reductions:

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

## FTE Additions:

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

FTE Total for FY2020	<u>96.50</u>
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# TRANSFER SUMMARY

The following table is intended to provide summary information about Homes for Good inter-fund transfers. Budgeted inter-fund transfers for FY2020 are as follows:

	<u>Transfers-OUT</u>	<u>Transfers-IN</u>
Development	\$ (808,500)	\$ -
Family Self Sufficiency		11,600
ROSS		147,800
Shelter Plus Care		55,900
COCC		593,500
Total Transfers	<u>\$ (808,500)</u>	<u>\$ 808,800</u>



# LONG-RANGE FINANCIAL PLANNING

## The Supportive Housing Division

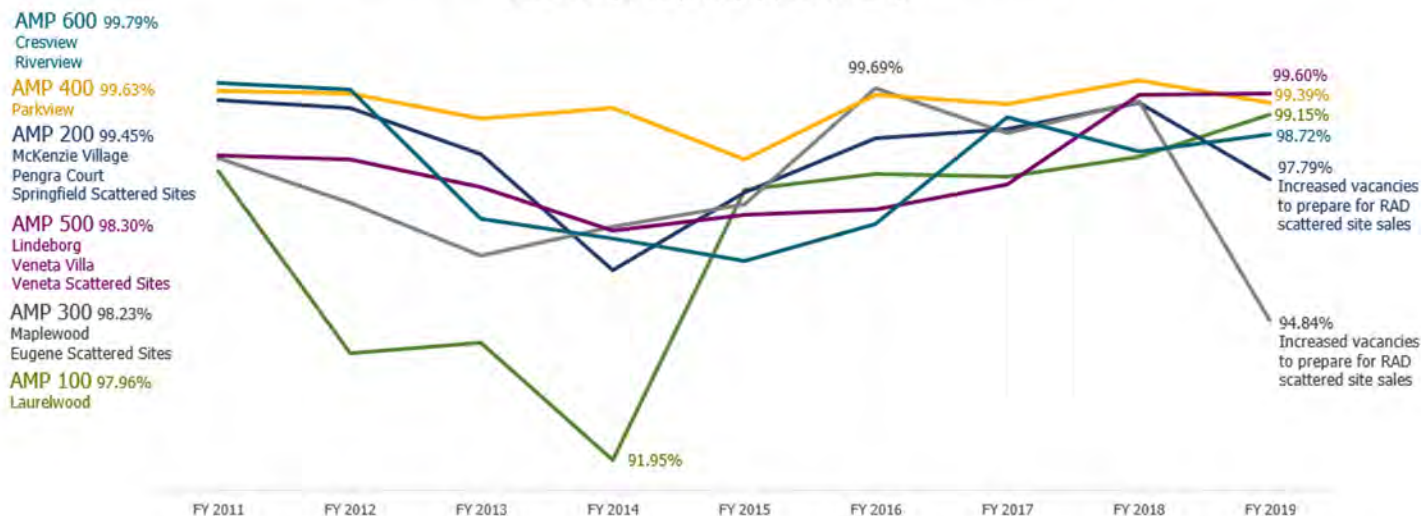
The Supportive Housing Division is undergoing substantial change in the years ahead as Homes for Good explores further conversions under RAD, builds capacity for supportive housing, and works to integrate cross-functional teams and services into our business systems. The following charts highlight some of the upcoming projects and financial impacts for the Supportive Housing Division in the next fiscal year.

### Operational Goals:

- Support Division reorganization with the creation of a Supportive Housing Division Director and a Portfolio Manager position, continue developing cross division collaboration with eligibility and intake, and restructure rent collection and procurement for more direct oversight within the Division.
- Prepare for the impact of RAD Phase II disposition of the Scattered Site units on budgets and staffing.
- Invest in training related to Diversity & Equity, Supportive Housing, and Housing First.
- Invest in Spanish Translation Services (phase 1 – application, packets, etc.)
- Invest in new operations software (paperless accounts payable, budget database, fixed asset tracking) .
- 100% UPCS contracted inspections with REAC priority work list (REAC prep and meets annual HUD requirements) .
- Continue to invest in additional Resident Services staff and programming to serve residents of Public Housing.
- Continue to invest in additional Resident Aide positions for each property to help with operational needs such as posting flyers, maintaining the community room, or helping with on-site programs.

## What are the Historical Public Housing Occupancy Rates by AMP?

Occupancy is the percentage of time that units have residents living in them. High occupancy correlates to increased revenue.  
AMPs (asset management projects) are geographic and operational gr



# LONG-RANGE FINANCIAL PLANNING

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## **Maintenance:**

- Continue to identify areas of maintenance that could be handled by FFS or maintenance staff instead of contracting out including RAD prep work and turns.
- Continue to provide maintenance services at other agency owned housing and commercial spaces.
- Invest in substantial changes to Supportive Housing site offices and maintenance shop spaces to facilitate greater site-based services and staff functions.
- Invest in training and equipment for testing and abatement of lead based paint, mildew, and Asbestos contaminant work.
- Continue to rekey (re-master) PH units to ensure good key management. Add deadbolt locks to units that currently do not have them.
- Continue working with Energy Services to income qualify tenants and do prep work for Energy Services projects such as DHP installation to create additional energy savings.
- Continue maximizing in-house REAC prep work (landscape, siding, fences, concrete, etc.)
- Continue modernization of fleet vehicles with purchase of new dump truck.
- Finalize the work of the EPC contract and begin working with Johnson Controls Inc. to track savings.

# LONG-RANGE FINANCIAL PLANNING

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## **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." CY19 resulted in an almost 100% pro-ration factor for funding. This allows Homes for Good to utilize 100% of the vouchers allocated to our jurisdiction. When a housing agency does not utilize all the funding allotted in a calendar year, it can impact funding levels in future years. Essentially, a use it or lose it approach is used, and HUD can decide to reallocate the funding not used by a housing agency. Homes for Good works closely with our local HUD field office in Portland. Homes for Good meets monthly with the HUD field office to review a HUD recommended tool (known as the Two-Year Tool) to help forecast utilization and funding rates, which helps ensure Homes for Good is using as many vouchers and all the funding allotted to our community. The Two-Year Tool is a multi-paged excel workbook that incorporates points of data such as voucher turn-over rates, average per unit costs and pro-ration levels to help Homes for Good make data driven decisions in administering the Section 8 Program. 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. It is the overall goal for CY20 to utilize as many vouchers as funding levels dictate, and ensure the Rent Assistance Division is adequately staffed and cross trained to meet the demands of fluctuations in funding levels and new funding allocations.

# LONG-RANGE FINANCIAL PLANNING

## Rent Assistance Division

### Average Housing Assistance Payment (HAP) Paid

HAP is the payment that is made to the landlord from Homes for Good monthly on behalf of the tenant. The average HAP is captured by assessing all HAP paid on 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), which HUD establishes on a yearly basis. The Payment Standards for the Section 8 and VASH Programs are derived from the FMRs. Homes for Good is required to remain between 90%-110% of FMR when setting its Payment Standard. Currently, Homes for Good's Payment Standards are set at 95% of FMR. Three, the income of the tenant: when the tenant doesn't have income, Homes for Good pays more HAP. When the tenant has more income Homes for Good pays less HAP. Under 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 the Resident Services Team to ensure that participants in our programs are receiving appropriate benefits ( for example: social security payments, which are counted as income) and/or are working towards gainful employment to ensure the overall viability of the program.

Average HAP paid

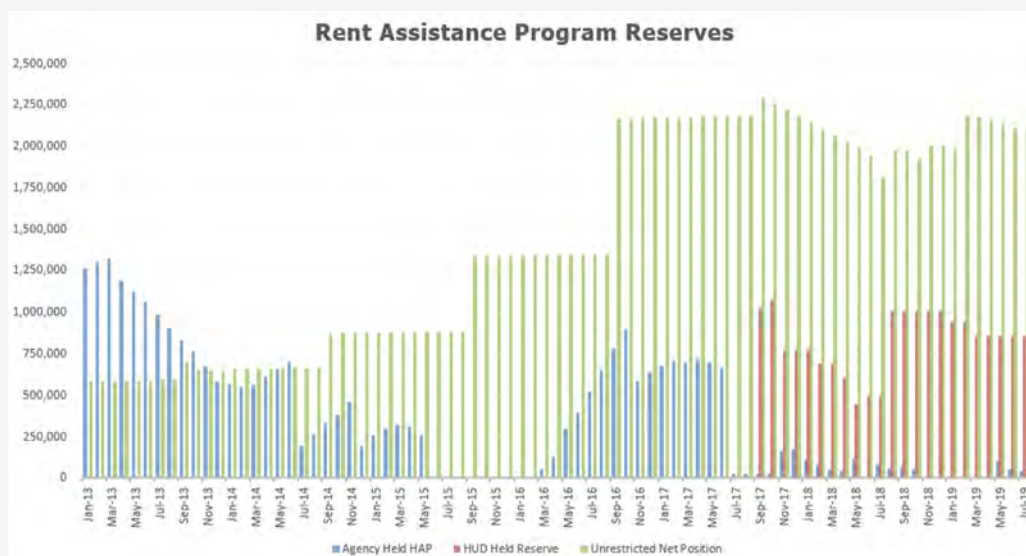


# LONG-RANGE FINANCIAL PLANNING

## Rent Assistance Division

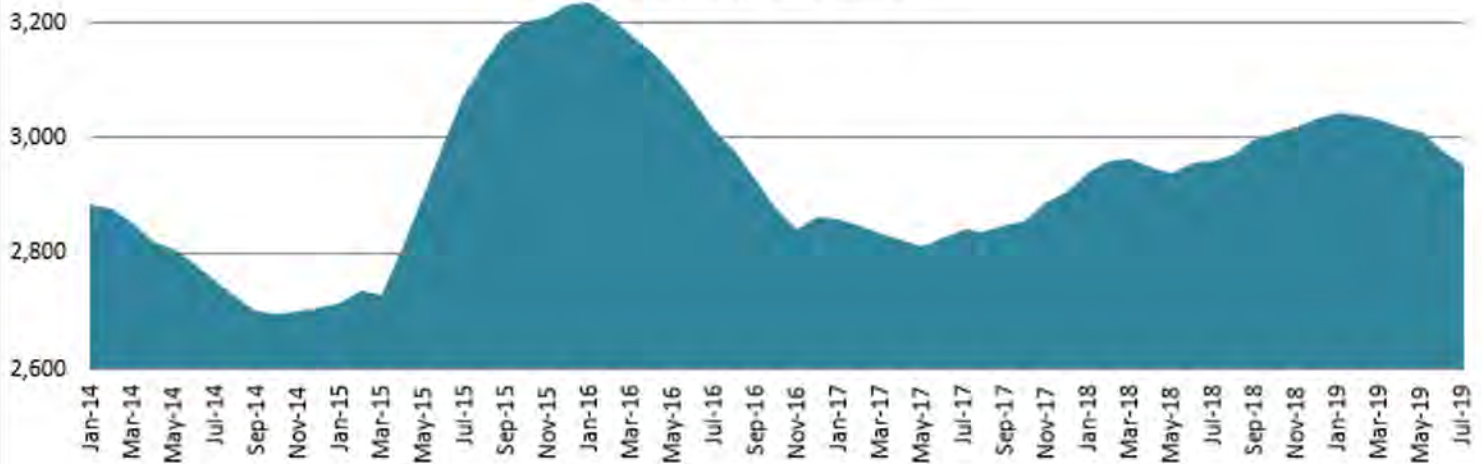
### Admin Reserve and Homes for Good Held HAP Reserve

For every voucher leased, Homes for Good receives money from HUD to run the Housing Choice Voucher Programs. Admin fees pay for salaries, supplies, building space, and so on. However, HUD only pays Admin fees up to the number of units Homes for Good is required to lease. If Homes for Good leases up more than HUD allocated, HUD doesn't give Homes for Good more admin fees. Admin fee reserves are accumulated when the cost of running the program is lower than the fees received or Homes for Good budgeted for one pro-ration factor, but HUD changed it later. For example, HUD tells Homes for Good they will provide \$100.00 in admin fees in January. In April HUD tells Homes for Good they will prorate the admin fee and will only be giving \$70.00. In November HUD tells Homes for Good it has changed the prorate again and will give \$90.00. HUD then goes back and prorates the calendar year at \$90.00. Homes for Good may have budgeted the entire year on the assumption they were getting \$70.00 every month. This change from HUD so late in the year could result in money being added to the reserves. Admin Fee Reserves are important to maintain as they can pad a program in years where the overall lease rate does not reach 100% or the pro-ration is lower than Homes for Good expected. Homes for Good is targeted to close CY19 with \$2,099,000 in Admin Fee Reserves. HAP reserves are funds Homes for Good did not spend on HAP. For example, HUD provides Homes for Good with \$1,000 in HAP for the year. Homes for Good leases 50% of the vouchers provided and doesn't use all the HAP. Homes for Good uses \$500.00 in HAP. The remaining \$500.00 is held in reserves for future use. However, in setting a national budget HUD can look at HAP reserves of all PHAs and reallocate the money if they believe a PHA's HAP reserves have grown too large. HUD recommends reserves to be between 2% and 7% of the Annual Budget Authority. HAP reserves are important for Homes for Good to maintain as they can pad the program in years where the average HAP cost is higher than expected. For CY19 Homes for Good is targeted to end the year with 2.4% in HAP reserves.



# LONG-RANGE FINANCIAL PLANNING

Vouchers in Use



Rent Change Report for FY 2019

	October 18	November 18	December 18	January	February	March	April	May	June	July	August	September	Total	FY Total
Average	\$37.72	\$47.90	\$68.01	\$46.68	\$57.68	\$63.06	\$48.92	\$32.26	\$57.70	\$25.52	\$45.55	\$49.92	\$48.41	\$49.27
Low	-\$389.00	-\$160.00	-\$10.00	-\$215.00	-\$160.00	\$0.00	-\$160.00	-\$160.00	-\$144.00	-\$150.00	-\$160.00	\$2.00	-\$389.00	-\$431.00
High	\$300.00	\$235.00	\$395.00	\$450.00	\$284.00	\$222.00	\$299.00	\$251.00	\$260.00	\$191.00	\$250.00	\$217.00	\$450.00	\$450.00
Count	106	99	141	118	65	70	77	265	156	258	174	159	1688	1421
Total	\$3,998.00	\$4,742.00	\$9,589.00	\$5,508.00	\$3,749.00	\$4,414.00	\$3,767.00	\$8,548.00	\$9,001.00	\$6,584.00	\$7,926.00	\$7,938.00	\$75,764.00	\$70,006.00

# LONG-RANGE FINANCIAL PLANNING

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## Real Estate Development (RED) Division

The Development Division has been successful in securing tax credit funding for four consecutive projects. In addition to the planned new construction, Homes for Good has completed an extensive preservation project FY19.

### Preservation Projects

The most recent preservation project that reached completion was the at the Sheldon Village Apartments. Sheldon Village Apartments provides seventy-eight (78) units of affordable housing ranging from one and two-bedroom flat apartments, to two and three-bedroom townhouse apartments. Rehabilitation began in the fall of 2018. This project included the replacement of siding, new windows throughout, deck and stair repairs, and painting of the property. This rehabilitation was funded by the use of PBV to support a tax-exempt bond. Construction completed in August of 2019.

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

### New Construction

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, OR near 6th & Oak, that will provide fifty (50) units of critically needed workforce and veteran housing. The project is a public/private collaboration with the Obie development team as part of a major re-development in the Market District. Construction began July 1, 2019 and will be completed in early 2020.

Housing First on MLK is a partnership with Lane County and St. Vincent DePaul to provide fifty-one (51) units of housing for homeless people struggling with addiction. OHCS awarded 3 million dollars to the project and the remainder will be funded by a mix of tax credits and other funding sources. Construction is expected to begin October 2019 and completed in early 2021.

# LONG-RANGE FINANCIAL PLANNING

## Real Estate Development (RED) Division

### New Construction (Continued)

Approval was received through RAD to convert 100 units of Public Housing Scattered Sites into two replacement projects located in West Eugene: "Taney Place Apartments" and Springfield: "Hayden Bridge Meadows". Construction of the replacement housing projects will begin in late 2019, and be completed December 2020. The Scattered Sites will be sold, and the subsidies will be converted into the two replacement housing projects.

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

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	\$10,377,000
The Oaks at 14th	New Construction	53	Complete	Aug-16	Apr-17	\$8,985,000
Richardson Bridge	Rehab	31	Complete	Aug-17	Aug-18	\$6,143,000
Sheldon Village Apartments	Rehab	74	Complete	Aug-18	Aug-19	\$3,792,000
Market District Commons	New Construction	50	Funded	Jul-19	Feb-20	\$16,300,000
Commons on MLK	New Construction	50	Predev	Jun-19	Jul-20	\$11,700,000
Taney Place	New Construction	49	Predev	Jan-20	Apr-21	\$12,000,000
Hayden Bridge Meadows	New Construction	70	Predev	Jan-20	Apr-21	\$12,500,000
Legion Cottages	New Construction	4	Predev	Jan-20	Jun-20	\$500,000
Perm. Supportive Housing	New Construction	20	Predev	Jun-20	Jun-21	\$5,000,000
Glenwood Place	New Construction	100	Predev	TBD	TBD	\$16,700,000
RAD Phase 3 (the rest of PH)	Conversion	TBD	TBD	TBD	TBD	TBD
<b>Totals</b>		<b>549</b>				<b>\$103,997,000</b>



# LONG-RANGE FINANCIAL PLANNING

## Real Estate Development (RED) Division

**2000-2008**

195 new units

**2008-2013**

45 new units

**2013-2018**

102 new units

**2018-2023**

524 new units

MARKET DISTRICT COMMONS



THE COMMONS ON MLK



TANEY PLACE APARTMENTS



HAYDEN BRIDGE MEADOWS



LEGION COTTAGES



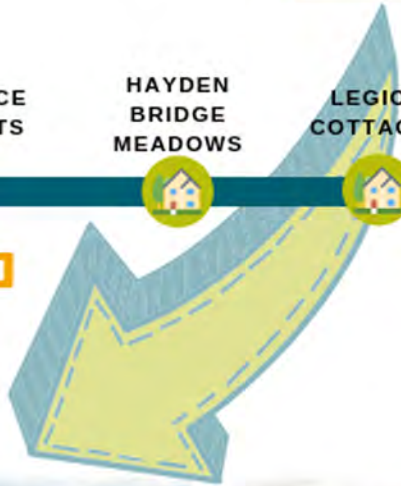
GLENWOOD PLACE



**2019**

**2020**

**2021**



**50**

Market District Commons



**51**

The Commons on MLK



**49**

Taney Place Apartments



**70**

Hayden Bridge Meadows



**4**

Legion Cottages



**100**

Glenwood

# LONG-RANGE FINANCIAL PLANNING

## Real Estate Development (RED) Division

### **2000-2008**

195 new units

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

### **2008-2013**

45 new units

- 2010 - Roosevelt Crossing 45 units

### **2013-2018**

102 new units

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

### **2018-2023**

524 new units

- 2020 Market District Commons 50 units
- 2020 The Commons on MLK 51 units
- 2020 Taney Place 49 units
- 2020 Hayden Bridge Meadows 70 units
- 2020 Legion Cottages 4 units

Future:

- 2021 50 units PSH
- 2021 50 units Family - Rural
- 2022 Target 100 units minimum split Metro and Rural
- 2023 Glenwood Place 100 units

# GLOSSARY

## OF TERMS

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

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

ORDER 19-25-09-02H

In the Matter of Adopting the 2019-2020  
Budget

WHEREAS, it is necessary for the Board to adopt a 2019-2020 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 2019/2020 fiscal year; and

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

ORDERED, that the 2019/2020 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, 2019, and for the purposes shown below, are hereby approved:

Community Services	\$ 6,814,700
Housing & COCC	\$ 10,763,000
Rent Assistance	\$ 21,721,000
Total	\$ 39,298,700

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

DATED this \_\_\_\_\_ day of \_\_\_\_\_, 2019

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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](mailto:amccoy@homesforgood.org)

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

DEPARTMENT	<b>Finance</b>		
CONTACT	<b>Jeff Bridgens</b>	EXT	<b>2525</b>
PRESENTER	<b>Jeff Bridgens</b>	EXT	<b>2525</b>
	<b>Jacob Fox</b>	EXT	<b>2527</b>

AGENDA DATE: **09/25/2019**

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 <u>  10 min  </u>         |  |

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

Executive Director/: **Jacob Fox** Date **09/15/2019**

Deputy Director \_\_\_\_\_

Legal Staff-Review by: \_\_\_\_\_ Date \_\_\_\_\_

\*if required \_\_\_\_\_

Management Staff- \_\_\_\_\_ Date \_\_\_\_\_

Review by: \_\_\_\_\_



## **HOMES FOR GOOD MEMORANDUM**

**TO:** Homes for Good Board of Commissioners

**FROM:** 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, 2020

**AGENDA DATE:** September 25<sup>th</sup>, 2019

### **I MOTION**

It is moved that the Order/Resolution be adopted approving the Public Housing operating budget for the fiscal year ending September 30, 2020

### **II ISSUE**

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

### **III DISCUSSION**

#### A. Background

This Order/Resolution approves the Agency's fiscal year operating budget for Public Housing. 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 million which is less than 2018 and projected 2019 by approximately \$200,000 because of Rental Assistance Demonstration (RAD) Phase II. Total budgeted AMP expenses of approximately \$4.07 million are lower than the total budgeted AMP expenses for FY2019 by approximately \$400,000, again due to the anticipated RAD Phase II impact. The 2020 operating subsidy will be determined in January of 2020 and is expected to be lower for AMPs 200 and 300 for the removal of RAD Phase II units from public housing by approximately \$250,000, however we also expect to receive Rad Rehabilitation Assistance payments in an equal amount coming into Real Estate Development's budget during fiscal year 2020. A net cashflow deficit of \$(169,600) is anticipated for fiscal year 2020. We note that the AMPs have approximately \$1.8 million in unrestricted reserve balances.

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 \$3.4 million for fiscal year 2020 and are significantly higher (36%) than FY2019 budgeted COCC revenues. The change is a result adding administrative building and Fairview building rents. COCC expenses are expected to be approximately \$3.4 million for fiscal year 2020, approximately \$400,000 higher than the fiscal year 2019 COCC budgeted expenses. The most significant portion of the increase is \$310,000 of interest expense. Significant capital outlay also is included in this budget for the renovation costs associated with 100 W. 13<sup>th</sup> Ave. The COCC will fall short of break-even and therefore \$593,500 of unrestricted funds from earned real estate development is anticipated for fiscal year 2020.

C. Alternatives/Options

HUD requires that the Board approve next fiscal year's Public Housing Operating budget by September 30, 2020.

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, 2019.

**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 10/01/19 - 9/30/20

	AMP 100	AMP 200	AMP 300	AMP 400	AMP 500	AMP 600	CAP	Total AMPS	COCC	Combined Totals
<b>REVENUE</b>										
Net Tenant Rental Revenue	92,100	720,100	199,200	490,900	270,300	230,400	-	2,003,000	812,800	2,815,800
Tenant Revenue - Other (Laundry)	-	-	-	9,100	2,400	4,900	-	16,400	-	16,400
<b>Total Tenant Revenue</b>	<b>92,100</b>	<b>720,100</b>	<b>199,200</b>	<b>500,000</b>	<b>272,700</b>	<b>235,300</b>	<b>-</b>	<b>2,019,400</b>	<b>812,800</b>	<b>2,832,200</b>
HUD PHA Operating Grants (Subsidy)	121,600	505,400	172,100	293,700	240,800	254,800	-	1,588,400	-	1,588,400
Capital Grants	-	55,700	44,000	19,700	82,000	86,600	1,206,300	1,494,300	-	1,494,300
Other Revenue	2,600	20,100	10,700	1,700	1,800	3,000	-	39,900	358,000	397,900
Management Fees	-	-	-	-	-	-	-	-	749,300	749,300
Bookkeeping Fees	-	-	-	-	-	-	-	-	61,000	61,000
Asset Management Fee	-	-	-	-	-	-	-	-	85,000	85,000
Housing Choice Voucher Program Bookkeeping Fee	-	-	-	-	-	-	-	-	265,400	265,400
Housing Choice Voucher Program Management Fee	-	-	-	-	-	-	-	-	424,600	424,600
Maintenance Fee for Service	-	-	-	-	-	-	-	-	556,500	556,500
Fleet	-	-	-	-	-	-	-	-	79,700	79,700
Wellness Grant	-	-	-	-	-	-	-	-	700	700
<b>Total Revenue</b>	<b>217,300</b>	<b>1,301,300</b>	<b>426,000</b>	<b>815,100</b>	<b>597,300</b>	<b>579,700</b>	<b>1,206,300</b>	<b>5,143,000</b>	<b>3,393,000</b>	<b>8,536,000</b>
<b>EXPENSES</b>										
Administrative Salaries	17,500	126,200	35,500	95,100	56,200	82,600	48,000	461,100	1,095,700	1,556,800
Administrative Fringe	10,200	75,600	21,700	56,400	37,400	44,600	30,000	275,900	612,900	888,800
Temporary Help	-	-	-	-	-	-	-	-	12,000	12,000
Auditing Fees	1,000	4,000	2,500	3,000	3,000	4,000	2,000	19,500	3,000	22,500
Management Fee	19,500	130,200	33,300	100,000	60,200	62,300	-	405,500	-	405,500
Bookkeeping Fee	2,600	17,200	4,400	13,300	8,000	8,200	-	53,700	-	53,700
Advertising and Marketing	-	-	-	-	-	200	-	200	1,100	1,300
Computer Expense	1,100	11,300	3,700	8,100	4,300	4,800	500	33,800	30,500	64,300
FSS	-	22,600	2,100	-	-	-	-	24,700	-	24,700
Stationary, Copier, Office Supplies	-	-	-	-	-	-	-	-	2,000	2,000
Publications, Dues and Fees	200	1,000	400	800	400	800	-	3,600	47,100	50,700
Office Equipment	100	1,000	500	3,000	400	2,000	-	7,000	1,200	8,200
Postage	200	1,600	600	500	300	500	-	3,700	2,800	6,500
Printing Expense	-	-	-	-	-	-	-	-	600	600
Telephone	900	2,700	1,100	3,200	3,200	5,000	-	16,100	17,700	33,800
Consultants	200	700	400	600	100	300	-	2,300	57,000	59,300
Office Rent	-	7,800	-	300	300	-	-	8,400	211,000	219,400
Office Expense	-	-	-	-	-	-	-	-	28,000	28,000
Software	-	-	-	-	-	-	-	-	1,000	1,000
Legal Expense	200	500	300	-	100	500	-	1,600	38,400	40,000
Travel	400	400	100	100	100	100	-	1,200	19,300	20,500
Employee Appreciation Costs	-	-	-	-	-	-	-	-	1,500	1,500
Background Checks	-	-	-	-	-	-	-	-	2,200	2,200
Wellness	-	-	-	-	-	-	-	-	700	700
Other	2,200	11,200	1,900	-	3,200	8,700	-	27,200	75,700	102,900
Staff Training	600	4,200	1,800	1,000	2,600	1,500	10,300	22,000	37,700	59,700
<b>Total Administrative</b>	<b>56,900</b>	<b>418,200</b>	<b>110,300</b>	<b>285,400</b>	<b>179,800</b>	<b>226,100</b>	<b>90,800</b>	<b>1,367,500</b>	<b>2,299,100</b>	<b>3,666,600</b>
Asset Management Fee	3,400	23,500	6,300	18,000	10,800	11,300	-	73,300	-	73,300
<b>Tenant Services</b>										
Tenant Services Salaries	1,300	8,700	2,400	6,400	3,600	4,000	-	26,400	-	26,400
Relocation Costs	-	-	-	1,500	-	-	-	1,500	-	1,500
Tenant Services Fringe	900	6,200	1,700	4,800	2,700	3,000	-	19,300	-	19,300
Recreation and Contract	400	1,100	2,400	-	100	-	-	4,000	-	4,000
Resident Participation Fund	800	8,500	1,400	3,600	1,800	2,000	-	18,100	-	18,100
Tenant Services Other	-	2,000	-	200	200	100	-	2,500	-	2,500
<b>Total Tenant Services</b>	<b>3,400</b>	<b>26,500</b>	<b>7,900</b>	<b>16,500</b>	<b>8,400</b>	<b>9,100</b>	<b>-</b>	<b>71,800</b>	<b>-</b>	<b>71,800</b>
<b>Utilities</b>										
Water	9,900	22,000	7,700	15,200	19,700	16,700	-	91,200	5,500	96,700
Electricity	1,700	1,000	2,800	71,100	9,800	12,800	-	99,200	5,500	104,700
Gas	-	-	-	43,400	13,300	1,300	-	58,000	9,000	67,000
Sewer	16,800	84,000	14,700	31,500	38,900	25,200	-	211,100	35,000	246,100
Garbage	8,800	54,800	21,300	21,000	22,600	22,500	-	151,000	4,000	155,000
<b>Total Utilities</b>	<b>37,200</b>	<b>161,800</b>	<b>46,500</b>	<b>182,200</b>	<b>104,300</b>	<b>78,500</b>	<b>-</b>	<b>610,500</b>	<b>59,000</b>	<b>669,500</b>
<b>Maintenance</b>										
Maintenance Salaries	27,700	107,900	38,400	80,700	66,200	63,600	-	384,500	307,300	691,800
Materials and Other	6,600	52,700	19,900	21,000	20,400	24,000	-	144,600	58,300	202,900
Boilers	200	3,200	1,300	4,700	4,000	1,000	-	14,400	-	14,400
Elevators	500	-	-	5,900	1,400	-	-	7,800	-	7,800
Fee for Service	13,100	103,500	41,300	10,000	11,500	41,600	-	221,000	-	221,000
Flooring	-	-	-	-	-	10,600	-	10,600	-	10,600
Grounds Maintenance	-	2,000	1,200	6,100	9,100	10,000	-	28,400	-	28,400
Janitorial Service	800	-	-	12,700	500	600	-	14,600	12,500	27,100
Pest Control	500	1,700	900	4,000	2,600	-	-	9,700	-	9,700
Vacate Expenses	1,700	22,200	17,800	12,800	17,300	-	-	71,800	-	71,800
Vehicle and Maintenance Expense	500	11,000	2,800	3,300	2,700	3,500	-	23,800	8,100	31,900
Miscellaneous Contract Expenses	5,500	33,700	12,700	6,400	30,100	71,600	-	160,000	60,000	220,000
Maintenance Fringe	18,900	98,800	36,000	67,100	55,800	44,500	-	321,100	214,600	535,700
Maintenance	-	-	-	-	-	-	-	-	2,000	2,000
Yard Maintenance	-	-	-	-	-	-	-	-	400	400
<b>Total Maintenance</b>	<b>76,000</b>	<b>436,700</b>	<b>172,300</b>	<b>234,700</b>	<b>221,600</b>	<b>271,000</b>	<b>-</b>	<b>1,412,300</b>	<b>663,200</b>	<b>2,075,500</b>
<b>Protective Services</b>										
Protective Services Salaries	-	11,400	2,400	3,600	2,400	4,800	-	24,600	-	24,600
Protectives Services Fringe	-	1,700	3,000	500	300	800	-	6,300	-	6,300



Total Protective Services	-	13,100	5,400	4,100	2,700	5,600	-	30,900	-	30,900
Insurance										
Property Insurance	5,700	30,000	11,500	19,400	13,600	14,300	-	94,500	45,700	140,200
Total Insurance	5,700	30,000	11,500	19,400	13,600	14,300	-	94,500	45,700	140,200
General										
Payments in Lieu of Taxes	6,700	60,900	19,400	34,200	18,900	17,700	-	157,800	10,000	167,800
Bad Debt - Tenant Rents	9,000	9,100	-	-	-	-	-	18,100	-	18,100
Total General	15,700	70,000	19,400	34,200	18,900	17,700	-	175,900	10,000	185,900
Interest Expense	18,300	51,100	24,800	31,500	41,200	42,900	-	209,800	310,400	520,200
Total Operating Expenses	216,600	1,230,900	404,400	826,000	601,300	676,500	90,800	4,046,500	3,387,400	7,433,900
Extraordinary Maintenance	-	-	-	-	200	-	-	200	-	200
Housing Assistance Payments	-	3,600	20,300	-	-	-	-	23,900	-	23,900
Total Expenses	216,600	1,234,500	424,700	826,000	601,500	676,500	90,800	4,070,600	3,387,400	7,458,000
Net Income	700	66,800	1,300	(10,900)	(4,200)	(96,800)	1,115,500	1,072,400	5,600	1,078,000
Other Financing Sources / Uses										
Proceeds from Borrowing	-	-	-	-	-	-	-	-	1,000,000	1,000,000
Repayment of Borrowings	(9,900)	(46,900)	(13,400)	-	(33,200)	(23,100)	-	(126,500)	(309,100)	(435,600)
Inter Project Cash Transfers -IN	-	-	-	-	-	-	-	-	593,500	593,500
Inter Project Cash Transfers -OUT	-	-	-	-	-	-	-	-	-	-
Operating Reserve	-	-	-	-	-	-	-	-	-	-
Replacement Reserve	-	-	-	-	-	-	-	-	(40,000.00)	(40,000)
Capital Outlay	-	-	-	-	-	-	(1,115,500)	(1,115,500)	(9,050,000)	(10,165,500)
Total Other Financing Sources	(9,900)	(46,900)	(13,400)	-	(33,200)	(23,100)	(1,115,500)	(1,242,000)	(7,805,600)	(9,047,600)
Excess (Deficiency) of Total Revenue Over (Under)	(9,200)	19,900	(12,100)	(10,900)	(37,400)	(119,900)	-	(169,600)	(7,800,000)	(7,969,600)
Total Expenses	(9,200)	19,900	(12,100)	(10,900)	(37,400)	(119,900)	-	(169,600)	(7,800,000)	(7,969,600)

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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