

# BUDGET DOCUMENT FOR FISCAL YEAR 2022

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Homes.  
People.  
Partnerships.  
Good.

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

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**HOMES FOR GOOD BOARD OF COMMISSIONERS**

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
Heather Buch	Lane County Commissioner
Laurie Trieger	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.

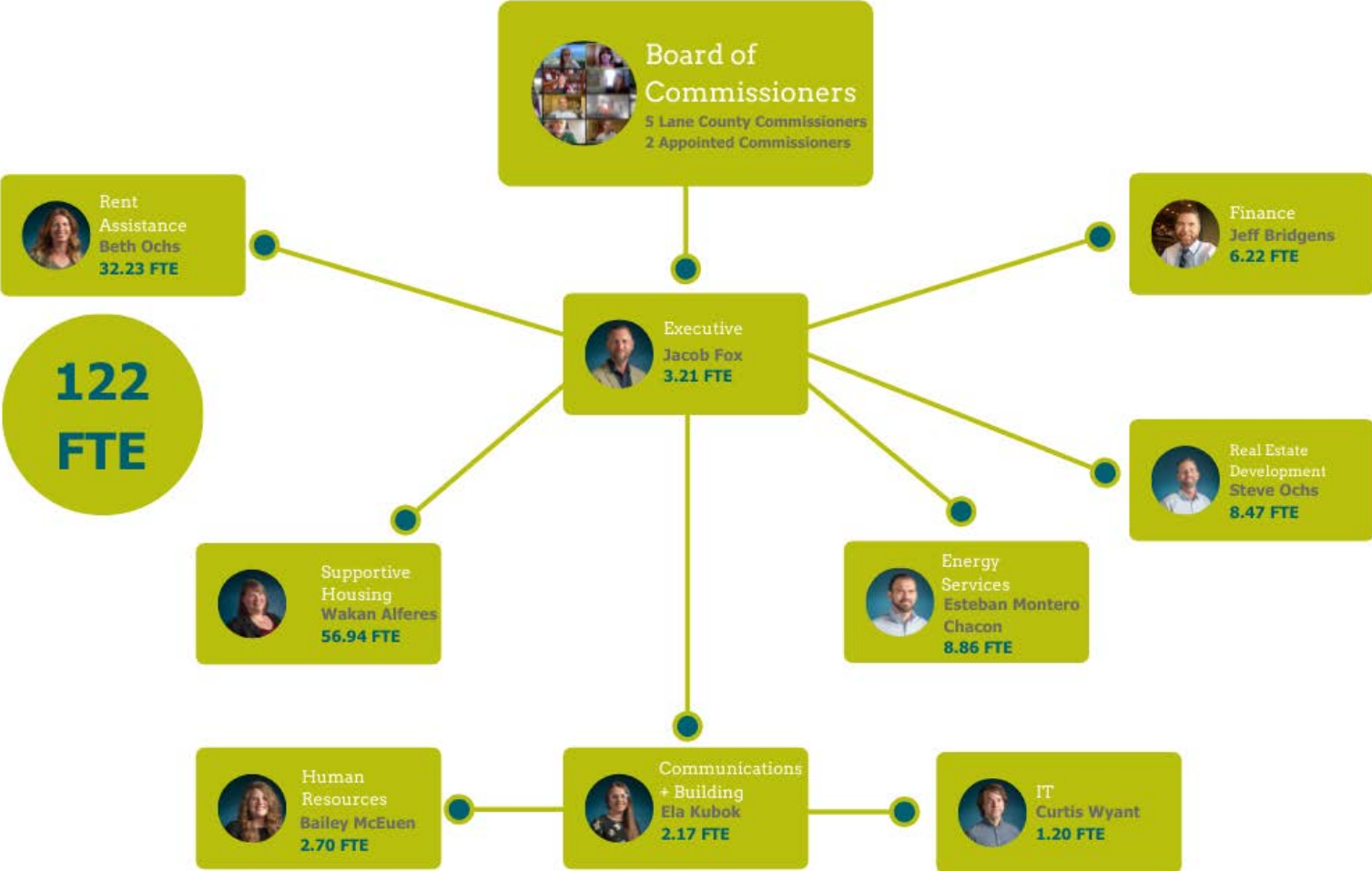
- We are compelled to significantly grow our personnel to distribute the new federal and state rent assistance resources and manage the continued growth in the complexity of our organization.
- Large scale rent assistance programs and our real estate pre-development investments require proactive and 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

	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
Beginning Restricted Reserves	\$ 11,308,400	\$ 9,480,200	\$ 2,431,194	\$ 5,705,000	\$ 17,251,700
Beginning Unrestricted Reserves	12,132,300	6,592,100	17,725,706	7,375,100	8,887,300
Total Beginning Reserves	23,440,700	16,072,300	20,156,900	13,080,100	26,139,000
Revenue	63,750,900	56,452,900	48,742,300	62,997,400	58,825,300
Expenses					
Personnel Services	7,956,000	7,009,300	8,192,800	7,747,400	11,244,800
Materials & Services	31,009,800	31,603,900	32,428,500	38,857,600	40,788,900
Overhead	332,900	272,000	527,300	430,500	634,600
Total Expenses	39,298,700	38,885,200	41,148,600	47,035,500	52,668,300
Net Change	24,452,200	17,567,700	7,593,700	15,961,900	6,157,000
Other Resources					
Capital Outlay	(25,424,600)	(3,909,800)	(2,677,700)	(1,881,100)	(1,862,100)
Reserves	1,179,600	(30,000)	(4,596,400)	420,600	774,200
Debt Issuance	14,130,000	(11,585,800)	1,130,000	(77,700)	907,600
Debt Service	(14,134,800)	(329,300)	(966,900)	(1,256,800)	(1,097,800)
Inter-Program Transfers In	808,800	1,833,700	422,500	983,700	1,040,600
Inter-Program Transfers Out	(808,500)	(6,550,200)	(422,500)	(1,091,700)	(1,040,600)
Other Resources Provided (Used)	(24,249,500)	(20,571,400)	(7,111,000)	(2,903,000)	(1,278,100)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	202,700	(3,003,700)	482,700	13,058,900	4,878,900
Ending Restricted Reserves	14,890,800	5,705,000	1,906,900	17,251,700	15,084,400
RAD 2 Reserves	-	-	-	-	8,525,200
Ending Program Reserves	-	4,928,500	-	7,343,200	5,800,800
Ending Unrestricted Reserves	8,752,600	2,446,600	18,732,700	1,544,100	1,607,500
Total Ending Reserves	\$ 23,643,400	\$ 13,080,100	\$ 20,639,600	\$ 26,139,000	\$ 31,017,900
Program Expenses					
Community Services	\$ 6,814,700	\$ 4,403,600	\$ 4,682,800	\$ 5,080,600	\$ 6,912,500
Housing	7,375,600	7,901,200	7,736,000	7,154,600	8,772,700
Rent Assistance	21,721,000	23,291,700	25,551,700	31,807,900	33,096,200
COCC	3,387,400	3,288,700	3,178,100	2,992,400	3,886,900
Total Program Expenses	39,298,700	38,885,200	41,148,600	47,035,500	52,668,300
Program Other Resources					
Community Services	(14,596,900)	(13,724,100)	(6,187,000)	(1,123,900)	(690,900)
Housing	(1,822,000)	(2,026,300)	(1,419,400)	(998,100)	(1,627,200)
Rent Assistance	(25,000)	(28,700)	883,500	-	1,277,300
COCC	(7,805,600)	(4,792,300)	(388,100)	(781,000)	(237,300)
Total Other Resources	\$ (24,249,500)	\$ (20,571,400)	\$ (7,111,000)	\$ (2,903,000)	\$ (1,278,100)
Full-Time Equivalent Positions	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.

	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	-	\$ -	-	1,483,500
Beginning Unrestricted Reserves	1,983,500	2,073,200	2,021,000	3,149,300	4,905,500
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)	-	-	-
Reserves	-	-	883,500	-	1,277,300
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
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	-	1,076,100	(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
Total Ending Reserves	\$ 1,983,500	\$ 3,149,300	\$ 1,893,600	\$ 6,389,000	\$ 3,073,100

**Note: The budget for Mainstream Barrier Busters was previously included in Community Services, is now included in the Rent Assistance Division's budget.**



# 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

	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
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	-	-	-	-	-
Debt Service	-	-	-	-	-
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	-	-	1,893,600	-	-
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



	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>2021 PROJECTED</u>	<u>2022 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ 77,800
Beginning Unrestricted Reserves	-	8,000	-	(16,200)	-
Total Beginning Reserves	-	8,000	-	(16,200)	77,800
Revenue	-	187,000	-	537,000	567,500
Expenses					
Personnel Services	-	-	-	-	59,000
Materials & Services	-	211,200	-	443,000	508,500
Overhead	-	-	-	-	-
Total Expenses	-	211,200	-	443,000	567,500
Net Change	-	(24,200)	-	94,000	-
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	-	(24,200)	-	94,000	-
Ending Restricted Reserves	-	-	-	77,800	77,800
Ending Unrestricted Reserves	-	(16,200)	-	-	-
Total Ending Reserves	\$ -	\$ (16,200)	\$ -	\$ 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

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>2021 PROJECTED</u>	<u>2022 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ 210,000
Beginning Unrestricted Reserves	-	-	-	-	91,000
Total Beginning Reserves	-	-	-	-	301,000
Revenue	-	-	-	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	\$ -	\$ -	\$ -	\$ 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

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>2021 PROJECTED</u>	<u>2022 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ 637,000
Beginning Unrestricted Reserves	-	-	-	-	203,000
Total Beginning Reserves	-	-	-	-	840,000
Revenue	-	-	-	7,800,000	1,808,800
Expenses					
Personnel Services	-	-	-	160,000	214,900
Materials & Services	-	-	-	6,800,000	2,433,900
Overhead	-	-	-	-	-
Total Expenses	-	-	-	6,960,000	2,648,800
Net Change	-	-	-	840,000	(840,000)
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	-	-	-	840,000	(840,000)
Ending Restricted Reserves	-	-	-	637,000	-
Ending Unrestricted Reserves	-	-	-	203,000	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ 840,000	\$ -

# Mainstream Barrier Busters

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



	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>2021 PROJECTED</u>	<u>2022 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	15,600	-	15,600	14,200	-
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	14,500	-	14,500	14,200	-
Overhead	1,100	-	1,100	-	-
Total Expenses	15,600	-	15,600	14,200	-
Net Change	-	-	-	-	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

**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

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>2021 PROJECTED</u>	<u>2022 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ 558,700
Beginning Unrestricted Reserves	-	-	-	-	-
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	-	-	-	1,676,700	1,968,700
Net Change	-	-	-	558,700	(558,700)
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	-	-	-	558,700	(558,700)
Ending Restricted Reserves	-	-	-	558,700	-
Ending Unrestricted Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ 558,700	\$ -

# COMMUNITY SERVICES

	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
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	<u>10,777,700</u>	<u>3,393,200</u>	<u>10,777,700</u>	<u>5,479,700</u>	<u>15,848,300</u>
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	<u>6,814,700</u>	<u>4,403,600</u>	<u>4,682,800</u>	<u>5,080,600</u>	<u>6,912,500</u>
Net Change	<u>22,773,800</u>	<u>15,799,200</u>	<u>6,211,700</u>	<u>11,492,500</u>	<u>8,807,500</u>
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)	<u>(14,596,900)</u>	<u>(13,724,100)</u>	<u>(6,187,000)</u>	<u>(1,123,900)</u>	<u>(690,900)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>8,176,900</u>	<u>2,075,100</u>	<u>24,700</u>	<u>10,368,600</u>	<u>8,116,600</u>
Ending Restricted Reserves	13,435,900	2,837,200	130,900	13,853,300	13,506,100
RAD 2 Reserves	-	-	-	-	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	<u>\$ 18,954,600</u>	<u>\$ 5,479,700</u>	<u>\$ 13,693,700</u>	<u>\$ 15,848,300</u>	<u>\$ 23,964,900</u>



# Development

Homes for Good's Real Estate Development Division builds sustainable and affordable homes throughout Lane County. Homes for Good's Development Team activities include new construction projects, acquisition, rehab, and substantial capital repairs for existing affordable properties. Development fees received from projects help to fund pre-development activities and other programs at Homes for Good. Homes for Good has been aggressively tackling the affordable housing crisis and need for additional Permanent Supportive Housing units in our community. 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 Division to convert Public Housing units through the Rental Assistance

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

	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
Beginning Restricted Reserves	\$ 13,332,900	\$ 1,384,000	\$ 750,000	\$ -	\$ -
Beginning Unrestricted Reserves	4,710,700	1,548,500	12,165,300	1,693,800	875,000
<b>Total Beginning Reserves</b>	<b>18,043,600</b>	<b>2,932,500</b>	<b>12,915,300</b>	<b>1,693,800</b>	<b>875,000</b>
<b>Revenue</b>	<b>25,976,000</b>	<b>13,689,000</b>	<b>7,422,600</b>	<b>1,201,300</b>	<b>1,468,900</b>
<b>Expenses</b>					
Personnel Services	837,800	657,200	812,200	614,600	964,000
Materials & Services	2,152,900	363,100	233,700	171,700	640,200
Overhead	121,400	105,200	214,200	108,100	278,300
<b>Total Expenses</b>	<b>3,112,100</b>	<b>1,125,500</b>	<b>1,260,100</b>	<b>894,400</b>	<b>1,882,500</b>
<b>Net Change</b>	<b>22,863,900</b>	<b>12,563,500</b>	<b>6,162,500</b>	<b>306,900</b>	<b>(413,600)</b>
<b>Other Resources</b>					
Capital Outlay	(14,965,000)	(1,239,400)	(1,490,000)	(34,000)	(600,000)
Reserves	1,434,000	-	(5,250,000)	-	-
Debt Issuance	13,000,000	(6,373,400)	1,000,000	-	907,600
Debt Service	(13,400,000)	-	-	-	-
Inter-Program Transfers In	-	-	-	-	600,000
Inter-Program Transfers Out	(808,500)	(6,190,000)	(422,500)	(1,091,700)	(440,600)
<b>Other Resources Provided (Used)</b>	<b>(14,739,500)</b>	<b>(13,802,800)</b>	<b>(6,162,500)</b>	<b>(1,125,700)</b>	<b>467,000</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>8,124,400</b>	<b>(1,239,300)</b>	<b>-</b>	<b>(818,800)</b>	<b>53,400</b>
<b>Ending Restricted Reserves</b>	<b>13,332,900</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>RAD II</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Unrestricted Reserves</b>	<b>4,710,700</b>	<b>1,693,800</b>	<b>12,915,300</b>	<b>875,000</b>	<b>928,400</b>
<b>Total Ending Reserves</b>	<b>\$ 26,168,000</b>	<b>\$ 1,693,800</b>	<b>\$ 12,915,300</b>	<b>\$ 875,000</b>	<b>\$ 928,400</b>

# The Bus Barn

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



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	63,000	-	62,500	40,000	40,000
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	39,000	-	38,500	1,700	55,900
Overhead	-	-	-	52,200	-
Total Expenses	39,000	-	38,500	53,900	55,900
Net Change	24,000	-	24,000	(13,900)	(15,900)
Other Resources					
Capital Outlay	(130,000)	-	(130,000)	-	-
Reserves	-	-	-	-	-
Debt Issuance	130,000	-	130,000	-	-
Debt Service	(20,000)	-	(20,000)	-	-
Inter-Program Transfers In	-	-	-	13,900	15,900
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	(20,000)	-	(20,000)	13,900	15,900
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	4,000	-	4,000	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	4,000	-	4,000	-	-
Total Ending Reserves	\$ 4,000	\$ -	\$ 4,000	\$ -	\$ -



# Signpost House

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



	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
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	-	-	-	-	-
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	-	-	-	-	-
Reserves	-	-	(24,100)	-	(21,800)
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
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	-	-	-	-	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.



	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
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
<b>Total Beginning Reserves</b>	<b>518,000</b>	<b>450,800</b>	<b>506,700</b>	<b>481,300</b>	<b>476,000</b>
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	-	-	-	-	-
<b>Total Expenses</b>	<b>196,900</b>	<b>202,500</b>	<b>180,900</b>	<b>158,700</b>	<b>145,000</b>
<b>Net Change</b>	<b>65,100</b>	<b>82,500</b>	<b>88,100</b>	<b>95,200</b>	<b>111,000</b>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	(22,000)	(28,300)	(28,000)
Debt Issuance	-	-	-	-	-
Debt Service	(50,000)	(52,000)	(54,000)	(72,200)	(53,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(50,000)</b>	<b>(52,000)</b>	<b>(76,000)</b>	<b>(100,500)</b>	<b>(81,000)</b>
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
<b>Total Ending Reserves</b>	<b>\$ 512,500</b>	<b>\$ 481,300</b>	<b>\$ 518,800</b>	<b>\$ 476,000</b>	<b>\$ 506,000</b>

# Family Shelter House

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



	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
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	-	8,200	3,300	4,000	4,000
Overhead	-	-	-	-	-
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	-	-	-	-	-
Reserves	-	-	-	-	(8,000)
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	(8,000)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	6,900	4,200	8,600	6,500	-
Ending Restricted Reserves	-	-	-	-	-
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



# 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).



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(7,600)	-	-	-	-
Total Beginning Reserves	(7,600)	-	-	-	-
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	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	147,800	81,700	28,100	84,700	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	147,800	81,700	28,100	84,700	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Program Reserves	(7,600)	-	-	-	-
Total Ending Reserves	\$ (7,600)	\$ -	\$ -	\$ -	\$ -

# FSS

## Family Self-Sufficiency Program

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



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ 230,000	\$ -	\$ 230,000	\$ 209,000
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	230,000	-	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	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	11,600	36,600	11,600	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	11,600	36,600	11,600	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	(21,000)	(47,600)
Ending Restricted Reserves	-	230,000	-	209,000	161,400
Ending Program Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ 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 Department and connects them to service providers that include ShelterCare and Laurel Hill Center. These grants support housing for roughly 75 households annually.

Laurel Hill  
C E N T E R



ShelterCare  
*Hope is here.*

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>2021 PROJECTED</u>	<u>2022 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	4,800	(10,800)	-	-	-
Total Beginning Reserves	4,800	(10,800)	-	-	-
Revenue	817,000	569,800	817,000	898,600	1,035,000
Expenses					
Personnel Services	90,000	50,300	90,000	92,600	136,000
Materials & Services	767,400	531,900	767,400	705,000	899,000
Overhead	15,500	-	15,500	101,000	37,000
Total Expenses	872,900	582,200	872,900	898,600	1,072,000
Net Change	(55,900)	(12,400)	(55,900)	-	(37,000)
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	55,900	12,400	55,900	-	37,000
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	55,900	12,400	55,900	-	37,000
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
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.



	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>2021 PROJECTED</u>	<u>2022 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(4,600)	-	-	-	-
Total Beginning Reserves	(4,600)	-	-	-	-
Revenue	-	-	39,000	-	-
Expenses					
Personnel Services	39,000	-	39,000	-	-
Materials & Services	-	-	-	-	-
Overhead	-	-	-	-	-
Total Expenses	39,000	-	39,000	-	-
Net Change	(39,000)	-	-	-	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(39,000)	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	(43,600)	-	-	-	-
Total Ending Reserves	\$ (43,600)	\$ -	\$ -	\$ -	\$ -

**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.

VA



U.S. Department of Veterans Affairs

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>2021 PROJECTED</u>	<u>2022 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	150,200	152,900	150,000	150,000	150,000
Expenses					
Personnel Services	-	-	-	-	-
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	-	-	-	-	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Program Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -	\$ -



# EHA Grant

## Emergency Housing Assistance

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



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	(3,700)	-
Total Beginning Reserves	-	-	-	(3,700)	-
Revenue	18,400	12,100	18,400	12,100	-
Expenses					
Personnel Services	-	3,100	-	2,700	-
Materials & Services	16,000	12,700	16,000	9,400	-
Overhead	2,400	-	2,400	-	-
Total Expenses	18,400	15,800	18,400	12,100	-
Net Change	-	(3,700)	-	-	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	3,700	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	3,700	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	(3,700)	-	3,700	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	(3,700)	-	-	-
Total Ending Reserves	\$ -	\$ (3,700)	\$ -	\$ -	\$ -

**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.



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 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	-	-	-	-	-
Total Expenses	3,000	9,600	3,000	3,200	12,000
Net Change	-	13,000	-	23,300	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	13,000	-	23,300	-
Ending Restricted Reserves	-	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

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

# Energy Services

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



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	47,200	(402,000)	-	312,200	488,300
Total Beginning Reserves	47,200	(402,000)	-	312,200	488,300
Revenue	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	1,014,400	819,300	691,200	1,452,600	1,059,100
Overhead	120,200	93,900	221,800	85,000	271,500
Total Expenses	1,762,300	1,530,800	1,588,500	2,123,000	2,179,600
Net Change	2,700	714,200	-	176,100	(109,000)
Other Resources					
Capital Outlay	(30,000)	-	-	-	-
Reserves	27,300	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	(2,700)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	714,200	-	176,100	(109,000)
Ending Restricted Reserves	-	-	-	-	-
Ending Program Reserves	47,200	312,200	-	488,300	379,300
Total Ending Reserves	\$ 47,200	\$ 312,200	\$ -	\$ 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



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ 2,529,600	\$ 13,521,400
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	2,529,600	13,521,400
Revenue	-	2,705,100	-	11,000,000	10,050,000
Expenses					
Personnel Services	-	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	-	-	-	-	(500,000)
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	(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	\$ -	\$ 2,529,600	\$ -	\$ 13,521,400	\$ 21,705,200



# SUPPORTIVE HOUSING DIVISION

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>2021 PROJECTED</u>	<u>2022 BUDGET</u>
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	-	-	-	-	-
Total Expenses	7,375,600	7,901,200	7,736,000	7,154,600	8,772,700
Net Change	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	-
Debt Service	(355,700)	(277,300)	(217,900)	(559,600)	(622,800)
Inter-Program Transfers In	-	-	-	27,400	-
Inter-Program Transfers Out	-	(360,200)	-	-	-
Other Resources Provided (Used)	(1,822,000)	(2,026,300)	(1,419,400)	(998,100)	(1,627,200)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other 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	-	-	-	-	-
Total Ending Reserves	\$ 2,934,700	\$ 3,383,900	\$ 2,961,600	\$ 3,612,600	\$ 3,690,800

# Laurelwood Homes

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



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 2,000	\$ 1,700	\$ 2,000	\$ 1,700	\$ 2,000
Beginning Unrestricted Reserves	392,300	253,700	219,300	343,200	406,900
Total Beginning Reserves	<u>394,300</u>	<u>255,400</u>	<u>221,300</u>	<u>344,900</u>	<u>408,900</u>
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	-	-	-	-	-
Total Expenses	<u>216,600</u>	<u>147,000</u>	<u>214,700</u>	<u>227,400</u>	<u>239,000</u>
Net Change	<u>700</u>	<u>98,500</u>	<u>10,300</u>	<u>64,000</u>	<u>76,100</u>
Other Resources					
Capital Outlay	-	-	-	-	(37,900)
Reserves	-	-	-	8,200	-
Debt Issuance	-	-	-	-	-
Debt Service	(9,900)	(9,000)	(9,900)	(8,200)	(8,500)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>(9,900)</u>	<u>(9,000)</u>	<u>(9,900)</u>	<u>-</u>	<u>(46,400)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(9,200)</u>	<u>89,500</u>	<u>400</u>	<u>64,000</u>	<u>29,700</u>
Ending Restricted Reserves	2,000	1,700	2,000	2,000	-
Ending Unrestricted Reserves	383,100	343,200	219,700	406,900	438,600
Total Ending Reserves	<u>\$ 385,100</u>	<u>\$ 344,900</u>	<u>\$ 221,700</u>	<u>\$ 408,900</u>	<u>\$ 438,600</u>



# McKenzie Village



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

	<b><u>2020</u></b> <b><u>BUDGET</u></b>	<b><u>2020</u></b> <b><u>ACTUAL</u></b>	<b><u>2021</u></b> <b><u>BUDGET</u></b>	<b><u>2021</u></b> <b><u>PROJECTED</u></b>	<b><u>2022</u></b> <b><u>BUDGET</u></b>
Beginning Restricted Reserves	\$ 8,000	\$ 15,000	\$ 8,000	\$ 20,000	\$ 20,000
Beginning Unrestricted Reserves	(39,800)	212,000	326,600	6,600	16,100
Total Beginning Reserves	(31,800)	227,000	334,600	26,600	36,100
Revenue	1,132,500	1,210,500	1,111,300	1,260,800	1,160,000
Expenses					
Personnel Services	381,900	347,200	373,200	387,300	491,000
Materials & Services	693,800	995,300	690,700	817,700	635,000
Overhead	-	-	-	-	-
Total Expenses	1,075,700	1,342,500	1,063,900	1,205,000	1,126,000
Net Change	56,800	(132,000)	47,400	55,800	34,000
Other Resources					
Capital Outlay	-	(68,400)	-	(349,000)	(45,000)
Reserves	-	-	-	35,000	-
Debt Issuance	-	-	-	302,700	-
Debt Service	(35,000)	-	(35,000)	(35,000)	(40,000)
Inter-Program Transfers In	-	-	-	-	-
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	\$ (14,900)

# Pengra Court

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



	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
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	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	-	-	-	-	-
Total Expenses	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	-	(117,000)	-	(161,300)	(45,000)
Reserves	-	-	-	8,000	-
Debt Issuance	-	-	-	-	-
Debt Service	(11,900)	-	(11,900)	(8,000)	(11,900)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
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	-
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.



	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>2021 PROJECTED</u>	<u>2022 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ 5,000	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	171,395	88,000	-	-	-
Total Beginning Reserves	171,395	93,000	-	-	-
Revenue	68,562	75,900	25,800	-	-
Expenses					
Personnel Services	36,570	13,300	7,700	-	-
Materials & Services	53,132	54,100	18,100	-	-
Overhead	-	-	-	-	-
Total Expenses	89,702	67,400	25,800	-	-
Net Change	(21,140)	8,500	-	-	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	(101,500)	-	-	-
Other Resources Provided (Used)	-	(101,500)	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(21,140)	(93,000)	-	-	-
Ending Restricted Reserves	150,255	-	-	-	-
Ending Unrestricted Reserves	150,255	-	-	-	-
Total Ending Reserves	\$ 150,255	\$ -	\$ -	\$ -	\$ -

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

# Maplewood Meadows



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

	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
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
<b>Total Beginning Reserves</b>	<b>33,900</b>	<b>139,300</b>	<b>126,800</b>	<b>125,200</b>	<b>89,800</b>
<b>Revenue</b>	<b>323,300</b>	<b>1,101,000</b>	<b>319,700</b>	<b>318,300</b>	<b>485,500</b>
<b>Expenses</b>					
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	-	-	-	-	-
<b>Total Expenses</b>	<b>325,200</b>	<b>352,000</b>	<b>318,000</b>	<b>349,300</b>	<b>314,400</b>
<b>Net Change</b>	<b>(1,900)</b>	<b>749,000</b>	<b>1,700</b>	<b>(31,000)</b>	<b>171,100</b>
<b>Other Resources</b>					
Capital Outlay	-	(763,100)	-	(342,000)	(130,000)
Reserves	-	-	-	10,000	-
Debt Issuance	-	-	-	337,600	-
Debt Service	-	-	-	(10,000)	(11,200)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>-</b>	<b>(763,100)</b>	<b>-</b>	<b>(4,400)</b>	<b>(141,200)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>(1,900)</b>	<b>(14,100)</b>	<b>1,700</b>	<b>(35,400)</b>	<b>29,900</b>
<b>Ending Restricted Reserves</b>	<b>23,100</b>	<b>45,000</b>	<b>23,100</b>	<b>23,100</b>	<b>-</b>
<b>Ending Unrestricted Reserves</b>	<b>8,900</b>	<b>80,200</b>	<b>105,400</b>	<b>66,700</b>	<b>119,700</b>
<b>Total Ending Reserves</b>	<b>\$ 32,000</b>	<b>\$ 125,200</b>	<b>\$ 128,500</b>	<b>\$ 89,800</b>	<b>\$ 119,700</b>



# Eugene Scattered Sites

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



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 23,100	\$ 20,000	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	146,900	100,000	-	-	-
Total Beginning Reserves	170,000	120,000	-	-	-
Revenue	102,700	363,700	93,500	-	-
Expenses					
Personnel Services	21,500	5,300	21,500	-	-
Materials & Services	78,000	219,700	72,000	-	-
Overhead	-	-	-	-	-
Total Expenses	99,500	225,000	93,500	-	-
Net Change	3,200	138,700	-	-	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	(13,400)	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	(258,700)	-	-	-
Other Resources Provided (Used)	(13,400)	(258,700)	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(10,200)	(120,000)	-	-	-
Ending Restricted Reserves	23,100	-	-	-	-
Ending Unrestricted Reserves	136,700	-	-	-	-
Total Ending Reserves	\$ 159,800	\$ -	\$ -	\$ -	\$ -

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

# Parkview Terrace

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



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

	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 3,700	\$ 3,700	\$ 4,800	\$ 4,000	\$ 4,800
Beginning Unrestricted Reserves	671,800	555,600	(168,900)	596,500	753,900
Total Beginning Reserves	<u>675,500</u>	<u>559,300</u>	<u>(164,100)</u>	<u>600,500</u>	<u>758,700</u>
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	-	-	-	-	-
Total Expenses	<u>826,000</u>	<u>762,900</u>	<u>903,800</u>	<u>791,800</u>	<u>951,000</u>
Net Change	<u>(10,900)</u>	<u>166,300</u>	<u>11,500</u>	<u>158,200</u>	<u>125,200</u>
Other Resources					
Capital Outlay	-	(357,000)	-	(308,000)	(90,000)
Reserves	-	-	-	333,000	-
Debt Issuance	-	256,900	-	-	-
Debt Service	-	(25,000)	-	(25,000)	(20,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>-</u>	<u>(125,100)</u>	<u>-</u>	<u>-</u>	<u>(110,000)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(10,900)</u>	<u>41,200</u>	<u>11,500</u>	<u>158,200</u>	<u>15,200</u>
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	<u>\$ 664,600</u>	<u>\$ 600,500</u>	<u>\$ (152,600)</u>	<u>\$ 758,700</u>	<u>\$ 773,900</u>



# Veneta Villa

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



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ 600	\$ 500	\$ 800	\$ 800
Beginning Unrestricted Reserves	23,627	-	(76,200)	(29,900)	(27,300)
Total Beginning Reserves	<u>23,627</u>	<u>600</u>	<u>(75,700)</u>	<u>(29,100)</u>	<u>(26,500)</u>
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	-	-	-	-	-
Total Expenses	<u>235,724</u>	<u>255,600</u>	<u>215,800</u>	<u>250,300</u>	<u>237,600</u>
Net Change	<u>(68,753)</u>	<u>(19,200)</u>	<u>22,800</u>	<u>2,800</u>	<u>32,400</u>
Other Resources					
Capital Outlay	-	(10,500)	-	-	(25,000)
Reserves	-	-	-	22,300	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	(22,500)	(22,500)	(20,000)
Inter-Program Transfers In	227	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>227</u>	<u>(10,500)</u>	<u>(22,500)</u>	<u>(200)</u>	<u>(45,000)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(68,526)</u>	<u>(29,700)</u>	<u>300</u>	<u>2,600</u>	<u>(12,600)</u>
Ending Restricted Reserves	-	800	500	800	800
Ending Unrestricted Reserves	(44,899)	(29,900)	(75,900)	(27,300)	(39,900)
Total Ending Reserves	<u>\$ (44,899)</u>	<u>\$ (29,100)</u>	<u>\$ (75,400)</u>	<u>\$ (26,500)</u>	<u>\$ (39,100)</u>



# Lindeborg Place



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

car shows and the renowned annual Scandinavian Festival. Lindeborg Place is a large complex in Junction City where residents experience a small town sense of community.

	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
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	-	-	-	-	-
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	-	-	-	11,200	-
Debt Issuance	-	-	-	-	-
Debt Service	(10,700)	-	(10,700)	(11,200)	(10,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
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	(16,500)	12,200	13,700	41,600	-
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.



	<b><u>2020</u></b> <b><u>BUDGET</u></b>	<b><u>2020</u></b> <b><u>BUDGET</u></b>	<b><u>2021</u></b> <b><u>BUDGET</u></b>	<b><u>2021</u></b> <b><u>PROJECTED</u></b>	<b><u>2022</u></b> <b><u>BUDGET</u></b>
Beginning Restricted Reserves	\$ 600	\$ 600	\$ 600	\$ 800	\$ 600
Beginning Unrestricted Reserves	82,200	70,000	94,300	69,500	88,100
Total Beginning Reserves	<u>82,800</u>	<u>70,600</u>	<u>94,900</u>	<u>70,300</u>	<u>88,700</u>
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	<u>129,100</u>	<u>133,700</u>	<u>143,800</u>	<u>137,800</u>	<u>157,000</u>
Net Change	<u>3,900</u>	<u>12,200</u>	<u>7,800</u>	<u>18,400</u>	<u>3,500</u>
Other Resources					
Capital Outlay	-	(12,500)	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>-</u>	<u>(12,500)</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>3,900</u>	<u>(300)</u>	<u>7,800</u>	<u>18,400</u>	<u>3,500</u>
Ending Restricted Reserves	600	800	600	600	-
Ending Unrestricted Reserves	86,100	69,500	102,100	88,100	92,200
Total Ending Reserves	<u>\$ 86,700</u>	<u>\$ 70,300</u>	<u>\$ 102,700</u>	<u>\$ 88,700</u>	<u>\$ 92,200</u>



# Cresview Villa

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



	<b><u>2020</u></b> <b><u>BUDGET</u></b>	<b><u>2020</u></b> <b><u>ACTUAL</u></b>	<b><u>2021</u></b> <b><u>BUDGET</u></b>	<b><u>2021</u></b> <b><u>PROJECTED</u></b>	<b><u>2022</u></b> <b><u>BUDGET</u></b>
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	-	-	-	-	-
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)	-	(7,300)	(20,000)
Reserves	-	-	1,700	13,800	-
Debt Issuance	-	-	-	-	-
Debt Service	(13,900)	(13,000)	(13,800)	(13,800)	(10,000)
Inter-Program Transfers In	-	-	-	27,400	-
Inter-Program Transfers Out	-	-	-	-	-
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)	-	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)



# Riverview Terrace



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

	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
Beginning Restricted Reserves	\$ 300	\$ 1,100	\$ 300	\$ 1,100	\$ 1,100
Beginning Unrestricted Reserves	140,300	122,000	70,000	116,100	137,200
Total Beginning Reserves	<u>140,600</u>	<u>123,100</u>	<u>70,300</u>	<u>117,200</u>	<u>138,300</u>
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	<u>438,400</u>	<u>349,400</u>	<u>345,400</u>	<u>339,600</u>	<u>433,700</u>
Net Change	<u>(94,800)</u>	<u>3,100</u>	<u>8,300</u>	<u>21,100</u>	<u>(33,700)</u>
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	-	-	-	-	-
Other Resources Provided (Used)	<u>(9,200)</u>	<u>(9,000)</u>	<u>(9,200)</u>	<u>-</u>	<u>(29,600)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(104,000)</u>	<u>(5,900)</u>	<u>(900)</u>	<u>21,100</u>	<u>(63,300)</u>
Ending Restricted Reserves	300	1,100	300	1,100	-
Ending Unrestricted Reserves	36,300	116,100	69,100	137,200	75,000
Total Ending Reserves	<u>\$ 36,600</u>	<u>\$ 117,200</u>	<u>\$ 69,400</u>	<u>\$ 138,300</u>	<u>\$ 75,000</u>

# Abbie Lane Courts

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



	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
Beginning Restricted Reserves	\$ 100,000	\$ 109,000	\$ 60,000	\$ 252,000	\$ 286,500
Beginning Unrestricted Reserves	65,200	-	175,600	-	-
<b>Total Beginning Reserves</b>	<b>165,200</b>	<b>109,000</b>	<b>235,600</b>	<b>252,000</b>	<b>286,500</b>
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	-	-	-	-	-
<b>Total Expenses</b>	<b>264,600</b>	<b>160,100</b>	<b>209,000</b>	<b>181,900</b>	<b>247,700</b>
<b>Net Change</b>	<b>33,500</b>	<b>174,700</b>	<b>151,600</b>	<b>126,100</b>	<b>90,400</b>
Other Resources					
Capital Outlay	-	-	-	-	(10,000)
Reserves	(18,300)	(14,500)	(18,300)	(75,000)	(58,400)
Debt Issuance	-	-	-	-	-
Debt Service	(17,000)	(17,200)	(17,000)	(16,600)	(17,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(35,300)</b>	<b>(31,700)</b>	<b>(35,300)</b>	<b>(91,600)</b>	<b>(85,400)</b>
Excess (Deficiency) of Revenue Over (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	-	-
<b>Total Ending Reserves</b>	<b>\$ 163,400</b>	<b>\$ 252,000</b>	<b>\$ 351,900</b>	<b>\$ 286,500</b>	<b>\$ 291,500</b>



# Fourteen Pines

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



	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
Beginning Restricted Reserves	\$ 159,000	\$ 313,200	\$ 358,894	\$ 339,200	\$ 339,300
Beginning Unrestricted Reserves	142,600	-	44,806	-	-
Total Beginning Reserves	<u>301,600</u>	<u>313,200</u>	<u>403,700</u>	<u>339,200</u>	<u>339,300</u>
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	-	-	-	-	-
Total Expenses	<u>407,100</u>	<u>499,000</u>	<u>420,400</u>	<u>499,400</u>	<u>390,900</u>
Net Change	<u>96,400</u>	<u>26,000</u>	<u>63,600</u>	<u>25,700</u>	<u>107,800</u>
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	(100,800)	-	(100,800)	(25,600)	(84,000)
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	(17,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>(100,800)</u>	<u>-</u>	<u>(100,800)</u>	<u>(25,600)</u>	<u>(101,000)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(4,400)</u>	<u>26,000</u>	<u>(37,200)</u>	<u>100</u>	<u>6,800</u>
Ending Restricted Reserves	159,000	339,200	159,000	339,300	-
Ending Unrestricted Reserves	138,200	-	207,500	-	346,100
Total Ending Reserves	<u>\$ 297,200</u>	<u>\$ 339,200</u>	<u>\$ 366,500</u>	<u>\$ 339,300</u>	<u>\$ 346,100</u>



# Village Oaks

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



	<b><u>2020</u></b> <b><u>BUDGET</u></b>	<b><u>2020</u></b> <b><u>ACTUAL</u></b>	<b><u>2021</u></b> <b><u>BUDGET</u></b>	<b><u>2021</u></b> <b><u>PROJECTED</u></b>	<b><u>2022</u></b> <b><u>BUDGET</u></b>
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)
<b>Total Beginning Reserves</b>	<b>147,400</b>	<b>143,100</b>	<b>14,300</b>	<b>94,600</b>	<b>57,700</b>
<b>Revenue</b>	<b>482,500</b>	<b>441,100</b>	<b>463,600</b>	<b>481,400</b>	<b>470,200</b>
<b>Expenses</b>					
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	-	-	-	-	-
<b>Total Expenses</b>	<b>390,600</b>	<b>489,600</b>	<b>405,300</b>	<b>439,300</b>	<b>346,300</b>
<b>Net Change</b>	<b>91,900</b>	<b>(48,500)</b>	<b>58,300</b>	<b>42,100</b>	<b>123,900</b>
<b>Other Resources</b>					
Capital Outlay	-	-	-	(215,000)	(36,000)
Reserves	(96,200)	-	(96,200)	136,000	(63,600)
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	(17,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(96,200)</b>	<b>-</b>	<b>(96,200)</b>	<b>(79,000)</b>	<b>(116,600)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>(4,300)</b>	<b>(48,500)</b>	<b>(37,900)</b>	<b>(36,900)</b>	<b>7,300</b>
<b>Ending Restricted Reserves</b>	<b>186,000</b>	<b>386,000</b>	<b>474,400</b>	<b>307,000</b>	<b>-</b>
<b>Ending Unrestricted Reserves</b>	<b>(42,900)</b>	<b>(291,400)</b>	<b>(498,000)</b>	<b>(249,300)</b>	<b>65,000</b>
<b>Total Ending Reserves</b>	<b>\$ 143,100</b>	<b>\$ 94,600</b>	<b>\$ (23,600)</b>	<b>\$ 57,700</b>	<b>\$ 65,000</b>

# Firwood Apartments

The Firwood Apartments are conveniently located only one block from West 11th Avenue in Eugene, Oregon. Firwood is comprised of nine (9) two-level buildings with a total of seventy (70) one-bedroom and twenty (20) two-bedroom units, serving families including households with elderly or disabled person(s). Residents at Firwood enjoy private patios, three (3) on-site laundry rooms, garden areas, new exterior stairways, a shared central community grass courtyard, convenient parking and a single drive-in access for privacy and safety. Firwood is situated near bike and walk trails, shopping, churches, schools, services, restaurants, parks and public transportation. Firwood Apartments is a bond-funded property situated on privately-owned land leased by Homes for Good. This complex does not



require HUD REAC inspections, however, performance measures are the same as HUD REAC inspected properties. Performance measures of Homes for Good properties are subject to local and federal regulations and include but are not limited to curb appeal, maintenance repairs, work order response times and overall condition.

	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>2021 PROJECTED</u>	<u>2022 BUDGET</u>
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	-	-	-	-	-
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	-	-
Debt Issuance	-	-	-	-	-
Debt Service	(42,400)	(41,000)	(42,400)	(40,000)	(36,400)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	(89,800)	(178,000)	(89,800)	(115,500)	(84,400)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(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.

	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ (197,800)	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
<b>Total Beginning Reserves</b>	<b>-</b>	<b>-</b>	<b>(197,800)</b>	<b>-</b>	<b>-</b>
<b>Revenue</b>	<b>1,281,235</b>	<b>-</b>	<b>1,422,000</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>					
Personnel Services	77,776	-	224,600	-	-
Materials & Services	12,893	-	16,900	-	-
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>90,669</b>	<b>-</b>	<b>241,500</b>	<b>-</b>	<b>-</b>
<b>Net Change</b>	<b>1,190,566</b>	<b>-</b>	<b>1,180,500</b>	<b>-</b>	<b>-</b>
<b>Other Resources</b>					
Capital Outlay	(1,115,566)	-	(900,000)	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(1,115,566)</b>	<b>-</b>	<b>(900,000)</b>	<b>-</b>	<b>-</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>75,000</b>	<b>-</b>	<b>280,500</b>	<b>-</b>	<b>-</b>
<b>Ending Restricted Reserves</b>	<b>75,000</b>	<b>-</b>	<b>82,700</b>	<b>-</b>	<b>-</b>
<b>Ending Unrestricted Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Ending Reserves</b>	<b>\$ 75,000</b>	<b>\$ -</b>	<b>\$ 82,700</b>	<b>\$ -</b>	<b>\$ -</b>



# Norsemen Village

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



	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
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	-	-	-	-	-
Materials & Services	200,000	237,600	200,000	200,400	289,400
Overhead	-	-	-	-	-
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)	-
Reserves	-	(30,500)	-	-	(8,000)
Debt Issuance	-	-	-	-	-
Debt Service	(13,700)	(14,000)	(13,700)	(22,000)	(21,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
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.



	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
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	-	-	-	-	-
Materials & Services	222,900	242,500	237,400	223,200	220,800
Overhead	-	-	-	-	-
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	-	-	(27,600)	(16,000)	-
Reserves	-	-	27,600	-	(6,000)
Debt Issuance	-	-	-	-	-
Debt Service	(7,400)	(17,200)	(7,400)	(9,800)	(22,400)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	(7,400)	(17,200)	(7,400)	(25,800)	(28,400)
Excess (Deficiency) of Revenue Over (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.



	<b><u>2020</u></b> <b><u>BUDGET</u></b>	<b><u>2020</u></b> <b><u>ACTUAL</u></b>	<b><u>2021</u></b> <b><u>BUDGET</u></b>	<b><u>2021</u></b> <b><u>PROJECTED</u></b>	<b><u>2022</u></b> <b><u>BUDGET</u></b>
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
<b>Total Beginning Reserves</b>	<b>232,500</b>	<b>246,600</b>	<b>261,500</b>	<b>243,200</b>	<b>266,000</b>
Revenue	342,400	322,300	355,500	354,000	360,000
<b>Expenses</b>					
Personnel Services	-	-	-	-	-
Materials & Services	309,200	295,800	351,000	295,800	319,900
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>309,200</b>	<b>295,800</b>	<b>351,000</b>	<b>295,800</b>	<b>319,900</b>
<b>Net Change</b>	<b>33,200</b>	<b>26,500</b>	<b>4,500</b>	<b>58,200</b>	<b>40,100</b>
<b>Other Resources</b>					
Capital Outlay	-	-	-	(5,400)	(20,000)
Reserves	(15,400)	-	-	-	11,900
Debt Issuance	-	-	-	-	-
Debt Service	(27,900)	(29,900)	-	(30,000)	(32,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(43,300)</b>	<b>(29,900)</b>	<b>-</b>	<b>(35,400)</b>	<b>(40,100)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>(10,100)</b>	<b>(3,400)</b>	<b>4,500</b>	<b>22,800</b>	<b>-</b>
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
<b>Total Ending Reserves</b>	<b>\$ 222,400</b>	<b>\$ 243,200</b>	<b>\$ 266,000</b>	<b>\$ 266,000</b>	<b>\$ 266,000</b>



# 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.



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 140,000	\$ 140,000	\$ 140,000	\$ 164,000	\$ 140,000
Beginning Unrestricted Reserves	3,300	15,000	(100)	13,700	25,500
Total Beginning Reserves	143,300	155,000	139,900	177,700	165,500
Revenue	135,400	219,700	214,000	195,800	208,000
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	115,200	215,300	165,900	189,700	151,400
Overhead	-	-	-	-	-
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	-	-	-	-	-
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 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
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. On-site management is shared with neighboring Turtle Creek Apartments. Emerald Park and other neighborhood parks are within walking distance as well as several schools and the LTD bus line. The River Road area has several shopping centers with restaurants, grocery stores, office buildings and medical services providing lots of opportunities. The nearby Turtle Creek Refuge Area offers wildlife observation and walking paths with park benches.



	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
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
<b>Total Beginning Reserves</b>	<b>63,400</b>	<b>181,000</b>	<b>183,800</b>	<b>132,800</b>	<b>182,800</b>
Revenue	204,800	211,600	180,000	207,000	218,100
<b>Expenses</b>					
Personnel Services	-	-	-	-	-
Materials & Services	173,100	196,500	180,000	142,000	164,500
Overhead	-	-	-	-	-
<b>Total Expenses</b>	<b>173,100</b>	<b>196,500</b>	<b>180,000</b>	<b>142,000</b>	<b>164,500</b>
<b>Net Change</b>	<b>31,700</b>	<b>15,100</b>	<b>-</b>	<b>65,000</b>	<b>53,600</b>
<b>Other Resources</b>					
Capital Outlay	-	(32,700)	-	(3,000)	-
Reserves	(4,600)	-	8,000	-	(23,100)
Debt Issuance	-	-	-	-	-
Debt Service	(30,600)	(30,600)	(8,000)	(12,000)	(30,500)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(35,200)</b>	<b>(63,300)</b>	<b>-</b>	<b>(15,000)</b>	<b>(53,600)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>(3,500)</b>	<b>(48,200)</b>	<b>-</b>	<b>50,000</b>	<b>-</b>
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
<b>Total Ending Reserves</b>	<b>\$ 59,900</b>	<b>\$ 132,800</b>	<b>\$ 183,800</b>	<b>\$ 182,800</b>	<b>\$ 182,800</b>



# The Orchards

## Wilakenzie Townhouses

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



	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
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	-	-	-	-	-
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	-	-	-	(5,100)	(5,600)
Reserves	(40,600)	(13,000)	-	(37,000)	(6,500)
Debt Issuance	-	-	-	-	-
Debt Service	(10,000)	(8,800)	-	(19,200)	(9,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	(50,600)	(21,800)	-	(61,300)	(21,100)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(31,400)	(39,200)	10,600	(23,300)	-
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, and three-bedroom townhouse apartments), located in professionally landscaped courtyards, in the Sheldon High School area. Amenities include, designer cabinetry, decks and balconies, energy efficient construction, creative floor plans, ample storage, a clubhouse with a lending library and computer center, as well as professional on-site management. Sheldon Village is located close to LTD bus lines and within walking distance of schools, shopping, restaurants, entertainment, and medical/professional services.

	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
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	-	-	-	-	-
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	-	(20,000)	-	(51,000)	(9,000)
Reserves	-	-	-	-	(49,200)
Debt Issuance	-	-	-	-	-
Debt Service	(60,000)	(52,900)	-	(249,000)	(178,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	(60,000)	(72,900)	-	(300,000)	(236,200)
Excess (Deficiency) of Revenue Over (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



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	-	-	-	-	269,000
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	-	-	-	-	200,000
Overhead	-	-	-	-	-
Total Expenses	-	-	-	-	200,000
Net Change	-	-	-	-	69,000
Other Resources					
Capital Outlay	-	-	-	-	(27,600)
Reserves	-	-	-	-	(17,400)
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	(24,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	(69,000)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

# 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.



	<b><u>2020</u></b> <b><u>BUDGET</u></b>	<b><u>2020</u></b> <b><u>ACTUAL</u></b>	<b><u>2021</u></b> <b><u>BUDGET</u></b>	<b><u>2021</u></b> <b><u>PROJECTED</u></b>	<b><u>2022</u></b> <b><u>BUDGET</u></b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	-	-	-	-	24,000
Expenses					
Personnel Services	-	-	-	-	9,000
Materials & Services	-	-	-	-	16,400
Overhead	-	-	-	-	-
Total Expenses	-	-	-	-	25,400
Net Change	-	-	-	-	(1,400)
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	(1,400)
Ending Restricted Reserves	-	-	-	-	-
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.



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	-	-	-	-	218,000
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	-	-	-	-	116,000
Overhead	-	-	-	-	-
Total Expenses	-	-	-	-	116,000
Net Change	-	-	-	-	102,000
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	(45,000)
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	(57,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	(102,000)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	-	-	-	-	45,000
Ending Unrestricted Reserves	-	-	-	-	(45,000)
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

# 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.

	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	-	-	-	-	1,142,000
Expenses					
Personnel Services	-	-	-	-	384,800
Materials & Services	-	-	-	-	699,200
Overhead	-	-	-	-	-
Total Expenses	-	-	-	-	1,084,000
Net Change	-	-	-	-	58,000
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	-	-	-	-	58,000
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-	58,000
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -	\$ 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.

	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
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
<b>Total Beginning Reserves</b>	<b>7,570,600</b>	<b>6,713,200</b>	<b>1,994,300</b>	<b>1,067,200</b>	<b>289,100</b>
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	-	-	-	-	-
<b>Total Expenses</b>	<b>3,387,400</b>	<b>3,288,700</b>	<b>3,178,100</b>	<b>2,992,400</b>	<b>3,886,900</b>
<b>Net Change</b>	<b>5,600</b>	<b>(853,700)</b>	<b>494,500</b>	<b>2,900</b>	<b>237,300</b>
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	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(7,805,600)</b>	<b>(4,792,300)</b>	<b>(388,100)</b>	<b>(781,000)</b>	<b>(237,300)</b>
Excess (Deficiency) of Revenue 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
<b>Total Ending Reserves</b>	<b>\$ (229,400)</b>	<b>\$ 1,067,200</b>	<b>\$ 2,100,700</b>	<b>\$ 289,100</b>	<b>\$ 289,100</b>



# Agency General (Fee Budget)

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



	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>2021 PROJECTED</u>	<u>2022 BUDGET</u>
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	-	-	-	-	-
Materials & Services	111,000	203,000	152,500	-	-
Overhead	-	-	-	-	-
Total Expenses	111,000	203,000	152,500	-	-
Net Change	1,696,700	1,213,900	1,783,300	1,874,300	2,258,300
Other Resources					
Capital Outlay	(1,000,000)	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	1,000,000	(5,469,300)	-	(718,000)	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	448,500	290,300	326,900	500,000	262,700
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	448,500	(5,179,000)	326,900	(218,000)	262,700
Excess (Deficiency) of Revenue Over (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	-	-	-
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

# Board of Commissioners

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



	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>2021 PROJECTED</u>	<u>2022 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(923,000)	-	(860,200)	-	-
Total Beginning Reserves	(923,000)	-	(860,200)	-	-
Revenue	-	-	-	-	-
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)

# 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.



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(923,000)	-	(860,200)	-	-
Total Beginning Reserves	(923,000)	-	(860,200)	-	-
Revenue	-	-	-	-	-
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

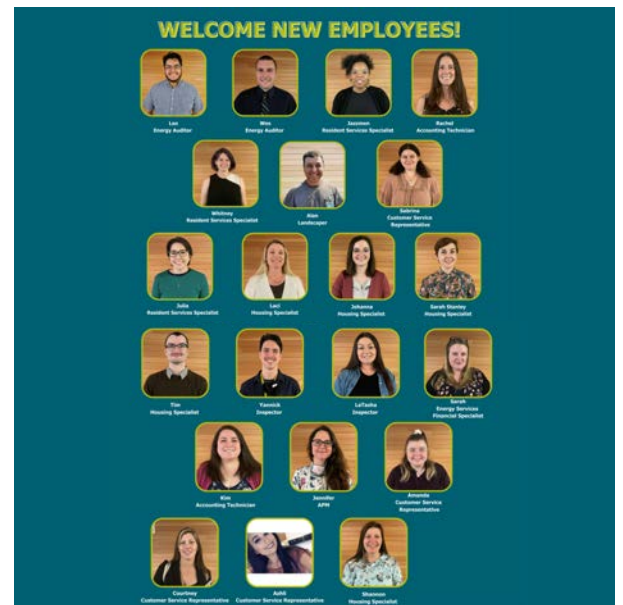
The Finance Department is dedicated to providing accurate, complete, and timely information to Homes for Good leadership, departments, and external business partners. The Finance Department also prepares an annual financial statement for all agency activities, and facilitates the annual budgeting process.



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
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	-	-	-	-	-
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	(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

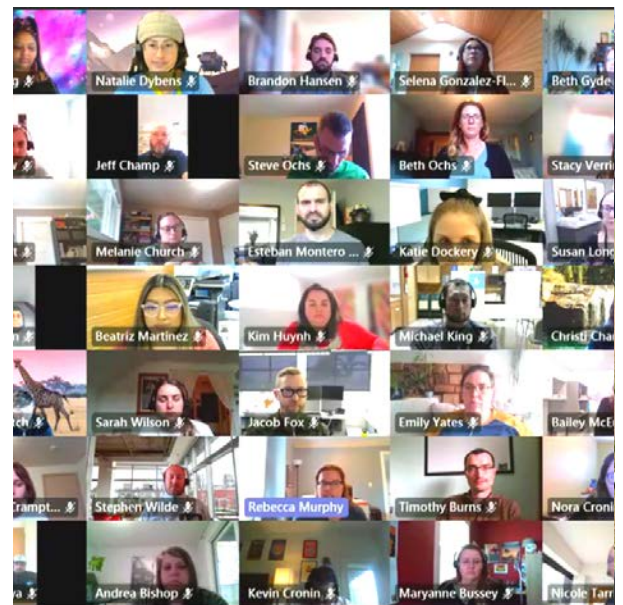
The Human Resources (HR) Department has, and will continue to morph into a team that plans for and helps implement change. HR supports continuous improvement of the employee experience following change. HR's role is to be a strategic partner, an employee sponsor and advocate, a policy enforcer, a team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



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
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	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	-	-	-	-	-
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	(179,800)	(192,200)	(197,600)	(202,200)	(369,400)
Ending Restricted Reserves	-	-	-	-	-
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 ever-growing reliance on IT resources. Our environment continues to grow in capability and complexity with the addition of remote work and remote access in response to the COVID-19 pandemic.



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(406,300)	-	(380,300)	-	-
<b>Total Beginning Reserves</b>	<b>(406,300)</b>	<b>-</b>	<b>(380,300)</b>	<b>-</b>	<b>-</b>
<b>Revenue</b>	<b>-</b>	<b>-</b>	<b>64,800</b>	<b>-</b>	<b>-</b>
<b>Expenses</b>					<b>-</b>
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	-	-	-	-	-
<b>Total Expenses</b>	<b>233,100</b>	<b>252,100</b>	<b>363,700</b>	<b>258,000</b>	<b>200,300</b>
<b>Net Change</b>	<b>(233,100)</b>	<b>(252,100)</b>	<b>(298,900)</b>	<b>(258,000)</b>	<b>(200,300)</b>
<b>Other Resources</b>					
Capital Outlay	(20,000)	-	-	-	(18,000)
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
<b>Other Resources Provided (Used)</b>	<b>(20,000)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(18,000)</b>
<b>Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources</b>	<b>(253,100)</b>	<b>(252,100)</b>	<b>(298,900)</b>	<b>(258,000)</b>	<b>(218,300)</b>
<b>Ending Restricted Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Ending Unrestricted Reserves</b>	<b>(659,400)</b>	<b>(252,100)</b>	<b>(679,200)</b>	<b>(258,000)</b>	<b>-</b>
<b>Total Ending Reserves</b>	<b>\$ (659,400)</b>	<b>\$ (252,100)</b>	<b>\$ (679,200)</b>	<b>\$ (258,000)</b>	<b>\$ -</b>



# Communications

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



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(9,600)	-	(33,400)	-	-
Total Beginning Reserves	(9,600)	-	(33,400)	-	-
Revenue	-	-	-	-	-
Expenses					
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	-	-	-	-	-
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	(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)
Total Ending Reserves	\$ (65,900)	\$ (43,200)	\$ (93,700)	\$ (43,000)	\$ (111,600)

# 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.



	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(809,500)	-	(1,000,500)	-	-
Total Beginning Reserves	(809,500)	-	(1,000,500)	-	-
Revenue	-	-	-	-	-
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	-	-	-	-	-
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	-	-	-	-	-
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	(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.



	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>2021 PROJECTED</u>	<u>2022 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	34,100	-	22,800	-	-
Total Beginning Reserves	34,100	-	22,800	-	-
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	-	-	-	-	-
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	-	-	-	-	-
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	(18,000)	(50,100)	-	(149,600)	124,400
Ending Restricted Reserves	-	-	-	-	-
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.



	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>2021 PROJECTED</u>	<u>2022 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(208,500)	-	-	-	-
Total Beginning Reserves	(208,500)	-	-	-	-
Revenue	110,800	-	-	-	-
Expenses					
Personnel Services	15,600	8,400	-	-	-
Materials & Services	168,700	138,700	-	-	-
Overhead	-	-	-	-	-
Total Expenses	184,300	147,100	-	-	-
Net Change	(73,500)	(147,100)	-	-	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(73,500)	(147,100)	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	(282,000)	(147,100)	-	-	-
Total Ending Reserves	\$ (282,000)	\$ (147,100)	\$ -	\$ -	\$ -

**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.



	<b>2020 BUDGET</b>	<b>2020 ACTUAL</b>	<b>2021 BUDGET</b>	<b>2021 PROJECTED</b>	<b>2022 BUDGET</b>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(184,900)	-	(170,500)	-	-
Total Beginning Reserves	(184,900)	-	(170,500)	-	-
Revenue	56,800	2,800	56,800	-	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	-	-	-	-	-
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	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	30,000	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	16,600	(64,700)	20,700	(62,000)	(21,000)
Ending Restricted Reserves	-	-	-	-	-
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.



	<u>2020 BUDGET</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>2021 PROJECTED</u>	<u>2022 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(22,200)	-	(32,800)	-	-
Total Beginning Reserves	(22,200)	-	(32,800)	-	-
Revenue	113,600	34,700	113,600	112,400	-
Expenses					
Personnel Services	96,600	19,000	-	100,000	-
Materials & Services	15,800	15,700	-	12,400	-
Overhead	-	-	-	-	-
Total Expenses	112,400	34,700	-	112,400	-
Net Change	1,200	-	113,600	-	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	1,200	-	113,600	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	(21,000)	-	80,800	-	-
Total Ending Reserves	\$ (21,000)	\$ -	\$ 80,800	\$ -	\$ -

**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.



	<u>2020</u> <u>BUDGET</u>	<u>2020</u> <u>ACTUAL</u>	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>PROJECTED</u>	<u>2022</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	91,000	-	(800)	71,600	107,600
Total Beginning Reserves	91,000	-	(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	-	39,800	45,400
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	56,600	71,600	-	36,000	45,400
Ending Restricted Reserves	-	-	-	-	-
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.



	<u>2020 PROJECTED</u>	<u>2020 ACTUAL</u>	<u>2021 BUDGET</u>	<u>2021 PROJECTED</u>	<u>2022 BUDGET</u>
Beginning Restricted Reserves	\$ 8,000,000	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	146,000	-	(49,100)	-	-
Total Beginning Reserves	<u>8,146,000</u>	<u>-</u>	<u>(49,100)</u>	<u>-</u>	<u>-</u>
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	-	-	-	-	-
Total Expenses	<u>462,200</u>	<u>627,900</u>	<u>180,100</u>	<u>270,200</u>	<u>430,900</u>
Net Change	<u>205,000</u>	<u>(170,100)</u>	<u>719,000</u>	<u>326,800</u>	<u>482,000</u>
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	-	354,000	125,000
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	<u>(8,234,100)</u>	<u>74,700</u>	<u>(715,000)</u>	<u>(563,000)</u>	<u>(482,000)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>(8,029,100)</u>	<u>(95,400)</u>	<u>4,000</u>	<u>(236,200)</u>	<u>-</u>
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	116,900	(95,400)	(45,100)	(236,200)	-
Total Ending Reserves	<u>\$ 116,900</u>	<u>\$ (95,400)</u>	<u>\$ (45,100)</u>	<u>\$ (236,200)</u>	<u>\$ -</u>

# FTE SUMMARY

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Total 2021 Budgeted FTE 102.00

## 2021 FTE Reductions:

Site Maintenance Specialist (Union)	(1.00)
Maintenance Mechanic (Union)	(2.00)
Limited Duration Project Superintendent (Union)	(1.00)

## 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

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Total FTE September 30, 2021 115.00

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## 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

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Total FTE Budget for 2022 122.00

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# TRANSFER SUMMARY

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

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

# 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.

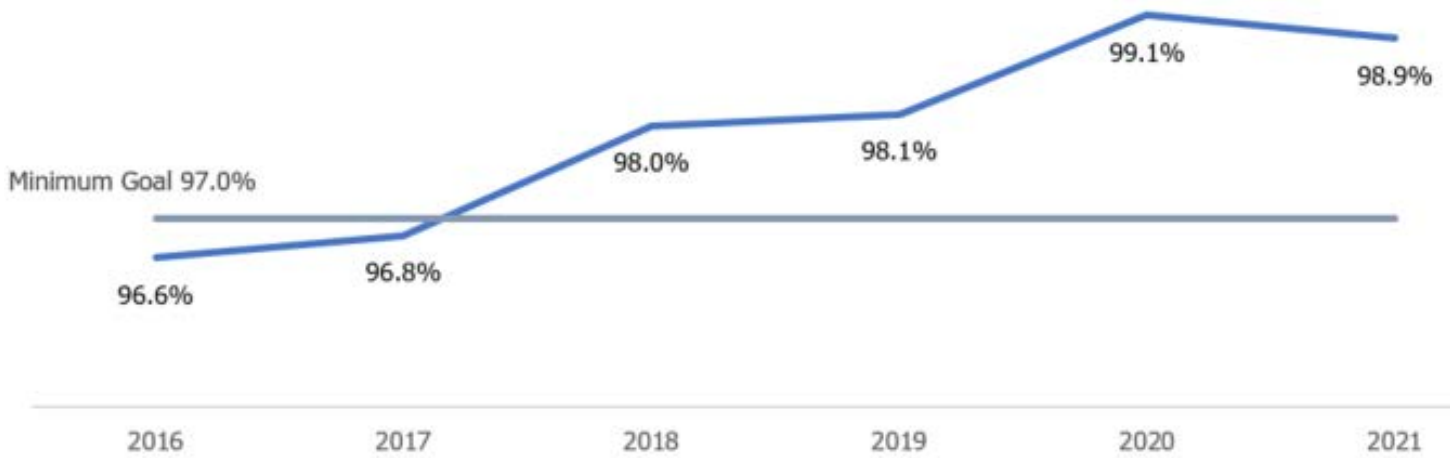
The Division is prepared for budget impacts of reduced revenue due to lower resident incomes, lower rent collection rates and reduced operating subsidy reflecting the sale of the scattered site units and impacts of COVID-19. We are planning for additional expenses related to continued planning for emergency 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 Public 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

Supportive Housing Division  
Occupancy Rates



Average Monthly Tenant-Paid Rent in Supportive Housing





# LONG-RANGE FINANCIAL PLANNING

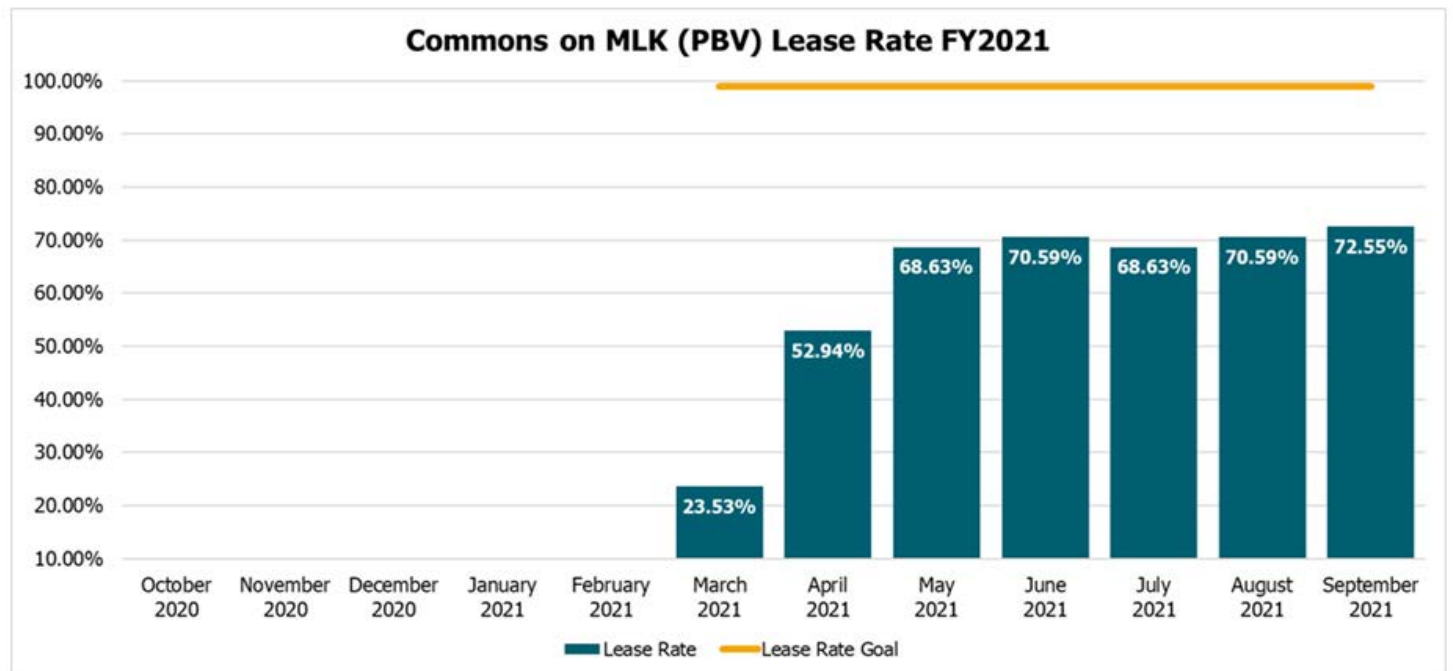
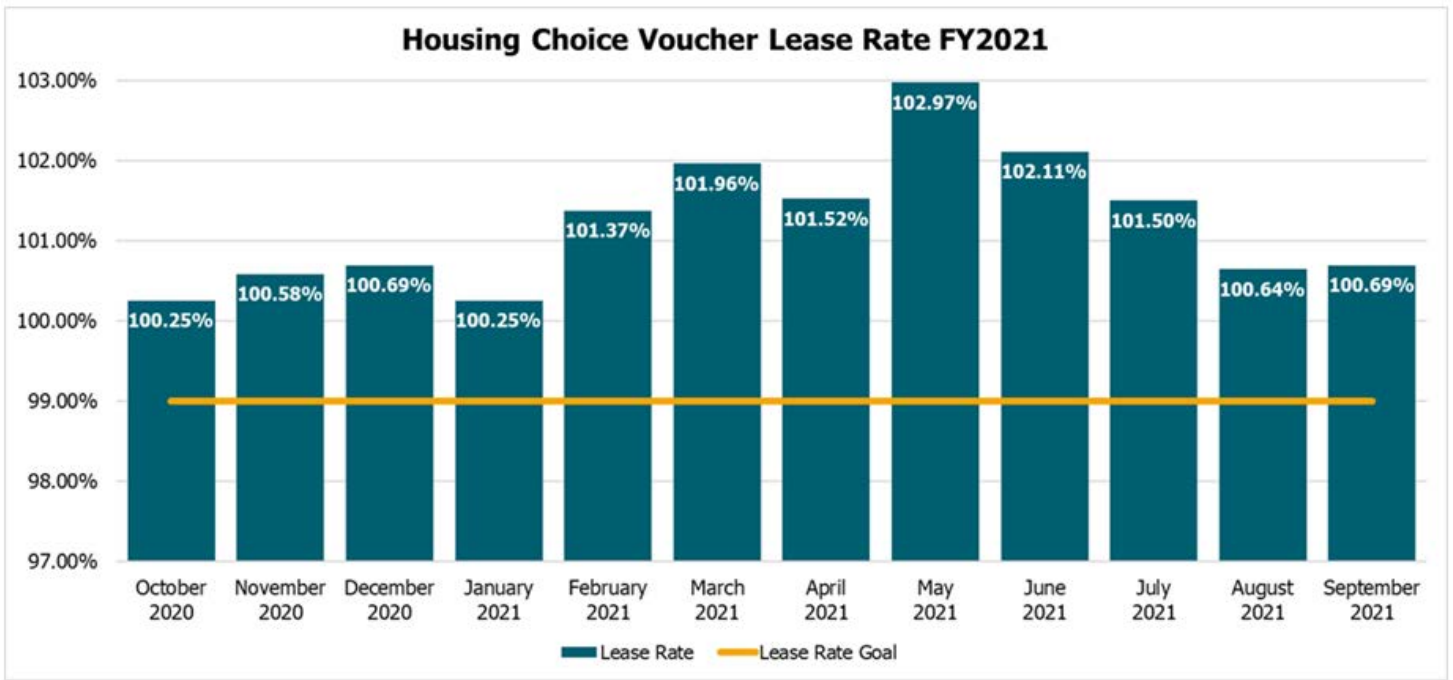
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## Rent Assistance Division

### 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.

# LONG-RANGE FINANCIAL PLANNING



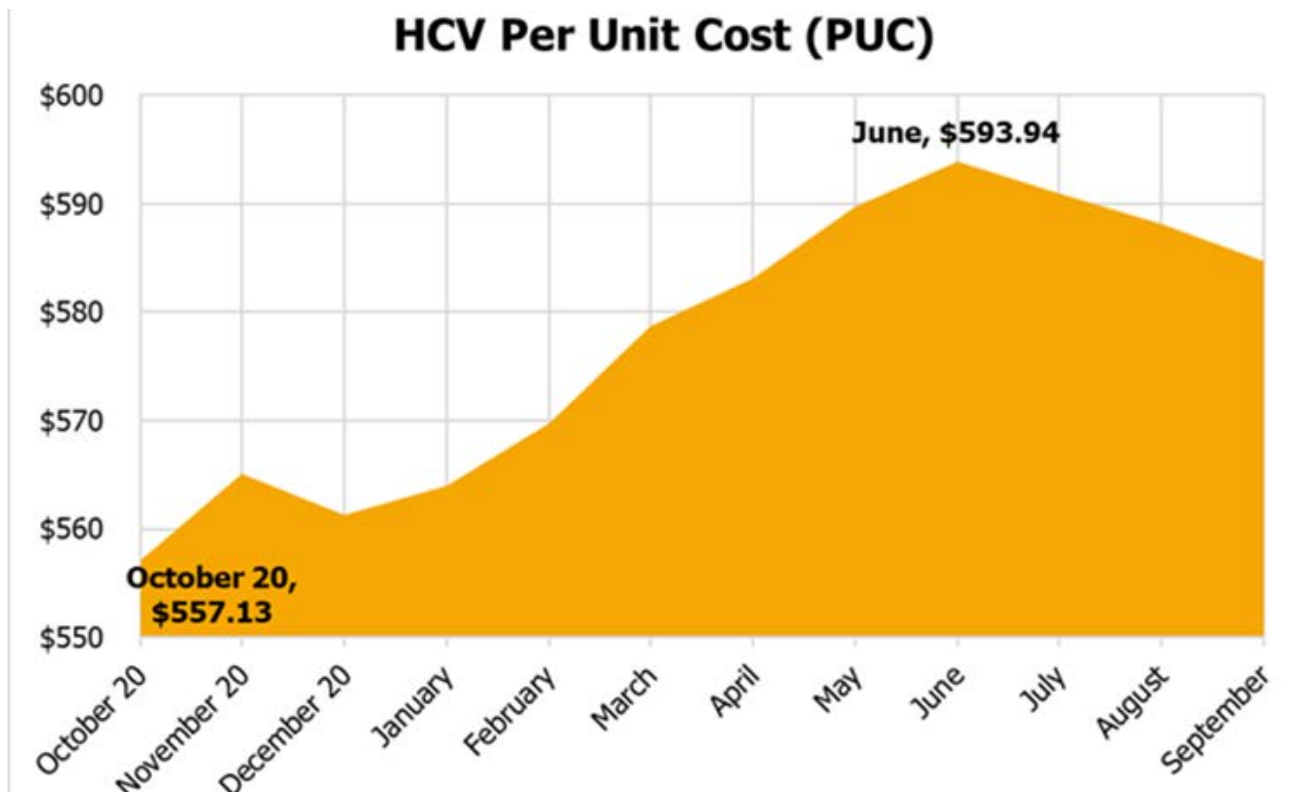
# LONG-RANGE FINANCIAL PLANNING

## Rent Assistance Division

### Average Housing Assistance Payment (HAP) Paid

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

### HCV Per Unit Cost (PUC)





# LONG-RANGE FINANCIAL PLANNING

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## 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.

# LONG-RANGE FINANCIAL PLANNING

## Real Estate Development (RED) Division

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

### **New Construction**

Homes for Good 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.

# LONG-RANGE FINANCIAL PLANNING

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## 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.



# LONG-RANGE FINANCIAL PLANNING

## Real Estate Development (RED) Division

**2000-2008**

195 new units

**2008-2013**

45 new units

**2013-2018**

102 new units

**2018-2023**

619 new units

**BREAKING GROUND**

MARKET DISTRICT COMMONS

THE COMMONS ON MLK

LEGION COTTAGES

HAYDEN BRIDGE LANDING

SARANG

THE KEYSTONE

THE NEL

2019

2020

2021

## RECENTLY COMPLETED



Richardson Bridge (Preservation) 32



Bascom Village II 48



The Oaks at 14th 54



Market District Commons 50



Legion Cottages 4



The Commons on MLK 51



Hayden Bridge Landing 70



Sarang 49



The Keystone 15

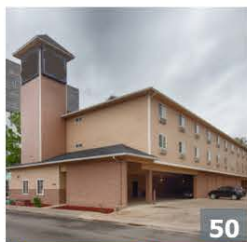
## IN DEVELOPMENT & PRE-DEVELOPMENT



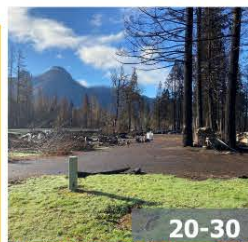
45-55  
Four Corners



45  
The Nel



50  
Bridges on Broadway



20-30  
Lazy Days Mobile Home Park Site



100-150  
Glenwood Place

# LONG-RANGE FINANCIAL PLANNING

## 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

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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

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REAC	Real Estate Assessment Center
ROSS	Resident Opportunities and Supportive Services
S8	Section 8
UPCS	Uniform Physical Condition Standard
VASH	Veterans Assistance for Supportive Housing

# ALL AGENCY SUMMARY

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

HUD FDS	Rent Assistance	Supportive Housing	Community Services	COCC	Total
<b>REVENUE</b>					
70300 Net Tenant Rental Revenue	\$ -	\$ 5,874,700	\$ 371,000	\$ 914,500	\$ 7,160,200
70400 Tenant Revenue, Other	-	30,300	13,500	-	43,800
<b>70500 Total Tenant Revenue</b>	<b>-</b>	<b>5,905,000</b>	<b>384,500</b>	<b>914,500</b>	<b>7,204,000</b>
70600 HUD PHA Operating Grants	24,745,700	2,458,000	1,422,000	-	28,625,700
70601 HUD PHA Operating Grants - Admin. Fee	3,713,800	-	-	-	3,713,800
70610 Capital Grants	-	900,000	-	-	900,000
70710 Management Fees	-	-	-	1,315,900	1,315,900
70720 Bookkeeping Fees	-	-	-	321,200	321,200
70720 Asset Management Fees	-	-	-	71,400	71,400
70740 Maintenance Fee for Service	-	-	-	875,000	875,000
70750 Overhead Allocations	-	-	-	549,800	549,800
70800 Other Government Grants	-	1,144,000	2,220,600	-	3,364,600
71200 Interest Income	3,700	-	50,000	200	53,900
71500 Sales proceeds	-	-	10,000,000	-	10,000,000
71400 Fraud Recovery	12,700	-	-	-	12,700
71500 Other Revenue	27,100	70,900	1,642,900	76,200	1,817,100
72000 Investment Income - Restricted	-	200	-	-	200
<b>70000 Total Revenue</b>	<b>28,503,000</b>	<b>10,478,100</b>	<b>15,720,000</b>	<b>4,124,200</b>	<b>58,825,300</b>
<b>EXPENSES</b>					
91100 Administrative Salaries	1,734,600	1,237,700	1,582,100	1,534,500	6,088,900
91500 Administrative Fringe	1,071,000	760,600	889,400	800,000	3,521,000
91200 Auditing Fees	12,800	2,000	11,000	-	25,800
91300 Management Fees	500,500	997,400	10,700	-	1,508,600
91310 Bookkeeping Fees	270,600	68,200	-	-	338,800
91400 Advertising and Marketing	1,400	400	16,100	1,500	19,400
91600 Computer Expense	102,800	61,100	56,200	42,200	262,300
91600 Family Self Sufficiency	-	18,300	-	-	18,300
91600 Stationary, Copier, Office Supplies	-	-	1,000	-	1,000
91600 Publications, Dues and Fees	41,000	8,900	5,000	63,200	118,100
91600 Office Equipment	-	600	25,300	-	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	-	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	-	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	-	914,200
91600 Office Expense	30,100	727,300	73,500	39,200	870,100
<b>91100 Total Administrative</b>	<b>4,320,800</b>	<b>3,968,200</b>	<b>4,170,500</b>	<b>2,715,100</b>	<b>15,174,600</b>
92000 Asset Management Fee	-	84,700	-	-	84,700

<b>Tenant Services</b>						
92200	Relocation Costs	-	400	-	-	400
92400	Recreation and Contract	-	5,000	-	-	5,000
92400	Resident Participation Fund	-	14,000	-	-	14,000
92400	Tenant Services Other	-	40,000	5,000	-	45,000
92500	<b>Total Tenant Services</b>	-	<b>59,400</b>	<b>5,000</b>	-	<b>64,400</b>
<b>Utilities</b>						
93100	Water	-	172,000	8,000	3,500	183,500
93200	Electricity	-	110,900	20,600	18,000	149,500
93300	Gas	-	58,700	11,000	9,000	78,700
93600	Sewer	-	297,500	30,100	18,000	345,600
93800	Other Utilities	-	636,200	-	-	636,200
94300	Garbage	-	197,800	5,000	12,400	215,200
	<b>Total Utilities</b>	-	<b>1,473,100</b>	<b>74,700</b>	<b>60,900</b>	<b>1,608,700</b>
<b>Maintenance</b>						
94100	Maintenance Salaries	-	561,900	-	485,900	1,047,800
94200	Materials and Other	-	179,200	741,400	1,000	921,600
94300	Boilers / Plumbing / Electrical	-	36,400	-	-	36,400
94300	Elevators	-	38,000	-	-	38,000
94300	Fee for Service	-	225,000	650,000	-	875,000
94300	Flooring	-	-	2,000	-	2,000
94300	Grounds Maintenance	-	180,600	3,000	-	183,600
94300	Janitorial Service	-	81,500	-	-	81,500
94300	Pest Control	-	31,400	-	-	31,400
94300	Vacate Expenses	-	134,600	2,000	-	136,600
94300	Vehicle and Maintenance Expense	-	37,000	58,100	51,000	146,100
94300	Miscellaneous Contract Expenses	-	380,600	61,300	65,000	506,900
94500	Maintenance Fringe	-	298,600	-	279,000	577,600
94300	Maintenance	-	18,800	-	5,000	23,800
94300	Yard Maintenance	-	-	5,000	11,000	16,000
94200	Tools & Equipment	-	-	-	2,000	2,000
94000	<b>Total Maintenance</b>	-	<b>2,203,600</b>	<b>1,522,800</b>	<b>899,900</b>	<b>4,626,300</b>
<b>Protective Services</b>						
95100	Protective Services Salaries	-	10,000	9,500	-	19,500
95200	Protective Services Other Contract Costs	-	124,000	-	-	124,000
95500	Protectives Services Fringe	-	1,600	-	-	1,600
95000	<b>Total Protective Services</b>	-	<b>135,600</b>	<b>9,500</b>	-	<b>145,100</b>
<b>Insurance</b>						
96110	Property Insurance	26,000	233,100	28,600	8,000	295,700
96100	<b>Total Insurance</b>	<b>26,000</b>	<b>233,100</b>	<b>28,600</b>	<b>8,000</b>	<b>295,700</b>
<b>General</b>						
96200	Other General Expenses	50,000	58,000	174,000	-	282,000
96300	Payments in Lieu of Taxes	-	177,300	-	-	177,300
96400	Bad Debt	1,000	-	-	-	1,000
96000	<b>Total General</b>	<b>51,000</b>	<b>235,300</b>	<b>174,000</b>	-	<b>460,300</b>
96710	<b>Interest Expense</b>	-	379,700	28,400	203,000	611,100
96900	<b>Total Operating Expenses</b>	<b>4,397,800</b>	<b>8,772,700</b>	<b>6,013,500</b>	<b>6,013,500</b>	<b>23,070,900</b>
97300	Housing Assistance Payments	28,624,400	-	899,000	-	29,523,400
97350	HAP Portability-In	74,000	-	-	-	74,000
90000	<b>Total Expenses</b>	<b>33,096,200</b>	<b>8,772,700</b>	<b>6,912,500</b>	<b>3,886,600</b>	<b>52,668,300</b>
	<b>Net Income (Loss)</b>	<b>(4,593,200)</b>	<b>1,705,400</b>	<b>8,807,500</b>	<b>(144,601)</b>	<b>6,157,000</b>
<b>Other Financing Sources (Uses)</b>						
	Proceeds from Borrowing	-	-	907,600	-	907,600
	Repayment of Borrowings	-	(622,800)	(53,000)	(422,000)	(1,097,800)
10091	Inter Project Cash Transfers -IN	-	-	652,900	387,701	1,040,601
10092	Inter Project Cash Transfers -OUT	-	-	(1,040,600)	-	(1,040,600)
	Operating Reserve	1,277,300	(114,400)	(10,000)	-	1,152,900
	Replacement Reserve	-	(270,900)	(47,800)	(60,000)	(378,700)
	Capital Outlay	-	(619,100)	(1,100,000)	(143,000)	(1,862,100)
	<b>Total Other Financing Sources (Uses)</b>	<b>1,277,300</b>	<b>(1,627,200)</b>	<b>(690,900)</b>	<b>(237,299)</b>	<b>(1,278,100)</b>
10000	<b>Excess (Deficiency) of Total Revenue Over (Under) Total Expenses</b>	<b>\$ (3,315,900)</b>	<b>\$ 78,200</b>	<b>\$ 8,116,600</b>	<b>-</b>	<b>\$ 4,878,900</b>