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HOMES FOR GOOD HOUSING AGENCY

BOARD OF COMMISSIONERS MEETING

WEDNESDAY SEPTEMBER 29, 2021

TABLE OF CONTENTS (CLICK ON EACH AGENDA ITEM TO NAVIGATE TO THAT SECTION)

AGENDA	Page 2
EXECUTIVE DIRECTOR REPORT	Page 4
8/25/21 MINUTES	Page 5
ORDER 21-29-09-01H — In the Matter of Approving the Move to Work Cohort #4 Application	Page 15
ORDER 21-29-09-02H — In the Matter of Adopting the 2021-2022 Budget	Page 91
ORDER 21-29-09-03H — In the Matter of Approving the Public Housing Operating Budget for the Fiscal Year Ending September 30, 2022	Page 194

Agenda

Homes for Good Housing Agency

BOARD OF COMMISSIONERS

Location of the meeting:

This meeting will be conducted via public video call and conference line (see details below).



Wednesday, September 29th, 2021 at 1:30pm

To prevent the spread of COVID-19 Homes for Good will be conducting the September 29th, 2021 meeting via a public video call with dial-in capacity. The public will be able to join the call, give public comment, and listen to the call:

Topic: September 29th Homes for Good Board Meeting

Join Zoom Meeting

https://us02web.zoom.us/j/87141648047

Meeting ID: 871 4164 8047

Dial by your location

- +1 346 248 7799 US (Houston)
- +1 669 900 6833 US (San Jose)
- +1 253 215 8782 US (Tacoma)

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. Executive Director Report (Estimated 10 Minutes)
 - B. Approval of 8/25/21 Board Meeting Minutes (Estimated 5 Minutes)
 - C. ORDER 21-29-09-01H In the Matter of Approving the Move to Work Cohort #4 Application (Beth Ochs, Rent Assistance Division Director) (Estimated 10 minutes)

- D. ORDER 21-29-09-02H In the Matter of Adopting the 2021-2022 Budget (Jeff Bridgens, Finance Director) (Estimated Time 50 Minutes)
- E. ORDER 21-29-09-03H In the Matter of Approving the Public Housing Operating Budget for the Fiscal Year Ending September 30, 2022 (Jeff Bridgens, Finance Director) (Estimated Time 10 Minutes)

7. OTHER BUSINESS

Adjourn.

UPCOMING AGENDA ITEMS

October 20th 2021

- WS: RED Pipeline + OHCS Funding Opportunities
- Public Hearing: CMGC exemption
- BO: Authorization for HOME funding for Four Corners
- Presentation: Q3 Awards

November 2021

[No Meeting]

December 15th 2021

- WS: Resident Services and FSS
- BO: Executive Director Performance Review

January 2022

WS: Energy Services Heating and Cooling Options

February 2022

• WS: Resident Services at Permanent Supportive Housing Sites



EXECUTIVE DIRECTOR REPORT

We received good news last week from the offices of Senator Wyden and Senator Merkley. Homes for Good was approved for an increase in our Housing Choice Voucher (HCV) housing assistance payment funding of \$1.7mm. This source of this increase was from the federal American Rescue Plan Act and under Beth Ochs leadership we applied for this funding due to the extraordinary circumstance of us having to increase housing assistance payments due to the COVID-19 pandemic's negative impact on the income of people participating in the HCV program. We don't yet know if this will be a permanent funding increase or if it is just for calendar year 2021. It is also worth noting that the State eviction moratorium ends this month so we are ramping up our move out analytics for the HCV program so we can monitor any increase in evictions and participate in a coordinated community response if we see a spike in evictions.

Homes for Good has partnered with Lane County and the Oregon Housing and Community Services (OHCS) Department to distribute an unprecedented amount of new rent assistance to people in need in our community. In partnership with Lane County and three other local non-profits, between 7/12 and 9/17 Homes for Good has distributed \$3.4mm of rent assistance from the Oregon Emergency Rent Assistance Program, which is over 50% of the total funding that has been distributed in Lane County. Recently this program has been highlighted as not achieving the distribution level to address the need across Oregon by numerous media outlets, however, these stories have highlighted Lane County as a high performer and a best practices model for other counties across Oregon. In partnership with OHCS between 5/11 and 9/10 we have distributed \$6.8mm in rent assistance from the Landlord Compensation Fund. This Summer we received an allocation of 184 HUD Emergency Housing Voucher to serve people experiencing homelessness and/or domestic violence. In partnership with Lane County and numerous non-profit partners we began issuing these vouchers on 7/13 and have issued 141 vouchers to date, we have 26 voucher holders who have identified a housing unit and are being processed by our staff members and 1 voucher holder has leased up a unit.



Our real estate development team continues to be proactive as we work to deliver additional affordable housing units to the community. We have received good news in regards to the landslide due diligence for the Lazy Days Mobile Home Park that Homes for Good is in the process of purchasing after it was destroyed by the Holiday Farm wildfire. The landslide risk is much lower than we anticipated and we will soon receive mitigation recommendations from the geologists who have been studying the risks. We may need a special Homes for Good Board meeting to authorize the purchase of this property. In addition, we are collaborating with leaders from the Blue River community on a 16 acre parcel that might become available and Homes for Good is in negotiations to purchase another 5 acre parcel in Blue River. We recently entered into a purchase and sale agreement for 6.88 acres in Florence to further our goals of developing affordable housing in Lane County outside of the metro area. Our architects have started the design process for the 4-Corners new construction project with Sponsors and for the conversion of Bridges on Broadway to permanent supportive housing. We are in the process of selecting a contractor for the 4-Corners project and for Bridges on Broadway and we are preparing a HOME funding application for the 4-Corners project.



MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS

Location of the meeting:

This meeting will be conducted via public video call and conference line (see details below).



Wednesday, August 25th, 2021 at 1:30pm

To prevent the spread of COVID-19 Homes for Good conduced the August 25th, 2021 meeting via a public video call with dial-in capacity. The public will be able to join the call, give public comment, and listen to the call:

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.)

None.

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

Laurie Trieger: I just wanted to thank everyone that helped put the Keystone ribbon cutting and movein kit building event together. It was really hot, but it was really fun and it was great to see everyone and see the units, and it's really exciting that that project is off the ground. So, thanks so much for that.

Char Reavis: I just want to make a quick response to what was on KVAL on Monday regarding Ride Source and that if this is going to be very impactful for anyone who is receiving Medicaid, it said that unless it was life-saving measures or whatever, that they couldn't get a ride, and I did want to say that I let Homes for Good know, and that they are working on letting residents know alternatives. Both Trillium and Pacific Source are also working to make sure people can get rides to their doctor, because it's pretty serious for people, and I just wanted us to be on radar and that if you get phone calls or from residents or whatever, just say call your customer service for your insurance, and some way or somehow we'll get them to the doctor.

Laurie Trieger: Are there any resources for folks who don't have the technology? Where I understand most medical appointments whenever possible, are being moved to telehealth, so transportation wouldn't be a barrier, but I'm sure for some folks, they don't have either the actual equipment or the know-how for using it, is there through resident services support for people to do telehealth?

Wakan Alferes: Yeah, we have laptops that residents are able to check out and use for those types of purposes.

3. ADJUSTMENTS TO THE AGENDA

None.

4. COMMISSIONERS' BUSINESS

Jay Bozievich is excused for the meeting.

5. EMERGENCY BUSINESS

None.

6. ADMINISTRATION

A. Executive Director Report (Estimated 10 Minutes)

Ela Kubok: For the Executive Director Report, Jordyn put together a few photos of the event that Commissioner Trieger already mentioned, so we did host an opening for The Keystone, which is a 15 home development on 13th and Tyler in Eugene. And during that time, we had all of our partners come together and put move-in kits for the families that are going to live there. So, that was really different. It wasn't like an official ribbon cutting, we really put work in action. We had folks from OHCS drive down and take photos and videos. So, I just want to thank all of you for being there, Michelle, Char, and Laurie.

We've also included just some data on all of the different programs that Beth and her team are working on right now in terms of Rent Assistance support. There's a State program, there's a County program, so we just threw some data to kind of highlight the work that our staff is doing to help get the money out to the community and help folks who are in need of rent assistance or landlords were in need of rent assistance, so it's a different style report this month, but I hope you enjoyed it.

Pat Far talks about the history of the Fair Board in relationship to acquiring the property for The Keystone, and expresses joy in seeing that community open.

Char Reavis: I just want to say the kudos to all the staff who put this whole thing together, it is an absolutely wonderful building, but I just liked that we didn't do the ribbon cutting and we got to go through and collect all this stuff in a big huge, really nice laundry basket for household supplies and things that you always are looking to have when you first move in somewhere, I thought it was a great idea, and thank you. It was a lot of fun and incredibly good idea.

Michelle Thurston: I'm going to state the same thing, I had an absolute memorable time with that opening, it's really neat with some of the ground breaking and the openings, some unique events, whether it's raising a wall or the excavator, and now the basket. And I hope that that is something that will continue when we do future openings because I don't think it's just memorable for the people who are there, but also memorable for the residents who will be moving in and calling it their new home, so I really appreciate the time and effort and creative thought that staff put into that.

B. Approval of 7/21/21 Board Meeting Minutes (Estimated 5 Minutes)

Motion: Heather Buch Second: Joe Berney

The minutes have been approved 6-0 with Commissioner Jay Bozievich is excused.

C. Presentation of Q2 Employee Awards (Estimated 10 Minutes)

Steve Ochs introduces Victoria Smithweiland, a Project Coordination Specialist in Real Estate Development, as a Quarter 2 award winner.

Esteban Montero Chacon introduces Marily Cruz, a Bilingual Intake Coordinator in Energy Services as a Quarter 2 award winner.

D. BOARD ORDER 21-25-08-01H — In the Matter of Updating the Housing Choice Voucher Administrative Plan, Organization of the Waiting List Project Based Vouchers (PBV) and Selection from the Waiting List (Beth Ochs, Rent Assistance Division Director) (Estimated 10 minutes)

Beth Ochs: Thanks for having me this afternoon. So, the board order for updating the waiting list pertains to the local preference selections for The Keystone. The Keystone contains 15 project-based voucher units in an order for local preference in our admin plan to be reflected correctly, we're wanting to modify our admin plan to note that we have a local preference for The Keystone, which is referral from the centralized wait list to ShelterCare, and then ShelterCare to Homes for Good. Once we receive the referral, it is organized by date and time of referral, and then those referrals are then processed by our intake department. So, this Board Order modifies our selection of local preferences within the project-based voucher chapter of our administrative plan and adds in the transitional homeless family preference for The Keystone and those 15 project-based voucher units.

Char Reavis: Wouldn't it be good to just do this for any of our projects? I mean, instead of just The Keystone because we have others that are coming up later that are the same type of thing, do we have to do each one separate?

Beth Ochs: You do have to do each one separate because the waiting list for the project-based voucher sites are site-based waiting list, and then we need to have the AHAP and the HAP in the works at the HUD level, which has to do with the construction of the property and the completion of the subsidy layering reviews, and the environmental reviews before we can work to enter into the MoUs with the partners.

Motion: Heather Buch Second: Laurie Trieger

This motion passed 6-0 with Commissioner Jay Bozievich is excused.

E. BOARD ORDER 21-25-08-02H— In the Matter of Updating the Housing Choice Voucher Administrative Plan, Temporary Policy Supplement, Emergency Housing Vouchers (Beth Ochs, Rent Assistance Division Director) (Estimated 15 Minutes)

Beth Ochs: This board order pertains to President Biden and the American Rescue Plan, and as part of the American Rescue Plan, housing vouchers were supplied to PHAs across the nation. And our PHA, our jurisdiction, Lane County received 184 Emergency Housing Vouchers. With the Emergency Housing Vouchers we're required to serve specific populations: persons fleeing domestic violence, persons fleeing human trafficking, persons who are homeless, and as part of that, we were also required to collaborate and enter into a partnership with our local Continuum of Care in the collection of folks for the wait list

and the referral process. In addition to that, the Emergency Housing Vouchers have different application processes and vetting aspects that are really different from the Section 8 Program. So for example, within the Section 8 Program, you cannot owe debts to a Public Housing Agency and receive a voucher, you would have to pay those debts off before you could receive a voucher, and that's for any PHA in the nation, so if you owed money in Idaho and you wanted a voucher in Oregon, you would need to make the payment to Idaho before you could receive housing and Oregon. The EHV vouchers, HUD has stipulated that you can assess debts owed in any other PHA across the nation, it's a regulatory aspect of these vouchers. Another real key aspect to it is it turns the vetting process for income in the opposite direction. So, with a Section 8 voucher, for example, third-party documentation is considered the highest level of verification, so for example, if you have employment, a pay stub from an employer would be a third party form a verification. With an EHV voucher, HUD has flipped that, and self-certification is the highest form of verification, so you would use a written statement from the applicant as the highest form of verification, and the reason for these changes is that with the American Rescue Plan, HUD is very quickly wanting to get these vouchers out into the community, so the structure of these is that they're saying, "Okay, self-certification across the board, once we get everybody housed, then six months or nine months later, depending on the type of verification, we're going to go back as a Public Housing Agency and we vet these folks again, but right now we just want to get the vouchers out there, we want to get them housed and we'll do the follow-up later." So, all of these regulatory changes have prompted us to do an addition to our admin plan, with a supplement that's specific to the EHV vouchers, because the process of these vouchers is really different than a lot of the other housing we provide, and the other aspect of this that's different too, is that with the EHV vouchers, they come with specific dollars for housing navigation, which are other tenant-based vouchers do not. So that's assistance with things like application fees and deposits, utility arrears, and that's also requiring us to put policy and procedure into this supplement so that our staff has guidance on how to get those funds out to our applicants, and then of course, those policies then result in internal procedures within the agency for tracking of such funds and reconciliation and such. So, it's not often that I bring a board order with such a large document attached to it, I recognize that I think it was about 30-some pages for that supplement, so I do welcome any questions or comments anyone has, knowing that it was a lot to review, so my apologies.

Char Reavis: Well, I guess what my thought is, is they're self-reporting and let's say scenario, they weren't reporting correctly, you go at the six-months time, what's going to happen? Are they going get kicked out of their housing? Is there going to be, I mean, because there's no housing, and so if we've housed someone and then, yeah, they've made a mistake, whether it's an unintentional or intentional, what are your procedures going to be?

Beth Ochs: So it depends what was not accurate, so let's say we go back to the pay example, let's say that they reported they had a job, but they weren't accurate in the amount that they made, and let's say they made more than what they reported. In those instances, we're going enter into a Tenant Repayment Agreement, HUD would require us to do that, and they would have to essentially pay back what they should have been paying all along if the information had been reported accurately. If it's something, let's say it's more extreme, let's say they were not accurate about their identity, and they gave us a social security number that doesn't match up to anything, and they can't supply the documentation six-months after their housed, then we would be looking at removing Housing Assistance in those instances.

Char Reavis: So, are they going to be noticed in the beginning, that if they report wrong information, they may have to pay back?

Beth Ochs: Yes, the application packets that went out came with a cover letter that explained that they were receiving an application for an Emergency Housing Voucher, and it is explained that self-certification would be used, and then it gave them the specific clocks that would start and when they would start and what would have to be provided later on in the process, after they are housed in order to retain their housing, and then it explained that depending on any inaccuracies, they may owe money back to the housing agency or that their housing subsidy may be removed, dependent on the situation.

Pat Farr: I just want to make a quick comment, as opposed to a question, and in listening to Char's questions, that is a type of valuable question that many members of the Board would not be able to ask because Char has the experience, the deep experience, knowing how to ask that question, we get the answers that we wouldn't otherwise wouldn't get, what a tremendous value you provide to this board Char, thank you so much.

Motion: Pat Farr Second: Char Reavis

This motion passed 6-0 with Commissioner Jay Bozievich is excused.

F. DISCUSSION – Fiscal Year 2022 Budget Work Session (Jeff Bridgens, Finance Director) (Estimated 30 Minutes)

Jeff Bridgens goes over the presentation slides for the Financial Overview FY21

Joe Berney: So, the 16 million assets a few years ago, they've increased in value because of the real estate market, does that factor in?

Jeff Bridgens: No, no, that really isn't a factor. We don't do a lot of fair value types of adjustments to our assets, and so this is growth in new money coming into the organization, a lot of it in Real estate development for new tax credit properties, that's where we've seen just a tremendous amount of resources.

Jeff Bridgens continues to talk about the Financial Overview FY21 slide, including talking out the HUD held reserve that makes up the difference between the total expenditures, and the total revenues and resources which are lower for FY21. He then goes through the presentation slide for personnel services

Laurie Trieger clarifies with Jeff Bridgens that the 8.4M is the total, and equals the 5.6M in wages plus the 2.8M in fringe benefits.

Laurie Trieger: What percentage of our employees are represented?

Jeff Bridgens: I think I have that number on a later slide.

Jeff Bridgens goes through the presentation slides for Rent Assistance noting that this doesn't include the County CARE or the State Landlord Compensation Fund that the Agency distributed in FY 21.

Beth Ochs talks about Rent Assistance Budget considerations for FY22 including an increased per-unit cost. Beth also talks about the Fair Market Rent study and how that will affect the payment standard in Rent Assistance, per-unit cost, and funding received from HUD. Beth talks about Project Based Vouchers, and the process of setting aside vouchers to wait until projects come online, and the administrative fee that is not earned as those vouchers are being held. Beth also talks about the addition of a management position within Rent Assistance, which was in the FY21 budget, but was not hired for.

Jeff Bridgens goes through the presentation slides for the Supportive Housing Division.

Wakan Alferes talks about Supportive Housing Division considerations for FY22 including the effect of rent loss and resident debt due to COVID-19. Wakan talks about the addition of a supervisor to provide additional support to PSH projects, and the additional of more Resident Services staff.

Jeff Bridgens asks Wakan to give an update on resident debt and rent loss.

Wakan Alferes: We definitely are seeing folks paying rent on time at a much higher rate than they were prior, so that's a positive improvement, we have around \$40,000 in outstanding balances still for past due rent, many of those are in the current application process for rental assistance, and so we're hopeful that much of that debt can be wiped out through the current assistance programs that are available. So that's our hope. We have had folks leave with rather large balances, so there are going to be folks who are more challenging to engage with that are going to leave these bad debts that we're going to have to eat in some way, but I think otherwise, the supports that are available for rent assistance are really critical here, and I think throughout the course of the next six months anyway, we'll help us whittle that amount down.

Jeff Bridgens: It's my understanding that if someone's not able to get that assistance to help with that back rent, they're going have an opportunity to enter into some sort of a repayment agreement that would allow them to spread that out over time. Is that correct?

Wakan Alferes: The current moratorium mandates this kind of repayment through February of 2022, and we've extended that through July of 2022, so it's a voluntary repayment agreement through February, and then we would work with anybody who hasn't been able to get that paid off to establish a more formal payment arrangement, and then support them in still continuing to access resources that they might be eligible for.

Char Reavis: So, you said you're going reduce staff, but then you're going to add staff, and it's kind of confusing.

Wakan Alferes: So, with the 100 scattered site homes that we sold, that supported three maintenance FTE as an example, and so we've already reduced one FTE just through retirement and just not re-hiring that position. Our goal is obviously never to lay anyone off, and so we've really just been shifting. We brought on BOB, or the Bridges on Broadway project, which we've been able to shift some maintenance staff in there. We've had vacancies other teams, like the fee for-service team, where we could have a site team member, if we don't have the funding at that site, we can shift them to a different site or to our central maintenance. So, we have a lot of flexibility there, but it's the lost revenue of those hundred units that we no longer have the funding at those sites to support those three FTE, so it's really more of a shuffle than a reduction.

Pat Farr: It's remarkable, the progress that's happened in the agency in the last couple of years alone, let alone the last nine years since I started working with you all, but the one bullet point that really stood out to me is an addition of the PSH supervisor and additional FTE in Resident Services, which you explain to be a supervisor for supported MLK and The Nel, etc.. to make those facilities, and what I wrote down is "more like the way we want to see them", I'm not going ask you to elaborate on that, but we know some of the difficulties, the growing and birth difficulties on that topic, particularly with MLK, and my simple question, without elaboration on the answer is: Do you have a job description for that position at this point in time? Do they know what they're stepping into because there is some difficulty that's going to be involved in that I would expect.

Wakan Alferes: Yeah, and that's still a piece that we're ironing out. I would see this role as supporting Bridges on Broadway, which is more in line with our property management team as an example, where our work at Permanent Supportive Housing sites is more in the Resident Services realm. We need to work on forming essentially a merge job description that highlights the roles across both of those fields, and we don't currently have a job description that captures that. So that is the work that we're doing right now with the hope of hiring in the fall.

Pat Farr: And you said predominantly Bridges on Broadway. I understand that's a big facility with some immediate needs at this performing the right service, but you did mention MLK and The Nel, so some work will be done in coordination of our staff there?

Wakan Alferes: Oh yes, absolutely. So, what I mean is that for Bridges on Broadway, the role is a little more property management, so you're going be kind of supporting the functioning of that site, not that that would be the majority of their role. But really, I think a lot of it is that on-site support for the different teams at our PSH sites, so at The Commons on MLK, that means someone that can, which I'm doing right now but don't have capacity to do, is to be on-site at tell staff meetings, make sure that teams are working together, problem-solve, and be able to can apply those lessons across all of our PSH properties. So that's really the goal with this position.

Pat Farr: Thank you, that is all I need for right now, I can see tremendous value in that position.

Steve Ochs goes through the Real Estate Development budget considerations for FY22 including the affects of RAD and a revolving Pre-Development fund. Steve also talks about the addition of a Project Developer who will specifically focus on rural development, as well as additional administrative support in the department.

Joe Berney: On the bullet point where you say, "continuance of operations planning" are you talking about disasters?

Steve Ochs: Yes.

Joe Berney talks about energy net positive development.

"Acquisition of existing affordable housing" is that manufactured home parks? What exactly does that mean?

Steve Ochs talks about partnerships with the Energy Services Division about net zero and better eco building processes.

For, "acquisition of existing affordable housing" it could be potentially mobile home parks, but also going on discussions with Olive Plaza and the potential management of that building which has traditionally been run by a non-profit.

Joe Berney asks about the formula for developer fees.

Steve Ochs: In essence, for new construction projects, you are allowed to build a developer fee into your budget. As in the case of Market District Commons we put \$1,050,00 into the budget, which is 15%. We try to be conservative knowing that there are limited funds out there for everyone, but we also need to be able to re-coup some of the cost. When you start construction you normally get about 20% of that fee, and then when we finish, we get another portion of the fee, then once we have been leased up for 3-months we get another about 25%, then once everything is done and paperwork is all turned in, we get the remainder of the fee.

Joe Berney: Is the fee normally a percentage of the project, and if so, what is that percentage?

Steve Ochs: Typically, the maximum fee that OHCS will allow us to use is 15%, but where we typically land is somewhere between 10-12%.

Heather Buch asks if the "beginning balance reserves" is where the developer fees go.

Heather Buch also talks about her past experience with Real Estate development and different considerations in taking funding.

Jeff Bridgens: That 13 million is sitting in a restricted account and that represents proceeds from the sale of homes, from the RAD conversions, and so I'm not sure how far into the home sales. We are, Steve, maybe 50%, 60%? So, for the RAD II sales, a good portion in that portion of sales that's happened so far is dedicated and restricted for the RAD to LLC units that are being concerned for that project.

Heather Buch: But it says beginning unrestricted reserves. So, if it was restricted to be in a different bucket?

Jeff Bridgens: Yeah, and I think if it would be in a different bucket, you're right, and the unrestricted reserves. We're not sitting on 13 million in unrestricted reserves. To give you a better sense of what Homes for Good has as its operating account, generally it fluctuates between a million and 2 million dollars depending on where we are in the development, different development life cycles. As money comes in just as quickly as going out in pre-development costs for new projects.

Steve Ochs: So, Jeff, am I correct in saying that the RAD proceeds, really are in a restricted line item, and then there's about 1 to 2 million typically that we sit on as an unrestricted.

Jeff Bridgens: I think what that 2021 budget reflects in terms of that unrestricted piece, was contemplating all of the home sales being completed in fiscally year 2021, that's not really the case here, like Steve said. We're only about halfway through those home sales. Now that we've reached that goal,

or close to that goal of 13 million that has to be restricted, the rest of it will come through and it is now, I don't want to say unrestricted, but it can be used on any "Affordable Housing purpose". So, from here on out, those home sales will be going to an account that I guess is that unrestricted reserve that can be used for any affordable housing purpose, and so it's out of those funds that a revolving fund of predevelopment costs could be used for.

Heather Buch: Where does that project development fee lay in this budget in front of us?

Jeff Bridgens: In terms of the fee revenue, it would be in the "revenue line" line item.

Jeff Bridgens talks more about the development account and how developer fees and pre-development costs go in and out.

Heather Buch: Will it remain in the way in which we see it here as unrestricted reserves?

Jeff Bridgens: If we were to establish a pre-development fund, like a revolving fund, it makes sense in my mind to have it on its own dedicated account that would solely be used for project development, and then when it comes back and pre-data close it would be put right back into that account. The way we set it up, at least just a way it's kind of evolved is that real estate development has its own operating account where all of their costs are paid out of, and so, for instance, when it comes time for payroll, we pull payroll costs for the department from that bank account for their payroll. But it's a good question because of all the resources coming in, and I think it's really important to know that the RAD home sales that will be completed, or hopefully completed in FY 22, are going to be a significant amount, and where those resources show up and how they're divided I think is really important.

Laurie Trieger: My concern for the long term is the funding stability and the funding stream for the services that we provide residents, because I've had this conversation with several people in the community, some of whom, and this is a direct quote, think "Housing is housing, is housing," and we should just build more and that will help take care of folks who need it, but we know that's not so. For example, the specifics of the trauma-informed design that went into The Commons on MLK, and some of those elements that were rolled into The Keystone, and that will be part of what's required for people to stay successful and stay housed. So housing isn't housing, isn't housing, and not every person who needs to home can succeed in any home, and so those ongoing operational costs, how we are planning for as an organization and as a community for all the other organizations, some of whom we contract with to deliver those supportive services, so that people can succeed and stay housed? And how we express that as part of the sort of "return on investment", the retention rate of somebody staying housed is saving the community money is something I'm very interested in, us really honing in on both how we talk about that to the general public in the community, but what we're doing as an organization to position ourselves to make sure that those resources are in place so that people who are housed can succeed and stay housed, whether it's in one of our programs or moving on somewhere else in the housing ladder.

Jeff Bridgens goes through the COCC budget considerations.

Esteban Montero Chacon goes through the presentation slides on the Energy Services Budget Considerations.

Jeff Bridgens goes through the presentation slides on staffing levels and talks about the increase in staffing.

End of presentation

Jeff Bridgens talks about the upcoming budget approval process for September.

Char Reavis: I would like to see some more information about Energy Services, and our goals for heating and cooling.

Pat Farr: I would like to hear a little bit more about how it came to be that we are the only Public Housing Authority in Oregon to have an Energy Services Division.

7. OTHER BUSINESS

Ela Kubok: Gives a	update on the potentia	al of in-person board	d meetings. H	lomes for Good	i will be testing
the hybrid board me	eting capacity				

Adjourn.		



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 09/29/2021	
Move to Work Cohort #4 Application	
DEPARTMENT: Rent Assistance Division	
CONTACT: Beth Ochs	EXT: 2547
PRESENTER: Beth Ochs	EXT: 2547
ESTIMATED TIME: 10 min	
ORDER/RESOLUTION DUBLIC HEARING/ORDINANCE DISCUSSION OR PRESENTATION APPOINTMENTS REPORT PUBLIC COMMENT ANTICIPAT	ON (NO ACTION)
Approval Signature EXECUTIVE DIRECTOR:	DATE: 9/22/21
LEGAL STAFF:	DATE:
MANAGEMENT STAFF:	DATE:



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HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Beth Ochs, Rent Assistance Division Director

AGENDA ITEM TITLE: Order/In the matter of obtaining a board resolution for Move to Work Cohort 4

Landlord Incentives Application.

AGENDA DATE: Wednesday September 29, 2021

I MOTION

It is moved that the Board approve the Move to Work Cohort 4 – Landlord Incentives application.

II ISSUE

In order to submit the Move to Work Cohort 4 – Landlord Incentives application to HUD Homes for Good needs to obtain a board resolution no later than 15 days after the public hearing. The public hearing was held on September 20, 2021. The resolution must contain: confirmation of Homes for Good's desire to obtain MTW designation under the fourth cohort, a statement of the intention to comply with the MTW objectives, the MTW statutory requirements and the MTW Operations Notice; confirmation that Homes for Good met the public process requirements and a statement of the commitment to implement the landlord incentive activities proposed in the MTW plan and application package.

III DISCUSSION

Created in 1996, Moving to Work (MTW) is a demonstration program for public housing agencies (PHAs) that provides opportunity to design and test innovative, locally designed strategies that use Federal dollars more efficiently by allowing for funding flexibility. For example, MTW PHAs can blend Federal funds from the public housing operating and modernization programs and Housing Choice Voucher program into a "block grant" to help better meet the needs of their community.

PHAs submit an MTW application when an MTW Cohort Application period is open. MTW is currently taking applications for Cohort 4 – Landlord Incentives. Past cohorts include; Cohort 1 – MTW flexibilities for smaller PHAs, Cohort 2 – Rent Reform and Cohort 3 – Work Requirements.

Under Cohort 4 Homes for Good plans to implement the following landlord incentives:

- Pre-Qualifying Unit Inspections allows Homes for Good to inspect units before a tenant has declared interest in the unit
- Alternate Inspection Schedule allows Homes for Good to inspect units every three years instead of every two

MTW Statutory objectives include:

- Reduce cost and achieve greater cost effectiveness in federal expenditures
- Give incentives to families with children where the head of household is working, seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self sufficient
- Increase housing choices for eligible low-income families

There are five statutory requirements under MTW status that Homes for Good cannot waive. These include

- very-low-income requirement MTW agencies must ensure that at least 75% of the families assisted are very low-income families, in each fiscal year
- reasonable rent policy MTW agencies must establish a reasonable rent policy which shall be designed to encourage employment and self-sufficiency by participating families, such as by excluding some or all of a family's earned income for purposes of determining rent
- substantially the same requirement MTW agencies must continue to assist substantially the same total number of eligible low-income families as would have been served absent the MTW status
- comparable mix requirement MTW agencies must maintain a comparable mix of families (by family size) as would have been provided had the amounts not been used under the demonstration
- housing quality standards MTW agencies must ensure that housing assisted under the demonstration meets Housing Quality Standards (HQS)

The MTW Operations Notice

Attached

Homes for Good met the public process requirements including required resident engagement meetings and a public hearing.

IV IMPLEMENTATION/FOLLOW-UP

Upon approval of the board via board resolution, Homes for Good will submit the MTW Cohort 4 Application to HUD by the deadline of October 15, 2021.

V ATTACHMENTS

MTW Operations Notice Public Process documentation

VI. Moving to Work Operations Notice*

Table of Contents

1. Purpose and Applicability	3
2. Background	4
a. MTW Demonstration Program	4
b. 2016 Expansion of the MTW Demonstration Program	5
c. Eligibility and Selection for the Expansion of the MTW Demonstration	6
d. MTW Research Advisory Committee	6
3. Term of Participation	7
4. Waivers	7
a. MTW Waivers	8
b. Safe Harbor Waivers	8
c. Agency-Specific Waivers	9
d. Cohort-Specific Waivers	11
e. Requirements outside of the Scope of MTW Waiver Authority	11
f. Discontinuation of MTW Activity	11
5. MTW Funding Flexibility and Financial Reporting	12
a. MTW Funding Flexibility	12
b. Calculation of Funding	14
c. Financial Reporting and Auditing	20
6. Evaluation	20
a. Program-wide Evaluation	20
b. Cohort-specific Evaluation	21
c. Ad Hoc Evaluation	21
7. Program Administration and Oversight	21
a. Planning and Reporting	21

^{*}Disclaimer – This document is reformatted on HUD's website for ease of review. The original "Operations Notice for the Expansion of the Moving to Work Demonstration Program" notice, which mirrors this document, was published on August 28, 2020, at FR-5994-N-05.

b. Performance Assessment	24
c. Monitoring and Oversight	25
8. Rental Assistance Demonstration Program	29
9. Applying MTW Flexibilities to Special Purpose Vouchers	29
a. HUD-Veterans Affairs Supportive Housing (VASH) Vouchers	30
b. Family Unification Program (FUP) Vouchers	30
c. Foster Youth to Independence (FYI) Vouchers	30
d. Non-elderly Persons with Disabilities (NED) Vouchers	30
e. Mainstream Vouchers	30
f. Enhanced Vouchers and Tenant Protection Vouchers	30
10. Applicability of Other Federal, State, and Local Requirements	31
11. MTW Agencies Admitted Prior to 2016 MTW Expansion Statute	33
12. Sanctions, Terminations, and Default	34
13. Administrative and Contact Information	34
a. Paperwork Reduction Act	34
b. Contact Information	34
APPENDIX I - MTW Waivers	35
APPENDIX II - Requirements for Safe Harbors	65
APPENDIX III - Substantially the Same Requirement	67

1. Purpose and Applicability

This Moving to Work (MTW) Operations Notice (MTW Operations Notice) establishes requirements for the implementation and continued operation of the expansion of the MTW demonstration program pursuant to Section 239 of the Fiscal Year 2016 Appropriations Act, P.L. 114-113 (2016 MTW Expansion Statute). The MTW Operations Notice applies to all public housing agencies (PHAs) designated as MTW pursuant to the 2016 MTW Expansion Statute and to any previously-designated MTW agency that elects to operate under the terms of this notice, collectively referred to in this MTW Operations Notice as an "MTW agency."

The MTW demonstration program allows PHAs to design and test innovative, locally-designed housing and self-sufficiency strategies for low-income families by permitting PHAs to use assistance received under Sections 8 and 9 of the Housing Act of 1937, as amended, 42 U.S.C. § 1437 *et seq.* (1937 Act) more flexibly and, as approved by HUD, with certain exemptions from existing public housing and HCV program requirements.

Through the MTW Amendment to the Annual Contributions Contract(s) (ACC)¹, an MTW agency agrees to comply with the program requirements and terms and conditions detailed in the MTW Operations Notice for the term of the MTW agency's participation in the MTW demonstration. Unless otherwise explicitly provided in the MTW Operations Notice, an MTW agency's MTW program applies to all of the MTW agency's public housing units (including MTW agency-owned properties and units comprising a part of mixed-income, mixed finance communities), tenant-based HCV assistance, project-based HCV assistance under Section 8(o) of the 1937 Act, and homeownership units developed using Section 8(y) HCV assistance of the 1937 Act.

This MTW Operations Notice *does not* apply to HCV assistance that is required: 1) to make payments to other PHAs under HCV portability billing procedures; 2) to meet particular purposes for which HUD has expressly committed the assistance to the MTW agency;² or 3) to meet existing contractual obligations of the MTW agency to a third party (such as Housing Assistance Payment (HAP) contracts with owners under the MTW agency's HCV program), unless a third party agrees to Project-Based Voucher (PBV) activities implemented under the MTW program with the MTW agency.

Any significant updates³, as determined by HUD, to the MTW Operations Notice will be preceded by a public comment period. However, HUD may supplement the MTW Operations Notice with PIH Notices without public comment if it determines a need to provide more detailed guidance, including with respect to implementing future appropriations act provisions and revisions to financial policies and procedures. Further, HUD will develop informational materials to address various program elements, which HUD will post on the MTW website at www.hud.gov/mtw.

¹ OMB Approval Number 2577-0294.

² Mainstream Vouchers, HUD-Veterans Affairs Supportive Housing (HUD-VASH) Vouchers, Non-Elderly Disabled (NED) Vouchers, Mobility Demonstration Vouchers, Family Unification Program (FUP) Vouchers, and Foster Youth to Independence Vouchers are not part of the MTW demonstration program, however certain MTW flexibilities may be applied to these voucher types, as further described in section VI.9 of this MTW Operations Notice.

³ Significant amendments could include adding or removing MTW Waivers found in Appendix I.

2. Background

a. MTW Demonstration Program

The MTW demonstration program was first established under Section 204 of Title II of section 101(e) of the Omnibus Consolidated Rescissions and Appropriations Act of 1996, Public Law 104-134, 110 Stat. 1321–281; 42 U.S.C. 1437f note (1996 MTW Statute)⁴ to provide certain statutory and regulatory flexibility⁵ to participating PHAs under the following three statutory objectives:

- Reduce cost and achieve greater cost effectiveness in federal expenditures;
- Give incentives to families with children where the head of household is working, seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient; and
- Increase housing choices for eligible low-income families.

To achieve these objectives, PHAs selected for participation in the MTW demonstration are given exemptions from some existing public housing and HCV rules and are offered more flexibility with how they use their federal funds. MTW agencies use this opportunity presented by the MTW demonstration to better address local housing needs and encourage self-sufficiency among those families receiving HUD-assisted housing. HUD considers the experience of MTW agencies when developing new housing policy recommendations that can positively impact assisted housing delivery for PHAs and incentivize low-income families to gain self-sufficiency across the nation.

In addition to statutory and regulatory relief, ⁶ MTW agencies have the flexibility to apply fungibility among three core funding programs' funding streams – public housing Operating Funds, public housing Capital Funds, and HCV assistance (to include both HAP and Administrative Fees) – hereinafter referred to as "MTW Funding." ⁷ Throughout participation in the MTW demonstration program, MTW agencies must continue to meet five statutory requirements established by the 1996 MTW Statute, which are described further in section VI.7.c.i of this MTW Operations Notice.

⁴ "PHAs currently operating an MTW demonstration program" are PHAs with an active MTW Agreement as of December 15, 2015. "PHAs currently operating an MTW program" does not include PHAs that previously participated in the MTW demonstration and later left the demonstration.

⁵ For more information on the history of the MTW demonstration program, please go to: www.hud.gov/mtw.

⁶ For more information about the MTW demonstration program and the specific activities of existing MTW agencies, please refer to the MTW website at www.hud.gov/mtw.

⁷ Funds awarded under Sections 8(o), 9(d), and 9(e) of the 1937 Act are eligible for expanded uses pursuant to MTW fungibility, with the exception of funds provided for specific non-MTW HCV sub-programs. Other funds a PHA may receive (i.e. grant funds under another obligating document) are likewise not covered by MTW flexibilities and must be tracked and reported under the applicable rules and requirements.

As of December 15, 2015, the date the 2016 MTW Expansion Statute was signed into law, there were 39 agencies⁸ participating in the MTW demonstration program. The administrative structure for these 39 agencies is outlined in the Standard MTW Agreement, an agreement between each existing MTW agency and HUD. The 2016 MTW Expansion Statute extended the term of the Standard MTW Agreement through each of the existing MTW agencies' 2028 fiscal year.

b. 2016 Expansion of the MTW Demonstration Program

Through the demonstration expansion authorized by the 2016 MTW Expansion Statute, HUD will extend MTW flexibility to a broader range of PHAs regarding diversity of size and geographic location, balancing the flexibility inherent in MTW with the need for measurement, evaluation, and prudent oversight. Overall, in expanding the MTW demonstration, HUD intends to build on the successes and lessons learned from the demonstration thus far to improve the delivery of Federally assisted housing and promote self-sufficiency among assisted low-income families across the nation.

As the 2016 MTW Expansion Statute directs, HUD is authorized to expand the MTW demonstration program from the current level of 39 agencies to an additional 100 agencies over a period of seven years, ending in 2022. The 2016 MTW Expansion Statute requires that the 100 new MTW agencies be high-performing at the time of application to the demonstration in either HUD's Public Housing Assessment System (PHAS) or its Section Eight Management Assessment Program (SEMAP), and MTW agencies must represent geographic diversity across the country. Further, the 2016 MTW Expansion Statute imposes strict size limitations on these 100 PHAs and requires that five of the 100 PHAs be agencies with portfolio-wide awards under the Rental Assistance Demonstration (RAD).

⁸ The 39 agencies are: Alaska Housing Finance Corporation; Atlanta Housing; Housing Authority of the City of Baltimore; Boulder Housing Partners; Cambridge Housing Authority; Housing Authority of Champaign County; Charlotte Housing Authority (INLIVIAN); Chicago Housing Authority; Housing Authority of Columbus, Georgia; District of Columbia Housing Authority; Delaware State Housing Authority; Fairfax County Redevelopment and Housing Authority; Holyoke Housing Authority; Keene Housing; King County Housing Authority; Lawrence-Douglas County Housing Authority; Lexington-Fayette Urban County Housing Authority; Lincoln Housing Authority; Louisville Metropolitan Housing Authority; Massachusetts Department of Housing and Community Development; Minneapolis Public Housing Authority; Elm City Communities/Housing Authority of the City of New Haven; Oakland Housing Authority; Orlando Housing Authority; Philadelphia Housing Authority; Housing Authority of the City of Pittsburgh; Portage Metropolitan Housing Authority; Home Forward (Portland, OR); Reno Housing Authority; San Antonio Housing Authority; Housing Authority of the County of San Bernardino; San Diego Housing Commission; Housing Authority of the County of San Mateo; Housing Authority of the County of Santa Clara/City of San Jose; Seattle Housing Authority; Tacoma Housing Authority; Housing Authority of Tulare County; and Vancouver Housing Authority.

⁹ Geographic diversity will be considered based on both MTW agencies designated pursuant to the 2016 MTW Expansion Statute and the existing 39 MTW agencies.

¹⁰ No less than 50 with 1,000 or fewer aggregate housing voucher and public housing units; no less than 47 with 1,001-6,000 aggregate units; no more than 3 with 6,001-27,000 aggregate units; no PHA shall be granted MTW designation if it administers more than 27,000 aggregate units.

¹¹ A portfolio award is defined for these purposes as a conversion of a PHA's entire public housing inventory to RAD. All RAD conversions must be closed and the former public housing units removed from IMS/PIC in order to satisfy the portfolio-wide requirement.

c. Eligibility and Selection for the Expansion of the MTW Demonstration

As required by 2016 MTW Expansion Statute, HUD intends to designate 100 new agencies for the expansion of the MTW designation in cohorts over a period of seven years, ending in 2022. For each cohort of MTW agencies selected, the 2016 MTW Expansion Statute requires HUD to direct one specific policy change to be implemented by the MTW agencies, which HUD will evaluate rigorously. MTW agencies may implement additional policy changes, as long as those policy changes do not conflict or interfere with the cohort study. As required by the 2016 MTW Expansion Statute, the HUD-appointed MTW Research Advisory Committee (the Committee), described further below, advised HUD on the policy changes to be tested through the new cohorts of MTW agencies and the methods of research and evaluation.

HUD is issuing separate PIH Notices for each cohort to solicit applications from eligible PHAs for participation in the MTW demonstration. These notices will outline the specific application submission requirements, evaluation criteria, and process HUD will use when selecting PHAs for MTW designation.

d. MTW Research Advisory Committee

The 2016 MTW Expansion Statute required HUD to form and consult with the Committee, which was established in May 2016.¹² The purpose of the Committee is to provide independent advice to HUD with respect to the policies and methods of research in the evaluation of the MTW expansion. The Committee is specifically charged with advising HUD on the following:

- Policy proposals and evaluation methods for the MTW demonstration to inform the one specific policy change required for each cohort of agencies;
- Rigorous research methodologies to measure the impact of policy changes studied;
- Policy changes adopted by MTW agencies that have proven successful and can be applied more broadly to all PHAs; and
- Statutory and/or regulatory changes (specific waivers and associated activities, and program and policy flexibility) necessary to implement policy changes for all PHAs.

The Committee has no role in reviewing or selecting the 100 PHAs to participate in the expansion of the MTW demonstration.

Based on the advice of the Committee, HUD will study, by cohort of MTW agencies, the following four policies (which are in no particular order except for the first two cohorts): Impact of MTW Flexibility on small sized PHAs¹³; Rent Reform; Work Requirements; and Landlord Incentives. HUD may determine that additional policies be studied through the MTW expansion and will consider the advice of the Committee.

¹² The Committee is governed by the Federal Advisory Committee Act (5 U.S.C. Appendix 2), which sets forth standards for the formation and use of advisory committees. More information on the Committee can be found at: https://www.hud.gov/program offices/public indian housing/programs/ph/mtw/expansion/rac.

¹³ For the purpose of the MTW expansion, small is defined as managing or administering 1,000 or fewer units.

3. Term of Participation

The term of each MTW agency's MTW designation will be twenty years (PHA fiscal years) starting from the time of its designation as an MTW agency. All waivers and associated activities provided through the MTW Operations Notice expire at the end of the MTW agency's term of participation, unless otherwise discontinued in accordance with section VI.4.f of this notice. However, if HUD determines that additional time beyond the end of the MTW agency's MTW term is needed to evaluate a cohort-specific policy change, or if the MTW agency requests to extend a particular waiver, HUD may approve an extension of any specific waiver(s).

Once an MTW agency has implemented an activity pursuant to the authority of the MTW Operations Notice, the MTW agency may continue to implement that activity throughout the term of its participation in the demonstration, subject to the terms of this notice regarding discontinuation of MTW activities, or, any amendments to this notice, or any successor notice. The MTW agency must end all activities requiring MTW-authorized waivers upon expiration of its MTW participation since HUD cannot guarantee that it will be able to extend any waivers and associated activities beyond that point. For this reason, when entering into contracts with third parties that draw upon MTW flexibility, the MTW agency must disclose that such flexibility is only available during the term of the MTW agency's participation in the MTW demonstration as permitted in this notice. An exception is third-party contracts that relate to the cohort-specific policy change and associated waiver(s).

4. Waivers

Pursuant to the 1996 MTW Statute and 2016 MTW Expansion Statute, Appendix I of this notice provides waivers of certain provisions of the 1937 Act as well as the implementing regulations. These waivers and associated activities afford MTW agencies the opportunity to use their MTW authority to pursue locally driven policies, procedures, and programs in order to further the goals of the demonstration. In addition, the MTW agency may request, and be granted, Safe Harbor Waivers and Agency-Specific Waivers, described further below, to implement innovative MTW activities unique to its community. MTW agencies may update their leases to reflect the MTW flexibilities used through these waivers. When implementing MTW waivers through MTW activities, MTW agencies must ensure assisted families are made aware of the impacts the activity(s) may have on their tenancy.

The following are the categories of waivers that MTW agencies may pursue:

• MTW Waivers – MTW agencies may conduct any permissible activity in the MTW Waivers category within the defined range of flexibility, characterized in this notice as a "safe harbor." Safe harbors contain the additional requirements (beyond those specified in the activity description) the agency must follow in order to implement the activity once it is included in an approved MTW Supplement to the PHA Plan. Prior to implementation, the MTW Waivers must be included in an approved MTW Supplement to the PHA Plan (see section VI.7.a). MTW Waivers are detailed in Appendix I.

- <u>Safe Harbor Waivers</u> MTW agencies may request to implement activities in a manner inconsistent with the safe harbors of an MTW Waiver's activity through the submission of a Safe Harbor Waiver request.
- <u>Agency-Specific Waivers</u> MTW agencies may seek an Agency-Specific Waiver in order to implement additional activities not contained in the MTW Waivers and to request to waive a statutory or regulatory requirement not included in Appendix I.
- <u>Cohort-Specific Waivers</u> MTW agencies may be provided with Cohort-Specific
 Waivers if additional waivers not included in Appendix I are necessary to allow for the
 implementation of the required cohort study. Cohort-Specific Waivers will be detailed
 in the applicable Selection Notice for that cohort study.

a. MTW Waivers

Appendix I, MTW Waivers, is a simplified guide for MTW agencies seeking to adopt MTW initiatives that have been implemented by existing MTW agencies; it is not intended to be the complete listing of what an MTW agency can and cannot do (see Safe Harbor Waivers and Agency-Specific Waivers). MTW agencies may implement any activity contained in Appendix I without further activity-specific HUD review and approval as long as it is included in the MTW Supplement (described in section VI.7.a of this notice) of an approved PHA Plan and implemented within the associated safe harbor(s). MTW agencies may combine activities together at the PHA level in order to create more comprehensive initiatives.

Appendix I includes the waiver name, waiver description, statutes and regulations waived, permissible activities, and safe harbors associated with each of the MTW Waivers. The waiver description defines the authorization provided to the MTW agency, subject to the terms of this notice. The list of statutes and regulations waived details the citations of the 1937 Act requirements that may be waived by an MTW agency in order to implement an activity. The list of waivers and list of activities are organized by program type (i.e., public housing and/or HCV program). The safe harbors section contains the additional requirements (beyond those specified in the activity description) that the MTW agency must follow in implementing activities without further HUD approval.

b. Safe Harbor Waivers

Since the safe harbors, as written in Appendix I, may not align with local priorities or market conditions at some MTW agencies, MTW agencies may request to expand an activity that is in Appendix I outside of the listed safe harbor(s). Elements that are required to be provided in the request to waive Appendix I safe harbors will be identified in the MTW Supplement form. 15

MTW agencies must work closely with their residents and stakeholders when developing the Safe Harbor Waivers; therefore, when submitting a Safe Harbor Waiver, the MTW agency must, in addition to following the PHA Plan public process requirements, also hold a meeting to specifically discuss the Safe Harbor Waivers. The MTW agency must consider, in consultation with the Resident Advisory Board (RAB) and tenant association, as applicable, all of the

¹⁴ Certain safe harbors, such as impact analyses and hardship policies, are not waivable, as noted in Appendix I.

¹⁵ See 83 FR 50676 (October 9, 2018). HUD will publish the final form in the future.

comments received at the public hearing. The comments received by the public, RABs, and tenant associations must be submitted by the MTW agency, along with the MTW agency's description of how the comments were considered, as a required attachment to the MTW Supplement. This public comment and review period affords the residents and community stakeholders the opportunity to provide input on the proposed Safe Harbor Waivers prior to its submission to HUD.

Following approval of the PHA Plan and MTW Supplement, an MTW agency must update its Administrative Plan and Admissions and Continued Occupancy Policy (ACOP), as applicable, prior to implementing the Safe Harbor Waiver. Disapproval of Safe Harbor Waivers will be communicated via the approval letter of the PHA Plan and MTW Supplement. The MTW agency must follow the instructions provided by the field office in the letter regarding updating the MTW Supplement. Any such disapproval would only apply to a specific Safe Harbor Waiver, as noted in the approval letter, and would not apply to the entire PHA Plan. Where additional review time may be needed by HUD, the approval letter of the PHA Plan and MTW Supplement will state that the waiver decision is pending and the MTW agency must await further instructions from HUD prior to implementing the Safe Harbor Waiver.

Reasons that HUD may object to a Safe Harbor Waiver include, but are not limited to, the following:

- The information required in the MTW Supplement, or equivalent form as approved by OMB, is not provided or is deemed insufficient;
- The MTW agency's proposed Safe Harbor Waiver is inconsistent with requirements outside of the 1937 Housing Act or is otherwise not permissible under MTW authority;
- There are other good cause factors for objection, such as material misrepresentation, in the submission;
- The Safe Harbor Waiver conflicts with any of the five statutory MTW requirements, as determined by HUD; or
- The Safe Harbor Waiver is determined to have potential significant negative impacts on families or the MTW agency's operation of its assisted housing programs using Section 8 and 9 funds, as determined by HUD.

c. Agency-Specific Waivers

The MTW demonstration program is intended to foster innovation and HUD encourages MTW agencies, in consultation with their residents and stakeholders, to be creative in their approach to solving affordable housing issues facing their local communities. For this reason, flexibilities beyond those provided for in Appendix I may be needed. Agency-Specific Waivers may be requested if an MTW agency wishes to implement additional activities, waive a statutory or regulatory requirement not included in Appendix I.¹⁶

¹⁶ The MTW demonstration program may only waive certain provisions of the 1937 Act and its implementing regulations.

In order to pursue an Agency-Specific Waiver, an MTW agency must include the Agency-Specific Waiver request in the MTW Supplement to its PHA Plan, for HUD review and approval. In order to pursue an Agency-Specific Waiver, an MTW agency must include an Agency-Specific Waiver request, an impact analysis, and a hardship policy (if the activity poses a potential risk to the continued tenancy of households), in the MTW Supplement to its PHA Plan. Other required elements to be provided in the request will be identified in the MTW Supplement form.

Specific requirements for conducting impact analyses and creating hardship policies are provided in Appendix II. When developing Agency-Specific Waiver requests, an agency must determine whether to implement additional hardship criteria beyond the criteria contained in Appendix II. Any additional hardship criteria must be included in the waiver request.

MTW agencies must work closely with their residents and stakeholders when developing the Agency-Specific Waivers; therefore, similar to submitting Safe Harbor Waivers, when submitting an Agency-Specific Waiver, the MTW agency must not only follow the PHA Plan public process requirements, but it must also have an additional public meeting to specifically discuss the Agency-Specific Waivers. The MTW agency must consider, in consultation with the RAB and tenant association, as applicable, all of the comments received at the public hearing. The comments received by the public, RABs, and tenant associations must be submitted by the MTW agency, along with the MTW agency's description of how the comments were considered, as a required attachment to the MTW Supplement. This public comment and review period provides the residents and community stakeholders the opportunity to provide input on the proposed Agency-Specific Waiver prior to its submission to HUD.

Following approval of the PHA Plan and MTW Supplement, an MTW agency must update its Administrative Plan and ACOP, as applicable, prior to implementing the Agency-Specific Waiver. Disapproval of Agency-Specific Waivers will be communicated via the approval letter of the PHA Plan and MTW Supplement; the MTW agency must follow the instructions provided by the field office in the letter regarding updating the MTW Supplement. HUD may object to an Agency-Specific Waiver for the same reasons it may object to a Safe Harbor Waiver. Any disapproval would only apply to a discrete Agency-Specific Waiver, as noted in the approval letter, and would not apply to the entire PHA Plan. In rare instances where additional review time may be needed, the approval letter of the PHA Plan and MTW Supplement will state that the waiver decision is pending and the MTW agency must await further instructions from HUD prior to implementing the Agency-Specific Waiver.

Statutory and/or regulatory waiver(s) derived from the 1937 Act or its implementing regulations that are outside those listed in Appendix I cannot be granted by the MTW Office alone; therefore, the MTW Office will coordinate the approval of those waivers with the appropriate signatory (e.g., Assistant Secretary, General Deputy Assistant Secretary, etc.). HUD is committed to providing a timely review of Agency-Specific Waivers.

¹⁷ This can be the same meeting to discuss Safe Harbor Waivers (i.e., a combined meeting).

d. Cohort-Specific Waivers

Cohort-Specific Waivers include statutory and/or regulatory waivers and associated activities, outside of those included in Appendix I, that are unique to a specific cohort to allow them to complete their required cohort evaluation. Depending upon the evaluation design, HUD may restrict certain activities within the MTW Waivers or provide additional Cohort-Specific Waivers that are not included in Appendix I, and this would be articulated in the Selection Notice for the applicable cohort. Any restriction would only be in place during the evaluation period, as specified in the Selection Notice, and once the evaluation is concluded, the MTW agency would have access to all of the MTW Waivers. Specific policy changes to be tested through a given cohort may not require any Cohort-Specific Waivers. Any MTW activities that would impact or conflict with the cohort-specific policy change will be identified in the respective Selection Notice so that the MTW agency is aware of this potential restriction on its use of waivers before it enters the MTW demonstration program. Cohort-Specific Waivers and the associated MTW activities may only be used to the extent allowed under the applicable evaluative framework provided by HUD in the applicable Selection Notice.

e. Requirements outside of the Scope of MTW Waiver Authority

The MTW demonstration program may only waive certain provisions of the 1937 Act and its implementing regulations. The MTW demonstration program does not permit waivers of statutes outside of the 1937 Act or regulations and requirements promulgated under authority outside of the 1937 Act. Accordingly, HUD and the MTW agencies may not waive or otherwise deviate from compliance with Fair Housing and Civil Rights laws and regulations, discrimination laws, labor standards, or environmental statutes and executive orders, or any other applicable statutes and regulations. Other subject matter prohibited from waivers or restricted with respect to waivers is discussed in section VI.10 of this notice. All applicable federal, state, and local requirements shall continue to apply even in the event of a conflict between such a requirement and a waiver or activity granted by this notice.

Additionally, the five statutory requirements established under the 1996 MTW Statute, hereinafter referred to as the "five statutory MTW requirements," cannot be waived. The following are the five statutory MTW requirements: very low-income requirement, reasonable rent policy, substantially the same requirement, comparable mix requirement, and housing quality standards. In implementing MTW activities, MTW agencies remain subject to all other terms, conditions, and obligations under this notice, and all other federal requirements applicable to the public housing program, the HCV program, federal funds, and PHAs.

f. Discontinuation of MTW Activity

To the extent any MTW activity conflicts with any of the five statutory MTW requirements or other applicable requirements, as determined by HUD, HUD reserves the right to require the MTW agency to discontinue the activity or to revise the activity to comply with such applicable contemporary requirements.

HUD also reserves the right to require an MTW agency to discontinue any activity derived from a waiver should it have significant negative impacts on families or the MTW agency's operation of its assisted housing programs using Section 8 and 9 funds, as determined by HUD. The factors

that may be considered when determining whether an activity should be discontinued include, but are not limited to, the following: rate of port-outs, attrition rates, occupancy and/or utilization levels, voucher leasing success rates, rent burdens, local market conditions, impact analyses, and number of hardship requests. Prior to requiring a discontinuation of an activity, HUD may take intermediary steps to work with the MTW agency and its residents to provide technical assistance, discuss the activity, and determine whether a discontinuation is in fact necessary.

In the event the MTW Operations Notice is updated to remove a specific Appendix I waiver, the MTW agency may continue to implement any activity that has been implemented related to that waiver through the term of the PHA's MTW designation, so long as it does not conflict with any of the five statutory MTW requirements (see section VI.7.c.i) or other applicable current requirements or have significant negative impacts on families or the MTW PHA's operation of its assisted housing programs using funds provided under Section 8 and 9 of the 1937 Act, as determined by HUD, as described in the preceding paragraph.

5. MTW Funding Flexibility and Financial Reporting

During the term of the demonstration, subject to changes in future years' appropriations, HUD will provide an MTW agency with public housing Operating Fund Program (OFP) grants, public housing Capital Fund Program (CFP) grants, and/or HCV HAP and Administrative Fee assistance as detailed in this notice. CFP grants may include Formula grants; Demolition or Disposition Transitional Funding (DDTF), which are included in regular Formula grants; and/or funds from older Replacement Housing Factor (RHF) grants (a program later superseded by DDTF). The HCV funding amount for MTW agencies may be increased by additional allocations of vouchers that the MTW agency is awarded over the term of its participation in the MTW demonstration. MTW Funding provided to an MTW agency, including public housing OFP grants, public housing CFP grants, and HCV HAP and Administrative Fee assistance, is subject to any laws promulgated in future years, which include without limitation: statutes, appropriations acts, notices implementing appropriations acts, regulations, and executive orders.

a. MTW Funding Flexibility

MTW agencies will have the flexibility to apply fungibility among public housing Operating Fund, public housing Capital Fund, and HCV HAP and Administrative Fee assistance. These flexibilities expand the eligible uses of each covered funding stream, but do not negate the need for both the PHA and HUD to be able to account for the funding from its original source to the date of its ultimate eligible use¹⁸ by the PHA, comply with federal grant and financial management requirements, and use funds effectively and efficiently for their eligible purposes. As HUD continues to implement program-specific financial management policies in its core housing programs, MTW agencies will be subject to the same requirements and procedures as non-MTW agencies. Therefore, the requirements and procedures described in this notice may change as new financial management policies are implemented over time. HUD will update

¹⁸ The date of the "ultimate eligible use" means the date of disbursement by the PHA for an eligible purpose, which would remove the funding from the PHA's account and the PHA's control.

existing guidance and issue new reporting requirements, as appropriate, to allow HUD to meet its monitoring and oversight responsibilities while ensuring MTW agencies fully utilize and benefit from the flexibilities established by Congress for these funds pursuant to the MTW demonstration and the 2016 MTW expansion. HUD will also update existing guidance and issue new reporting requirements, as appropriate, to ensure compliance with 2 CFR part 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, including with respect to Federal financial management.

An MTW agency participating in the MTW demonstration program may flexibly use public housing Operating and Capital Funds provided under Sections 9(d) and 9(e) of the 1937 Act and HCV HAP and Administrative Fee program funds provided under Section 8 of the 1937 Act, referred to collectively as MTW Funding. Certain provisions of Sections 8 and 9 of the 1937 Act and implementing requirements are waived as necessary to implement this flexibility. Once the MTW agency receives its MTW designation through the execution of the MTW ACC Amendment, this flexibility in the use of MTW Funding does not require prior HUD approval.

The MTW agency may use MTW Funding covered by MTW flexibility for any eligible activity under Sections 9(d)(1), 9(e)(1) and Section 8(o) of the 1937 Act and for the local, non-traditional activities specified in Appendix I of this notice. All MTW agency expenditures must be consistent with the MTW agency's charter, approved 5-Year and Annual PHA Plans, and the approved MTW Supplement to the Annual PHA Plan.

Under permanent law, any reserves the MTW agency has accumulated prior to signing an MTW ACC Amendment (including public housing Operating and Capital Reserves and HCV HAP and Administrative Fee Reserves) must be used for their originally appropriated purposes and shall not be used flexibly. In HUD's fiscal year 2020 appropriations act, Congress provided temporary relief from this requirement, providing that an MTW agency may use reserves accumulated prior to the MTW designation flexibly. ¹⁹ This additional flexibility will expire at the end of Federal fiscal year 2020 (on September 30, 2020) unless Congress includes it again in subsequent appropriations acts. MTW agencies should be aware that this relief is not permanent and may not continue into the future. MTW agencies are responsible for being aware of each year's appropriations act and shall maintain careful recordkeeping to ensure they remain in compliance with the requirement. HUD will monitor the status of this flexibility closely, and will maintain an updated webpage at

https://www.hud.gov/program_offices/public_indian_housing/programs/ph/mtw/MTW-flex-reserves-status to inform MTW agencies if this flexibility is continued by Congress.

¹⁹ Section 238 of title II, division H of the *Further Consolidated Appropriations Act*, 2020 (Public Law 116-94, approved December 20, 2019) provides: "Any public housing agency designated as a Moving to Work agency pursuant to section 239 of (Public Law 114–113) may, upon such designation, use funds (except for special purpose funding, including special purpose vouchers) previously allocated to any such public housing agency under section 8 or 9 of the United States Housing Act of 1937, including any reserve funds held by the public housing agency or funds held by the Department of Housing and Urban Development, pursuant to the authority for use of section 8 or 9 funding provided under such section and section 204 of title II of the Departments of Veterans Affairs and Housing and Urban Development and Independent Agencies Appropriations Act, 1996 (Public Law 104–134), notwithstanding the purposes for which such funds were appropriated."

b. Calculation of Funding

i. Public Housing Operating Grants

- (a) <u>Funding Calculation</u>. The calculation of an MTW agency's Operating Fund subsidy grant eligibility will continue in accordance with operating subsidy formula law, regulations, and appropriations act requirements, as they may be amended.
- (b) <u>Eligible Uses.</u> The MTW agency may use these funds for any eligible activity permissible under Section 9(e)(1) of the 1937 Act or, if the agency proposes to use the funding under its MTW flexibility, it may also use these funds for any eligible activity permissible under Section 8(o), Section 9(d)(1), and for the local, non-traditional activities specified in Appendix I of this notice.
- (c) <u>Central Office Cost Center (COCC)</u>. For an MTW agency's COCC, which collects fees for administrative services, an MTW agency may freely use the earned fees for any eligible activity but cannot move non fee-based funds into the COCC.

ii. Public Housing Capital Fund Formula and Grants

- (a) <u>Funding Calculation</u>. The MTW agency's public housing Capital Fund formula characteristics and grant amounts, including DDTF and RHF, will continue to be calculated in accordance with public housing law, regulations, and appropriations act requirements, as they may be amended.
- (b) <u>Financial Management Requirements Apply.</u> MTW agencies must continue to follow the immediate need requirements applicable to all Capital funds and may not accelerate their drawdown of Capital funds for the purpose of funding reserves or for any other purpose. All Capital funds, including funds in Budget Line Item (BLI) 1410 (Administrative Costs) and BLI 1492 (MTW), must be drawn down only when funds are due and payable.
- (c) <u>Eligible Uses.</u> The MTW agency may use these funds for any eligible activity permissible under Section 9(d)(1) of the 1937 Act or, if the MTW agency proposes to use the funding under its MTW flexibility, it may also use these funds for any eligible activity permissible under Section 8(o), Section 9(e)(1), and for the local, non-traditional activities specified in Appendix I of this notice. CFP funds used for activities under Section 9(d)(1) are subject to all requirements relevant to non-MTW agency CFP funding, including eligible activities and cost limits.
- (d) <u>Requisitioning Funds.</u> In requisitioning Capital Fund grant funds, the MTW agency will request funds using traditional Capital Fund BLIs for funds to be used for activities under section 9(d) and using the available MTW Budget Line

²⁰ HUD will publish a rule that will govern the establishment and maintenance of a Capital Reserve pursuant to Section 109 of HOTMA that may give PHAs authorization to draw down funds in advance of need in certain limited circumstances.

- (BLI 1492) items for activities under section 9(e), section 8(o), or local, non-traditional activities. MTW agencies shall not use the Transfer to Operations Budget Line (BLI 1406) since funds for all non-Section 9(d) activities shall be included in the MTW Budget Line (BLI 1492). The MTW agency will provide to HUD information on all capital activities funded by the MTW Funding as necessary to ensure compliance with requirements outside the scope of MTW, including environmental review requirements and Energy and Performance Information Center (EPIC) reporting requirements.
- (e) Obligation and Expenditure Requirements. The MTW agency remains subject to the requirements of Section 9(j) of the 1937 Act with respect to Capital Fund grants. Section 9(d) funds remain subject to the obligation and expenditure deadlines and requirements provided in Section 9(j) despite the fact that they may be used flexibly. Capital Funds awarded to MTW agencies must be obligated within two years and expended within four years of award. Funds not obligated or expended within those timeframes will be subject to recapture. As with all agencies, an MTW agency may requisition CFP funds from HUD only when such funds are due and payable, unless HUD approves another payment schedule.

iii. Housing Choice Voucher Funding

- (a) Funding Calculation. As is the case for non-MTW PHAs under current appropriations law, the HAP renewal funding eligibility for MTW agencies will be calculated based on each MTW agency's actual expenses for the previous calendar year (known as the re-benchmark year). Unique to MTW agencies, however, the MTW agency's actual expenses are: 1) the previous Calendar Year's HAP expenses reported in the Voucher Management System (VMS), and 2) the previous CY's eligible non-HAP MTW expenses reported in VMS.²¹ For both HAP and non-HAP MTW expenses, the reported expenses must have been paid from an eligible source of funds as described in paragraph (c) below in order to be included in the HAP renewal funding formula. In addition, MTW HAP renewal funding is subject to an MTW Renewal Eligibility Cap derived from the number of units authorized under the MTW agency's ACC, as described in paragraph (d) below. The lower of the total combined HAP and non-HAP expenses or the MTW Renewal Eligibility Cap will then be adjusted by the Renewal Funding Inflation Factor (RFIF) and any national proration that applies to the HCV renewal appropriation to determine the MTW agency's actual CY HAP renewal funding.
 - Example: An MTW agency executes its MTW ACC Amendment in September 2020. In CY 2020, the MTW agency expended \$3,600,000 on HAP and \$400,000 on eligible non-HAP MTW expenses. The MTW

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²¹ MTW funds awarded to an MTW agency under Sections 8, 9(d), and 9(e) of the 1937 Act can be utilized per statute and regulation on the eligible activities listed at Sections 9(d)(1), 9(e)(1), and 8(o) of the 1937 Act and for local, non-traditional activities.

- agency's HCV HAP renewal funding for CY 2021 will be \$4 million (assuming the HAP Renewal Eligibility Cap is greater than \$4 million), adjusted by the RFIF and any applicable national proration.
- (b) Eligible Uses. The MTW agency may use these funds for any eligible activity permissible under Section 8(o) of the 1937 Act or, if the MTW agency proposes to use the funding under its MTW flexibility, it may also use these funds for any eligible activity permissible under Section 9(e)(1), Section 9(d)(1), and for the local, non-traditional activities specified in Appendix I of this notice.
- (c) <u>HAP Renewal Sources of Funds</u>. The only HAP and non-HAP MTW expenses that will be included in the MTW HAP renewal formula are those paid for with the same sources of funds that would be included in the non-MTW HAP renewal formula for a non-MTW agency except as otherwise provided herein (see PIH Notice 2013-28 and any future successor notices). Accordingly, HAP expenses and non-HAP MTW expenses must be paid from the following sources of funds to be included in the HAP renewal formula calculation:
 - (i) HCV budget authority,
 - (ii) HUD-held HAP reserves (undisbursed budget authority),
 - (iii) PHA-held HAP reserves (i.e., Restricted Net Position (RNP)),
 - (iv) Any funds from the HAP Set-aside (if available after PHA application and approval), and
 - (v) For HAP expenses only: Administrative fee reserves (i.e., Unrestricted Net Position). The administrative fee reserve is an eligible source of funds to be included in the MTW agency's MTW HAP renewal calculation, but only if the administrative fee reserve is used for HAP expenses. If the MTW agency is using administrative fee reserves for HAP expenses, the MTW agency must enter the amount of the administrative fee reserves used for HAP expenses in the comments section in VMS. Non-HAP MTW expenses paid from the administrative fee reserve are not eligible for renewal funding. Furthermore, when determining HAP renewal eligibility, the use of the administrative fee reserves is always first attributed to the MTW agency's non-HAP MTW expenses incurred during the calendar year before the expenditure of those reserves may be considered to be the source of funds for HAP expenses. If HAP expenses covered by the MTW Agency's administrative fee reserve exceed non-HAP MTW expenses for the calendar year, then the difference is applied to the HAP renewal calculation. Note that there is no restriction against using administrative fee reserves for non-HAP MTW expenses, just that those non-HAP MTW expenses are not eligible for inclusion in the MTW HAP renewal calculation.

HAP expenses or non-HAP MTW expenses that were paid for with any other funding source (for example, public housing Operating Funds and Capital Funds, and current year HCV Administrative Fee funds) will not be included in the MTW agency's HCV renewal funding calculation.

- (d) <u>HAP Renewal Eligibility Cap.</u> The MTW agency's renewal eligibility for all MTW Years will be limited by the HAP Renewal Eligibility Cap. The calculation multiplies (1) the MTW agency's total number of MTW-eligible ACC authorized units²² in the re-benchmark year (the CY immediately preceding the CY for which the MTW agency's renewal eligibility is being calculated)²³ by (2) the MTW agency's pre-MTW monthly per-unit cost (PUC) inflated to the re-benchmark year.
 - (i) The number of MTW-eligible ACC authorized units is measured in unit months available (UMAs).²⁴
 - (ii) The inflated pre-MTW PUC is projected using, as a base, the monthly PUC for the CY in which the MTW agency signed its MTW ACC Amendment. HUD applies the RFIF to this base PUC to estimate what the MTW agency's HCV PUC would be, had the MTW agency not joined the MTW program, as of the re-benchmark year.

After the calculation of the HAP Renewal Eligibility Cap, it is compared with the MTW agency's actual total combined HAP and non-HAP MTW expenses. The lower of these two amounts – (1) the HAP Renewal Eligibility Cap or (2) the MTW agency's actual total combined HAP and non-HAP MTW expenses adjusted by the RFIF and any national proration factor – is then used to determine the MTW agency's CY renewal funding.

- (iii) Example: If an MTW agency signs its MTW ACC Amendment in September 2020, CY 2021 will be the MTW agency's first full Calendar Year in the MTW demonstration. In calculating the MTW agency's HCV renewal funding for CY 2021, the following information applies:
 - The MTW PHA's average monthly PUC for CY 2019 was \$700.
 - The CY 2020 inflation rate is two percent.

²² "MTW-eligible ACC authorized units" means the MTW agency's number of ACC authorized units, regardless of whether the units are leased, after <u>excluding</u> the number of authorized units that would not be subject to the MTW renewal formula. In other words, special purpose vouchers that are renewed separately and are not part of the MTW HAP renewal formula are not included in the formula used to calculate the HAP Renewal Eligibility Cap. See section VI.9 of this Notice for further information on these special purpose vouchers that are renewed separately outside the MTW renewal formula.

²³ As noted above, the re-benchmark year is also the source year for the actual expense data used in the MTW agency's HAP renewal formula.

²⁴ Authorized units in the HCV program context are measured in terms of unit months available. For example, if an authorized unit is under ACC as of January 1, the authorized unit equals twelve unit months available for that CY. On the other hand, if the authorized unit was added to the ACC under a new funding increment effective March 1, the authorized unit is equal to ten unit months available for that CY.

- The number of MTW-eligible ACC authorized units during CY 2020 is 800 units. (In this example all units were under ACC as of 1/1/2020, so the number of UMAs is simply 800 units multiplied by twelve months, or 9,600 UMAs).
- The HAP Renewal Eligibility Cap for CY 2021 is calculated by first determining the estimated PUC for CY 2020, which is \$714 (the monthly PUC for CY 2019 inflated for CY 2020, or \$700 x 1.02). The estimated PUC for CY 2020 is then multiplied by the MTW agency's CY 2020 MTW-eligible ACC authorized UMAs²⁵ (\$714 x 9,600 UMAs) to determine the HAP Renewal Eligibility Cap, which is \$6,854,400.
- The HAP Renewal Eligibility Cap (\$6,854,400) is then compared to the MTW agency's total combined HAP and non-HAP MTW expenses for the re-benchmark year that originated from the eligible funding sources described earlier in this notice. If the total combined HAP and non-HAP MTW expenses do not exceed \$6,854,400, the MTW agency's CY 2021 renewal funding will be the total combined HAP and non-HAP MTW expenses adjusted by the RFIF and any national proration. If the total combined HAP and non-HAP MTW expenses exceed \$6,854,400, the MTW agency's CY 2021 renewal funding will be \$6,854,400, adjusted by the RFIF and any national proration.
- (e) <u>Financial Management Requirements Apply.</u> The same financial management requirements that apply to non-MTW agencies also apply to MTW agencies (e.g. Cash Management Requirements for the HCV Program with Notice PIH 2017-06 and successor notices).
- (f) Administrative Fees. The Administrative Fee rates used to calculate fee eligibility for MTW agencies shall be established according to the same methodology used to establish Administrative Fee rates for all agencies, including non-MTW agencies. Under current appropriations law, as is the case for all agencies, administrative fees will be calculated on the basis of units leased as of the first day of each month; this data will be extracted from VMS at the close of each reporting cycle. Administrative fees for MTW agencies are also subject to the national proration factor and any other appropriations act requirements.
- (g) Adjustments for the First-Time Renewal of Certain Vouchers. If the MTW agency receives incremental HCV vouchers and funding (including tenant protection vouchers), other than special purpose vouchers, renewal funding for those vouchers will be included in the MTW HCV renewal funding eligibility calculation for the following year. (See section VI.9 of this notice for further discussion of tenant protection and other special purpose vouchers.) The

2

²⁵ As noted earlier, these are the MTW agency's CY 2019 UMAs that are subject to the MTW renewal formula. UMAs attributable to special purpose vouchers such as HUD-VASH and FUP that are renewed separately are not included in this count.

renewal amount for the following year is based on HAP costs reported for these increments in VMS in the prior year, which will be adjusted by the RFIF. Should the initial increment(s) be funded for less than twelve months due to lack of appropriations, HUD will adjust for the missing months upon renewal, by selecting the funded PUC for the initial increment times the number of units, ²⁶ then adjusted by the RFIF. The aggregate renewal eligibility is always subject to the national proration factor.

- (h) <u>Applicable Inflation Factor and Proration.</u> The same applicable RFIFs that apply to non-MTW agencies will be applied each CY to determine the MTW agency's HAP funding renewal eligibility. Likewise, the MTW agency's HAP funding renewal eligibility is subject to the same national proration as non-MTW agencies' renewal eligibility.
- (i) <u>Reserves.</u> Reserves are subject to offsets as part of future Congressional appropriations acts.
- (j) <u>Local, Non-Traditional Activities.</u> The MTW agency may spend up to ten percent of its HCV HAP funding on local, non-traditional activities, as described in Appendix I, without prior HUD approval. The MTW agency may spend more than ten percent of its HCV HAP funding on local, non-traditional activities by seeking HUD approval through a Safe Harbor Waiver.
- (k) Rental Assistance Demonstration (RAD). Any vouchers received as part of a RAD Component I conversion shall be added to the ACC for the remainder of the CY in which they are awarded. HUD will issue a new increment of voucher funding in support of those vouchers for the first full CY following a RAD Component I conversion. In subsequent years, voucher funding for RAD-converted units will be renewed under the MTW HCV renewal funding calculation, adjusted by the Operating Cost Adjustment Factor (OCAF) and the applicable proration factor. Tenant protection vouchers provided for RAD Component II conversions are renewed in accordance with section VI.5.b.iii.g of this notice, Adjustment for the first-time renewal of certain vouchers, above. Administrative fees for RAD vouchers will be calculated based on the same methodology used to establish administrative fees for non-MTW agencies. Fees for RAD vouchers will be prorated at the same level that applies to all non-MTW agencies.
- (l) <u>Voucher Programs Not Included in MTW Program.</u> Vouchers and funding provided for the following special purpose vouchers, or any new special purpose vouchers provided in future appropriations acts, whether for new allocations or renewal of existing increments, shall not be included in the HCV MTW renewal calculation: HUD-VASH, FUP, FYI, NED, and Mainstream. These vouchers will be renewed under the regular voucher renewal requirements as provided under the appropriations acts. Special purpose

2

²⁶ The MTW PUC is equal to MTW HAP expenses divided by the number of MTW units leased. (Non-HAP MTW expenses are not included in the MTW PUC calculation).

vouchers are discussed in more detail in section VI.9 of this notice. In addition, funding provided for the Section 8 Moderate Rehabilitation Program is not part of the MTW program and may not be used for MTW activities.

c. Financial Reporting and Auditing

MTW agencies must submit year-end unaudited financial information to the Department no later than two months after their fiscal year end using the Financial Data Schedule (FDS) contained in the Real Estate Assessment Center's (REAC) Financial Assessment Subsystem (FASS-PH), or its successor system. Current financial reporting requirements for MTW agencies are posted on the REAC website at: https://www.hud.gov/sites/documents/DOC_11833.PDF. These requirements may be updated in the future.

MTW agencies are also required to electronically submit their audited financial information, if applicable, to HUD no later than nine months after their fiscal year end. MTW agencies must include public housing project level financial information in the FDS and must follow the Asset Management guidelines established in PIH Notice 2007-9 Supplement to Financial Management Handbook Office of Public and Indian Housing (PIH) Revised April 2007, and any subsequent updates to this Handbook or PIH Notice. MTW agencies will conform to the cost requirements of 2 CFR part 200 and any HUD implementation thereof.

MTW agencies must procure an Independent Public Accountant (IPA) to perform an annual audit pursuant to federal requirements at 2 CFR part 200 and 24 CFR 990.190, or successor, as well as any audit compliance supplements developed specifically for use with the MTW demonstration.

Completed IPA audits must be submitted to HUD in accordance with current HUD regulations. HUD will review the IPA audits of MTW agencies to determine appropriate action relative to any findings, prepare recommendations for audit finding resolution, and follow up with MTW agencies to assure finding closure. If there are audit findings related to the MTW program itself, HUD will monitor the resolution of all audit findings.

6. Evaluation

As a condition of participating in the MTW demonstration, MTW agencies agree to cooperate fully with HUD and its contractors in the monitoring and evaluation of the MTW demonstration. MTW agencies shall keep records and submit reports and other information as required by HUD. This includes any data collection required for the use of waivers and associated activities, for the uses of MTW funds within and across funding streams, and any evaluation efforts that HUD undertakes. Any additional information requests will follow the Paperwork Reduction Act requirements. HUD envisions three types of evaluation: program-wide evaluation, cohort-specific evaluation, and ad hoc evaluation.

a. Program-wide Evaluation

An MTW demonstration-wide evaluation would seek to assess whether or not, and to what extent, MTW agencies achieve the statutory objectives of the MTW demonstration by using federal dollars more efficiently, helping residents find employment and become self-sufficient,

and/or increasing housing choices for low-income families. Program-wide evaluation would also seek to determine any effects, positive or negative, of MTW waivers and funding flexibilities on residents. HUD intends to develop a method for program-wide evaluation that is based, to the extent possible, on information already being collected through existing HUD administrative data systems, although additional reporting may be necessary to effectively evaluate MTW.

b. Cohort-specific Evaluation

The specific evaluation methods and requirements for participating MTW agencies will vary in each cohort based on the policy changes to be tested in that cohort.²⁷ The cohort-specific policy change and evaluation methods will be described in the applicable Selection Notice such that the MTW agency is aware, in advance of application to the MTW demonstration program, of the policy it will be required to implement and the evaluation requirements. The MTW agency is required to participate in the evaluation for the full timeframe designated by HUD. HUD's Office of Policy Development and Research will take the lead on evaluating cohort-specific policy changes, and separate funds are appropriated by Congress for these evaluations. In all cases, the purpose of the evaluation will be to measure the outcomes associated with the specific policy change(s) in order to offer policy recommendations for implementing the policy change(s) across all PHAs.

c. Ad Hoc Evaluation

HUD reserves the right to request, and the MTW agency shall provide, any additional information required by law or required for the sound administration or evaluation of the MTW agency.

7. Program Administration and Oversight

In general, MTW agencies will be subject to the same planning and reporting protocols as non-MTW agencies, including the PHA Plan (5-Year Plan and Annual PHA Plan) and Capital Fund planning. MTW agencies must also report data into HUD data systems, as required.

New protocols and instruments will be developed for assessing an MTW agency's performance and will be incorporated into PHAS and SEMAP, or successor assessment systems, or an alternative assessment system developed by HUD, explained further in section VI.7.b of this MTW Operations Notice. In addition, HUD will employ standard program compliance and monitoring approaches including assessment of relative risk and on-site monitoring conducted by HUD or by entities contracted by HUD.

a. Planning and Reporting

i. The Annual PHA Plan

MTW agencies must adhere to Annual PHA Plan regulations at 24 CFR part 903, any implementing HUD Notices and guidance, as well as any succeeding regulations. The Annual

²⁷ For example, some cohorts of MTW agencies may be required to participate in randomized control trials, while others may be required to participate in detailed process studies or ethnographic research.

PHA Plan consists of the 5-Year Plan that a PHA must submit to HUD once every five PHA fiscal years and the Annual PHA Plan that the PHA must submit to HUD for each PHA fiscal year. Annual and 5-Year Plans must be submitted in a format prescribed by HUD. Currently, submission format requirements are outlined in Notice PIH 2015-18, issued October 23, 2015, which is effective until amended, superseded or rescinded.

Any HUD assistance that the MTW agency is authorized to use under the MTW demonstration must be used in accordance with the Annual PHA Plan, as applicable.

ii. MTW Supplement to the Annual PHA Plan (under development)

As an MTW agency, all Annual PHA Plan information must be provided in the context of the agency's participation in the MTW demonstration. This includes taking into account the MTW Waiver(s), Safe Harbor Waiver(s), Agency-Specific Waiver(s) and Cohort-Specific Waiver(s), and associated activity(s), afforded to the MTW agency. To this end, MTW agencies will submit an MTW Supplement to the Annual PHA Plan.²⁸ The MTW Supplement form has not been finalized at the time of the publication of this MTW Operations Notice; it has been made available for public review and comment, per PRA requirements.²⁹

Non-MTW PHAs that are qualified under 24 CFR 903.3(c) and that are not designated as troubled under PHAS and that do not have a failing score under SEMAP are exempt from the requirement to submit the Annual PHA Plan. Per this MTW Operations Notice, while MTW agencies that are qualified under 24 CFR 903.3(c) are not required to submit the Annual PHA Plan, they are required to submit the MTW Supplement on an annual basis.

MTW agencies must submit to HUD the Annual PHA Plan, including any required attachments, and the MTW Supplement no later than 75 days prior to the start of the agency's fiscal year. HUD will notify the MTW agency in writing if HUD objects to any provisions or information in the Annual PHA Plan or the MTW Supplement. When the MTW agency submits its Plan 75 days in advance of its fiscal year, HUD will respond to the MTW agency within 75 days or the Annual PHA Plan and the MTW Supplement are automatically approved.

Prior to submitting to HUD, the MTW Supplement must go through a public process along with the Annual PHA Plan. This will allow the MTW agency to inform the community of any programmatic changes and give the public an opportunity to comment. The MTW agency must have at least a 45-day public review period of its plan, after publishing a notice informing the public of its availability and conducting reasonable outreach to encourage participation in the plan process, followed by a public hearing. MTW agencies must consider, in consultation with the RABs and tenant associations, as applicable, all of the comments received at the public hearing. The comments received by the public and RABs and tenant associations must be submitted by the agency as a required attachment to the Plan. MTW agencies must also include a narrative describing their analysis of the recommendations and any decisions made based on these recommendations.

²⁸ MTW agencies designated pursuant to the 2016 Expansion Statute are not required to submit the Annual MTW Plan or Annual MTW Report (i.e., Form 50900).

²⁹ 83 Fed. Reg. 50676 (October 9, 2018)

iii. Admissions and Continued Occupancy Policy and Administrative Plan

The MTW agency must update its ACOP and/or Administrative Plan, as applicable, to be consistent with the MTW activities and related waivers that it implements. The MTW agency may not implement an MTW activity or waiver until the relevant sections of the ACOP and/or Administrative Plan are updated. MTW agencies must provide HUD with electronic versions of the ACOP and/or Administrative Plan upon request. If the MTW agency implements an activity using the local, non-traditional uses of funds waiver, the MTW agency must create and update an implementing document specifically for such activity. Additionally, the MTW agency must update its ACOP and/or Administrative Plan upon terminating an MTW activity.

iv. Capital Planning and Reporting

MTW agencies must adhere to CFP regulations at 24 CFR part 905, any implementing HUD Notices and guidance, as well as any successor regulations. As noted previously, MTW agencies are funded in accordance with CFP regulations and formula funds are calculated and distributed in the same manner as non-MTW agencies.

MTW agencies have the authority and flexibility to utilize their CFP funds for expanded uses as part of their MTW funding flexibility. HUD will award Capital Fund grants to MTW agencies in keeping with the standard process for all PHAs. The Department will spread budget line items in eLOCCS in accordance with Annual Statements/Budgets submitted in EPIC for Capital Fund grants awarded. As with all PHAs, an MTW agency may draw down Capital Funds from HUD only when such funds are due and payable, unless HUD approves another payment schedule. To the extent that the MTW agency plans to use CFP funding for other MTW-eligible (non-CFP) activities, the agency must create a separate work activity (or activities) in the EPIC system that select the "MTW (1492)" work category. CFP funds entered on BLI 1492 would not need to be broken out and itemized in the part II supporting pages of the HUD-50075.1. However, regardless of the BLI utilized, funds may not be drawn down until the PHA has an immediate need for the funds. An MTW agency may not accelerate drawdowns of funds in order to fund reserves or to otherwise increase locally held amounts, as discussed in section 5.a. of this notice.

An MTW agency is not required to use all or any portion of its CFP grant for non-CFP activities. To the extent that the MTW agency wishes to dedicate all or a portion of its CFP grant to specific capital improvements, the agency shall record CFP funding in work activities in EPIC as in the standard program.

v. Inventory Management System/PIH Information Center Reporting

Data from HUD's Inventory Management System/PIH Information Center (IMS/PIC), or successor systems, is critical to all aspects of program administration, including HUD monitoring and tracking of MTW agency progress in meeting the MTW statutory objectives. IMS/PIC data is used to establish funding eligibility levels for both Operating Subsidy Fund and Capital Fund grants. Further, HUD relies on IMS/PIC data to provide a thorough and comprehensive view of PHA program performance and compliance.

³⁰ HUD will publish a rule that will govern the establishment and maintenance of a Capital Reserve pursuant to Section 109 of HOTMA that may give PHAs authorization to draw down funds in advance of need in certain limited circumstances.

MTW agencies are required to submit the following information to HUD via IMS/PIC (or its successor system):

- Family data to IMS/PIC using Form HUD-50058 MTW Expansion (or successor forms) or Form HUD-50058 for special purpose voucher purposes, and in compliance with HUD's standard 50058 submission requirements for MTW agencies. MTW agencies must report information on all families receiving some form of tenant-based or project-based housing assistance, either directly or indirectly, as well as all public housing families, to be current to at least a 95 percent level.
- Current building and unit information in the development module of IMS/PIC (or successor system).
- Basic data about the PHA (address, phone number, e-mail address, etc.).

HUD will monitor MTW agency reporting to IMS/PIC (or successor system) to ensure compliance and provide technical assistance to MTW agencies as needed. In order to participate in the MTW expansion, PHAs must have the information technology capability to upgrade their IMS/PIC software to accommodate MTW flexibilities. PHAs that currently use HUD Family Reporting Software (FRS) must upgrade their software to an approved system that supports the submission of MTW IMS/PIC data. HUD does not anticipate modifying the FRS to accommodate the submission of MTW data.

vi. Voucher Management System Reporting

MTW agencies are required to report voucher utilization in VMS, or its successor system. There are several areas in which VMS reporting is different for MTW agencies. These areas are highlighted in the VMS User's Manual

(http://portal.hud.gov/hudportal/documents/huddoc?id=instructions.pdf) which details the VMS reporting requirements.

HUD will monitor each MTW agency's VMS reporting to ensure compliance and provide technical assistance to MTW agencies as needed.

vii. General Reporting Requirement

In addition to the reporting requirements outlined in this MTW Operations Notice, MTW agencies are required to comply with any and all HUD reporting requirements not specifically waived by HUD for participation in the MTW demonstration program.

b. Performance Assessment

Assessing the performance of PHAs (both MTW and non-MTW) helps with the delivery of services in the public housing and voucher programs and enhances trust among PHAs, assisted households, HUD, and the general public. To facilitate this effort, HUD will provide management tools for effectively and fairly assessing the performance of a PHA in essential housing operations and program administration.

Currently, HUD uses PHAS and SEMAP to assess risk and identify underperforming PHAs in the traditional public housing and voucher programs. However, since some of the MTW

flexibilities make it difficult to accurately assess the performance of MTW agencies under the existing systems, HUD will develop an alternative, MTW-specific assessment system, which may be incorporated into PHAS and SEMAP (or successor assessment system(s)). MTW agencies may not opt out of the MTW-specific successor system(s). Until the successor system is implemented, HUD will monitor MTW agency performance through PHAS sub-scores. Additionally, HUD may consider data provided through other HUD systems in its assessment of an MTW agency's activities.

i. Public Housing Assessment System

MTW-specific system that is incorporated into PHAS, or successor system, but they can elect to be scored if they choose to opt in. (MTW agencies continue to receive PHAS sub-scores even if they do not to receive the overall score.) An MTW agency will maintain its PHAS performance designation (i.e., high performer, standard performer, substandard performer, troubled, Capital Fund-troubled) at the time of MTW designation, up until a successor system is established. If an MTW agency elects to receive its overall PHAS score, the agency must continue to be scored for the duration of the demonstration, or until the agency is assessed under the alternative, MTW-specific assessment system(s), whichever comes first. Once developed, all MTW agencies, including MTW agencies that elect not to receive an overall PHAS score, must be assessed under the MTW-specific assessment system(s).

Pursuant to the 1996 MTW Statute, when providing public housing, the MTW agency must ensure that the housing is safe, decent, sanitary, and in good repair, according to the physical inspection protocols established and approved by HUD. Thus, MTW agencies continue to be subject to HUD physical inspections. To the extent that HUD physical inspections reveal deficiencies, the MTW agency must continue to address these deficiencies in accordance with existing physical inspection requirements. If an MTW agency does not maintain public housing adequately, as evidenced by the physical inspection performed by HUD, and is determined to be troubled in this area, HUD will determine appropriate remedial actions.

ii. Section 8 Management Assessment Program

MTW agencies will not be scored in SEMAP unless and until such time as HUD develops an MTW-specific system that is consistent with SEMAP, or successor system, but they can elect to be scored if they choose to opt in. An MTW agency will maintain its SEMAP performance designation (i.e., high performer, standard performer, troubled) at the time of MTW designation, up until a successor system is established. If an MTW agency elects to receive its overall SEMAP score, the agency must continue to be scored for the duration of the demonstration, or until the agency is assessed under the MTW-specific assessment system, whichever comes first. Once developed, all MTW agencies, including MTW agencies that opt out of SEMAP, must be assessed under the MTW-specific assessment system(s).

c. Monitoring and Oversight

MTW agencies remain subject to the full range of HUD monitoring and oversight efforts including, but not limited to, annual risk assessments, on-site monitoring reviews, monitoring reviews relating to VMS reporting and rent reasonableness, review of the accuracy of data reported into HUD data systems, and use of HUD data systems to assess agency program

performance, among other activities.

i. Five Statutory MTW Requirements

Throughout participation in the MTW demonstration program, all MTW agencies must continue to meet five statutory MTW requirements established under the 1996 MTW Statute. Specific enforcement processes of the five statutory MTW requirements will be included in the MTW ACC Amendment (see also, section VI.12 of this notice). HUD will monitor and determine MTW agencies' compliance with these five statutory MTW requirements as follows:

- (a) <u>Very Low-Income Requirement.</u> MTW agencies must ensure that at least 75 percent of the families assisted are very low-income families, in each fiscal year, as defined in Section 3(b)(2) of the 1937 Act.
 - HUD Verification Approach: Initial household certification data recorded in IMS/PIC will be used for both the PH and HCV programs for compliance monitoring purposes. The initial certification is comprised only of new admissions in the MTW agency's given fiscal year. Initial household certification data for families housed through local, non-traditional activities will be provided in a manner specified by the Department. An MTW agency's portfolio will then be weighted with respect to the number of households being served by each housing program type (i.e., public housing, HCV, and local, non-traditional). While the verification approach for this statutory requirement will be conducted based on initial certification in the MTW agency's given fiscal year, MTW agencies must continue to assist low-income families, which MTW agencies must monitor through the reexamination process, as may be amended per Appendix I.
- (b) <u>Reasonable Rent Policy.</u> MTW agencies must establish a reasonable rent policy which shall be designed to encourage employment and self-sufficiency by participating families, consistent with the purpose of this demonstration, such as by excluding some or all of a family's earned income for purposes of determining rent.
 - HUD Verification Approach: HUD defines rent reform as any change in the regulations on how rent is calculated for a household. Upon designation into the MTW demonstration, MTW agencies are to submit their planned policy to implement a reasonable rent policy in the MTW Supplement. All activities falling under any of the activities in the Tenant Rent Policies waiver or the Alternate Reexamination Schedule waiver, as detailed in Appendix I, meet the definition of a reasonable rent policy because these activities constitute a change from regulations on how rent is calculated for a household. In addition, implementation of any voluntary alternative rent calculation that is available for all PHAs would count towards meeting this statutory requirement. Finally, an MTW agency may propose, for HUD's approval, an Agency-Specific Waiver to establish a rent policy that is different from those listed in Appendix I. If approved, this alternate rent policy approved through an Agency-Specific Waiver

would also meet this statutory requirement. An MTW agency must implement one or multiple reasonable rent policies during the term of its MTW designation.³¹

- (c) <u>Substantially the Same Requirement.</u> MTW agencies must continue to assist substantially the same total number of eligible low-income families as would have been served absent the MTW demonstration.
 - HUD Verification Approach: Appendix III details the requirements for the Substantially the Same (STS) methodology which: ensures substantially the same number of families are housed; allows for local flexibility; is responsive to changing budgetary climates; is feasible for HUD to administer; is easy for MTW agencies to predict compliance; is straightforward to understand; is calculated each year; and has publicly available results. Please refer to Appendix III for the specific requirements.
- (d) <u>Comparable Mix Requirement.</u> MTW agencies must maintain a comparable mix of families (by family size) as would have been provided had the amounts not been used under the demonstration.
 - HUD Verification Approach: In order to establish a comparable mix baseline, HUD will pull data, by family size, for occupied public housing units and leased vouchers at the time of entry into the demonstration. HUD will rely upon MTW agency-reported data into HUD systems (i.e., IMS/PIC, VMS). This information will be used to establish baseline percentages, by family size, to which the agency is measured by for the remainder of participation. Following entry into the demonstration, agencies will provide comparable mix data and, if applicable, associated justifications in the MTW Supplement. HUD deems an acceptable level of variation to be no more than 10 percent from the baseline. Justifications or explanations for fluctuations greater than 10 percent are required and subject to HUD's review.
- (e) <u>Housing Quality Standards (HQS)</u>. MTW agencies must ensure that housing assisted under the demonstration meets HQS established or approved by the Secretary.
 - HUD Verification Approach: In order to demonstrate that the MTW agency meets housing quality standards, HUD will verify compliance for each housing program type as follows:
 - HCV Program regulations at 24 CFR part 982 set forth basic HQS for housing assisted under the HCV program. These housing quality standards, or successor regulations, are the standards used to determine if the MTW agency is fulfilling its responsibilities to ensure owners are maintaining the units in accordance with HQS in the evaluation of an

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³¹ MTW agencies in the rent reform cohort may have prescribed deadlines to implement their reasonable rent policies.

agency. MTW agencies with an HCV program must certify in the MTW Supplement that they have fulfilled their responsibilities to comply with and ensure enforcement of HQS under this requirement in accordance with the HQS regulations in 24 CFR part 982, as modified where applicable through the implementation of the discrete MTW Waivers approved by HUD provided in Appendix 1 or through an Agency-Specific Waiver.

- Public Housing HUD will verify this requirement through its review of public housing physical inspection scores. Overall scores falling below 60 percent will be identified as non-compliant with the statutory requirement.
- Local, Non-Traditional In the MTW Supplement, MTW agencies must certify that local, non-traditional units meet HQS performance requirements (as provided in 24 CFR 982.401) as required in PIH Notice 2011-45, or successor notice.

ii. Income Integrity and Enterprise Income Verification System (EIV) Reviews

MTW agencies are required to comply with the final rule regarding EIV issued December 29, 2009, or successor, and utilize EIV for all income and employment verifications. EIV has been modified for MTW agencies so that family information submitted in IMS/PIC will not expire for 40 months in order to accommodate agencies choosing to extend recertification periods for up to three years.

MTW agencies are subject to HUD review to ensure compliance with EIV requirements as well as monitor the accuracy and integrity of the MTW agencies' income and rent determination policies, procedures, and outcomes.

iii. MTW Site Visit

HUD will periodically conduct site visits to monitor the implementation of MTW flexibilities provided under the MTW Operations Notice, provide guidance, discuss the MTW agency's activities, and offer any needed technical assistance regarding its program. The purpose of a site visit will be to monitor agency-reported MTW activities, to review the status and effectiveness of the MTW agency's strategies, to provide technical assistance, to problem-solve regarding any local barriers the agency is facing, and to identify and resolve outstanding MTW related issues.

The MTW agency shall give HUD access, at reasonable times and places, to all requested sources of information including access to files, access to units, and an opportunity to interview agency staff and assisted participants.

Where travel funding or staff resources are not available to facilitate in-person site visits, HUD may exercise the option to conduct remote site visits via telephone, videoconference, or webinar. To the extent possible, HUD will coordinate the MTW site visit with other site visits to be conducted by HUD.

iv. Housing Choice Voucher Utilization

HUD will monitor HCV utilization at MTW agencies and will ensure that HCV funds are utilized in accordance with section VI.5.b.iii and Appendix III of this notice. At its discretion,

HUD may take any appropriate actions to direct an MTW agency to increase HCV leasing and utilization.

v. Public Housing Occupancy

HUD will monitor public housing occupancy rates for MTW agencies. In instances where the MTW agency's public housing occupancy rate falls below 96 percent, HUD may require, at its discretion, that the MTW agency enter into an Occupancy Action Plan to address the occupancy issues. The Occupancy Action Plan will include the cause of the occupancy issue, the intended solution, and reasonable timeframes to address the cause of the occupancy issue.

vi. Additional Monitoring and Oversight

HUD may, based on the MTW agency's risks and at HUD's discretion, conduct management, programmatic, financial, or other reviews of the MTW agency. The MTW agency shall respond to any findings with appropriate corrective action(s).

In addition, HUD will make use of all HUD data systems and available information to conduct ongoing remote monitoring and oversight actions for MTW agencies, consistent with the results of the PIH risk assessment.

8. Rental Assistance Demonstration Program

MTW agencies converting public housing program units to Section 8 assistance under the RAD program are able to retain MTW regulatory and statutory flexibilities in the management of those units, subject to RAD requirements, if the conversion is to Section 8 PBV assistance. MTW agencies converting projects under RAD to PBV may continue to undertake flexibilities except to the extent limited by RAD, as described in the RAD Notice, Notice PIH 2012-32, REV-4 or its successor notice.³²

9. Applying MTW Flexibilities to Special Purpose Vouchers

Special Purpose Vouchers (SPVs) are specifically provided for by Congress in line item appropriations. Except for enhanced vouchers and tenant-protection vouchers (described below), SPVs are not part of the MTW demonstration and are not part of the MTW agency's total available flexible MTW Funding. The funding is renewed outside of the MTW HAP renewal formula and the funding (both the initial increment and renewal funding) for the SPVs may only be used for eligible SPV purposes. There are no MTW flexibilities available for using MTW funds to cover SPV shortfalls; MTW agencies may use non-HAP sources to cover shortfalls, following the procedures outlined in Notice PIH 2013-28, or successor. Despite SPV funding restrictions to cover regular voucher shortfalls, MTW agencies do have the ability/are permitted to use HAP reserve funds, including HAP originated reserves subject to fungibility provisions, to address SPV instances of shortfalls; where the SPVs are under the same appropriations allocation

³² Notices and laws related to RAD can be found at https://www.hud.gov/RAD/library/notices

for renewal as their Section 8 vouchers.³³

a. HUD-Veterans Affairs Supportive Housing (VASH) Vouchers

HUD-VASH vouchers have separate operating requirements and must be administered in accordance with the requirements listed at www.hud.gov/program_offices/public_indian_housing/programs/hcv/vash. The operating requirements waive and alter many of the standard HCV statutes and regulations at 24 CFR part 982. Unless stated in the HUD-VASH operating requirements, however, the regulatory requirements at 24 CFR part 982 and all other HUD directives for the HCV program are applicable to HUD-VASH vouchers. MTW agencies may submit a request to HUD to operate HUD-VASH vouchers in accordance with MTW administrative flexibilities.

b. Family Unification Program (FUP) Vouchers

The FUP NOFA language allows vouchers to be administered in accordance with MTW flexibilities unless MTW provisions are inconsistent with the appropriations act or requirements of the FUP NOFA. In the event of a conflict between the MTW Operations Notice and the appropriations act or FUP NOFA language, the act and NOFA govern.

c. Foster Youth to Independence (FYI) Vouchers

The FYI NOFA language allows vouchers to be administered in accordance with MTW flexibilities unless MTW provisions are inconsistent with the appropriations act or requirements of the FYI NOFA. In the event of a conflict between the MTW Operations Notice and the appropriations act or FYI NOFA language, the act and NOFA govern.

d. Non-elderly Persons with Disabilities (NED) Vouchers

The NED NOFA language allows vouchers to be administered in accordance with MTW operations unless MTW provisions are inconsistent with the appropriations act or requirements of the NED NOFA. In the event of a conflict between the MTW Operations Notice and the appropriations act or NED NOFA language, the act and NOFA govern.

e. Mainstream Vouchers

The Mainstream NOFA language allows vouchers to be administered in accordance with MTW flexibilities unless MTW provisions are inconsistent with the appropriations act or requirements of the Mainstream NOFA. In the event of a conflict between the MTW Operations Notice and the appropriations act or Mainstream NOFA language, the act and NOFA govern.

f. Enhanced Vouchers and Tenant Protection Vouchers

MTW agencies may apply any MTW flexibilities as authorized by this notice to replacement TPVs to the extent that the MTW flexibilities used do not infringe upon the protections applied to those families³⁴. However, funding fungibility may only be applied to replacement TPV funds once the initial funding increment is renewed. No MTW flexibilities may be applied to relocation

³³ https://portal.hud.gov/hudportal/documents/huddoc?id=DOC 10495.pdf

³⁴ For examples of restrictions in applying MTW flexibilities to tenant protection vouchers, please visit the MTW Special Purpose Voucher Q&A at https://www.hud.gov/sites/dfiles/PIH/documents/SpecialPurposeVouchersQA.pdf

TPVs. MTW agencies should review PIH Notice 2020-04 and any future successor notices for more information on re-issuance of TPVs.

The statutory enhanced voucher requirements under Section 8(t) of the 1937 Act (e.g., the HAP calculation) apply to an enhanced voucher family until the family either moves from the project or leaves the HCV tenant-based program for any reason. MTW agencies must follow the procedures described in Notice PIH 2013-27, or its successor notice, for a recipient of an enhanced voucher to voluntarily agree to relinquish their tenant-based assistance in exchange for PBV assistance. When an enhanced voucher family moves from the project, either after initially receiving the voucher or anytime thereafter, the Section 8(t) enhanced voucher requirements no longer apply. The voucher is then administered in accordance with the regular HCV program requirements, as modified by the agency's individual MTW waivers and MTW policies for its tenant-based HCV program.

10. Applicability of Other Federal, State, and Local Requirements

Notwithstanding the waivers and associated activities provided in this MTW Operations Notice, the following provisions of the 1937 Act continue to apply to MTW agencies and the assistance received pursuant to the 1937 Act:

- The terms "low-income families" and "very low-income families" shall continue to be defined by reference to Section 3(b)(2) of the 1937 Act (42 U.S.C. §1437a(b)(2));
- Section 12 of the 1937 Act (42 U.S.C. § 1437j), as amended, shall apply to housing assisted under the demonstration, governing labor standards and community service requirements, other than housing assisted solely due to occupancy by families receiving tenant-based assistance;
- Section 18 of the 1937 Act (42 U.S.C. § 1437p, as amended by Section 1002(d) of Public Law 104-19, Section 201(b)(1) of Public Law 104-134, and Section 201(b) of Public Law 104-202), governing demolition and disposition, shall continue to apply to public housing notwithstanding any use of the housing under MTW; and
- Section 8(r)(1) of the 1937 Act on HCV portability shall continue to apply unless provided as a cohort-specific waiver and associated activity(s) in an evaluative cohort as necessary to implement comprehensive rent reform and occupancy policies. Such a cohort-specific waiver and associated activity(s) would contain, at a minimum, exceptions for requests to port due to employment, education, health and safety and reasonable accommodation.

Notwithstanding anything contained in this notice, federal, state and local requirements applicable to public housing or HCV assistance other than those provisions of the 1937 Act or its implementing requirements that are specifically waived pursuant to the MTW Operations Notice will apply. MTW authority may also be limited by any laws promulgated in future years, which include without limitation: statutes, appropriations acts, notices implementing appropriations acts, regulations, and executive orders.

The MTW ACC Amendment will place in HUD the authority and discretion to determine whether any future law conflicts with any MTW-related agreement or notice. If a future law conflicts, the future law shall be implemented. Additionally, no money damages are contemplated for action by HUD with respect to the MTW demonstration program.

If any requirement applicable to PHAs, public housing, or HCV assistance other than those provisions of the 1937 Act or its implementing requirements that may be waived pursuant to MTW authority and that are specifically waived pursuant to the MTW Operations Notice, contains a provision that conflicts or is inconsistent with any MTW Waiver, Safe Harbor Waiver, and/or Agency-Specific Waiver granted by HUD, the MTW agency remains subject to the terms of that requirement. Such requirements include, but are not limited to:

- Requirements for Federal Funds: Notwithstanding the flexibilities described in this notice, the public housing and voucher funding provided to MTW agencies remain federal funds and are subject to any and all other federal requirements outside of the 1937 Act (e.g., including but not limited to competitive HUD NOFAs under which the MTW agency has received an award, state and local laws, federal statutes other than the 1937 Act (including appropriations acts), and OMB Circulars and requirements), as modified from time to time. The MTW agency's expenditures must comply with 2 CFR part 200 and other applicable federal requirements, which provide basic guidelines for the use of federal funds, including the requirements of this notice.
- National Environmental Policy Act (NEPA): MTW agencies must comply with NEPA, 24 CFR part 50 or part 58, as applicable, and other related federal laws and authorities identified in 24 CFR part 50 or part 58, as applicable. Information and guidance on the environmental review process and requirements is provided in PIH Notice 2016-22, or successor notice.
- Fair Housing and Equal Opportunity: As with the administration of all HUD programs and all HUD-assisted activities, fair housing, and civil rights issues apply to the administration of MTW demonstration programs. This includes actions and policies that may have a discriminatory effect on the basis of race, color, sex, national origin, religion, disability, or familial status (see 24 CFR part 1 and part 100 subpart G) or that may impede, obstruct, prevent, or undermine efforts to affirmatively further fair housing. Annual PHA Plans must include a civil rights certification required by Section 5A of the 1937 Act and implemented by regulation at 24 CFR 903.7(o) and 903.15, as well as a statement of the MTW agency's strategies and actions to achieve fair housing goals outlined in an approved Assessment of Fair Housing consistent with 24 CFR 5.154. If the MTW agency does not have a HUD-accepted Assessment of Fair Housing (AFH), it must still provide a civil rights certification and statement of the MTW agency's fair housing strategies, which would be informed by the corresponding jurisdiction's AFH and the MTW agency's assessment of its own operations.

All PHAs, including MTW agencies, are obligated to comply with non-discrimination and equal opportunity laws and implementing regulation, including those in 24 CFR 5.105. Specific laws and regulations must be viewed in their entirety for full

compliance, as this MTW Operations Notice does not incorporate a complete discussion of all legal authorities. For example, PHAs, including MTW agencies, are required to comply with the Fair Housing Act, Title VI of the Civil Rights Act of 1964, Section 504 of the Rehabilitation Act of 1973, Title II of the Americans with Disabilities Act of 1990, Architectural Barriers Act of 1968, Executive Order 11063: Equal Opportunity in Housing, Executive Order 13166: Improving Access to Services for Persons with Limited English Proficiency, HUD's Equal Access Rule (24 CFR 5.105(a)(2), Age Discrimination Act of 1975, and Title IX of the Education Amendments Act of 1972, as well as HUD and government-wide regulations implementing these authorities. MTW agencies should review PIH Notice 2011-31, or its successor, for more details.

Court Orders and Voluntary Compliance Agreements: MTW agencies must comply
with the terms of any applicable court orders or Voluntary Compliance Agreements
that are in existence or may come into existence during the term of the MTW ACC
Amendment. The MTW agency must cooperate fully with any investigation by the
HUD Office of Inspector General or any other investigative and law enforcement
agencies of the U.S. Government.

11. MTW Agencies Admitted Prior to 2016 MTW Expansion Statute

The 39 MTW agencies that entered the MTW demonstration prior to the 2016 MTW Expansion Statute adhere to an administrative structure outlined in the Standard MTW Agreement, an agreement between each current agency and HUD. The 2016 MTW Expansion Statute extended the term of the Standard MTW Agreement for these existing MTW agencies through each agency's 2028 fiscal year.

Some agencies that entered the MTW demonstration prior to the 2016 MTW Expansion Statute may wish to opt out of their Standard MTW Agreement and administer their MTW program pursuant to the MTW Expansion and the requirements in this MTW Operations Notice. HUD will support an existing MTW agency's request to join the MTW Expansion provided that the agency:

- makes the change at the end of its fiscal year, so that it does not have part of a fiscal year under the Standard Agreement and part under the MTW Operations Notice;
- follows the same public comment and Board resolution process as would be required for amending the Standard MTW Agreement;
- executes its MTW ACC Amendment to authorize participation in the MTW demonstration consistent with the MTW Operations Notice; and
- executes the MTW ACC Amendment and terminates its Standard MTW Agreement, thereby becoming subject to all the terms and conditions that apply to MTW agencies admitted pursuant to the 2016 MTW Expansion Statute, including all of the provisions of this Operations Notice and the accompanying MTW ACC Amendment.

Should an existing MTW agency elect to administer its MTW program pursuant to the framework described in this MTW Operations Notice, it will not be required to implement the cohort-specific policy change associated with any of the MTW cohorts and it will not be required to participate in the evaluation of that specific policy change. All other requirements in this MTW Operations Notice will apply.

12. Sanctions, Terminations, and Default

If the MTW agency violates any of the requirements outlined in this notice, HUD is authorized to take any corrective or remedial action permitted by law. Sanctions, terminations, and default are covered in the agency's MTW ACC Amendment.

13. Administrative and Contact Information

a. Paperwork Reduction Act

The information collection requirements contained in this document are approved by the Office of Management and Budget (OMB) under the Paperwork Reduction Act of 1995 (44 U.S C. 2501-3520). The OMB control number is 2577-0216. In accordance with the Paperwork Reduction Act, HUD may not conduct or sponsor, and a person is not required to respond to, a collection of information unless the collection displays a currently valid OMB control number.

b. Contact Information

For further information, contact: Marianne Nazzaro, Director, Moving to Work Demonstration Program; e-mail: mtw-info@hud.gov; telephone number 202-402-4306

(this is not a toll-free number), or visit the MTW demonstration program website at: www.hud.gov/mtw. Hearing- and speech-impaired persons may access this number through TTY by calling the Federal Relay Service at 800-877-8339 (this is a toll-free number).

/s/

R. Hunter Kurtz

Assistant Secretary for Public and Indian Housing

APPENDIX I - MTW Waivers

Appendix I, MTW Waivers, is a simplified guide for MTW agencies seeking to develop MTW initiatives that have already been executed by existing MTW agencies. MTW agencies may implement any activity contained in Appendix I without further HUD approval as long as it is included in the MTW Supplement (described in section VI.7 of this Notice) of an approved PHA Plan and implemented within the associated safe harbor(s). MTW activities are listed by specific waiver name in Appendix I; however, MTW agencies may use the MTW Supplement to combine activities together in order to create more comprehensive initiatives.

This appendix contains the MTW Waivers and their associated activities. The appendix includes the waiver name, waiver description, statutes and regulations waived, permissible activities, and safe harbors. The waiver description defines the authorization provided to the MTW agency, subject to the terms of this notice. The statutory and regulatory citations that may be waived by an MTW agency in order to implement an activity are included below the activity. The list of waivers and list of activities are organized by program type. The safe harbors contain the additional requirements (beyond those specified in the activity description) the agency must follow in order to implement the activity without additional HUD approval once it is included in an approved MTW Supplement to the PHA Plan. Consistent with applicable federal, state, and local lease requirements, MTW agencies should update their leases as necessary to adopt MTW flexibilities authorized by these MTW Waivers.

Appendix I is an exclusive list of activities an MTW agency can implement without further HUD approval once it is included in the MTW Supplement of an approved PHA Plan; however, is not intended to be the complete listing of what an MTW agency can and cannot do. If an MTW agency wishes to request the ability to implement an activity in a manner inconsistent with the safe harbor(s) of an MTW activity in this appendix, the MTW agency must go through the Safe Harbor Waiver request process explained in section VI.4 of the MTW Operations Notice. If an MTW agency wishes to implement activities or request waivers not included in this appendix, it must go through the Agency-Specific Waiver process explained in section VI.4 of the MTW Operations Notice. As described in Appendix II, the MTW agency shall submit an impact analysis for all Safe Harbor Waiver requests, and the MTW agency shall describe any hardship policy, as applicable.

Safe harbors marked with an asterisk (*) cannot be waived through either the Safe Harbor Waiver process or the Agency-Specific Waiver process.

Table of Contents:

1. Tenant Rent Policies

- a. Tiered Rent (Public Housing [PH])
- b. Tiered Rent (Housing Choice Vouchers [HCV])
- c. Stepped Rent (PH)
- d. Stepped Rent (HCV)
- e. Minimum Rent (PH)
- f. Minimum Rent (HCV)
- g. Tenant Payment as a Modified Percentage of Income (PH)
- h. Tenant Payment as a Modified Percentage of Income (HCV)

- i. Alternative Utility Allowance (PH)
- j. Alternative Utility Allowance (HCV)
- k. Fixed Rents (PH)
- 1. Fixed Subsidy (HCV)
- m. Utility Reimbursements (PH)
- n. Utility Reimbursements (HCV)
- o. Initial Rent Burden (HCV)
- p. Imputed Income (PH)
- q. Imputed Income (HCV)
- r. Elimination of Deduction(s) (PH)
- s. Elimination of Deduction(s) (HCV)
- t. Standard Deductions (PH)
- u. Standard Deductions (HCV)
- v. Alternative Income Inclusions/Exclusions (PH)
- w. Alternative Income Inclusions/Exclusions (HCV)

2. Payment Standards and Rent Reasonableness

- a. Payment Standards Small Area Fair Market Rents (HCV)
- b. Payment Standards Fair Market Rents (HCV)
- c. Rent Reasonableness Process (HCV)
- d. Rent Reasonableness Third-Party Requirement (HCV)

3. Reexaminations

- a. Alternative Reexamination Schedule for Households (PH)
- b. Alternative Reexamination Schedule for Households (HCV)
- c. Self-Certification of Assets (PH)
- d. Self-Certification of Assets (HCV)

4. Landlord Leasing Incentives

- a. Vacancy Loss (HCV Tenant-Based Assistance)
- b. Damage Claims (HCV Tenant-Based Assistance)
- c. Other Landlord Incentives (HCV Tenant-Based Assistance)

5. Housing Quality Standards (HQS)

- a. Pre-Qualifying Unit Inspections (HCV)
- b. Reasonable Penalty Payments for Landlords (HCV)
- c. Third-Party Requirement (HCV)
- d. Alternative Inspection Schedules (HCV)

6. Short-Term Assistance

- a. Short-Term Assistance (PH)
- b. Short-Term Assistance (HCV)

7. Term-Limited Assistance

- a. Term-Limited Assistance (PH)
- b. Term-Limited Assistance (HCV)

8. Increase Elderly Age (PH & HCV)

9. Project-Based Voucher Program Flexibilities

- a. Increase PBV Program Cap (HCV)
- b. Increase PBV Project Cap (HCV)
- c. Elimination of PBV Selection Process for PHA-owned Projects Without Improvement, Development, or Replacement (HCV)
- d. Alternative PBV Selection Process (HCV)
- e. Alternative PBV Unit Types (Shared Housing and Manufactured Housing) (HCV)
- f. Increase PBV Housing Assistance Payment (HAP) Contract Length (HCV)
- g. Increase PBV Rent to Owner (HCV)
- h. Limit Portability for PBV Units (HCV)

10. Family Self-Sufficiency Program with MTW Flexibility

- a. Waive Operating a Required FSS Program (PH & HCV)
- Alternative Structure for Establishing Program Coordinating Committee (PH & HCV)
- c. Alternative Family Selection Procedures (PH & HCV)
- d. Modify or Eliminate the Contract of Participation (PH & HCV)
- e. Policies for Addressing Increases in Family Income (PH & HCV)

11. MTW Self-Sufficiency Program

- a. Alternative Family Selection Procedures (PH & HCV)
- b. Policies for Addressing Increases in Family Income (PH & HCV)

12. Work Requirement

- a. Work Requirement (PH)
- b. Work Requirement (HCV)

13. Public Housing as an Incentive for Economic Progress (PH)

14. Moving On Policy

- a. Waive Initial HQS Inspection Requirement (HCV)
- b. Allow Income Calculations from Partner Agencies (PH & HCV)
- c. Aligning Tenant Rents and Utility Payments between Partner Agencies (PH & HCV)

15. Acquisition without Prior HUD Approval (PH)

16. Deconcentration of Poverty in Public Housing Policy (PH)

17. Local, Non-Traditional Activities

- a. Rental Subsidy Programsb. Service Provisionc. Housing Development Programs

1. Tenant Rent Policies

The agency is authorized to adopt and implement the activities listed below for setting tenant rents in public housing, including but not limited to establishing definitions of income and adjusted income that differ from those in the current 1937 Act and its implementing regulations. The agency is authorized to adopt and implement the activities listed below to establish total tenant payments (TTP)¹ in the HCV program, and/or tenant rents for tenant-based and project-based voucher (PBV) assistance that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations. The agency is authorized to adopt and implement the activities listed below to calculate the tenant portion of the rent in a way that differs from the currently mandated program requirements in the 1937 Act and its implementing regulations. The agency must determine initial eligibility in accordance with 24 CFR 5.609 and must comply with section 3(b)(2) of the United States Housing Act of 1937 Act (1937 Act) (42 U.S.C. §1437). For voucher activities, the Department has developed a standard rider to the HAP contract that reflects any MTW authorizations that amend the current requirements of the HAP contract.

1.a.,1.b. Tiered	l Rent	
Activity	1.a . Tiered Rent (PH) - The agency	1.b. Tiered Rent (HCV) - The agency
	may implement changes to the tenant	may implement changes to the TTP
	rent calculation to create a system	calculation to create a system based upon
	based upon income bands.	income bands.
Statutes and	Tiered Rent (PH) - Certain	<u>Tiered Rent (HCV)</u> - Certain provisions
Regulations	provisions of sections 3(a)(1)-(2) of	of sections $8(o)(2)(A)$ -(C) of the 1937
Waived	the 1937 Act and 24 CFR 5.628,	Act and 24 CFR 5.628.
	5.634(b) and 960.253.	
Safe Harbors	1.a. and 1.b.	
	i. Rents and/or TTP (as applicable)	established under this system must be set
	using the lowest income in each b	band. For example, if an income band is
	\$2,500-\$5,000 then the rent for the	nat band must be set using \$2,500.
	ii. The agency must adopt a flat rent	and/or TTP (as applicable) policy within
	each income band instead of calc	ulating rent based on adjusted or gross
	income.	
1.c.,1.d. Steppe	ed Rent	
Activity	1.c. Stepped Rent (PH) – The	1.d . Stepped Rent (HCV) – The agency
	agency may create a stepped rent	may create a stepped rent model that
	model that increases the family's	increases the family's TTP on a fixed
	rent payment on a fixed schedule in	schedule in both frequency and amount.
	both frequency and amount. The	The fixed schedule/stepped rent model
	fixed schedule/stepped rent model	may be disaggregated from family
	may be disaggregated from family	income.
	income.	
Statutes and	Stepped Rent (PH) - Certain	Stepped Rent (HCV) - Certain

¹ In the HCV tenant-based program, the housing assistance payment (HAP) is the lower of: (1) the payment standard minus the family's TTP, or (2) the gross rent minus the TTP. The TTP is the minimum amount the family will pay das the family share. If the gross rent exceeds the payment standard, the family will pay TTP and the difference between the gross rent and the payment standard as the family share. In the HCV project-based program, the family always pays TTP minus any utility allowance (UA) as the tenant rent.

Regulations	provisions of section 3(a)(1)-(2) of	provisions of sections 8(o)(2)(A)-(C) of	
Waived	the 1937 Act and 24 CFR 5.628,	the 1937 Act and 24 CFR 5.628.	
vv ai v cu	5.634(b) and 960.253.		
Safe Harbor(s)	1.c. and 1.d.		
Sale Harbor(s)			
	Agency must conduct an annual impact analysis. *		
	 Agency must exclude elderly and disabled families from rent police 		
	 Agency must implement a hardship policy. * 		
		ces, must be made available by the agency	
		upport preparing families for the	
	termination of assistance, if a		
	• At the Department's request,	the agency shall make available the	
	method used to determine that	at rents charged to families are reasonable	
	when compared to similar un	assisted units in the market area. *	
	 Initial rents will be set at no r 	nore than 32% of a household's gross	
	income, or 35% of a househo	ld's adjusted income.	
	The PHA will establish a step	oped rent increase by unit size. The increase	
		he Fair Market Rent for the applicable area.	
1.e.,1.f. Minim	um Rent		
Activity	1.e. Minimum Rent (PH) - The	1.f. Minimum Rent (HCV) - The agency	
-	agency may set a minimum rent that	may set a minimum rent that is higher	
	is higher than allowed under current	than allowed under current statute and	
	statute and regulation.	regulation.	
Statutes and	Minimum Rent (PH) - Certain	Minimum Rent (HCV) - Certain	
Regulations	provisions of sections 3(a)(1)-(2) and	provisions of sections 3(a)(3)(A) and	
Waived	3(a)(3)(A) of the Act and 24 CFR	8(o)(2)(A)-(C) of the Act and 24 CFR	
	5.628 and 5.630.	5.628 and 5.630.	
Safe	1.e. and 1.f.		
Harbor(s)	• • •	0120	
	i. Minimum rent must not exceed \$	-	
		d disabled families from rent policy.	
	iii. Agency must conduct an impact	J	
1 - 1 b T	iv. Agency must implement a hardship policy. *		
1.g.,1.n. 1 enar	nt Payment as a Modified Percentage o	i income	
Activity	1.g. Tenant Payment as a Modified	1.h. Tenant Payment as a Modified	
	Percentage of Income (PH) - The	Percentage of Income (HCV) - The	
	agency may modify the percentage of	agency may modify the percentage of	
	income used in the TTP calculation.	income used in the TTP calculation.	
Statutes and	Tenant Payment as a Modified	Tenant Payment as a Modified	
Regulations	Percentage of Income (PH) - Certain	Percentage of Income (HCV) - Certain	
Waived	provisions of sections $3(a)(1)$ -(2) and	provisions of sections 3(b)(4)-(5) and	
	3(b)(4)-(5) of the 1937 of the Act and	8(o)(2)(A)-(C) of the 1937 Act and 24	
	24 CFR 5.609, 5.611, 960.253 and	CFR 5.609, 5.611, and 982.516.	
	960.255.		

Safe	1.g. and 1.h.	
Harbor(s)	 i. The Tenant Payment in public housing and the Tenant Payment in HCV must not exceed 32% of income for non-elderly/non-disabled families if the agency is utilizing flexibility under activities 1.r., 1.t. and/or 1.v. (for 1.g.) or 1.s., 1.u. and/or 1.w. (for 1.h.). ii. The Tenant Payment in public housing and the Tenant Payment in HCV must not exceed 35% of income for non-elderly/non-disabled families if the agency is not utilizing flexibility under activities 1.r., 1.t. and/or 1.v. (for 1.g.) or 1.s., 1.u. and/or 1.w. (for 1.h.). iii. Agency must exempt elderly and disabled families from rent policy. iv. Agency must conduct an impact analysis. * v. Agency must implement a hardship policy. * 	
1i.,1.j. Alterna	tive Utility Allowance	
Activity	1i. Alternative Utility Allowance (PH) - The agency may create a utility schedule(s) for all units.	1j. Alternative Utility Allowance (HCV) - The agency may create a utility schedule(s) for all HCV units based upon bedroom size, the unit location and/or the types of utilities paid by participant. The agency may establish a site-based utility allowance in PBV.
Statutes and Regulations Waived	Alternative Utility Allowance (PH) - Certain provisions of 24 CFR. 965.503-506.	Alternative Utility Allowance (HCV) - Certain provisions of section 8(o)(2)(D)(i) of the 1937 Act and 24 CFR 982.517 and 983.301(f)(2)(ii).
Safe Harbor(s)	 1.i. and 1.j. i. The utility schedule must be based upon number of bedrooms, the property location, and/or the types of utilities paid by participant. ii. The agency must review its schedule of utility allowances each year and revise its allowance for a utility category if there has been a change of 10 percent or more of the cost from the prior year. The agency must maintain information supporting its annual review of utility allowances and any revisions made in its utility allowance schedule. iii. The agency must not include items in the utility schedule that are excluded under HUD regulations. * 	
Activity	d Rents/Subsidies	
Activity	1.k. Fixed Rents (PH) - The agency may establish fixed rents based on bedroom size.	nay establish a fixed subsidy based on bedroom size. Under this model, the family pays the difference between the gross rent for the unit and the fixed subsidy as the family share/tenant rent.

Statutes and Regulations Waived	Fixed Rents (PH) - Certain provisions of sections 3(a)(1)- (2) and 3(a)(3)(A) of the 1937 Act and 24 CFR 5.628, 5.634(b), and 960.253.	Fixed Subsidy (HCV) - Certain provisions of sections 8(o)(2)(A)-(C) and 8(o)(3) of the 1937 Act and 24 CFR 5.628, 5.630, 982.505, 982.508, 983.351(c), 983.353(b)(1), and 983.353(d)(1).	
Safe Harbor(s)	1.k. and 1.l.i. Tenant rent under the public housing portion of this activity must not exceed 30% of income under the HUD rent calculation as defined by the		
	1937 Act.ii. For the HCV portion of this actifulation family paying more than 30% of defined by the 1937 Act.	vity, the fixed subsidy must not result in a f income under the HUD rent calculation as	
1.m.,1.n. Utilit	y Reimbursements		
Activity	1.m. <u>Utility Reimbursements (PH)</u> -	1.n. Utility Reimbursements (HCV) -	
	The agency may eliminate utility reimbursement payments in the public housing program when the utility allowance is greater than the total tenant payment.	The agency may eliminate utility reimbursement payments in the HCV program when the utility allowance is greater than the total tenant payment.	
Statutes and	<u>Utility Reimbursements (PH)</u> -	<u>Utility Reimbursements (HCV)</u> -	
Regulations	Certain provisions of section 3(a)(1)	Certain provisions of sections 8(o)(2)(A)-	
Waived	of the 1937 Act and 24 CFR 5.632.	(C) of the 1937 Act and 24 CFR 982.514 and 983.353(d).	
1.o. Initial Ren	nt Burden (HCV only)		
Activity	N/A	10. <u>Initial Rent Burden (HCV)</u> - The agency may waive the maximum family share at initial occupancy of 40% of the family's monthly income.	
Statutes and Regulations Waived	N/A	Initial Rent Burden (HCV) - Certain provisions of section 8(o)(3) of the 1937 Act and 24 CFR 982.508.	
Safe Harbor(s)	N/A	 i. Agency must implement an impact analysis. * ii. Agency must not allow the family share at initial occupancy to exceed 60% of the family's monthly income. 	
1.p.,1.q. Imputed Income			
Activity	1.p. <u>Imputed Income (PH)</u> - Agency may base rent on an assumed number of hours worked per week.	1.q. Imputed Income (HCV) - Agency may base TTP on an assumed number of hours worked per week.	

Statutes and Regulations Waived	Imputed Income (PH) - Certain provisions of sections 3(a)(1) and 3(b)(4)-(5) of the 1937 Act and 24 CFR 5.609, 5.611, 5.628, 960.255, 960.253, and 960.257.	Imputed Income (HCV) - Certain provisions of sections 3(b)(4)-(5) and 8(o)(2)(A)-(C) of the 1937 Act and 24 CFR 5.609, 5.611, 5.628, and 982.516.
Safe	1.p. and 1.q.	
Harbor(s)	i. The rent calculation must be based on no more than 15 hours worked per	
	person, per week at the Federal N	•
		ed on no more than 30 hours worked per
	week per household at the Federa	<u> </u>
	iii. Agency must even t alderly and	disabled families from rent policy. *
	v. Agency must implement a hardsh	<u> </u>
1.r1.s. Elimir	nation of Deduction(s)	np poney.
Activity	1.r. Elimination of Deduction(s)	1.s. Elimination of Deduction(s) (HCV)
11001.109	(PH) - The agency may eliminate one,	- The agency may eliminate one, some, or
	some, or all deductions.	all deductions.
Statutes and	Elimination of Deduction(s) (PH) -	Elimination of Deduction(s) (HCV) -
Regulations	Certain provisions of sections 3(a)(1),	Certain provisions of sections 3(a)(1),
Waived	3(b)(4)-(5) of the 1937 Act and 24	3(b)(4)-(5) and $8(o)(2)(A)-(C)$ of the
	CFR 5.611, 960.253, 960.255, and	1937 Act and 24 CFR 5.611, and
	960.257.	982.516.
Safe	1.r. and 1.s.	
Harbor(s)		
Tim bor(s)	i. Agency must conduct an impact analysis. *ii. Agency must exempt elderly and disabled families from rent policy. *	
	iii. Agency must implement a hardship policy. *	
1.t.,1.u. Stand	ard Deductions	
Activity		1.u. Standard Deductions (HCV) - The
•	agency may replace existing	agency may replace existing deduction(s)
	deduction(s) with a single standard	with a single standard deduction(s).
	deduction(s).	
G		
Statutes and	Standard Deductions (PH) - Certain	Standard Deductions (HCV) - Certain
Regulations Waived	provisions of sections 3(a)(1) and 3(b)(4) (5) of the 1927 A et and 24	provisions of sections 3(a)(1), 3(b)(4)-(5), and 8(o)(2)(A)-(C) of the 1937 Act and
waived	3(b)(4)-(5) of the 1937 Act and 24 CFR 5.611, 960.253, 960.255, and	24 CFR 5.611, and 982.516.
	960.257.	24 CFR 3.011, and 982.310.
	700.231.	
Safe	1.t. and 1.u.	1
Harbor(s)	i. Agency must conduct an impact analysis. *	
	ii. Agency must implement a hardsh	•

1.v.,1.w. Alternative Income Inclusions/Exclusions		
Activity	1.v. Alternative Income	1.w. Alternative Income
	Inclusions/Exclusions (PH) - The	<u>Inclusions/Exclusions (HCV)</u> - The
	agency may establish alternative	agency may establish alternative policies
	policies to include or exclude certain	to include or exclude certain forms of
	forms of participant income during	participant income during the income
	the income review and rent	review and rent calculation process.
	calculation process.	
Statutes and	Alternative Income	Alternative Income
Regulations	<u>Inclusions/Exclusions (PH)</u> - Certain	<u>Inclusions/Exclusions (HCV)</u> - Certain
Waived	provisions of sections 3(a)(1) and	provisions of sections $3(a)(1)$, $3(b)(4)$ - (5) ,
	3(b)(4)-(5) of the 1937 Act and 24	and 8(o)(2)(A)-(C) of the 1937 Act and
	CFR 5.609, 5.611, 960.253, 960.255,	24 CFR 5.609, 5.611, and 982.516.
	and 960.257.	
Safe	1.v. and 1.w.	
Harbor(s)	i. Agency must exempt elderly and	disabled individuals from this rent
	determination policy.	

2. Payment Standards and Rent Reasonableness

The agency is authorized to adopt and implement any reasonable policy to establish payment standards or rent reasonableness that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations. For voucher activities, the Department has developed a standard rider to the HAP contract that reflects any MTW authorizations that amend the current requirements of the HAP contract.

2.a. Payment Standards – Small Area Fair Market Rents Activity 2.a. Payment Standards – Small Area Fair Market Rents (HCV) - The agency is authorized to adopt and implement any reasonable policy to establish payment standards based upon Small Area Fair Market Rents (SAFMR). In lieu of establishing a unique payment standard for each ZIP code area within its jurisdiction, a PHA may use this flexibility to establish payment standards for "grouped" ZIP code areas. Statutes and Payment Standards - Small Area Fair Market Rents (HCV) - Certain provisions of section 8(o)(1)(B) and 8(o)(13)(H) of the 1937 Act and 24 CFR Regulations Waived 982.503-505 and 983.301. Safe 2.a. Harbor(s) i. Payment standard must be between 80% and 150% of the SAFMR. ii. The payment standard in effect for each grouped ZIP code area must be within the basic range of the SAFMR for each ZIP code area in the group. * iii. Agency must implement an impact analysis. * iv. Agency must implement a hardship policy. *

2.b. Payment S	Standards – Fair Market Rents	
Activity	2.b. Payment Standards – Fair Market Rents (HCV) - The agency is authorized	
	to adopt and implement any reasonable policy to establish payment standards	
	based upon Fair Market Rents (FMR).	
Statutes and	Payment Standards – Fair Market Rents (HCV- Tenant-Based Assistance) -	
Regulations	Certain provisions of section 8(o)(1)(B) and 8(o)(13)(H) of the 1937 Act and 24	
Waived	CFR 982.503-505 and 983.301.	
Safe	2.b.	
Harbor(s)	i. Payment standard must be between 80% and 120% of the FMR.	
	ii. Agency must implement an impact analysis. *	
	iii. Agency must implement a hardship policy. *	
2.c. Rent Reas		
Activity	2.c. Rent Reasonableness – Process (HCV) - The agency is authorized to	
	develop a local process to determine rent reasonableness that differs from the	
	currently mandated program requirements in the 1937 Act and its implementing	
	regulations.	
Statutes and	Rent Reasonableness – Process (HCV) - Certain provisions of section	
Regulations	8(o)(10)(A) of the 1937 Act, 24 CFR 982.507 and 983.303.	
Waived		
Safe	2.c.	
Harbor(s)	i. Through the Administrative Plan, the agency shall make available the	
	method used to determine that rents charged by owners to voucher	
	participants are reasonable when compared to similar unassisted units in the	
	market area. *	
	ii. At the Department's request, the agency must obtain the services of a third-	
2 I D (D	party entity to determine rent reasonableness for PHA-owned units. *	
	onableness – Third-Party Requirement	
Activity	2.d. Rent Reasonableness – Third-Party Requirement (HCV) - The agency is	
	authorized to perform rent reasonable determinations on PBV units that it owns,	
Chatritan and	manages, and/or controls.	
Statutes and	Rent Reasonableness – Third-Party Requirement (HCV) - Certain provisions	
Regulations	of 24 CFR 982.352(b) and 983.303.	
Waived	2.d.	
Safe Harbor(s)		
	i. The agency shall establish and make available a quality assurance method to ensure impartiality. *	
	ii. The agency shall make available the method used to determine that	
	rents charged by owners to voucher participants are reasonable when	
	compared to similar unassisted units in the market area. *	
	iii. At the Department's request, the agency must obtain the services of a	
	third-party entity to determine rent reasonableness for PHA-owned	
	units. *	

3. Reexaminations

The agency is authorized to implement a reexamination program that differs from the reexamination program currently mandated in the 1937 Act and its implementing regulations. The terms "low-income families" and "very low-income families" shall continue to be defined by reference to section 3(b)(2) of the 1937 Act. MTW agencies must continue to determine the initial eligibility of the family in accordance with provisions of 24 CFR 5.609.

engionity of the family in accordance with provisions of 24 CFK 3.009.		
3.a.,3.b. Alternative Reexamination Schedule for Households		
Activity	3.a. Alternative Reexamination	3.b. Alternative Reexamination
	Schedule for Households (PH) -	Schedule for Households (HCV) - The
	The agency may establish an	agency may establish an alternative
	alternative reexamination schedule	reexamination schedule for households.
	for households.	
Statutes and	Alternative Reexamination	Alternative Reexamination Schedule for
Regulations	Schedule for Households (PH) -	Households (HCV) - Certain provisions
Waived	Certain provisions of sections $3(a)(1)$	$\overline{\text{of section 8(o)(5) of the 1937 Act and 24}}$
	and 3(a)(2)(E) of the 1937 Act and	CFR 982.516 (a)(1) and 982.516(c)(2).
	24 CFR 960.257(a)-(b).	
Safe	3.a. and 3.b.	
Harbor(s)	i. Reexaminations must occur at le	ast every three years.
	ii. The agency must allow at least one interim adjustment per year at the	
	request of the household, if the household gross income has decreased 10%	
	or more.	
	iii. Agency must implement an impact analysis. *	
	iv. Agency must include a hardship policy. *	
3.c.,3.d. Self-C	ertification of Assets	
Activity	3.c. Self-Certification of Assets	3.d. Self-Certification of Assets (HCV) -
	(PH) - At reexamination, the agency	At reexamination, the agency may allow
	may allow the self-certification of	the self-certification of assets.
	assets.	
Statutes and	Self-Certification of Assets (PH) -	Self-Certification of Assets (HCV) -
Regulations	Certain provisions of sections 3(a)(1)	Certain provisions of section 8(o)(5) of
Waived	and 3(a)(2)(E) of the 1937 Act and	the 1937 Act and 24 CFR. 982.516 (a)(3).
	24 CFR. 960.259(c)(2).	
Safe	3.c. and 3.d.	
Harbor(s)	i. At reexamination, the agency may allow the self-certification of assets only	
	φ50,000	

4. Landlord Leasing Incentives

up to \$50,000.

The agency is authorized to determine a damage claim and/or vacancy loss policy and payment policy for units that differ from the policy requirements currently mandated in the 1937 Act and its implementing regulations. All policies are subject to state and local laws. The agency may combine activities 4a and 4b into one voucher leasing incentive. For voucher activities related to this waiver, the Department has developed a standard rider to the HAP contract that reflects MTW authorizations that amend the current provisions of the HAP contract.

4.a.,4.b.,4.c. V	acancy Loss, Damage Claims, and Other Landlord Incentives
Activity	4.a. Vacancy Loss (HCV - Tenant-Based Assistance) - To incentivize a
-	landlord's continued participation in the HCV program, the agency is authorized
	to make additional payments to the landlord.
Statutes and	Landlord Voucher Leasing Incentives (HCV - Tenant-Based Assistance) -
Regulations	Certain provisions of section 8(o)(9) of the 1937 Act, and 24 CFR 982.311 and
Waived	982.352(c).
Safe	4.a.
Harbor(s)	i. Payments made to the landlord must be equal to no more than one month
	of the contract rent.
	ii. The payment must be made to the landlord when the next HAP contract is
	executed between the owner and the PHA. *
	iii. The agency must update its Administrative Plan to reflect the vacancy loss
	policy. *
Activity	4.b. <u>Damage Claims (HCV - Tenant-Based Assistance)</u> - To incentive a
	landlord's continued participation in the HCV program, the agency may provide
	landlords with compensation.
Statutes and	<u>Landlord Voucher Leasing Incentives (HCV - Tenant-Based Assistance)</u> -
Regulations	Certain provisions of section 8(o)(9) of the 1937 Act, and 24 CFR 982.311 and
Waived	982.352(c).
Safe	4.b.
Harbor(s)	i. If the tenant leaves the unit damaged, the amount of damage claims must
	not exceed the lesser of the cost of repairs or two months of contract rent.
	ii. In implementing this activity, the participant's security deposit must first
	be used to cover damages and the agency may provide up to two months of
	contract rent minus the security deposit to cover remaining repairs.
	iii. The payment must be made to a landlord when the next HAP contract is
	executed between the owner and PHA. *
	iv. The agency must update its Administrative Plan to reflect the damage
	claim policy. *
Activity	4.c. Other Landlord Incentives (HCV - Tenant-Based Assistance) - In order to
	incentivize new landlords to join the HCV program, the agency may provide
	incentive payments. Agencies may target incentive payments to landlords leasing
	properties in high opportunity neighborhoods or in areas located where vouchers
	are difficult to use as defined in an agency's Administrative Plan.
Statutes and	Landlord Voucher Leasing Incentives (HCV - Tenant-Based Assistance) -
Regulations	Certain provisions of section 8(o)(9) of the 1937 Act, and 24 CFR 982.311 and
Waived	982.352(c).
Safe	4.c.
Harbor(s)	i. Payments made to the landlord must be equal to no more than one month
	of the contract rent.
	ii. The payment must be made to the landlord when the HAP contract is
	executed between the owner and the PHA. *

5. Housing Quality Standards (HQS)

Subject to state and local laws, the agency is authorized by the Secretary to develop flexibilities around an HQS inspection's timing and frequency, the independent-entity requirement, and penalties for failing an HQS inspection, as detailed below. Implementation of any of the below discrete HQS activities meets the requirements of the 1996 MTW Statute, which requires housing to meet HQS established or approved by the Secretary.

5 a Dwa Owal	if sing Unit Inquestions	
	ifying Unit Inspections	
Activity	5.a. <u>Pre-Qualifying Unit Inspections (HCV)</u> - The agency may allow prequalifying unit inspections (also known as a pre-inspection).	
	quantying unit inspections (also known as a pre-inspection).	
Statutes and	Pre-Qualifying Unit Inspections (HCV) - Certain provisions of section 8(o)(8)	
Regulations	of 1937 Housing Act and 24 CFR 983.103, 24 CFR 982.405.	
Waived		
Safe	5.a.	
Harbor(s)	i. The pre-inspection must have been conducted within 90 days of the	
	participant occupying the unit.	
	ii. The participant must be able to request an interim inspection. *	
	iii. HQS inspection standards must not be altered as found at 24 CFR	
	982.401. *	
5.b. Reasonal	ole Penalty Payments for Landlords	
Activity	5.b. Reasonable Penalty Payments for Landlords (HCV) - The agency is	
	authorized to establish a reasonable penalty fee for landlords who failed HQS	
	inspections to encourage positive HQS inspection outcomes and to reduce costs	
associated with re-inspections. Examples may include a fee imposed at the		
	agency's discretion on a landlord for failed initial, annual, or re-inspections, or for a submission of a Request for Tenancy Approval on a unit that has failed its most	
	recent inspection within a specified timeframe.	
Statutes and	Reasonable Penalty Payments for Landlords (HCV) - Certain provisions of	
Regulations	section 8(o)(8) of 1937 Housing Act and 24 CFR 983.101, 24 CFR 983.103, and	
Waived	24 CFR 982.405.	
Safe	5.b.	
Harbor(s)	i. The agency must establish its penalty process in its Administrative Plan. *	
	ii. HQS inspection standards must not be altered as found at 24 CFR	
	982.401. *	
	iii. All fees collected must be used for eligible MTW activities. *	
5.c. Third-Pa	rty Requirement	
Activity	5.c. Third-Party Requirement (HCV) - The agency is authorized to perform	
·	HQS inspections on PBV units that it owns, manages, and/or controls.	
Statutes and	Third-Party Requirement (HCV) - Certain provisions of section 8(o)(11) of the	
Regulations	1937 Act, 24 CFR 982.352(b)(iv) and 24 CFR 983.103(f).	
Waived		

Safe	5.c.	
Harbor(s)	i. The agency shall establish and make available a quality assurance method to ensure an objective analysis. *	
	ii. The participant must be able to request an interim inspection. *	
	iii. HQS inspection standards must not be altered as found at 24 CFR	
	982.401.*	
	iv. At the Department's request, the agency must obtain the services of a	
	third-party entity to determine if PHA-owned units pass HQS. *	
5.d. Alternativ	e Inspection Schedule	
Activity	5.d. Alternative Inspection Schedule (HCV) - The agency is authorized to establish a local inspection schedule for all or a portion of its HCV units.	
Statutes and	Alternative Inspection Schedule (HCV) - Certain provisions of 24 CFR 983.103.	
Regulations	Certain provisions of 24 Cr R 763.163.	
Waived		
Safe	5.d.	
Harbor(s)	i. Units must be inspected at least once every three years.	
	ii. The participant must be able to request an interim inspection. *	
	iii. HQS inspection standards as found at 24 CFR 982.401 must not be altered.	
	iv. The Department must be able to conduct or direct the agency to perform an inspection at any time for health and safety, as well as accessibility, purposes. *	

6. Short-Term Assistance

The agency may develop and adopt a Short-Term Assistance Program in HCV or PH for specific populations (i.e., hard to house, at-risk, homeless, etc.). The agency will ensure that these programs do not adversely affect participation in, benefits of, or otherwise discriminate against persons on the basis of race, color, national origin, sex, religion, familial status, or disability or other protected bases. The agency's programs shall be operated in a manner that is consistent with the requirements of nondiscrimination and equal opportunity authorities, and will be accessible to persons with disabilities in accordance with the Fair Housing Act, section 504 of the Rehabilitation Act, Titles II and III of the Americans with Disabilities Act, as applicable, and the Architectural Barriers Act. More specifically, under no circumstances will participants of such programs be required to participate in supportive services that are targeted to persons with disabilities in general, or persons with any specific disability. In addition, admission to any of the programs or priority for supportive services developed under this section will not be conditioned on a diagnosis or specific disability of a member of an applicant or participant family. This section is not intended to govern the designation of housing that is subject to section 7 of the 1937 Act. The agency must determine initial eligibility in accordance with 24 CFR 5.609 and must comply with section 3(b)(2) of the Act.

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³⁵ Agencies seeking to create a short-term program that goes beyond section 8 or section 9 as modified by MTW may propose an activity under the Local Non-Traditional Activities Rental Subsidy Program Waiver.

6.a.,6.b. Short-Term Assistance		
Activity	6.a. Short-Term Assistance (PH) - The agency may create a short-term housing assistance program with supportive services in one or more buildings in its public housing program.	6.b. Short-Term Assistance (HCV) - The agency may create a short-term housing assistance program with supportive services in its HCV program.
Statutes and Regulations Waived	Short-Term Assistance (PH) - Certain provisions of sections 6(l)(1) and 6(l)(5) of the 1937 Act and 24 CFR 966.4(a)(2)(i).	Short-Term Assistance (HCV) - Certain provisions of sections 8(o)(7)(A)-(C) of the 1937 Act and 24 CFR 982.303, 982.309(a)(1), 983.256(f), and 983.257.
Safe Harbor(s)	services in one or more building local community-based organiz iv. Subject to availability, successf assistance program must be give program (section 8 or 9) the shounder. v. Under no circumstances will pasupportive services that are targe or persons with any specific dis vi. The agency must not require pasupondition for housing subsidy for the agency requires participate housing subsidy, an impact and accordance with MTW guidance activity. * viii. If the agency requires participate for housing subsidy, a hardship accordance with MTW guidance activity. *	the longer than 36 months. Ince program must include supportive ges (which may be in collaboration with ation and government agencies). Full participants of the short-term housing en the option of transferring into whichever out-term housing assistance program falls Intricipants be required to participate in geted to persons with disabilities in general, ability. * Intricipation in supportive services as a condition for elysis must be developed and adopted in the prior to the implementation of the electron of the electron to the implementation to the electron to the implementation to the electron to the ele

7. Term-Limited Assistance The agency is authorized to implement term limits for families residing in public housing or receiving voucher assistance. 7.a.,7.b. Term-Limited Assistance Activity 7.a. Term-Limited Assistance (PH) 7.b. Term-Limited Assistance (HCV) -- The agency may limit the duration The agency may limit the duration for for which a family receives housing which a family receives housing assistance. assistance. Statutes and Term-Limited Assistance (PH) -Term-Limited Assistance (HCV) -Certain provisions of sections 6(1)(1) Certain provisions of sections 8(o)(7)(A)-Regulations Waived and 6(1)(5) of the 1937 Act and 24 (C) of the 1937 Act and 24 CFR 982.303, CFR and 966.4(a)(2). 982.309(a), 982.552(a), 983.256(f), and 983.257. 7.a. and 7.b. Safe Harbor(s) The term of assistance may not be shorter than 4 years.* ii. Services, or referrals to services, must be provided by the agency or a partner organization to support preparing families for the termination of assistance. iii. Agency must conduct an annual impact analysis.* iv. Agency must exclude elderly and disabled families from term limit.*

v. Agency must implement a hardship policy.*

8. Increase Elderly Age			
The agency is authorized to amend the definition of an elderly person to be an individual who is at			
most 65 years of age. The agency remains subject to HUD's regulations implementing the Age			
Discrimination Act of 1975 at 24 CFR part 146 in its entirety.			
8. Increase Elderly Age			
Activity	8. <u>Increase Elderly Age (PH & HCV)</u> - The agency may change HUD's		
	definition of an elderly person to be at most 65 years of age.		
Statutes and	Increase Elderly Age (PH & HCV) - Certain provisions of section 3(b)(3)(D) of		
Regulations	the 1937 Act to read "[63, 64, or 65] years of age" in relevant part, 24 CFR 5.100		
Waived	to read "[63, 64, or 65] years of age" in relevant part of the definition of Elderly		
	Person, and 24 CFR 5.403 to read "[63, 64, or 65] years of age" in relevant part of		
	the definition of <i>Elderly family</i> .		
Safe	8.		
Harbor(s)	i. The definition of an elderly person must not set a threshold (minimum) age		
	above 65 years old. *		
	ii. The agency must still exclude persons 62 and older from activities for		
	which the activity description or safe harbor exempts those exempted from		
	the Community Service Requirement under section 12(c)(2)(A), (B), (D)		
	and (E) of the 1937 Act (e.g. work requirements or mandatory FSS). * iii. The agency must conduct an initial activity analysis consistent with 24		
	CFR part 146 and make the activity analysis available during the		
	applicable public review period prior to the implementation of the MTW		
	activity. The activity analysis must be updated at least annually during		
	implementation of the activity and at the time the activity is closed out. *		
	iv. The agency must retain records available for HUD inspection that cover		
	the waiver, tenant consultation and public comment, results of the activity		
	analysis, and specific policies and procedures to implement the waiver. *		

v. The implementation of this activity must apply only to new admissions after the effective date of the MTW Supplement in which the activity is

authorized. *

9. Project-Based Voucher Program Flexibilities		
voucher program	uthorized to adopt and implement the activities listed below in the project-based m. For voucher activities, the Department has developed a standard rider to the HAP flects any MTW authorizations that amend the current requirements of the HAP	
9.a. Increase P	BV Program Cap	
Activity	9.a. <u>Increase PBV Program Cap (HCV)</u> - The agency may increase the number of authorized units that it project-bases.	
Statutes and Regulations Waived	Increase PBV Program Cap (HCV) - Certain provisions of section 8(o)(13)(B) of the 1937 Act and 24 CFR 983.6(a)-(b), as superseded by the Housing Opportunity through Modernization Act of 2016 (HOTMA) Implementation Notices at 82 FR 5458 and 82 FR 32461 (see implementation guidance in Notice PIH 2017-21).	
Safe Harbor(s)	9.a.i. The agency must not project-base more than 50% of the lower of either the total authorized units or annual budget authority.	
9.b. Increase PBV Project Cap		
Activity	9.b. Increase PBV Project Cap (HCV) - The agency may raise the PBV cap within a project up to 100%.	
Statutes and Regulations Waived	Increase PBV Project Cap (HCV) - Certain provisions of section 8(o)(13)(D) of the 1937 Act and 24 CFR 983.56(a)-(b), as superseded by HOTMA Implementation Notices at 82 FR 5458 and 82 FR 32461 (see implementation guidance in Notice PIH 2017-21).	
Safe Harbor(s)	 9.b. i. The agency is subject to Notice PIH 2013-27 where applicable, or successor. * 	
9.c. Elimination development, of	n of PBV Selection Process for PHA-owned projects without improvement, or replacement	
Activity	9.c. Elimination of PBV Selection Process (HCV) - The agency may eliminate the selection process in the award of PBVs to properties owned by the agency that are not public housing without engaging in an initiative to improve, develop, or replace a public housing property or site.	
Statutes and/or Regulations Waived	Elimination of PBV Selection Process (HCV) - Certain provisions of 24 CFR. 983.51 as it was superseded by HOTMA Implementation Notices at 82 FR 5458 and 82 FR 32461 (see implementation guidance in Notice PIH 2017-21).	
Safe Harbor(s)	 i. A subsidy layering review must be conducted. * ii. The agency must complete site selection requirements. * iii. HQS inspections must be performed by an independent entity according to 24 CFR 983.59(b) or 24 CFR 983.103(f). * iv. The agency is subject to Notice PIH 2013-27 where applicable, or successor. * v. Property must be owned by a single-asset entity of the agency, see Notice PIH 2017-21. * 	

9.d. Alternative PBV Selection Process			
Activity	9.d. Alternative PBV Selection Process (HCV) - The agency may establish an alternative competitive process in the award of PBVs that are owned by non-profit, for-profit housing entities, or by the agency that are not public housing.		
Statutes and/or Regulations Waived	Alternative PBV Selection Process (HCV) - Certain provisions of 24 CFR 983.51 as superseded by HOTMA Implementation Notices at 82 FR 5458 and 82 FR 32461 (see implementation guidance in Notice PIH 2017-21).		
Safe	9.d.		
Harbor(s)	 i. If the selected project is PHA-owned, HQS inspections must be performed by an independent entity according to 24 CFR 983.59(b) or 24 CFR 983.103(f). * ii. The agency is subject to Notice PIH 2013-27 where applicable, or successor. * 		
9.e. Alternative PBV Unit Types (Shared Housing and Manufactured Housing)			
Activity	9.e. <u>Alternative PBV Unit Types (Shared Housing and Manufactured Housing) (HCV)</u> - The agency may attach and pay PBV assistance for shared housing units and/or manufactured housing.		
Statutes and/or Regulations	Alternative PBV Unit Types (Shared Housing and Manufactured Housing) (HCV) - Certain provisions of 24 CFR 983.53(a)(1) as it was superseded by HOTMA Implementation Notices at 82 FR 5458 and 82 FR 32461 (see		
Waived	implementation guidance in Notice PIH 2017-21).		
Safe Harbor(s)	 i. PBV units must comply with HQS. * ii. PBV units must comply deconcentration and desegregation requirements under 24 CFR part 903. * iii. A subsidy layering review must be conducted. * iv. Shared housing units may not be owner occupied. * 		
9.f. Increase P	BV HAP Contract Length (HCV)		
Activity	9.f. Increase PBV HAP Contract Length (HCV) - The agency may increase the term length of a PBV HAP Contract.		
Statutes and/or Regulations Waived	Increase PBV HAP Contract Length (HCV) - Certain provisions of section 8(o)(13)(F) of the 1937 Act and 24 CFR 983.205 as it was superseded by HOTMA Implementation Notices at 82 FR 5458 and 82 FR 32461 (see implementation guidance in Notice PIH 2017-21).		
Safe Harbor(s)	 i. PBV HAP Contract length must not be shortened. ii. PBV HAP Contract length must not be greater than 50 years, including any extensions. iii. PBV HAP Contract is subject to appropriations and the ending of an agency's MTW authorization. * 		

9.g. Increase PBV Rent to Owner			
Activity	9.g. Increase Rent to Owner (HCV): The agency is authorized to develop a local		
	process to determine the initial and re-determined rent to owner.		
Statutes and	Increase Rent to Owner (HCV) - See MTW Waiver #2.a. and 2.b. "Payment		
Regulations	Standards" and associated activities, statutes and regulations waived, and safe		
Waived	harbors.		
Safe	9.g.		
Harbor(s)	i. Any policy must comply with rent reasonableness, unless modified by		
	waiver(s) 2.c. and/or 2.d. *		
9.h. Limit Portability for PBV Units			
Activity	9.h. Limit Portability for PBV Units (HCV) - The agency is authorized to waive		
	the requirement to provide a tenant-based voucher at 12 months when requested		
	by a PBV household.		
Statutes and	<u>Limit Portability for PBV Units (HCV)</u> - Certain provisions of section		
Regulations	8(o)(13)(E) of 1937 Act and 24 CFR 983.261 as it was superseded by HOTMA		
Waived	Implementation Notices at 82 FR 5458 and 82 FR 32461 (see implementation		
	guidance in Notice PIH 2017-21).		
Safe	9.h.		
Harbor(s)	i. Portability under this activity must not be restricted for more than 24		
	months.		
	ii. The agency must have a clear and uniform policy in place to address how		
	move requests are received and how they are approved/denied for PBV		
	households. *		
	iii. Participants must still retain the ability to request a tenant-based voucher		
	for reasonable accommodation according to existing rules. *		

10. Family Self-Sufficiency Program with MTW Flexibility

The agency is authorized to operate its Family Self-Sufficiency (FSS) Program, and any successor programs, exempt from certain HUD program requirements. If the agency receives dedicated funding for an FSS coordinator, such funds must be used to employ a self-sufficiency coordinator and in accordance with any requirements of any NOFA under which funds were received. Recruitment, eligibility, and selection policies and procedures must be consistent with the Department's nondiscrimination and equal opportunity requirements. An agency may make its Self-Sufficiency Program participation mandatory for any household member that is non-elderly/non-disabled by waiving the statutory and regulatory definition of FSS family or participating family which is "a family that resides in public housing or receives assistance under the rental certificate or rental voucher programs, and that elects to participate in the FSS program" (24 CFR 984.103(b)). To the extent that Family Self-Sufficiency activities include supportive services, such services must be offered to elderly and disabled persons who are participants in the covered program and eligible for such services. Notwithstanding the above, any funds granted pursuant to a competition must be used in accordance with the NOFA.

10.a10.e. FSS	S Program With MTW Flexibility Activities					
Activity	10.a. Waive Operating a Required FSS Program (PH & HCV) – If the agency					
,	is statutorily required to operate an FSS program, the agency is authorized to					
	waive this requirement.					
Activity	10.b. Alternative Structure for Establishing Program Coordinating					
	Committee (PH & HCV) - The agency is authorized to create an alternative					
	structure for securing local resources to support an MTW Self-Sufficiency					
	Program.					
Activity	10.c. Alternative Family Selection Procedures (PH & HCV) - The agency is					
	authorized to develop its own recruitment and selection procedures for its MTW					
	FSS Program. Alternatively, the agency may make participation in the MTW FSS					
	Program mandatory for any household member that is non-elderly or non-disabled.					
Activity	10.d. Modify or Eliminate the Contract of Participation (PH & HCV) - The					
	agency is authorized to modify the terms of or eliminate the FSS Contract of					
	Participation (HUD-52650), in lieu of a local form. The agency may modify the					
	terms of the Contract of Participation to align with adjustments made to its MTW					
	FSS Program using MTW flexibility. Further, the agency may discontinue use of					
	the Contract of Participation and instead employ a locally-developed agreement					
	that codifies the terms of participation.					
Activity	10.e. Policies for Addressing Increases in Family Income (PH & HCV) - The					
	agency is authorized to set its own policies for addressing increases in family					
	income during participation in the MTW FSS Program. Consistent with the goals					
	and structure of its MTW FSS Program, the agency may set policies for whether					
	income increases are recognized for purposes of increasing rent (consistent with					
	the agency's existing rent policy) or changing the amount of funds moved to					
	escrow/savings through the program.					
Statutes and	FSS Program with MTW Flexibility (PH & HCV) - Certain provisions of					
Regulations	sections 23(b)-(d), (f), and (n)(1) of the 1937 Act and 24 CFR 984.105,					
Waived	984.202(b)-(c), 984.203(a)-(c)(2), 984.303(b)-(d), (f)-(h).					
Safe	10.a10.e.					
Harbor(s)	i. Agency must review FSS Guidance. ³⁶ *					
	ii. The agency must execute a Contract of Participation, or other locally					
	developed agreement, that is at least five years but not more than ten years,					
	with each participant participating in their FSS program.					
	iii. The agency, if implementing an FSS program, even with MTW					
	modifications, must have an up to date, approved FSS Action Plan in					
	accordance with 24 CFR 984.201 that incorporates all modifications to the					
	FSS program approved under the MTW Contract. *					
	iv. The agency must not require MTW FSS Program participation as a					
	condition for housing subsidy for elderly and disabled families. *					

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³⁶ As agencies are considering potential waivers to the FSS program, they are encouraged to consult the Promising Practices Guidebook and Online Training that can be found at https://www.hudexchange.info/programs/fss/#1-introduction. In addition, the HUD FSS team is available to review and provide feedback on proposed waivers. Please contact fss@hud.gov.

- v. If the agency requires MTW FSS Program participation as a condition for housing subsidy, an impact analysis must be developed and adopted in accordance with MTW guidance prior to the implementation of the activity.*
- vi. If the agency requires MTW FSS Program participation as a condition for housing subsidy, a hardship policy must be developed and adopted in accordance with MTW guidance prior to the implementation of the activity. *
- vii. The agency must not make MTW FSS Program participation mandatory for individuals that do not meet the definition of an eligible family at section 23(n)(3) of the 1937 Act, and those exempted from the Community Service Requirement under section 12(c)(2)(A), (B), (D) and (E) of the 1937 Act. *
- viii. If an agency terminates the housing subsidy or tenancy of a family for alleged violation of mandatory MTW FSS Program participation, the family will be entitled to a hearing under the agency's Grievance Procedure (24 CFR part 966, subpart B) or the HCV informal hearing process (24 CFR part 982.555). *
- ix. The agency must not use income increases during participation in the MTW FSS Program to change a family's eligibility status for purposes of participation in the MTW FSS Program or for the receipt public housing or HCV assistance. *

11. MTW Self-Sufficiency Program

The agency is authorized to operate any of its existing self-sufficiency and training programs, and any successor programs, exempt from certain HUD program requirements. The agency will ensure that these programs do not have a disparate impact on protected classes and will be operated in a manner that is consistent with the requirements of nondiscrimination and equal opportunity authorities, including but not limited to section 504 of the Rehabilitation Act. More specifically, under no circumstances will participants of such programs be required to participate in Self-Sufficiency Programs that are targeted to persons with disabilities in general, or persons with any specific disability. In addition, admission to any of the programs or priority for supportive services developed under this section will not be conditioned on a diagnosis or specific disability of a member of an applicant or participant family. This section is not intended to govern the designation of housing that is subject to section 7 of the 1937 Act. The agency must determine initial eligibility in accordance with 24 CFR 5.609 and must comply with section 3(b)(2) of the Act.

11.a.-11.b. MTW Self-Sufficiency Program Activities

Activity

11.a. <u>Alternative Family Selection Procedures (PH & HCV)</u> - The agency is authorized to develop its own recruitment and selection procedures for its MTW Self-Sufficiency Program(s). Alternatively, the agency may make participation in the MTW Self-Sufficiency Program mandatory for any household member that is non-elderly or non-disabled. Any supportive services provided in the Program must be offered to elderly and disabled household members that qualify for such services.

Activity	11.b. Policies for Addressing Increases in Family Income (PH & HCV) - The						
	agency is authorized to set its own policies for addressing increases in family						
	income during participation in the MTW Self-Sufficiency Program. Consistent						
	th the goals and structure of its MTW Self-Sufficiency Program, the agency						
	may set policies for whether income increases are recognized for purposes of						
	asing rent (consistent with the agency's existing rent policy) or changing the						
	amount of funds moved to escrow/savings through the program.						
Statutes and	MTW Self-Sufficiency Program MTW Self-Sufficiency Program (HCV)						
Regulations	(PH) - Certain provisions of section - Certain provisions of sections						
Waived	3(a)(1), $6(1)(1)$, and $6(1)(5)$ of the $8(0)(2)(A)$ -(C) of the 1937 Act and 24						
· · · · · · · · · · · · · · · · · · ·	1937 Act 24 CFR 5.609, 5.611, 5.628, CFR 5.609, 5.611, 5.628, 982.516, and						
	960.255, 960.257, and 982.551.						
	966.4(a)(2).						
Safe	11.a11.b.						
Harbor(s)	i. The agency must not require MTW Self-Sufficiency Program participation						
()	as a condition for housing subsidy for elderly and disabled families. *						
	ii. If the agency requires MTW Self-Sufficiency Program participation as a						
	condition for housing subsidy, an impact analysis must be developed and						
	adopted in accordance with MTW guidance prior to the implementation of						
	the activity.*						
	iii. If the agency requires MTW Self-Sufficiency Program participation as a						
	condition for housing subsidy, a hardship policy must be developed and						
	adopted in accordance with MTW guidance prior to the implementation of						
	the activity. *						
	iv. The agency must not make MTW Self-Sufficiency Program participation						
	mandatory for individuals that do not meet the definition of an eligible						
	family at section 23(n)(3) of the U.S. Housing Act of 1937 (1937 Act) and						
	those exempted from the Community Service Requirement under section						
	12(c)(2)(A), (B), (D) and (E) of the 1937 Act. *						
	v. If an agency terminates the housing subsidy or tenancy of a family for						
	alleged violation of mandatory MTW Self-Sufficiency Program						
	participation, the family will be entitled to a hearing under the agency's						
	Grievance Procedure (24 CFR part 966, subpart B) or the HCV informal						
	hearing process (24 CFR part 982.555). *						
	vi. The agency must not use income increases during participation in the						
	MTW Self-Sufficiency Program to change a family's eligibility status for						
	purposes of participation in the MTW Self-Sufficiency Program or for the						
	receipt public housing or HCV assistance.						
	receipt public housing of the v assistance.						

12. Work Requirement

The agency is authorized to implement a requirement that a specified segment of its PH and/or HCV residents work or engage in an acceptable substitute for work as a condition of tenancy, subject to all applicable fair housing and civil rights requirements and the mandatory admission and prohibition requirements imposed by sections 576-578 of the Quality Housing and Work Responsibility Act of 1998 and Section 428 of P.L. 105-276. Work requirements shall not apply to persons with disabilities or the elderly. However, persons with disabilities or the elderly, and families that include persons with disabilities or the elderly, must have equal access to the full range of program services and other incentives. The agency must update its Administrative Plan and/or Admissions and Continued Occupancy Plan (ACOP) to include a description of the circumstances in which families shall be exempt from the requirement. The Administrative Plan and/or ACOP should include a description of what is considered work as well as acceptable substitutes for work. The PHA Executive Director or Board may suspend the sanctions policy due to negative local economic conditions.

to negative local economic conditions.						
,	rk Requirement					
Activity	12.a. Work Requirement (PH) -	12.b. Work Requirement (HCV) - The				
	The agency may implement a work	agency may implement a work requirement				
	requirement for public housing	for HCV residents who are at least 18 years				
	residents who are at least 18 years	old. Additionally, residents must be non-				
	old. Additionally, residents must be	elderly and non-disabled.				
	non-elderly and non-disabled.					
Statutes and	Work Requirement (PH) -	Work Requirement (HCV) - Certain				
Regulations	Certain provisions of sections	provisions of 24 CFR982.551.				
Waived	6(l)(1) and 6(l)(5) of the 1937 Act					
	and 24 CFR. 966.4(a)(2).					
Safe Harbor	12.a. and 12.b.					
		y applies to all eligible individuals—the				
	maximum requirement would	be 15 hours of work per week per individual.				
	ii. If the work requirement policy applies to all eligible households, the					
	maximum requirement would be 30 hours of work per week per household.					
	iii. Prior to implementation, all residents shall be given notice six months in					
	advance of the sanction policy for non-compliance.					
	vi. The work requirement may apply to non-elderly, non-disabled households					
	or non-elderly, non-disabled adult household members.*					
	vii. Those individuals exempt from the Community Service Requirement in					
	accordance with Section 12(c)(2)(A), (B), (D) and (E) of the 1937 Act					
	must be exempt from the age	ncy's work requirement in both the public				
	housing and HCV programs.*					
	viii. Individuals who are the primary caretaker for a child under 6 years of age					
	or who are pregnant must also be exempt from the agency's work					
	requirement.					
	ix. Supportive services shall be provided, either through the agency or a					
	1	families in obtaining employment or an				
	acceptable substitute, as defin	ned by the MTW agency's policy.				
	x. Work requirements shall not	be applied to exclude, or have the effect of				
	excluding, the admission into housing or participation in supportive					

services by persons with disabilities or elderly individuals, or families that
include persons with disabilities or elderly individuals.*
iv. Agency must conduct an annual impact analysis.*
xi. Agency must implement a hardship policy, including a policy to address
tenants seeking a determination of disability status.*
xii. The hardship policy in the ACOP and/or Administrative Plan must apply to
families who are actively trying to comply with the agency's work
requirement, but are having difficulties obtaining work or an acceptable
substitute.*
xiii. The ACOP and/or Administrative Plan must also describe the
consequences of failure to comply with the work requirement.*

13. Public I	Housing as an Incentive for Economic Progress (PH)					
The agency is a	The agency is authorized to extend the period for which a household can be over-income while					
remaining in public housing, with its subsidy, as an incentive for the economic progress and the						
	ifficiency of the household.					
13. Public Hou	sing as an Incentive for Economic Progress					
Activity	13. Public Housing as an Incentive for Economic Progress (PH) - The agency					
	is authorized to extend the period for which a household can be over-income while					
	remaining in a subsidized public housing unit with their subsidy as an incentive					
	for the economic progress and the eventual self-sufficiency of the household.					
Statutes and	Public Housing as an Incentive for Economic Progress (PH) - Section 16(a)(5)					
Regulations	of the 1937 Act and 24 CFR 960.261.					
Waived						
Safe	13.					
Harbor(s)	i. The over-income limit is set at 120% of AMI.					
	ii. The agency must set the grace period for a household to remain in a unit					
	while over-income at no less than 2 and no more than 3 years.					
	iii. The agency must inform of the household of its over-income status no less					
	than one year prior to the end of the grace period. *					
	iv. The agency must terminate the household's tenancy within one year of the					
	end of the grace period or charge the household a monthly rent equal to the					
	greater of: (1) the applicable Fair Market Rent (FMR); or (2) the amount of					
	monthly subsidy for the unit, including amounts from the operating and					
	capital fund, as determined by regulations. *					

On Policy					
bles individuals and families who are able and want to move on from permanent					
ing (PSH) by providing mainstream housing options (i.e., PH, HCV, LNT) and					
sary to maintain housing stability.					
tivities					
14.a. Waive Initial HQS Inspection Requirement (HCV) - For participants who					
will continue leasing the same unit, the agency is authorized to accept the					
most recent HQS inspection from the partner agency in place of an initial HQS					
inspection.					
14.b. Allow Income Calculations from Partner Agencies (PH & HCV) - The					
agency is authorized to accept income calculations from the partner agencies. The					
agency is still required to complete all required fields in Form HUD-50058 MTW					
Expansion, or successor form.					
14.c. Aligning Tenant Rents and Utility Payments between Partner Agencies					
(PH & HCV)					
The agency is authorized to set tenant rents and/or make adjustments to the total					
tenant payment to ensure that clients referred from the partner agency are not					
subject to an increase in rental payments or increase in utility payments due to					
transferring from a permanent supportive housing program to a public housing or					
HCV program.					
Moving On Activities (PH & HCV) - Certain provisions of sections 3(a)(1)-(3),					
8(0)(2)(A), $8(0)(8)(A)$ of the Act, the definition of "responsible entity" in 24 CFR					
5.100, 24 CFR 5.603, 24 CFR 5.628, 24 CFR 5.630, 24 CFR 5.634, 24 CFR					
960.253, 24 CFR 982.405(a).					
14.a14.c.					
i. Initial income eligibility must be determined in accordance with 24 CFR					
5.609 of the 1937 Act. *					
ii. Agencies must continue to allow participants to request an interim HQS					
inspection.					
iii. Any income calculations that are accepted from partner agencies must					
have been calculated within the past year.					
iv. Screenings for lifetime sex offender status and convictions of drug-related					
criminal activity for manufacture or production of methamphetamine on					
the premises of federally assisted housing must continue and are not					
waivable. *					

15. Acquis	15. Acquisition without Prior HUD Approval (PH)							
The agency is	The agency is authorized to acquire public housing sites without prior HUD approval.							
15. Acquisitio	n without Prior HUD Approval							
Activity	15. Acquisition without Prior HUD Approval (PH) - The agency is authorized							
	acquire public housing sites without prior HUD approval. This activity allows							
	MTW agencies flexibility around the timing of HUD's approval, but not the							
	content of the approval. When acquiring the sites, the agency must have all							
	submission materials in place as if HUD were approving the acquisition proposal							
	prior to acquisition. The agency must provide the materials to the Field Office for							
	approval within 30 days of acquisition. If the Department is unable to approve the							
	acquisition based on the materials submitted, then the agency must repay the cost							
	of acquisition with non-federal funds.							
Statutes and	Acquisition without Prior HUD Approval (PH) - Certain provisions of 24 CFR							
Regulations	905.608(a).							
Waived								
Safe	15.							
Harbor(s)	i. The agency must comply with and have documentation that the project is in compliance with local zoning as described in 24 CFR 905.608(e). *							
	ii. The agency must commission an independent appraisal of the site as described in 24 CFR 905.608(f). *							
	iii. Prior to acquisition, the agency must conduct an environmental assessment as described in 24 CFR 905.608(h). *							
	iv. The agency must provide all required documents to HUD within 30 days of the acquisition. *							

16. Decond	16. Deconcentration of Poverty in Public Housing Policy (PH)						
The agency is	The agency is authorized to create an alternative policy in how it addresses deconcentration of						
poverty.							
16. Deconcent	tration of Poverty in Public Housing Policy (PH)						
Activity	16. Deconcentration of Poverty in Public Housing Policy (PH) – The agency is						
	authorized to create an alternative policy in how it addresses deconcentration of						
	poverty.						
Statutes and	Deconcentration of Poverty in Public Housing Policy (PH) - Certain provisions						
Regulations	of 24 CFR 903.2.						
Waived							
Safe	16.						
Harbor(s)	i. All Fair Housing requirements continue to apply. *						
	ii. The agency must provide all justifications as to the local Deconcentration of						
	Poverty in Public Housing Policy to HUD upon request. *						

17. Local, Non-Traditional Activities

MTW Funding can be utilized per statute and regulation on the eligible activities listed at sections 9(d)(1), 9(e)(1), and 8(o) of the 1937 Act. Any authorized use of these funds outside of the allowable uses listed in the 1937 Act constitutes a local, non-traditional activity. The agency is authorized to implement the local, non-traditional activities listed below to provide a rental subsidy to a third-party entity to provide housing and supportive services to eligible low-income participants, and to contribute MTW Funding to the development of affordable housing. Families served through the activities described below must be at or below 80% of Area Median Income. Implemented activities must meet one of the three MTW statutory objectives of increasing the efficiency of federal expenditures, incentivizing self-sufficiency of participating families, and increasing housing choice for low-income families. The use of MTW Funding must be consistent with the requirements of 2 CFR 200 and other basic requirements for the use of federal assistance. The agency must determine the eligibility of families in accordance with 24 CFR 5.609 and with section 3(b)(2) of the Act. Local, non-traditional activities must fall within one of the three categories below and comply with PIH Notice 2011-45 or any successor notice/and or guidance.

17.a. Rental Subsidy Programs

Activity 17.a. Rental Subsidy Programs - Programs that use MTW Funding to provide a rental subsidy to a third-party entity (other than a landlord or tenant) who manages intake and administration of the subsidy program to implement activities, which may include: supportive housing programs and services to help homeless individuals and families reach independence; supportive living; shallow subsidies; homeless/transitional housing programs; or programs that address special needs populations. Statutes and Regulations Local, Non-Traditional Activities - MTW Funding can be utilized per statute and regulation on the eligible activities listed at sections 9(d)(1), 9(e)(1), and 8(o) of the 1937 Act. Any authorized use of these funds outside of the allowable uses listed in

the 1937 Act constitutes a local, non-traditional activity.

Safe Harbor(s)

17.a.

- **i.** The agency must not spend more than 10% of its HAP budget on local, non-traditional activities.
- **ii.** Families receiving housing or services through local, non-traditional activities must meet the HUD definition of low-income. *
- iii. The agency is subject to Notice PIH 2011-45 or any successor notice and/or guidance. *
- iv. Any MTW Funding awarded to a third-party provider must be competitively bid. *

17.b. Service Provision

Activity

17.b. <u>Service Provision</u> - The provision of HUD-approved self-sufficiency or supportive services using MTW Funding that are not otherwise permitted under the public housing and HCV programs, or that are provided to eligible low-income individuals who do not receive either public housing or HCV assistance from the PHA. Eligible activities may include: services for participants of other PHA-owned or managed affordable housing that is not public housing or HCV assistance; services for low-income non-participants; services and/or incentives to attract applicants to developments, or portions thereof, which can be difficult to market; or supportive services.

Statutes and	Local, Non-Traditional Activities - MTW Funding can be utilized per statute and						
Regulations	regulation on the eligible activities listed at sections 9(d)(1), 9(e)(1), and 8(o) of the						
Waived	1937 Act. Any authorized use of these funds outside of the allowable uses listed in						
	the 1937 Act constitutes a local, non-traditional activity.						
Safe	<u>17.b.</u>						
Harbor(s)	i. The incentive must not be in the form of a deduction to the household's rent contribution. *						
	ii. The amount of the incentive must not equal more than one month of the applicable unit's rent. *						
	iii. The agency must not spend more than 10% of its HAP budget on local, non-traditional activities.						
	iv. Families receiving housing or services through local, non-traditional						
	activities must meet the HUD definition of low-income. *						
	v. The agency is subject to Notice PIH 2011-45 or any successor notice and/or						
	guidance. *						
	vi. Any MTW Funding awarded to a third-party provider must be competitively bid. *						
17 a Hausing	1 7						
	Development Programs 17 a Howing Development Programs Programs that use MTW Funding to						
Activity	17.c. Housing Development Programs - Programs that use MTW Funding to						
acquire, renovate and/or build affordable units for low-income families							
	public housing units. Eligible activities may include: gap financing for non-PHA						
	development of affordable housing, development of project-based voucher units or tax credit partnerships.						
Statutes and	· · · · · · · · · · · · · · · · · · ·						
	Local, Non-Traditional Activities - MTW Funding can be utilized per statute and						
Regulations Waived	regulation for the eligible activities listed at sections 8(o), 9(d)(1), and 9(e)(1) of the 1937 Act. Any authorized use of these funds outside of the allowable uses listed						
waived	in the 1937 Act. Any authorized use of these funds outside of the anowable uses listed in the 1937 Act constitutes a local, non-traditional activity.						
Safe	17.c.						
Harbor(s)	i. The agency must not spend more than 10% of its HAP budget on local, non-traditional activities.						
	ii. Families receiving housing or services through local, non-traditional						
	activities must meet the HUD definition of low-income. *						
	iii. The agency is subject to Notice PIH 2011-45 or any successor notice and/or						
	guidance. *						
	iv. Agency must comply with section 30 of the 1937 Housing Act. *						
	v. Any MTW Funding awarded to a third-party provider must be						
	competitively bid. *						
	1 *** ** J * **						

APPENDIX II - Requirements for Safe Harbors

Specific requirements on safe harbors related to impact analyses and hardship policies are provided in this Appendix.

IMPACT ANALYSIS

The MTW agency must complete a written analysis of the various impacts of the MTW activity. The MTW agency must prepare this analysis: 1) prior to implementation of the MTW activity, if required as a safe harbor; 2) for certain activities (Work Requirements, Term-Limited Assistance, and Stepped Rent) on an annual basis during the implementation of the MTW activity; 3) prior to any Safe Harbor Waiver or Agency-Specific Waiver requests; and 4) at the time the MTW activity is closed out, if an impact analysis was previously required.

This analysis must consider the following factors, as applicable:

- 1. Impact on the agency's finances (e.g., how much will the activity cost, any change in the agency's per family contribution);
- 2. Impact on affordability of housing costs for affected families (e.g., any change in how much affected families will pay towards their housing costs);
- 3. Impact on the agency's waitlist(s) (e.g., any change in the amount of time families are on the waitlist);
- 4. Impact on the agency's termination rate of families (e.g., any change in the rate at which families non-voluntarily lose assistance from the agency);
- 5. Impact on the agency's current occupancy level in public housing and utilization rate in the HCV program;
- 6. Impact on meeting the MTW statutory goals of cost effectiveness, self-sufficiency, and/or housing choice;
- 7. Impact on the agency's ability to meet the MTW statutory requirements;
- 8. Impact on the rate of hardship requests and the number granted and denied as a result of this activity; and
- 9. Across the other factors above, the impact on protected classes (and any associated disparate impact).

The MTW agency must have the initial impact analysis, which analyzes potential impacts of the MTW activity, attached to the MTW Supplement during the applicable public review period prior to implementation of the MTW activity. For certain activities (Work Requirements, Term-Limited Assistance, and Stepped Rent), an updated impact analysis must be provided in each subsequent year. While MTW activities are listed by waiver and specific activity name in Appendix I, MTW agencies may combine activities together at the PHA level in order to create more comprehensive initiatives. For such comprehensive initiatives an MTW agency may submit a single impact analysis. Should a larger initiative undergo a substantial change, such as adding an activity, the MTW agency must reevaluate its impact with a new impact analysis. This information must be retained by the agency for the duration of the agency's participation in the MTW demonstration program and available for public review and inspection at the agency's principal office during normal business hours.

HARDSHIP POLICY

The MTW agency must adopt a written policy for determining when a requirement or provision of an MTW activity constitutes a financial or other hardship for the family. The agency must include this policy as an attachment to its MTW Supplement to the Annual PHA Plan. The agency may use a single hardship policy, as applicable, for multiple MTW waivers or develop different hardship policies for different MTW waivers as it finds appropriate. The agency must review its hardship policy(s) with residents during its intake and recertification processes. The agency must consider if a resident qualifies for a hardship exemption at the time of a potential termination of assistance that is due to an MTW activity.

When a resident requests a hardship exemption from a required MTW activity, the agency must suspend the activity for the household, beginning the next month after the request, until the MTW agency has determined if the request is warranted. The agency shall make the determination of whether a financial or other hardship exists within a reasonable time after the family's request. If the agency determines that a financial or other hardship exists, the MTW agency must continue to provide an exemption from the MTW activity at a reasonable level and duration, according to the agency's written policy. If an agency determines that the request did not meet its hardship standards, they must resume the MTW activity and collect any retroactive rent, if applicable, through a reasonable repayment agreement.

The agency's written policy(s) for determining what constitutes financial hardship must include the following situations:

- The family has experienced a decrease in income because of changed circumstances, including loss or reduction of employment, death in the family, or reduction in or loss of earnings or other assistance;
- The family has experienced an increase in expenses, because of changed circumstances, for medical costs, childcare, transportation, education, or similar items; and
- Such other situations and factors determined by the agency to be appropriate.

The agency's written policies shall include a grievance procedure that a family may request for second level review of denied hardship requests.

The agency shall keep records of all hardship requests received and the results of these requests and supply them at HUD's request. This information must be retained by the agency for the duration of the agency's participation in the MTW demonstration program and available for public review and inspection at the agency's principal office during normal business hours.

APPENDIX III - Substantially the Same Requirement

The statutory requirement that MTW agencies continue to "serve substantially the same number of families" throughout participation in the MTW demonstration program (STS Requirement) will be monitored for MTW agencies in the MTW Expansion through the following methodology, which adheres to the main themes and principles described in the MTW Operations Notice. Since the funding calculation for public housing (including Operating and Capital Funds) is significantly different than the funding calculation in the Housing Choice Voucher (HCV) program, the methodology for calculating the STS Requirement for the public housing and HCV programs will differ.

PUBLIC HOUSING

As described in Section 7.c.v of the MTW Operations Notice, HUD will monitor public housing occupancy rates for MTW agencies. The public housing occupancy rate will be determined by dividing the total number of "occupied" units by the total number of "standing" units:

The table below shows what public housing unit categories³⁷ are currently included in the numerator and what public housing unit categories are currently included in the denominator:³⁸

Public Housing Unit Category/Sub-Category	Total Occupied Units (Numerator)	Total Standing Units (Denominator)	
Occupied – Assisted Tenant	X	X	
Occupied – Employee	X	X	
Occupied – Non-Assisted Tenant Over Income	X	X	
Occupied – Police Officer	X	X	
Occupied – Unauthorized		X	
Vacant – Undergoing Modernization		X	
Vacant – Court Litigation		X	
Vacant – Natural Disaster		X	
Vacant – Casualty Loss		X	
Vacant – Market Conditions		X	
Non-Dwelling – Anti-Drug Crime	X	X	
Non-Dwelling – Self-Sufficiency Activities	X	X	
Non-Dwelling – Other Resident Activities	X	X	
Non-Dwelling – Moving to Work	X	X	
Non-Dwelling – Administrative		X	
Non-Dwelling – Resident Amenities		X	

³⁷ Public housing unit categories and unit reporting in IMS/PIC are provided in PIH Notice 2011-07, or successor notice.

Current monitoring of public housing occupancy rates for all agencies is conducted according to the current HUD Agency Priority Goal (APG) reporting categories. Should this change, MTW agencies would be subject to the same monitoring of public housing occupancy rates as all non-MTW agencies.

Non-Dwelling – Authorized	X
Demo-Dispo (Approved and Vacant)	
Vacant – Vacant	X

Annual Public Housing STS Compliance

To be compliant with the public housing portion of the STS Requirement, the MTW agency's public housing occupancy rate must be at or above 96%, unless otherwise approved by HUD. HUD may consider the MTW agency's efforts to reposition its public housing as an allowable reason to temporarily dip below 96% occupancy. Any allowable dips must be time-limited and described in the MTW Supplement to the Public Housing Agency (PHA) Plan.

Each year, HUD will advise the MTW agency of its compliance under the STS Requirement in the public housing program for the prior calendar year. This information will also be made available on HUD's website. In instances where the MTW agency's public housing occupancy rate falls below 96%, HUD may require, at its discretion, that the MTW agency enter into an Occupancy Action Plan to address the occupancy issues. The Occupancy Action Plan will include at a minimum: the cause of the occupancy issue, the intended solution, and reasonable timeframes to address the cause of the occupancy issue.

The exception to the above is for MTW agencies that are below 96% public housing occupancy when they receive MTW designation. MTW agencies that are below 96% occupied when they are designated have two years, or more as determined by HUD, to come into compliance before they are required to enter into and adhere to an Occupancy Action Plan as described above.

Failure to adhere to the Occupancy Action Plan may result in enforcement processes detailed in the MTW amendment to the MTW agency's Annual Contributions Contract (ACC Amendment).

HOUSING CHOICE VOUCHER PROGRAM

To be compliant with the STS Requirement in the HCV program, the MTW agency will be required to house at least 90% of the families it would be able to house based on the HCV Housing Assistance Payment (HAP) dollars it receives each year.

Establishing the Annual HCV STS Target

In the first full calendar year that the agency is an MTW agency, the Annual HCV Capacity of the MTW agency will be calculated based on the total Budget Authority of HCV HAP funds (including Special Purpose Vouchers) in that year and the per unit cost (PUC) from the calendar year prior to the agency's entry into the MTW Demonstration Program, adjusted for inflation.

First Full Calendar Year in MTW - Step 1:

First Full Calendar Year in MTW - Step 2:

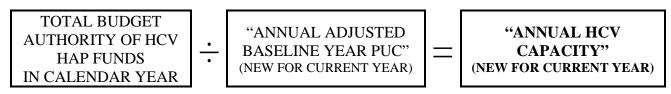


For all subsequent MTW years, the PUC established from the calendar year prior to MTW designation will continue to be inflated annually to determine each MTW year's Annual Adjusted PUC. The Annual HCV Capacity of the MTW agency will be calculated based on the total Budget Authority of HCV HAP funds in that year and the Annual Adjusted PUC from the prior calendar year, adjusted for inflation.

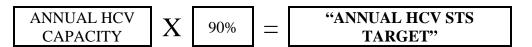
Subsequent Calendar Year in MTW - Step 1:



Subsequent Calendar Year in MTW - Step 2:



Because MTW agencies must serve at least 90% of the current year Annual HCV Capacity to be compliant with the HCV portion of the STS Requirement, the Annual HCV STS Target will then be established.



Establishing the Number of Families Housed in the HCV Program

To determine the number of families that count towards the STS Requirement in the HCV program each year, HUD will consider families housed through both the HCV program and any local, non-traditional program.

The calculation for determining total families housed in the HCV program is the total unit months leased divided by twelve.

The calculation for determining total families housed in the local, non-traditional housing program includes two types of housing as provided in the waivers appendix of the MTW Operations Notice. These are also discussed in detail in PIH Notice 2011-45 (or its successor) titled "Parameters for Local, Non-Traditional Activities under the Moving to Work Demonstration Program."

- The first type of housing is a local, non-traditional rental subsidy program. Here, the total unit months of housing provided over the calendar year will be utilized and divided by twelve. Families that receive services only will not be included.
- The second type of housing is a local, non-traditional housing development program. Here, HUD will first take the total investment of MTW funds in developing these types of units. This total dollar amount will be divided by the applicable HUD-published Total Development Cost (TDC). The resulting number of units will then count as families housed each year from when a certificate of occupancy is issued through the term of the affordability restrictions. Families that receive services only will not be included.

Annual HCV STS Compliance

Consistent with the statutory language of serving "substantially" the same number of families, the MTW agency will be considered compliant with the STS Requirement in the HCV program if it houses families through the HCV and local, non-traditional program at or above the Annual HCV STS Target. Again, the Annual HCV STS Target is 90% of the Annual HCV Capacity. The MTW agency may dip below the Annual HCV STS Target for certain circumstances, as approved by HUD. Any allowable dips must be time-limited and described in the MTW Supplement to the PHA Plan.

Each year, HUD will advise the MTW agency of its compliance under the STS Requirement in the HCV program for the prior calendar year. This information will also be made available on HUD's website.

In the event an MTW agency does not meet the Annual HCV STS Target, the MTW agency will have two years from the date it is notified to come into compliance. If, two years after notification of the deficiency the MTW agency still does not meet the Annual HCV STS Target, then the MTW agency will be required to expend all HAP dollars only on HAP. Once the MTW agency achieves 93% expenditures of Budget Authority on HAP, the MTW agency will be able to again use its HCV HAP funds flexibly. Failure to adhere to this may result in enforcement processes detailed in the ACC Amendment.

Adjustments to the HCV Annual Capacity

If the MTW agency believes that its Annual Adjusted Baseline Year PUC is no longer accurate, it may request an adjustment to this figure. Such a request may not be made more than once every three calendar years. The MTW agency must submit such a request to HUD along with a justification for the adjustment (for example, rising costs, special market conditions, public housing repositioning). HUD will then review the request and either approve or deny it. If approved, HUD will change the PUC appropriate to the circumstances of the MTW agency (as determined by HUD). This new PUC will then be adjusted by the inflation factor every year and used to determine compliance with the HCV portion of the STS Requirement going forward.

Proof Of Required Resident Meetings



Join us for Resident Meetings about Homes for Good's "Moving to Work" Cohort 4 Application

What is "Moving to Work"?

Started in 1996, Moving to Work (MTW) is a program for public housing authorities (PHAs) that provides them the opportunity to design and test innovative, locally designed strategies that use Federal dollars more efficiently. MTW status would allow Homes for Good exemptions from many existing public housing and voucher rules and provides funding flexibility with how we could use our Federal funds.

Join us for a presentation on "Moving to Work" and an opportunity for questions.

Resident Meeting #1 June 9th, 2021 12:00pm-1:00pm https://us02web.zoom.us/j/8144265095

Meeting ID: 814 4265 0951

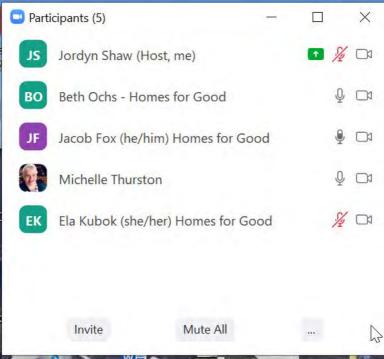
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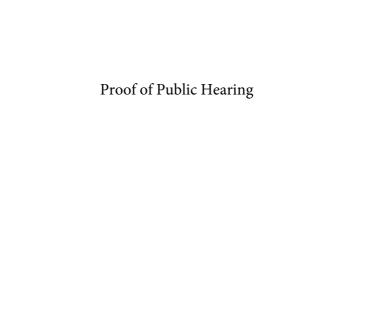
Resident Meeting #2 June 10th, 2021 6:00pm-7:00pm https://us02web.zoom.us/j/87255370305

Meeting ID: 872 5537 0305

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Homes for Good Housing Agency, Application for "Moving to Work Cohort 4: Landlord Incentives", Public Comment Period and Public Hearing. Homes for Good Housing Agency of Lane County, Oregon is applying for "Moving to Work" status through the US Department of Housing and Urban Development (HUD). The Public will be able to submit written comment during the comment period or provide spoken testimony/comment at the Public Hearing in response to Homes for Good's Moving to Work application. Homes for Good's Moving to Work application will be available for review on Homes for Good's website starting Monday August 23rd, 2021. The document can be viewed at: https://homesforgood.org/about/plans-reports-and-policies. The Public Comment period for the Moving to Work Application with last 30 days, starting Monday August 23rd, 2021 and commencing Tuesday September 21st, 2021. The Public can submit public comment to info@homesforgood.org. A Public Hearing will be held on Monday September 20th, 2021 at 3:00pm PT for The Public to provide verbal testimony. The Public Hearing will be on a virtual platform, and members of the public can call in via phone or video. Join Zoom Meeting https://us02web.zoom.us/j/83518949245?pwd=R1h2UUNRd1Vs WEJENUI5ejRJejZMQT09. Meeting ID: 835 1894 9245.

WEJENUI5ejRJejZMQT09. Meeting ID: 835 1894 9245. Passcode: 881382. Dial by your location +1 669 900 6833 US (San Jose), +1 253 215 8782 US (Tacoma), 888 475 4499 US Toll-free, 833 548 0276 US Toll-free

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September 20th

AFFIDAVIT OF PUBLICATION

STATE OF OREGON, COUNTY OF LANE,

SS.

first duly affirmed, depose and say that I am the Advertising Manager, or the principal clerk, of The Register-Guard, a newspaper of general circulation as defined in ORS 193.010 and 193.020; published at Eugene in the aforsaid county and state; that the September 20th printed copy of which is hereto annexed, is publishing in the entire issue of said newspaper in the following issues:

August 24, 2021

August 25, 2021

August 26, 2021

August 27, 2021

August 28, 2021

Homes for Good Housing Agency Application for "Moving to Work Cohort 4: Landlord Incentives" Public Comment Period

and Public Hearing

Homes for Good Housing Agency of Lane County, Oregon is applying for "Moving to Work" status through the US Depart-ment of Housing and Urban Development (HUD). The Public-will-be able to submit-written

comment during the comment period or provide spoken testimony/comment at the Public Hearing in response to Homes for Good's Moving to Work application.

Homes for Good's Moving to Work applica-tion will be available for review on Homes for Good's website starting Monday August 23rd, 2021. The document can be viewed at: https://homesforgood.org/ about/plans-reports-and-policies

The Public Comment period for the Mov-ing to Work Application with last 30 days, starting Monday August 23rd, 2021 and commencing Tuesday September 21st, 2021. The Public can submit public comment to info@homesforgood.org.

A Public Hearing will be held on Monday September 20th, 2021 at 3:00pm PT for The Public to provide verbal testimony. The Public Hearing will be on a virtual platform, and members of the public can call in via phone or video.

Join Zoom Meeting https://us02web.zoom.us/j/83518949245? pwd=R1h2UUNRd1VsWEJENUlSejRJejZM QT09

Meeting ID: 835 1894 9245 Passcode: 881382

Dial by your location +1 669 900 6833 US (San Jose) +1 253 215 8782 US (Tacoma) 888 475 4499 US Toll-free 833 548 0276 US Toll-free

No. 246467 - Aug. 24, 25, 26, 27, 28, 2021

Subscribed and affirmed to before me this September 03, 2021

Notary Public of Oregon

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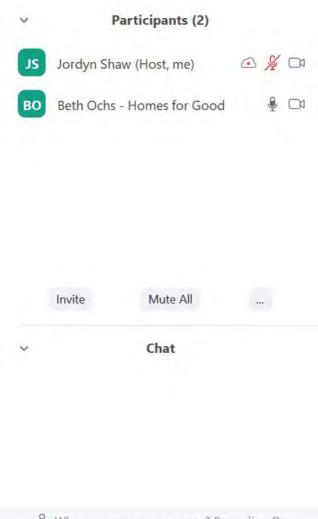
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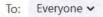
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IN THE BOARD OF COMMISSIONERS OF THE HOMES FOR GOOD HOUSING AGENCY, OF LANE COUNTY OREGON

ORDER 21-29-09-01H	In the Matter of Obtaining Board Resolution to submit Move to Work Application – Cohort 4 to HUD.
WHEREAS, Homes for Good confirms its under the fourth cohort.	desire to obtain Move to Work designation
WHEREAS, Homes for Good intends to common MTW statutory requirements and the MTW Oper	omply with Move to Work (MTW) objectives, the rations Notice.
WHEREAS, Homes for Good has met the	public process requirements.
WHEREAS, Homes for Good commits to i MTW Plan and application package.	mplement the landlord incentive activities in the
NOW IT IS THEREFORE ORDERED THAT:	
The Homes for Good Board provide resolution at Good submit the MTW Cohort 4 application to H	9
DATED this day of	, 2021

Chair, Homes for Good Board of Commissioners



BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 09/29/2021 **AGENDA TITLE: In the Matter of Adopting the 2021-2022 Budget DEPARTMENT:** Finance **CONTACT:** Jeff Bridgens EXT: **PRESENTER:** Jeff Bridgens EXT: **ESTIMATED TIME:** 50 Minutes **V**ORDER/RESOLUTION PUBLIC HEARING/ORDINANCE **DISCUSSION OR PRESENTATION (NO ACTION) APPOINTMENTS REPORT PUBLIC COMMENT ANTICIPATED Approval Signature** 9/22/21 **EXECUTIVE DIRECTOR:** DATE: **LEGAL STAFF:** DATE: DATE: **MANAGEMENT STAFF:**





Homes, People, Partnerships, Good. www.homesforgood.org

HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Jeff Bridgens, Finance Director

Jacob Fox, Executive Director

AGENDA ITEM TITLE: ORDER 21-29-09-02H// In the Matter of Adopting the 2021-2022

Budget

AGENDA DATE: September 29th, 2021

I MOTION

It is moved that the Order be approved which adopts the Agency fiscal year 2022 Budget.

II ISSUE

It is necessary for the board to adopt the Homes for Good Housing Agency's fiscal year 2022 Budget.

III DISCUSSION

A. Background

This Order approves the Homes for Good Housing Agency's budget for the fiscal year beginning October 1, 2021.

B. Analysis

The fiscal year 2022 Budget Document (Budget Document) presents the Homes for Good Housing Agency's (Agency) Budget for the fiscal year October 1, 2021 through September 30, 2022. The Budget Document provides summary information about distinct activities, as well as the agency 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 grouping consisting of Community Services, Housing and Rent Assistance and the Central Office Cost Center. The 2022 Homes for Good Housing Agency's budget is \$11,034,000 higher than the previous year's budget.

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 FY22, the Rent Assistance budgeted expenses total \$33,096,200, an increase over the prior year budget of \$7,544,500. The long-range financial planning section of the budget document includes a

detailed information about voucher utilization and program reserves.

Housing. This budget presents 23 separate budgets for affordable housing. The principal revenues for the Agency's property consist of tenant rents and HUD assistance. The fiscal year 2022 housing budgets total \$8,772,700 and collectively are approximately \$1,036,700 more than the fiscal year 2021 budget primarily due to increased personnel services expense.

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 by the continued conversion of scattered site homes into newer developments.

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. The COCC includes the operations for a full-year for the Agency's newly remodeled administrative building.

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. Program reserves are limited to use for their respective programs. RAD 2 Reserves are reflective of amounts expected to be raised by the sale of RAD 2 scattered sites

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 2022 include the following:

Real Estate Development: Real estate development continues to be a focus of Homes for Good in 2022. The sale of scattered sites is expected to generate significant proceeds totaling an estimated \$8.5 million for housing purposes related to RAD 2.

New Rent Assistance Budgets: This budget reflects the addition of and increased funding for rent assistance programs administered by the Agency that include the County CARES act funds, Landlord Compensation Fund, EHV Program and Mainstream Vouchers Program.

FTE Increase: This budget reflects and increase in FTE of 20 positions from the 2021 budget. The increase is a result of increased operations of the Agency in its delivery of services. The increase to personnel costs reflected in this budget is \$3,052,000 from the previous year's budget.

Conclusion

The proposed fiscal year 2022 budget supports the Agency's ongoing commitment to provide quality affordable housing and our desire to make continued progress on our strategic initiatives. Homes for Good plays a 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. <u>Alternatives/Options</u>

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, 2021.

IV IMPLEMENTATION/FOLLOW-UP

None required.

V ATTACHMENTS

Budget Document

BUDGET DOCUMENT **FOR FISCAL YEAR 2022**







541.682.3755



www.homesforgood.org



100 W 13th Ave Eugene, OR 97401



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.

CONTENTS	PAGE NUMBER	
Homes for Good Mission and Vision	3	
Homes for Good Board and Leadership Team	7	
Executive Director's Budget Message	8	
Organizational Chart	9	
Budget Summary	10	
Rent Assistance Division	11	
Housing Choice Voucher (HCV)	12	
Mainstream Voucher Program	13	
Emergency Housing Voucher (EHV)	14	
Landlord Compensation FUND (LLCF)	15	
Mainstream Barrier Busters	16	
Oregon Emergency Rental Assistance (OERA)	17	
Community Services	18	
Development	19	
The Bus Barn	20	
Signpost House	21	
Heeran Center	22	
Family Shelter House	23	
ROSS- Resident Opportunity Supportive Services	24	
FSS- Family Self Sufficiency	25	
Shelter Plus Care Grants	26	
They Way Home (Pay for Success)	27	
VA Homeless Grant and Per Diem Program	28	
EHA Grant- Emergency Housing Assistance	29	
Homes for Good Foundation	30	
Energy Services	31	
RAD Phase II	32	
Supportive Housing Division	33	
Laurelwood Homes	34	
McKenzie Village	35	
Pengra Court	36	
Springfield Scattered Sites	37	
Maplewood Meadows	38	
Eugene Scattered Sites	39	
Parkview Terrace	40	
Veneta Villa	41	
Lindeborg Place	42	

CONTENTS	PAGE NUMBER	
Veneta Scattered Sites	43	
Cresview Villa	44	
Riverview Terrace	45	
Abbie Lane Courts	46	
Fourteen Pines	47	
Village Oaks	48	
Firwood Apartments	49	
Capital Projects Fund	50	
Norseman Village	51	
Camas Appartments	52	
Jacob's Lane	53	
Laurel Gardens	54	
Walnut Park	55	
The Orchards Wilakenzie Townhouses	56	
Sheldon Village Apartments LLC	57	
Munsel Park	58	
Legion Cottages	59	
The Keystone	60	
Bridges on Broadway	61	
Central Office Cost Center	62	
Agency General (Fee Budget)	63	
Board of Commissioners	64	
Executive	65	
Finance	66	
Human Resources	67	
Information Technology	68	
Communications	69	
Housing Administration	70	
Maintenance Fee For Service	71	
Day Island Building	72	
Fairview Building	73	
Capital Projects Administration	74	
Fleet	75	
100 W 13th Ave	76	
FTE Summary	77	
Transfer Summary	78	

CONTENTS	PAGE NUMBER	
Long-Range Financial Planning	79	
Supportive Housing Division	79	
Rent Assistance Division	81	
Real Estate Development Division	85	
Glossary of Terms	89	
All Agency Summary	91	

HOMES FOR GOOD BOARD OF COMMISSIONERS

Michelle Thurston Board Chair/Appointed Commissioner

Char Reavis Appointed Commissioner

Jay Bozievich Lane County Commissioner

Pat Farr Board Vice-Chair/Lane County Commissioner

Joe Berney
Lane County Commissioner
Laurie Trieger
Lane County Commissioner
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

Esteban Montero Chacon Energy Services Division Director

Ela Kubok Communications Director

Curtis Wyant Information Technology Director

EXECUTIVE DIRECTOR'S MESSAGE

Homes, People, Partnership, Good are the core values of our transformative organization. Our budget process and this clear and concise budget document reflect our priorities and our commitment to transforming our community by providing a home to the people in Lane County that need it the most. What we love most about our budget document is that it is 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.



The Fall of 2020 and the Winter, Spring, and Summer of 2021 were a dynamic time that required that the entire Homes for Good team be resilient, creative, and thoughtful. We adapted our operations continuously in service to the community working in close partnership with Lane County to distribute rent assistance and housing resources to those impacted by the COVID-19 pandemic and those displaced by the Holiday Farm wildfire.

There are some key themes within our budget document which will require proactive financial management in the coming year.

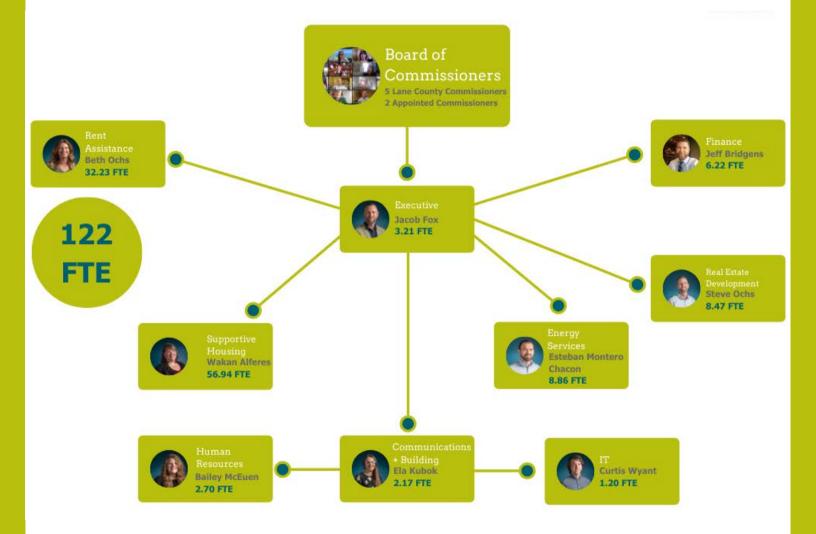
- We are compelled to significantly grow our personnel to distribute the new federal and state rent assistance resources and manage the continued growth in the complexity of our organization.
- Large scale rent assistance programs and our real estate pre-development investments require proactive and systematic management of cash flows.
- The continued sale of single-family homes will create a one-time opportunity to create a real estate investment fund.
- The creation and implementation of our Strategic Equity Plan.
- The continuation of our efforts to develop systems of resiliency that anticipate and mitigate hazards that may disrupt essential functions and processes.
- The federal government has signaled a deeper support for rent assistance and affordable housing development but there is uncertainty related to timing, funding types and funding amounts.
- The State of Oregon's 21/22 budget includes an unprecedented amount of new funding for rent assistance and affordable housing development and programmatic details are still being developed.

In the following pages, we present the Home for Good budget for the fiscal year October 1, 2021, through September 30, 2022. We are supplying information about each distinct activity, as well as summaries by division and agency-wide information, by providing a clear and meaningful story of Homes for Good's operations and their revenues/expenses. This budget document is a reflection of our communications capacity and its transparency will continue to increase our community's understanding of our financial opportunities and challenges.

JACOB FOX

Executive Director

ORGANIZATIONAL CHART



BUDGET SUMMARY

Beginning Unrestricted Reserves 12,132,300 6,592,100 17,725,706 7,375,100 8,887		2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 BUDGET
Total Beginning Reserves						
Expenses						8,887,300
Expenses	Total Beginning Reserves	23,440,700	16,072,300	20,156,900	13,080,100	26,139,000
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Net Change 24,452,200 17,567,700 7,593,700 15,961,900 6,157, Other Resources Capital Outlay (25,424,600) (3,909,800) (2,677,700) (1,881,100) (1,862,800) 774, Debt Issuance 14,130,000 (11,585,800) 1,130,000 (77,700) 907, Debt Service (14,134,800) (329,300) (966,900) (1,268,800) (1,968,900) Inter-Program Transfers In Inter-Program Transfers Out (808,500) (6,550,200) (422,500) 983,700 1,040 Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources 202,700 (3,003,700) 482,700 13,058,900 4,878, Ending Restricted Reserves 14,890,800 5,705,000 1,906,900 17,251,700 15,084, RAD 2 Reserves - - - - - 8,525, Ending Restricted Reserves 14,890,800 5,705,000 1,906,900 17,251,700 15,084, RAD 2 Reserves - - - - - - - - <	Overhead	the state of the s			- Andrewson and the second sec	634,600
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Total Ending Reserves \$ 23,643,400 \$ 13,080,100 \$ 20,639,600 \$ 26,139,000 \$ 31,017, Program Expenses Community Services \$ 6,814,700 \$ 4,403,600 \$ 4,682,800 \$ 5,080,600 \$ 6,912, Housing 7,375,600 7,901,200 7,736,000 7,154,600 8,772, Rent Assistance 21,721,000 23,291,700 25,551,700 31,807,900 33,096, COCC 3,387,400 3,288,700 3,178,100 2,992,400 3,886, Total Program Expenses 39,298,700 38,885,200 41,148,600 47,035,500 52,668, Program Other Resources Community Services (14,596,900) (13,724,100) (6,187,000) (1,123,900) (690, Housing (1,822,000) (2,026,300) (1,419,400) (998,100) (1,627, COCC (7,805,600) (4,792,300) (388,100) (781,000) (237, Total Other Resources \$ (24,249,500) \$ (20,571,400) \$ (7,111,000) \$ (2,903,000) \$ (1,278, Full-Time Equivalent						5,800,800
Program Expenses Community Services \$ 6,814,700 \$ 4,403,600 \$ 4,682,800 \$ 5,080,600 \$ 6,912, 400 Housing 7,375,600 7,901,200 7,736,000 7,154,600 8,772, 400 Rent Assistance 21,721,000 23,291,700 25,551,700 31,807,900 33,096, 3,886, 300 COCC 3,387,400 3,288,700 3,178,100 2,992,400 3,886, 3,886, 300 Total Program Expenses 39,298,700 38,885,200 41,148,600 47,035,500 52,668, 3,886, 3,88						1,607,500
Community Services \$ 6,814,700 \$ 4,403,600 \$ 4,682,800 \$ 5,080,600 \$ 6,912, 400 Housing 7,375,600 7,901,200 7,736,000 7,154,600 8,772, 400 Rent Assistance 21,721,000 23,291,700 25,551,700 31,807,900 33,096, 33,886, 300 COCC 3,387,400 3,288,700 3,178,100 2,992,400 3,886, 386, 386, 386, 386, 386, 386, 386	Total Ending Reserves	\$ 23,643,400	\$ 13,080,100	\$ 20,639,600	\$ 26,139,000	\$ 31,017,900
Community Services \$ 6,814,700 \$ 4,403,600 \$ 4,682,800 \$ 5,080,600 \$ 6,912, 12,000 Housing 7,375,600 7,901,200 7,736,000 7,154,600 8,772, 12,000 Rent Assistance 21,721,000 23,291,700 25,551,700 31,807,900 33,096, 12,000 COCC 3,387,400 3,288,700 3,178,100 2,992,400 3,886, 12,000 Total Program Expenses 39,298,700 38,885,200 41,148,600 47,035,500 52,668, 12,000 Program Other Resources (14,596,900) (13,724,100) (6,187,000) (1,123,900) (690, 14,000) Housing (1,822,000) (2,026,300) (1,419,400) (998,100) (1,627, 12,000) Rent Assistance (25,000) (28,700) 883,500 - 1,277, 12,000 COCC (7,805,600) (4,792,300) (388,100) (781,000) (237, 12,000) Total Other Resources \$ (24,249,500) \$ (20,571,400) \$ (7,111,000) \$ (2,903,000) \$ (1,278, 12,000)	Program Expenses					
Housing 7,375,600 7,901,200 7,736,000 7,154,600 8,772, Rent Assistance 21,721,000 23,291,700 25,551,700 31,807,900 33,096, COCC 3,387,400 3,288,700 3,178,100 2,992,400 3,886, Total Program Expenses 39,298,700 38,885,200 41,148,600 47,035,500 52,668, Program Other Resources Community Services (14,596,900) (13,724,100) (6,187,000) (1,123,900) (690, Housing (1,822,000) (2,026,300) (1,419,400) (998,100) (1,627, Rent Assistance (25,000) (28,700) 883,500 - 1,277, COCC (7,805,600) (4,792,300) (388,100) (781,000) (237, Total Other Resources \$ (24,249,500) \$ (20,571,400) \$ (7,111,000) \$ (2,903,000) \$ (1,278, Full-Time Equivalent		\$ 6.814.700	\$ 4403600	\$ 4682800	\$ 5 080 600	\$ 6,912,500
Rent Assistance 21,721,000 23,291,700 25,551,700 31,807,900 33,096, 33,096, 33,178,100 2,992,400 3,886, 38866, 3886, 3886, 3886, 3886, 38866, 3886, 3886, 3886, 3886, 38866, 3886, 3886, 388	Control of the contro					8,772,700
COCC 3,387,400 3,288,700 3,178,100 2,992,400 3,886, Total Program Expenses 39,298,700 38,885,200 41,148,600 47,035,500 52,668, Program Other Resources Community Services (14,596,900) (13,724,100) (6,187,000) (1,123,900) (690, 10,000) Housing (1,822,000) (2,026,300) (1,419,400) (998,100) (1,627, 12,770) Rent Assistance (25,000) (28,700) 883,500 - 1,277, 12,770 COCC (7,805,600) (4,792,300) (388,100) (781,000) (237, 12,78, 12,78) Full-Time Equivalent \$ (24,249,500) \$ (20,571,400) \$ (7,111,000) \$ (2,903,000) \$ (1,278, 12,78)	TO THE STATE OF TH					33,096,200
Total Program Expenses 39,298,700 38,885,200 41,148,600 47,035,500 52,668, Program Other Resources Community Services (14,596,900) (13,724,100) (6,187,000) (1,123,900) (690, 10,000) Housing (1,822,000) (2,026,300) (1,419,400) (998,100) (1,627, 1277, 1		THE RESERVE TO BE A STATE OF THE PARTY OF TH				3,886,900
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Community Services (14,596,900) (13,724,100) (6,187,000) (1,123,900) (690, Housing Housing (1,822,000) (2,026,300) (1,419,400) (998,100) (1,627, Rent Assistance COCC (25,000) (28,700) 883,500 - 1,277, Rent Assistance COCC (7,805,600) (4,792,300) (388,100) (781,000) (237, Rent Assistance) Total Other Resources \$ (24,249,500) \$ (20,571,400) \$ (7,111,000) \$ (2,903,000) \$ (1,278, Rent Assistance) Full-Time Equivalent ** (24,249,500) ** (20,571,400) ** (7,111,000) ** (2,903,000) ** (1,278, Rent Assistance)	Program Other Resources					
Housing (1,822,000) (2,026,300) (1,419,400) (998,100) (1,627, Rent Assistance (25,000) (28,700) 883,500 - 1,277, COCC (7,805,600) (4,792,300) (388,100) (781,000) (237, Total Other Resources \$ (24,249,500) \$ (20,571,400) \$ (7,111,000) \$ (2,903,000) \$ (1,278, Full-Time Equivalent		(14 596 900)	(13 724 100)	(6 187 000)	(1 123 900)	(690,900)
Rent Assistance (25,000) (28,700) 883,500 - 1,277, COCC (7,805,600) (4,792,300) (388,100) (781,000) (237, Total Other Resources \$ (24,249,500) \$ (20,571,400) \$ (7,111,000) \$ (2,903,000) \$ (1,278, Full-Time Equivalent * (25,000) * (28,700) * (7,111,000) * (2,903,000) * (1,278,						(1,627,200)
COCC (7,805,600) (4,792,300) (388,100) (781,000) (237, 1237) Total Other Resources \$ (24,249,500) \$ (20,571,400) \$ (7,111,000) \$ (2,903,000) \$ (1,278, 1237) Full-Time Equivalent \$ (24,249,500) <td></td> <td></td> <td></td> <td></td> <td>(550,100)</td> <td>1,277,300</td>					(550,100)	1,277,300
Total Other Resources \$ (24,249,500) \$ (20,571,400) \$ (7,111,000) \$ (2,903,000) \$ (1,278, Full-Time Equivalent			CONTRACTOR OF THE PARTY OF THE		(781 000)	(237,300)
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	Full Time Equivalent					
Positions 96.50 102.00 102.00 115.00 125	A CONTROL OF THE PROPERTY OF T	96.50	102.00	102.00	115.00	122.00

RENT ASSISTANCE DIVISION

The Rent Assistance Division administers the following programs:

- Housing Choice Voucher Program (HCV) also known as Section 8
- Mainstream Voucher Program
- Emergency Housing Voucher Program (EHV)
- Project Based Vouchers
- RAD Project Based Vouchers
- Veterans Administration Supportive Housing (VASH) Vouchers
- Landlord Compensation Fund (LLCF)
- Oregon Emergency Rental Assistance (OERA)

The administration of the voucher subsidies includes initial and ongoing eligibility reviews and periodic inspections of all units. 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. In addition, the Rent Assistance Division has also partnered with the State and County in deploying rent assistance dollars to those impacted by COVID.

Ending Restricted Reserves - - - 1,483,500 \$ 333,800 Ending Program Reserves 1,983,500 3,149,300 1,893,600 4,905,500 2,739,300			2020 BUDGET	2020 ACTUAL	2021 BUDGET	PI	2021 ROJECTED	2022 BUDGET
Total Beginning Reserves 1,983,500 2,073,200 2,021,000 3,149,300 6,389,000 Revenue 21,746,000 24,396,500 24,540,800 35,047,600 28,503,000 Expenses Personnel Services 1,652,200 1,666,500 1,639,600 1,839,500 2,805,600 Materials & Services 20,068,800 21,625,200 23,912,100 29,968,400 30,290,600 Overhead - - - - - - Total Expenses 21,721,000 23,291,700 25,551,700 31,807,900 33,096,200 Net Change 25,000 1,104,800 (1,010,900) 3,239,700 (4,593,200) Other Resources Capital Outlay (25,000) (28,700) -	Beginning Restricted Reserves	\$	-	-	\$ -		-	1,483,500
Revenue 21,746,000 24,396,500 24,540,800 35,047,600 28,503,000 Expenses Personnel Services Personnel Service Personnel Personne	Beginning Unrestricted Reserves		1,983,500	2,073,200	2,021,000		3,149,300	4,905,500
Expenses Personnel Services 1,652,200 1,666,500 1,639,600 1,839,500 2,805,600 Materials & Services 20,068,800 21,625,200 23,912,100 29,968,400 30,290,600 Overhead - - - - - - Total Expenses 21,721,000 23,291,700 25,551,700 31,807,900 33,096,200 Net Change 25,000 1,104,800 (1,010,900) 3,239,700 (4,593,200) Other Resources Capital Outlay (25,000) (28,700) - <t< td=""><td>Total Beginning Reserves</td><td>_</td><td>1,983,500</td><td>2,073,200</td><td>2,021,000</td><td></td><td>3,149,300</td><td>6,389,000</td></t<>	Total Beginning Reserves	_	1,983,500	2,073,200	2,021,000		3,149,300	6,389,000
Personnel Services 1,652,200 1,666,500 1,639,600 1,839,500 2,805,600 Materials & Services 20,068,800 21,625,200 23,912,100 29,968,400 30,290,600 Coverhead	Revenue		21,746,000	24,396,500	24,540,800		35,047,600	28,503,000
Materials & Services 20,068,800 21,625,200 23,912,100 29,968,400 30,290,600 Overhead - - - - - - - Total Expenses 21,721,000 23,291,700 25,551,700 31,807,900 33,096,200 Net Change 25,000 1,104,800 (1,010,900) 3,239,700 (4,593,200) Other Resources Capital Outlay (25,000) (28,700) - <t< td=""><td>Expenses</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></t<>	Expenses							
Overhead -<	Personnel Services		1,652,200	1,666,500	1,639,600		1,839,500	2,805,600
Total Expenses 21,721,000 23,291,700 25,551,700 31,807,900 33,096,200 25,000 1,104,800 (1,010,900) 3,239,700 (4,593,200) (4,593,200) (4,593,200) (4,593,200) (4,593,200) (4,593,200) (4,593,200) (4,593,200) (4,593,200) (4,593,200) (4,593,200) (4,593,200) (4,593,200) (4,593,200) (4,593,200) (4,593,200) (4,593,200) (2,50	Materials & Services		20,068,800	21,625,200	23,912,100		29,968,400	30,290,600
Net Change 25,000 1,104,800 (1,010,900) 3,239,700 (4,593,200) Other Resources Capital Outlay (25,000) (28,700) -	Overhead		-	-	-		-	-
Other Resources Capital Outlay (25,000) (28,700) -	Total Expenses		21,721,000	23,291,700	25,551,700		31,807,900	33,096,200
Capital Outlay (25,000) (28,700) - <td< td=""><td>Net Change</td><td></td><td>25,000</td><td>1,104,800</td><td>(1,010,900)</td><td></td><td>3,239,700</td><td>(4,593,200)</td></td<>	Net Change		25,000	1,104,800	(1,010,900)		3,239,700	(4,593,200)
Reserves	Other Resources							
Debt Issuance - <	Capital Outlay		(25,000)	(28,700)	-		-	-
Debt Service	Reserves			- 100	883,500		-	1,277,300
Inter-Program Transfers In Inter-Program Transfers Out -	Debt Issuance		-	-	-		-	_
Inter-Program Transfers Out -<	Debt Service		-	-	-		2	0
Other Resources Provided (Used) (25,000) (28,700) 883,500 - 1,277,300 Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources - 1,076,100 (127,400) 3,239,700 (3,315,900) Ending Restricted Reserves - - - 1,483,500 \$ 333,800 Ending Program Reserves 1,983,500 3,149,300 1,893,600 4,905,500 2,739,300	Inter-Program Transfers In		-	-	-		-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources - 1,076,100 (127,400) 3,239,700 (3,315,900) Ending Restricted Reserves 1,483,500 \$ 333,800 Ending Program Reserves 1,983,500 3,149,300 1,893,600 4,905,500 2,739,300	Inter-Program Transfers Out		-	-	-			-
(Under) Total Expenses and Other Resources - 1,076,100 (127,400) 3,239,700 (3,315,900) Ending Restricted Reserves - - - 1,483,500 \$ 333,800 Ending Program Reserves 1,983,500 3,149,300 1,893,600 4,905,500 2,739,300	Other Resources Provided (Used)		(25,000)	(28,700)	883,500			1,277,300
Resources - 1,076,100 (127,400) 3,239,700 (3,315,900) Ending Restricted Reserves - - - 1,483,500 \$ 333,800 Ending Program Reserves 1,983,500 3,149,300 1,893,600 4,905,500 2,739,300	그는 사람들은 경우 보다들이 아니라 살아보다면서 가장이 되었다. 그 그 그 그 그 그 그 그 그 그 그 그 그 그 그 그 그 그 그	-						
Ending Program Reserves 1,983,500 3,149,300 1,893,600 4,905,500 2,739,300	[1] 마음 아이들 경영 (1) 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	_	270	1,076,100	(127,400)		3,239,700	(3,315,900)
Ending Program Reserves 1,983,500 3,149,300 1,893,600 4,905,500 2,739,300	Ending Restricted Reserves			-	-		1,483,500	\$ 333,800
			1,983,500	3,149,300	1,893,600			
	Total Ending Reserves	\$	1,983,500	\$ 3,149,300	\$	\$	6,389,000	\$ 3,073,100

Housing Choice Voucher (HCV)

Housing Choice Voucher Program (HCV) also known as Section 8

- 2,673 Vouchers
- Must be low income to qualify
- Can be used in the private rental market or at certain tax credit properties and other affordable housing sites
- Subsidy travels with the tenant when they move.
- Average Per Unit Cost for FY21 \$582.26



	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	s -	\$ -
Beginning Unrestricted Reserves	1,983,500	2,065,200	2,021,000	3,165,500	4,611,500
Total Beginning Reserves	1,983,500	2,065,200	2,021,000	3,165,500	4,611,500
Revenue	21,746,000	24,209,500	24,540,800	24,153,000	23,741,400
Expenses					
Personnel Services	1,652,200	1,666,500	1,639,600	1,600,000	2,214,700
Materials & Services	20,068,800	21,414,000	23,912,100	21,107,000	24,721,200
Overhead	_	-	-	-	-
Total Expenses	21,721,000	23,080,500	25,551,700	22,707,000	26,935,900
Net Change	25,000	1,129,000	(1,010,900)	1,446,000	(3,194,500)
Other Resources					
Capital Outlay	(25,000)	(28,700)	-	-	-
Reserves	-	-	883,500	-	1,277,300
Debt Issuance	-	-	•	4	-
Debt Service	-	-	-	7.0	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out		-	-	(*);	-
Other Resources Provided (Used)	(25,000)	(28,700)	883,500	-	1,277,300
Excess (Deficiency) of Revenue Over					
(Under) Total Expenses and Other					
Resources		1,100,300	(127,400)	1,446,000	(1,917,200)
Ending Restricted Reserves	32	-	1,893,600	-	2
Ending Program Reserves	1,983,500	3,165,500		4,611,500	2,694,300
Total Ending Reserves	\$ 1,983,500	\$ 3,165,500	\$ 1,893,600	\$ 4,611,500	\$ 2,694,300

Mainstream Voucher Program

Mainstream Voucher Program

- 151 Vouchers
- Must be low income and non-elderly and disabled to qualify
- Can be used in the private rental market or at certain tax credit properties and other affordable housing sites
- Subsidy travels with the tenant when they move.
- Average Per Unit Cost for FY21 \$648.77



		020 DGET	A	2020 CTUAL		2021 JDGET	PRO	2021 DJECTED	<u>B</u>	2022 UDGET
Beginning Restricted Reserves	\$	-	\$	-	\$	-	\$	-	\$	77,800
Beginning Unrestricted Reserves	7.17:	1.5	46	8,000	10.0	-	200	(16,200)	541	-
Total Beginning Reserves		-		8,000		¥		(16,200)		77,800
Revenue		-		187,000		z.		537,000		567,500
Expenses										
Personnel Services		-		(40)		\simeq		-		59,000
Materials & Services		-		211,200		-		443,000		508,500
Overhead		-		-		2		-		2
Total Expenses				211,200		-		443,000		567,500
Net Change		-		(24,200)		=		94,000		<u> </u>
Other Resources										
Capital Outlay		1(4)		340		-		141		⊆
Reserves		, ()		(**)		=		3 .7 3		-
Debt Issuance		12		2		2		2		2
Debt Service		-		-		×		-		×
Inter-Program Transfers In				-		-		-		2
Inter-Program Transfers Out		-		-		2		-		-
Other Resources Provided (Used)		(). 						(#)		
Excess (Deficiency) of Revenue Over										
(Under) Total Expenses and Other										
Resources	-	: (= /		(24,200)				94,000		=
Ending Restricted Reserves		-		-		2		77,800		77,800
Ending Unrestricted Reserves		1.5		(16,200)		-		7 000 000 000 000 000 000 000 000 000 0		-
Total Ending Reserves	\$	70	\$	(16,200)	\$	ž.	\$	77,800	\$	77,800

Emergency Housing Voucher (EHV)

Emergency Housing Voucher Program (EHV)

- 184 Vouchers
- Must be low income, homeless, at risk of homelessness, fleeing domestic violence or fleeing human trafficking to qualify
- Can be used in the private rental market or at certain tax credit properties and other affordable housing sites
- Subsidy travels with the tenant when they move.
- Average Per Unit Cost for FY21 is not applicable as vouchers were awarded in July 2021



	020 DGET	020 TUAL	021 DGET	PR	2021 OJECTED	В	2022 SUDGET
Beginning Restricted Reserves	\$ -	\$ 	\$ 	\$	-	\$	210,000
Beginning Unrestricted Reserves	-		-		-		91,000
Total Beginning Reserves		-	-				301,000
Revenue	12	-	-		308,000		975,300
Expenses							
Personnel Services	-	-	-		7,000		146,000
Materials & Services	-	-	-		-		829,300
Overhead	-	-	-		-		-
Total Expenses			-		7,000		975,300
Net Change	 -	-	-		301,000		-
Other Resources							
Capital Outlay	-	-	-		-		-
Reserves	-	-	-		-		-
Debt Issuance	_	-	_		-		-
Debt Service	-	-	-		-		-
Inter-Program Transfers In	-	-	-				
Inter-Program Transfers Out	-	-			-		-
Other Resources Provided (Used)	 •	•	-		-		
Excess (Deficiency) of Revenue Over							
(Under) Total Expenses and Other							
Resources	 -	-			301,000		
Ending Restricted Reserves		-	-		210,000		256,000
Ending Unrestricted Reserves	-	-	-		91,000		45,000
Total Ending Reserves	\$ - 2	\$ -	\$ -	\$	301,000	\$	301,000

Landlord Compensation **Fund**

Landlord Compensation Fund (LLCF)

- As of 09.2021:
- 835 applications processed representing 2193 tenants
- \$6,786,135 of assistance provided
- Assistance provided directly to property owners
- Administered in partnership with OHCS



OREGON	HO	U	SI	IN	G	and
COMMUN	ITY	S	EI	RV	IC	ES

	020 DGET	020 TUAL	021 DGET	PRO	2021 OJECTED	Ē	2022 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$	-	\$	637,000
Beginning Unrestricted Reserves	-	-	-		-		203,000
Total Beginning Reserves	-	(* 2	(·		0.50		840,000
Revenue	-	-	-		7,800,000		1,808,800
Expenses							
Personnel Services	7.	-			160,000		214,900
Materials & Services	-	(*)			6,800,000		2,433,900
Overhead	-		-		-		
Total Expenses	-	2.4	-		6,960,000		2,648,800
Net Change	-	12	-		840,000		(840,000)
Other Resources							
Capital Outlay	-	-	-		-		-
Reserves	-	-	-		-		-
Debt Issuance	-	-	-		-		-
Debt Service	_	121	-		_		0.20
Inter-Program Transfers In	-	-	-		-		-
Inter-Program Transfers Out	7	-	9.7		50 7 3		Q = 3
Other Resources Provided (Used)	-	-	-		-		-
Excess (Deficiency) of Revenue Over							
(Under) Total Expenses and Other							
Resources			-		840,000		(840,000)
Ending Restricted Reserves	-	-	-		637,000		-
Ending Unrestricted Reserves	20	-	-		203,000		-
Total Ending Reserves	\$ -	\$ 	\$ -	\$	840,000	\$	-

Mainstream Barrier Busters

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



		020 DGET	2020 ACTUAL		2021 BUDGET		2021 PROJECTED		022 DGET
Beginning Restricted Reserves	\$	-	\$ -	\$	-	\$	-	\$	-
Beginning Unrestricted Reserves		- 7	53		- 50				
otal Beginning Reserves					-				-
Revenue		15,600	-		15,600		14,200		-
Expenses									
Personnel Services			70		-		-		-
Materials & Services		14,500	*:		14,500		14,200		-
Overhead		1,100	¥		1,100				
Total Expenses	20	15,600	20		15,600		14,200		-
let Change		_	-		-		-		
Other Resources									
Capital Outlay		-	60		-		-		-
Reserves		-	÷:		-		-		-
Debt Issuance		2	20		-		-		-
Debt Service		2	2		-		-		_
Inter-Program Transfers In		-	-		-		-		-
Inter-Program Transfers Out		-	-		-		-		-
Other Resources Provided (Used)		-	-		7		583		8-
excess (Deficiency) of Revenue Ove	r								
Under) Total Expenses and Other									
Resources	25	-			•		1.5		-
Ending Restricted Reserves		-	-		-		-		-
Ending Unrestricted Reserves		-	-		2		-		-
Total Ending Reserves	\$	<u></u>	\$ 2	\$	<u> </u>	\$	848	\$	10.00

Note: This budget is being phased out and will be removed in the FY24 budget document.

In previous years, this budget was in the Community Services Section,

but is now in the Rent Assistance Division Section.

Oregon Emergency Rental Assistance

Oregon Emergency Rental Assistance (OERA)

- As of 09.2021:
- 529 applications processed representing 529 tenants
- \$3,065,676.22 of assistance provided
- Assistance provided directly to tenants
- Administered in partnership with Lane County



		020 DGET	020 TUAL	021 DGET	PRO	2021 DJECTED	Ē	2022 SUDGET
Beginning Restricted Reserves	\$	-	\$ -	\$ -	\$	-	\$	558,700
Beginning Unrestricted Reserves		-	 -		7.4	-		-
Total Beginning Reserves	-	-		(*)		-		558,700
Revenue		-				2,235,400		1,410,000
Expenses								
Personnel Services		-		-		72,500		171,000
Materials & Services		-		-		1,604,200		1,797,700
Overhead		-	-	-		-		-
Total Expenses	33 	-	-	-	5	1,676,700		1,968,700
Net Change		12	828	-		558,700		(558,700)
Other Resources								
Capital Outlay		-		-				-
Reserves		-	-	-		3 + 3		-
Debt Issuance		-	-	-		-		-
Debt Service		-	_	-		12.0		_
Inter-Program Transfers In		-	-	-		-		-
Inter-Program Transfers Out		5 - 5	1 - 1			0.53		7.
Other Resources Provided (Used)		-	-	-		-		-
Excess (Deficiency) of Revenue Over								
(Under) Total Expenses and Other								
Resources		9.74	5.57	.7		558,700		(558,700)
Ending Restricted Reserves		-	-	-		558,700		-
Ending Unrestricted Reserves		-	-	-		-		-
Total Ending Reserves	\$	-	\$ 5 4 5	\$ -	\$	558,700	\$	-

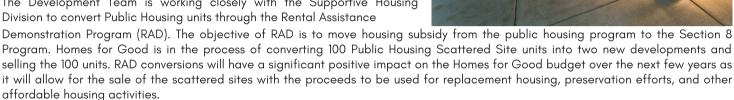
COMMUNITY SERVICES

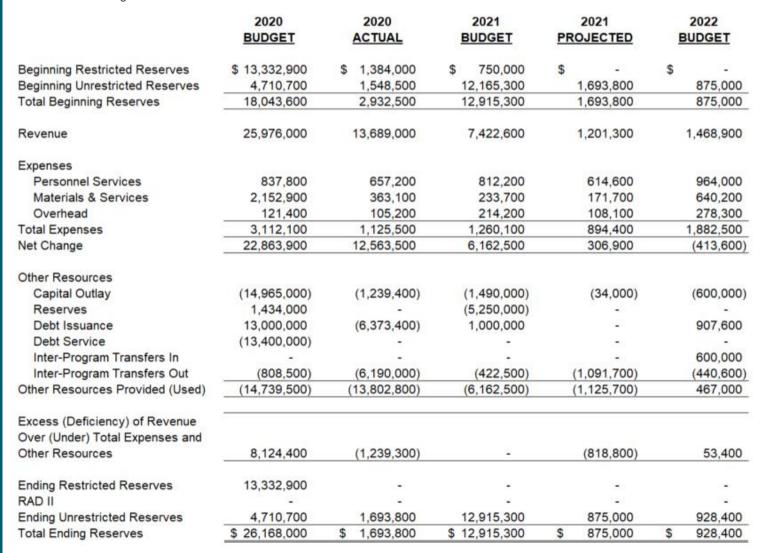
	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 BUDGET
Beginning Restricted Reserves	1,853,500	\$ 1,620,800	\$ 1,853,500	\$ 2,837,200	\$ 13,853,300
Beginning Unrestricted Reserves	8,924,200	1,772,400	8,924,200	\$ 2,642,500	\$ 1,995,000
Total Beginning Reserves	10,777,700	3,393,200	10,777,700	5,479,700	15,848,300
Revenue	29,588,500	20,202,800	10,894,500	16,573,100	15,720,000
Expenses			#\$ -		
Personnel Services	1,957,300	1,740,800	1,861,500	1,750,600	2,481,000
Materials & Services	4,524,500	2,390,800	2,294,000	2,899,500	3,796,900
Overhead	332,900	272,000	527,300	430,500	634,600
Total Expenses	6,814,700	4,403,600	4,682,800	5,080,600	6,912,500
Net Change	22,773,800	15,799,200	6,211,700	11,492,500	8,807,500
Other Resources					
Capital Outlay	(15,125,000)	(1,239,400)	(1,620,000)	(34,000)	(1,100,000)
Reserves	1,461,300	-	(5,296,100)	(28,300)	(57,800)
Debt Issuance	13,130,000	(6,373,400)	1,130,000	-	907,600
Debt Service	(13,470,000)	(52,000)	(74,000)	(72,200)	(53,000)
Inter-Program Transfers In	215,300	130,700	95,600	102,300	652,900
Inter-Program Transfers Out	(808,500)	(6,190,000)	(422,500)	(1,091,700)	(1,040,600)
Other Resources Provided (Used)	(14,596,900)	(13,724,100)	(6,187,000)	(1,123,900)	(690,900)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other		2 2	<u></u>		73 <u> </u>
Resources	8,176,900	2,075,100	24,700	10,368,600	8,116,600
Ending Restricted Reserves	13,435,900	2,837,200	130,900	13,853,300	13,506,100
RAD 2 Reserves	\$605.0005050505050 (#1.	-	2000a 2000A	-	8,525,200
Ending Program Reserves	449,200	545,100	227,700	740,000	615,200
Ending Unrestricted Reserves	5,069,500	2,097,400	13,335,100	1,255,000	1,318,400
Total Ending Reserves	\$ 18,954,600	\$ 5,479,700	\$ 13,693,700	\$ 15,848,300	\$ 23,964,900

Development

Homes for Good's Real Estate Development Division builds sustainable and affordable homes throughout Lane County. Homes for Good's Development Team activities include new construction projects, acquisition, rehab, and substantial capital repairs for existing affordable properties. Development fees received from projects help to fund pre-development activities and other programs at Homes for Good. Homes for Good has been agaressively tackling the affordable housing crisis and need for additional Permanent Supportive Housing units in our community, 237 units came online in the last fiscal year and 45 more will be completed in this fiscal year. Of these, 130 are Permanent Supportive Housing (PSH) units that provide wrap around supportive services. Homes for Good will continue to work with community partners to help those impacted by the Holiday Farm wildfire and build much needed housing serving rural communities in Lane County.

The Development Team is working closely with the Supportive Housing





The Bus Barn

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



Expenses Personnel Services			OGET	020 TUAL	2021 JDGET	2021 DJECTED	В	2022 UDGET
Revenue G3,000 - G2,500 40,0000 40,000 40,000 40,000 40,000 40,000 40,000 40,0000 40,000 40,000 40,000 40,000 40,000 40,000 40,0000 40,000 40,000 40,000 40,000 40,000 40,000 40,0	Beginning Restricted Reserves	\$		\$ -	\$ 573	\$ =	\$	-
Revenue 63,000 - 62,500 40,000 40,000 Expenses Personnel Services - <	Beginning Unrestricted Reserves	S <u>-</u>	1211	1.01	121	72		-
Expenses Personnel Services Personnel Services Materials & Services 39,000 - 38,500 1,700 55, Overhead 52,200 Total Expenses 39,000 - 38,500 53,900 55, Net Change 24,000 - 24,000 (13,900) (15, Other Resources Capital Outlay (130,000) Reserves Debt Issuance 130,000 - 130,000 - 140,000 - 150, Debt Service (20,000) - (20,000) - Inter-Program Transfers In Inter-Program Transfers Out Other Resources Provided (Used) (20,000) - (20,000	Total Beginning Reserves	8	-	-		-		•
Personnel Services	Revenue		63,000	-	62,500	40,000		40,000
Materials & Services 39,000 - 38,500 1,700 55, Overhead Total Expenses 39,000 - 38,500 53,900 55, Net Change Net Change 24,000 - 24,000 (13,900) (15, Net Change) Other Resources Capital Outlay (130,000) - (130,000) - Capital Outlay (130,000) - (130,000) - - Reserves - - - - - - Debt Issuance 130,000 - (20,000) -	Expenses							
Overhead - - - 52,200 Total Expenses 39,000 - 38,500 53,900 55, Net Change 24,000 - 24,000 (13,900) (15, Other Resources Capital Outlay (130,000) - (130,000) - <	Personnel Services			*	1,70			
Total Expenses 39,000 - 38,500 53,900 55,	Materials & Services		39,000	2	38,500	1,700		55,900
Net Change 24,000 - 24,000 (13,900) (15,000) Other Resources Capital Outlay (130,000) - (130,000) -	Overhead		-	-		52,200		-
Other Resources	Total Expenses		39,000	. 7	38,500	53,900		55,900
Capital Outlay (130,000) - (130,000) - Reserves - - - - Debt Issuance 130,000 - 130,000 - Debt Service (20,000) - (20,000) - Inter-Program Transfers In - - - 13,900 15, Inter-Program Transfers Out - - - - - - Other Resources Provided (Used) (20,000) - (20,000) 13,900 15, Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources 4,000 - 4,000 - Ending Restricted Reserves - - - - - Ending Unrestricted Reserves 4,000 - 4,000 -	Net Change	×	24,000	-	24,000	(13,900)		(15,900)
Reserves	Other Resources							
Reserves	Capital Outlay	(*	130,000)	-	(130,000)	-		
Debt Service (20,000) - (20,000) - Inter-Program Transfers In - - - 13,900 15, Inter-Program Transfers Out - - - - - Other Resources Provided (Used) (20,000) - (20,000) 13,900 15, Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources 4,000 - 4,000 - <td< td=""><td>Reserves</td><td></td><td>- 1</td><td>-</td><td>- 1</td><td>-</td><td></td><td>-</td></td<>	Reserves		- 1	-	- 1	-		-
Inter-Program Transfers In	Debt Issuance		130,000	-	130,000	-		-
Inter-Program Transfers Out - - - Other Resources Provided (Used) (20,000) - (20,000) 13,900 15, Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources 4,000 - 4,000 - <td< td=""><td>Debt Service</td><td></td><td>(20,000)</td><td>-</td><td>(20,000)</td><td>-</td><td></td><td></td></td<>	Debt Service		(20,000)	-	(20,000)	-		
Other Resources Provided (Used) (20,000) - (20,000) 13,900 15, Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources 4,000 - 4,000 - Ending Restricted Reserves - - - - - Ending Unrestricted Reserves 4,000 - 4,000 - -	Inter-Program Transfers In		2	25	N 1 2 2	13,900		15,900
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	Inter-Program Transfers Out		H .	-	(-)	=		-
(Under) Total Expenses and Other Resources 4,000 - 4,000 - Ending Restricted Reserves - - - - Ending Unrestricted Reserves 4,000 - 4,000 -	Other Resources Provided (Used)		(20,000)	¥	(20,000)	13,900		15,900
(Under) Total Expenses and Other Resources 4,000 - 4,000 - Ending Restricted Reserves - - - - Ending Unrestricted Reserves 4,000 - 4,000 -	Excess (Deficiency) of Revenue Ove							
Resources 4,000 - 4,000 - Ending Restricted Reserves -								
Ending Unrestricted Reserves 4,000 - 4,000 -	발표하는 경우 사람들은 사람들은 다른 사람들은 사람들이 되었다. 이번 바다 가장 보고 있는 것이다는 것이다. 그런 사람들은 사람들이 다른 사람들이 되었다.	8	4,000	5)	4,000			: * :
Ending Unrestricted Reserves 4,000 - 4,000 -	Ending Restricted Reserves		-		8 4 8	-		:*:
			4,000	-	4,000	-		-
	Total Ending Reserves	\$	4,000	\$ 	\$ 4,000	\$ -	\$	3-1

Signpost House

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





	<u>E</u>	2020 BUDGET	į	2020 ACTUAL	E	2021 BUDGET	PR	2021 OJECTED	E	2022 BUDGET
Beginning Restricted Reserves	\$	(4)	\$		S	2	\$	2	\$	-
Beginning Unrestricted Reserves		279,100		161,000		158,100		187,600		199,900
Total Beginning Reserves		279,100		161,000		158,100		187,600		199,900
Revenue		93,000		105,000		90,500		75,200		88,500
Expenses										
Personnel Services		8,300		2,200		2,600		6,500		9,500
Materials & Services		19,200		76,200		63,800		56,400		51,200
Overhead		(40)		-		-		-		-
Total Expenses		27,500		78,400		66,400		62,900		60,700
Net Change	=	65,500		26,600		24,100		12,300		27,800
Other Resources										
Capital Outlay		-		3		-		9		_
Reserves		140		-		(24,100)		-		(21,800)
Debt Issuance		95.5		-		•		-		
Debt Service		-		2		-		-		-
Inter-Program Transfers In		120		~		~		-		2
Inter-Program Transfers Out		(-)		-		-		-		-
Other Resources Provided (Used)		-		-		(24,100)		-		(21,800)
Excess (Deficiency) of Revenue	·									
Over (Under) Total Expenses and										
Other Resources	-	65,500		26,600		×		12,300		6,000
Ending Restricted Reserves		127		2		2		2		21,800
Ending Program Reserves		344,600		187,600		158,100		199,900		184,100
Total Ending Reserves	\$	344,600	\$	187,600	\$	158,100	\$	199,900	\$	205,900

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.

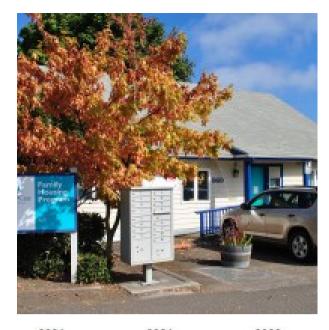


	E	2020 BUDGET	Ē	2020 ACTUAL	Ē	2021 BUDGET	PR	2021 OJECTED	<u>B</u>	2022 UDGET
Beginning Restricted Reserves	\$	103,500	\$	6,800	\$	74,100	\$	74,000	\$	96,000
Beginning Unrestricted Reserves		393,900		444,000		432,600		407,300		380,000
Total Beginning Reserves		518,000		450,800		506,700		481,300		476,000
Revenue		262,000		285,000		269,000		253,900		256,000
Expenses										
Personnel Services		-		400		-		-		
Materials & Services		196,900		202,100		180,900		158,700		145,000
Overhead		040		2		0=		4		
Total Expenses		196,900		202,500		180,900		158,700		145,000
Net Change		65,100		82,500		88,100		95,200		111,000
Other Resources										
Capital Outlay		30 4 3		-		-		-		-
Reserves		270				(22,000)		(28,300)		(28,000)
Debt Issuance		-		¥		<u>.</u>		-		
Debt Service		(50,000)		(52,000)		(54,000)		(72,200)		(53,000)
Inter-Program Transfers In		200		20 C 20				- 100 May 1		2 2 2
Inter-Program Transfers Out		3-0		×		-		*)		-
Other Resources Provided (Used)		(50,000)	160	(52,000)		(76,000)		(100,500)		(81,000)
Excess (Deficiency) of Revenue Over										
(Under) Total Expenses and Other										
Resources	-	15,100		30,500		12,100		(5,300)		30,000
Ending Restricted Reserves		103,000		74,000		103,000		96,000		116,000
Ending Unrestricted Reserves		409,500		407,300		415,800		380,000		390,000
Total Ending Reserves	\$	512,500	\$	481,300	\$	518,800	\$	476,000	\$	506,000

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.





	<u>B</u>	2020 UDGET	<u>A</u>	2020 CTUAL	<u>B</u>	2021 UDGET	PRO	2021 DJECTED	2022 UDGET
Beginning Restricted Reserves	\$	-	\$	-	\$	π.	\$	07	\$ -
Beginning Unrestricted Reserves		50,500		41,100		61,000		45,300	51,800
Total Beginning Reserves	_	50,500		41,100		61,000		45,300	51,800
Revenue		12,000		13,300		13,500		12,000	12,000
Expenses									
Personnel Services		5,100		900		1,600		1,500	-
Materials & Services		2		8,200		3,300		4,000	4,000
Overhead		*		-		-		0.43	-
Total Expenses		5,100		9,100		4,900		5,500	4,000
Net Change		6,900		4,200		8,600		6,500	8,000
Other Resources									
Capital Outlay		-		979		-		:: * :	-
Reserves		2		_		=		1/27	(8,000)
Debt Issuance		-		-		-		5-3	-
Debt Service		-		-		-		-	-
Inter-Program Transfers In		2		120		~		(64)	-
Inter-Program Transfers Out		=		-				973	-
Other Resources Provided (Used)	<u>-</u>	2		-		€		12	(8,000)
Excess (Deficiency) of Revenue Over									
(Under) Total Expenses and Other									
Resources	,	6,900		4,200		8,600		6,500	ā.
Ending Restricted Reserves		-		-		-		0 - 0	-
Ending Program Reserves		57,400		45,300		69,600		51,800	51,800
Total Ending Reserves	\$	57,400	\$	45,300	\$	69,600	\$	51,800	\$ 51,800
	-	in		45					

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, five (5) 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).



	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(7,600)	9	72	197	21
Total Beginning Reserves	(7,600)		2 8 2	(*)	-
Revenue	88,400	87,700	80,000	82,700	112,000
Expenses					
Personnel Services	136,000	114,000	27,200	117,900	100,000
Materials & Services	72,200	24,200	52,900	25,000	12,000
Overhead	28,000	31,200	28,000	24,500	
Total Expenses	236,200	169,400	108,100	167,400	112,000
Net Change	(147,800)	(81,700)	(28,100)	(84,700)	=
Other Resources					
Capital Outlay	-	-	300	-	-
Reserves	-	9	-	-	-
Debt Issuance	340	-	59 = 1	-	20
Debt Service	-	-	9 7 9		-
Inter-Program Transfers In	147,800	81,700	28,100	84,700	2
Inter-Program Transfers Out	0=6	1112	()=:		-
Other Resources Provided (Used)	147,800	81,700	28,100	84,700	-
Excess (Deficiency) of Revenue Over					, c
(Under) Total Expenses and Other Resources	(=)		<i>0</i> ₹ 1	- :	-
Ending Restricted Reserves		-	· -		-
Ending Program Reserves	(7,600)	ĕ	-	*	
Total Ending Reserves	\$ (7,600)	\$ -	\$ -	\$ -	\$ -

FSS

Family Self-Sufficiency Program

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



		020 DGET	Ē	2020 ACTUAL	B	2021 UDGET	PR	2021 OJECTED	В	2022 SUDGET
Beginning Restricted Reserves	\$	-	\$	230,000	\$	97.3	\$	230,000	\$	209,000
Beginning Unrestricted Reserves	ş <u> </u>	1911		121		(2):		-		-
Total Beginning Reserves	8			230,000		(*1		230,000		209,000
Revenue		324,900		315,300		324,900		507,500		425,000
Expenses										
Personnel Services		213,400		254,200		213,400		328,600		293,300
Materials & Services		78,800		56,000		78,800		140,200		131,500
Overhead		44,300		41,700		44,300		59,700		47,800
Total Expenses		336,500		351,900		336,500		528,500		472,600
Net Change		(11,600)		(36,600)		(11,600)		(21,000)		(47,600)
Other Resources										
Capital Outlay		-		-		3 . 8		-		-
Reserves		-		- 5		-		=		-
Debt Issuance		- 1		-				-		-
Debt Service		-		-		3 1 0		5		
Inter-Program Transfers In		11,600		36,600		11,600		2		-
Inter-Program Transfers Out		-		-		1.00		=		-
Other Resources Provided (Used)		11,600		36,600		11,600		2		-
Excess (Deficiency) of Revenue Over	r									-
(Under) Total Expenses and Other										
Resources	8			-		1.72		(21,000)		(47,600)
Ending Restricted Reserves		-		230,000		8 8 8		209,000		161,400
Ending Program Reserves						-		-		-
Total Ending Reserves	\$	1911	\$	230,000	\$	-	\$	209,000	\$	161,400

Shelter Plus Care Grant

The Shelter Plus Care grant is 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 Deptartment and connects them to service providers that include ShelterCare and Laurel Hill Center. These grants support housing for roughly 75 households annually.





	BUDG		A	2020 CTUAL	В	2021 UDGET	2021 JECTED	B	2022 UDGET
Beginning Restricted Reserves	\$	-	\$	-	\$		\$ -	\$	_
Beginning Unrestricted Reserves		4,800		(10,800)		-	-		-
Total Beginning Reserves		4,800		(10,800)					v = .1.
Revenue	81	7,000		569,800		817,000	898,600		1,035,000
Expenses									
Personnel Services	9	0,000		50,300		90,000	92,600		136,000
Materials & Services	76	7,400		531,900		767,400	705,000		899,000
Overhead	1	5,500		-		15,500	101,000		37,000
Total Expenses	87	2,900		582,200		872,900	898,600		1,072,000
Net Change	(5	5,900)		(12,400)		(55,900)	-		(37,000)
Other Resources									
Capital Outlay		107		-		170			
Reserves		-		-		-	-		
Debt Issuance		-					·		-
Debt Service		-		-		-	-		-
Inter-Program Transfers In	5	5,900		12,400		55,900	-		37,000
Inter-Program Transfers Out		-		-			-		-
Other Resources Provided (Used)	5	5,900		12,400		55,900	1.53		37,000
Excess (Deficiency) of Revenue Over									
(Under) Total Expenses and Other									
Resources	8	-		12			-		
Ending Restricted Reserves		-				5. 7 .0	-		1070
Ending Program Reserves		4,800		-		-	-		-
Total Ending Reserves	\$	4,800	\$	-	\$	-	\$ -	\$	-

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.





		OGET		020 TUAL	DGET	021 ECTED	022 DGET
Beginning Restricted Reserves	\$	-	\$	-	\$ 3.63	\$ -	\$ -
Beginning Unrestricted Reserves		(4,600)			-	-	-
Total Beginning Reserves		(4,600)			-	-	-
Revenue		2		2	39,000	2	-
Expenses							
Personnel Services		39,000		*:	39,000	-	-
Materials & Services		-		-	-	-	-
Overhead		(A)		-	(4)	2	-
Total Expenses		39,000		1.7	39,000	Φ.	
Net Change		(39,000)		2	(4)	2	-
Other Resources							
Capital Outlay		-		-	-	-	-
Reserves		15.1		. 52	.5.1	n.	. 7
Debt Issuance		-		-	343	2	-
Debt Service		-		-	3#3	=	
Inter-Program Transfers In		-		-	(2)	-	-
Inter-Program Transfers Out		-		-	(+)	-	-
Other Resources Provided (Used)		-		-	-	-	•
Excess (Deficiency) of Revenue Over							
Under) Total Expenses and Other							
Resources		(39,000)		*:	(+)	-	-
Ending Restricted Reserves		-		-	1#8	-	-
Ending Unrestricted Reserves	3	(43,600)		-	1. -		-
Total Ending Reserves		(43,600)	S	-	\$ 323	\$ 2	\$ -

Note: This budget is being phased out and will be removed in the FY24 budget document.

VA Homeless Grant and Per Diem Program

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



	2020 BUDGET	2020 CTUAL	2021 JDGET	2021 DJECTED	2022 JDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ (#)	\$ -	\$ -
Beginning Unrestricted Reserves		-	-		-
Total Beginning Reserves	-	¥	•	-	
Revenue	150,200	152,900	150,000	150,000	150,000
Expenses					
Personnel Services	-	-	₹3	-	-
Materials & Services	150,200	152,900	150,000	150,000	150,000
Overhead	-	-	-	_	-
Total Expenses	150,200	152,900	150,000	150,000	150,000
Net Change		12	14 0	- F	-
Other Resources					
Capital Outlay	-	-	(-)	-	-
Reserves	.50	7.	1 	5	(7)
Debt Issuance	120	-2	328	2	-
Debt Service	-	-	373	=	· ·
Inter-Program Transfers In	-	2	-	2	-
Inter-Program Transfers Out	-	-	- 1	-	-
Other Resources Provided (Used)	-	-	-	-	
Excess (Deficiency) of Revenue Over					
(Under) Total Expenses and Other					
Resources	-	= (1 + 1	-	
Ending Restricted Reserves	-:		-	_	-
Ending Program Reserves		-		5	
Total Ending Reserves	\$ -	\$ 12	\$ 323	\$ ¥	\$ -

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.



	2020 BUDGET		2020 ACTUAL	<u>B</u>	2021 UDGET	2021 JECTED	022 DGET
Beginning Restricted Reserves	\$ -	\$	-	\$	-	\$ -	\$ -
Beginning Unrestricted Reserves			82		(<u>*</u>)	(3,700)	ಾ
Total Beginning Reserves			85		.	(3,700)	-
Revenue	18,4	00	12,100		18,400	12,100	-
Expenses							
Personnel Services	-		3,100		-	2,700	100
Materials & Services	16,0	00	12,700		16,000	9,400	-
Overhead	2,4	00			2,400	-	
Total Expenses	18,4	00	15,800		18,400	12,100	920
Net Change	-		(3,700)		-	2	12
Other Resources							
Capital Outlay	-		· ·		-	-	-
Reserves	=		-		-	8	-
Debt Issuance	-		0.40		-	=	-
Debt Service	-		3.5		-	-	-
Inter-Program Transfers In	-		-		-	3,700	_
Inter-Program Transfers Out	-		9.5		-	-	-
Other Resources Provided (Used)			-		-	3,700	-
Excess (Deficiency) of Revenue Over							
(Under) Total Expenses and Other							
Resources	-		(3,700)		(#)	3,700	-
Ending Restricted Reserves			N=1		-	-	-
Ending Unrestricted Reserves	2		(3,700)		-	2	-
Total Ending Reserves	\$ -	\$	(3,700)	\$	-	\$ -	\$ -

Note: This budget is being phased out and will be removed in the FY24 budget document.

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.



		2020 JDGET	<u>A</u>	2020 CTUAL	<u>B</u>	2021 UDGET	PRO	2021 DJECTED	<u>B</u>	2022 UDGET
Beginning Restricted Reserves	\$	9	\$	-	\$	27,900	\$	3,600	\$	26,900
Beginning Unrestricted Reserves		(8,300)		(9,400)		-		-		
Total Beginning Reserves		(8,300)		(9,400)		27,900		3,600		26,900
Revenue		3,000		22,600		3,000		26,500		12,000
Expenses										
Personnel Services		-		-		-		-		
Materials & Services		3,000		9,600		3,000		3,200		12,000
Overhead		2		-		-		2		-
Total Expenses		3,000		9,600		3,000		3,200		12,000
Net Change		ō		13,000		-		23,300		0.50
Other Resources										
Capital Outlay						-		-		-
Reserves		ü		_		_		2		_
Debt Issuance		-		-		-		-		
Debt Service		-		-		7		-		
Inter-Program Transfers In		2		2		2		2		
Inter-Program Transfers Out		-		-		-		-:		
Other Resources Provided (Used)		5		-				5		0.50
Excess (Deficiency) of Revenue	<u> </u>									
Over (Under) Total Expenses and										
Other Resources		2		13,000		-		23,300		-
Ending Restricted Reserves		2		3,600		27,900		26,900		26,900
Ending Unrestricted Reserves		(8,300)		-		-		-		
Total Ending Reserves	\$	(8,300)	\$	3,600	\$	27,900	\$	26,900	\$	26,900

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.



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

	В	2020 UDGET	2020 ACTUAL		2021 JDGET	PR	2021 OJECTED	<u> </u>	2022 BUDGET
Beginning Restricted Reserves	\$		\$ -	\$	646	\$		\$	-
Beginning Unrestricted Reserves		47,200	(402,000)		10 0 0		312,200		488,300
Total Beginning Reserves	7	47,200	(402,000)		<u> </u>		312,200		488,300
Revenue	1	1,765,000	2,245,000	1	,588,500		2,299,100		2,070,600
Expenses									
Personnel Services		627,700	617,600		675,500		585,400		849,000
Materials & Services	0	1,014,400	819,300		691,200		1,452,600		1,059,100
Overhead	515	120,200	93,900		221,800		85,000		271,500
Total Expenses	17	1,762,300	1,530,800	•	,588,500		2,123,000		2,179,600
Net Change		2,700	714,200		1.61		176,100		(109,000)
Other Resources									
Capital Outlay		(30,000)	-		-		-		-
Reserves		27,300	-		323		2		-
Debt Issuance		-	: * ::		3. 4 3				
Debt Service		8	<u>-</u>		-		-		-
Inter-Program Transfers In		2	-		-		2		-
Inter-Program Transfers Out		*	-		62 4 6		-		
Other Resources Provided (Used)	0	(2,700)			Œ		-		
Excess (Deficiency) of Revenue	<u>100</u>								
Over (Under) Total Expenses and									
Other Resources			714,200				176,100		(109,000)
Ending Restricted Reserves		-	(7.3)		N.50		-		(7)
Ending Program Reserves		47,200	312,200		12		488,300		379,300
Total Ending Reserves	\$	47,200	\$ 312,200	\$) - 1	\$	488,300	\$	379,300

RAD Phase II

The Rental Assistance Demonstration (RAD) is a program of the Department of Housing and Urban Development (HUD) that focuses on converting public housing into a Section 8 project-based voucher subsidy. RAD allows public housing agencies, like Homes for Good, to improve the housing available to residents through rehabilitation or new development. Through this process Homes for Good constructed two new housing developments Sarang in Eugene, and Hayden Bridge Landing in Springfield, and is part way through the process of selling 100 units of single-family homes and duplexes



	020 DGET	2020 ACTUAL	021 DGET	P	2021 ROJECTED	2022 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$	2,529,600	\$ 13,521,400
Beginning Unrestricted Reserves	-	828	-		-	-
Total Beginning Reserves	-	-	-		2,529,600	13,521,400
Revenue	=	2,705,100	-		11,000,000	10,050,000
Expenses						
Personnel Services	2	40,900	-		800	129,200
Materials & Services	_	134,600	-		7,400	637,000
Overhead	-	-	-			-
Total Expenses	-	175,500	-		8,200	766,200
Net Change		2,529,600	-		10,991,800	9,283,800
Other Resources						
Capital Outlay	2	-	-		-	(500,000)
Reserves	-	-			-	-
Debt Issuance	-	3.5	-		-	-
Debt Service	-	-	-		-	-
Inter-Program Transfers In	20	-	-		-	
Inter-Program Transfers Out	2	12	-		-	(600,000)
Other Resources Provided (Used)	-	-	-		-	(1,100,000)
Excess (Deficiency) of Revenue Over						
(Under) Total Expenses and Other						
Resources	-	2,529,600	-		10,991,800	8,183,800
Ending Restricted Reserves		2,529,600			13,521,400	13,180,000
RAD II Reserves			-		-	8,525,200
Total Ending Reserves	\$ +1	\$ 2,529,600	\$ -	\$	13,521,400	\$ 21,705,200

SUPPORTIVE HOUSING DIVISION

		2020 BUDGET	2020 ACTUAL	2021 BUDGET	PI	2021 ROJECTED	2022 BUDGET
Beginning Restricted Reserves		1,454,900	1,672,100	1,579,194		2,149,800	1,914,900
Beginning Unrestricted Reserves		1,725,875	2,220,600	903,406		1,234,100	1,697,700
Total Beginning Reserves	_	3,180,775	3,892,700	2,482,600		3,383,900	3,612,600
Revenue		9,023,400	9,418,600	9,634,400		8,381,400	10,478,100
Expenses							
Personnel Services		2,116,000	1,723,500	2,334,600		1,863,100	2,858,800
Materials & Services		5,259,600	6,177,700	5,401,400		5,291,500	5,913,900
Overhead		1-0	_	-			8=6
Total Expenses		7,375,600	7,901,200	7,736,000		7,154,600	8,772,700
Net Change	0. 2	1,647,800	1,517,400	1,898,400		1,226,800	1,705,400
Other Resources							
Capital Outlay		(1,224,600)	(1,615,700)	(1,057,700)		(1,555,100)	(619,100)
Reserves		(241,700)	(30,000)	(143,800)		448,900	(385,300)
Debt Issuance			256,900			640,300	200
Debt Service		(355,700)	(277,300)	(217,900)		(559,600)	(622,800)
Inter-Program Transfers In			31 E E			27,400	_
Inter-Program Transfers Out		-	(360,200)	7 - 2		-	3.0
Other Resources Provided (Used)	_	(1,822,000)	(2,026,300)	(1,419,400)		(998,100)	(1,627,200)
Excess (Deficiency) of Revenue Ove (Under) Total Expenses and Other	er —						
Resources	-	(174,200)	(508,900)	479,000		228,700	78,200
Ending Restricted Reserves		1,454,900	2,149,800	1,776,000		1,914,900	1,244,500
Ending Program Reserves		1,479,800	1,234,100	1,185,600		1,697,700	2,446,300
Ending Unrestricted Reserves		_	_			-	-10.1-13-6
Total Ending Reserves	\$	2,934,700	\$ 3,383,900	\$ 2,961,600	\$	3,612,600	\$ 3,690,800
		100 1 100		100000000000000000000000000000000000000		- H	

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.



	E	2020 BUDGET	Ē	2020 ACTUAL	В	2021 SUDGET	2021 PROJECTED		В	2022 BUDGET	
Beginning Restricted Reserves	\$	2,000	\$	1,700	\$	2,000	\$	1,700	\$	2,000	
Beginning Unrestricted Reserves	20.0	392,300	100	253,700		219,300	3%	343,200		406,900	
Total Beginning Reserves	_	394,300		255,400		221,300		344,900		408,900	
Revenue		217,300		245,500		225,000		291,400		315,100	
Expenses											
Personnel Services		76,500		60,700		80,200		84,700		118,700	
Materials & Services		140,100		86,300		134,500		142,700		120,300	
Overhead		-		2		-		-		-	
Total Expenses		216,600		147,000		214,700		227,400		239,000	
Net Change	_	700		98,500		10,300		64,000		76,100	
Other Resources											
Capital Outlay		-		2		8. 4 8				(37,900)	
Reserves		-		-		(**)		8,200		(5)	
Debt Issuance		-		2		-		-		2	
Debt Service		(9,900)		(9,000)		(9,900)		(8,200)		(8,500)	
Inter-Program Transfers In		-		-		-		-		-	
Inter-Program Transfers Out		-		2		-		-		-	
Other Resources Provided (Used)	_	(9,900)		(9,000)		(9,900)		-		(46,400)	
Excess (Deficiency) of Revenue Over											
(Under) Total Expenses and Other											
Resources		(9,200)		89,500		400		64,000		29,700	
Ending Restricted Reserves		2,000		1,700		2,000		2,000		(2)	
Ending Unrestricted Reserves		383,100		343,200		219,700		406,900		438,600	
Total Ending Reserves	\$	385,100	\$	344,900	\$	221,700	\$	408,900	\$	438,600	

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.



Beginning Restricted Reserves \$ 8,000 \$ 15,000 \$ 8,000 \$ 20,000 Beginning Unrestricted Reserves (39,800) 212,000 326,600 6,600 Total Beginning Reserves (31,800) 227,000 334,600 26,600 Revenue 1,132,500 1,210,500 1,111,300 1,260,800 Expenses Personnel Services 381,900 347,200 373,200 387,300 Materials & Services 693,800 995,300 690,700 817,700 Overhead - - - - Total Expenses 1,075,700 1,342,500 1,063,900 1,205,000 Net Change 56,800 (132,000) 47,400 55,800 Other Resources Capital Outlay - (68,400) - (349,000)	\$	
Total Beginning Reserves (31,800) 227,000 334,600 26,600 Revenue 1,132,500 1,210,500 1,111,300 1,260,800 Expenses Personnel Services 381,900 347,200 373,200 387,300 Materials & Services 693,800 995,300 690,700 817,700 Overhead - - - - Total Expenses 1,075,700 1,342,500 1,063,900 1,205,000 Net Change 56,800 (132,000) 47,400 55,800		20,000
Revenue 1,132,500 1,210,500 1,111,300 1,260,800 Expenses 381,900 347,200 373,200 387,300 Materials & Services 693,800 995,300 690,700 817,700 Overhead - - - - Total Expenses 1,075,700 1,342,500 1,063,900 1,205,000 Net Change 56,800 (132,000) 47,400 55,800		16,100
Expenses 381,900 347,200 373,200 387,300 Materials & Services 693,800 995,300 690,700 817,700 Overhead - - - - Total Expenses 1,075,700 1,342,500 1,063,900 1,205,000 Net Change 56,800 (132,000) 47,400 55,800		36,100
Personnel Services 381,900 347,200 373,200 387,300 Materials & Services 693,800 995,300 690,700 817,700 Overhead - - - - - Total Expenses 1,075,700 1,342,500 1,063,900 1,205,000 Net Change 56,800 (132,000) 47,400 55,800	8	1,160,000
Materials & Services 693,800 995,300 690,700 817,700 Overhead - - - - Total Expenses 1,075,700 1,342,500 1,063,900 1,205,000 Net Change 56,800 (132,000) 47,400 55,800		
Overhead - - - - Total Expenses 1,075,700 1,342,500 1,063,900 1,205,000 Net Change 56,800 (132,000) 47,400 55,800 Other Resources		491,000
Total Expenses 1,075,700 1,342,500 1,063,900 1,205,000 Net Change 56,800 (132,000) 47,400 55,800 Other Resources		635,000
Net Change 56,800 (132,000) 47,400 55,800 Other Resources		(=)
Other Resources	8	1,126,000
		34,000
Capital Outlay - (68,400) - (349,000)		
		(45,000)
Reserves 35,000		-
Debt Issuance 302,700		-
Debt Service (35,000) - (35,000)		(40,000)
Inter-Program Transfers In		847
Inter-Program Transfers Out		(*)
Other Resources Provided (Used) (35,000) (68,400) (35,000) (46,300)		(85,000)
Excess (Deficiency) of Revenue		
Over (Under) Total Expenses and		
Other Resources 21,800 (200,400) 12,400 9,500		(51,000)
Ending Restricted Reserves 8,000 20,000 8,000 20,000		18,000
Ending Unrestricted Reserves (18,000) 6,600 339,000 16,100		(32,900)
Total Ending Reserves \$ (10,000) \$ 26,600 \$ 347,000 \$ 36,100		

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.



		2020 BUDGET		2020 ACTUAL		2021 BUDGET		2021 PROJECTED		2022 UDGET
Beginning Restricted Reserves	\$	8,000	\$	5,000	\$	8,000	\$	5,000	\$	8,000
Beginning Unrestricted Reserves		200		7,000		77,900		(17,800)		(97,200)
Total Beginning Reserves	<u> </u>	8,200		12,000		85,900		(12,800)		(89,200)
Revenue		143,000		223,400		213,500		220,000		204,500
Expenses										
Personnel Services		46,700		22,400		48,000		46,100		46,300
Materials & Services		90,900		108,800		137,200		89,000		80,000
Overhead		7/2		120		2		-		- 1
Total Expenses	9	137,600		131,200		185,200		135,100		126,300
Net Change		5,400		92,200		28,300		84,900		78,200
Other Resources										
Capital Outlay		112		(117,000)		2		(161,300)		(45,000)
Reserves		S(-)		-		5		8,000		-
Debt Issuance		-		-		8		-		
Debt Service		(11,900)		-		(11,900)		(8,000)		(11,900)
Inter-Program Transfers In		(1 0		-		-		177		
Inter-Program Transfers Out		-		-		-		-		2
Other Resources Provided (Used)	_	(11,900)		(117,000)		(11,900)		(161,300)		(56,900)
Excess (Deficiency) of Revenue Over										
(Under) Total Expenses and Other										
Resources	-	(6,500)		(24,800)		16,400		(76,400)		21,300
Ending Restricted Reserves		8,000		5,000		8,000		8,000		2
Ending Unrestricted Reserves		(6,300)		(17,800)		94,300		(97,200)		(67,900)
Total Ending Reserves	\$	1,700	\$	(12,800)	\$	102,300	\$	(89,200)	\$	(67,900)

Springfield Scattered Sites

There are twenty (20) units in the Springfield Scattered Sites, which includes a mix of single-family homes and duplexes. They range in size from two-bedroom to four-bedroom units. Each residence includes a private fenced yard, stove, refrigerator, and washer & dryer hookups. The Scattered Sites are expensive to manage and maintain due to their geographic distance and non-uniformity of floor plans. As a result, in FY18 we sold three (3) of these units through RAD to convert the federal assistance to another project. We plan to sell the remaining units in FY21.



	Ē	2020 BUDGET	A	2020 ACTUAL		2021 BUDGET		2021 PROJECTED		022 DGET
Beginning Restricted Reserves	\$		\$	5,000	\$	100	\$	-	\$	_
Beginning Unrestricted Reserves		171,395		88,000		-		· =		5
Total Beginning Reserves	2	171,395		93,000		12		(4)		2
Revenue		68,562		75,900		25,800		-		¥
Expenses										
Personnel Services		36,570		13,300		7,700		-		~
Materials & Services		53,132		54,100		18,100		7		5.
Overhead		-		-		4		-		2
Total Expenses		89,702		67,400		25,800		(-)		8
Net Change		(21,140)		8,500		12		-		2
Other Resources										
Capital Outlay		121		2		-		-		2
Reserves		()		=		-		-		-
Debt Issuance		12		12		12		2		2
Debt Service		-		-		16				-
Inter-Program Transfers In		-		-		€.		-		- 2
Inter-Program Transfers Out		-		(101,500)				100		Ψ.
Other Resources Provided (Used)		7.7		(101,500)		1.63		5 5 8		
Excess (Deficiency) of Revenue Over										
(Under) Total Expenses and Other										
Resources		(21,140)		(93,000)		-		-		Ε.
Ending Restricted Reserves		150,255		2		4		·		2
Ending Unrestricted Reserves		150,255		-		-		-		
Total Ending Reserves	\$	150,255	\$	12	\$		\$	(2)	\$	2

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.



the summer.	В	2020 UDGET	4	2020 ACTUAL	<u> </u>	2021 BUDGET	PR	2021 OJECTED	<u> </u>	2022 SUDGET
Beginning Restricted Reserves	\$	23,100	\$	27,400	\$	23,100	\$	45,000	\$	23,100
Beginning Unrestricted Reserves		10,800		111,900		103,700		80,200		66,700
Total Beginning Reserves		33,900		139,300		126,800		125,200		89,800
Revenue		323,300		1,101,000		319,700		318,300		485,500
Expenses										
Personnel Services		119,600		126,500		130,600		94,000		143,000
Materials & Services		205,600		225,500		187,400		255,300		171,400
Overhead		_		~ _		2		~		
Total Expenses		325,200		352,000		318,000		349,300		314,400
Net Change		(1,900)		749,000		1,700		(31,000)		171,100
Other Resources										
Capital Outlay		5 <u>2</u> 3		(763,100)		-		(342,000)		(130,000)
Reserves		2. 0 .5		-				10,000		
Debt Issuance		-		-		-		337,600		-
Debt Service				-		-		(10,000)		(11,200)
Inter-Program Transfers In		(57)				1.5				-
Inter-Program Transfers Out	100	741		2		12		-		= =
Other Resources Provided (Used)		£55.		(763,100)		i.e.		(4,400)		(141,200)
Excess (Deficiency) of Revenue Ove	r									
(Under) Total Expenses and Other										
Resources		(1,900)		(14,100)		1,700		(35,400)		29,900
Ending Restricted Reserves		23,100		45,000		23,100		23,100		2
Ending Unrestricted Reserves		8,900		80,200		105,400		66,700		119,700
Total Ending Reserves	\$	32,000	\$	125,200	\$	128,500	\$	89,800	\$	119,700

Eugene Scattered Sites

There are ninety-two (92) units in the Eugene Scattered Sites, which includes a mix of duplexes and single-family homes. The Scattered Sites are spread across several zip codes and range in size from two-bedroom to four-bedroom units. Each unit includes a private fenced yard, stove, refrigerator, and washer & dryer hookups. The units are expensive to manage and maintain due to their geographic distance and non-uniformity of floor plans. As a result, in FY18 we sold nine (9) of the units through RAD to convert the federal assistance to another project. The remaining units will be sold in FY21.



animalan Destricted Deserves		2020 BUDGET		2020 ACTUAL		2021 BUDGET		2021 PROJECTED		022 DGET
Beginning Restricted Reserves		3,100	\$	20,000	\$	-	\$	2 5 2	\$	-
Beginning Unrestricted Reserves		5,900		100,000		2		949		2
Total Beginning Reserves	170	0,000		120,000		=		(a		ž
Revenue	102	2,700		363,700		93,500		-		×
Expenses										
Personnel Services	2	1,500		5,300		21,500		0.70		~
Materials & Services	78	3,000		219,700		72,000		-		2
Overhead	1	(*)		(8)		*		(8)		-
Total Expenses		9,500		225,000		93,500		•		
Net Change		3,200		138,700		-		-		-
Other Resources										
Capital Outlay				: * :		-		(#:		-
Reserves		-		2		2		_		~
Debt Issuance				-		Ξ.		-		14
Debt Service	(13	3,400)		5 - 7		-		-		-
Inter-Program Transfers In		-		-		2		5 4 7		-
Inter-Program Transfers Out		-		(258,700)		=				
Other Resources Provided (Used)	(13	3,400)		(258,700)		۵				2
Excess (Deficiency) of Revenue Over										
(Under) Total Expenses and Other										
Resources	(10	0,200)		(120,000)				(7)		-
Ending Restricted Reserves	23	3,100		5 - 2		_		2 - 2		~
Ending Unrestricted Reserves		5,700		_		2				2
Total Ending Reserves		9,800	\$	-	\$		\$	-	\$	

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.

	<u>B</u>	2020 SUDGET	E	2020 ACTUAL		2021 BUDGET		2021 OJECTED	2022 BUDGET		
Beginning Restricted Reserves	\$	3,700	\$	3,700	\$	4,800	\$	4,000	\$	4,800	
Beginning Unrestricted Reserves		671,800	- 170	555,600		(168,900)		596,500		753,900	
Total Beginning Reserves	_	675,500		559,300		(164,100)		600,500		758,700	
Revenue		815,100		929,200		915,300		950,000		1,076,200	
Expenses											
Personnel Services		314,600		222,100		332,700		260,500		404,800	
Materials & Services		511,400		540,800		571,100		531,300		546,200	
Overhead		-		2:		(4)		2			
Total Expenses		826,000		762,900		903,800		791,800		951,000	
Net Change	_	(10,900)		166,300		11,500		158,200		125,200	
Other Resources											
Capital Outlay		-		(357,000)		-		(308,000)		(90,000)	
Reserves		17.1		7				333,000			
Debt Issuance		-		256,900		140		_		-	
Debt Service		-		(25,000)		3 7 3		(25,000)		(20,000)	
Inter-Program Transfers In		-				320		10 10 E		-	
Inter-Program Transfers Out		-		-		-		-			
Other Resources Provided (Used)	_	-		(125,100)		-		-		(110,000)	
Excess (Deficiency) of Revenue Over											
(Under) Total Expenses and Other											
Resources		(10,900)		41,200		11,500		158,200		15,200	
Ending Restricted Reserves		3,700		4,000		4,800		4,800		5,000	
Ending Unrestricted Reserves		660,900		596,500		(157,400)		753,900		768,900	
Total Ending Reserves	\$	664,600	\$	600,500	\$	(152,600)	\$	758,700	\$	773,900	

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 gardenstyle 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.



nome to crogotto country tail.		2020 SUDGET	A	2020 ACTUAL		2021 BUDGET		2021 OJECTED	2022 BUDGET		
Beginning Restricted Reserves	\$	381	\$	600	\$	500	\$	800	\$	800	
Beginning Unrestricted Reserves		23,627		-		(76,200)		(29,900)		(27,300)	
Total Beginning Reserves		23,627		600		(75,700)		(29,100)		(26,500)	
Revenue		166,971		236,400		238,600		253,100		270,000	
Expenses											
Personnel Services		74,020		66,600		66,000		75,000		104,000	
Materials & Services		161,704		189,000		149,800		175,300		133,600	
Overhead		040		-		: -		-		-	
Total Expenses		235,724		255,600		215,800		250,300		237,600	
Net Change		(68,753)		(19,200)		22,800		2,800		32,400	
Other Resources											
Capital Outlay		(4)		(10,500)		-		-		(25,000)	
Reserves		27				979		22,300		-	
Debt Issuance		(-)		¥		12		-		2	
Debt Service		3 4 5		=		(22,500)		(22,500)		(20,000)	
Inter-Program Transfers In		227		-				1000 100 100		-	
Inter-Program Transfers Out		3-0		×		0.40		(8)		-	
Other Resources Provided (Used)		227		(10,500)		(22,500)		(200)		(45,000)	
Excess (Deficiency) of Revenue Over											
(Under) Total Expenses and Other											
Resources	-	(68,526)		(29,700)		300		2,600		(12,600)	
Ending Restricted Reserves		:9=0		800		500		800		800	
Ending Unrestricted Reserves		(44,899)		(29,900)		(75,900)		(27,300)		(39,900)	
Total Ending Reserves	\$	(44,899)	\$	(29,100)	\$	(75,400)	\$	(26,500)	\$	(39,100)	
	-	- In the second	10000	- de la constitución de la const	-	According to the second				- Commence of the last of the	

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.

		2020 UDGET	A	2020 ACTUAL		2021 BUDGET		2021 PROJECTED		2022 SUDGET
Beginning Restricted Reserves	\$	600	\$	800	\$	600	\$	800	\$	800
Beginning Unrestricted Reserves		32,500		70,000		95,100		82,200		123,800
Total Beginning Reserves		33,100		70,800		95,700		83,000		124,600
Revenue		235,000		301,000		292,000		309,600		290,000
Expenses										
Personnel Services		92,500		88,900		101,900		95,400		90,000
Materials & Services		148,300		192,400		165,700		170,100		140,000
Overhead		-		111111111111111111111111111111111111111		- A		1117 2111		
Total Expenses		240,800		281,300		267,600		265,500		230,000
Net Change		(5,800)		19,700		24,400		44,100		60,000
Other Resources										
Capital Outlay		**:		(7,500)				(2,500)		(50,000)
Reserves		-		10 to 80		-		11,200		-
Debt Issuance		3-3		2		-				
Debt Service		(10,700)		5		(10,700)		(11,200)		(10,000)
Inter-Program Transfers In		1 1		2				Section 2		-
Inter-Program Transfers Out	,	-		-		-		-		95
Other Resources Provided (Used)	_	(10,700)		(7,500)		(10,700)		(2,500)		(60,000)
Excess (Deficiency) of Revenue Over										
(Under) Total Expenses and Other										
Resources	ļ. 	(16,500)		12,200		13,700		41,600		100
Ending Restricted Reserves		600		800		600		800		800
Ending Unrestricted Reserves		16,000		82,200		108,800		123,800		123,800
Total Ending Reserves	\$	16,600	\$	83,000	\$	109,400	\$	124,600	\$	124,600

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>B</u>	2020 BUDGET		2020 BUDGET		2021 BUDGET		2021 DJECTED	<u>B</u>	2022 UDGET
Beginning Restricted Reserves	\$	600	\$	600	\$	600	\$	800	\$	600
Beginning Unrestricted Reserves		82,200		70,000		94,300		69,500		88,100
Total Beginning Reserves		82,800		70,600		94,900		70,300		88,700
Revenue		133,000		145,900		151,600		156,200		160,500
Expenses										
Personnel Services		50,500		49,400		59,300		56,000		79,900
Materials & Services		78,600		84,300		84,500		81,800		77,100
Overhead		-		-		-		-		-
Total Expenses		129,100		133,700		143,800		137,800		157,000
Net Change		3,900		12,200		7,800		18,400		3,500
Other Resources										
Capital Outlay		-		(12,500)		+:		- 1		-
Reserves		_		- 1		2		-		-
Debt Issuance		-		-		-		-		-
Debt Service		-		-		5		-		-
Inter-Program Transfers In		_		-		2		-		-
Inter-Program Transfers Out		-		1.75		-5		-		-
Other Resources Provided (Used)				(12,500)		ŝ		21		-
Excess (Deficiency) of Revenue	9									
Over (Under) Total Expenses and										
Other Resources		3,900		(300)		7,800		18,400		3,500
Ending Restricted Reserves		600		800		600		600		-
Ending Unrestricted Reserves		86,100		69,500		102,100		88,100		92,200
Total Ending Reserves	\$	86,700	\$	70,300	\$	102,700	\$	88,700	\$	92,200

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.



	В	2020 UDGET	<u>,</u>	2020 ACTUAL		2021 BUDGET		2021 OJECTED	2022 BUDGET	
Beginning Restricted Reserves	\$	300	\$	300	\$	300	\$	300	\$	300
Beginning Unrestricted Reserves		(22,500)		-		55,700		(105,000)		(69,400)
Total Beginning Reserves		(22,200)		300		56,000		(104,700)		(69,100)
Revenue		236,100		253,000		216,200		250,000		299,000
Expenses										
Personnel Services		80,400		83,600		78,100		94,000		115,700
Materials & Services		157,700		171,400		126,000		140,500		126,000
Overhead	6	~ <u>~</u>		-		-		-		
Total Expenses		238,100		255,000		204,100		234,500		241,700
Net Change		(2,000)		(2,000)		12,100		15,500		57,300
Other Resources										
Capital Outlay		-		(90,000)		19-2		(7,300)		(20,000)
Reserves		-		10.000 10.00		1,700		13,800		1 60 u 1 50 g 1 1 1 1 1
Debt Issuance		-		-		-		3. -		-
Debt Service		(13,900)		(13,000)		(13,800)		(13,800)		(10,000)
Inter-Program Transfers In		-		-		1-1		27,400		_
Inter-Program Transfers Out		_		-		-		_		2
Other Resources Provided (Used)		(13,900)		(103,000)		(12,100)		20,100		(30,000)
Excess (Deficiency) of Revenue										
Over (Under) Total Expenses and										
Other Resources	-	(15,900)		(105,000)) = 0		35,600		27,300
Ending Restricted Reserves		300		300		300		300		300
Ending Unrestricted Reserves		(38,400)		(105,000)		55,700		(69,400)		(42,100)
Total Ending Reserves	\$	(38,100)	\$	(104,700)	\$	56,000	\$	(69,100)	\$	(41,800)
THE STATE OF STREET STREET, ST				and the second				- Annual Control of the Control of t	177	The state of the s

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 Terrave 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.

Beginning Unrestricted Reserves 140,300 122,000 70,000 116,100 137,200 138,300 140,600 123,100 70,300 117,200 138,300 138,300 117,200 138,300 117,200 138,300 117,200 138,300 117,200 138,300 117,200 138,300 117,200 138,300 117,200 138,300 117,200 138,300 117,200 138,300 117,200 147,600 119,700 207,000 147,600 119,700 207,000 147,600 119,700 207,000 147,600 119,700 207,000 147,600 119,700 207,000 147,600 119,700 207,000 147,600 119,700 219,900 226,700 237,200 197,800 219,900 226,700 237,200 197,800 219,900 237,000 237,200 197,800 239,900 23		E	2020 BUDGET	<u> </u>	2020 CTUAL	В	2021 UDGET	PR	2021 OJECTED	В	2022 UDGET
Total Beginning Reserves 140,600 123,100 70,300 117,200 138,300 Revenue 343,600 352,500 353,700 360,700 400,000 Expenses Personnel Services 167,500 112,200 147,600 119,700 207,000 Materials & Services 270,900 237,200 197,800 219,900 226,700 Overhead Total Expenses 438,400 349,400 345,400 339,600 433,700 Net Change (94,800) 3,100 8,300 21,100 (33,700) Other Resources Capital Outlay 9,100 Debt Issuance Debt Service (9,200) (9,000) (9,200) (9,100) (9,600) Inter-Program Transfers In	[[[[[[[[[[[[[[[[[[[\$		\$		\$		\$		\$	1,100
Revenue 343,600 352,500 353,700 360,700 400,000 Expenses Personnel Services 167,500 112,200 147,600 119,700 207,000 Materials & Services 270,900 237,200 197,800 219,900 226,700 Overhead - - - - - - Total Expenses 438,400 349,400 345,400 339,600 433,700 Net Change (94,800) 3,100 8,300 21,100 (33,700 Other Resources Capital Outlay - - - - - (20,000 Reserves - - - - 9,100 -	Beginning Unrestricted Reserves		The state of the s								137,200
Expenses Personnel Services 167,500 112,200 147,600 119,700 207,000 Materials & Services 270,900 237,200 197,800 219,900 226,700 Overhead	Total Beginning Reserves	8	140,600		123,100		70,300		117,200		138,300
Personnel Services 167,500 112,200 147,600 119,700 207,000 Materials & Services 270,900 237,200 197,800 219,900 226,700 Overhead - - - - - - - Total Expenses 438,400 349,400 345,400 339,600 433,700 Net Change (94,800) 3,100 8,300 21,100 (33,700 Other Resources Capital Outlay - - - - - (20,000 Reserves - - - - - - (20,000 Reserves -	Revenue		343,600		352,500		353,700		360,700		400,000
Materials & Services 270,900 237,200 197,800 219,900 226,700 Overhead -	Expenses										
Overhead -<	Personnel Services		167,500		112,200		147,600		119,700		207,000
Total Expenses 438,400 349,400 345,400 339,600 433,700 Net Change (94,800) 3,100 8,300 21,100 (33,700 Other Resources - - - - - - (20,000 Reserves - - - - 9,100 -	Materials & Services		270,900		237,200		197,800		219,900		226,700
Net Change (94,800) 3,100 8,300 21,100 (33,700 Other Resources Capital Outlay - - - - - (20,000) Reserves - - - - 9,100 - Debt Issuance - - - - - - Debt Service (9,200) (9,000) (9,200) (9,100) (9,600) Inter-Program Transfers In - - - - - - Inter-Program Transfers Out -	Overhead	12	2-		()		3 4 5		(#)		111
Other Resources Capital Outlay Reserves 9,100 Debt Issuance 9,100 Debt Service (9,200) (9,000) (9,200) (9,100) (9,600 Inter-Program Transfers In	Total Expenses		438,400		349,400		345,400		339,600		433,700
Capital Outlay - - - - (20,000 Reserves) - - - 9,100 - -	Net Change	85	(94,800)		3,100		8,300		21,100		(33,700)
Reserves - - - 9,100 - Debt Issuance - - - - - - Debt Service (9,200) (9,000) (9,200) (9,100) (9,600) Inter-Program Transfers In - - - - - - Inter-Program Transfers Out -	Other Resources										
Debt Issuance - <	Capital Outlay		-		0 = 0		3 7 3		· -		(20,000)
Debt Service (9,200) (9,000) (9,200) (9,100) (9,600) Inter-Program Transfers In -	Reserves		-		-		7		9,100		20 6 7 8
Inter-Program Transfers In -	Debt Issuance		12		-		-		21		=
Inter-Program Transfers Out -<	Debt Service		(9,200)		(9,000)		(9,200)		(9,100)		(9,600)
Other Resources Provided (Used) (9,200) (9,000) (9,200) - (29,600) Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources (104,000) (5,900) (900) 21,100 (63,300) Ending Restricted Reserves 300 1,100 300 1,100 - Ending Unrestricted Reserves 36,300 116,100 69,100 137,200 75,000	Inter-Program Transfers In		· -		0=0		(*)				-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources (104,000) (5,900) (900) 21,100 (63,300) Ending Restricted Reserves 300 1,100 300 1,100 - Ending Unrestricted Reserves 36,300 116,100 69,100 137,200 75,000	Inter-Program Transfers Out		-		-		7		-		-
Over (Under) Total Expenses and Other Resources (104,000) (5,900) (900) 21,100 (63,300) Ending Restricted Reserves 300 1,100 300 1,100 - Ending Unrestricted Reserves 36,300 116,100 69,100 137,200 75,000	Other Resources Provided (Used)	2 2	(9,200)		(9,000)		(9,200)		12		(29,600)
Other Resources (104,000) (5,900) (900) 21,100 (63,300) Ending Restricted Reserves 300 1,100 300 1,100 - Ending Unrestricted Reserves 36,300 116,100 69,100 137,200 75,000	Excess (Deficiency) of Revenue	8									
Ending Restricted Reserves 300 1,100 300 1,100 - Ending Unrestricted Reserves 36,300 116,100 69,100 137,200 75,000	Over (Under) Total Expenses and										
Ending Unrestricted Reserves 36,300 116,100 69,100 137,200 75,000	Other Resources	_	(104,000)		(5,900)		(900)		21,100		(63,300)
Ending Unrestricted Reserves 36,300 116,100 69,100 137,200 75,000	Ending Restricted Reserves		300		1,100		300		1,100		-
	9										75,000
		\$		\$		\$	69,400	\$	138,300	\$	75,000

Abbie Lane Courts

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



	<u>E</u>	2020 BUDGET	Ē	2020 ACTUAL	В	2021 BUDGET	PR	2021 OJECTED	В	2022 SUDGET
Beginning Restricted Reserves	\$	100,000	\$	109,000	\$	60,000	\$	252,000	\$	286,500
Beginning Unrestricted Reserves		65,200	142	-	50	175,600		-		N-7
Total Beginning Reserves	7	165,200		109,000		235,600		252,000		286,500
Revenue		298,100		334,800		360,600		308,000		338,100
Expenses										
Personnel Services		68,200		36,100		57,700		41,900		96,500
Materials & Services		196,400		124,000		151,300		140,000		151,200
Overhead		-		-				-		12
Total Expenses		264,600		160,100		209,000		181,900		247,700
Net Change	_	33,500		174,700		151,600		126,100		90,400
Other Resources										
Capital Outlay		-		-		-		-		(10,000)
Reserves		(18,300)		(14,500)		(18,300)		(75,000)		(58,400)
Debt Issuance		11 110 ₂ 11 111		2011/2		2 2		-		-
Debt Service		(17,000)		(17,200)		(17,000)		(16,600)		(17,000)
Inter-Program Transfers In		-						-		-
Inter-Program Transfers Out		3=0		2		(%)		-		-
Other Resources Provided (Used)		(35,300)		(31,700)		(35,300)		(91,600)		(85,400)
Excess (Deficiency) of Revenue Ove	r —									<u> </u>
(Under) Total Expenses and Other										
Resources		(1,800)		143,000		116,300		34,500		5,000
Ending Restricted Reserves		100,000		252,000		80,000		286,500		291,500
Ending Unrestricted Reserves		63,400		-		271,900		5		1976 (
Total Ending Reserves	\$	163,400	\$	252,000	\$	351,900	\$	286,500	\$	291,500

Fourteen Pines

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



	<u>E</u>	2020 BUDGET	E	2020 ACTUAL	Ē	2021 BUDGET	PR	2021 OJECTED	<u>E</u>	2022 BUDGET
Beginning Restricted Reserves	\$	159,000	\$	313,200	\$	358,894	\$	339,200	\$	339,300
Beginning Unrestricted Reserves		142,600		-		44,806				
Total Beginning Reserves	_	301,600		313,200		403,700		339,200		339,300
Revenue		503,500		525,000		484,000		525,100		498,700
Expenses										
Personnel Services		188,400		161,300		234,200		162,400		184,000
Materials & Services		218,700		337,700		186,200		337,000		206,900
Overhead				22		_				72
Total Expenses		407,100		499,000		420,400		499,400		390,900
Net Change		96,400		26,000		63,600		25,700		107,800
Other Resources										
Capital Outlay		2		2		-		2		_
Reserves		(100,800)		-		(100,800)		(25,600)		(84,000)
Debt Issuance				-		B 11 7.60		_		-
Debt Service		-		=		1 4 1		-		(17,000)
Inter-Program Transfers In		-		-		973				25
Inter-Program Transfers Out		-		₽		-		-		
Other Resources Provided (Used)	_	(100,800)		5		(100,800)		(25,600)		(101,000)
Excess (Deficiency) of Revenue Over	_									
(Under) Total Expenses and Other										
Resources		(4,400)		26,000		(37,200)		100		6,800
Ending Restricted Reserves		159,000		339,200		159,000		339,300		12
Ending Unrestricted Reserves		138,200				207,500				346,100
Total Ending Reserves	\$	297,200	\$	339,200	\$	366,500	\$	339,300	\$	346,100

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.



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	E	2020 BUDGET	4	2020 ACTUAL	<u> </u>	2021 BUDGET	PR	2021 OJECTED	<u> </u>	2022 BUDGET
Beginning Restricted Reserves	\$	186,000	\$	186,000	\$	378,200	\$	386,000	\$	307,000
Beginning Unrestricted Reserves		(38,600)		(42,900)		(363,900)		(291,400)		(249,300)
Total Beginning Reserves	_	147,400		143,100		14,300		94,600		57,700
Revenue		482,500		441,100		463,600		481,400		470,200
Expenses										
Personnel Services		161,100		169,000		192,000		195,400		153,400
Materials & Services		229,500		320,600		213,300		243,900		192,900
Overhead	s	19 <u>20</u> 0		2		72				72
Total Expenses		390,600		489,600		405,300		439,300		346,300
Net Change	_	91,900		(48,500)		58,300		42,100		123,900
Other Resources										
Capital Outlay		-		2		-		(215,000)		(36,000)
Reserves		(96,200)		-		(96,200)		136,000		(63,600)
Debt Issuance				-		-		-		-
Debt Service				-		-		-		(17,000)
Inter-Program Transfers In		-55		π.		878				25
Inter-Program Transfers Out		-		₽		12		2		824 -
Other Resources Provided (Used)		(96,200)		-		(96,200)		(79,000)		(116,600)
Excess (Deficiency) of Revenue Ove	r									=======================================
(Under) Total Expenses and Other										
Resources	<u> </u>	(4,300)		(48,500)		(37,900)		(36,900)		7,300
Ending Restricted Reserves		186,000		386,000		474,400		307,000		-
Ending Unrestricted Reserves		(42,900)		(291,400)		(498,000)		(249,300)		65,000
Total Ending Reserves	\$	143,100	\$	94,600	\$	(23,600)	\$	57,700	\$	65,000
The state of the s										

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.

	Ē	2020 BUDGET	1	2020 ACTUAL	<u>B</u>	2021 UDGET	PR	2021 OJECTED	<u>B</u>	2022 UDGET
Beginning Restricted Reserves	\$	8,600	\$	8,600	\$	8,600	\$	9,100	\$	9,100
Beginning Unrestricted Reserves	-	189,700		230,000		41,500		108,400		76,900
Total Beginning Reserves		198,300		238,600		50,100		117,500		86,000
Revenue		627,800		611,600		627,800		620,000		619,600
Expenses										
Personnel Services		179,300		158,900		179,300		150,700		230,700
Materials & Services		364,800		395,800		364,800		385,300		302,300
Overhead		200		-				-		21
Total Expenses		544,100		554,700		544,100		536,000		533,000
Net Change	_	83,700		56,900		83,700		84,000		86,600
Other Resources										
Capital Outlay		(81,600)		(137,000)		(81,600)		(75,500)		(48,000)
Reserves		34,200		-		34,200		3.0		- 1
Debt Issuance		-		-		-		-		-
Debt Service		(42,400)		(41,000)		(42,400)		(40,000)		(36,400)
Inter-Program Transfers In		-		(7)				7.70		-
Inter-Program Transfers Out		2		-		32		72		_
Other Resources Provided (Used)	_	(89,800)		(178,000)		(89,800)		(115,500)		(84,400)
Excess (Deficiency) of Revenue Ove	r									
(Under) Total Expenses and Other										
Resources	<u>-</u>	(6,100)		(121,100)		(6,100)		(31,500)		2,200
Ending Restricted Reserves		8,600		9,100		8,600		9,100		9,100
Ending Unrestricted Reserves		183,600		108,400		35,400		76,900		79,100
Total Ending Reserves	\$	192,200	\$	117,500	\$	44,000	\$	86,000	\$	88,200

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.



		2020 UDGET		020 TUAL	E	2021 SUDGET	021 ECTED		022 DGET
Beginning Restricted Reserves	\$	190	\$	-	\$	(197,800)	\$ 	\$	
Beginning Unrestricted Reserves		-	75	- 8			 -	10.70	- 5
Total Beginning Reserves	2	9#1				(197,800)	340		9
Revenue		1,281,235		12		1,422,000	120		2
Expenses									
Personnel Services		77,776		9		224,600			~
Materials & Services		12,893		7		16,900	176		-
Overhead		-		2		-	(<u>-</u> 2)		2
Total Expenses		90,669		-		241,500	(= 3)		=
Net Change	43	1,190,566		0		1,180,500	27		2
Other Resources									
Capital Outlay	(1,115,566)		59		(900,000)	-		=
Reserves		-				A.C	-		=
Debt Issuance		5 2 7		<u> </u>		12	-		2
Debt Service		0.00				-	1.0		-
Inter-Program Transfers In		-		-		-	-		-
Inter-Program Transfers Out	-	-		194		-			=
Other Resources Provided (Used)	(1,115,566)				(900,000)	(T)		ā
Excess (Deficiency) of Revenue Ove	er								
(Under) Total Expenses and Other									
Resources	_	75,000		-		280,500	-		ж
Ending Restricted Reserves		75,000		_		82,700	140		2
Ending Unrestricted Reserves		2014 AV 05.75		-			-		=
Total Ending Reserves	\$	75,000	\$	2	\$	82,700	\$ 120	\$	2

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.



	В	2020 SUDGET	Ē	2020 ACTUAL	B	2021 BUDGET	PR	2021 OJECTED	В	2022 SUDGET
Beginning Restricted Reserves	\$	324,500	\$	376,000	\$	324,500	\$	500,200	\$	324,500
Beginning Unrestricted Reserves		71,100		141,700		103,700		20,700		230,000
Total Beginning Reserves		395,600		517,700		428,200		520,900		554,500
Revenue		280,300		285,300		288,600		270,000		318,400
Expenses										
Personnel Services		-		2		821		27		2
Materials & Services		200,000		237,600		200,000		200,400		289,400
Overhead		-		4		-		-		-
Total Expenses		200,000		237,600		200,000		200,400		289,400
Net Change		80,300		47,700		88,600		69,600		29,000
Other Resources										
Capital Outlay		(27,500)		-		(27,500)		(14,000)		2
Reserves		-		(30,500)		-		-		(8,000)
Debt Issuance		-		-		-		-		-
Debt Service		(13,700)		(14,000)		(13,700)		(22,000)		(21,000)
Inter-Program Transfers In		-		-		85		77.5		-
Inter-Program Transfers Out		-		ভ		823		27		2
Other Resources Provided (Used)		(41,200)		(44,500)		(41,200)		(36,000)		(29,000)
Excess (Deficiency) of Revenue Over										
(Under) Total Expenses and Other										
Resources		39,100		3,200		47,400		33,600		= =
Ending Restricted Reserves		324,500		500,200		324,500		324,500		324,500
Ending Unrestricted Reserves		110,200		20,700		151,100		230,000		230,000
Total Ending Reserves	\$	434,700	\$	520,900	\$	475,600	\$	554,500	\$	554,500

Camas Apartments

Camas Apartments (420 South 2nd Street) are located on the corner of F and 2nd Streets in Creswell Oregon, in the southern edge of the Willamette Valley. This family friendly complex of thirty-six (36) units has mostly duplex-style two-bedroom townhouses along with a few single bedroom one-level apartments. Schools, shopping, restaurants and the city library are within a few blocks. The LTD bus system serves the area for public transportation. There are two (2) on-site laundry areas, a playground, and a community room with a kitchenette and a computer area.



	<u>B</u>	2020 UDGET	Ē	2020 ACTUAL	В	2021 SUDGET	PR	2021 OJECTED	<u>B</u>	2022 SUDGET
Beginning Restricted Reserves	\$	70,000		79,000	\$	70,000	\$	72,800	\$	80,000
Beginning Unrestricted Reserves		(22,800)		22,000		(64,725)		29,400		25,200
Total Beginning Reserves		47,200		101,000		5,300		102,200		105,200
Revenue		255,700		260,900		259,500		252,000		249,200
Expenses										
Personnel Services		-		-		-		8 4 6		2
Materials & Services		222,900		242,500		237,400		223,200		220,800
Overhead		-		21		_		-		2
Total Expenses		222,900		242,500		237,400		223,200		220,800
Net Change		32,800		18,400		22,100		28,800		28,400
Other Resources										
Capital Outlay		1021		120		(27,600)		(16,000)		2
Reserves						27,600		(2 1 1)		(6,000)
Debt Issuance		-		-		-		-		-
Debt Service		(7,400)		(17,200)		(7,400)		(9,800)		(22,400)
Inter-Program Transfers In		0.50				-		107.5		-
Inter-Program Transfers Out		-		-		2		-		2
Other Resources Provided (Used)	_	(7,400)		(17,200)		(7,400)		(25,800)		(28,400)
Excess (Deficiency) of Revenue Ove	r									
(Under) Total Expenses and Other										
Resources		25,400		1,200		14,700		3,000		-
Ending Restricted Reserves		70,000		72,800		70,000		80,000		76,000
Ending Unrestricted Reserves		2,600		29,400		(50,025)		25,200		29,200
Total Ending Reserves	\$	72,600	\$	102,200	\$	19,975	\$	105,200	\$	105,200

Jacob's Lane

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



	<u> </u>	2020 BUDGET	Ē	2020 ACTUAL	E	2021 BUDGET	PR	2021 OJECTED	В	2022 SUDGET
Beginning Restricted Reserves	\$	250,000	\$	236,100	\$	250,000	\$	223,700	\$	250,000
Beginning Unrestricted Reserves		(17,500)		10,500		11,500		19,500		16,000
Total Beginning Reserves		232,500		246,600		261,500		243,200		266,000
Revenue		342,400		322,300		355,500		354,000		360,000
Expenses										
Personnel Services		-				₹-		-		(- 0)
Materials & Services		309,200		295,800		351,000		295,800		319,900
Overhead		~		-		(#)\		-		-
Total Expenses		309,200		295,800		351,000		295,800		319,900
Net Change		33,200		26,500		4,500		58,200		40,100
Other Resources										
Capital Outlay		-		-		-		(5,400)		(20,000)
Reserves		(15,400)		-						11,900
Debt Issuance		112		-		328		_		-
Debt Service		(27,900)		(29,900)		373		(30,000)		(32,000)
Inter-Program Transfers In		280 E				(2)				
Inter-Program Transfers Out		-		-		S=0		-		-
Other Resources Provided (Used)		(43,300)		(29,900)		7		(35,400)		(40,100)
Excess (Deficiency) of Revenue Over										
(Under) Total Expenses and Other										
Resources		(10,100)		(3,400)		4,500		22,800		-
Ending Restricted Reserves		250,000		223,700		250,000		250,000		238,100
Ending Unrestricted Reserves		(27,600)		19,500		16,000		16,000		27,900
Total Ending Reserves	\$	222,400	\$	243,200	\$	266,000	\$	266,000	\$	266,000

Laurel Gardens

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



Beginning Unrestricted Reserves 3,300 15,000 (100) 13,700 25,500		<u>E</u>	2020 BUDGET	Ē	2020 ACTUAL	Ē	2021 BUDGET	PR	2021 OJECTED	<u> </u>	2022 SUDGET
Total Beginning Reserves	Beginning Restricted Reserves	\$	140,000	\$	140,000	\$	140,000	\$	164,000	\$	140,000
Revenue 135,400 219,700 214,000 195,800 208,000 Expenses Personnel Services -	Beginning Unrestricted Reserves		3,300		15,000		(100)		13,700		25,500
Expenses Personnel Services Personnel Services 115,200 215,300 165,900 189,700 151,400 Overhead	Total Beginning Reserves		143,300		155,000		139,900		177,700		165,500
Personnel Services	Revenue		135,400		219,700		214,000		195,800		208,000
Materials & Services 115,200 215,300 165,900 189,700 151,400 Overhead -	Expenses										
Overhead -<	Personnel Services				-				-		-
Total Expenses 115,200 215,300 165,900 189,700 151,400 Net Change 20,200 4,400 48,100 6,100 56,600 Other Resources Capital Outlay - - (21,000) - - Reserves - 28,000 - (100) (36,000 Debt Issuance - <td< td=""><td>Materials & Services</td><td></td><td>115,200</td><td></td><td>215,300</td><td></td><td>165,900</td><td></td><td>189,700</td><td></td><td>151,400</td></td<>	Materials & Services		115,200		215,300		165,900		189,700		151,400
Net Change 20,200 4,400 48,100 6,100 56,600 Other Resources Capital Outlay - - (21,000) - - - Reserves - 28,000 - (100) (36,000 - <	Overhead		-		-		-		-		-
Other Resources	Total Expenses	2	115,200		215,300		165,900		189,700		151,400
Capital Outlay - - (21,000) - - Reserves - 28,000 - (100) (36,000 Debt Issuance - - - - - - Debt Service (20,200) (9,700) (16,400) (18,200) (20,300) Inter-Program Transfers In - - - - - Inter-Program Transfers Out - - - - - - Other Resources Provided (Used) (20,200) 18,300 (37,400) (18,300) (56,300) Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other - 22,700 10,700 (12,200) 300 Ending Restricted Reserves 140,000 164,000 140,000 140,000 140,000 140,000 Ending Unrestricted Reserves 3,300 13,700 10,600 25,500 25,500	Net Change	i.	20,200		4,400		48,100		6,100		56,600
Reserves	Other Resources										
Debt Issuance - <	Capital Outlay		-		-		(21,000)		-		-
Debt Service (20,200) (9,700) (16,400) (18,200) (20,300) Inter-Program Transfers In -	Reserves		20		28,000		2		(100)		(36,000)
Inter-Program Transfers In	Debt Issuance		-		3-3		-		-		-
Inter-Program Transfers Out -<	Debt Service		(20,200)		(9,700)		(16,400)		(18,200)		(20,300)
Other Resources Provided (Used) (20,200) 18,300 (37,400) (18,300) (56,300) Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources - 22,700 10,700 (12,200) 300 Ending Restricted Reserves 140,000 164,000 140,000 140,000 140,000 140,000 25,500 25,500	Inter-Program Transfers In		-		3 + 3		-				-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources - 22,700 10,700 (12,200) 300 Ending Restricted Reserves 140,000 164,000 140,000 140,000 140,300 Ending Unrestricted Reserves 3,300 13,700 10,600 25,500 25,500	Inter-Program Transfers Out		-		-		2		-		-
(Under) Total Expenses and Other Resources - 22,700 10,700 (12,200) 300 Ending Restricted Reserves 140,000 164,000 140,000 140,000 140,000 140,000 140,000 Ending Unrestricted Reserves 3,300 13,700 10,600 25,500 25,500	Other Resources Provided (Used)	_	(20,200)		18,300		(37,400)		(18,300)		(56,300)
(Under) Total Expenses and Other Resources - 22,700 10,700 (12,200) 300 Ending Restricted Reserves 140,000 164,000 140,000 140,000 140,000 140,000 140,000 Ending Unrestricted Reserves 3,300 13,700 10,600 25,500 25,500	Excess (Deficiency) of Revenue Ove	er									
Resources - 22,700 10,700 (12,200) 300 Ending Restricted Reserves 140,000 164,000 140,000 140,000 140,000 140,000 140,000 25,500 25,500	(Under) Total Expenses and Other										
Ending Unrestricted Reserves 3,300 13,700 10,600 25,500 25,500	Resources	<u>-</u>	2		22,700		10,700		(12,200)		300
Ending Unrestricted Reserves 3,300 13,700 10,600 25,500 25,500	Ending Restricted Reserves		140,000		164,000		140,000		140,000		140,300
	Ending Unrestricted Reserves						7 100				25,500
	Total Ending Reserves	\$	143,300	\$	177,700	\$	150,600	\$	165,500	\$	165,800

Walnut Park

Walnut Park at 925 Hatton Avenue is located in the River Road area of Eugene off North Park and Hatton Avenue. This friendly thirty-two (32) unit community has two- and three- bedroom townhouse style duplexes. Each unit has its own washer/dryer hook-up and storage shed. The community center has room for gatherings and is complete with a kitchenette and restroom. Onsite management is shared with neighboring Turtle Creek Apartments. Emerald Park and other neighborhood parks are within walking distance as well as several schools and the LTD bus line. The River Road area has several shopping centers with restaurants, grocery stores, office buildings and medical services providing lots of opportunities. The nearby Turtle Creek Refuge Area offers wildlife observation and walking paths with park benches.



	В	2020 UDGET	A	2020 ACTUAL	Е	2021 BUDGET	PR	2021 OJECTED	В	2022 UDGET
Beginning Restricted Reserves	\$	83,000	\$	93,000	\$	83,000	\$	60,300	\$	91,000
Beginning Unrestricted Reserves		(19,600)		88,000		100,800		72,500		91,800
Total Beginning Reserves		63,400		181,000		183,800		132,800		182,800
Revenue		204,800		211,600		180,000		207,000		218,100
Expenses										
Personnel Services		-		-		-		-		-
Materials & Services		173,100		196,500		180,000		142,000		164,500
Overhead		2		_		_		_		-
Total Expenses		173,100		196,500		180,000		142,000		164,500
Net Change	_	31,700		15,100		-		65,000		53,600
Other Resources										
Capital Outlay		-		(32,700)		-		(3,000)		-
Reserves		(4,600)		50 - 0		8,000		5		(23,100)
Debt Issuance		100		75 <u>2</u> 7		A		2		1 1 1 1 2 1 1 1
Debt Service		(30,600)		(30,600)		(8,000)		(12,000)		(30,500)
Inter-Program Transfers In										-
Inter-Program Transfers Out		2		7/20		-		-		-
Other Resources Provided (Used)		(35,200)		(63,300)				(15,000)		(53,600)
Excess (Deficiency) of Revenue Ove	r									:
(Under) Total Expenses and Other										
Resources		(3,500)		(48,200)		(#) (50,000		(-)
Ending Restricted Reserves		83,000		60,300		83,000		91,000		114,100
Ending Unrestricted Reserves		(23,100)		72,500		100,800		91,800		68,700
Total Ending Reserves	\$	59,900	\$	132,800	\$	183,800	\$	182,800	\$	182,800

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.



	В	2020 UDGET	!	2020 ACTUAL	<u> </u>	2021 BUDGET	PR	2021 ROJECTED	<u> </u>	2022 BUDGET
Beginning Restricted Reserves	\$	45,700	\$	50,000	\$	45,700	\$	63,000	\$	26,000
Beginning Unrestricted Reserves		(19,100)		(114,900)		(121,800)		(167,000)		(153,300)
Total Beginning Reserves		26,600		(64,900)		(76,100)		(104,000)		(127,300)
Revenue		187,400		178,800		201,900		198,000		198,200
Expenses										
Personnel Services		-		-		-		-		
Materials & Services		168,200		196,200		191,300		160,000		177,100
Overhead		-		2		-		_		-
Total Expenses		168,200		196,200		191,300		160,000		177,100
Net Change		19,200		(17,400)		10,600		38,000		21,100
Other Resources										
Capital Outlay		-		22		526		(5,100)		(5,600)
Reserves		(40,600)		(13,000)		4 5 3		(37,000)		(6,500)
Debt Issuance		10 10 20		S		120		_		
Debt Service		(10,000)		(8,800)		(₩)		(19,200)		(9,000)
Inter-Program Transfers In		-		-		-				-
Inter-Program Transfers Out		-		~		(4)		9		(1±)
Other Resources Provided (Used)		(50,600)		(21,800)		-		(61,300)		(21,100)
Excess (Deficiency) of Revenue Over	_									<u> </u>
(Under) Total Expenses and Other										
Resources		(31,400)		(39,200)		10,600		(23,300)		7-
Ending Restricted Reserves		45,700		63,000		45,700		26,000		26,000
Ending Unrestricted Reserves		(50,500)		(167,000)		(111,200)		(153,300)		(153,300)
Total Ending Reserves	\$	(4,800)	\$	(104,000)	\$	(65,500)	\$	(127,300)	\$	(127,300)

Sheldon Village Apartments LLC

Sheldon Village Apartments, at 2475 Sheldon Village Loop in Eugene, consists of seventy-eight (78) units (one-bedroom apartments, two-bedroom flat apartments, two-bedroom townhouse apartments), located in professionally landscaped courtyards, in the Sheldon High School area. Amenities include, designer cabinetry, decks and balconies, energy efficient construction, creative floor plans, ample storage, a



clubhouse with a lending library and computer center, as well as professional on-site management. Sheldon Village is located close to LTD bus lines and within walking distance of schools, shopping, restaurants, entertainment, and medical/professional services.

	<u> </u>	2020 BUDGET	A	2020 CTUAL	<u>B</u>	2021 UDGET	PR	2021 OJECTED	Ē	2022 BUDGET
Beginning Restricted Reserves	\$	9,900	\$	-	\$	9,900	\$		\$	-
Beginning Unrestricted Reserves		(164,900)		281,000		73,000		286,700		236,100
Total Beginning Reserves	-	(155,000)		281,000		82,900		286,700		236,100
Revenue		562,500		589,500		620,700		600,000		685,800
Expenses										
Personnel Services		-		-		-				-
Materials & Services		510,000		510,900		608,500		350,600		449,600
Overhead		-		-		4		((-)		-
Total Expenses		510,000		510,900		608,500		350,600		449,600
Net Change		52,500		78,600		12,200		249,400		236,200
Other Resources										
Capital Outlay		4		(20,000)		-		(51,000)		(9,000)
Reserves		-		-		-				(49,200)
Debt Issuance		2:		-		2		824		
Debt Service		(60,000)		(52,900)		-		(249,000)		(178,000)
Inter-Program Transfers In						2		-		- ·
Inter-Program Transfers Out				-		-)-
Other Resources Provided (Used)		(60,000)		(72,900)				(300,000)		(236,200)
Excess (Deficiency) of Revenue Ove										
(Under) Total Expenses and Other										
Resources	-	(7,500)		5,700		12,200		(50,600)		
Ending Restricted Reserves		9,900		(-)		9,900				-
Ending Unrestricted Reserves		(172,400)		286,700		85,200		236,100		236,100
Total Ending Reserves	\$	(162,500)	\$	286,700	\$	95,100	\$	236,100	\$	236,100

Munsel Park

Munsel Park Apartments are in the coastal community of Florence at 2021 East 12th Street. The forty-four (44) single level apartments are located a short distance from a wide range of retail and service businesses, including banks, grocery stores, restaurants, hospital and medical providers



		020 DGET		020 TUAL		021 DGET		021 JECTED		2022 JDGET
Beginning Restricted Reserves	\$	-	\$	-	\$	-	\$	3 = 3	\$	ω.
Beginning Unrestricted Reserves		9.5	***	12	12000	16	02.9	-	1.00	
Total Beginning Reserves		€¥		ŭ.		-		120		2
Revenue		-		-		-		-		269,000
Expenses										
Personnel Services		-		2		-		-		2
Materials & Services				-		18		-		200,000
Overhead	63	12		©.		72		20		2
Total Expenses				-				-		200,000
Net Change		-		-				-		69,000
Other Resources										
Capital Outlay		523		2		-		28		(27,600)
Reserves		-		-		100		-		(17,400)
Debt Issuance		-		4		-		-		
Debt Service		-		19				-		(24,000)
Inter-Program Transfers In		3.70		-				-		5
Inter-Program Transfers Out	100	740		12		1,50		-		2
Other Resources Provided (Used)		896		i.e.				•		(69,000)
Excess (Deficiency) of Revenue Ove	r									
(Under) Total Expenses and Other										
Resources	<u></u>	-		(2		1.2		*		2
Ending Restricted Reserves		(<u>*</u>		~				128		2
Ending Unrestricted Reserves		-		1-		-		-		-
Total Ending Reserves	\$	-	\$	3	\$	-	\$	- 3	\$	8

Legion Cottages

Legion Cottages consists of four (4) separate studio tiny houses located in Cottage Grove, Oregon. Residents pay only electric. Units include new appliances, storage loft, skylights, large windows, ceiling fans, outdoor porches, outdoor storage area and shared community space. This quiet smoke-free community is located just across the street from Riverview Terrace, which is a large public housing affordable community managed by Homes for Good. The on-site manager and maintenance team from Riverview Terrace will manage the new homes and help provide a supportive community for the residence of the new homes. Laundry facilities, resident services, and a community room is available at Riverview Terrace.



		2020 BUDGET		2020 ACTUAL		2021 BUDGET		2021 PROJECTED		2022 JDGET
Beginning Restricted Reserves	\$	-	\$	2	\$		S	-	\$	1921
Beginning Unrestricted Reserves	-	(70)		=	0.20					100
Total Beginning Reserves		:48		2				2		72
Revenue		-		H		-		ä		24,000
Expenses										
Personnel Services		-		2		-		_		9,000
Materials & Services				=		(5)		=		16,400
Overhead		20		2		727		2		72
Total Expenses		-		×		-		-		25,400
Net Change		-				-		-		(1,400)
Other Resources										
Capital Outlay		_		2				2		_
Reserves		-		-				-		
Debt Issuance		-		-		-		9		-
Debt Service		-		=				-		
Inter-Program Transfers In				5.		0.70				275
Inter-Program Transfers Out		-		₽		-		-		-
Other Resources Provided (Used)		15%		5		()				17-
Excess (Deficiency) of Revenue Over										
(Under) Total Expenses and Other										
Resources		**		-		9 4 9		-		(1,400)
Ending Restricted Reserves		· 2		2		_		2		12
Ending Unrestricted Reserves		-		-		-		-		(1,400)
Total Ending Reserves	\$	-	\$	-	\$	-	\$	-	\$	(1,400)

The Keystone

The Keystone is a permanent supportive housing project located at 1188 W. 13th Avenue on the corner of 13th Ave and Tyler Street, and was developed through a community collaboration to identify, engage, house, and support families experiencing homelessness in our community. The primary goal of The Keystone is to provide supportive housing, through a housing first model, to chronically homeless families in our community. The building includes fifteen (15) two- and three-bedroom apartments, 2 ADA units, community room, laundry room, computer access, playground and a services area for case management and peer support offices and meeting rooms. The project is close to public transportation and offers fifteen (15) spaces of off-street parking.



Beginning Restricted Reserves Beginning Unrestricted Reserves Total Beginning Reserves	\$	-	\$ -	•					
		-		\$	-	\$	-	\$	-
Total Reginning Reserves	÷		-	327	-	900	-	626	-
Total Degilling Neserves		-	•		-		-		
Revenue		2	-		-		-		218,000
Expenses									
Personnel Services		-	-		*		-		- 1
Materials & Services		-	-		-		1.5		116,000
Overhead	-	-	-		-		-		
Total Expenses		-	373		-		358		116,000
Net Change			-		-		-		102,000
Other Resources									
Capital Outlay		-	-		-				-
Reserves		7					-		(45,000)
Debt Issuance		20	-		-		-		100
Debt Service		-			~		-		(57,000)
Inter-Program Transfers In		-	-		-		-		-
Inter-Program Transfers Out		-	-		-		-		-
Other Resources Provided (Used)		=	-		-		-		(102,000)
Excess (Deficiency) of Revenue Ove									
(Under) Total Expenses and Other									
Resources	-	-			-		(*		
Ending Restricted Reserves		æ	-		-		8 = 8		45,000
Ending Unrestricted Reserves		-	-				-		(45,000)
Total Ending Reserves	\$	_	\$ -	\$	2	\$	-	\$	-

Bridges on Broadway

Located at 599 East Broadway in Eugene OR, Bridges on Broadway is a Hotel being operated by Homes for Good Housing Agency to provide fifty (50) rooms that temporarily lodge individuals and families that lost their homes to the devastating Holiday Farm Fire in 2020.

The former Hotel was purchased by Lane County with a grant from Oregon Community Foundation. Once the hotel is no longer used to lodge people and families displaced by the wildfires, Homes for Good plans to convert the Hotel into Permanent Supportive Housing (PSH) units that would house individuals struggling with homelessness.



		020 DGET		020 TUAL		021 DGET		021 JECTED	В	2022 UDGET
Beginning Restricted Reserves	\$	-	\$	-	\$	-	\$	-	\$	35-3
Beginning Unrestricted Reserves	107	-	376	5	30.00	107.0	76		1.25	107
Total Beginning Reserves		180		2		(*)		ä		126
Revenue		-		2		:42		2		1,142,000
Expenses										
Personnel Services		-		-		-		~		384,800
Materials & Services		-		5.				ē.		699,200
Overhead		-		2		-		2		- 10
Total Expenses		-		=				-		1,084,000
Net Change		•		2		-		2		58,000
Other Resources										
Capital Outlay		-		2		10 <u>2</u> 0		2		(-
Reserves				=		0.00		*		199
Debt Issuance		2		2		-		2		_
Debt Service				-		-		*		-
Inter-Program Transfers In		-		2		-		-		-
Inter-Program Transfers Out		140		2		-		ω.		92
Other Resources Provided (Used)		1,52		75		.7		-		1575
Excess (Deficiency) of Revenue Over										
(Under) Total Expenses and Other										
Resources		-		×		-		-		58,000
Ending Restricted Reserves		-		2		-		2		-
Ending Unrestricted Reserves		180		=				-		58,000
Total Ending Reserves	\$	(2)	\$	2	\$	727	\$	2	\$	58,000

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.

	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 BUDGET
Beginning Restricted Reserves	8,000,000	6,187,300	-	718,000	\$ -
Beginning Unrestricted Reserves	(429,400)	525,900	1,994,300	349,200	289,100
Total Beginning Reserves	7,570,600	6,713,200	1,994,300	1,067,200	289,100
Revenue	3,393,000	2,435,000	3,672,600	2,995,300	4,124,200
Expenses					
Personnel Services	2,230,500	1,878,500	2,357,100	2,294,200	3,099,400
Materials & Services	1,156,900	1,410,200	821,000	698,200	787,500
Overhead	-		-	-	-
Total Expenses	3,387,400	3,288,700	3,178,100	2,992,400	3,886,900
Net Change	5,600	(853,700)	494,500	2,900	237,300
Other Resources					
Capital Outlay	(9,050,000)	(1,026,000)	-	(292,000)	(143,000)
Reserves	(40,000)		(40,000)	-	(60,000)
Debt Issuance	1,000,000	(5,469,300)		(718,000)	* ***
Debt Service	(309,100)	-	(675,000)	(625,000)	(422,000)
Inter-Program Transfers In	593,500	1,703,000	326,900	854,000	387,700
Inter-Program Transfers Out		2	-	_	-
Other Resources Provided (Used)	(7,805,600)	(4,792,300)	(388,100)	(781,000)	(237,300)
Excess (Deficiency) of Revenue	8				
Over (Under) Total Expenses and					
Other Resources	(7,800,000)	(5,646,000)	106,400	(778,100)	-
Ending Restricted Reserves	-	718,000	-	-	-
Ending Unrestricted Reserves	(229,400)	349,200	2,100,700	289,100	289,100
Total Ending Reserves	\$ (229,400)	\$ 1,067,200	\$ 2,100,700	\$ 289,100	\$ 289,100

Agency General (Fee Budget)

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



		2020 BUDGET		2020 ACTUAL	2021 BUDGET	PI	2021 ROJECTED	2022 BUDGET
Beginning Restricted Reserves	\$	-	\$	6,187,300	\$ -	\$	718,000	\$ -
Beginning Unrestricted Reserves		3,080,600		525,900	6,041,600		2,030,100	4,404,400
Total Beginning Reserves	_	3,080,600		6,713,200	6,041,600		2,748,100	4,404,400
Revenue		1,807,700		1,416,900	1,935,800		1,874,300	2,258,300
Expenses								
Personnel Services					3.70		-	0.70
Materials & Services		111,000		203,000	152,500		<u> =</u>	-
Overhead		-			5 		-	
Total Expenses	-	111,000		203,000	152,500		<u> </u>	-
Net Change		1,696,700		1,213,900	1,783,300		1,874,300	2,258,300
Other Resources								
Capital Outlay		(1,000,000)		-	353		=	· ·
Reserves				2	127		2	72
Debt Issuance		1,000,000		(5,469,300)	(-)		(718,000)	-
Debt Service		-		5	-		- 10 No.	-
Inter-Program Transfers In		448,500		290,300	326,900		500,000	262,700
Inter-Program Transfers Out		-		-	17		-	-
Other Resources Provided (Used)		448,500		(5,179,000)	326,900		(218,000)	262,700
Excess (Deficiency) of Revenue Ove	er —							
(Under) Total Expenses and Other								
Resources	:=	2,145,200		(3,965,100)	2,110,200		1,656,300	2,521,000
Ending Restricted Reserves		-		718,000	5 - 8		-	-
Ending Unrestricted Reserves		5,225,800		2,030,100	8,151,800		4,404,400	6,925,400
Total Ending Reserves	\$	5,225,800	\$	2,748,100	\$ 8,151,800	\$	4,404,400	\$ 6,925,400
9			-					 1, 1,120

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.



		2020 BUDGET	2020 ACTUAL	2021 BUDGET	PR	2021 OJECTED	Ē	2022 BUDGET
Beginning Restricted Reserves	\$	-	\$ -	\$ -	\$	-	\$	-
Beginning Unrestricted Reserves		(923,000)	-	(860,200)		-		-
Total Beginning Reserves	=	(923,000)	:: = 1	(860,200)		•		
Revenue		923	-	123		-		-
Expenses								
Personnel Services		370,500	373,100	411,300		416,000		496,100
Materials & Services		110,300	54,300	115,300		48,000		95,600
Overhead		-	-	_		-		-
Total Expenses		480,800	427,400	526,600		464,000		591,700
Net Change	_	(480,800)	(427,400)	(526,600)		(464,000)		(591,700)
Other Resources								
Capital Outlay		(-)	-	-		-		-
Reserves		-	-	-		-		5410
Debt Issuance		-	-	_		_		-
Debt Service		-	-	-		-		-
Inter-Program Transfers In			-	-		-		-
Inter-Program Transfers Out		3.70		(*)				
Other Resources Provided (Used)	_	•	-	-		-		-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other	_							
Resources		(480,800)	(427,400)	(526,600)		(464,000)		(591,700)
Ending Restricted Reserves		-	-	-		-		
Ending Unrestricted Reserves		(1,403,800)	(427,400)	(1,386,800)		(464,000)		(591,700)
Total Ending Reserves	\$	(1,403,800)	\$ (427,400)	\$ (1,386,800)	\$	(464,000)	\$	(591,700)

Executive

The Executive Budget captures activities of the Homes for Good admin team, Executive Director, Communications Director as well as admin support staff. The FY22 activities for the Executive Team include costs associated with strategic planning, regular public relations and affairs support, diversity equity and inclusion initiatives, relevant training, membership and representation at advocacy opportunities for affordable housing.



	2020 BUDGET	2020 ACTUAL	2021 BUDGET	PR	2021 OJECTED	Ē	2022 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$	-	\$	-
Beginning Unrestricted Reserves	(923,000)	-	(860,200)		-		-
Total Beginning Reserves	(923,000)	:: * ::	(860,200)				
Revenue	848	-	(<u>4</u>)		-		-
Expenses							
Personnel Services	370,500	373,100	411,300		416,000		496,100
Materials & Services	110,300	54,300	115,300		48,000		95,600
Overhead	-	-	-		-		-
Total Expenses	480,800	427,400	526,600		464,000		591,700
Net Change	(480,800)	(427,400)	(526,600)		(464,000)		(591,700)
Other Resources							
Capital Outlay	(-)	-	-		-		-
Reserves		-	-		-		-
Debt Issuance	-	-	_		_		-
Debt Service	-	-	-		-		-
Inter-Program Transfers In	-	-	-		-		-
Inter-Program Transfers Out		-	(**)				
Other Resources Provided (Used)		-	•				-
Excess (Deficiency) of Revenue Over	-						
(Under) Total Expenses and Other							
Resources	(480,800)	(427,400)	(526,600)		(464,000)		(591,700)
Ending Restricted Reserves	-		-		-		-
Ending Unrestricted Reserves	(1,403,800)	(427,400)	(1,386,800)		(464,000)		(591,700)
Total Ending Reserves	\$ (1,403,800)	\$ (427,400)	\$ (1,386,800)	\$	(464,000)	\$	(591,700)

Finance

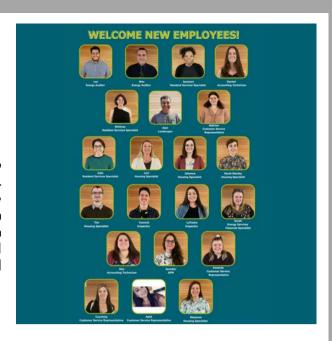
The Finance Department is dedicated to providing accurate, complete, and timely information to Homes for Good leadership, departments, and external business partners. The Finance Department also prepares an annual financial statement for all agency activities, and facilitates the annual budgeting process.



	2020 BUDGET	2020 ACTUAL		2021 BUDGET		2021 PROJECTED		2022 BUDGET	
Beginning Restricted Reserves	\$ -	\$	2	\$	_	\$	2	\$	121
Beginning Unrestricted Reserves	(796,600)		-		(925,600)		-		
Total Beginning Reserves	(796,600)				(925,600)				-
Revenue	-		-		*		×		
Expenses									
Personnel Services	453,700		366,900		423,500		421,000		693,600
Materials & Services	45,600		56,500		45,600		78,000		50,600
Overhead	-		-		-		-		
Total Expenses	499,300		423,400		469,100		499,000		744,200
Net Change	(499,300)		(423,400)		(469,100)		(499,000)		(744,200)
Other Resources									
Capital Outlay			-		-		-		
Reserves			-		-		+		
Debt Issuance	-		-		-		-		1 -
Debt Service	2		-		2		23		-
Inter-Program Transfers In	2		2		_		23		-
Inter-Program Transfers Out			-		-		-		_
Other Resources Provided (Used)	-		-				-		
Excess (Deficiency) of Revenue Over	100								
(Under) Total Expenses and Other									
Resources	(499,300)		(423,400)		(469,100)		(499,000)		(744,200)
Ending Restricted Reserves			-		-		-		-
Ending Unrestricted Reserves	(1,295,900)		(423,400)		(1,394,700)		(499,000)		(744,200)
Total Ending Reserves	\$ (1,295,900)	\$	(423,400)	\$	(1,394,700)	\$	(499,000)	\$	(744,200)

Human Resources

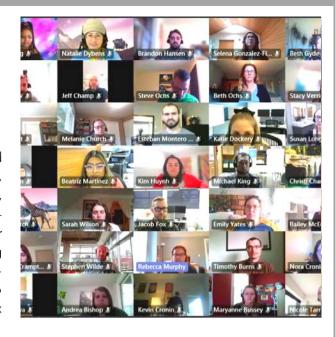
The Human Resources (HR) Department has, and will continue to morph into a team that plans for and helps implement change. HR supports continuous improvement of the employee experience following change. HR's role is to be a strategic partner, an employee sponsor and advocate, a policy enforcer, a team 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 22.



	Ē	2020 BUDGET	1	2020 ACTUAL	E	2021 BUDGET	PR	2021 ROJECTED	Ē	2022 BUDGET
Beginning Restricted Reserves	\$	-	\$	-	\$	-	\$	-	\$	-
Beginning Unrestricted Reserves		(407,600)		-		-		-		÷.
Total Beginning Reserves	_	(407,600)		-		(455,100)		-		
Revenue		700		700		700		800		
Expenses										
Personnel Services		144,500		144,000		150,300		159,000		307,200
Materials & Services		36,000		48,900		48,000		44,000		62,200
Overhead		_		_		_		_		-
Total Expenses	85	180,500		192,900		198,300		203,000		369,400
Net Change		(179,800)		(192,200)		(197,600)		(202,200)		(369,400)
Other Resources										
Capital Outlay		12		-		-		-		2
Reserves		2		2		2		2		2
Debt Issuance		-		2		-		-		-
Debt Service		-		-		-		-		
Inter-Program Transfers In		100		-		-		-		-
Inter-Program Transfers Out		-		-		-		-		-
Other Resources Provided (Used)	_	•		-		<u>u</u>		2		2
Excess (Deficiency) of Revenue Over										
(Under) Total Expenses and Other										
Resources		(179,800)		(192,200)		(197,600)		(202,200)		(369,400)
Ending Restricted Reserves		2		2		2		2		₽
Ending Unrestricted Reserves		(587,400)		(192,200)		(652,700)		(202,200)		(369,400)
Total Ending Reserves	\$	(587,400)	\$	(192,200)	\$	(652,700)	\$	(202,200)	\$	(369,400)

Information Technology

The IT Department supports agency-wide communications and data infrastructure. This is accomplished through administration, training, and maintenance of multiple networks, servers, applications, 70+ mobile devices, connections for telephones, 140+ computers, 70+ printers, copiers, and scanners all in order for our employees to provide services to our clients while ensuring compliance, security, and cost-effectiveness. HFG has an evergrowing reliance on IT resources. Our environment continues to grow in capability and complexity with the addition of remote work and remote access in response to the COVID-19 pandemic.



	<u>E</u>	2020 BUDGET	2020 ACTUAL	Ē	2021 BUDGET	PR	2021 OJECTED	Ē	2022 BUDGET
Beginning Restricted Reserves	\$	-	\$ -	\$	- 2	\$	-	\$	-
Beginning Unrestricted Reserves		(406,300)	-		(380,300)		-		-
Total Beginning Reserves	8	(406,300)	•		(380,300)		•		
Revenue		-	-		64,800		12		943
Expenses									-
Personnel Services		172,000	139,100		187,900		140,000		145,800
Materials & Services		61,100	113,000		175,800		118,000		54,500
Overhead		-	-		-		-		-
Total Expenses	50	233,100	252,100		363,700		258,000		200,300
Net Change		(233,100)	(252,100)		(298,900)		(258,000)		(200,300)
Other Resources									
Capital Outlay		(20,000)	-		-		-		(18,000)
Reserves		A. 10 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	-0		3.4		((+)		-
Debt Issuance		-	21		20		-		9.20
Debt Service		2	2:		1 21		-		
Inter-Program Transfers In		-	-		-		-		-
Inter-Program Transfers Out		-	-		-		550		80 7 8
Other Resources Provided (Used)		(20,000)	5.		7.0		(*)		(18,000)
Excess (Deficiency) of Revenue Over									
(Under) Total Expenses and Other									
Resources		(253,100)	(252,100)		(298,900)		(258,000)		(218,300)
Ending Restricted Reserves		-	-		-				-
Ending Unrestricted Reserves		(659,400)	(252,100)		(679,200)		(258,000)		-
Total Ending Reserves	\$	(659,400)	\$ (252,100)	\$	(679,200)	\$	(258,000)	\$	-

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.



Beginning Restricted Reserves S		В	2020 2020 2021 BUDGET ACTUAL BUDGET		2021 PROJECTED		2022 BUDGET			
Beginning Unrestricted Reserves	Beginning Restricted Reserves	\$	-	\$	×	\$ -	\$	-	\$	-
Revenue Company			(9,600)		-	(33,400)		-		
Expenses			(9,600)		-	(33,400)		(*)		-
Personnel Services 39,100 41,200 43,100 39,900 108,300 Materials & Services 17,200 2,000 17,200 3,100 3,300 Overhead - - - - - - Total Expenses 56,300 43,200 60,300 43,000 111,600 Net Change (56,300) (43,200) (60,300) (43,000) (111,600) Other Resources Capital Outlay - - - - - - Reserves - <	Revenue		(4)		¥	-		-		2
Materials & Services 17,200 2,000 17,200 3,100 3,300 Overhead - <td< td=""><td>Expenses</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>	Expenses									
Overhead -<	Personnel Services		39,100		41,200	43,100		39,900		108,300
Total Expenses 56,300 43,200 60,300 43,000 111,600 Net Change (56,300) (43,200) (60,300) (43,000) (111,600) Other Resources Capital Outlay - - - - - - Capital Outlay - <td< td=""><td>Materials & Services</td><td></td><td>17,200</td><td></td><td>2,000</td><td>17,200</td><td></td><td>3,100</td><td></td><td>3,300</td></td<>	Materials & Services		17,200		2,000	17,200		3,100		3,300
Net Change (56,300) (43,200) (60,300) (43,000) (111,600) Other Resources Capital Outlay -	Overhead	-3	940		×	(*		-		4
Other Resources Capital Outlay -	Total Expenses		56,300		43,200	60,300		43,000		111,600
Capital Outlay -	Net Change		(56,300)		(43,200)	(60,300)		(43,000)		(111,600)
Reserves	Other Resources									
Debt Issuance - <	Capital Outlay		(#)		=	-		-		-
Debt Service	Reserves		270			0.70		(7)		5
Inter-Program Transfers In	Debt Issuance		-		¥	12		121		2
Inter-Program Transfers Out -<	Debt Service		-		=	8 .7 0		-		-
Other Resources Provided (Used)	Inter-Program Transfers In		2		2	12		27		-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources (56,300) (43,200) (60,300) (43,000) (111,600) Ending Restricted Reserves	Inter-Program Transfers Out		-		-	()×(-1		
(Under) Total Expenses and Other Resources (56,300) (43,200) (60,300) (43,000) (111,600) Ending Restricted Reserves -	Other Resources Provided (Used)	_	7		-			-		<u> </u>
(Under) Total Expenses and Other Resources (56,300) (43,200) (60,300) (43,000) (111,600) Ending Restricted Reserves -	Excess (Deficiency) of Revenue Over									
Resources (56,300) (43,200) (60,300) (43,000) (111,600) Ending Restricted Reserves - <										
Ending Unrestricted Reserves (65,900) (43,200) (93,700) (43,000) (111,600)	The state of the s	-	(56,300)		(43,200)	(60,300)		(43,000)		(111,600)
Ending Unrestricted Reserves (65,900) (43,200) (93,700) (43,000) (111,600)	Ending Restricted Reserves		-			-		-		-
			(65,900)		(43,200)	(93,700)		(43,000)		(111,600)
	The state of the s	\$		\$		\$	\$		\$	

Housing Administration

The Supportive Housing Division is responsible for all areas of management of 846 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 a total of 846 units, including 595 Public Housing units, 25 Section 8 New Construction units, 94 Low-Income units and 132 units at two complexes with a mix of PBRA and Market Rate. The Supportive Housing Division is responsible for the overall management, compliance, maintenance, rent calculation, leasing, lease enforcement, and other functions for all units.

	2020 BUDGET	2020 ACTUAL	2021 BUDGET	2021 PROJECTED	2022 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(809,500)		(1,000,500)		-
Total Beginning Reserves	(809,500)	=	(1,000,500)	-	
Revenue	(-)	=	5 2 9	2	12
Expenses					
Personnel Services	371,100	326,500	531,000	513,000	486,300
Materials & Services	39,700	38,700	39,700	43,100	39,100
Overhead	_	2	-	_	8(4)
Total Expenses	410,800	365,200	570,700	556,100	525,400
Net Change	(410,800)	(365,200)	(570,700)	(556,100)	(525,400)
Other Resources					
Capital Outlay	*	÷		-	
Reserves	17.0		-		15
Debt Issuance	-	2	-	2	_
Debt Service		-	-		
Inter-Program Transfers In	-	2	2	~	77 <u>~</u> 3
Inter-Program Transfers Out	-	-	-		3-
Other Resources Provided (Used)		9	-		
Excess (Deficiency) of Revenue Over	-				
(Under) Total Expenses and Other					
Resources	(410,800)	(365,200)	(570,700)	(556,100)	(525,400)
Ending Restricted Reserves	-	-	(-)	-	(: -)
Ending Unrestricted Reserves	(1,220,300)	(365,200)	(1,571,200)	(556,100)	(525,400)
Total Ending Reserves	\$ (1,220,300)	\$ (365,200)	\$ (1,571,200)	\$ (556,100)	\$ (525,400)

Maintenance Fee for Service

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



	В	2020 UDGET	<u> </u>	2020 ACTUAL	<u>B</u>	2021 UDGET	PR	2021 OJECTED	В	2022 UDGET
Beginning Restricted Reserves	\$	-	\$	~	\$		\$	*1	\$	-
Beginning Unrestricted Reserves		34,100				22,800		AT.3		-
Total Beginning Reserves	-	34,100		2		22,800		-		2:
Revenue		556,500		439,700		550,200		335,000		875,000
Expenses										
Personnel Services		512,400		392,100		503,200		390,200		666,900
Materials & Services		62,100		97,700		47,000		94,400		83,700
Overhead		S#7		2		12		-		-
Total Expenses		574,500		489,800		550,200		484,600		750,600
Net Change		(18,000)		(50,100)		-		(149,600)		124,400
Other Resources										
Capital Outlay		923		2		9 <u>2</u> 1		-		2
Reserves		(-				(2 77)		157		-
Debt Issuance		-		2		821		5 <u>-</u> 7		25
Debt Service		(*)		-				3 - 0		-
Inter-Program Transfers In		-		9		-		-		-
Inter-Program Transfers Out		-		2		3943		-		2
Other Resources Provided (Used)		-				\$ 7 (7.
Excess (Deficiency) of Revenue Over										
(Under) Total Expenses and Other										
Resources		(18,000)		(50,100)		-		(149,600)		124,400
Ending Restricted Reserves		32.5		2		(<u>*</u>		40		2
Ending Unrestricted Reserves		16,100		(50,100)		22,800		(149,600)		124,400
Total Ending Reserves	\$	16,100	\$	(50,100)	\$	22,800	\$	(149,600)	\$	124,400

Day Island Building

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

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



	2020 BUDGET	<u> </u>	2020 ACTUAL	021 DGET	021 IECTED		022 DGET
Beginning Restricted Reserves	\$ -	\$	-	\$ -	\$ -	\$	-
Beginning Unrestricted Reserves	(208,500)	117	-		 -	171	
Total Beginning Reserves	(208,500)		•	-	(**)		10
Revenue	110,800		-	2	*		2
Expenses							
Personnel Services	15,600		8,400	-			-
Materials & Services	168,700		138,700	-	-		-
Overhead			-	4	(*)		-
Total Expenses	184,300		147,100	.5	8.5		7.
Net Change	(73,500)		(147,100)	2	525		_
Other Resources							
Capital Outlay	2		-	-	-		-
Reserves	5		-	σ.	:7:		
Debt Issuance	2		-	2	828		-
Debt Service			(*)	=	S.		-
Inter-Program Transfers In	=		-	2	-		-
Inter-Program Transfers Out	*		-	-	(+)		-
Other Resources Provided (Used)			•	-	-		-
Excess (Deficiency) of Revenue Over	2						
(Under) Total Expenses and Other							
Resources	(73,500)		(147,100)	-	(+)		[+]
Ending Restricted Reserves	-			-	: +		14
Ending Unrestricted Reserves	(282,000)		(147,100)	-	-		-
Total Ending Reserves	\$ (282,000)	\$	(147,100)	\$ 2	\$ (i=)	\$	-

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

Fairview Building

The Homes for Good Fairview building is located at 300 W Fairview in Springfield, OR in the middle of our AMP 200 complex called McKenzie Village. This site also includes leased space for a Head Start of Lane County building, and provides office space to two Lane County Parole and Probation Officers. The Supportive Housing Division, Capital Projects Team, and Energy Services Division moved offices out of the Fairview Building and into the 100 W 13th Ave building and individual site offices in in April 2020 after the remodel of the 100 W 13th Ave Building.



	<u>B</u>	2020 BUDGET	A	2020 CTUAL	<u>E</u>	2021 BUDGET	PRO	2021 OJECTED	В	2022 UDGET
Beginning Restricted Reserves	\$		\$	-	\$	-	\$	15#6	\$	
Beginning Unrestricted Reserves		(184,900)		-		(170,500)		-		-
Total Beginning Reserves	_	(184,900)		3 ÷ 3		(170,500)		(#F		1#11
Revenue		56,800		2,800		56,800		12		2,000
Expenses										
Personnel Services		37,100		26,700		33,000		20,500		-
Materials & Services		3,100		40,800		3,100		41,500		23,000
Overhead		~		540		-		-		-
Total Expenses		40,200		67,500		36,100		62,000		23,000
Net Change		16,600		(64,700)		20,700		(62,000)		(21,000)
Other Resources										
Capital Outlay		(30,000)		(+)		-		-		-
Reserves						5		0.50		-
Debt Issuance		~		(<u>-</u>)		2		-		-
Debt Service				2₹0				5-0		-
Inter-Program Transfers In		30,000				-		-		-
Inter-Program Transfers Out		-		-		-		10-1		-
Other Resources Provided (Used)		5		(F)		-		165		•
Excess (Deficiency) of Revenue Over	_									
(Under) Total Expenses and Other										
Resources	-	16,600		(64,700)		20,700		(62,000)		(21,000)
Ending Restricted Reserves		-		340				:=		-
Ending Unrestricted Reserves		(168,300)		(64,700)		(149,800)		(62,000)		(21,000)
Total Ending Reserves	\$	(168,300)	\$	(64,700)	\$	(149,800)	\$	(62,000)	\$	(21,000)

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.



	2020 JDGET	A	2020 CTUAL	В	2021 SUDGET	2021 DJECTED	 022 DGET
Beginning Restricted Reserves	\$ -	\$	-	\$		\$ -	\$ -
Beginning Unrestricted Reserves	 (22,200)		\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\		(32,800)	7.	
Total Beginning Reserves	 (22,200)				(32,800)	<u> </u>	(<u>*</u>)
Revenue	113,600		34,700		113,600	112,400	(4)
Expenses							
Personnel Services	96,600		19,000		(=0)	100,000	-
Materials & Services	15,800		15,700		7.	12,400	-
Overhead	-		-		-	_	-
Total Expenses	112,400		34,700		-	112,400	-
Net Change	 1,200		-		113,600		-
Other Resources							
Capital Outlay	<u>=</u>		79 2 5		-	≅	_
Reserves	-		97 7 9		1777	=	-
Debt Issuance	_		02		200	2	_
Debt Service	-		10 - 1			-	-
Inter-Program Transfers In	-		-		-	-	-
Inter-Program Transfers Out	-		(-		-	*	-
Other Resources Provided (Used)	5		373		77 0	5.	1.50
Excess (Deficiency) of Revenue Over							
(Under) Total Expenses and Other							
Resources	 1,200		75-0		113,600	-	-
Ending Restricted Reserves	×		7940		-		-
Ending Unrestricted Reserves	(21,000)		.		80,800	-	-
Total Ending Reserves	\$ (21,000)	\$	72	\$	80,800	\$ <u> </u>	\$ 140

Note: This budget is being moved to combine with the Supportive Housing Division budget, and will be removed in the FY24 budget document.

Fleet

The Homes for Good fleet consists of thirty-eight (38) vehicles which are used by Maintenance Workers, Property Managers, Energy Auditors, Section 8 Inspectors, and other staff.

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



	В	2020 UDGET	<u>A</u>	2020 CTUAL	<u>B</u>	2021 UDGET	PR	2021 OJECTED	В	2022 UDGET
Beginning Restricted Reserves	\$	-	\$	-	\$	2	\$	340	\$	-
Beginning Unrestricted Reserves		91,000		9=33		(800)		71,600		107,600
Total Beginning Reserves		91,000		121		(800)		71,600		107,600
Revenue		79,700		82,400		51,600		75,800		76,000
Expenses										
Personnel Services		8,400		1,700		36,900		25,000		29,800
Materials & Services		14,700		9,100		14,700		11,000		800
Overhead		-		-				_		-
Total Expenses		23,100		10,800		51,600		36,000		30,600
Net Change		56,600		71,600		2		39,800		45,400
Other Resources										
Capital Outlay		1/2		21		2		323		2
Reserves		-		-		=		:- ·		×
Debt Issuance		(5		-		-		-		-
Debt Service		20 2 0		320		=		948		2
Inter-Program Transfers In		5. 		(=)		=		-		×
Inter-Program Transfers Out		1027		9 2 8		2		-		2
Other Resources Provided (Used)		()=(-		×		8 0 0		-
Excess (Deficiency) of Revenue Over	_									
(Under) Total Expenses and Other										
Resources		56,600		71,600		2		36,000		45,400
Ending Restricted Reserves		12		-		2		2		2
Ending Unrestricted Reserves		147,600		71,600		(800)		107,600		153,000
Total Ending Reserves	\$	147,600	\$	71,600	\$	(800)	\$	107,600	\$	153,000

100 W 13th Ave

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



		2020 PROJECTED		2020 ACTUAL		2021 BUDGET		2021 PROJECTED		2022 BUDGET	
Beginning Restricted Reserves	\$	8,000,000	\$	2	\$	(4)	\$	-	\$	1940	
Beginning Unrestricted Reserves		146,000		=		(49,100)		-		(2)	
Total Beginning Reserves	=	8,146,000		¥		(49,100)		2		\@	
Revenue		667,200		457,800		899,100		597,000		912,900	
Expenses											
Personnel Services		9,500		39,800		36,900		69,600		67,400	
Materials & Services		452,700		588,100		143,200		200,600		363,500	
Overhead		20		2		72		_		72	
Total Expenses		462,200		627,900		180,100		270,200		430,900	
Net Change	=	205,000		(170,100)		719,000		326,800		482,000	
Other Resources											
Capital Outlay		(8,000,000)		(1,026,000)		-		(292,000)		(125,000)	
Reserves		(40,000)		-		(40,000)		=		(60,000)	
Debt Issuance				-		-		-		-	
Debt Service		(309, 100)		(312,000)		(675,000)		(625,000)		(422,000)	
Inter-Program Transfers In		115,000		1,412,700		5 7 3		354,000		125,000	
Inter-Program Transfers Out		-		2		545		-		-	
Other Resources Provided (Used)	_	(8,234,100)		74,700		(715,000)		(563,000)		(482,000)	
Excess (Deficiency) of Revenue Over										-	
(Under) Total Expenses and Other											
Resources	_	(8,029,100)		(95,400)		4,000		(236,200)		78	
Ending Restricted Reserves		2		2		_		2		10	
Ending Unrestricted Reserves		116,900		(95,400)		(45,100)		(236,200)			
Total Ending Reserves	\$	116,900	\$	(95,400)	\$	(45,100)	\$	(236,200)	\$	-	

FTE SUMMARY

Total 2021 Budgeted FTE	102.00
2021 FTE Reductions:	
Site Maintenance Specialist (Union)	(1.00)
Maintenance Mechanic (Union) Limited Duration Project Superintendent (Union)	(2.00)
2021 FTE Additions	
Housing Specialist (Union)	6.00
Customer Service Representative (Union)	4.00
Real Estate Accountant (Union)	1.00
Resident Services Specialist (Union)	2.00
Energy Auditor (Union)	1.00
Accounting Technician (Union)	2.00
Human Resources Generalist	1.00
Total FTE September 30, 2021	115.00
Budgeted 2022 FTE Additions:	
Permanent Supportive Housing Supervisor	1.00
Office Assistant (Union)	2.00
Executive Assistant	1.00
Accounting Manager	1.00
Strategic Equity Advisor	1.00
Procurement Manager	1.00
Total FTE Budget for 2022	122.00

TRANSFER SUMMARY

The following table is intended to provide summary information about Homes for Good inter-fund transfers. Budgeted inter-fund transfers for FY2022 are as follows:

	Tra	insfers-OUT	Transfers-IN			
Development	\$	(440,600)	\$	600,000		
RAD 2	\$	(600,000)	\$	-		
Bus Barn				15,900		
COCC				387,700		
Shelter Plus Care				37,000		
Total Transfers	\$	(1,040,600)	\$	1,040,600		

LONG-RANGE FINANCIAL PLANNING

The Supportive Housing Division

Supportive Housing Division will serve a total of 896 households in 13 Public, Assisted and Affordable properties as well as the temporary shelter at Bridges on Broadway. The portfolio is expected to maintain an occupancy of 98% across all properties. Public Housing operating subsidy is expected to be reduced by roughly \$290,000 because of RAD with an expected proration similar 2021 of around 96%. Deadline for expending CARES act funding for Public Housing has been extended through December 2021 and will largely be expensed during FY21.

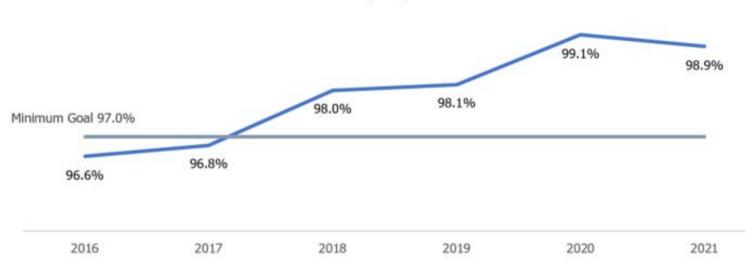
The Division is prepared for budget impacts of reduced revenue due to lower resident incomes, lower rent collection rates and reduced operating subsidy reflecting the sale of the scattered site units and impacts of COVID-19. We are planning for additional expenses related to continued planning for emergency operations including improvements to heating and cooling across the portfolio, staff and resident emergency supplies and staff training.

We are planning for increased investment in client centered services with an eye on increasing accessibility and equity across our programs. This work will include translation of all Phase 1 (core) documents as well as outreach materials for asset building programs. We will continue our investment in Resident Services and programming across our housing portfolio, including our Permanent Supportive Housing sites and work to diversify and stabilize funding for these programs by building the infrastructure to bill Medicaid for Housing Related Services and continuing to obtain support from private funders.

Our Maintenance department will be working to ensure REAC physical inspections continue to meet High Performer standards by coordinating annual UPCS contracted inspections as well as in-house preventative maintenance inspections. We will continue to make improvements to Pubic and Assisted housing site offices and maintenance shop spaces to facilitate greater site-based services and staff functions as well as continuing to modernize our fleet management system and upgrades to vehicles. We will continue working to decrease energy consumption and evaluating the effectiveness of current energy saving measures. We will work to prepare for and leverage new funding for preservation and Public Housing capital improvements to ensure long-term stability of our portfolio.

LONG-RANGE FINANCIAL PLANNING





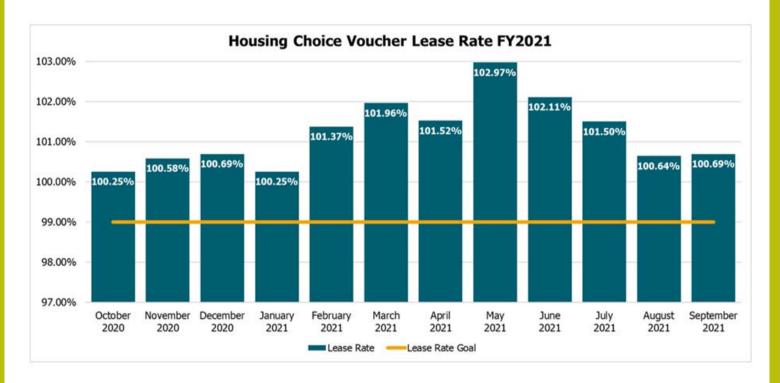
Average Monthly Tenant-Paid Rent in Supportive Housing

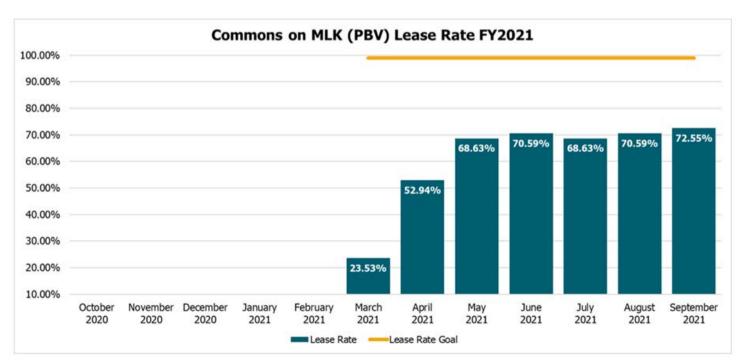


Rent Assistance Division

Lease Rate

The overall goal of the Rent Assistance Division 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." CY21 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 its housing programs. It is the overall goal for CY22 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. CY21 introduced a layer of complexity to the Rent Assistance Division with the addition of leasing up Project Based Voucher developments. The ability to quickly lease up a newly developed project is challenging when the development is serving persons with high barriers. Ability for applicants to keep appointments with advocates and complete applications and such is a challenge for persons who are in crisis and unhoused. To meet this challenge in CY22 the Rent Assistance Division will increase collaboration with Resident Services, Real Estate Development, and community to partners to explore how to increase support for such projects.

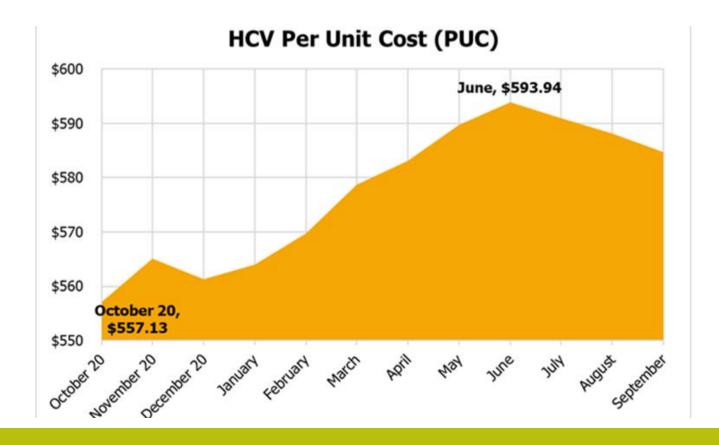




Rent Assistance Division

Average Housing Assistance Payment (HAP) Paid

HAP is the payment that is made to the landlord from Homes for Good monthly on behalf of the tenant. The average HAP is captured by assessing all HAP paid on tenant based vouchers and arriving at the average. Several factors can impact average HAP costs. One, the rental market: as overall rental prices in the community increase so does the average HAP amount. Two, Fair Market Rents (FMRs), which HUD establishes on a yearly basis. The Payment Standards for the tenant based voucher programs are derived from the FMRs. Homes for Good is required to remain between 90%-110% of FMR when setting its Payment Standard. Currently, Homes for Good's Payment Standards are set at 90% 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. The impact COVID has had on employment levels in our community has in turn had an impact on our PUC. Under tenant based voucher programs, the tenant pays up to 40% of their adjusted gross income towards the overall cost of rent, during their initial lease terms, and Homes for Good provides the rest. For example, if a participant has zero income, than 40% of zero is zero, and Homes for Good pays the full contract rent (if the contract rent is within the limits of the Payment Standard and the unit is rent reasonable). In managing a tenant based voucher program it is important for Homes for Good to work with community partners and the Resident Services Team to ensure that participants in our programs are receiving appropriate benefits (for example: social security payments, which are counted as income), receiving educational opportunities, appropriate activities of daily living supports, etc. to ensure the overall viability of the program.



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 CY21 with \$2.5 million in Admin Fee Reserves. HAP reserves are funds Homes for Good did not spend on HAP. For example, HUD provides Homes for Good with \$1,000 in HAP for the year. Homes for Good leases 50% of the vouchers provided and doesn't use all the HAP. Homes for Good uses \$500.00 in HAP. The remaining \$500.00 is held in reserves for future use. However, in setting a national budget HUD can look at HAP reserves of all PHAs and reallocate the money if they believe a PHA's HAP reserves have grown too large. HUD recommends reserves to be between 2% and 7% of the Annual Budget Authority. HAP reserves are important for Homes for Good to maintain as they can pad the program in years where the average HAP cost is higher than expected. For CY21 Homes for Good is targeted to end the year with 3.7% in HAP reserves.

Real Estate Development (RED) Division

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

New Construction

Homes for Good has 6 development projects that were completed this last year and one that is currently under construction.

Projects completed this last year include:

Market District Commons- a mixed-use project in downtown Eugene, that will provide fifty (50) units of critically needed workforce and veteran housing. The project is a public/private collaboration with the Obie development team as part of a major re-development in the Market District. Construction was co completed in October of 2020.

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

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

Sarang—Located in West Eugene next to Willamette High School and Malabon Elementary, Sarang provides 49 two, three and four-bedroom units in an ideal location for families with school age children. It was completed in late spring of 2021.

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

Legion Cottages – Located just north of Riverview Terrace in Cottage Grove Oregon, Legion Cottages is a partnership with the University of Oregon School of Architecture and provides 4 tiny homes for veterans. These homes were partially funded by a grant from Lane County with Homes for Good providing a remainder of the funds. These tiny homes were completed in late 2020.

The Keystone – Located at 13th and Tyler, The Keystone provides 15 two and three bedroom Permanent Supportive Housing units for families experiencing homelessness. Lane County provided the land and OHCS provided a majority of the funding. Construction completed in August of 2021.

Real Estate Development (RED) Division

New Construction (Continued)

Projects under construction:

The Nel – Located at 11th and Charnelton, The Nel will provide 45 units for people experiencing homelessness. It was funded primarily by tax credits administered by OHCS. Construction began in spring of 2021 and will be complete in spring of 2022.

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

Homes for Good is actively working with the State of Oregon and Lane County to work on the rebuilding efforts on the McKenzie River in areas impacted by wildfires. Homes for Good has several parcels that they are looking to acquire to assist in both short term and long term housing efforts near Blue River.

Preservation Projects

Homes for Good recently refinanced and consolidated loans on Jacob's Lane, Laurel Gardens and Willakenzie Townhomes. Much needed Capital Projects are almost complete on those three properties.

In early 2021 Lane County purchased a 50 unit hotel through the state funded Turn-key program. Since that time, Homes for Good has since been operating the hotel as temporary lodging for people displaced by the Holiday Farm wildfire. Once permanent housing is found for these families and individuals, Homes for Good will convert the Hotel to PSH units serving people struggling with housing.

Developer Fees

Historically the operating costs for the Development staff, pre-development project costs, and subsidies for other agency activities such as COCC were funded with development fee revenue generated by previous projects. Due to the large number of projects to be completed in 2021, Homes for Good is expected to receive over substantial developer fees. This year as in past years, this money will be put into an unrestricted development reserve (estimated \$750,000) and be used to supplement other Agency operations. Homes for Good will also see proceeds from RAD scattered site home sales. The first \$13 million of proceeds will need to be re-invested in the replacement housing. The remaining proceeds (estimated at around \$10 million) will be placed in a designated account as required by HUD to be used for future real estate development housing activities.

Real Estate Development (RED) Division



2008-2013

2013-2018

2018-2023

195 new units

45 new units

102 new units

619 new units

BREAKING GROUND

MARKET DISTRICT COMMONS

THE COMMONS ON MLK

LEGION COTTAGES

HAYDEN BRIDGE LANDING

SARANG

THE KEYSTONE THE NEL











2019

2020

RECENTLY COMPLETED



















IN DEVELOPMENT & PRE-DEVELOPMENT











Real Estate Development (RED) Division

PRE 2008

195 new units

1995 Walnut Park (32 units)

1996 Willakenzie Townhouses (25 units)

1997 Laurel Gardens (41 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

103 new units - 31 preserved units

2016 Bascom Village Phase II (48 units)

2017 The Oaks at 14th (54 units)

2018 Richardson Bridge Preservation (32 units)

2018-2023

284 new units

2020 Legion Cottages (4 units)

2020 Market District Commons (50 units)

2020 The Commons on MLK (51 units)

2021 Hayden Bridge Landing (70 units)

2021 Sarang (49 units)

2021 The Keystone (15 units)

2022 The Nel (45 units)

Planned

335 new units- 100 preserved units

2023 Lazy Days Mobile Home Park Site (20-30)

2024 Bridges on Broadway (50 units)

2024 Four Corners (45-55 units)

2025 and beyond Glenwood Place (100-150 units)

2025 and beyond Florence (TBD)

2025 and beyond Early Learning Hub in Springfield (50 units)

2025 and beyond RAD Phase III Preservation (100 units)

GLOSSARY OF TERMS

ABA Annual Housing Assistance Payment Budget

ADA Americans with Disabilities Act
AMP Asset Management Project

CARES The Coronavirus Aid, Relief, and Economic Security Act

CAP Capital Projects

COCC Central Office Cost Center

COVID Coronavirus
CY Calendar Year

DEI Diversity, Equity, and Inclusion

DHP Ductless Heat Pump

EHA Emergency Housing Assistance EHV Emergency Housing Voucher

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

HCHV Health Care for Homeless Veterans Program

HCV Housing Choice Voucher

HR Human Resources

HUD U.S. Department of Housing and Urban Development

IT Information Technologies

LED Light Emitting Diode

LLCF Landlord Compensation Fund

LTD Lane Transit District

OERA Oregon Emergency Rental Assistance
OHCS Oregon Housing and Community Services

PBRA Project Based Rent Assistance

PBV Project Based Voucher

PH Public Housing

PHA Public Housing Authority

PSH Permanent Supportive Housing

PUC Per Unit Cost

RAB Resident Advisory Board

RAD Rental Assistance Demonstration

GLOSSARY OF TERMS

REAC Real Estate Assessment Center

ROSS Resident Opportunities and Supportive Services

S8 Section 8

UPCS Uniform Physical Condition Standard

VASH Veterans Assitance for Supportive Housing

ALL AGENCY SUMMARY

HOMES FOR GOOD HOUSING AGENCY ALL AGENCY SUMMARY BUDGET FOR THE YEAR ENDING SEPTEMBER 30, 2022

REVENUE	4 014500	
70400 Tenant Revenue		15 NO. 10 NO. 12
70500 Total Tenant Revenue - 5,905,000 384,500 70600 HUD PHA Operating Grants 24,745,700 2,458,000 1,422,000 70601 HUD PHA Operating Grants - Admin. Fee 3,713,800	\$ 914,500	\$ 7,160,200
Total Revenue Total Revenu		43,800
Total Revenue Total Revenu	914,500	7,204,000
Total Revenue Total Revenu	-	28,625,700
Total Capital Grants		3,713,800
70710 Management Fees 70720 Bookkeeping Fees 70720 Asset Management Fees 70720 Asset Management Fees 70740 Maintence Fee for Service 70750 Overhead Allocations 70800 Other Government Grants 70800 Other Recovery 70800 Interest Income 70800 Other Recovery 70800 Other Recovery 7090 Other Revenue 70900 Other Revenue 70900 Investment Income - Restricted 70900 Other Revenue 70900 Investment Income - Restricted 70900 Investment Income -	-	900,000
70720 Bookkeeping Fees	1,315,900	1,315,900
70720 Asset Management Fees 70740 Maintence Fee for Service 70750 Overhead Allocations 70750 Overhead Allocations 70800 Other Government Grants 70800 Other Government Grants 70800 Interest Income 70	321,200	321,200
70750 Overhead Allocations	71,400	71,400
70800 Other Government Grants - 1,144,000 2,220,600 71200 Interest Income 3,700 - 50,000 71500 Sales proceeds 10,000,000 71400 Fraud Recovery 12,700 71500 Other Revenue 27,100 70,900 1,642,900 72000 Investment Income - Restricted - 200 70000 Total Revenue 28,503,000 10,478,100 15,720,000 EXPENSES 91100 Administrative Salaries 1,734,600 1,237,700 1,582,100 91500 Administrative Fringe 1,071,000 760,600 889,400 91200 Auditing Fees 12,800 2,000 11,000 91300 Management Fees 500,500 997,400 10,700 91310 Bookkeeping Fees 270,600 68,200 - 91400 Advertising and Marketing 1,400 400 16,100 91600 Computer Expense 102,800 61,100 56,200 91600 Family Self Sufficiency - 18,300 - 91600 Stationary, Copier, Office Supplies	875,000	875,000
71200 Interest Income 3,700 - 50,000 71500 Sales proceeds - - 10,000,000 71400 Fraud Recovery 12,700 - - 71500 Other Revenue 27,100 70,900 1,642,900 72000 Investment Income - Restricted - 200 - 70000 Total Revenue 28,503,000 10,478,100 15,720,000 EXPENSES 91100 Administrative Salaries 1,734,600 1,237,700 1,582,100 91500 Administrative Fringe 1,071,000 760,600 889,400 91200 Auditing Fees 12,800 2,000 11,000 91300 Management Fees 500,500 997,400 10,700 91310 Bookkeeping Fees 270,600 68,200 - 91400 Advertising and Marketing 1,400 400 16,100 91600 Computer Expense 102,800 61,100 56,200 91600 Family Self Sufficiency - 18,300 - 91600 Stationary, Copier, Office Supplies - 1,000	549,800	549,800
71500 Sales proceeds 71400 Fraud Recovery 71500 Other Revenue 71500 Other Revenue 727,100 70,900 70,	-	3,364,600
71400 Fraud Recovery 71500 Other Revenue 727,100 70,900 70,600 70,900 70	200	53,900
71400 Fraud Recovery 71500 Other Revenue 727,100 70,900 70,600 70,900 70		10,000,000
72000 Investment Income - Restricted - 200 - 70000 Total Revenue 28,503,000 10,478,100 15,720,000	-	12,700
Total Revenue 28,503,000 10,478,100 15,720,000 EXPENSES 91100 Administrative Salaries 1,734,600 1,237,700 1,582,100 91500 Administrative Fringe 1,071,000 760,600 889,400 91200 Auditing Fees 12,800 2,000 11,000 91300 Management Fees 500,500 997,400 10,700 91310 Bookkeeping Fees 270,600 68,200 - 91400 Advertising and Marketing 1,400 400 16,100 91600 Computer Expense 102,800 61,100 56,200 91600 Family Self Sufficiency - 18,300 - 91600 Stationary, Copier, Office Supplies - 1,000	76,200	1,817,100
EXPENSES 91100 Administrative Salaries 1,734,600 1,237,700 1,582,100 91500 Administrative Fringe 1,071,000 760,600 889,400 91200 Auditing Fees 12,800 2,000 11,000 91300 Management Fees 500,500 997,400 10,700 91310 Bookkeeping Fees 270,600 68,200 - 91400 Advertising and Marketing 1,400 400 16,100 91600 Computer Expense 102,800 61,100 56,200 91600 Family Self Sufficiency - 18,300 - 91600 Stationary, Copier, Office Supplies - 1,000	-	200
91100 Administrative Salaries 1,734,600 1,237,700 1,582,100 91500 Administrative Fringe 1,071,000 760,600 889,400 91200 Auditing Fees 12,800 2,000 11,000 91300 Management Fees 500,500 997,400 10,700 91310 Bookkeeping Fees 270,600 68,200 - 91400 Advertising and Marketing 1,400 400 16,100 91600 Computer Expense 102,800 61,100 56,200 91600 Family Self Sufficiency - 18,300 - 91600 Stationary, Copier, Office Supplies - 1,000	4,124,200	58,825,300
91100 Administrative Salaries 1,734,600 1,237,700 1,582,100 91500 Administrative Fringe 1,071,000 760,600 889,400 91200 Auditing Fees 12,800 2,000 11,000 91300 Management Fees 500,500 997,400 10,700 91310 Bookkeeping Fees 270,600 68,200 - 91400 Advertising and Marketing 1,400 400 16,100 91600 Computer Expense 102,800 61,100 56,200 91600 Family Self Sufficiency - 18,300 - 91600 Stationary, Copier, Office Supplies - 1,000		
91500 Administrative Fringe 1,071,000 760,600 889,400 91200 Auditing Fees 12,800 2,000 11,000 91300 Management Fees 500,500 997,400 10,700 91310 Bookkeeping Fees 270,600 68,200 - 91400 Advertising and Marketing 1,400 400 16,100 91600 Computer Expense 102,800 61,100 56,200 91600 Family Self Sufficiency - 18,300 - 91600 Stationary, Copier, Office Supplies - 1,000	1,534,500	6,088,900
91200 Auditing Fees 12,800 2,000 11,000 91300 Management Fees 500,500 997,400 10,700 91310 Bookkeeping Fees 270,600 68,200 - 91400 Advertising and Marketing 1,400 400 16,100 91600 Computer Expense 102,800 61,100 56,200 91600 Family Self Sufficiency - 18,300 - 91600 Stationary, Copier, Office Supplies - 1,000	800,000	3,521,000
91300 Management Fees 500,500 997,400 10,700 91310 Bookkeeping Fees 270,600 68,200 - 91400 Advertising and Marketing 1,400 400 16,100 91600 Computer Expense 102,800 61,100 56,200 91600 Family Self Sufficiency - 18,300 - 91600 Statlonary, Copier, Office Supplies - 1,000	000,000	25,800
91310 Bookkeeping Fees 270,600 68,200 - 91400 Advertising and Marketing 1,400 400 16,100 91600 Computer Expense 102,800 61,100 56,200 91600 Family Self Sufficiency - 18,300 - 91600 Stationary, Copier, Office Supplies - 1,000		1,508,600
91400 Advertising and Marketing 1,400 400 16,100 91600 Computer Expense 102,800 61,100 56,200 91600 Family Self Sufficiency - 18,300 - 91600 Stationary, Copier, Office Supplies - - 1,000	2	338,800
91600 Computer Expense 102,800 61,100 56,200 91600 Family Self Sufficiency - 18,300 - 91600 Stationary, Copier, Office Supplies - 1,000	1,500	19,400
91600 Family Self Sufficiency - 18,300 - 91600 Stationary, Copier, Office Supplies - - 1,000	42,200	262,300
91600 Stationary, Copier, Office Supplies - 1,000	42,200	18,300
		1,000
	63,200	118,100
91600 Office Equipment - 600 25,300	00,200	25,900
91600 Postage 71,300 5,700 12,500	1,500	91,000
91600 Telephone 39,000 34,700 21,900	23,000	118,600
91600 Consultants 18,000 4,400 1,800	79,700	103,900
91700 Legal Expense 6,200 800 6,000	21,000	34,000
91800 Travel 5,000 1,000 16,900	7,000	29,900
91900 Background Checks 2,000 100 -	1,500	3,600
91900 Other 50,000 17,300 10,000	39,200	116,500
91900 Staff Training 60,000 21,700 31,000	33,200	145,900
91810 Allocated Overhead 634,600	55,200	634,600
91900 Rent 66,800		66,800
91900 Temp Help 60,000 -	12,000	72,000
91900 BOD Stipend	1,500	1,500
91900 Vehicle Expense 24,000 -	4,100	28,100
91900 Contractors 5,000	4,100	5,000
91600 Hardware	8,300	8,300
91600 Employee Appreciation Costs	1,000	1,000
91600 Tools & Equipment	1,500	1,500
91600 Office Rent 220,500 - 693,700	1,500	914,200
91600 Office Expense 30,100 727,300 73,500	39,200	870,100
91100 Total Administrative 4,320,800 3,968,200 4,170,500	2,715,100	15,174,600
	19	20
92000 Asset Management Fee - 84,700 -	-	84,700

Excess (Deficiency) of Total Revenu 10000 (Under) Total Expenses	\$ (3,315,900)	\$ 78,200	\$ 8,116,600	20	\$ 4,878,900
Total Other Financing Sources (Uses		(1,627,200)	(690,900)	(237,299)	(1,278,100)
Capital Outlay	1,277,300	(619,100)	(1,100,000)	(143,000)	(1,862,100)
Replacement Reserve		(270,900)	(47,800)	(60,000)	(378,700)
Operating Reserve	1,277,300	(114,400)	(10,000)	140 0000	1,152,900
10092 Inter Project Cash Transfers -OUT	1.077.200	/11 / /001	(1,040,600)	2	(1,040,600)
10091 Inter Project Cash Transfers -IN	-		652,900	387,701	1,040,601
Repayment of Borrowings		(622,800)	(53,000)	(422,000)	(1,097,800)
Proceeds from Borrowing	<u>~</u>	-	907,600		907,600
Other Financing Sources (Uses)					
				40 - 10 - 000	
Net Income (Loss)	(4,593,200)	1,705,400	8,807,500	(144,601)	6,157,000
90000 Total Expenses	33,096,200	8,772,700	6,912,500	3,886,600	52,668,300
97350 HAP Portability-In	74,000			2	74,000
97300 Housing Assistance Payments	28,624,400	120	899,000	2	29,523,400
96900 Total Operating Expenses	4,397,800	8,772,700	6,013,500	6,013,500	23,070,900
96710 Interest Expense		379,700	28,400	203,000	611,100
Total General	31,000	No.		(C)	7 = NO. 2 (10 (10 (10 (10 (10 (10 (10 (10 (10 (10
96400 Bad Debt 96000 Total General	1,000 51,000	235,300	174,000		1,000 460,300
96300 Payments in Lieu of Taxes		177,300	HEIROSO COOL.	-	177,300
General 96200 Other General Expenses	50,000	58,000	174,000		282,000
50.00 (0.00) (Managama (0.00) pp. 10 (0.00)				5,000	210,100
96110 Property Insurance 96100 Total Insurance	26,000 26,000	233,100	28,600	8,000 8.000	295,700 295,700
Insurance	newseet.	200 100	00 100	****	
95000 Total Protective Services		135,600	9,500		145,100
95500 Protectives Services Fringe		1,600	-		1,600
95200 Protective Services Other Contract	Costs -	124,000		-	124,000
95100 Protective Services Salaries		10,000	9,500		19,500
Protective Services					
			-,,		
94000 Total Maintenance		2,203,600	1,522,800	899,900	4,626,300
94200 Tools & Equipment	0		5,000	2,000	2,000
94300 Maintenance 94300 Yard Maintenance	-	18,800	5,000	5,000 11,000	23,800 16,000
94500 Maintenance Fringe	5	298,600	-	279,000	577,600
94300 Miscellaneous Contract Expenses	*	380,600	61,300	65,000	506,900
94300 Vehicle and Maintenance Expense		37,000	58,100	51,000	146,100
94300 Vacate Expenses	-	134,600	2,000	-	136,600
94300 Pest Control	~	31,400		-	31,400
94300 Janitorial Service	-	81,500	-	-	81,500
94300 Grounds Maintenance		180,600	3,000		183,600
94300 Flooring	ē	223,000	2,000	-	2,000
94300 Elevators 94300 Fee for Service	8	38,000 225,000	650,000		38,000 875,000
94300 Boilers / Plumbing / Electrical	8	36,400	5	- 5	36,400
94200 Materials and Other		179,200	741,400	1,000	921,600
94100 Maintenance Salaries		561,900	-	485,900	1,047,800
Maintenance					
Total Utilities	<u></u>	1,473,100	74,700	60,900	1,608,700
94300 Garbage	<u>+</u> _	197,800	5,000	12,400	215,200
93800 Other Utilities	-	636,200		-	636,200
93600 Sewer	2	297,500	30,100	18,000	345,600
93300 Gas	=	58,700	11,000	9,000	78,700
93200 Electricity	0	110,900	20,600	18,000	149,500
Utilities 93100 Water	9	172,000	8,000	3,500	183,500
92500 Total Tenant Services	-	59,400	5,000		64,400
92400 Tenant Services Other	-	40,000	5,000	-	45,000
92400 Recreation and Contract 92400 Resident Participation Fund		5,000 14,000	*		5,000 14,000
92400 Degradation and Continue		E 000			E 000
92200 Relocation Costs	-	400	-	-	400

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

ORDER 21-29-09-02H	In the Matter of Adopting the 2021-2022
	Budget
WHEREAS, it is necessary for the Board Homes for Good Housing Agency and	to adopt a 2021-2022 fiscal year budget for the
WHEREAS, the Homes for Good Housing Agency of the proposed Homes for Good budget for the	y Executive Director has recommended approval 2021/2022 fiscal year; and
WHEREAS, the Board having fully considered the NOW, THEREFORE, IT IS HEREBY	e Executive Director's recommendation,
ORDERED, that the 2021/2022 fiscal year budgetorth below, is hereby a opted; and	get for Homes for Good Housing Agency as set
FURTHER ORDERED, that the amounts for the fi purposes shown below, are hereby approved:	scal year beginning October 1, 2021, and for the
Community Services	\$ 6,912,500
Housing & COCC	\$ 12,659,600
Rent Assistance	\$ 33,096,200
Total	\$ 52,668,300
ADOPTED, by the Homes for Good Housing	ng Agency of Lane County, Oregon
DATED this day of	, 2021
Chair,	

Homes for Good Board of Commissioners



MANAGEMENT STAFF:

BOARD OF COMMISSIONERS AGENDA ITEM

DATE:

BOARD MEETING DATE: 09/29/2021 In the Matter of Approving the Public Housing Operating Budget for the Fiscal **Year Ending September 30, 2022 DEPARTMENT:** Finance **CONTACT:** Jeff Bridgens EXT: **PRESENTER:** Jeff Bridgens EXT: **ESTIMATED TIME:** 10 Minutes **V**ORDER/RESOLUTION PUBLIC HEARING/ORDINANCE **DISCUSSION OR PRESENTATION (NO ACTION) APPOINTMENTS** REPORT **PUBLIC COMMENT ANTICIPATED Approval Signature** 9/22/21 **EXECUTIVE DIRECTOR:** DATE: DATE: **LEGAL STAFF:**





Homes. People. Partnerships. Good. www.homesforgood.org

HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Jeff Bridgens, Finance Director

Jacob Fox, Executive Director

AGENDA ITEM TITLE: ORDER 21-29-09-03H// In the Matter of Approving the Public

Housing Operating Budget for the Fiscal Year Ending September 30,

2022

AGENDA DATE: September 29th, 2021

I MOTION

It is moved that the Order/Resolution be adopted approving the Public Housing operating budget for the fiscal year ending September 30, 2022

II ISSUE

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

III DISCUSSION

A. <u>Background</u>

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 \$1.9 million which is comparable to the prior year. The operating subsidy budgeted for fiscal year 2022 is also comparable to the prior year. While it is uncertain about the effect inflation and proration will have on next year's operating subsidy, we are expecting comparable funding from HUD. Total budgeted AMP expenses of approximately \$4.0 million are comparable to the total budgeted AMP expenses for FY2021. A break-even cashflow is anticipated for fiscal year 2022.

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 \$4.1 million for fiscal year 2022 and are higher than FY2021 budgeted COCC revenues by approximately \$500,000. The change is a result increased management fees from new rent assistance programs and higher expected fee for service revenue for getting RAD 2 homes ready for sale. COCC expenses are expected to be approximately \$3.8 million for fiscal year 2022 and are \$600,000 higher than the previous year's COCC budget. This increase is attributable to higher personnel costs. It is expected that the COCC will require an operating transfer from real estate development activities of approximately \$387,700.

C. Alternatives/Options

HUD requires that the Board approve next fiscal year's Public Housing Operating budget by September 30, 2021.

D. Recommendation

Approval of the proposed motion is recommended.

E. <u>Timing</u>

HUD requires that the Board approve the next fiscal year's Public Housing Operating Budget by September 30, 2021.

IV IMPLEMENTATION/FOLLOW-UP

Same as Item III.E.

V ATTACHMENTS

- 1. Public Housing and COCC combined
- 2. HUD Form 52574 PHA Board Resolution

Homes For Good Housing Agency Combined AMPS and COCC Budget 10/01/21- 9/30/22

			Ü	701721 770072						Total Combined AMPS and COCC
	ount Coc REVENUE	AMP 100	AMP 200	AMP 300	AMP 400	AMP 500	AMP 600	Total AMPS	COCC	Budget
	110-000 Net Tenant Rental Revenue 690-100 Tenant Revenue - Other (Laundry) Total Tenant Revenue	94,000 100 94,100	665,500 18,000 683,500	148,000 148,000	485,000 4,200 489,200	245,800 245,800	242,000 4,000 246,000	1,880,300 26,300 1,906,600	914,500 - 914,500	2,794,800 26,300 2,821,100
	401-000 HUD PHA Operating Grants (Subsidy)	155,000	520,000	115,000	465,000	298,000	280,000	1,833,000	714,300	1,833,000
70610 3	690-030 Capital Grants 690-000 Other Revenue	65,000	160,000	220,000	110,000	175,000	170,000	900,000	-	900,000
	440-000 Other Revenue 440-000 Investment Income - Restricted	1,000	1,000	2,500 -	12,000	1,700 -	3,000	21,200	426000	426,000
	nagement fees - RAD II Units in Development	-	-	-	-	-	-	-	381900	381,900
70710 Ma	inagement fees - Heeran Center	-	-	-	-	-	-	-	80000	80,000
70710 Ca	pital fund management fees	-	-	-	-	-	-	-	53500	53,500
	et management fees - RAD II Units in Development	-	-	-	-	-	-	-	71400	71,400
	set management fees using Choice Voucher bookkeeping fees	- -	-	- -	-	-	- -	-	267699.5 428000	267,700 428,000
	min allocations	-	-	-	-	-	-	-	549800	549,800
70740 Ma	nintenance fee for service charges	-	-	-	-	-	-	-	775000	775,000
70740 Res	sident Services FFS	-	-	-	-	-	-	-	100000	100,000
	et management fees	-	-	-	-	-	-	-	76000	76,000
	erest income	-	-	-	-	-	-	-	200	200
71500 Mis 70000	Total Revenue	315,100	1,364,500	485,500	1,076,200	720,500	699,000	4,660,800	200 4,124,200	8, 785,000
	EXPENSES							-		
	110-XXX Administrative Salaries 541-XXX Administrative Fringe	54,000 33,000	185,000 111,000	51,000 38,000	177,000 122,000	119,400 85,000	132,700 80,400	719,100 469,400	1,534,500 800,000	2,253,600 1,269,400
91200 4	171-000 Auditing Fees 160-000 Management Fee	19,400	129,900	24,600	100,000	2,000 59,900	62,900	2,000 396,700	-	2,000 396,700
91310 4	161-000 Bookkeeping Fee	2,600	17,700	3,300	13,300	7,900	8,400	53,200	-	53,200
91600 4	190-402 Advertising and Marketing 190-404 Computer Expense	1,900	7,500	2,000	7,400	6,000	10,000	34,800	500 41,600	500 76,400
91600 4	190-422 FSS 190-413 Publications, Dues and Fees	200	14,000 2,900	2,500 400	1,800	600	1,800 1,200	18,300 7,100	63,200	18,300 70,300
	190-409 Office Equipment 190-411 Postage	-	- 1,700	400	1,300	- 600	600	600 4,000	- 1,500	600 5,500
91600 4	190-416 Telephone 190-421 Consultants	1,400	5,800 100	1,800 300	5,000 1,200	4,500 600	5,800 500	24,300 2,700	23,000 79,700	47,300 82,400
91700 4	130-000 Legal Expense	-	200	200	-	100	200	700	21,000	21,700
91900 4	150-000 Travel 190-420 Background Checks	100	-	200	100	300 -	-	600 100	7,000 1,500	7,600 1,600
	190-417 Other 140-703 Staff Training	800 500	800 7,000	100 1,000	800 2,000	800 2,200	800 2,000	4,100 14,700	39,200 33,200	43,300 47,900
91900 4 91900	190-418 Temp Help BOD Stipend	-	-	- -	- -	- -	-	-	12,000 1,500	12,000 1,500
91900 91600	Vehicle Expense Software	-	-	-	-	-	-	-	4,100 8,300	4,100 8,300
91600	Employee Appreciation Costs	-	-	-	-	-	-	-	1,000	1,000
91600 91600	Admin Fee Tools & Equipment	-	-	-	-	-	-	- -	6,800 1,500	6,800 1,500
91600 91100	Office Expense Total Administrative	500 114,400	500 484,100	500 126,300	500 432,400	200 290,100	307,500	2,400 1,754,800	34,000 2,715,100	36,400 4,469,900
92000 4	162-000 Asset Management Fee	3,400	23,200	4,600	18,000	10,800	11,300	71,300	_	71,300
	Tenant Services									·
92100 4	210-000 Tenant Services Salaries	-	-	-	-	-	-	-	-	-
	225-788 Relocation Costs 231-000 Recreation and Contract	-	2,000	- 1,700	-	400 800	- 500	400 5,000	-	400 5,000
92400 4	232-000 Resident Participation Fund	-	7,400	800	3,000	1,200	1,600	14,000	-	14,000
92400 0 4 92500	232-411 Tenant Services Other Total Tenant Services	-	9,400	2,500	3,000	2,400	2,100	19,400	<u>-</u>	40,000 59,400
	Utilities									
	310-000 Water	10,000	41,200	9,000	18,000	20,300	17,800	116,300	3,500	119,800
93300 4	320-000 Electricity 330-000 Gas	2,000	2,600	2,600	59,000 37,000	9,000 10,000	11,600 1,000	86,800 48,000	18,000 9,000	104,800 57,000
	390-000 Sewer 431-000 Garbage	16,000 12,000	92,000 30,800	15,700 16,000	35,000 27,000	41,800 21,800	24,000 22,000	224,500 129,600	18,000 12,400	242,500 142,000
	Total Utilities	40,000	166,600	43,300	176,000	102,900	76,400	605,200	60,900	666,100
94100 44	Maintenance 410-XXX Maintenance Salaries	20,000	150,000	36,000	70,800	46,500	69,000	392,300	485,900	878,200
94200 44	420-XXX Materials and Other	5,000	42,500	15,000	30,000	16,900	16,000	125,400	1,000	126,400
94300 4	437-744 Boilers / Plumbing / Electrical 430-707 Elevators	2,000	6,500	3,200	12,000 7,000	4,800	2,000 16,000	30,500 23,000	-	30,500 23,000
	560-000 Fee for Service 437-749 Flooring	10,000	40,000	10,000	20,000	10,000	20,000	110,000	-	110,000
	435-000 Grounds Maintenance 436-000 Janitorial Service	-	12,000 1,000	7,200	6,800 15,000	23,000 1,500	8,500 12,000	57,500 29,500	-	57,500 29,500
94300 4	437-757 Pest Control	2,800	2,200	1,200	3,000	3,500	6,200	18,900	-	18,900
94300 4	434-000 Vacate Expenses 438-000 Vehicle and Maintenance Expense	1,600 -	22,500 8,400	4,400 1,400	14,000 7,500	10,000 3,200	4,000 7,000	56,500 27,500	51,000	56,500 78,500
	437-000 Miscellaneous Contract Expenses 540-204 Maintenance Fringe	1,000 11,700	15,000 91,300	7,000 18,000	7,500 35,000	8,500 23,000	15,500 40,600	54,500 219,600	65,000 279,000	119,500 498,600
94300 94300	Maintenance Yard Maintenance	-	-	- -	-	- -	-	-	5,000 11,000	5,000 11,000
94200 94000	Tools & Equipment Total Maintenance	- 54,100	391,400	103,400	228,600	150,900	216,800	1,145,200	2,000 899,900	2,000 2,045,100
74000		34,100	371,400	103,400	220,000	130,700	210,000	1,143,200	077,700	2,043,100
	Protective Services 460-000 Protective Services Salaries	-	10,000	-	-	-	-	10,000	-	10,000
95500 4	530-790 Protective Services Other Contract Costs 661-000 Protectives Services Fringe	- -	- 1,600	- 	- -	- -	- -	- 1,600	- -	- 1,600
95000	Total Protective Services	-	11,600	-	-	<u> </u>	-	11,600	-	11,600
	Insurance		.	- ·	22.55			400	• • •	
96110 4 96100	510-000 Property Insurance Total Insurance	6,900 6,900	34,500 34,500	7,300 7,300	22,000 22,000	14,000 14,000	15,500 15,500	100,200 100,200	8,000 8,000	108,200 108,200
	General	<u> </u>	<u>-</u>	<u> </u>	-	<u> </u>	<u> </u>	<u> </u>	-	<u>.</u>
	590-XXX Other General Expenses	-	-	10.000	- 34 000	- 1F F00	10 / 00	-	-	152.200
96400 4	520-000 Payments in Lieu of Taxes 570-000 Bad Debt - Tenant Rents	6,200	67,000 -	12,000 -	34,000	15,500 -	18,600	153,300	-	153,300
97200 4 96000	620-000 <u>Casualty Losses</u> Total General	6,200	67,000	12,000	34,000	15,500	18,600	153,300	-	153,300
96710)0 4	610-000 Interest Expense	14,000	64,500	15,000	37,000	38,000	27,200	195,700	203,000	- 398,700
96900		239,000	1,252,300	314,400	951,000	624,600	675,400	4,056,700	3,886,900	7,983,600
7U7UU	Total Operating Expenses	237,000	1,202,000	314,400	731,000	024,000	070,400	4,030,700	3,000,700	1,703,000

	XXX Extraordinary Maintenance	-	-	-	-	-	-	-	-	-
	XXX Housing Assistance Payments	-	-	-	-	-	-	-	-	-
97350 4715-	-010 HAP Portability-In	-	-	-	-	-	-	-	-	-
90000	Total Expenses	239,000	1,252,300	314,400	951,000	624,600	675,400	4,056,700	3,886,900	7,943,600
	Net Income	76,100	112,200	171,100	125,200	95,900	23,600	604,100	237,300	841,400
	Other Financing Sources / Uses									
	Proceeds from Borrowing	-	-	-	-	-	-	-	-	-
	Repayment of Borrowings	(8,500)	(51,900)	(11,200)	(20,000)	(30,000)	(19,600)	(141,200)	(422,000)	(563,200)
10091 2730-	-000 Inter Project Cash Transfers -IN							-	387,700	387,700
10092 2740-	-000 Inter Project Cash Transfers -OUT	-	-	-	-	-	-	-	-	-
	Operating Reserve	-	-	-	-	-	-	-	-	-
	Replacement Reserve							-	(60,000)	(60,000)
	Capital Outlay	(37,900)	(90,000)	(130,000)	(90,000)	(75,000)	(40,000)	(462,900)	(143,000)	(605,900)
	Total Other Financing Sources	(46,400)	(141,900)	(141,200)	(110,000)	(105,000)	(59,600)	(604,100)	(237,300)	(841,400)
	Excess (Deficiency) of Total Revenue Over									
10000	(Under) Total Expenses	29,700	(29,700)	29,900	15,200	(9,100)	(36,000)	-	-	-

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.

DVA N		WIDNA C. I					
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 follow certifications and agreement to the Department of Housing and Urban Development (HUD) regarding the Board approval of (check one or more as applicable):							
approvation (enternance of more as app			<u>DATE</u>				
Operating Budget approved b	Board resolution on:						
Operating Budget submitted to	HUD, if applicable,	on:					
Operating Budget revision app	proved by Board resol	ution on:					
Operating Budget revision sub	omitted to HUD, if app	plicable, on:					
I certify on behalf of the above-named PHA that:							
1. All statutory and regulatory requir	ements have been me	;;					
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 f	unds adequate to cove	r 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:				

Previous editions are obsolete form HUD-52574 (0.4/2013)