



BUDGET DOCUMENT FOR FISCAL YEAR 2019

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Homes. People. Partnerships. Good.

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

HOMES FOR GOOD BOARD OF COMMISSIONERS

Char Reavis	Board Chair/Appointed Commissioner
Michelle Thurston	Appointed Commissioner
Jay Bozievich	Lane County Commissioner
Pat Farr	Lane County Commissioner
Gary Williams	Lane County Commissioner
Sid Leiken	Board Vice-Chair/Lane County Commissioner
Peter Sorenson	Lane County Commissioner

LEADERSHIP TEAM

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

EXECUTIVE DIRECTOR'S MESSAGE



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

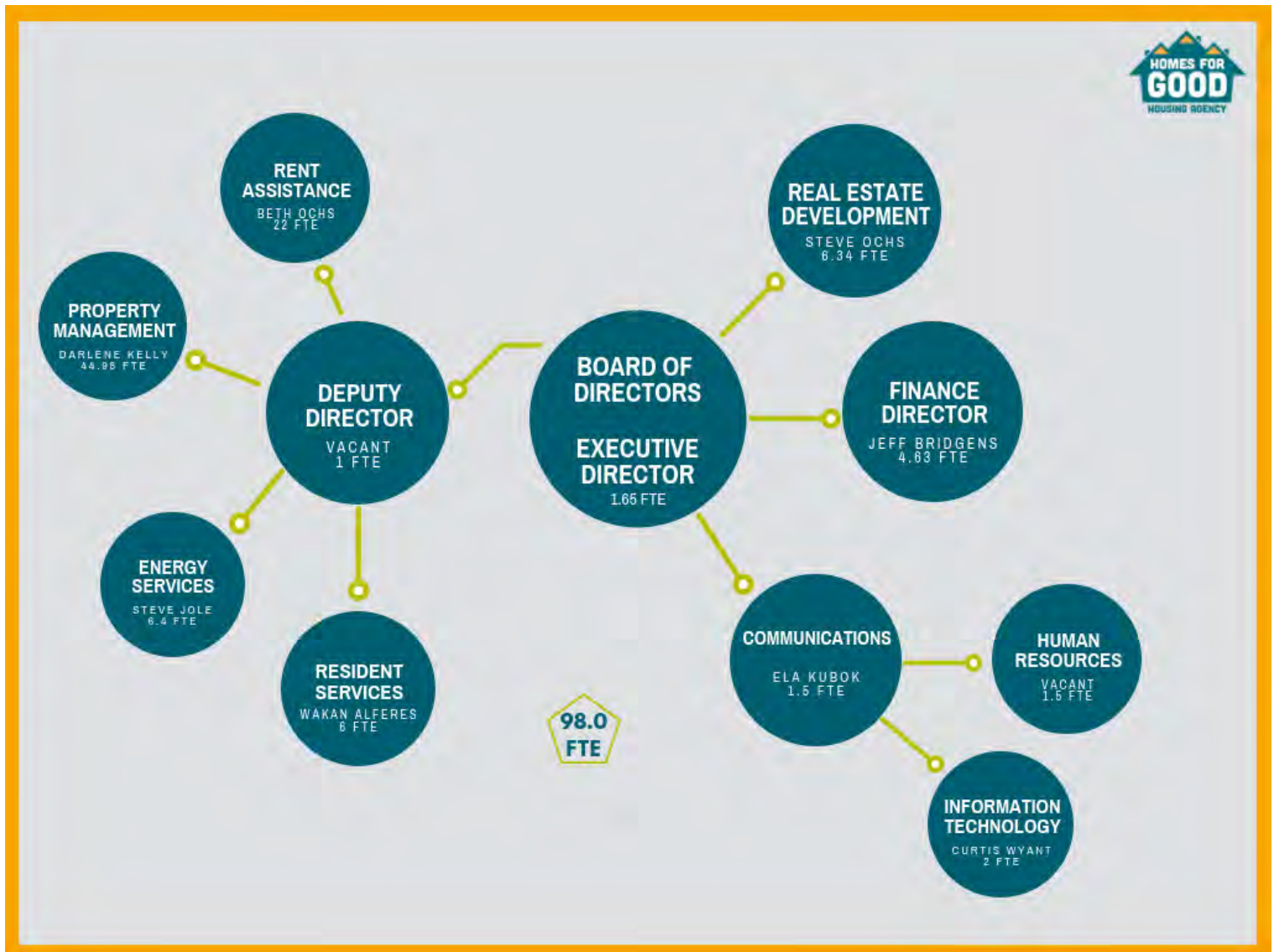
Our journey to becoming the leading supportive housing provider and supportive services provider/facilitator is driven by our focus and commitment and it is also us responding to key community goals as outlined in the Poverty and Homelessness Board Strategic Plan and other community plans that are focused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

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

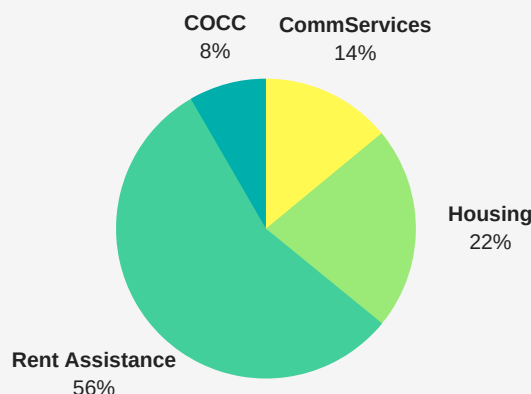
In the following pages, we present the Home for Good budget for the fiscal year October 1, 2018, through September 30, 2019. We are supplying information about each distinct activity, as well as summaries by division and agency-wide information, with the goal of providing a clear and meaningful delineation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


JACOB FOX
Executive Director

ORGANIZATIONAL CHART



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



RENT ASSISTANCE DIVISION

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

Performance Data

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

Rent Assistance



The Rent Assistance Division administers 2,817 Section 8 tenant-based vouchers, 236 Veterans Administration Supportive Housing (VASH) vouchers and 12 Project-Based Vouchers (PBV). The administration of these vouchers includes initial and ongoing eligibility reviews and periodic inspections of all units. In addition, the Rent Assistance Division has a Landlord Liaison and Division Analyst. The Landlord Liaison provides outreach and education to landlords in our community. The Division Analyst ensures compliance with HUD regulations and policies as well as compiles a variety of data points which allows the Rent Assistance Division to make data-driven decisions.

COMMUNITY SERVICES

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

Performance Data

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

Development

Homes for Good's Real Estate Development department builds sustainable and affordable homes throughout Lane County. Homes for Good's development team activities include new construction projects, acquisition rehab, and substantial capital repairs for existing affordable properties. Development fees received from projects help to fund predevelopment activities and other programs at Homes for Good. Homes for Good has an extremely robust pipeline with 4 new construction projects starting this fiscal year.

The Development staff is working closely with the Property Management Division working to convert public housing units through the Rental Assistance Demonstration program (RAD). The objective of RAD is to move housing subsidy from the public housing program to the Section 8 program. Homes for Good has converted 12 units and has the approval to convert another 100 units of its scattered site housing and build 100 units of replacement housing in Springfield and Eugene. The RAD project conversions will have a significant positive impact on the Homes for Good budget over the next few years as it will allow for the sale of the scattered sites with the proceeds to be used for replacement housing, preservation efforts and other affordable housing activities.



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

Performance Data

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

Asset Management

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



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

Performance Data

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

Signpost House

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



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

Performance Data

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

Heeran Center

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



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

Performance Data

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

Family Shelter House

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



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

Performance Data

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

Resident Opportunities and Supportive Services (ROSS)



Homes for Good Resident Services team works to connect our residents and participants with needed resources in the community. In partnership with community providers, government entities, and resident volunteers, Homes for Good facilitates numerous programs that support residents in meeting their basic needs, increasing housing stability, improving health outcomes, and building economic self-sufficiency.

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

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

Performance Data

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

Family Self-Sufficiency Program

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



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

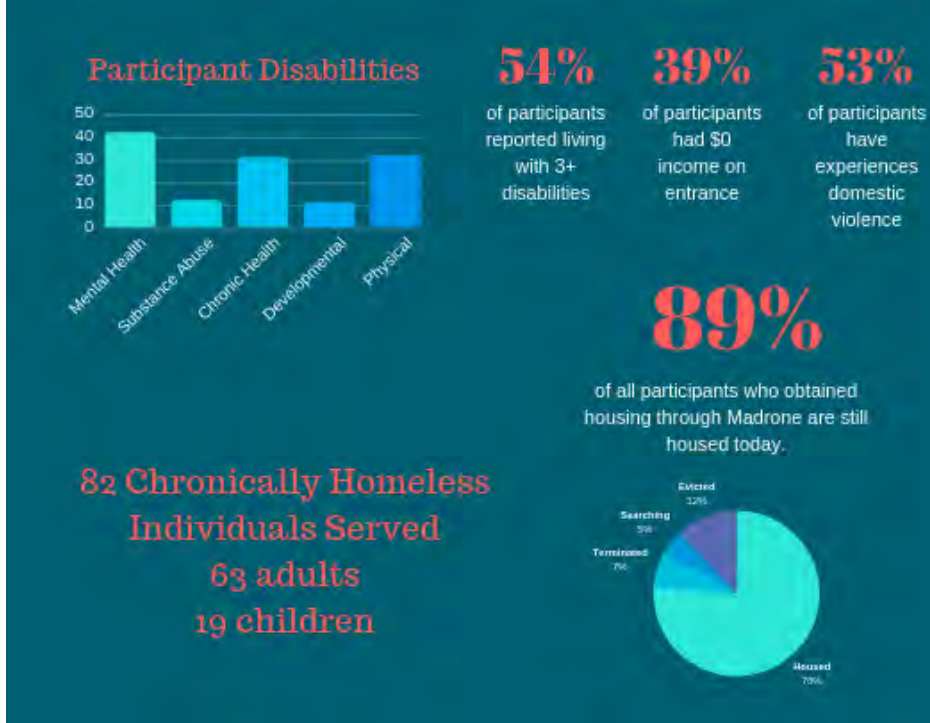
Performance Data

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

Madrone Grant

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

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



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

Performance Data

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

Shelter Plus Care



SHELTERPLUS CARE

AT HOMES FOR GOOD



This is a grant through the Continuum of Care that provides rent assistance and services to homeless individuals and families who have at least one person in the household that qualifies as disabled. Referrals are taken from the Centralized Waiting List held by Lane County Health and Human Services Dept. and connects them to service providers that include ShelterCare, Laurel Hill Center, Willamette Family Treatment Services and the HIV Alliance/OHOP. Some clients who are not eligible for services from the above agencies can receive similar support from Lane County Behavioral Health. Once these participants are stably housed they are better able to access the resources that will help them thrive. This grant is required to house at least 48 households but the average is about 55 participant households year-round.

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

Performance Data

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

Pay For Success

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

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



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

Performance Data

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

EHA Grant

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

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

Performance Data

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

HousingPlus

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



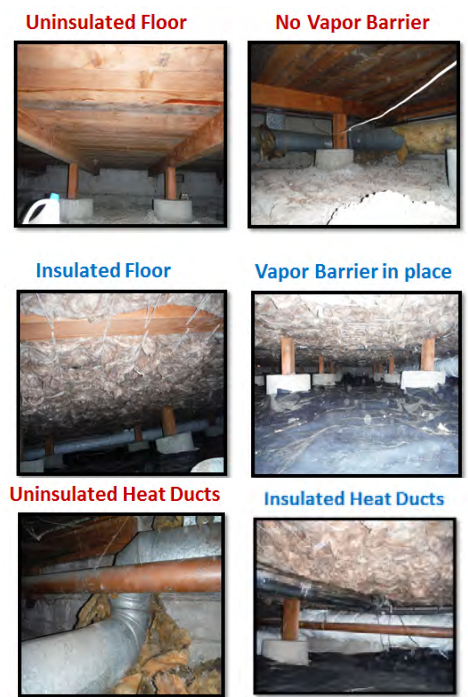
	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	(9,374)	(1,250)	(5,793)	(6,643)
Total Beginning Reserves	-	(1,250)	(5,793)	(6,643)
Revenue	6,831	3,000	2,400	2,500
Expenses				
Personnel Services	-	-	-	-
Materials & Services	3,250	4,250	3,250	1,745
Overhead	-	-	-	-
Total Expenses	3,250	4,250	3,250	1,745
Net Change	3,581	(1,250)	(850)	755
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	3,581	(1,250)	(850)	755
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	(5,793)	(2,500)	(6,643)	(5,888)
Total Ending Reserves	\$ (5,793)	\$ (2,500)	\$ (6,643)	\$ (5,888)

Performance Data

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

Energy Services

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



Energy Services
Before & After Weatherization

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

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

Fleet

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

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



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

Performance Data

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

100 W 13th Ave

In 2017 Homes for Good went through a process of finding a location for a new service center location to fulfill the strategic goal of bringing both of our office locations together to create better efficiencies and better access for program participants. For FY19 the Building will remain as one of our commercial rental properties, housing five tenants. Homes for Good is currently in the process of designing the space for the needs of our employees and expects to move in late December 2019.



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

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

Performance Data

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

Homes for Good Corporate

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

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

Performance Data

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

HOUSING DIVISION

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

Performance Data

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

Laurelwood Homes

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



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

Performance Data

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

McKenzie Village

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



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

Performance Data

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

Pengra Court

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



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

Performance Data

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

Springfield Scattered Sites

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



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ 7,682	\$ -	\$ -
Beginning Unrestricted Reserves	76,339	(3,300)	145,895	171,395
Total Beginning Reserves	<u>76,339</u>	<u>4,382</u>	<u>145,895</u>	<u>171,395</u>
Revenue	129,406	114,815	126,900	68,562
Expenses				
Personnel Services	17,330	33,010	22,800	36,570
Materials & Services	42,520	65,735	78,600	53,132
Overhead	-	-	-	-
Total Expenses	<u>59,850</u>	<u>98,745</u>	<u>101,400</u>	<u>89,702</u>
Net Change	<u>69,556</u>	<u>16,070</u>	<u>25,500</u>	<u>(21,140)</u>
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>69,556</u>	<u>16,070</u>	<u>25,500</u>	<u>(21,140)</u>
Ending Restricted Reserves	-	7,900	-	-
Ending Unrestricted Reserves	145,895	12,552	171,395	150,255
Total Ending Reserves	<u>\$ 145,895</u>	<u>\$ 20,452</u>	<u>\$ 171,395</u>	<u>\$ 150,255</u>

Performance Data

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

Maplewood Meadows

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



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

Performance Data

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

Eugene Scattered Sites

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



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

Performance Data

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

Parkview Terrace



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

The surrounding views are engaging and complimentary from every angle of the complex. Residents at Parkview Terrace enjoy two (2) private courtyards, a Community Room offering an extensive Library coupled with computer access, games, a piano and various social activities throughout the year, on-site laundry facilities on each level, two (2) centrally located elevators and convenient parking on either side of the complex making life easy and fun for the residents in the community of Parkview Terrace. Known for its affordability, Parkview is situated just below Skinner Butte and adjacent to the Campbell Senior Center, parks, bike and walking trails, shopping, churches, restaurants, and public transportation. Parkview Terrace is a large complex in Eugene where residents connect and experience a small town sense of community.

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

Performance Data

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

Veneta Villa



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

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

Performance Data

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

Lindeborg Place

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



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

Performance Data

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

Veneta Scattered Sites

The Veneta scattered sites are located in the unique town of Veneta, Oregon. Our Veneta scattered sites encompass twenty (20) two, three and four bedroom duplexes serving families, elderly and disabled person(s) or families. Residents in the Veneta scattered sites enjoy their own private yards, storage areas, and individual laundry rooms. Each location is within close proximity to small-town shopping, churches, schools, services, restaurants, parks and public



transportation as well as nearby camping areas and lakes. The city of Veneta is on the main highway to Oregon's Pacific coast. Additionally, Veneta is only seven miles from Eugene and is well known as being the home to Oregon's Country Fair. Residents experience a warm and friendly environment at the Veneta scattered sites.

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

Performance Data

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

Cresview Villa



Nestled in a quaint neighborhood in Creswell, Oregon, Cresview Villa Apartments is a 34-unit complex serving senior and disabled residents. 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. On the bus line, Cresview Villa is located a short drive from Eugene, 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 ADA accessible units to accommodate those with physical disabilities, and provides onsite coin-op laundry facilities.

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

Performance Data

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

Riverview Terrace



Riverview Terrace is a six-story building offering 60 one-bedroom units for senior and disabled residents. Located next to Row River in the charming small town of Cottage Grove, Riverview Terrace is within walking distance to downtown, the local market, and transportation. Each unit provides ductless heat pumps for energy efficient heating and cooling, as well as LED lighting and water saving plumbing fixtures to keep energy bills affordable. In addition to the beautifully landscaped grounds, there are two 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 food 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 elevators to transport residents safely to their unit and laundry facilities located on each of the five residential floors. Bus transportation is located just outside the complex. Within the past year, the building has been sealed and painted and received a new roof.

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

Performance Data

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

Abbie Lane Courts



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

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

Performance Data

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

Fourteen Pines



Fourteen Pines, located on Willakenzie near Coburg Road, in Eugene, offers 65 one-, two- and three-bedroom apartments in a sprawling park-like setting, with 62 project-based subsidies and three 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. Recent upgrades to the site include LED exterior lighting to enhance safety on the walkways and in the parking lot, as well as new roofing on the complex's flat roofs. Sloped roof replacement is in the planning stages. Resident's porch lights are currently being swapped for energy-efficient LED fixtures, and the weatherization department is working on a project to get ductless heat pumps installed in many units. The parking lot is scheduled for a new coating of asphalt and striping, and the exterior of the buildings will be sealed to protect the vinyl siding. All units are smoke-free with two designated smoking areas provided for residents and their guests.

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

Performance Data

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

Village Oaks

Consisting of one- and two-story one-, two- and three-bedroom units, Village Oaks Apartments provides housing for 67 elderly, disabled and low-income working families in West Eugene. Village Oaks has 21 project-based rent subsidies for qualified residents, and 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 coin-op laundry rooms, a spacious community room, two playgrounds and a basketball hoop. All units are smoke-free with two designated smoking areas provided for residents and their guests. Volunteer residents run the weekly Helping Hands food program through Food for Lane County.



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

Performance Data

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

Firwood Apartments



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

	<u>2017</u> <u>ACTUAL</u>	<u>2018</u> <u>BUDGET</u>	<u>2018</u> <u>PROJECTED</u>	<u>2019</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 268,290	\$ 268,320	\$ 320,070	\$ 8,600
Beginning Unrestricted Reserves	(4,091)	20,770	(11,398)	388,572
Total Beginning Reserves	<u>264,199</u>	<u>289,090</u>	<u>308,672</u>	<u>397,172</u>
Revenue	549,875	575,655	611,600	636,500
Expenses				
Personnel Services	146,742	141,982	150,700	156,070
Materials & Services	263,361	336,960	261,900	365,778
Overhead	37,196	-	-	-
Total Expenses	<u>447,299</u>	<u>478,942</u>	<u>412,600</u>	<u>521,848</u>
Net Change	<u>102,576</u>	<u>96,713</u>	<u>199,000</u>	<u>114,652</u>
Other Resources				
Capital Outlay	-	-	-	(94,000)
Reserves	51,780	-	-	-
Debt Issuance	-	-	-	-
Debt Service	(112,410)	(97,000)	(110,500)	(20,652)
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	<u>(60,630)</u>	<u>(97,000)</u>	<u>(110,500)</u>	<u>(114,652)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>41,946</u>	<u>(287)</u>	<u>88,500</u>	<u>-</u>
Ending Restricted Reserves	320,070	276,400	8,600	-
Ending Unrestricted Reserves	(11,398)	12,403	388,572	397,172
Total Ending Reserves	<u>\$ 308,672</u>	<u>\$ 288,803</u>	<u>\$ 397,172</u>	<u>\$ 397,172</u>

Performance Data

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

Capital Projects Fund

This program provides, on an annual basis, funds to Public Housing for development, financing, and modernization of the Agency's housing portfolio. Capital Projects Team has developed the 5-Year Action Plan that describes the necessary capital improvements to ensure long-term physical and social viability of our public housing developments, which includes redesign, reconstruction, and reconfiguration of public housing sites and buildings (including accessibility improvements) and development of mixed-finance projects; vacancy reduction; addressing deferred maintenance needs and the replacement of obsolete utility systems and dwelling equipment; planned code compliance, management improvement, and capital expenditures to improve safety and security of residents. The plan covers the period Federal FY 2017 - 2021 and is updated yearly on a rolling basis.



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

Performance Data

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

Norsemen Village

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



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

Camas Apartments

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



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

Jacob's Lane

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



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

Laurel Gardens

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



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

Walnut Park

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



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

The Orchards

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



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

Sheldon Village I

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



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

Sheldon Village II

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



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

Sheldon Village Apartments LLC

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



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

The Central Office Cost Center consists of those activities of Homes for Good Housing Agency that are funded through fees including management fees, bookkeeping fees, asset management fees, maintenance fee for service charges, occupancy fees, and certain miscellaneous non-federal grants. Examples of costs within the COCC include the executive director, human resources, information technology, finance, capital fund administration, maintenance fee for service costs, building costs, board activities, and other management staff.

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

Performance Data

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

Board

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



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	-
Expenses				
Personnel Services	21	-	-	-
Materials & Services	6,691	23,052	7,400	24,800
Overhead	-	-	-	-
Total Expenses	6,712	23,052	7,400	24,800
Net Change	(6,712)	(23,052)	(7,400)	(24,800)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(6,712)	(23,052)	(7,400)	(24,800)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

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

Executive

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



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	10,000
Expenses				
Personnel Services	392,498	428,259	430,400	495,982
Materials & Services	115,693	96,786	71,600	78,584
Overhead	-	-	-	-
Total Expenses	508,191	525,045	502,000	574,566
Net Change	(508,191)	(525,045)	(502,000)	(564,566)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(508,191)	(525,045)	(502,000)	(564,566)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

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

Finance

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



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	-
Expenses				
Personnel Services	366,431	275,482	290,900	431,923
Materials & Services	63,199	28,200	35,700	36,681
Overhead	-	-	-	-
Total Expenses	429,630	303,682	326,600	468,604
Net Change	(429,630)	(303,682)	(326,600)	(468,604)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(429,630)	(303,682)	(326,600)	(468,604)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

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

Human Resources



The Human Resources department has and will continue to morph into a team that plans for and helps implements change. HR supports continuous improvement of the employee experience following change. The Human Resources' role is to be a strategic partner, an employee sponsor and advocate, a policy enforcer, a team leader, and a talent management ambassador. The HR team will be instrumental in the Equity and Diversity work and various trainings in FY19.

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	750	700	-	750
Expenses				
Personnel Services	171,768	186,131	154,200	159,063
Materials & Services	59,769	44,238	37,900	43,500
Overhead	-	-	-	-
Total Expenses	231,537	230,369	192,100	202,563
Net Change	(230,787)	(229,669)	(192,100)	(201,813)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(230,787)	(229,669)	(192,100)	(201,813)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

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

Information Technology

The IT team supports agency-wide communications and data infrastructure. This is accomplished through administration, training, and maintenance of multiple networks, servers, applications, 50+ mobile devices, connections for telephones, 150+ computers, 70+ printers, copiers, and scanners all in order for our 90+ employees to provide services to our clients while ensuring compliance, security, and cost-effectiveness. The Agency has an ever-growing reliance on IT resources. Following an assessment in FY18 significant investment in our technical debt is recommended for FY19. Important strategic initiatives for FY19 include additional staffing, new phone system, office 365 migration, and preparation for moving to our new building.



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	-
Expenses				
Personnel Services	193,378	101,819	126,100	154,254
Materials & Services	57,257	91,660	106,000	123,707
Overhead	-	-	-	-
Total Expenses	250,635	193,479	232,100	277,961
Net Change	(250,635)	(193,479)	(232,100)	(277,961)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(250,635)	(193,479)	(232,100)	(277,961)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

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

Communications

Homes for Good communications team focuses on outreach and engagement with the community as well as the people served by our programs and our employees. Work tasks include media, press relations, employee newsletter and communication as well as maintaining Agency social media channels, public outreach and meetings surrounding new real estate developments.

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



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

Performance Data

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

Fairview Administration

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

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

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



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	-
Expenses				
Personnel Services	400,116	315,757	369,000	403,547
Materials & Services	63,633	35,435	40,400	48,461
Overhead	-	-	-	-
Total Expenses	463,749	351,192	409,400	452,008
Net Change	(463,749)	(351,192)	(409,400)	(452,008)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(463,749)	(351,192)	(409,400)	(452,008)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

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

Maintenance Fee for Service

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



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	259,939	407,382	428,500	592,851
Expenses				
Personnel Services	326,072	402,053	415,200	509,839
Materials & Services	68,014	42,011	43,500	88,413
Overhead	-	-	-	-
Total Expenses	394,086	444,064	458,700	598,252
Net Change	(134,147)	(36,682)	(30,200)	(5,401)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(134,147)	(36,682)	(30,200)	(5,401)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

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

Day Island Building

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



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

Performance Data

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

Fairview Building

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



	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	-	-	-	46,203
Expenses				
Personnel Services	11,873	12,719	38,300	23,598
Materials & Services	83,723	66,038	56,200	61,037
Overhead	-	-	-	-
Total Expenses	95,596	78,757	94,500	84,635
Net Change	(95,596)	(78,757)	(94,500)	(38,432)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(95,596)	(78,757)	(94,500)	(38,432)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

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

Capital Projects Administration



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

	2017 ACTUAL	2018 BUDGET	2018 PROJECTED	2019 BUDGET
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-
Total Beginning Reserves	-	-	-	-
Revenue	89,400	96,600	96,600	137,580
Expenses				
Personnel Services	120,890	87,329	94,100	122,280
Materials & Services	15,510	8,700	19,800	15,940
Overhead	-	-	-	-
Total Expenses	136,400	96,029	113,900	138,220
Net Change	(47,000)	571	(17,300)	(640)
Other Resources				
Capital Outlay	-	-	-	-
Reserves	-	-	-	-
Debt Issuance	-	-	-	-
Debt Service	-	-	-	-
Inter-Program Transfers In	-	-	-	-
Inter-Program Transfers Out	-	-	-	-
Other Resources Provided (Used)	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(47,000)	571	(17,300)	(640)
Ending Restricted Reserves	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -

Performance Data

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

FTE SUMMARY

Total FTE Budget for FY2017 90.10

FTE Reductions:

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

FTE Subtotal 84.10

FTE Additions:

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

FTE Total for FY2018 87.00

Total FTE Budget for FY2018 87.00

FTE Reductions:

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

FTE Additions:

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

FTE Total for FY2019 98.00

TRANSFER SUMMARY

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

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

FINANCIAL POLICIES

Budget

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

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

Reserves

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

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

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

S8 Admin Reserve

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

FINANCIAL POLICIES

Public Housing Reserve

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

COCC Reserve

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

Corporate Reserve

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

Development Reserve

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

LONG-RANGE FINANCIAL PLANNING

Property Management Division (PMD)

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

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

Operations:

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

LONG-RANGE FINANCIAL PLANNING

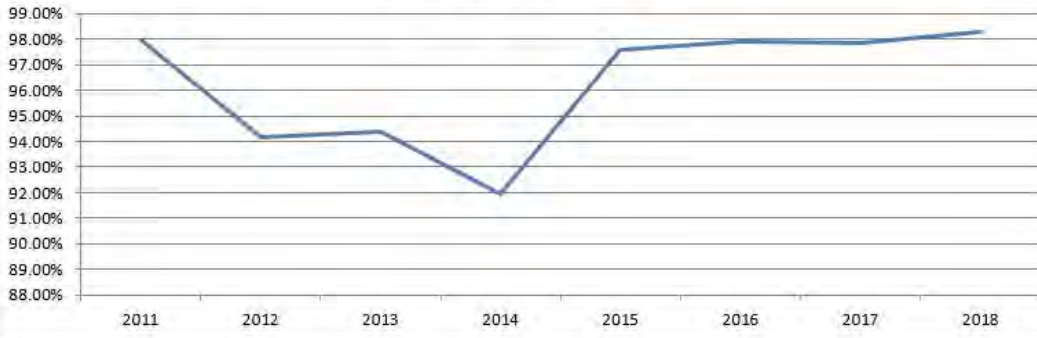
Maintenance:

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

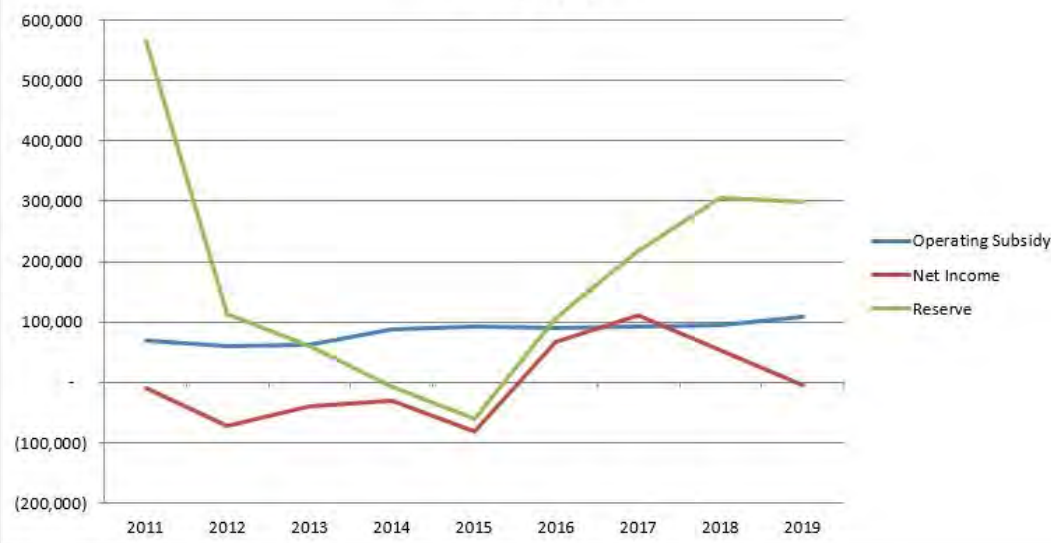
The reserve target for Public Housing was set at 4 months of operations. The projected reserve balance at the end of FY19 is \$2,175,146, well in excess of the target of \$1,472,531.

LONG-RANGE FINANCIAL PLANNING

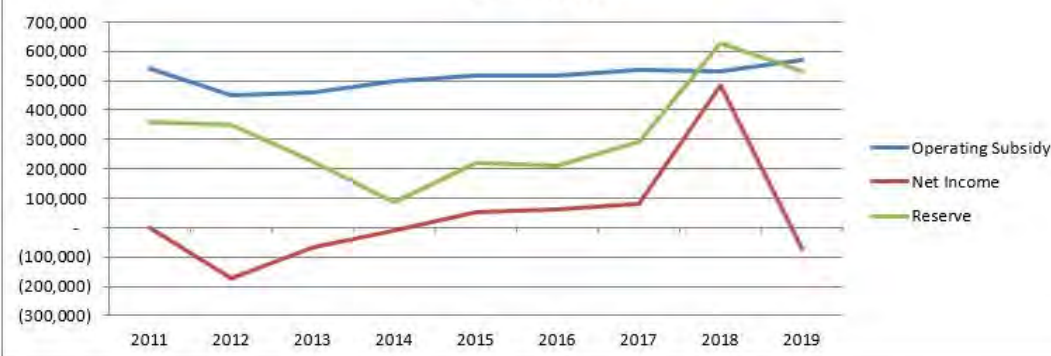
AMP 100 Occupancy



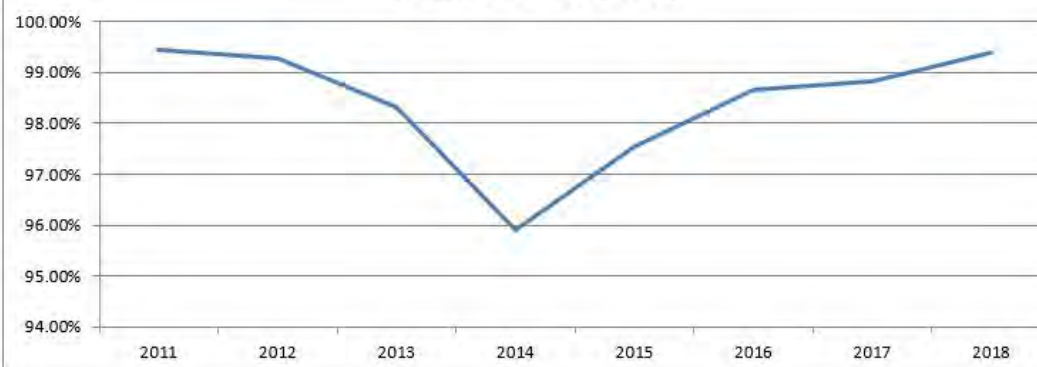
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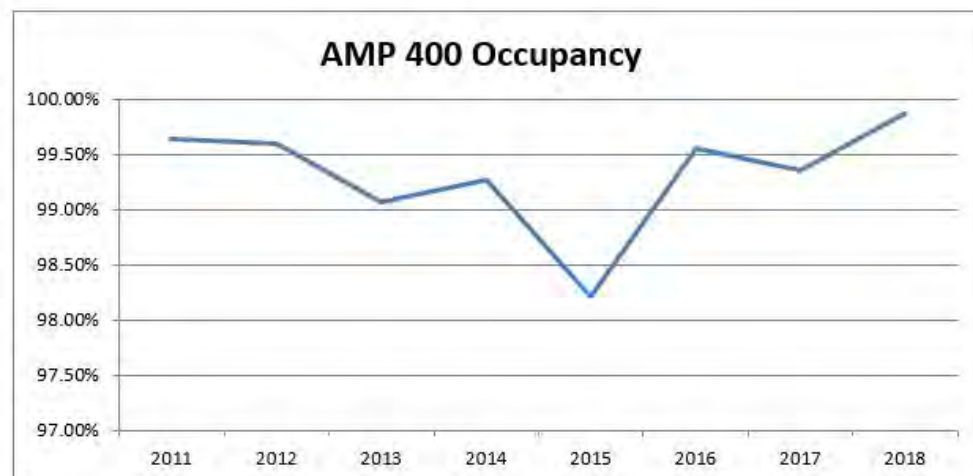
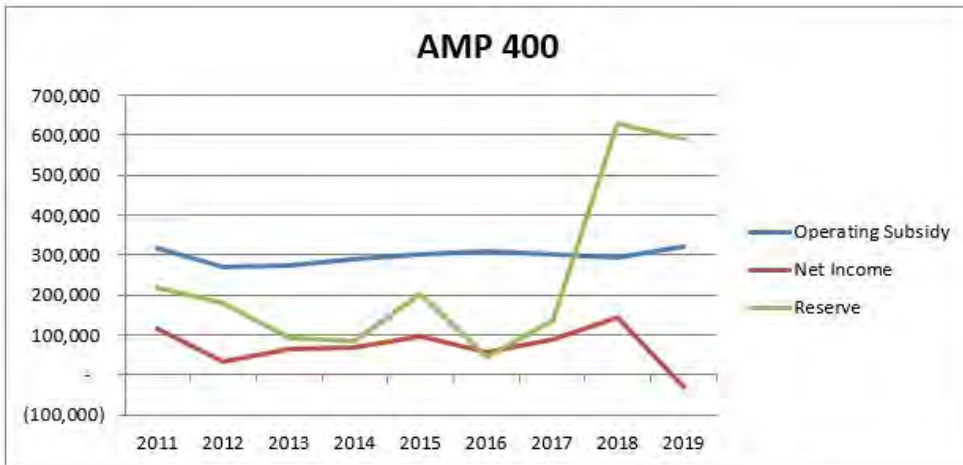
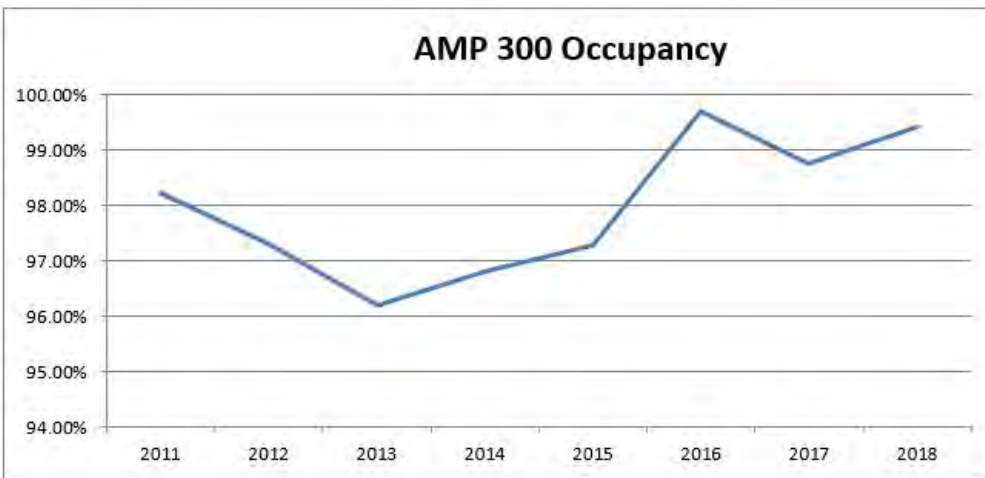
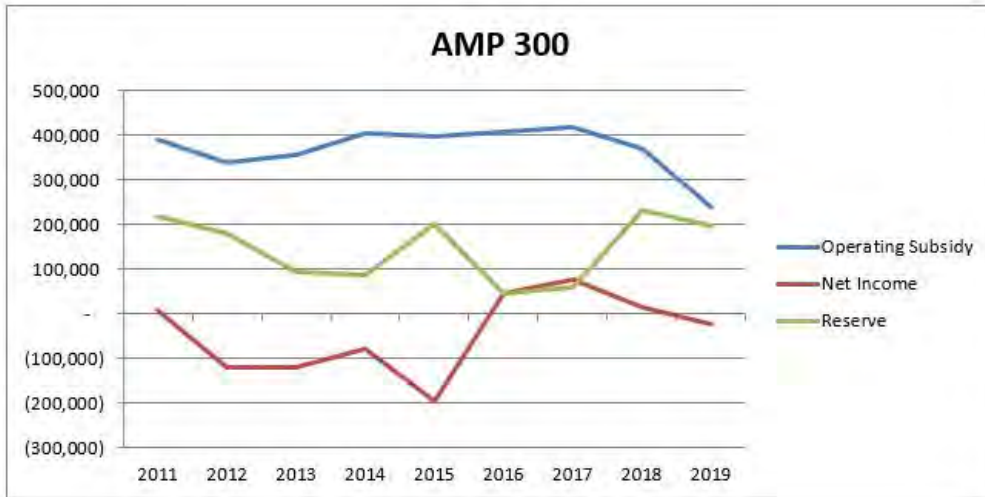
AMP 200



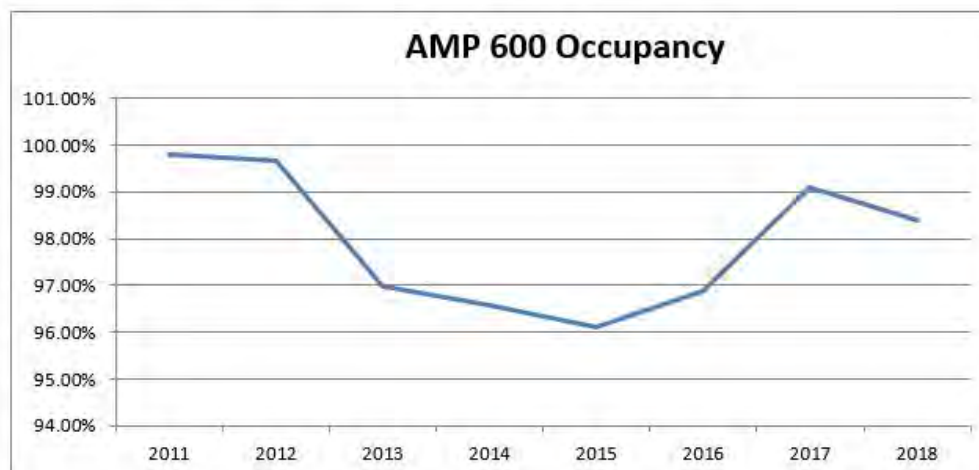
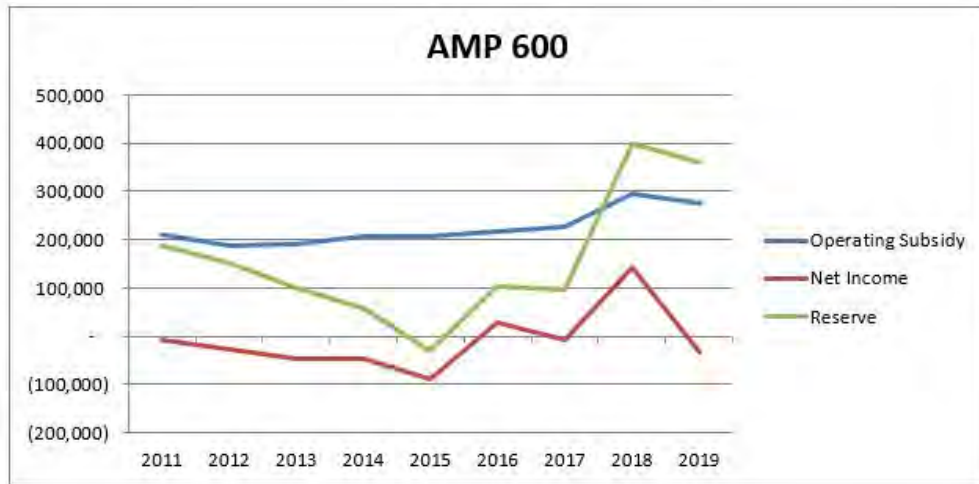
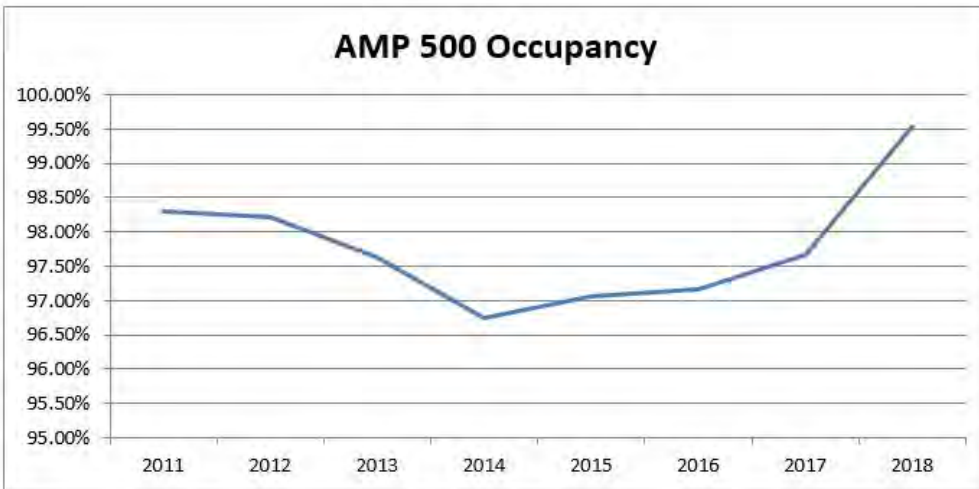
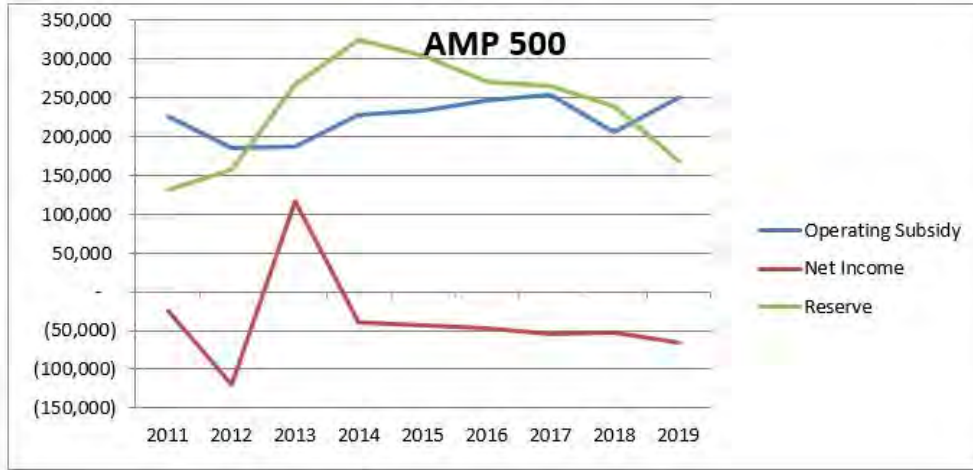
AMP 200 Occupancy



LONG-RANGE FINANCIAL PLANNING



LONG-RANGE FINANCIAL PLANNING

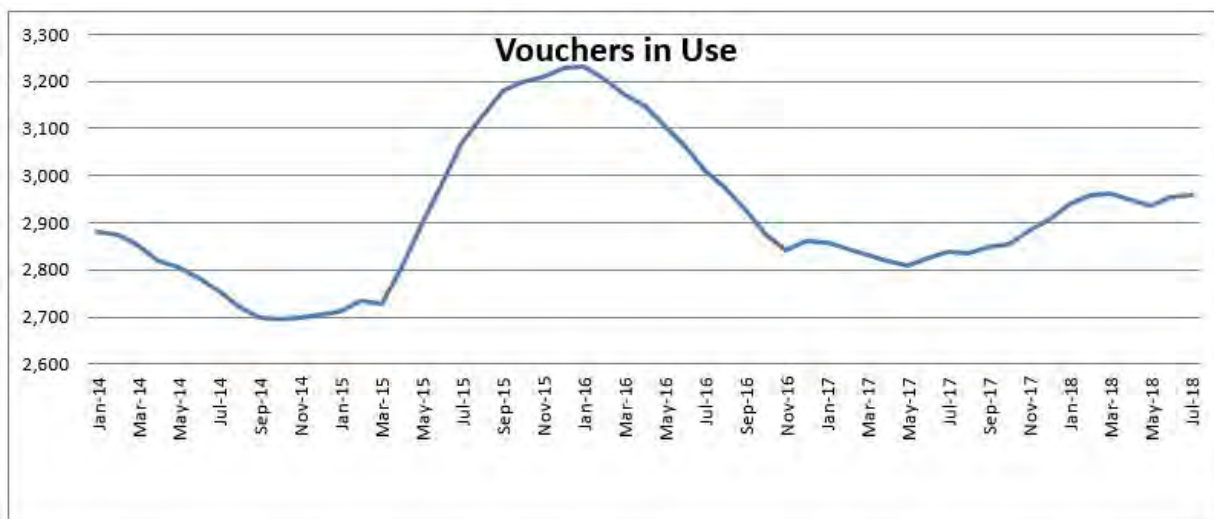


LONG-RANGE FINANCIAL PLANNING

Rent Assistance Division

Lease Rate

The overall goal of the Section 8 Program is to maintain a lease rate of 100% while simultaneously utilizing all the dollars associated with the vouchers. For example, if a housing agency is provided 100 vouchers and every voucher has an average of \$50.00 worth of rental assistance attached to it then a housing agency could potentially lease up all 100 vouchers if the average cost of each voucher was \$50.00. However, if the average cost of each voucher is \$100.00 then a housing agency would only be able to utilize 50 of their vouchers. Adding another layer to the process, the funding HUD provides fluctuates. A housing agency may be told at the beginning of the year that they will be receiving \$50.00 worth of rental assistance only to find out the rental assistance has changed to \$40.00 per voucher. This fluctuation is defined by HUD as the “pro-ration factor.” The calendar year 2018 resulted in an almost 100% pro-ration factor for funding. A factor this high has not been seen in many years. The change in pro-ration came approximately 4 months into the calendar year. This change resulted in Homes for Good needing to quickly issue a vast number of vouchers into the community as the resources were now available to issue all vouchers, which was not the plan at the beginning of the calendar year when the pro-ration had been at a reduced level. When a housing agency does not utilize all the funding allotted in a calendar year, it can impact funding levels in future years. Essentially, a use it or lose it approach if HUD decides to reallocate the funding not used by a housing agency. Homes for Good works closely with our local HUD field office in Portland. Homes for Good meets monthly with the HUD field office to review a HUD recommended tool (known as the Two-Year Tool) to help forecast utilization and funding rates, which helps ensure Homes for Good is using as many vouchers and all the funding allotted to our community. The Two-Year Tool is a multi-paged excel workbook that incorporates points of data such as voucher turn-over rates, average per unit costs and pro-ration levels to help Homes for Good make data-driven decisions in administering the Section 8 Program. In addition, Homes for Good has also applied for additional vouchers from HUD. If awarded Homes for Good will ensure the newly awarded vouchers are utilized in a timely manner as well. It is the overall goal for Calendar Year 2019 to utilize as many vouchers as funding levels dictate and ensure the Rent Assistance Division is adequately staffed and cross-trained to meet the demands of fluctuations in funding levels.



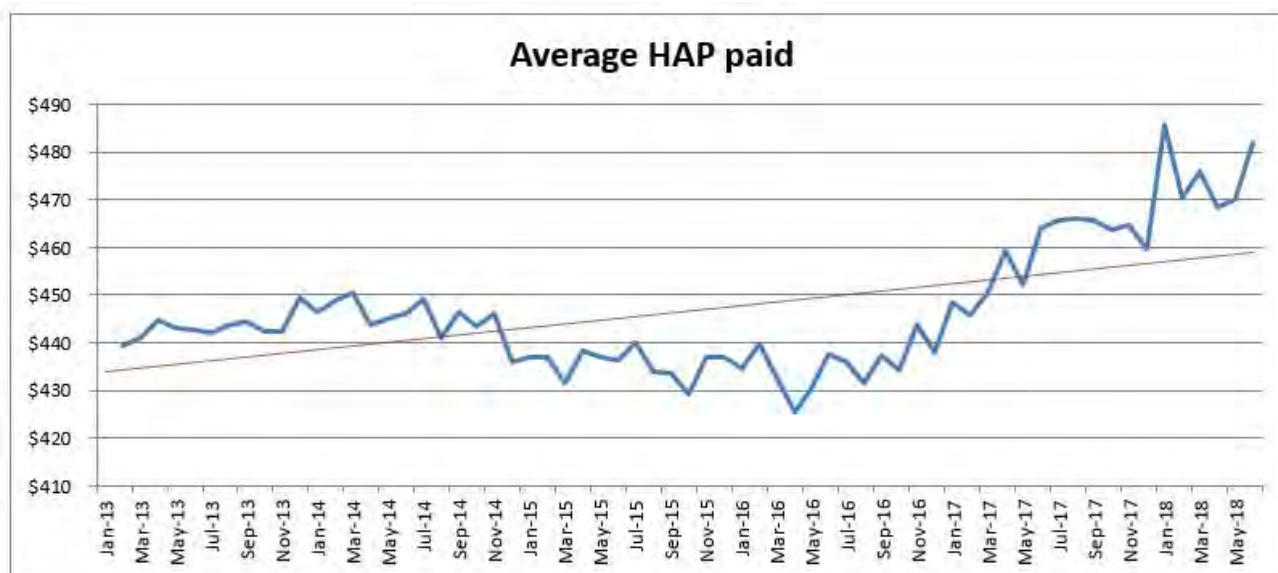
LONG-RANGE FINANCIAL PLANNING

Rent Assistance Division

Average HAP Paid

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

Homes for Good is required to remain between 90%-110% of FMR when setting its Payment Standard. Currently, Homes for Good Payment Standards are set at 95% of FMR. Three, the income of the tenant, when the tenant doesn't have income Homes for Good pays more HAP. When the tenant has income Homes for Good pays less HAP. Under the Section 8 and VASH programs the tenant pays up to 40% of their adjusted gross income towards the overall cost of rent, during their initial lease terms and Homes for Good provides the rest. For example, if a participant has zero income then 40% of zero is zero and Homes for Good pays the full contract rent if the contract rent is within the limits of the Payment Standard and the unit is rent reasonable. In managing a Section 8/VASH program it is important for Homes for Good to work with community partners and resident services to ensure that participants in our programs are receiving appropriate benefits (example, social security payments which are counted as income) and/or are working towards gainful employment to ensure the overall viability of the program.



LONG-RANGE FINANCIAL PLANNING

Rent Assistance Division

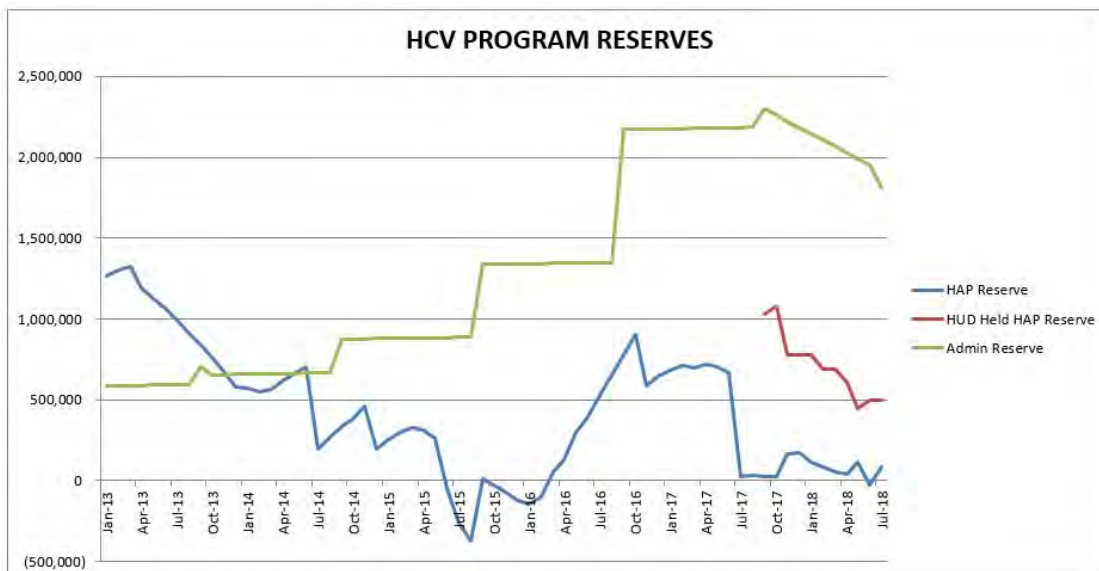
Admin Reserve and Homes for Good Held HAP Reserve

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

However, HUD only pays Admin fees up to the number of units Homes for Good is required to lease. If Homes for Good leases up more than HUD allocated HUD doesn't give Homes for Good more Admin Fee. Admin fee reserves are accumulated when the cost of running the program is lower than the fees received or Homes for Good budgeted for one proration factor, but HUD changed it later. For example, HUD tells Homes for Good they will provide \$100.00 in Admin Fees in January. In April HUD tells Homes for Good they will prorate the Admin fee and will only be giving \$70.00. In November HUD tells Homes for Good it has changed the prorate again and will give \$90.00. HUD then goes back and prorates the calendar year at \$90.00. Homes for Good may have budgeted the entire year on the assumption they were getting \$70.00 every month. This change from HUD so late in the year could result in money being added to the reserves. Admin fees reserves are important to maintain as they can pad a program in years where the overall lease rate does not reach 100% or the pro-ration is lower than Homes for Good expected. The Admin reserve target for FY18 was an amount equal to four months of operating costs; the admin reserve projection for the end of FY18 is \$1,814,650, which represents over nine months of operating costs.

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

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



LONG-RANGE FINANCIAL PLANNING

Real Estate Development Division

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

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

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

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

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

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

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

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

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

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

LONG-RANGE FINANCIAL PLANNING

Real Estate Development Division

Historically the operating costs for the development staff, pre-development project costs and subsidies for other agency activities such as COCC were funded with development fee revenue generated by previous projects. Recently, proceeds from sales of real property have been added to the mix of development revenues. Our informal policy for these funds is to limit property sales proceeds to predevelopment costs or land acquisitions and not use these funds for staff costs or to support other agency activities such as COCC or grant match. These funds will be called the Designated Development Reserves.

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

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

GLOSSARY OF TERMS

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

GLOSSARY OF TERMS

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