



Fiscal Year 2023

Annual Budget



www.homesforgood.org

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541.682.3755

Homes. People. Partnerships. Good.

Homes for Good is Lane County's housing agency and our primary work is to help low-income residents with the logistics of affordable housing.

At a higher level, we are neighbors united to get every Lane County resident who needs help, into a home.

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Strategic Equity Plan

Homes for Good's Strategic Equity Plan is unlike other strategic plans in that it infuses our Diversity, Equity, and Inclusion goals into a larger strategic plan for the Agency to make sure all of our efforts are steering us in the direction of more equitable and inclusive services.

Our Strategic Equity Plan is an annual plan that outlines our goals, and the actions we are going to take to achieve those goals. Each goal builds and transforms over a three year period and the steps to achieve those are evaluated and adjusted on an annual basis based on progress.

We have identified four main areas of focus for our plan:

Listen to our Communities

Our Agency lives within the the sphere of our community, and can not be separated from that context. In order to be a responsible community organization, we must collaborate-- and most importantly listen-- to other organizations and people within our community. We must learn from their experiences and base operational changes on them to improve their experience. These goals focus on local partnership and collaboration.

Tell the Human Story

The people we serve are the heart of our work. As a social service organization, we work for and with people. These goals focus on keeping a human-centered approach. They include efforts to gather participant feedback and use that in programmatic changes, amplifying those voices on our media platforms, and improved empathy and client interactions for non-client facing staff.

Create Pathways to Self-Sufficiency

We usually associate "Self-Sufficiency" with our "Family Self-Sufficiency Program," but creating pathways to self-sufficiency looks to improve more than just one program. With these goals, we hope to make process and programmatic improvements to promote wealth building, and improve the mental and physical health of our all of our Residents and Program Participants.

Lead and Grow Ethically

"Leading and Growing Ethically" means we will lead the way in creating a racially and socially just organizational culture. These goals focus on improving our employee experience, recruiting and retaining a diverse workforce, utilizing technologies to provide more access to our programs, and reducing the Agency's carbon footprint.

Board of Commissioners



Vice Chair
Heather Buch



Commissioner
Larissa Ennis



Commissioner
Pat Farr



Commissioner
Joel Iboa



Board Chair
Char Reavis



Commissioner
Justin Sandoval



Commissioner
Kirk Strohman Jr.



Commissioner
Michelle Thurston



Commissioner
Chloe Tirabasso

LEADERSHIP TEAM



Wakan Alferes
Supportive Housing
Director



Jeff Bridgens
Finance
Director



Jacob Fox
Executive
Director



Ela Kubok
Communications
Director



Jasmine Leary
Executive Support
Coordinator



Bailey McEuen
Human Resources
Director



Esteban Montero Chacon
Energy Services
Director



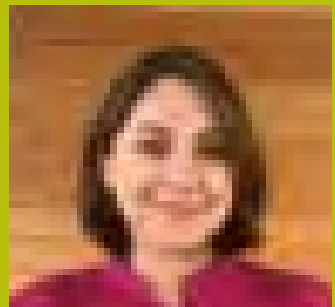
Beth Ochs
Rent Assistance
Director



Steve Ochs
Real Estate Development
Director



Jordyn Shaw
Communications
Administrative Specialist



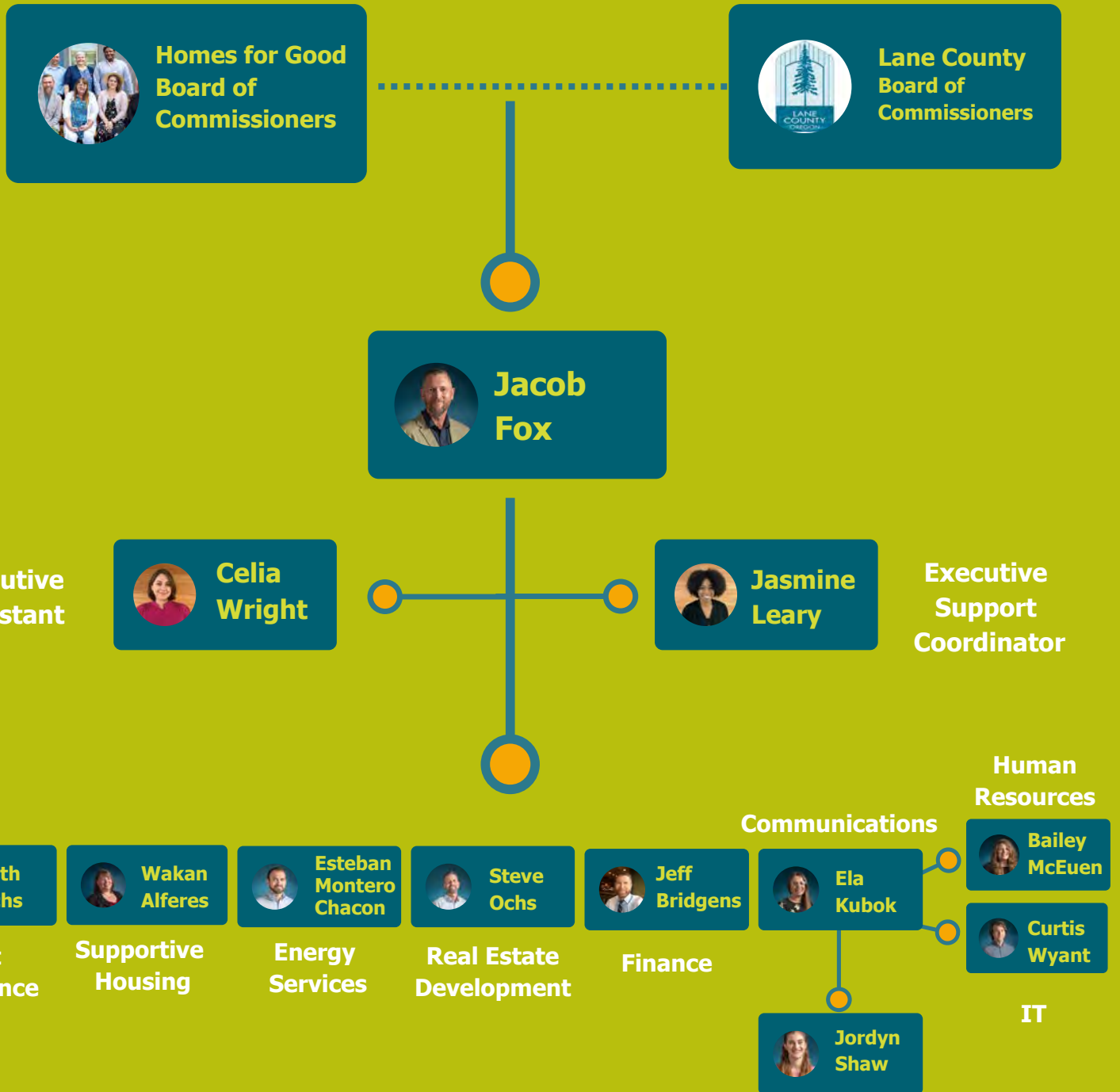
Celia Wright
Executive
Assistant



Curtis Wyant
Information Technology
Director



Organizational Chart



EXECUTIVE DIRECTOR'S MESSAGE



We believe that Housing is Human Right and this belief guides our transformational work across Lane County. The Fiscal Year 2023 Annual Budget reflects the steps we are taking toward the vision that every person in Lane County who needs an affordable home will have one to live in. Our success rests on the synergistic engagement between the people we serve, our Board of Commissioners, our staff and our partners.

We have an affordable housing crisis across our country and this crisis is particularly acute in Lane County. Homes for Good is actively addressing this crisis by advancing our important work with passion, focus and innovation. With this in mind, below you will find the key themes embedded within the annual budget that are essential to deployment of our fiscal resources in the coming year and beyond:

- The implementation the goals of the Strategic Equity Plan, our written commitment to incorporate diversity, equity, and inclusion into the fabric of our efforts to address disparities in securing and maintaining an affordable home.
- The enhancement of accounting and financial systems, with an emphasis on detailed financial reporting that facilitates informed decision making.
- The support needed to guide the restructured Homes for Good's Board of Commissioners as we deepen the engagement with our community.
- The moderation of growth, with a deeper level of engagement in analysis and trending to ensure long term financial sustainability as we navigate a volatile economic environment.
- The implementation of Moving to Work regulatory relief, that will allow us to achieve new efficiencies and calculated growth for the housing and services that we provide.

I am pleased to present Homes for Good's annual budget for the fiscal year operating from October 1st, 2022, through September 30th, 2023. It is my hope that the information provided depicts a meaningful story of our activities and of each of our division's revenues and expenses. This document reflects our commitment to transparency, with the goal of increasing our community's understanding of our organization's financial opportunities and challenges.

JACOB FOX

Executive Director

ALL AGENCY



BUDGET SUMMARY

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	2,431,194	\$ 5,260,500	\$ 17,828,700	\$ 7,287,900	\$ 3,991,700
Beginning Unrestricted Reserves	17,735,708	8,840,200	8,887,300	9,481,500	10,808,400
Total Beginning Reserves	20,166,900	12,100,700	26,716,000	16,769,400	14,800,100
Revenue	48,742,300	68,651,600	58,825,300	53,781,500	66,730,000
Expenses					
Personnel Services	8,192,800	7,888,000	11,244,800	10,964,200	11,832,800
Materials & Services	32,428,500	47,609,700	40,788,900	40,702,500	46,071,400
Overhead	527,300	-	634,600	-	745,900
Total Expenses	41,148,600	55,497,700	52,668,300	51,666,700	58,650,100
Net Change	7,593,700	13,153,900	6,157,000	2,114,800	8,079,900
Other Financing Sources and (Uses)					
Capital Outlay	(2,677,700)	(13,244,800)	(1,862,100)	(3,182,900)	(3,985,700)
Reserves Uses (Savings)	(4,596,400)	(1,756,100)	774,200	1,969,300	(3,095,200)
Debt Issuance	1,130,000	6,263,000	907,600	1,468,000	1,350,000
Debt Service	(966,900)	(1,503,400)	(1,097,800)	(2,369,200)	(2,349,000)
Inter-Program Transfers In	422,500	9,583,100	1,040,600	3,194,700	35,134,400
Inter-Program Transfers Out	(422,500)	(9,583,100)	(1,040,600)	(3,194,700)	(35,134,400)
Other Financing Sources and (Uses)	(7,111,000)	(10,241,300)	(1,278,100)	(2,114,800)	(8,079,900)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	482,700	2,912,600	4,878,900	-	-
Ending Restricted Reserves	18,141,700	7,287,900	20,885,200	3,991,700	3,529,300
Ending Unrestricted Reserves	27,387,400	9,481,500	10,132,700	10,808,400	14,366,000
Total Ending Reserves	\$ 45,529,100	\$ 16,769,400	\$ 31,017,900	\$ 14,800,100	\$ 17,895,300
Program Expenses					
Community Services	\$ 4,682,800	\$ 4,662,200	\$ 6,912,500	\$ 4,263,200	\$ 5,955,700
Supportive Housing	7,736,000	8,651,000	8,772,700	9,007,100	10,285,500
Rent Assistance	25,551,700	38,581,500	33,096,200	34,179,000	38,060,200
COCC	3,178,100	3,603,000	3,886,900	4,217,400	4,348,700
Total Program Expenses	41,148,600	55,497,700	52,668,300	51,666,700	58,650,100
Program Other Resources					
Community Services	(6,187,000)	(10,752,600)	(690,900)	(3,661,900)	(6,574,700)
Housing	(1,419,400)	1,641,000	(1,627,200)	(2,338,400)	1,384,200
Rent Assistance	883,500	1,746,500	1,277,300	3,131,400	(3,141,800)
COCC	(388,100)	(2,876,200)	(237,300)	754,100	252,400
Total Other Resources	\$ (7,111,000)	\$ (10,241,300)	\$ (1,278,100)	\$ (2,114,800)	\$ (8,079,900)
Full-Time Equivalent Positions	102.00	116.00	122.00	126.00	130.00

ALL AGENCY SUMMARY

HOMES FOR GOOD HOUSING AGENCY ALL AGENCY SUMMARY BUDGET FOR THE YEAR ENDING SEPTEMBER 30, 2023

HUD FDS	Rent Assistance	Supportive Housing	Community Services	COCC	Total
REVENUE					
70300 Net Tenant Rental Revenue	\$ -	\$ 6,507,000	\$ 547,000	\$ 650,700	\$ 7,704,700
70400 Tenant Revenue, Other	-	35,200	-	-	35,200
70500 Total Tenant Revenue	-	6,542,200	547,000	650,700	7,739,900
70600 HUD PHA Operating Grants	36,254,500	855,000	-	-	37,109,500
70601 HUD PHA Operating Grants - Admin. Fee	4,143,600	-	-	-	4,143,600
70710 Management Fees	-	-	-	1,274,000	1,274,000
70720 Bookkeeping Fees	-	-	-	393,300	393,300
70720 Asset Management Fees	-	-	-	52,400	52,400
70740 Maintenance Fee for Service	-	-	-	880,000	880,000
70750 Overhead Allocations	-	-	-	745,900	745,900
70800 Other Government Grants	800,000	1,423,400	4,896,600	-	7,120,000
71200 Interest Income	100	-	200,000	-	200,100
71500 Sales proceeds	-	-	4,750,000	-	4,750,000
71400 Fraud Recovery	3,600	6,100	-	-	9,700
71500 Other Revenue	200	74,400	2,136,800	100,000	2,311,400
72000 Investment Income - Restricted	-	200	-	-	200
70000 Total Revenue	41,202,600	8,901,300	12,530,400	4,096,300	66,730,000
EXPENSES					
91100 Administrative Salaries	2,158,200	1,271,300	1,268,100	1,684,100	6,381,700
91500 Administrative fringe	1,185,300	737,000	635,900	761,300	3,319,500
91200 Auditing Fees	12,000	5,900	10,000	3,000	30,900
91300 Management Fees	514,700	745,200	14,100	-	1,274,000
91310 Bookkeeping Fees	318,900	61,600	-	-	380,500
91600 Computer Expense	91,500	99,100	46,300	96,800	333,700
91600 Stationary, Copier, Office Supplies	40,000	-	900	-	40,900
91600 Publications, Dues and Fees	25,500	-	-	-	25,500
91600 Postage	35,500	-	10,000	-	45,500
91600 Telephone	14,000	-	10,900	-	24,900
91600 Consultants	83,000	-	3,000	125,000	211,000
91700 Legal Expense	100	29,000	6,400	13,900	49,400
91800 Travel	1,000	2,500	400	3,000	6,900
91900 Background Checks	32,000	-	-	-	32,000
91900 Other	12,500	73,500	4,000	28,800	118,800
91900 Staff Training	36,300	24,700	48,000	30,000	139,000
91810 Allocated Overhead	67,900	30,100	647,900	-	745,900
91900 Temp Help	86,000	-	-	100,000	186,000
91900 Vehicle Expense	8,000	-	-	-	8,000
91600 Office Rent	405,300	-	227,000	-	632,300
91600 Office Expense	11,000	1,527,400	46,400	101,200	1,686,000
91100 Total Administrative	5,188,700	4,607,300	2,981,300	2,947,100	15,674,400
92000 Asset Management Fee	-	62,400	-	-	62,400
Tenant Services					
92100 Tenant Services Salaries	-	187,600	-	-	187,600
92200 Relocation Costs	-	17,700	-	-	17,700
92300 Tenant Services Fringe	-	123,500	-	-	123,500
92400 Resident Participation Fund	-	14,900	-	-	14,900
92400 Tenant Services Other	-	100,500	7,800	-	108,300
92500 Total Tenant Services	-	444,200	7,800	-	452,000
Utilities					
93100 Water	-	208,400	13,200	6,000	227,600
93200 Electricity	-	114,900	26,000	15,000	156,900
93300 Gas	-	73,100	10,000	12,000	95,100
93600 Sewer	-	319,400	38,600	24,000	382,000
94300 Garbage	-	228,500	4,800	-	233,300
Total Utilities	-	1,227,200	92,600	57,000	1,376,800
Maintenance					
94100 Maintenance Salaries	-	582,200	800	550,700	1,133,700
94200 Materials and Other	-	324,000	26,800	20,000	370,800
94300 Fee for Service	-	620,000	260,000	-	880,000
94300 Vacate Expenses	-	-	1,000	-	1,000
94300 Vehicle and Maintenance Expense	-	-	61,600	-	61,600
94300 Miscellaneous Contract Expenses	-	925,900	90,000	130,000	1,145,900
94500 Maintenance Fringe	-	353,400	400	327,000	680,800
94300 Yard Maintenance	-	-	5,000	-	5,000
94000 Total Maintenance	-	2,805,500	445,600	1,027,700	4,278,800

ALL AGENCY SUMMARY

Protective Services						
95100	Protective Services Salaries	-	6,000	-	-	6,000
95000	Total Protective Services	-	231,000	-	-	231,000
Insurance						
96110	Property Insurance	32,600	328,200	57,900	35,500	454,200
96100	Total Insurance	32,600	328,200	57,900	35,500	454,200
General						
96200	Other General Expenses	124,700	66,800	2,319,400	-	2,510,900
96300	Payments in Lieu of Taxes	-	177,200	-	-	177,200
96000	Total General	124,700	244,000	2,319,400	-	2,688,100
96710	Interest Expense	-	335,700	51,100	281,400	668,200
96900	Total Operating Expenses	5,296,000	10,285,500	5,955,700	4,348,700	25,885,900
97300	Housing Assistance Payments	32,764,200	-	-	-	32,764,200
90000	Total Expenses	38,060,200	10,285,500	5,955,700	4,348,700	58,650,100
Net Income (Loss)						
		3,141,800	(1,884,200)	6,574,700	(252,400)	8,079,900
Other Financing Sources (Uses)						
	Proceeds from Borrowing	-	-	1,350,000	-	1,350,000
	Repayment of Borrowings	-	(653,300)	(1,324,500)	(371,200)	(2,349,000)
10091	Inter Project Cash Transfers -IN	29,372,700	3,803,400	1,123,700	834,600	35,134,400
10092	Inter Project Cash Transfers -OUT	(32,939,200)	(236,900)	(1,958,300)	-	(35,134,400)
	Operating Reserve Use (Savings)	424,700	(326,800)	(3,193,100)	-	(3,095,200)
	Capital Outlay, net	-	(1,202,200)	(2,572,500)	(211,000)	(3,985,700)
	Total Other Financing Sources (Uses)	(3,141,800)	1,884,200	(6,574,700)	252,400	(8,079,900)
10000	Excess (Deficiency) of Total Revenue Over (Under) Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ -

FTE SUMMARY

Total 2022 Budgeted Staff 122.00

2022 Staff Positions Vacated:

ASA-2 Energy Services Finance Specialist	(Union)	(1.00)
Assistant Property Manager	(Union)	(1.00)
Customer Service Representative		(5.00)
Energy Auditor	(Union)	(1.00)
Family Self Sufficiency Coordinator	(Union)	(1.00)
Housing Inspector	(Union)	(1.00)
Housing Liaison	(Union)	(1.00)
Housing Specialist	(Union)	(3.00)
Intake Coordinator		(1.00)
Janitor	(Union)	(1.00)
Maintenance Mechanic	(Union)	(2.00)
Maintenance Worker	(Union)	(1.00)
Office Assistant	(Union)	(1.00)
Resident Services Programs Grant Specialist	(Union)	(1.00)
Resident Services Specialist	(Union)	(2.00)

2022 Staff Positions Hired:

Assistant Property Manager	(Union)	2.00
Energy Services Administrator	(Union)	1.00
Executive Assistant		1.00
Executive Support Coordinator		1.00
Finance Manager		1.00
Housing Specialist	(Union)	7.00
Landlord Liaison		1.00
Maintenance Mechanic	(Union)	2.00
Maintenance Worker	(Union)	3.00
Office Assistant	(Union)	3.00
Permanent Supportive Housing Supervisor		1.00
Project Coordination Specialist	(Union)	1.00
Project Manager	(Union)	1.00
Resident Services Specialist (Union)	(Union)	1.00
Site Maintenance Specialist	(Union)	1.00

Total Staff Positions at September 30, 2022 126.00

Budgeted 2023 Staff Additions:

Resident Services Specialist	(Union)	3.00
Assistant Property Manager		1.00

Total FTE Budget for 2023 130.00

RENT ASSISTANCE



Rent Assistance Division Budget Summary

The Rent Assistance portion of the budget includes the Agency's housing assistance payment programs and the operation of these programs are significant to the Agency's budget. The Housing Choice Voucher program within this division is the most significant rent assistance program of the Agency. There is currently \$29.5 million budgeted for this program of which \$25.3 million is in the form of direct payments for housing. Estimates for housing assistance payments for the Housing Choice Voucher program are based upon information supplied by HUD and through collaboration with the Agency's HUD field office. The Rent Assistance division also includes several special purpose voucher programs including VA Supportive Housing, Emergency Housing Vouchers and Mainstream Vouchers along with some resident services and self sufficiency programs. The total budgeted expenses for all of the Agency's rent assistance approximately \$38 million. The rent assistance budgets have 37 FTE budgeted to them, 27 of which are assigned to the Housing Choice Voucher program.

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>2022 PROJECTED</u>	<u>2023 BUDGET</u>
Beginning Restricted Reserves	-	558,700	2,269,500	3,690,300	2,181,800
Beginning Unrestricted Reserves	2,021,000	3,196,200	4,908,100	3,215,600	2,121,400
Total Beginning Reserves	2,021,000	3,754,900	7,177,600	6,905,900	4,303,200
Revenue	25,796,700	40,954,100	30,075,000	31,047,600	41,202,000
Expenses					
Personnel Services	1,970,200	2,144,000	3,334,900	3,522,000	3,343,500
Materials & Services	24,841,700	36,437,500	31,333,100	30,657,000	34,648,800
Overhead	91,300	-	84,800	-	67,900
Total Expenses	26,903,200	38,581,500	34,752,800	34,179,000	38,060,200
Net Change	(1,106,500)	2,372,600	(4,677,800)	(3,131,400)	3,141,800
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves Uses (Savings)	883,500	776,000	1,277,300	2,602,200	424,700
Debt Issuance	-	-	-	100,000	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	95,600	1,226,300	37,000	1,304,200	29,372,700
Inter-Program Transfers Out	-	(255,800)	-	(875,000)	(32,939,200)
Other Resources Provided (Used)	979,100	1,746,500	1,314,300	3,131,400	(3,141,800)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(127,400)	4,119,100	(3,363,500)	-	-
Ending Restricted Reserves	1,893,600	3,690,300	495,200	2,181,800	2,062,900
Ending Program Reserves	-	3,215,600	3,318,900	2,121,900	1,815,600
Total Ending Reserves	\$ 1,893,600	\$ 6,905,900	\$ 3,814,100	\$ 4,303,700	\$ 3,878,500

Housing Choice Voucher Program (HCV)

Housing Choice Voucher Program (HCV) also known as Section 8. This budget also contains Project Based Vouchers, Veteran's Administration Supportive Housing (VASH) Vouchers, & Foster Youth Initiative Vouchers (FYI) under the Family Unification Protection Voucher Program.

- 2,659 HCV aka Section 8
- 271 PBV

Housing Assistance Payment Monthly Average:

- HCV – \$609.89
- PBV – \$718.63

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>2022 PROJECTED</u>	<u>2023 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 577,000	\$ 577,000	\$ -
Beginning Unrestricted Reserves	2,021,000	3,193,600	4,611,500	2,490,300	2,118,600
Total Beginning Reserves	2,021,000	3,193,600	5,188,500	3,067,300	2,118,600
Revenue	24,540,800	25,901,100	23,741,400	25,176,100	3,800
Expenses					
Personnel Services	1,639,600	1,611,900	2,214,700	2,377,800	2,581,600
Materials & Services	23,912,100	23,965,400	24,721,200	22,872,000	26,935,300
Overhead	-	-	-	-	-
Total Expenses	25,551,700	25,577,300	26,935,900	25,249,800	29,516,900
Net Change	(1,010,900)	323,800	(3,194,500)	(73,700)	(29,513,100)
Other Resources					
Capital Outlay Reserves	-	-	-	-	-
Reserves	883,500	318,400	1,277,300	948,700	331,900
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	29,181,200
Inter-Program Transfers Out	-	-	-	(875,000)	-
Other Resources Provided (Used)	883,500	318,400	1,277,300	73,700	29,513,100
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(127,400)	642,200	(1,917,200)	-	-
Ending Restricted Reserves	1,893,600	577,000	-	-	-
Ending Program Reserves	-	2,490,300	3,271,300	2,118,600	1,786,700
Total Ending Reserves	\$ 1,893,600	\$ 3,067,300	\$ 3,271,300	\$ 2,118,600	\$ 1,786,700

Moving to Work

In April 2022 Homes for Good became a Move to Work (MTW) Agency. MTW is a designation awarded by HUD to Public Housing Agencies. Created in 1996, MTW is a demonstration program for public housing agencies (PHAs) that provides opportunity to design and test innovative, locally designed strategies that use Federal dollars more efficiently by allowing for funding flexibility. For example, MTW PHAs can blend Federal funds from the public housing operating and Housing Choice Voucher program into a "block grant" to help better meet the needs of their community.

There are currently 139 PHAs out of 3,330 across the U.S. with an MTW designation. In addition to the co-mingling of funds, MTW allows a PHA to engage in regulatory flexibility that provides administrative efficiency. For example, an MTW PHA is allowed to reassess eligibility for assistance on a triennial basis as opposed to an annual requirement for a non MTW PHA. This designation will provide Homes for Good the opportunity to potentially decrease FTE thru attrition as a result of efficiencies gained.

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	-	-	-	-	32,939,200
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	-	-	-	-	-
Overhead	-	-	-	-	-
Total Expenses	-	-	-	-	-
Net Change	-	-	-	-	32,939,200
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	(32,939,200)
Other Resources Provided (Used)	-	-	-	-	(32,939,200)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

Mainstream Voucher Program

- 151 Vouchers
- Must be low income and non-elderly and disabled to qualify
- Can be used in the private rental market or at certain tax credit properties and other affordable housing sites
- Subsidy travels with the tenant when they move.
- Average Per Unit Cost for FY21 \$595.36

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>2022 PROJECTED</u>	<u>2023 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 77,800	\$ 137,900	\$ 325,000
Beginning Unrestricted Reserves	-	2,600	2,600	2,600	-
Total Beginning Reserves	-	2,600	80,400	140,500	325,000
Revenue	-	622,500	567,500	1,200,000	1,602,700
Expenses					
Personnel Services	-	23,700	59,000	61,000	106,100
Materials & Services	-	497,700	508,500	954,000	1,496,600
Overhead	-	-	-	-	-
Total Expenses	-	521,400	567,500	1,015,000	1,602,700
Net Change	-	101,100	-	185,000	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	(101,100)	-	(185,000)	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	(101,100)	-	(185,000)	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	-	137,900	77,800	325,000	325,000
Ending Unrestricted Reserves	-	2,600	2,600	-	-
Total Ending Reserves	\$ -	\$ 140,500	\$ 80,400	\$ 325,000	\$ 325,000

Landlord Compensation Fund

Assistance provided directly to property owners
Administered in partnership with OHCS

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>2022 PROJECTED</u>	<u>2023 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 637,000	\$ 2,194,300	\$ 524,200
Beginning Unrestricted Reserves	-	-	203,000	-	-
Total Beginning Reserves	-	-	840,000	2,194,300	524,200
Revenue	-	9,298,900	1,808,800	251,600	-
Expenses					
Personnel Services	-	-	214,900	41,000	-
Materials & Services	-	7,289,000	2,433,900	1,880,700	-
Overhead	-	-	-	-	-
Total Expenses	-	7,289,000	2,648,800	1,921,700	-
Net Change	-	2,009,900	(840,000)	(1,670,100)	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	1,670,100	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	440,500	-	-	-
Inter-Program Transfers Out	-	(255,800)	-	-	-
Other Resources Provided (Used)	-	184,700	-	1,670,100	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	2,194,600	(840,000)	-	-
Ending Restricted Reserves	-	2,194,300	-	524,200	524,200
Ending Unrestricted Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ 2,194,300	\$ -	\$ 524,200	\$ 524,200

VASH

- 269 vouchers, with 228 being utilized as of September 1, 2022
- In partnership with the Veteran’s Administration Office (VA) and HUD, Homes for Good administers the VASH Program.
- VASH is a collaborative program which pairs HUD’s Housing Choice Voucher (HCV) rental assistance with VA case management and supportive services for homeless veterans.
- These services are designed to help homeless veterans and their families find and sustain permanent housing and access the health care, mental health treatment, substance use counseling, and other supports necessary to help them in their recovery process and with their ability to maintain housing in the community
- VASH PBV - \$1,056.20
- VASH – \$564.02

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ 875,000
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	875,000
Revenue	-	-	-	-	1,588,200
Expenses					
Personnel Services	-	-	-	-	24,200
Materials & Services	-	-	-	-	1,530,900
Overhead	-	-	-	-	-
Total Expenses	-	-	-	-	1,555,100
Net Change	-	-	-	-	33,100
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	(875,000)	(33,100)
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	875,000	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	(33,100)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	-	-	-	875,000	875,000
Ending Program Reserves	-	-	-	-	33,100
Total Ending Reserves	\$ -	\$ -	\$ -	\$ 875,000	\$ 908,100

Emergency Housing Voucher Program

Emergency Housing Voucher Program (EHV):

- 184 Vouchers
- Must be low income, homeless, at risk of homelessness, fleeing domestic violence or fleeing human trafficking to qualify
- Can be used in the private rental market or at certain tax credit properties and other affordable housing sites
- Subsidy travels with the tenant when they move.
- Average Per Unit Cost for FY22 is \$992.69

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ 558,700	\$ -	\$ 735,000	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	558,700	-	735,000	-
Revenue	-	3,036,300	-	-	900,000
Expenses					
Personnel Services	-	124,000	-	-	21,700
Materials & Services	-	3,807,400	-	735,000	806,300
Overhead	-	-	-	-	67,900
Total Expenses	-	3,931,400	-	735,000	895,900
Net Change	-	(895,100)	-	(735,000)	4,100
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	558,700	-	735,000	(4,100)
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	336,400	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	895,100	-	735,000	(4,100)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	-	735,000	-	-	4,100
Ending Unrestricted Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ 735,000	\$ -	\$ -	\$ 4,100

LANE COUNTY

HEALTH & HUMAN SERVICES

Shelter Plus Care

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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ 100,000
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	100,000
Revenue	817,000	883,200	1,035,000	775,000	1,035,500
Expenses					
Personnel Services	90,000	101,400	136,000	164,700	108,700
Materials & Services	767,400	805,900	899,000	651,300	999,500
Overhead	15,500	-	37,000	-	-
Total Expenses	872,900	907,300	1,072,000	816,000	1,108,200
Net Change	(55,900)	(24,100)	(37,000)	(41,000)	(72,700)
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	(100,000)	-
Debt Issuance	-	-	-	100,000	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	55,900	203,200	37,000	41,000	72,700
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	55,900	203,200	37,000	41,000	72,700
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	179,100	-	-	-
Ending Restricted Reserves	-	-	-	100,000	100,000
Ending Program Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000

*Shelter Plus Care grant moved to Rent Assistance from Community Services

Emergency Rent Assistance

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>2022 PROJECTED</u>	<u>2023 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ 558,700	\$ 558,700	\$ 735,000	\$ 130,000
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	558,700	558,700	735,000	130,000
Revenue	-	3,036,300	1,410,000	2,438,700	900,000
Expenses					
Personnel Services	-	124,000	171,000	94,000	21,700
Materials & Services	-	3,807,400	1,797,700	2,949,700	936,300
Overhead	-	-	-	-	67,900
Total Expenses	-	3,931,400	1,968,700	3,043,700	1,025,900
Net Change	-	(895,100)	(558,700)	(605,000)	(125,900)
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	558,700	-	605,000	125,900
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	336,400	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	895,100	-	605,000	125,900
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	(558,700)	-	-
Ending Restricted Reserves	-	735,000	-	130,000	4,100
Ending Unrestricted Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ 735,000	\$ -	\$ 130,000	\$ 4,100



EHA Grant

Emergency Housing Assistance

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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	18,400	-	-	-	-
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	16,000	-	-	-	-
Overhead	2,400	-	-	-	-
Total Expenses	18,400	-	-	-	-
Net Change	-	-	-	-	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	2,300	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	2,300	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	2,300	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

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

ROSS



The Homes for Good Resident Services Team works to connect our residents and participants with needed resources in the community. In partnership with community providers, government entities, and resident volunteers, Homes for Good facilitates numerous programs that support residents in meeting their basic needs, increasing housing stability, improving health outcomes, and building economic self-sufficiency. The Resident Services Team is overseen by the Supportive Housing Division Director and is staffed by a Resident Services Manager, five (5) Resident Services Specialists, three (3) Family Self Sufficiency Program Coordinators, a Housing Liaison, and a Grants and Programs Specialist. Resident Services also oversees the Section 8 Home Ownership Program and coordinates the Resident Advisory Board (RAB).

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	80,000	70,000	112,000	70,000	77,100
Expenses					
Personnel Services	27,200	248,000	100,000	350,000	61,200
Materials & Services	52,900	65,900 *	12,000	103,300	22,900
Overhead	28,000	-	-	-	-
Total Expenses	108,100	313,900	112,000	453,300	84,100
Net Change	(28,100)	(243,900)	-	(383,300)	(7,000)
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	28,100	243,900	-	383,300	7,000
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	28,100	243,900	-	383,300	7,000
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Program Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

*The Resident Opportunities and Supportive Services Grant is reclassified to Rent Assistance from Community Services.

Family Self Sufficiency Program (FSS)



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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ 209,000	\$ 46,100	\$ 46,100
Beginning Unrestricted Reserves	-	-	-	2,800	2,800
Total Beginning Reserves	-	-	209,000	48,900	48,900
Revenue	324,900	381,000	425,000	316,600	228,100
Expenses					
Personnel Services	213,400	-	293,300	295,500	297,600
Materials & Services	78,800	-	131,500	26,000	42,300
Overhead	44,300	-	47,800	-	-
Total Expenses	336,500	-	472,600	321,500	339,900
Net Change	(11,600)	381,000	(47,600)	(4,900)	(111,800)
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	11,600	-	-	4,900	111,800
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	11,600	-	-	4,900	111,800
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	381,000	(47,600)	-	-
Ending Restricted Reserves	-	46,100	161,400	46,100	46,100
Ending Program Reserves	-	2,800	-	2,800	-
Total Ending Reserves	\$ -	\$ 48,900	\$ 161,400	\$ 48,900	\$ 46,100

COMMUNITY SERVICES



Community Services Division

Budget Summary

Community Services budgets include the Agency's Real Estate Development operations and resident and non-resident enhancement programs. Real estate development continues to be a focus of Homes for Good in 2023.

The Agency's Real Estate Development expects revenues consisting to developer fees and capital grants totaling \$3,717,000. Real estate development management evaluates the estimates and timing for receipts of developer fees annually and expect to receive approximately \$1,605,000. Homes for Good also expects to receive several capital grants related to the development of properties affected by wildfires totaling \$1,810,000.

The Agency anticipates spending approximately \$2,270,000 on the development of new affordable housing projects that includes pre-development spending in Florence, Oregon and for certain sites located along the McKenzie River.

The Agency's Real Estate Development activities are budgeted to provide in excess of \$700,000 in the form of operating transfers to assist other departments of the Agency, including the Central Office Cost Center.

RAD Phase II is expected to again significantly impact the Agency by the continued conversion of scattered site homes into newer developments. The sale of scattered sites also is expected to generate significant sales proceeds of \$4,950,000.

Agency's energy services are expected to increase from \$2,070,600 budgeted in fiscal year 2022 to \$3,286,600 for fiscal year 2023 budgeted expenses for energy services are expected to increase by a similar amount.

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	852,000	1,949,000	13,644,300	2,000,100	103,100
Beginning Unrestricted Reserves	12,817,000	1,370,500	1,995,000	2,804,800	5,850,100
Total Beginning Reserves	<u>13,669,000</u>	<u>3,319,500</u>	<u>15,639,300</u>	<u>4,804,900</u>	<u>5,953,200</u>
Revenue	9,638,600	14,400,200	14,148,000	7,925,100	12,530,400
Expenses		#			
Personnel Services	1,530,900	1,681,700	1,951,700	2,242,100	1,905,200
Materials & Services	1,364,400	2,980,500	2,754,400	2,021,100	3,402,600
Overhead	436,000	-	549,800	-	647,900
Total Expenses	3,331,300	4,662,200	5,255,900	4,263,200	5,955,700
Net Change	<u>6,307,300</u>	<u>9,738,000</u>	<u>8,892,100</u>	<u>3,661,900</u>	<u>6,574,700</u>
Other Resources					
Capital Outlay	(1,620,000)	(6,744,500)	(1,100,000)	(1,189,000)	(2,572,500)
Reserves	(5,296,100)	(2,645,600)	(57,800)	(1,148,300)	(3,193,100)
Debt Issuance	1,130,000	749,000	907,600	1,225,200	1,350,000
Debt Service	(74,000)	(4,000)	(53,000)	(796,000)	(1,324,500)
Inter-Program Transfers In	-	2,858,500	615,900	26,600	1,123,700
Inter-Program Transfers Out	(422,500)	(4,966,000)	(1,040,600)	(1,780,400)	(1,958,300)
Other Resources Provided (Used)	<u>(6,282,600)</u>	<u>(10,752,600)</u>	<u>(727,900)</u>	<u>(3,661,900)</u>	<u>(6,574,700)</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>24,700</u>	<u>(1,014,600)</u>	<u>8,164,200</u>	<u>-</u>	<u>-</u>
Ending Restricted Reserves	14,472,100	2,000,100	22,031,300	103,100	115,500
Ending Unrestricted Reserves	12,915,300	2,804,800	1,933,600	5,850,100	9,030,800
Total Ending Reserves	<u>\$ 27,387,400</u>	<u>\$ 4,804,900</u>	<u>\$ 23,964,900</u>	<u>\$ 5,953,200</u>	<u>\$ 9,146,300</u>

Real Estate Development Budget Summary

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>2022 PROJECTED</u>	<u>2023 BUDGET</u>
Beginning Restricted Reserves	\$ 750,000	\$ 702,000	\$ -	\$ 710,500	\$ -
Beginning Unrestricted Reserves	12,165,300	932,900	875,000	2,094,300	137,400
Total Beginning Reserves	12,915,300	1,634,900	875,000	2,804,800	137,400
Revenue	7,422,600	2,398,500	1,468,900	1,302,400	3,717,000
Expenses					
Personnel Services	812,200	1,048,500	964,000	1,025,000	1,011,700
Materials & Services	233,700	192,000	640,200	454,600	382,800
Overhead	214,200	-	278,300	-	526,000
Total Expenses	1,260,100	1,240,500	1,882,500	1,479,600	1,920,500
Net Change	6,162,500	1,158,000	(413,600)	(177,200)	1,796,500
Other Resources					
Capital Outlay	(1,490,000)	-	(600,000)	(1,189,000)	(2,270,000)
Reserves	(5,250,000)	-	-	2,667,400	68,200
Debt Issuance	1,000,000	-	907,600	1,225,200	1,350,000
Debt Service	-	-	-	(746,000)	(1,260,000)
Inter-Program Transfers In	-	2,229,700	600,000	-	1,031,300
Inter-Program Transfers Out	(422,500)	(4,608,800)	(440,600)	(1,780,400)	(716,000)
Other Resources Provided (Used)	(6,162,500)	(2,379,100)	467,000	177,200	(1,796,500)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	(1,221,100)	53,400	-	-
Ending Restricted Reserves	-	710,500	-	-	-
Ending Unrestricted Reserves	12,915,300	2,094,300	928,400	137,400	69,200
Total Ending Reserves	\$ 12,915,300	\$ 2,804,800	\$ 928,400	\$ 137,400	\$ 69,200

RAD Phase II



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

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>2022 PROJECTED</u>	<u>2023 BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ 1,153,000	\$ 13,521,400	\$ 1,454,200	\$ -
Beginning Unrestricted Reserves	-	-	-	-	5,357,200
Total Beginning Reserves	-	1,153,000	13,521,400	1,454,200	5,357,200
Revenue	-	9,307,600	10,050,000	4,483,900	4,950,000
Expenses					
Personnel Services	-	131,700	129,200	146,300	32,200
Materials & Services	-	685,600	637,000	434,600	268,000
Overhead	-	-	-	-	-
Total Expenses	-	817,300	766,200	580,900	300,200
Net Change	-	8,490,300	9,283,800	3,903,000	4,649,800
Other Resources					
Capital Outlay	-	(8,077,000)	(500,000)	-	(250,000)
Reserves	-	(2,620,600)	-	(3,903,000)	(3,368,500)
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	272,800	-	-	-
Inter-Program Transfers Out	-	-	(600,000)	-	(1,031,300)
Other Resources Provided (Used)	-	(8,424,800)	(1,100,000)	(3,903,000)	(4,649,800)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	65,500	8,183,800	-	-
Ending Restricted Reserves	-	1,218,500	13,180,000	-	-
RAD II Reserves	-	-	8,525,200	5,357,200	8,725,700
Total Ending Reserves	\$ -	\$ 1,218,500	\$ 21,705,200	\$ 5,357,200	\$ 8,725,700

Energy Services



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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	313,000	488,300	391,100	241,100
Total Beginning Reserves	-	313,000	488,300	391,100	241,100
Revenue	1,588,500	2,290,000	2,070,600	1,577,800	3,286,600
Expenses					
Personnel Services	675,500	500,000	849,000	1,070,000	846,100
Materials & Services	691,200	1,603,700	1,059,100	657,800	2,236,700
Overhead	221,800	-	271,500	-	121,900
Total Expenses	1,588,500	2,103,700	2,179,600	1,727,800	3,204,700
Net Change	-	186,300	(109,000)	(150,000)	81,900
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	150,000	129,100
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	317,000	-	-	-
Inter-Program Transfers Out	-	-	-	-	(211,000)
Other Resources Provided (Used)	-	317,000	-	150,000	(81,900)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	503,300	(109,000)	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Program Reserves	-	391,100	379,300	241,100	112,000
Total Ending Reserves	\$ -	\$ 391,100	\$ 379,300	\$ 241,100	\$ 112,000

The Bus Barn



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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	62,500	-	40,000	40,600	61,000
Expenses					
Personnel Services	-	-	-	-	4,700
Materials & Services	38,500	55,000	55,900	67,200	82,900
Overhead	-	-	-	-	-
Total Expenses	38,500	55,000	55,900	67,200	87,600
Net Change	24,000	(55,000)	(15,900)	(26,600)	(26,600)
Other Resources					
Capital Outlay	(130,000)	(641,000)	-	-	(52,500)
Reserves	-	-	-	-	-
Debt Issuance	130,000	700,000	-	-	-
Debt Service	(20,000)	(4,000)	-	-	(13,300)
Inter-Program Transfers In	-	-	15,900	26,600	92,400
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	(20,000)	55,000	15,900	26,600	26,600
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	4,000	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	4,000	-	-	-	-
Total Ending Reserves	\$ 4,000	\$ -	\$ -	\$ -	\$ -

Signpost House



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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ 18,000
Beginning Unrestricted Reserves	158,100	-	199,900	-	-
Total Beginning Reserves	158,100	-	199,900	-	18,000
Revenue	90,500	74,800	88,500	80,000	80,000
Expenses					
Personnel Services	2,600	-	9,500	-	3,500
Materials & Services	63,800	227,700	51,200	62,000	76,500
Overhead	-	-	-	-	-
Total Expenses	66,400	227,700	60,700	62,000	80,000
Net Change	24,100	(152,900)	27,800	18,000	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	(24,100)	-	(21,800)	(18,000)	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	(24,100)	-	(21,800)	(18,000)	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	(152,900)	6,000	-	-
Ending Restricted Reserves	-	-	21,800	18,000	18,000
Ending Program Reserves	158,100	-	184,100	-	-
Total Ending Reserves	\$ 158,100	\$ -	\$ 205,900	\$ 18,000	\$ 18,000

Heeran Center

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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 74,100	\$ 74,100	\$ 96,000	\$ 25,000	\$ 25,000
Beginning Unrestricted Reserves	432,600	22,600	380,000	77,800	5,200
Total Beginning Reserves	506,700	96,700	476,000	102,800	30,200
Revenue	269,000	288,900	256,000	254,400	256,000
Expenses					
Personnel Services	-	-	-	-	3,500
Materials & Services	180,900	209,100	145,000	202,000	193,100
Overhead	-	-	-	-	-
Total Expenses	180,900	209,100	145,000	202,000	196,600
Net Change	88,100	79,800	111,000	52,400	59,400
Other Resources					
Capital Outlay	-	(26,500)	-	-	-
Reserves	(22,000)	-	(28,000)	(2,400)	(8,200)
Debt Issuance	-	49,000	-	-	-
Debt Service	(54,000)	-	(53,000)	(50,000)	(51,200)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	(357,200)	-	-	-
Other Resources Provided (Used)	(76,000)	(334,700)	(81,000)	(52,400)	(59,400)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	12,100	(254,900)	30,000	-	-
Ending Restricted Reserves	103,000	46,100	116,000	25,000	25,000
Ending Unrestricted Reserves	415,800	77,800	390,000	5,200	13,400
Total Ending Reserves	\$ 518,800	\$ 123,900	\$ 506,000	\$ 30,200	\$ 38,400

Family Shelter House



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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	61,000	102,000	51,800	102,000	109,200
Total Beginning Reserves	61,000	102,000	51,800	102,000	109,200
Revenue	13,500	12,000	12,000	12,000	12,000
Expenses					
Personnel Services	1,600	1,500	-	800	3,500
Materials & Services	3,300	4,000	4,000	4,000	7,200
Overhead	-	-	-	-	-
Total Expenses	4,900	5,500	4,000	4,800	10,700
Net Change	8,600	6,500	8,000	7,200	1,300
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	(8,000)	(7,200)	(1,300)
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	39,000	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	39,000	(8,000)	(7,200)	(1,300)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	8,600	45,500	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Program Reserves	69,600	102,000	51,800	109,200	110,500
Total Ending Reserves	\$ 69,600	\$ 102,000	\$ 51,800	\$ 109,200	\$ 110,500

The Way Home



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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	39,000	-	-	-	-
Expenses					
Personnel Services	39,000	-	-	-	-
Materials & Services	-	-	-	-	-
Overhead	-	-	-	-	-
Total Expenses	39,000	-	-	-	-
Net Change	-	-	-	-	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

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

Veterans Affairs Homeless Grant

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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	150,000	-	150,000	138,000	150,000
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	150,000	-	150,000	138,000	150,000
Overhead	-	-	-	-	-
Total Expenses	150,000	-	150,000	138,000	150,000
Net Change	-	-	-	-	-
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	-	-	-	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Program Reserves	-	-	-	-	-
Total Ending Reserves	\$ -	\$ -	\$ -	\$ -	\$ -

100 W. 13th Ave.



Homes for Good Foundation

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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 27,900	\$ 19,900	\$ 28,900	\$ 25,000	\$ 60,100
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	27,900	19,900	28,900	25,000	60,100
Revenue	3,000	28,400	12,000	36,000	17,800
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	3,000	3,400	12,000	900	5,400
Overhead	-	-	-	-	-
Total Expenses	3,000	3,400	12,000	900	5,400
Net Change	-	25,000	-	35,100	12,400
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	-	(25,000)	-	(35,100)	(12,400)
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	(25,000)	-	(35,100)	(12,400)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	-	-	-	-
Ending Restricted Reserves	27,900	25,000	28,900	60,100	72,500
Ending Unrestricted Reserves	-	-	-	-	-
Total Ending Reserves	\$ 27,900	\$ -	\$ 28,900	\$ 60,100	\$ 72,500

SUPPORTIVE HOUSING



SUPPORTIVE HOUSING DIVISION: BUDGET SUMMARY

The Supportive Housing Division is comprised of Public Housing Asset Managed Properties, Multifamily and affordable properties and third-party managed blended component units that belong to the Agency. The Supportive Housing Division has a combined budgeted to positive cashflow of \$326,800 for the fiscal year 2023 is reflected as reserve savings in the budget.

The Public Housing Asset Managed Properties (AMPs) are budgeted for a combined net operating income of \$183,900. The Public Housing AMPs are budgeted to receive approximately the same revenue as was received in FY22. This includes approximately \$2.1 million in operating subsidy and \$2.1 million in tenant rents. We will not know what our exact operating subsidy for 2023 is until next April and therefore estimating the operating subsidy presents a challenge because we do not know what congress will do with federal funding until the next calendar year. That being said we historically have received increases over previous years and the proration for 2023 has increased from 95% to 103%.

The Multifamily and affordable properties are expected to receive around \$750,000 in Housing Assistance Payments (HAP) and \$3 million in tenant rents. The properties have a high rate of occupancy, and we are not expecting any significant declines in tenant occupancy or increases to vacancies. The HUD Multifamily and other affordable properties are budgeted to provide net positive cash flows of \$111,000 for fiscal year 2023, Abbie Lane budgeted to transfer excess cash of \$150,000 to the Public Housing AMPs.

The Agency's wholly-owned, third-party managed, blended component units include HFG Communities, Sheldon Village Apartments, Walnut Park, Keystone and Munsel Park. The budgets for these properties are prepared based on information supplied by third-party property management companies. These properties are budgeted to include approximately a \$39,600 contribution to their savings.

The Supportive Housing Division includes 37 FTE including Property Management, Maintenance and Resident Services staff. Salaries and fringe are budgeted to be \$3.2 million in 2023. The draft budget for Supportive Housing has third-party managed properties budgeted to break-even. There were 28 FTE in the 2022 budget, with Bridges on Broadway adding 6 FTE over the past year to provide 24/7 staffing and adding case management services through our contract with Lane County.

Outside of general operations, the budgets are heavily impacted by the Environmental Contracting (EPC) debt service payments of \$150K, and Payment in Lieu of Taxes (PILOT) payments of \$153K. Budgeted management fees paid to support the COCC are \$745,200 and the budgeted bookkeeping fee is \$61,600. The Asset management fee, which is dependent on the properties earning income, is budgeted at \$49,000. The Division budgets roughly \$650,000 in fees for Fee for Service Maintenance work, which is charged to properties to support the COCC Maintenance Fee for Service operations. The housing budgets do not have any savings for capital replacement or for operations, however Public Housing utilizes the Capital Grants to make capital improvements and has recently been approved for shortfall funding of \$109,000 to help build AMP reserves.

SUPPORTIVE HOUSING DIVISION: BUDGET SUMMARY

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>2022 PROJECTED</u>	<u>2023 BUDGET</u>
Beginning Restricted Reserves	1,579,194	2,034,800	1,914,900	1,597,500	1,706,800
Beginning Unrestricted Reserves	903,406	2,273,500	1,897,700	3,733,500	3,108,800
Total Beginning Reserves	<u>2,482,600</u>	<u>4,308,300</u>	<u>3,812,600</u>	<u>5,331,000</u>	<u>4,815,600</u>
Revenue	9,634,400	9,972,900	10,478,100	11,345,500	8,901,300
Expenses					
Personnel Services	2,334,600	1,953,300	2,858,800	2,312,100	3,261,000
Materials & Services	5,401,400	6,697,700	5,913,900	6,695,000	6,994,400
Overhead	-	-	-	-	30,100
Total Expenses	<u>7,736,000</u>	<u>8,651,000</u>	<u>8,772,700</u>	<u>9,007,100</u>	<u>10,285,500</u>
Net Change	<u>1,898,400</u>	<u>1,321,900</u>	<u>1,705,400</u>	<u>2,338,400</u>	<u>(1,384,200)</u>
Other Resources					
Capital Outlay	(1,057,700)	(6,500,300)	(619,100)	(1,993,900)	(1,202,200)
Reserves	(143,800)	113,500	(385,300)	515,400	(326,800)
Debt Issuance	-	5,514,000	-	142,800	-
Debt Service	(217,900)	(1,490,700)	(622,800)	(1,078,800)	(653,300)
Inter-Program Transfers In	-	4,391,700	-	191,100	3,803,400
Inter-Program Transfers Out	-	(387,200)	-	(115,000)	(236,900)
Other Resources Provided (Used)	<u>(1,419,400)</u>	<u>1,641,000</u>	<u>(1,627,200)</u>	<u>(2,338,400)</u>	<u>1,384,200</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>479,000</u>	<u>2,962,900</u>	<u>78,200</u>	<u>-</u>	<u>-</u>
Ending Restricted Reserves	1,776,000	1,597,500	1,244,500	1,706,800	1,350,900
Ending Unrestricted Reserves	1,185,600	3,733,500	2,446,300	3,108,800	3,791,500
Total Ending Reserves	<u>\$ 2,961,600</u>	<u>\$ 5,331,000</u>	<u>\$ 3,690,800</u>	<u>\$ 4,815,600</u>	<u>\$ 5,142,400</u>

Laurelwood Homes



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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 2,000	\$ -	\$ 2,000	\$ -	\$ -
Beginning Unrestricted Reserves	219,300	234,300	408,900	316,000	316,000
Total Beginning Reserves	221,300	234,300	408,900	316,000	316,000
Revenue	225,000	287,700	315,100	302,300	115,000
Expenses					
Personnel Services	80,200	79,800	118,700	87,500	88,700
Materials & Services	134,500	170,900	120,300	151,100	126,500
Overhead	-	-	-	-	-
Total Expenses	214,700	250,700	239,000	238,600	215,200
Net Change	10,300	37,000	76,100	63,700	(100,200)
Other Resources					
Capital Outlay	-	(9,500)	(37,900)	(23,700)	(130,000)
Reserves	-	-	-	(30,300)	(52,700)
Debt Issuance	-	-	-	-	-
Debt Service	(9,900)	(2,000)	(8,500)	(21,200)	(8,500)
Inter-Program Transfers In	-	54,700	-	11,500	299,000
Inter-Program Transfers Out	-	-	-	-	(7,600)
Other Resources Provided (Used)	(9,900)	43,200	(46,400)	(83,700)	100,200
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	400	80,200	29,700	-	-
Ending Restricted Reserves	2,000	-	-	-	-
Ending Unrestricted Reserves	219,700	316,000	438,600	316,000	368,700
Total Ending Reserves	\$ 221,700	\$ 316,000	\$ 438,600	\$ 316,000	\$ 368,700

McKenzie Village



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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 8,000	\$ -	\$ 20,000	\$ -	\$ -
Beginning Unrestricted Reserves	326,800	398,000	16,100	184,700	184,700
Total Beginning Reserves	334,800	398,000	36,100	184,700	184,700
Revenue	1,111,300	1,427,500	1,160,000	1,261,200	652,700
Expenses					
Personnel Services	373,200	409,300	491,000	349,200	470,000
Materials & Services	690,700	754,800	635,000	783,600	674,800
Overhead	-	-	-	-	-
Total Expenses	1,063,900	1,164,100	1,126,000	1,132,800	1,144,800
Net Change	47,400	263,400	34,000	128,400	(492,100)
Other Resources					
Capital Outlay	-	(441,800)	(45,000)	(229,400)	(102,000)
Reserves	-	-	-	89,500	(34,100)
Debt Issuance	-	-	-	-	-
Debt Service	(35,000)	(34,900)	(40,000)	-	(65,000)
Inter-Program Transfers In	-	-	-	11,500	700,800
Inter-Program Transfers Out	-	-	-	-	(7,600)
Other Resources Provided (Used)	(35,000)	(476,700)	(85,000)	(128,400)	492,100
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	12,400	(213,300)	(51,000)	-	-
Ending Restricted Reserves	8,000	-	18,000	-	-
Ending Unrestricted Reserves	339,000	184,700	(32,900)	184,700	218,800
Total Ending Reserves	\$ 347,000	\$ 184,700	\$ (14,900)	\$ 184,700	\$ 218,800



Pengra Court

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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 8,000	\$ -	\$ 8,000	\$ -	\$ -
Beginning Unrestricted Reserves	77,900	-	(97,200)	16,000	16,000
Total Beginning Reserves	<u>85,900</u>	<u>-</u>	<u>(89,200)</u>	<u>16,000</u>	<u>16,000</u>
Revenue	213,500	474,400	204,500	1,448,200	102,500
Expenses					
Personnel Services	48,000	32,500	46,300	41,100	57,600
Materials & Services	137,200	164,600	80,000	132,200	115,400
Overhead	-	-	-	-	-
Total Expenses	<u>185,200</u>	<u>197,100</u>	<u>126,300</u>	<u>173,300</u>	<u>173,000</u>
Net Change	<u>28,300</u>	<u>277,300</u>	<u>78,200</u>	<u>1,274,900</u>	<u>(70,500)</u>
Other Resources					
Capital Outlay	-	(183,000)	(45,000)	(1,110,500)	-
Reserves	-	-	-	(171,600)	2,100
Debt Issuance	-	-	-	-	-
Debt Service	(11,900)	(9,300)	(11,900)	(4,300)	(10,000)
Inter-Program Transfers In	-	-	-	11,500	86,000
Inter-Program Transfers Out	-	-	-	-	(7,600)
Other Resources Provided (Used)	<u>(11,900)</u>	<u>(192,300)</u>	<u>(56,900)</u>	<u>(1,274,900)</u>	<u>70,500</u>
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	<u>16,400</u>	<u>85,000</u>	<u>21,300</u>	<u>-</u>	<u>-</u>
Ending Restricted Reserves	8,000	-	-	-	-
Ending Unrestricted Reserves	94,300	16,000	(67,900)	16,000	13,900
Total Ending Reserves	<u>\$ 102,300</u>	<u>\$ 16,000</u>	<u>\$ (67,900)</u>	<u>\$ 16,000</u>	<u>\$ 13,900</u>

Maplewood Meadows



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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 23,100	\$ -	\$ 23,100	\$ -	\$ -
Beginning Unrestricted Reserves	103,700	205,000	66,700	280,700	280,700
Total Beginning Reserves	126,800	205,000	89,800	280,700	280,700
Revenue	319,700	750,100	485,500	422,000	208,700
Expenses					
Personnel Services	130,600	123,500	143,000	76,400	150,300
Materials & Services	187,400	232,400	171,400	188,100	203,700
Overhead	-	-	-	-	-
Total Expenses	318,000	355,900	314,400	264,500	354,000
Net Change	1,700	394,200	171,100	157,500	(145,300)
Other Resources					
Capital Outlay	-	(558,600)	(130,000)	(8,300)	(35,000)
Reserves	-	-	-	(160,700)	(5,600)
Debt Issuance	-	-	-	-	-
Debt Service	-	(10,500)	(11,200)	-	(12,000)
Inter-Program Transfers In	-	185,300	-	11,500	205,500
Inter-Program Transfers Out	-	-	-	-	(7,600)
Other Resources Provided (Used)	-	(383,800)	(141,200)	(157,500)	145,300
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	1,700	10,400	29,900	-	-
Ending Restricted Reserves	23,100	-	-	-	-
Ending Unrestricted Reserves	105,400	280,700	119,700	280,700	286,300
Total Ending Reserves	\$ 128,500	\$ 280,700	\$ 119,700	\$ 280,700	\$ 286,300



Parkview Terrace

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

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>2022 PROJECTED</u>	<u>2023 BUDGET</u>
Beginning Restricted Reserves	\$ 4,800	\$ -	\$ 4,800	\$ -	\$ -
Beginning Unrestricted Reserves	(168,900)	421,700	753,900	215,400	215,400
Total Beginning Reserves	(164,100)	421,700	758,700	215,400	215,400
Revenue	915,300	811,000	1,076,200	1,133,300	570,500
Expenses					
Personnel Services	332,700	185,400	404,800	326,900	380,600
Materials & Services	571,100	598,200	546,200	537,900	539,900
Overhead	-	-	-	-	-
Total Expenses	903,800	783,600	951,000	864,800	900,500
Net Change	11,500	27,400	125,200	268,500	(330,000)
Other Resources					
Capital Outlay	-	(124,500)	(90,000)	(122,500)	(661,800)
Reserves	-	-	-	(157,500)	(77,100)
Debt Issuance	-	-	-	-	-
Debt Service	-	(25,900)	(20,000)	-	(20,500)
Inter-Program Transfers In	-	-	-	11,500	1,097,000
Inter-Program Transfers Out	-	(231,700)	-	-	(7,600)
Other Resources Provided (Used)	-	(382,100)	(110,000)	(268,500)	330,000
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	11,500	(354,700)	15,200	-	-
Ending Restricted Reserves	4,800	-	5,000	-	-
Ending Unrestricted Reserves	(157,400)	215,400	768,900	215,400	292,500
Total Ending Reserves	\$ (152,600)	\$ 215,400	\$ 773,900	\$ 215,400	\$ 292,500



Veneta Villa

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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 500	\$ -	\$ 800	\$ -	\$ -
Beginning Unrestricted Reserves	(76,200)	122,700	(27,300)	228,000	-
Total Beginning Reserves	(75,700)	122,700	(26,500)	228,000	-
Revenue	238,600	272,200	270,000	-	104,300
Expenses					
Personnel Services	66,000	59,900	104,000	90,600	102,800
Materials & Services	149,800	217,200	133,600	172,000	152,600
Overhead	-	-	-	-	-
Total Expenses	215,800	277,100	237,600	262,600	255,400
Net Change	22,800	(4,900)	32,400	(262,600)	(151,100)
Other Resources					
Capital Outlay	-	-	(25,000)	(1,000)	(80,000)
Reserves	-	-	-	252,100	(11,400)
Debt Issuance	-	-	-	-	-
Debt Service	(22,500)	(17,600)	(20,000)	-	(14,000)
Inter-Program Transfers In	-	55,800	-	11,500	264,100
Inter-Program Transfers Out	-	-	-	-	(7,600)
Other Resources Provided (Used)	(22,500)	38,200	(45,000)	262,600	151,100
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	300	33,300	(12,600)	-	-
Ending Restricted Reserves	500	-	800	-	-
Ending Unrestricted Reserves	(75,900)	228,000	(39,900)	-	-
Total Ending Reserves	\$ (75,400)	\$ 228,000	\$ (39,100)	\$ -	\$ -



Lindeborg Place

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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 600	\$ -	\$ 800	\$ -	\$ -
Beginning Unrestricted Reserves	95,100	100,000	123,800	220,100	-
Total Beginning Reserves	95,700	100,000	124,600	220,100	-
Revenue	292,000	352,000	290,000	-	124,500
Expenses					
Personnel Services	101,900	75,900	90,000	127,700	113,400
Materials & Services	165,700	147,100	140,000	177,000	193,400
Overhead	-	-	-	-	-
Total Expenses	267,600	223,000	230,000	304,700	306,800
Net Change	24,400	129,000	60,000	(304,700)	(182,300)
Other Resources					
Capital Outlay	-	(200)	(50,000)	(31,300)	(80,000)
Reserves	-	-	-	324,500	(28,700)
Debt Issuance	-	-	-	-	-
Debt Service	(10,700)	(8,700)	(10,000)	-	(6,000)
Inter-Program Transfers In	-	-	-	11,500	304,800
Inter-Program Transfers Out	-	-	-	-	(7,800)
Other Resources Provided (Used)	(10,700)	(8,900)	(60,000)	304,700	182,300
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	13,700	120,100	-	-	-
Ending Restricted Reserves	600	-	800	-	-
Ending Unrestricted Reserves	108,800	220,100	123,800	-	-
Total Ending Reserves	\$ 109,400	\$ 220,100	\$ 124,600	\$ -	\$ -



Veneta Scattered Sites

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

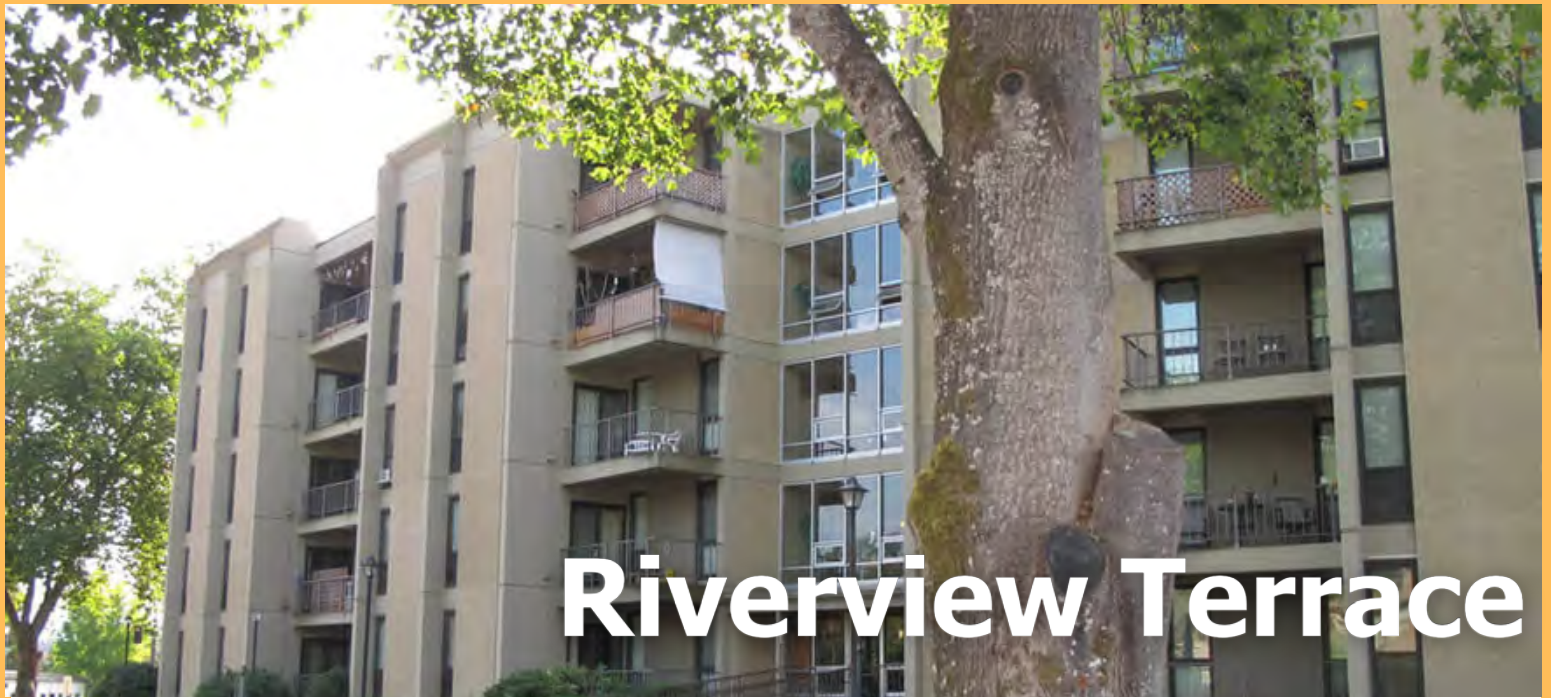
	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>BUDGET</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 600	\$ -	\$ 600	\$ -	\$ -
Beginning Unrestricted Reserves	94,300	1,300	88,100	-	-
Total Beginning Reserves	94,900	1,300	88,700	-	-
Revenue	151,600	166,300	160,500	-	68,200
Expenses					
Personnel Services	59,300	43,400	79,900	69,700	76,600
Materials & Services	84,500	72,300	77,100	97,700	108,400
Overhead	-	-	-	-	-
Total Expenses	143,800	115,700	157,000	167,400	185,000
Net Change	7,800	50,600	3,500	(167,400)	(116,800)
Other Resources					
Capital Outlay	-	(2,000)	-	(9,600)	-
Reserves	-	-	-	165,500	(31,000)
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	11,500	155,400
Inter-Program Transfers Out	-	-	-	-	(7,600)
Other Resources Provided (Used)	-	(2,000)	-	167,400	116,800
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	7,800	48,600	3,500	-	-
Ending Restricted Reserves	600	-	-	-	-
Ending Unrestricted Reserves	102,100	-	92,200	-	31,000
Total Ending Reserves	\$ 102,700	\$ -	\$ 92,200	\$ -	\$ 31,000

Cresview Villa



Cresview Villa is nestled in a quaint neighborhood in Creswell, OR and is a thirty-four (34) unit complex serving families including households with elderly or disabled person(s). Each one-bedroom unit provides energy efficient gas heat, LED light fixtures, water-saving plumbing fixtures, and updated windows that keep energy bills affordable. Each unit also comes with a covered patio for residents to enjoy the four seasons. Cresview Villa is located a short drive from Eugene, is on the bus line, and is within walking distance to many downtown amenities. The beautiful gardens are a treasure and many residents garden in their small front areas to enhance the natural beauty of this special setting. Cresview Villa is a smoke-free complex with an active resident community. Each week on Tuesdays and Thursdays, the Meals on Wheels Program provides nutritious meals for participating residents and neighbors. The community room hosts a free lending library and is used to host special events and meetings throughout the year.

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 300	\$ -	\$ 300	\$ -	\$ -
Beginning Unrestricted Reserves	55,700	26,300	(69,400)	210,400	210,400
Total Beginning Reserves	56,000	26,300	(69,100)	210,400	210,400
Revenue	216,200	301,700	299,000	229,900	123,700
Expenses					
Personnel Services	78,100	71,700	115,700	78,500	96,100
Materials & Services	126,000	119,400	126,000	135,600	133,700
Overhead	-	-	-	-	-
Total Expenses	204,100	191,100	241,700	214,100	229,800
Net Change	12,100	110,600	57,300	15,800	(106,100)
Other Resources					
Capital Outlay	-	-	(20,000)	(2,500)	-
Reserves	1,700	-	-	11,100	6,000
Debt Issuance	-	-	-	-	-
Debt Service	(13,800)	(11,500)	(10,000)	(35,900)	(6,000)
Inter-Program Transfers In	-	-	-	11,500	113,700
Inter-Program Transfers Out	-	(30,100)	-	-	(7,600)
Other Resources Provided (Used)	(12,100)	(41,600)	(30,000)	(15,800)	106,100
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	69,000	27,300	-	-
Ending Restricted Reserves	300	-	300	-	-
Ending Unrestricted Reserves	55,700	210,400	(42,100)	210,400	204,400
Total Ending Reserves	\$ 56,000	\$ 210,400	\$ (41,800)	\$ 210,400	\$ 204,400



Riverview Terrace

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

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
Beginning Restricted Reserves	\$ 300	\$ -	\$ 1,100	\$ -	\$ -
Beginning Unrestricted Reserves	70,000	101,000	137,200	105,600	105,600
Total Beginning Reserves	70,300	101,000	138,300	105,600	105,600
Revenue	353,700	528,100	400,000	393,700	201,500
Expenses					
Personnel Services	147,800	141,100	207,000	150,100	207,900
Materials & Services	197,800	245,400	226,700	226,900	223,800
Overhead	-	-	-	-	-
Total Expenses	345,400	386,500	433,700	377,000	431,700
Net Change	8,300	141,600	(33,700)	16,700	(230,200)
Other Resources					
Capital Outlay	-	-	(20,000)	(12,700)	(40,000)
Reserves	-	-	-	(8,000)	48,800
Debt Issuance	-	-	-	-	-
Debt Service	(9,200)	-	(9,600)	(9,500)	(8,000)
Inter-Program Transfers In	-	-	-	11,500	237,200
Inter-Program Transfers Out	-	(34,000)	-	-	(7,800)
Other Resources Provided (Used)	(9,200)	(34,000)	(29,600)	(16,700)	230,200
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(900)	107,600	(63,300)	-	-
Ending Restricted Reserves	300	-	-	-	-
Ending Unrestricted Reserves	69,100	105,600	75,000	105,600	57,000
Total Ending Reserves	\$ 69,400	\$ 105,600	\$ 75,000	\$ 105,600	\$ 57,000



Capital Projects Fund

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

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>2022 PROJECTED</u>	<u>2023 BUDGET</u>
Beginning Restricted Reserves	\$ (197,800)	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	(197,800)	-	-	-	-
Revenue	1,422,000	-	-	-	-
Expenses					
Personnel Services	224,600	-	-	-	243,700
Materials & Services	16,900	-	-	-	85,500
Overhead	-	-	-	-	-
Total Expenses	241,500	-	-	-	329,200
Net Change	1,180,500	-	-	-	(329,200)
Other Resources					
Capital Outlay	(900,000)	-	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	-	-
Inter-Program Transfers In	-	-	-	-	329,200
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	(900,000)	-	-	-	329,200
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	280,500	-	-	-	-
Ending Restricted Reserves	82,700	-	-	-	-
Ending Unrestricted Reserves	-	-	-	-	-
Total Ending Reserves	\$ 82,700	\$ -	\$ -	\$ -	\$ -

*Capital Fund spending included with property budgets.



Abbie Lane Courts

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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 60,000	\$ 51,200	\$ 286,500	\$ 51,200	\$ 51,200
Beginning Unrestricted Reserves	175,600	246,200	402,800	402,800	402,800
Total Beginning Reserves	235,600	297,400	689,300	454,000	454,000
Revenue	360,600	349,100	338,100	390,700	398,100
Expenses					
Personnel Services	57,700	48,400	96,500	84,300	76,000
Materials & Services	151,300	125,800	151,200	171,600	208,500
Overhead	-	-	-	-	800
Total Expenses	209,000	174,200	247,700	255,900	285,300
Net Change	151,600	174,900	90,400	134,800	112,800
Other Resources					
Capital Outlay	-	-	(10,000)	-	-
Reserves	(18,300)	-	(58,400)	-	68,100
Debt Issuance	-	-	-	-	-
Debt Service	(17,000)	(18,300)	(17,000)	(19,800)	(20,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	(115,000)	(160,900)
Other Resources Provided (Used)	(35,300)	(18,300)	(85,400)	(134,800)	(112,800)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	116,300	156,600	5,000	-	-
Ending Restricted Reserves	80,000	51,200	291,500	51,200	-
Ending Unrestricted Reserves	271,900	402,800	402,800	402,800	385,900
Total Ending Reserves	\$ 351,900	\$ 454,000	\$ 694,300	\$ 454,000	\$ 385,900



Fourteen Pines

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

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
Beginning Restricted Reserves	\$ 358,894	\$ 339,400	\$ 339,300	\$ 313,300	\$ 246,200
Beginning Unrestricted Reserves	44,806	-	-	-	-
Total Beginning Reserves	403,700	339,400	339,300	313,300	246,200
Revenue	484,000	519,600	498,700	503,300	583,900
Expenses					
Personnel Services	234,200	145,200	184,000	166,300	189,900
Materials & Services	186,200	395,400	206,900	293,600	340,700
Overhead	-	-	-	-	-
Total Expenses	420,400	540,600	390,900	459,900	530,600
Net Change	63,600	(21,000)	107,800	43,400	53,300
Other Resources					
Capital Outlay	-	-	-	-	-
Reserves	(100,800)	26,100	(84,000)	67,100	(53,300)
Debt Issuance	-	-	-	-	-
Debt Service	-	-	(17,000)	(110,500)	-
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	(100,800)	26,100	(101,000)	(43,400)	(53,300)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(37,200)	5,100	6,800	-	-
Ending Restricted Reserves	159,000	313,300	-	246,200	246,200
Ending Unrestricted Reserves	207,500	-	346,100	-	53,300
Total Ending Reserves	\$ 366,500	\$ 313,300	\$ 346,100	\$ 246,200	\$ 299,500



Village Oaks

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

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
Beginning Restricted Reserves	\$ 378,200	\$ 386,400	\$ 307,000	\$ 308,500	\$ 323,600
Beginning Unrestricted Reserves	(363,900)	-	(249,300)	2,200	-
Total Beginning Reserves	14,300	386,400	57,700	310,700	323,600
Revenue	463,600	514,500	470,200	489,300	595,400
Expenses					
Personnel Services	192,000	145,200	153,400	152,700	229,600
Materials & Services	213,300	395,400	192,900	323,700	323,000
Overhead	-	-	-	-	-
Total Expenses	405,300	540,600	346,300	476,400	552,600
Net Change	58,300	(26,100)	123,900	12,900	42,800
Other Resources					
Capital Outlay	-	(125,100)	(36,000)	-	-
Reserves	(96,200)	75,700	(63,600)	(12,900)	(25,800)
Debt Issuance	-	-	-	76,000	-
Debt Service	-	-	(17,000)	(76,000)	(17,000)
Inter-Program Transfers In	-	443,900	-	-	-
Inter-Program Transfers Out	-	(91,400)	-	-	-
Other Resources Provided (Used)	(96,200)	303,100	(116,600)	(12,900)	(42,800)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(37,900)	277,000	7,300	-	-
Ending Restricted Reserves	474,400	308,500	-	323,600	-
Ending Unrestricted Reserves	(498,000)	2,200	65,000	-	349,400
Total Ending Reserves	\$ (23,600)	\$ 310,700	\$ 65,000	\$ 323,600	\$ 349,400



Firwood Apartments

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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 8,600	\$ -	\$ 9,100	\$ 8,600	\$ 8,600
Beginning Unrestricted Reserves	41,500	8,600	76,900	75,200	32,600
Total Beginning Reserves	50,100	8,600	86,000	83,800	41,200
Revenue	627,800	620,000	619,600	580,000	674,100
Expenses					
Personnel Services	179,300	162,400	230,700	157,100	210,600
Materials & Services	364,800	384,600	302,300	356,300	407,900
Overhead	-	-	-	-	-
Total Expenses	544,100	547,000	533,000	513,400	618,500
Net Change	83,700	73,000	86,600	66,600	55,600
Other Resources					
Capital Outlay	(81,600)	(92,400)	(48,000)	(40,000)	-
Reserves	34,200	-	-	25,400	(3,600)
Debt Issuance	-	-	-	-	-
Debt Service	(42,400)	(52,200)	(36,400)	(52,000)	(52,000)
Inter-Program Transfers In	-	146,800	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	(89,800)	2,200	(84,400)	(66,600)	(55,600)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	(6,100)	75,200	2,200	-	-
Ending Restricted Reserves	8,600	8,600	9,100	8,600	-
Ending Unrestricted Reserves	35,400	75,200	79,100	32,600	44,800
Total Ending Reserves	\$ 44,000	\$ 83,800	\$ 88,200	\$ 41,200	\$ 44,800



Norsemen Village

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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 324,500	\$ 501,000	\$ 324,500	\$ 408,800	\$ 384,900
Beginning Unrestricted Reserves	103,700	20,000	230,000	26,000	33,800
Total Beginning Reserves	428,200	521,000	554,500	434,800	418,700
Revenue	288,600	-	318,400	300,000	295,500
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	200,000	243,300	289,400	217,100	201,000
Overhead	-	-	-	-	-
Total Expenses	200,000	243,300	289,400	217,100	201,000
Net Change	88,600	(243,300)	29,000	82,900	94,500
Other Resources					
Capital Outlay	(27,500)	-	-	(82,000)	-
Reserves	-	-	(8,000)	16,100	(68,500)
Debt Issuance	-	-	-	-	-
Debt Service	(13,700)	(25,900)	(21,000)	(17,000)	(26,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	(41,200)	(25,900)	(29,000)	(82,900)	(94,500)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	47,400	(269,200)	-	-	-
Ending Restricted Reserves	324,500	408,800	324,500	384,900	453,400
Ending Unrestricted Reserves	151,100	26,000	230,000	33,800	33,800
Total Ending Reserves	\$ 475,600	\$ 434,800	\$ 554,500	\$ 418,700	\$ 487,200



Camas Apartments

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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 70,000	29,400	\$ 80,000	\$ 14,200	\$ 2,000
Beginning Unrestricted Reserves	(64,725)	58,000	25,200	74,300	13,000
Total Beginning Reserves	5,300	87,400	105,200	88,500	15,000
Revenue	259,500	271,900	249,200	287,000	268,600
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	237,400	266,200	220,800	271,400	224,700
Overhead	-	-	-	-	-
Total Expenses	237,400	266,200	220,800	271,400	224,700
Net Change	22,100	5,700	28,400	(4,400)	43,900
Other Resources					
Capital Outlay	(27,600)	-	-	(65,000)	-
Reserves	27,600	11,700	(6,000)	72,500	(27,900)
Debt Issuance	-	-	-	-	-
Debt Service	(7,400)	(16,300)	(22,400)	(3,100)	(16,000)
Inter-Program Transfers In	-	-	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	(7,400)	(4,600)	(28,400)	4,400	(43,900)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	14,700	1,100	-	-	-
Ending Restricted Reserves	70,000	14,200	76,000	2,000	2,000
Ending Unrestricted Reserves	(50,025)	34,300	29,200	13,000	13,000
Total Ending Reserves	\$ 19,975	\$ 48,500	\$ 105,200	\$ 15,000	\$ 15,000

Walnut Park

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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 83,000	\$ 53,800	\$ 91,000	\$ 72,000	\$ 42,000
Beginning Unrestricted Reserves	100,800	125,300	91,800	123,300	105,300
Total Beginning Reserves	183,800	179,100	182,800	195,300	147,300
Revenue	180,000	210,100	218,100	224,000	300,300
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	180,000	146,400	164,500	190,500	235,500
Overhead	-	-	-	-	-
Total Expenses	180,000	146,400	164,500	190,500	235,500
Net Change	-	63,700	53,600	33,500	64,800
Other Resources					
Capital Outlay	-	-	-	(51,600)	-
Reserves	8,000	-	(23,100)	48,600	(30,900)
Debt Issuance	-	-	-	-	-
Debt Service	(8,000)	(31,100)	(30,500)	(30,500)	(33,900)
Inter-Program Transfers In	-	4,500	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	(26,600)	(53,600)	(33,500)	(64,800)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	37,100	-	-	-
Ending Restricted Reserves	83,000	72,000	114,100	42,000	72,900
Ending Unrestricted Reserves	100,800	123,300	68,700	105,300	105,300
Total Ending Reserves	\$ 183,800	\$ 195,300	\$ 182,800	\$ 147,300	\$ 178,200



Homes for Good Communities

The Homes for Good Communities includes Jacob's Lane, Laurel Gardens, Willakenzie Townhomes.

	<u>2021 BUDGET</u>	<u>2021 ACTUAL</u>	<u>2022 BUDGET</u>	<u>2022 PROJECTED</u>	<u>2023 BUDGET</u>
Beginning Restricted Reserves	\$ 435,700	\$ 389,900	\$ 390,000	\$ 68,100	\$ 80,000
Beginning Unrestricted Reserves	(110,400)	(284,000)	41,500	886,000	819,000
Total Beginning Reserves	261,500	105,900	431,500	954,100	899,000
Revenue	771,400	751,500	766,200	814,800	807,100
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	708,200	998,800	648,400	649,200	645,900
Overhead	-	-	-	-	-
Total Expenses	351,000	998,800	648,400	649,200	645,900
Net Change	4,500	(247,300)	117,800	165,600	161,200
Other Resources					
Capital Outlay	(21,000)	(459,900)	(25,600)	(58,800)	(50,000)
Reserves	-	-	(30,600)	54,400	50,000
Debt Issuance	-	2,139,000	-	-	-
Debt Service	(16,400)	(873,800)	(61,300)	(161,200)	(161,200)
Inter-Program Transfers In	-	290,200	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	1,095,500	(117,500)	(165,600)	(161,200)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	4,500	848,200	300	-	-
Ending Restricted Reserves	\$ 435,700	68,100	\$ 404,400	80,000	30,000
Ending Unrestricted Reserves	(84,600)	886,000	27,400	819,000	819,000
Total Ending Reserves	\$ 266,000	\$ 954,100	\$ 431,800	\$ 899,000	\$ 849,000



Sheldon Village

Sheldon Village Apartments, at 2475 Sheldon Village Loop in Eugene, consists of seventy-eight (78) units (one-bedroom apartments, two-bedroom flat apartments, two-bedroom townhouse apartments, and three-bedroom townhouse apartments), located in professionally landscaped courtyards, in the Sheldon High School area. Amenities include, designer cabinetry, decks and balconies, energy efficient construction, creative floor plans, ample storage, a clubhouse with a lending library and computer center, as well as professional on-site management. Sheldon Village is located close to LTD bus lines and within walking distance of schools, shopping, restaurants, entertainment, and medical/professional services.

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ 9,900	\$ 9,100	\$ -	\$ 84,800	\$ 242,800
Beginning Unrestricted Reserves	73,000	371,800	236,100	254,800	90,000
Total Beginning Reserves	82,900	380,900	236,100	339,600	332,800
Revenue	620,700	613,400	685,800	722,000	719,700
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	608,500	461,200	449,600	418,800	605,600
Overhead	-	-	-	-	-
Total Expenses	608,500	461,200	449,600	418,800	605,600
Net Change	12,200	152,200	236,200	303,200	114,100
Other Resources					
Capital Outlay	-	-	(9,000)	(145,000)	-
Reserves	-	-	(49,200)	6,800	(20,100)
Debt Issuance	-	-	-	-	-
Debt Service	-	(326,700)	(178,000)	(165,000)	(94,000)
Inter-Program Transfers In	-	1,903,000	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	1,576,300	(236,200)	(303,200)	(114,100)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	12,200	1,728,500	-	-	-
Ending Restricted Reserves	9,900	84,800	-	242,800	242,800
Ending Unrestricted Reserves	85,200	254,800	236,100	90,000	110,100
Total Ending Reserves	\$ 95,100	\$ 339,600	\$ 236,100	\$ 332,800	\$ 352,900



Munsel Park

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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ 274,600	\$ -	\$ 268,000	\$ 264,000
Beginning Unrestricted Reserves	-	117,300	-	144,000	160,000
Total Beginning Reserves	-	391,900	-	412,000	424,000
Revenue	-	308,500	269,000	275,000	279,200
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	-	235,300	200,000	205,700	205,000
Overhead	-	-	-	-	-
Total Expenses	-	235,300	200,000	205,700	205,000
Net Change	-	73,200	69,000	69,300	74,200
Other Resources					
Capital Outlay	-	-	(27,600)	-	(11,400)
Reserves	-	-	(17,400)	(12,000)	(39,600)
Debt Issuance	-	-	-	-	-
Debt Service	-	(26,000)	(24,000)	(109,900)	(23,200)
Inter-Program Transfers In	-	833,800	-	52,600	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	807,800	(69,000)	(69,300)	(74,200)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	881,000	-	-	-
Ending Restricted Reserves	-	\$ 268,000	-	264,000	303,600
Ending Unrestricted Reserves	-	144,000	-	160,000	160,000
Total Ending Reserves	\$ -	\$ 412,000	\$ -	\$ 424,000	\$ 463,600



Legion Cottages

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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	-	-	-	-	-
Revenue	-	94,700	24,000	31,200	30,200
Expenses					
Personnel Services	-	3,100	9,000	6,000	16,900
Materials & Services	-	14,200	16,400	14,000	24,200
Overhead	-	-	-	-	-
Total Expenses	-	17,300	25,400	20,000	41,100
Net Change	-	77,400	(1,400)	11,200	(10,900)
Other Resources					
Capital Outlay	-	(255,500)	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	-	-
Debt Service	-	-	-	(34,700)	-
Inter-Program Transfers In	-	-	-	23,500	10,900
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	(255,500)	-	(11,200)	10,900
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	(178,100)	(1,400)	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	-	(1,400)	-	-
Total Ending Reserves	\$ -	\$ -	\$ (1,400)	\$ -	\$ -

The Keystone



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

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	4,900	72,100
Total Beginning Reserves	-	-	-	4,900	72,100
Revenue	-	-	218,000	264,000	254,200
Expenses					
Personnel Services	-	-	-	-	-
Materials & Services	-	-	116,000	139,800	190,900
Overhead	-	-	-	-	-
Total Expenses	-	-	116,000	139,800	190,900
Net Change	-	-	102,000	124,200	63,300
Other Resources					
Capital Outlay	-	(4,245,800)	-	-	(12,000)
Reserves	-	-	(45,000)	(67,200)	8,700
Debt Issuance	-	3,375,000	-	-	-
Debt Service	-	-	(57,000)	(57,000)	(60,000)
Inter-Program Transfers In	-	281,900	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	(588,900)	(102,000)	(124,200)	(63,300)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	(588,900)	-	-	-
Ending Restricted Reserves	-	-	45,000	-	-
Ending Unrestricted Reserves	-	4,900	(45,000)	72,100	63,400
Total Ending Reserves	\$ -	\$ 4,900	\$ -	\$ 72,100	\$ 63,400

Bridges on Broadway



Located at 599 East Broadway in Eugene OR, Bridges on Broadway is a Hotel being operated by Homes for Good Housing Agency to provide fifty (50) rooms that temporarily lodge individuals and families that lost their homes to the devastating Holiday Farm Fire in 2020. The former Hotel was purchased by Lane County with a grant from Oregon Community Foundation. Once the hotel is no longer used to lodge people and families displaced by the wildfires, Homes for Good plans to convert the Hotel into Permanent Supportive Housing (PSH) units that would house individuals struggling with homelessness.

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Beginning Unrestricted Reserves	-	-	-	3,100	-
Total Beginning Reserves	-	-	-	3,100	-
Revenue	-	348,600	1,142,000	1,293,600	1,423,400
Expenses					
Personnel Services	-	226,500	384,800	348,000	570,300
Materials & Services	-	308,800	699,200	841,200	823,800
Overhead	-	-	-	-	29,300
Total Expenses	-	535,300	1,084,000	1,189,200	1,423,400
Net Change	-	(186,700)	58,000	104,400	-
Other Resources					
Capital Outlay	-	(2,000)	-	-	-
Reserves	-	-	-	-	-
Debt Issuance	-	-	-	66,800	-
Debt Service	-	-	-	(171,200)	-
Inter-Program Transfers In	-	191,800	-	-	-
Inter-Program Transfers Out	-	-	-	-	-
Other Resources Provided (Used)	-	189,800	-	(104,400)	-
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	-	3,100	58,000	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	-	3,100	58,000	-	-
Total Ending Reserves	\$ -	\$ 3,100	\$ 58,000	\$ -	\$ -

Central Office Cost Center



COCC

Budget Summary

The total budgeted COCC revenue for 2023 is approximately \$4.1 million. Included within the budgeted revenues for the COCC is fee-for-service charges of approximately \$800,000, of which \$250,000 is to be charged for work necessary to get-ready single-family homes for sale under the Rental Assistance Demonstration procedures approved by HUD. This is considered to be non-recurring work because as homes are sold, the inventory of homes is reduced.

The COCC has budgeted expenses of \$4.3 million for fiscal year 2023 of which \$3.3 is comprised of salaries and benefits. The COCC has 35.5 FTE budgeted to it in this draft, up from 28.50 in last year's budget. The COCC budget also includes scheduled debt service of \$371,000, capital expenditures of \$211,000 for new fencing and \$125,000 in consulting fees to aid management with financial operations and planning. The budgeted expenditures for all COCC related costs exceed the department's revenue by \$(834,000). This deficiency is budgeted to be made up by transfers of unrestricted funds earned from real estate development and energy services activities.

	<u>2021</u> <u>BUDGET</u>	<u>2021</u> <u>ACTUAL</u>	<u>2022</u> <u>BUDGET</u>	<u>2022</u> <u>PROJECTED</u>	<u>2023</u> <u>BUDGET</u>
Beginning Restricted Reserves	-	718,000	-	-	\$ -
Beginning Unrestricted Reserves	1,994,300	-	289,100	(272,400)	(272,400)
Total Beginning Reserves	1,994,300	718,000	289,100	(272,400)	(272,400)
Revenue	3,672,600	3,324,400	4,124,200	3,463,300	4,096,300
Expenses					
Personnel Services	2,357,100	2,109,000	3,099,400	2,888,000	3,323,100
Materials & Services	821,000	1,494,000	787,500	1,329,400	1,025,600
Overhead	-	-	-	-	-
Total Expenses	3,178,100	3,603,000	3,886,900	4,217,400	4,348,700
Net Change	494,500	(278,600)	237,300	(754,100)	(252,400)
Other Resources					
Capital Outlay	-	-	(143,000)	-	(211,000)
Reserves	(40,000)	-	(60,000)	-	-
Debt Issuance	-	-	-	-	-
Debt Service	(675,000)	(8,700)	(422,000)	(494,400)	(371,200)
Inter-Program Transfers In	326,900	1,106,600	387,700	1,672,800	834,600
Inter-Program Transfers Out	-	(3,974,100)	-	(424,300)	-
Other Resources Provided (Used)	(388,100)	(2,876,200)	(237,300)	754,100	252,400
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	106,400	(3,154,800)	-	-	-
Ending Restricted Reserves	-	-	-	-	-
Ending Unrestricted Reserves	2,100,700	(272,400)	289,100	(272,400)	(272,400)
Total Ending Reserves	\$ 2,100,700	\$ (272,400)	\$ 289,100	\$ (272,400)	\$ (272,400)

**Additional
Information:
Rent
Assistance**

RENT ASSISTANCE DIVISION

Oregon Eviction Diversion and Prevention Program (OREDAP)

Created by Oregon Housing and Community Services (OHCS) with part of the \$100 million in eviction prevention funding received from the Oregon Legislature in December 2021. Homes for Good in partnership with Lane County will assist in distributing \$720,000 in funds to eligible applicants. Homes for Good will process applications received by Lane County.

Eligible Applicants:

- Imminent risk of homelessness; primary nighttime residence will be lost within 21 days of program entry, no subsequent residence has been identified and household lacks resources and support network to obtain permanent housing
- Unstably housed; has been notified to vacate current residence or demonstrates high risk of losing housing and lacks resources or support network to obtain permanent housing
- At or below 80% Area Median Income (AMI)

The new program aims to quickly assist Oregonians facing evictions by delivering rental assistance and other critical eviction and housing-related resources such as case management, mediation, and legal services.

Admin Reserve and Homes for Good Held HAP Reserve

For every voucher leased Homes for Good receives money from HUD to run its housing 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 fees are pro-rated by HUD on an annual basis. FY22 had an Admin fee pro-ration of 90%. Admin fee reserves accumulate when the cost of running the program is lower than the fees received. 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. Homes for Good is targeted to close CY22 with \$2,207,000.00 in Admin Fee reserves. HAP reserves are funds Homes for Good did not spend on HAP. For example, HUD provides Homes for Good with \$1,000 in HAP for the year. Homes for Good leases 50% of the vouchers provided and doesn't use all the HAP. Homes for Good uses \$500.00 in HAP. The remaining \$500.00 is held in reserves for future use. However, in setting a national budget HUD can look at HAP reserves of all PHAs and reallocate the money if they believe a PHA's HAP reserves have grown too large.

HUD recommends reserves to be between 2% and 7% of the Annual Budget Authority. HAP reserves are important for Homes for Good to maintain as they can pad the program in years where the average HAP cost is higher than expected. For CY22 Homes for Good is targeted to end the year with 6% (\$1,346,505) in HAP reserves.

RENT ASSISTANCE DIVISION

Lease Rate

The overall goal of the Rent Assistance Division is to maintain a lease rate of 100% while simultaneously utilizing all the dollars associated with the vouchers. For example, if a housing agency is provided 100 vouchers, and every voucher has an average of \$50.00 worth of rental assistance attached to it, then a housing agency could potentially lease up all 100 vouchers if the average cost of each voucher was \$50.00. However, if the average cost of each voucher is \$100.00 then a housing agency would only be able to utilize 50 of their vouchers.

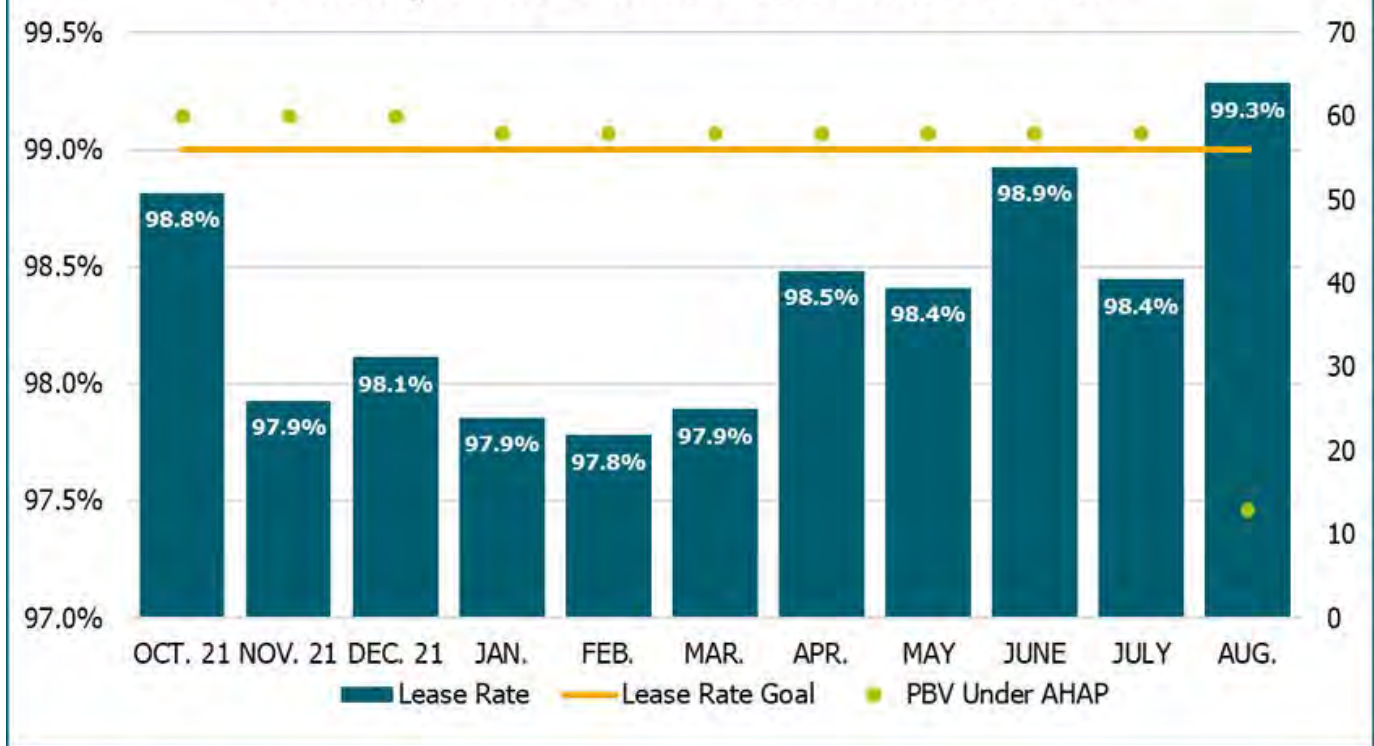
Adding another layer to the process, the funding HUD provides fluctuates. A housing agency may be told at the beginning of the year that they will be receiving \$50.00 worth of rental assistance only to find out the rental assistance has changed to \$40.00 per voucher. This fluctuation is defined by HUD as the "pro-ration factor." CY22 resulted in a 100% pro-ration factor for funding, allowing Homes for Good to utilize 100% of the vouchers allocated to our jurisdiction.

When a housing agency does not utilize all the funding allotted in a calendar year, it can impact funding levels in future years. Essentially, a use it or lose it approach is used, and HUD can decide to reallocate the funding not used by a housing agency. Homes for Good works closely with our local HUD field office in Portland. Homes for Good meets monthly with the HUD field office to review a HUD recommended tool (known as the Two-Year Tool) to help forecast utilization and funding rates, which helps ensure Homes for Good is using as many vouchers and all the funding allotted to our community. The Two-Year Tool is a multi-paged excel workbook that incorporates points of data such as voucher turn-over rates, average per unit costs and pro-ration levels to help Homes for Good make data driven decisions in administering its housing programs.

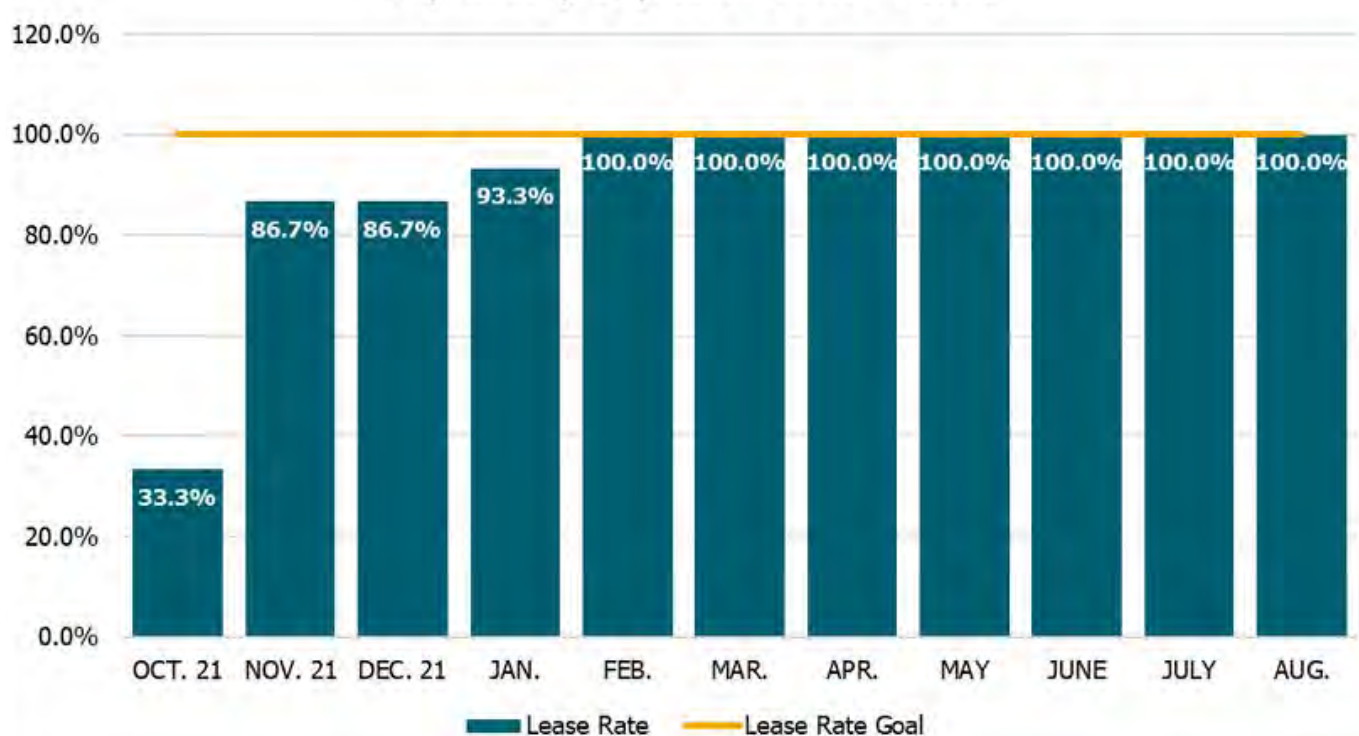
It is the overall goal for CY22 to utilize as many vouchers as funding levels dictate, and ensure the Rent Assistance Division is adequately staffed and cross trained to meet the demands of fluctuations in funding levels and new funding allocations.

RENT ASSISTANCE DIVISION

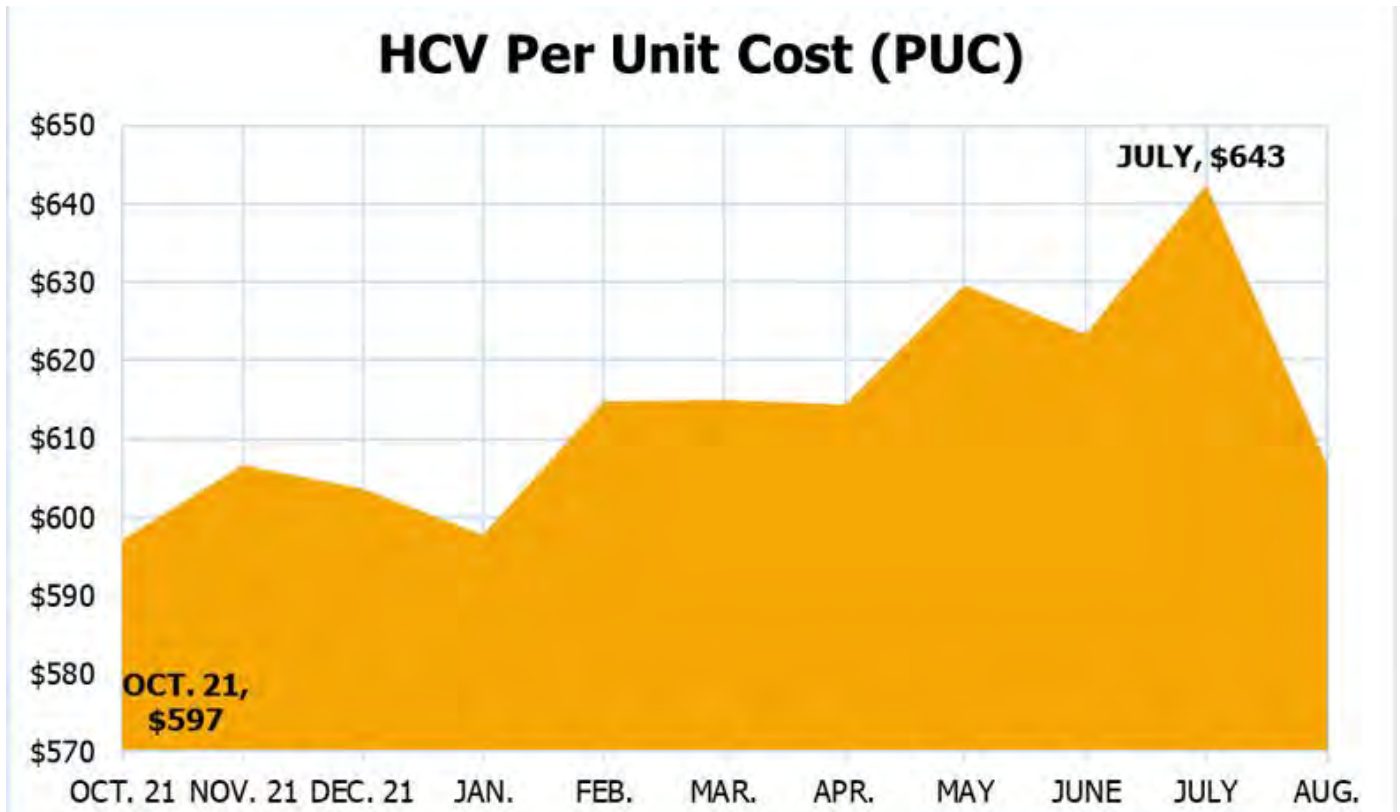
Housing Choice Voucher Lease Rate FY2022



Keystone (PBV) Lease Rate FY2022



RENT ASSISTANCE DIVISION



Housing Authority Payments (HAP)

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 programs such as HCV and VASH are derived from the FMRs. Homes for Good is required to remain between 90%-110% of FMR when setting its Payment Standard. Currently, Homes for Good's Payment Standards for VASH & EHV programs are set at 120%, all other programs are set at 90% of FMR. Three, the income of the tenant, when the tenant doesn't have income Homes for Good pays more HAP. When the tenant has 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.

RENT ASSISTANCE DIVISION

Admin Reserve and Homes for Good Held HAP Reserve

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Admin fees are pro-rated by HUD on an annual basis. FY22 had an Admin fee pro-ration of 90%.

Admin fee reserves accumulate when the cost of running the program is lower than the fees received. 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. Homes for Good is targeted to close CY22 with \$2,207,000.00 in Admin Fee reserves. HAP reserves are funds Homes for Good did not spend on HAP. For example, HUD provides Homes for Good with \$1,000 in HAP for the year. Homes for Good leases 50% of the vouchers provided and doesn't use all the HAP. Homes for Good uses \$500.00 in HAP. The remaining \$500.00 is held in reserves for future use. However, in setting a national budget HUD can look at HAP reserves of all PHAs and reallocate the money if they believe a PHA's HAP reserves have grown too large.

HUD recommends reserves to be between 2% and 7% of the Annual Budget Authority. HAP reserves are important for Homes for Good to maintain as they can pad the program in years where the average HAP cost is higher than expected.

**Additional
Information:
Supportive
Housing**

SUPPORTIVE HOUSING DIVISION

Long Range Financial Planning

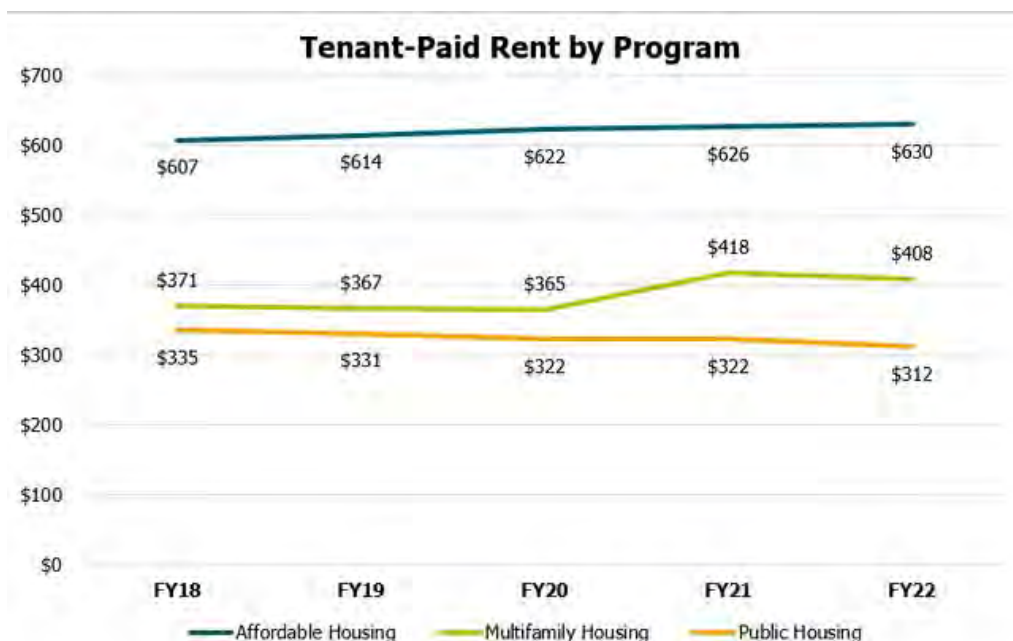
Supportive Housing Division will serve a total of 896 households in 13 Public, Assisted and Affordable properties as well as the temporary shelter at Bridges on Broadway. The portfolio is expected to maintain an occupancy of 98% across all properties.

The Division is prepared for budget impacts of the economic slowdown including decreased tenant rent and increased operating expenses. We are planning for additional expenses related to changing supply costs and continued planning for emergency operations including improvements to heating and cooling across the portfolio, staff and resident emergency supplies and staff training. We are also working to transition some of our contracted work such as landscaping and janitorial to in-house staff with a focus on increased quality and cost reduction.

Division goals for FY23 are shaped by the Strategic Equity Plan and we are planning for increased investment in client centered services with an eye on increasing accessibility and equity across our programs. This includes funding increased Resident Services across our portfolio with a focus on health outcomes, digital inclusion and educational programming.

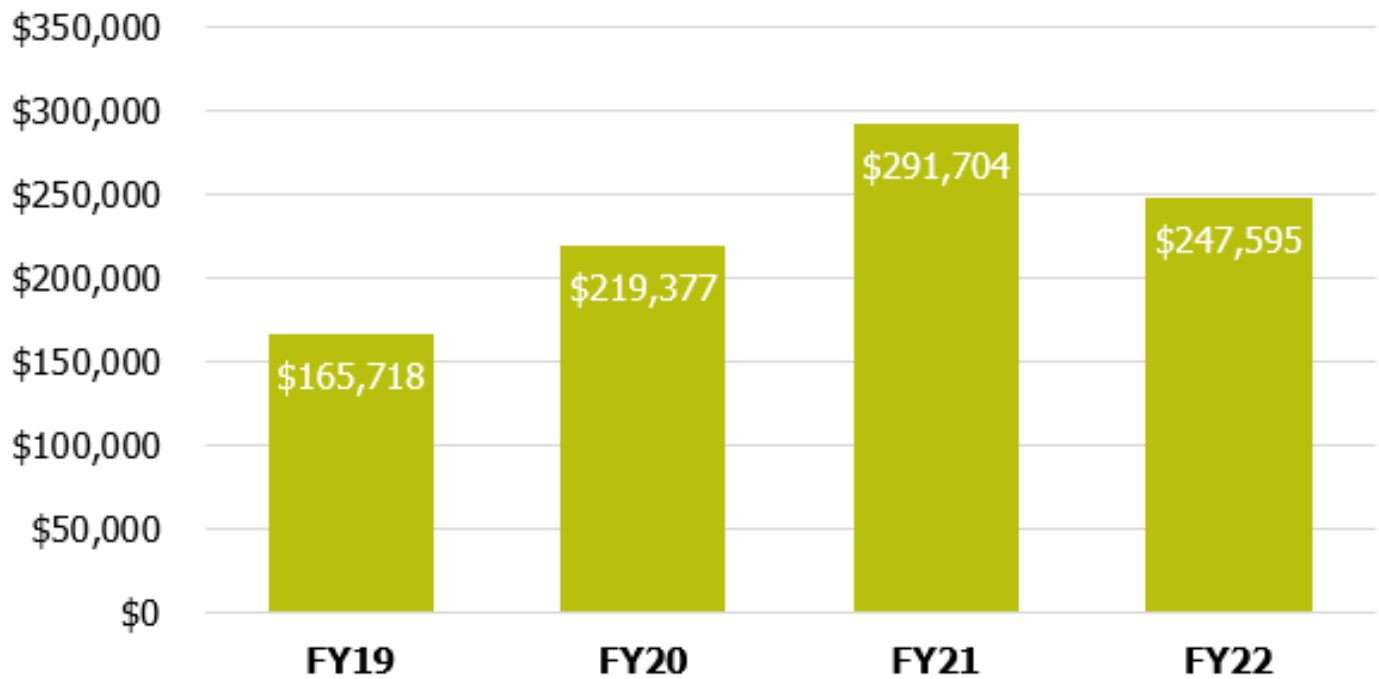
Our Maintenance department is working to decrease energy consumption and evaluating the effectiveness of current energy saving measures with the goal of reducing the carbon footprint of the Division. This team will also be working to ensure REAC physical inspections continue to meet High Performer standards by coordinating annual in-house UPCS contracted inspections as well as preventative maintenance inspections.

We will continue to make improvements to Public and Assisted housing site offices and maintenance shop spaces to facilitate greater site-based services and staff functions as well as continuing to modernize our fleet management system and upgrades to vehicles. We will work to prepare for and leverage new funding for preservation and Public Housing capital improvements to ensure long-term stability of our portfolio.

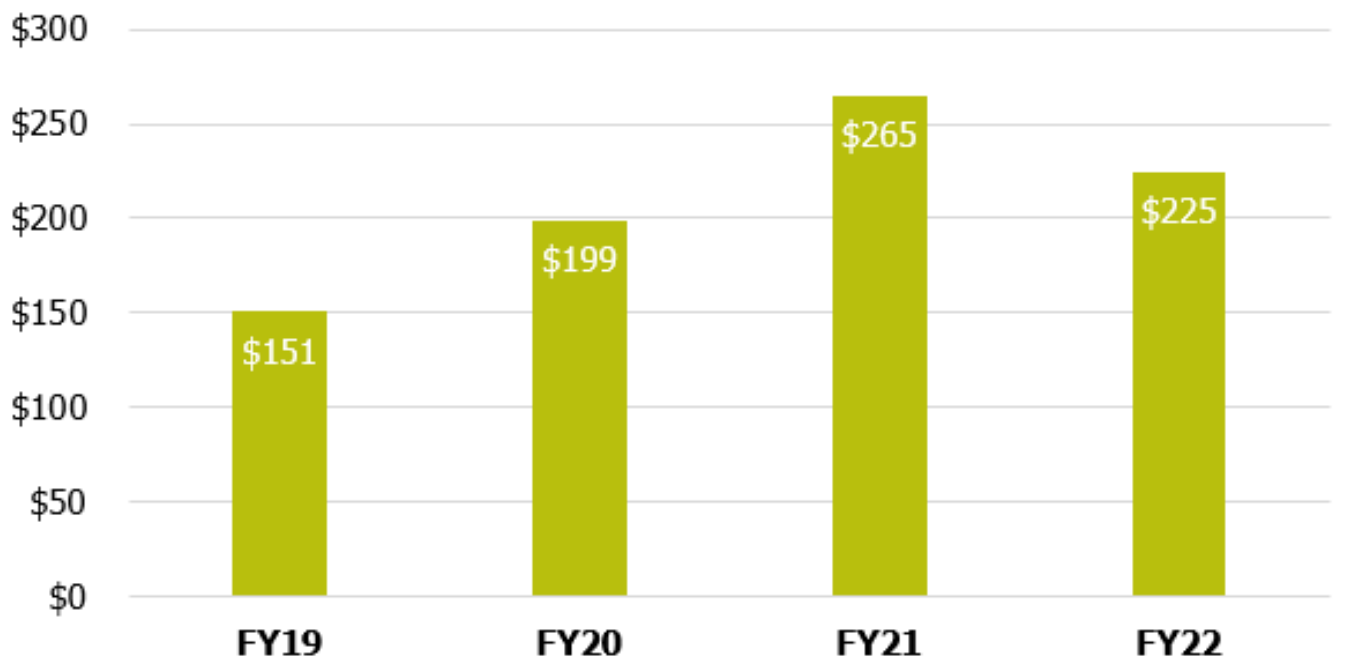


SUPPORTIVE HOUSING DIVISION

Trending Maintenance Materials Costs

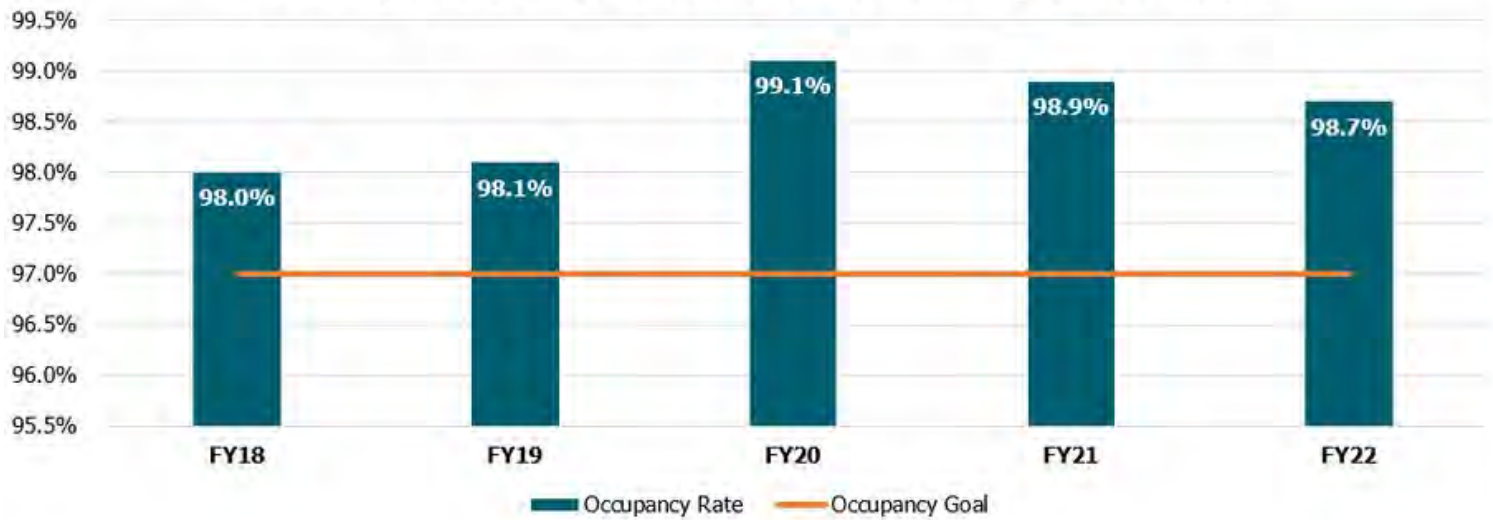


Average Materials Cost Per Unit



SUPPORTIVE HOUSING DIVISION

Trending Occupancy Rates for All Self-Managed Properties



**Additional
Information:
Community
Services**

COMMUNITY SERVICES: REAL ESTATE DEVELOPMENT

The Homes for Good RED Team is prioritizing moving Strategic Equity Goals forward this fiscal year. Which will have a positive impact on the local community. In this coming year, this includes but is not limited to:

- Targeting our housing resources to communities most marginalized in our community with an emphasis on serving people from the BIPOC community and people with disabilities.
- Developing a Equitable Contracting Initiative that will increase the amount of Minority and Women owned businesses we contract with. Increase the number of low-income businesses we contract with. Increase the number of low-income workers on Homes for Good jobs.
- Increasing accessibility of our housing across our portfolio, by surveying our existing housing and increasing the number of accessible units.

The Real Estate Development Division is coming out of a period of unprecedented construction and development having completed 7 development projects over the last two years including 3 Permanent Supportive Housing Communities.

These projects include:

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

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

Approval was received through RAD to convert 100 units of Public Housing Scattered Sites into two replacement projects which were completed in late spring of 2021. Funding for these came from 4% tax credits and bonds as well as future sale proceeds from the scattered site sales.

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

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

COMMUNITY SERVICES: REAL ESTATE DEVELOPMENT

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

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

The Nel – Located at 11th and Charnelton, The Nel provides 45 units for people experiencing homelessness. It was funded primarily by tax credits administered by OHCS. Construction was completed in the summer of 2022 and began leasing units in August of 2022.

Homes for Good has a robust pipeline of affordable housing projects and continues to work with the community to identify new possible communities.

Pipeline Projects:

The Coleman – Is a partnership with Lane County and Sponsors Inc. to provide 51 units of housing at 4 corners on Highway 99. The project did not receive funding in 2022 so decisions will be made on upcoming funding opportunities.

Quince Street Florence – Homes for Good has an option to purchase an almost 7 -acre site on Quince Street in Florence. Staff has engaged Homes for Good staff and the larger Florence Community in the type of housing and populations served. Assuming due diligence goes well, Homes for Good would purchase the site in late 2022 and apply for funding in 2023.

Bridges on Broadway – In early 2021 Lane County purchased a 50-unit hotel through the state funded Turn-key program. Since that time, Homes for Good has since been operating the hotel as temporary lodging for people displaced by the Holiday Farm wildfire. Homes for Good will seek funding in 2023 to convert the Hotel to PSH units serving people struggling with housing.

Homes for Good is actively working with the State of Oregon and Lane County to work on the rebuilding efforts on the McKenzie River in areas impacted by wildfires.

Lazy Days – Lazy Days is a mobile home park that was destroyed in the Holiday Farm Fire. Homes for Good is working with the State of Oregon and Lane County to rebuild the entire park and provide 30 units of housing.

Blue River Drive 5 acres – Homes for Good purchased a 5-acre parcel that included a home that was destroyed by the Holiday Farm fire. The property will be partitioned, and much needed housing will be provided on the lots in close proximity to the McKenzie School.

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

COMMUNITY SERVICES: REAL ESTATE DEVELOPMENT

Developer Fees

Historically the operating costs for the Development staff, pre-development project costs, and subsidies for other agency activities such as COCC were funded with development fee revenue generated by previous projects. Due to the large number of projects to be completed in 2021 and 2022, Homes for Good is expected to receive developer fees well into FY 2023. Some of these developer fees were expected in FY 2022 but have been delayed into FY 2023. This has greatly reduced what was to be a projected reserve in 2022 but will be realized in FY 2023 and is enough to cover development operations and supplement other Agency operations.

Other Funds

Homes for Good is receiving the proceeds from ongoing RAD scattered site home sales. The first \$13 million of proceeds were re-reinvested in the replacement housing. The remaining proceeds (estimated at around \$10 million) will be placed in a designated account as required by HUD to be used for future real estate development housing.

Future Funding

At the State level funding for affordable housing is going to be tougher to get in the near future. Due to the high costs of construction, there are less tax credits to go around. This has resulted in the State delaying its 9% tax credit application (which is typically in the Spring) to the fall of 2023 and cancelling the 2024 round. There are other funding sources available to projects such as the 4% tax credit and LIFT funding but these funds will get even more competitive with overall less funding to go around. Homes for Good may need to be more selective than it has in the past in deciding which projects to pursue and delay some pipeline projects further than initially intended.

PLANNED & COMPLETED PROJECTS

BREAKING GROUND

LAZY DAYS
MOBILE HOME
PARK
SITE

BRIDGES
ON
BROADWAY

FLORENCE-
QUINCE
STREET
SITE

THE
COLEMAN

BLUE
RIVER
DRIVE
SITE

GLENWOOD
PLACE



2023

2024

2025

2026+

IN DEVELOPMENT & PRE-DEVELOPMENT



Bridges on Broadway

50



Lazy Days Mobile Home Park Site

20-30



Florence-Quince Street Site

80+



The Coleman

52



Blue River Drive Site

TBA



Glenwood Place

100+

RECENTLY COMPLETED



Richardson Bridge (Preservation)

32



Beacon Village II

48



The Oaks at 14th

54



Market District Commons

50



The Nail

45



Lighter Cottages

4



The Commons at MLK

51



Hayden Bridge Landing

70



Spruce

49



The Keyholes

15

COMMUNITY SERVICES: ENERGY SERVICES DIVISION

Energy Services Division

Home for Good's Energy Services Division (ESD) operates as a Subrecipient for Lane County's Energy Assistance and Weatherization Programs. Our programs are designed to help reduce the energy burden for low-income families and individuals residing in Lane County. The funding for the Weatherization program comes primarily from the Department of Energy (USDOE), the Bonneville Power Administration and Oregon Housing and Community Services. ESD also partners with local utilities and takes advantage of rebates and other utility programs to leverage funds.

Given that ESD is funded by (USDOE), we are obliged to adhere to USDOE regulations and restrictions. Our funding is strictly for the implementation of energy efficiency programs.

Long Range Planning

This year the DOE funding increased by about \$500,000 per year for 5 years due to Bipartisan Infrastructure Law (BIL) legislation. ESD committed to spend the first year of this funding cycle strategizing and finding the most efficient way to spend the extra funding with minimal FTE growth. This is particularly important giving that the funding will be limited. One of our main goals is to help diversify and grow our pool of contractors in order to meet our spending goals for the rest of the funding years.

**Additional
Information:
COCC**

COCC

Central Office Cost Center

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

The COCC is funded using a variety of fees charged to divisions using HUD's Asset Management model. Under the Asset Management model, the Agency is allowed to charge management fees and bookkeeping fees to public housing and to utilized vouchers on a monthly basis. The Agency also is allowed to charge fees for maintenance services using this model. Operations that are not mandated to follow HUD's Asset Management model are allocated expenses of the COCC. In addition to fees and overhead allocations the Agency funds COCC through monthly occupancy charges to each program based on square footage utilized.

The longer term planning that the Leadership Team and the Board need to engage in is related to the long term financial sustainability of COCC personnel expenses and other operating expenses. This planning will begin with the Moss Adams assessment and recommendations specific to the staffing and systems within the Accounting and Finance Division along with the Moss Adams assessment and recommendations related to overhead cost allocation methodologies.

GLOSSARY

ABA	Annual Housing Assistance Payment Budget
ADA	Americans with Disabilities Act
AMP	Asset Management Project
CARES	The Coronavirus Aid, Relief, and Economic Security Act
CAP	Capital Projects
COCC	Central Office Cost Center
COVID	Coronavirus
CY	Calendar Year
DEI	Diversity, Equity, and Inclusion
DHP	Ductless Heat Pump
EHA	Emergency Housing Assistance
EHV	Emergency Housing Voucher
e-LOCCs	Electronic Line of Credit Control System
EPC	Energy Performance Contracting
FFS	Fee for Service
FMR	Fair Market Rent
FSS	Family Self Sufficiency
FTE	Full-Time Equivalent
FY	Fiscal Year
HAP	Housing Assistance Payment
HCHV	Health Care for Homeless Veterans Program
HCV	Housing Choice Voucher
HR	Human Resources
HUD	U.S. Department of Housing and Urban Development
IT	Information Technologies
LED	Light Emitting Diode
LLCF	Landlord Compensation Fund
LTD	Lane Transit District
OERA	Oregon Emergency Rental Assistance
OHCS	Oregon Housing and Community Services
PBRA	Project Based Rent Assistance
PBV	Project Based Voucher
PH	Public Housing
PHA	Public Housing Authority
PSH	Permanent Supportive Housing
PUC	Per Unit Cost
RAB	Resident Advisory Board
RAD	Rental Assistance Demonstration

GLOSSARY

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



Homes. People. Partnerships. Good.