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HOMES FOR GOOD HOUSING AGENCY

BOARD OF COMMISSIONERS MEETING
WEDNESDAY, SEPTEMBER 28TH, 2022

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AGENDA

Homes for Good Housing Agency

BOARD OF COMMISSIONERS

Location of the meeting:
Homes for Good Administrative Building
100 W 13th Avenue
Eugene, OR 97405

Zoom

This meeting will be conducted in person with option to join via public video call and conference line (see details below).

Wednesday, September 28th, 2022 at 1:30pm

The September 28th, 2022 Homes for Good Board of Commissioners meeting will be held at the Homes for Good Administrative Building. It will also be available via a public video call with dial-in capacity. The public has the option to participate in person or by joining via video call or conference line.

Join Zoom Meeting:

https://us02web.zoom.us/j/88069630164

1. PUBLIC COMMENTS
(Maximum time 20 minutes: Speakers will be taken in the order in which they sign up and will be limited to 3-minutes per public comments. If the number wishing to testify exceeds 10 speakers, then additional speakers may be allowed if the chair determines that time permits or may be taken at a later time.)

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

3. ADJUSTMENTS TO THE AGENDA

4. COMMISSIONERS' BUSINESS

5. EMERGENCY BUSINESS

6. EXECUTIVE SESSION

The Homes for Good Board of Commissioners will hold an executive session pursuant to ORS 192.660(d), "To conduct deliberations with persons designated by the governing body to carry on labor negotiations."

7. ADMINISTRATION

A. Executive Director Report

B. Approval of 8/24/22 Board Meeting Minutes

7. ORDER 22-28-09-01H In the Matter of Adopting the Fiscal Year 2022-2023 Budget (Jeff Bridgens, Finance Director) (Estimated time 60 minutes)

8. ORDER 22-28-09-02H In the Matter of Approving the Public Housing Operating Budget for the Fiscal Year Ending September 30th, 2023 (Jeff Bridgens, Finance Director) (Estimated time 10 minutes)

9. ORDER 22-28-09-03H In the Matter of Approving the Flooring Improvement Contract Award (Jasmine Leary, Executive Support Coordinator) (Estimated time 5 minutes)

10. ORDER 22-28-09-04H In the Matter of Approving the 2022-2026 Capital Fund Program Five-Year Action Plan. (Kurt von der Ehe, CAP Project Manager) (Estimated time 15 minutes)

11. ORDER 22-28-09-05H In the Matter of Updating the Family Self-Sufficiency Program Action Plan (Emily Yates, Resident Services Manager) (Estimated time 5 minutes)

12. OTHER BUSINESS

Adjourn.

EXECUTIVE DIRECTOR REPORT

SEPTEMBER 2022

The Leadership Team's focus over the past month has been on the Fiscal Year 2023 budget, which begins on October 1st, 2022. Homes for Good is experiencing similar challenges to other organizations locally and nationwide that have grown significantly during the past two plus years as a result of COVID related funding from federal, state, and local governments. The challenge specifically for Homes for Good is whether we can sustain current operating costs in the coming years. The Homes for Good Leadership Team will be working collaboratively with the Homes for Good Board of Commissioners and staff on developing and implementing financial resiliency strategies. Between now and the end of the calendar year, a division of Moss Adams will be completing an assessment of our Accounting/Finance Department and a review of our overhead cost allocation methodologies.

There has been significant real estate development activities over the past month. In August, we were notified by Oregon Housing and Community Services (OHCS) that our application for funding for The Coleman was not successful. There were a couple of key factors that led to this decision including the location, how OHCS defines permanent supportive housing, and cost efficiency. We are in the pre-development design phase for the Naval Reserve site, which is a 3 acre site owned by the City of Eugene. Our vision is to develop affordable housing for households that include children that will be co-located with an early childhood care facility space. This month, the City of Eugene has opened up a competition for this site along with additional gap financing.

We continue to be engaged with Lane County and the Oregon Department of Environmental Quality on land use and permitting processes for the rebuilding of the Lazy Day's Mobile Home Park. We are navigating a relatively new funding requirement as a result of receiving a $1mm congressionally directed funding allocation that is being administered by HUD. We have a purchase and sale agreement for a 6.7 acre property in Florence that will require that we purchase the property in October. We will be asking for Homes for Good Board approval for this purchase at our October meeting using scattered site proceeds or a new pre- development fund that we are setting up with Pacific Source. Lastly, we recently became aware of a 2.62 acre parcel of land centrally located in Cottage Grove that we intend to make an offer on.

Our journey of developing and supporting the operations of our three permanent supportive housing apartment communities remains a primary focus for us organizationally. The Commons on MLK continues to struggle to secure 100% occupancy. One factor is related to the relationship between the property management team and the supportive services team, and the other factor is related to the time it is taking to repair units that have been damaged by flooding. The Keystone is fully occupied and there are some challenges related to resident conflicts on the site that include surrounding neighbors. We are actively engaged with the surrounding neighbors and the neighborhood association leadership. The lease up of The Nel is going very smoothly due to the property management team and the supportive services team working effectively together. We currently have 28 of the 45 units leased up at The Nel.

MINUTES

Homes for Good Housing Agency

BOARD OF COMMISSIONERS

Wednesday, August 24th, 2022 at 1:30pm

Homes for Good conducted the August 24th, 2022 meeting in person at the Homes for Good administrative building and via a public video call with dial-in capacity. The public was able to join the call, give public comment, and listen to the call.

CALL TO ORDER

Board Members present: **Char Reavis, Michelle Thurston, Larissa Ennis, Justin Sandoval, Chloe Tirabasso, Kirk Strohman Jr. Pat Farr, Heather Buch**, **Joel Iboa**

Board Members absent: None

Quorum Met

1. PUBLIC COMMENT

None.

2. COMMISSIONERS' RESPONSE TO PUBLIC COMMENTS AND/OR OTHER ISSUES AND REMONSTRANCE

None.

3. ADJUSTMENTS TO THE AGENDA

None.

4. COMMISSIONERS' BUSINESS

Jacob Fox *presented a summary of the requirements to vote for the Board Chair and Vice chair. He recommended that* ***Char Reavis*** *serve as Chair for continuity purposes. He also suggested that one of the Lane County Commissioners serve as the Vice Chair as they have more background information as to the budget process and other Homes for Good policies.*

Kirk Strohman Jr. *verbally supported the recommendation.*

Larissa Ennis *commented how leadership continuity is important and also supported the recommendation.*

Michelle Thurston *motioned for* ***Char Reavis*** *to continue to serve as the Homes for Good Board of Commissioners Board Chair effective 2022-2023.*

Motion: **Michelle Thurston**
Second: **Chloe Tirabasso**
Discussion: None
VOTE
Ayes: **Char Reavis, Michelle Thurston, Larissa Ennis, Justin Sandoval, Chloe Tirabasso, Kirk Strohman Jr. Pat Farr, Heather Buch**
Nays: None
Abstain: None
Absent: **Joel Iboa**

The motion for Char Reavis to serve as the Board Chair was passed <u>8/0/1</u> with Joel Iboa absent.

Kirk Strohman Jr. *motioned for* ***Heather Buch*** *to serve as Vice Chair of the Homes for Good Board of Commissioners effective 2022-2023.*

Motion: **Kirk Strohman Jr.**
Second: **Michelle Thurston**
Discussion: None
VOTE
Ayes: **Char Reavis, Michelle Thurston, Larissa Ennis, Justin Sandoval, Chloe Tirabasso, Kirk Strohman Jr. Pat Farr, Heather Buch, Joel Iboa**
Nays: None
Abstain: None
Absent: None

The motion for Heath Buch to serve as Vice Chair was passed <u>9/0/0</u>.

5. EMERGENCY BUSINESS

None.

6. ADMINISTRATION

A. Executive Director Report

Jacob Fox *discussed waitlist connect and the process of opening the waitlists and serving at various pop-up locations.*

Jacob Fox *discussed the community night out event put on by the Resident Services division. Invited over 20 community partners and honored the people that Homes for Good services by providing access to services and food. He noted that* ***Justin Sandoval*** *was in attendance providing services.*

Jacob Fox *gave appreciation to new board for being at The Nel's grand opening ceremony.*

Jacob Fox *noted the various awards that Homes for Good has been receiving. Informed the board that* ***Char Reavis*** *was voted for Commissioner of the Year for NAHRO and gave appreciation for her.*

Michelle Thurston *commented on the compassion and coordination of the Waitlist Connect event.*

Michelle Thurston *commented on Community Night Out event and how well coordinated it was.*

Michelle Thurston *congratulated Char Reavis on her nomination for commissioner of the year award.*

B. **Approval of 6/22/2022 Board Meeting Minutes**

Motion: **Michelle Thurston**
Second**: Larissa Ennis**
Discussion: The board agreed that the new commissioners who were not present for the June board meeting would not vote on the meeting minutes.
VOTE
Ayes: **Heather Buch, Pat Farr, Char Reavis, Michelle Thurston**
Abstain: **Joel Iboa, Chloe Tirabasso, Kirk Strohman Jr., Larissa Ennis, Justin Sandoval**
Absent: None

The 6/22/2022 meeting minutes were passed <u>4/0/5.</u>

C. Approval of 7/27/2022 Board Meeting Minutes.

Motion: **Michelle Thurston**
Second**: Kirk Strohman Jr.**
Discussion: Chloe Tirabasso commented that she appreciated how the minutes were laid out.
VOTE
Ayes: **Heather Buch, Pat Farr, Char Reavis, Michelle Thurston, Joel Iboa, Chloe Tirabasso, Kirk Strohman Jr., Larissa Ennis, Justin Sandoval**
Abstain: None.
Absent: None

The 7/27/2022 meeting minutes were passed <u>9/0/0.</u>

7. PRESENTATION: FYE September 30, 2021 Audit Results

Kevin Mullerleile *and* ***Amanda McCleary-Moore*** *from Moss Adams presented the audit results. They informed the board that there were no findings in regard to internal controls over financial reporting and that there were no compliance findings. They stated that all reports were clean.*

Kevin Mullerleile *provided information on how the audits were conducted and what areas were focused on and emphasized for the audit. He stated that there were no significant risks, exposures, or uncertainties in the financial statements.*

Chloe Tirabasso *inquired about ARPA funding being considered high risk.* ***Kevin Mullerleile*** *responded because they are new programs and having them allocated to people in need in a quick manner that is still in compliance, which creates higher risk environment.*

Heather Buch *gave appreciation to* ***Jeff Bridgens*** *and the finance team for being able to submit the audit on a timely manner. She inquired if the issue with timing and HUD had been fully resolved.*

Jeff Bridgens *responded and stated that he spoke with the reviewer from 2020.* ***Jacob Fox*** *stated that the primary challenge with HUD was with FY 19 audit, and due to the Covid-19 pandemic there were a lot of different waivers at play. Stated that FY 2019 our audit was not approved by HUD due to a fundamental disagreement that could not be resolved, and HUD did not complete final approval. FY 20 with support from Moss Adams was completed, and FY 21 HUD may still come back with questions, but we have met all the deadlines and we are in good shape.*

No action needed.

8. ORDER: 22-24-08-01H In the Matter of Updating Homes for Good's Administrative Plan to Use Income Limits to Determine Eligibility

Rent Assistance Division Director ***Beth Ochs*** *presented. She explained that in September 2021, HUD gave clarification on the income levels that VASH can serve to increase the eligibility level from 50% to 80% area median income. Stated that it is not required and is at the PHA's discretion to change the income level requirement. Stated that she met with the VA in June and they had 5-10 people who fell in this income category who could be assisted with VASH through this change. Explained that we are not at 100% utilization of VASH vouchers so this would not negatively impact the agency. Explained that the VASH voucher serves homeless veterans and are administered in partnership with the VA; the PHA provides the voucher, and the VA provides wraparound services.*

Pat Farr *inquired as to why VASH vouchers have not been 100% utilized with 50% AMI. Beth stated that the capacity at the case management level the VA may be the issue. Would potentially be a lighter touch for higher income levels and less need for case management.*

Pat Farr *inquired about whether if availability of landlords is an issue.* ***Beth Ochs*** *stated that is an issue across the board for all of our programs.*

Pat Farr *inquired about if we increase to 80% if we can change it back to 50% if needed. Beth stated that it is at our discretion should we want to change back in the future.*

Joel Iboa *inquired how often AMI is updated.* ***Beth Ochs*** *stated that it is yearly and is updated late in the fall.*

Joel Iboa *inquired what the current AMIs are. Beth stated that 50% AMI 1 bedroom is 27,900, 80% AMI at 1 bedroom is $44,600- pulled the information from Lane County website.*

Heather Buch *said that she is in support of increasing the AMI as it increases access for vouchers for veterans and the more that we can fill a gap the better.*

Chloe Tirabasso *said that she is in support of this and suggested that we revisit this annually to ensure that people who are very low income continue to have access to the vouchers.*

Kirk Strohman Jr. *inquired about reverse pipeline for referrals; if Homes for Good can refer veterans to the VA. Beth stated that Homes for Good is able to make referrals to the VA, and the VA has a variety of different housing programs so they may not necessarily be routed back for a VASH voucher, but it would be a natural course of action for our staff to do this.*

Kirk Strohman Jr*. inquired about federal funding of voucher; Beth confirmed that funding for VASH vouchers is fully federal.*

Motion: **Joel Iboa**
Second**: Michelle Thurston**
Discussion: The board agreed to revisit this policy change at later date in regard to restrictions. **Jacob Fox** discussed the Annual Plan that is brought to the board annually provides the opportunity to revisit.
VOTE
Ayes: **Char Reavis, Michelle Thurston, Larissa Ennis, Justin Sandoval, Chloe Tirabasso, Kirk Strohman Jr. Pat Farr, Heather Buch**, **Joel Iboa**
Nays: None
Abstain: None
Absent: None

Board Order 22-24-08-01H was passed 9/0/0.

9. **ORDER: 22-24-08-02H In the Matter of Proposed Revisions to the Public Housing Lease Agreement and Community Rules**

Supportive Housing Compliance and Data Analyst ***Melanie Church*** *presented. She explained that Homes for Good has public housing in Eugene, Springfield, Florence, Cottage Grove. There are 595 public housing units. Stated that periodically updates need to be made to the lease agreements and community rules. Some are required by HUD and some are discretionary. We need to give residents 30 days advance notice to provide comment; received one comment and subsequently changed language for further clarification. Once changes are made, residents will be notified. As a result of pandemic, change in rent collection. HUD is requiring that termination* *of lease is being changed from 14 days to 30 days to give individuals more time to pay rent. Rent is based on resident income and is calculated with Housing Specialists, so if residents have experienced a loss of income that is taken into account and have their rent adjusted. Also suggesting we remove the section about termination of tenancy based on numerous late payments, as this is not something HFG has enforced since 2020. Most of the changes are clarifications on certain rules, so additional language has been added for clarity. For example, the quiet hours have been further defined. Homes for Good attorneys suggested to add interference with management to include verbal, physical harassment of management contractors, and staff from effectively managing apartment communities. Language included for fire safety in regard to BBQ grills, video surveillance, and guests that have been trespassed have been updated. Informed the board that best practices in property management for Oregon were considered and reviewed when making any changes. Big component of change is in regard to weapons policy to keep residents within their rights but to keep anyone from feeling intimidated or unsafe in common areas.*

Kirk Strohman Jr. *inquired about the history of fires occurring at properties. Melanie explained that small fires have happened, and we want residents to be aware of the safety precautions.*

Larissa Ennis *inquired if attorneys reviewed the issue with political and religious signage. Melanie stated that yes, it is part of Oregon's best practices in property management.*

Pat Farr *inquired about the rule changes in regard to interference with management. Melanie clarified that specific examples include physical harassment, assault, cyberbullying, using profanities, and other things that rise to level of being unsafe for the staff.*

Michelle Thurston *inquired about late fees for late rent starting October 2022 in regard to automatic payment system. Melanie stated that any issues in regard to late payment will be assessed, and late fees will be waived if it is due to technological or administrative errors.*

Heather Buch *inquired about flags on properties and flags that may be considered hate speech. Melanie referred to Supportive Housing Division Director Wakan Alferes. Wakan is working on the procedure process; most flags will be addressed at the minimum violation. American flags do not fall into the political or religious flag prohibitions.*

Kirk Strohman Jr. *inquired about change from 14 days to 30 days and the process for lease termination in this regard. Melanie stated that we must abide by state and federal rules in regard to nonpayment of rent. Stated that individuals are first notified after the 8th of the month outlining when they need to pay by. Stated that grievance rights are incorporated into termination notices and participants can request an informal meeting to discuss the termination notice. Stability and eviction prevention is the goal of Homes for Good and there are multiple opportunities to work with residents to keep them in housing. Wakan followed up that all termination notices are forwarded to Resident Services team so that staff can work with that team in connecting them with resources and support to avoid potential evictions.*

Char Reavis *commented on youth not being able to run through the sprinklers on properties due to insurance issues.*

Motion: **Michelle Thurston**
Second**: Larissa Ennis**
Discussion: **Pat Farr** said that we strive to make it so Homes for Good participants are treated no differently than private market residents and that he felt that these rules as he heard them are similar. **Chloe Tirabasso** inquired about the Resident Advisory Board and if these changes are something that most residents would support.
VOTE
Ayes: **Heather Buch, Pat Farr, Char Reavis, Michelle Thurston, Joel Iboa, Chloe Tirabasso, Kirk Strohman Jr., Larissa Ennis, Justin Sandoval**
Abstain: None.
Absent: None

Board Order 22-24-08-02H was passed 9/0/0.

10. Other Business

*Finance Director **Jeff Bridgens** provided framework for finance overview to provide context for the annual budget that will be brought to the September Board of Commissioners meeting.*

***Jacob Fox** provided overview of the remainder of the year and what to expect.*

Meeting adjourned at 3:34pm.

HOMES FOR GOOD
HOUSING AGENCY

BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 09/28/2022

AGENDA TITLE: Order 22-28-09-01H/ In the Matter of Adopting the Homes for Good Fiscal Year 2022-2023 Budget

DEPARTMENT: Finance

CONTACT : Jeff Bridgens **EXT:**

PRESENTER: Jeff Bridgens **EXT:**

ESTIMATED TIME : 60 Minutes

- [x] ORDER/RESOLUTION
- [ ] PUBLIC HEARING/ORDINANCE
- [ ] DISCUSSION OR PRESENTATION (NO ACTION)
- [ ] APPOINTMENTS
- [ ] REPORT
- [ ] PUBLIC COMMENT ANTICIPATED

Approval Signature

EXECUTIVE DIRECTOR: **DATE:** 9/20/2022

LEGAL STAFF : **DATE:**

MANAGEMENT STAFF: **DATE:**

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HOMES FOR GOOD MEMORANDUM

TO: Homes for Good Board of Commissioners

FROM: Jeff Bridgens, Finance Director

TITLE: In the Matter of Adopting the Homes for Good Fiscal Year 2022-2023 Budget

DATE: September 28, 2022

MOTION:

It is moved that the Order be approved which adopts the Agency fiscal year 2023 Budget.

DISCUSSION:

A. **Issue**

It is necessary for the board to adopt the Homes for Good Housing Agency's fiscal year 2023 Budget

B. **Background**

This Order approves the Homes for Good Housing Agency's (Agency) budget for the fiscal year beginning October 1, 2022.

C. **Analysis**

The fiscal year 2023 Budget Document (Budget Document) presents the Homes for Good Housing Agency's (Agency) Budget for the fiscal year October 1, 2022 through September 30, 2023. The Budget Document provides summary information about distinct activities, as well as the agency a whole. The Budget Document is organized by four broad grouping consisting of Community Services, Housing and Rent Assistance and the Central Office Cost Center.

Homes for Good budgets are developed on a budgetary basis and therefore do not contain non-cash expenses such as depreciation expense. The budgetary basis is a different basis of accounting than used for preparation of Homes for Good's audited financial statements and includes amounts that consider the cash flows related to the issuance and repayments of long-term debts, capital expenditures for long-lived assets and reserves information. These items are included as other financing sources and uses.

The Agency's fiscal year 2023 budget includes revenues of $66,730,000 and is higher by $7,904,700 than the previous year's budget. The increased revenues are primarily attributed to higher revenues from real estate development activities and the sales proceeds from the disposition of properties. In addition, the rent assistance division includes funding for several special purpose voucher programs that have been cultivated in previous years and are now have higher utilization rates.

The fiscal year 2023 budget presents total expenses of $58,650,100 and is $5,981,800 higher than the previous year's budget. Increases to budgeted expenses are due to higher budgeted labor costs and increased amounts of housing assistance payments.

Other financing sources and uses include capital spending for several new developments including developments in Florence Oregon and for properties located along the McKenzie River that were affected by recent wild fires. Other financing sources and uses also include the anticipated savings of approximately $3,368,500 of sales proceeds from the disposition of properties associated with HUD's rental assistance demonstration (RAD).

The Rent Assistance division consists of 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. 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.

This budget presents 23 separate budgets for affordable housing. The principal revenues for the Agency's property consist of tenant rents and HUD assistance. The fiscal year 2023 housing budgets total expenses of $10,285,500 and are approximately $1,512,800 more than the fiscal year 2022 budget primarily due to increased personnel services expense and the addition of the Keystone property to operations for a full year.

It should be noted that the Agency received the Moving-to-Work status from HUD during fiscal year 2022. Moving-to-Work designation is intended to add greater flexibility to the use of funds received for HUD's operating subsidy, HCV and capital grant programs. The 2023 budget includes amounts for these programs based on their current subsidies.

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 expects revenues consisting to developer fees and capital grants totaling $3,717,000. RAD Phase II is expected to 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. The 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.

The Central Office Cost Center (COCC) accounts for Homes for Good administration and overhead activities. Revenues of the COCC include management fees, bookkeeping fees, and asset management fees that are charged to the public housing complexes, multi-family complexes and a per voucher fee to rent assistance. The revenue also includes fees for service for maintenance. Fees for service are based on the anticipated needs of property managers. The COCC includes the operations for a full-year for the Agency's newly remodeled administrative building. The Agency's COCC expenses are budgeted to increase by $461,800 for fiscal year 2023 primarily due to increases in personnel costs. The COCC is subsidized by unrestricted resources earned primarily by developer fees earned from real estate development activities. The fiscal year 2023 budget includes budgeted transfers of $834,600 to assist in offsetting the costs of providing administrative services.

Homes for Good carries reserve balances for many of the activities in the budget. Restricted reserves represent resources having externally imposed constraints on the use them by grantors, contributors, creditors, investors, other governments, or any applicable legislation. Unrestricted reserves represent resources that have not been restricted and may be strategically invested. Program reserves are limited to use for their respective programs.

This budget reflects an increase in FTE of 8 positions from the 2022 budget and is the result of increased operations of the Agency in its delivery of services and are $588,000 higher for fiscal year 2023.

Management reviewed with the Board a draft of the fiscal year 2023 budget on September 14, 2023. The proposed budget for approval contains several significant differences from the earlier draft. First, FTE and certain administrative expenses were shifted from special purpose voucher programs (Mainstream and Enhanced Housing Vouchers) to the Housing Choice Voucher Program. Doing this balanced the budgets moved $215,800 of expenses to be made up from the Housing Choice Voucher program administrative reserves and leaving the rent assistance budgets balanced.

Next the Low Rent Public Housing properties (AMPs 100-600) were awarded short-fall funding. $109,000 of additional revenue was added to the ten Low Rent Public Housing Properties. This moved the Supportive Housing Division budgets from a minor deficit of $(2,200) to a net positive balance that was included as budgeted operating reserve savings.

Real estate development management re-evaluated the estimates and timing for receipts of developer fees. The draft budget contained $1,400,000 of other revenue, $1,000,000 of which was to be derived from developer fees. That estimate was revised upward to approximately $1,605,000 and therefore added $605,000 of additional revenue. Management included in this revised figure developer fees it had expected to receive in this fiscal year that have not yet been earned and are not expected to be received by the Agency in the final weeks of fiscal year 2022. Real estate development also identified several capital grants related to the development of properties affected by wildfires. An additional $1,810,000 of revenue was added for government grants and a corresponding increase to capital outlay in other financing sources (uses).

Lastly, the COCC increased it's budgeted transfers from real estate development by $490,000 to subsidize the administrative expense associated with operating the Agency and eliminating the deficit presented in the draft reviewed with the Board. The increase to transfers from real estate development leaves the COCC less likely to be dependent on using reserves earned by the disposition of homes under RAD Phase II.

The proposed fiscal year 2022 budget supports the Agency's ongoing commitment to provide quality affordable housing and our desire to make continued progress on our strategic initiatives. Homes for Good plays a significant role in implementing public policy goals intended to provide solutions for people experiencing homelessness and other barriers to housing in our community that without our support will not be able to access an affordable home.

D. **Furtherance of the Strategic Equity Plan**

As documented in the companion budget document Homes for Good has developed a Strategic Equity Plan (SEP) that fuses an organizational equity plan with an organizational strategic plan. The SEP was approved by the Homes for Good Board in June of 2022. The vision is that the SEP will guide the organizations strategic initiative and commitment to furthering equity strategies for a three year period, however, because the Lane County Board of County Commissioners appointed 5 new Homes for Good Board members in July of 2022 staff have only developed specific goals and tactics for the first year. Homes for Good staff will partner with the Board on developing the second and third year of the SEP. The launch date of the SEP was July 1st, 2022. Homes for Good staff will update the Board periodically throughout the year on the progress towards achieving the SEP goals.

With this context in mind one of the most important resources in achieving the SEP goals will be having the appropriate staffing levels to go beyond the operational and regulatory requirements associated with running our programs and properties and also implement the SEP goals.

E. **Alternatives & Other Options**

The Board can either approve the proposed budget Motion as recommended or make changes before adopting the budget.

F. **Timing & Implementation**

Approval of the proposed Motion is recommended.

G. **Recommendation**

Upon Board approval, the proposed budget will become effective on October 1, 2022.

H. **Follow Up**

None required.

I. **Attachments**

Budget Document

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

ORDER 22-28-09-01H	In the Matter of Adopting the Homes for Good Fiscal Year 2022-2023 Budget

WHEREAS, it is necessary for the Board to adopt a 2022-2023 fiscal year budget for the Homes for Good Housing Agency; and

WHEREAS, the Homes for Good Housing Agency Executive Director has recommended approval of the proposed Homes for Good budget for the 2022/2023 fiscal year; and

WHEREAS, the Board having fully considered the Executive Director's recommendation; and

NOW, THEREFORE, IT IS HEREBY ORDERED, that the 2022/2023 fiscal year budget for Homes for Good Housing Agency as set forth below, is hereby a opted; and

FURTHER ORDERED, that the amounts for the fiscal year beginning October 1, 2022, and for the purposes shown below, are hereby approved:

Community Services Expenses	$5,955,700
Community Services Other Financing Sources and Uses	$(6,574,700)
Supportive Housing Expenses	$10,285,500
Supportive Housing Other Financing Sources and Uses	$1,384,200
Rent Assistance Expenses	$38,060,200
Rent Assistance Other Financing Sources and Uses	$(3,141,800)
COCC Expenses	$4,348,700
COCC Other Financing Sources and Uses	$252,400
Total	$50,570,200

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

DATED this ________ day of _________________________, 2022

____

Chair,
Homes for Good Board of Commissioners

HOMES FOR GOOD
HOUSING AGENCY

Fiscal Year 2023

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Homes.
People.
Partnerships.
Good.

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

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

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HOMES FOR GOOD
HOUSING AGENCY

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

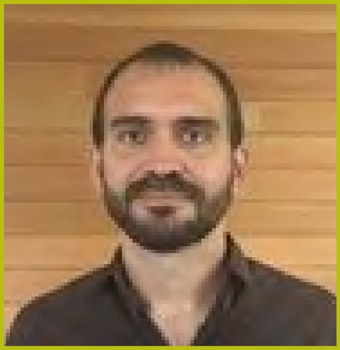
Jeff Bridgens
Finance
Director

Jacob Fox
Executive
Director

Ela Kubok
Communications
Director

Jasmine Leary
Executive Support
Coordinator

Bailey McEuen
Human Resources
Director

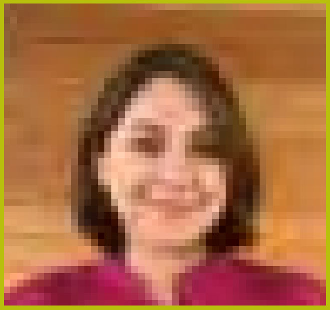


Esteban Montero Chacon
Energy Services
Director

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

Homes for Good Board of Commissioners

Lane County Board of Commissioners

Jacob Fox

Executive Assistant
Celia Wright

Jasmine Leary
Executive Support Coordinator

Beth Ochs
Rent Assistance

Wakan Alferes
Supportive Housing

Esteban Montero Chacon
Energy Services

Steve Ochs
Real Estate Development

Jeff Bridgens
Finance

Communications
Ela Kubok

Jordyn Shaw

Human Resources
Bailey McEuen

Curtis Wyant
IT

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

HOMES FOR GOOD
HOUSING AGENCY
Homes. People. Partnerships. Good.

BUDGET SUMMARY

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
Beginning Restricted Reserves	2,431,194	$ 5,260,500	$ 17,828,700	$ 7,287,900	$ 3,991,700
Beginning Unrestricted Reserves	17,735,706	6,840,200	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	Maintence 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**	41,202,000	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	155,900
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	-	2,488,100
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	(1,384,200)	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)	1,384,200	(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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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	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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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

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 Deptartment and connects them to service providers that include ShelterCare and Laurel Hill Center. These grants support housing for roughly 75 households annually.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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).

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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	13,669,000	3,319,500	15,639,300	4,804,900	5,953,200
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	6,307,300	9,738,000	8,892,100	3,661,900	6,574,700
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)	(6,282,600)	(10,752,600)	(727,900)	(3,661,900)	(6,574,700)
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	24,700	(1,014,600)	8,164,200	-	-
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	$ 27,387,400	$ 4,804,900	$ 23,964,900	$ 5,953,200	$ 9,146,300

Real Estate Development Budget Summary

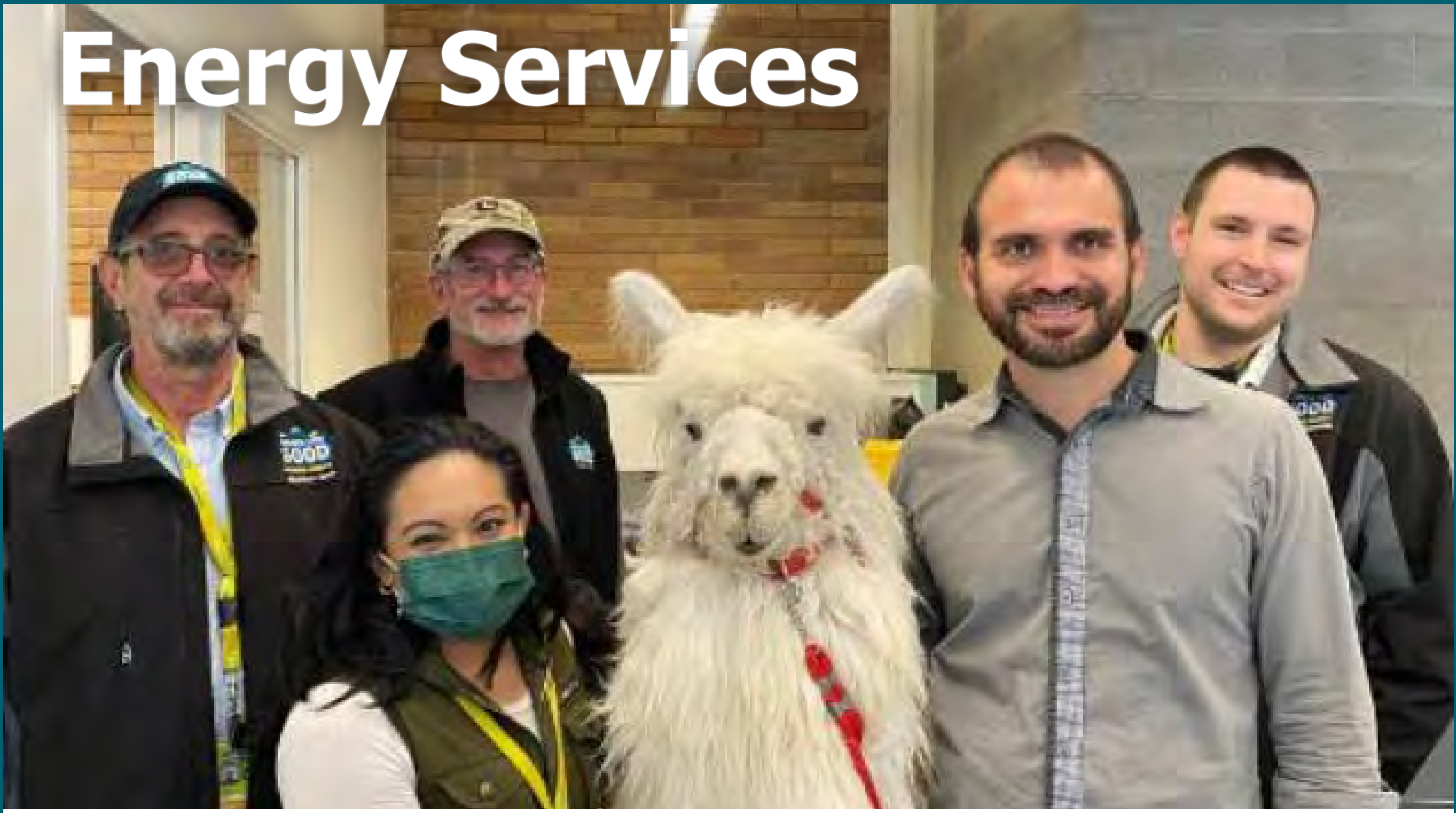
	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
Beginning Restricted Reserves	$ 750,000	$ 702,000	$ -	$ 710,500	$ -
Beginning Unrestricted Reserves	12,165,300	932,900	875,000	2,094,300	137,400
Total Beginning Reserves	12,915,300	1,634,900	875,000	2,804,800	137,400
Revenue	7,422,600	2,398,500	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

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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	-	(6,077,000)	(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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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	$ -	$ -	$ -	$ -	$ -

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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
Beginning Restricted Reserves	$ 27,900	$ 19,900	$ 26,900	$ 25,000	$ 60,100
Beginning Unrestricted Reserves	-	-	-	-	-
Total Beginning Reserves	27,900	19,900	26,900	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	26,900	60,100	72,500
Ending Unrestricted Reserves	-	-	-	-	-
Total Ending Reserves	$ 27,900	$ -	$ 26,900	$ 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

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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	1,697,700	3,733,500	3,108,800
Total Beginning Reserves	2,482,600	4,308,300	3,612,600	5,331,000	4,815,600
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	7,736,000	8,651,000	8,772,700	9,007,100	10,285,500
Net Change	1,898,400	1,321,900	1,705,400	2,338,400	(1,384,200)
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)	(1,419,400)	1,641,000	(1,627,200)	(2,338,400)	1,384,200
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	479,000	2,962,900	78,200	-	-
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	$ 2,961,600	$ 5,331,000	$ 3,690,800	$ 4,815,600	$ 5,142,400

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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
Beginning Restricted Reserves	$ 2,000	$ -	$ 2,000	$ -	$ -
Beginning Unrestricted Reserves	219,300	234,300	406,900	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)	(63,700)	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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
Beginning Restricted Reserves	$ 8,000	$ -	$ 20,000	$ -	$ -
Beginning Unrestricted Reserves	326,600	398,000	16,100	184,700	184,700
Total Beginning Reserves	334,600	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 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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
Beginning Restricted Reserves	$ 8,000	$ -	$ 8,000	$ -	$ -
Beginning Unrestricted Reserves	77,900	-	(97,200)	16,000	16,000
Total Beginning Reserves	85,900	-	(89,200)	16,000	16,000
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	185,200	197,100	126,300	173,300	173,000
Net Change	28,300	277,300	78,200	1,274,900	(70,500)
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)	(11,900)	(192,300)	(56,900)	(1,274,900)	70,500
Excess (Deficiency) of Revenue Over (Under) Total Expenses and Other Resources	16,400	85,000	21,300	-	-
Ending Restricted Reserves	8,000	-	-	-	-
Ending Unrestricted Reserves	94,300	16,000	(67,900)	16,000	13,900
Total Ending Reserves	$ 102,300	$ 16,000	$ (67,900)	$ 16,000	$ 13,900

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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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 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

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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	360,600
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 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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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 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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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	282,000	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	304,600
Inter-Program Transfers Out	-	-	-	-	(7,600)
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

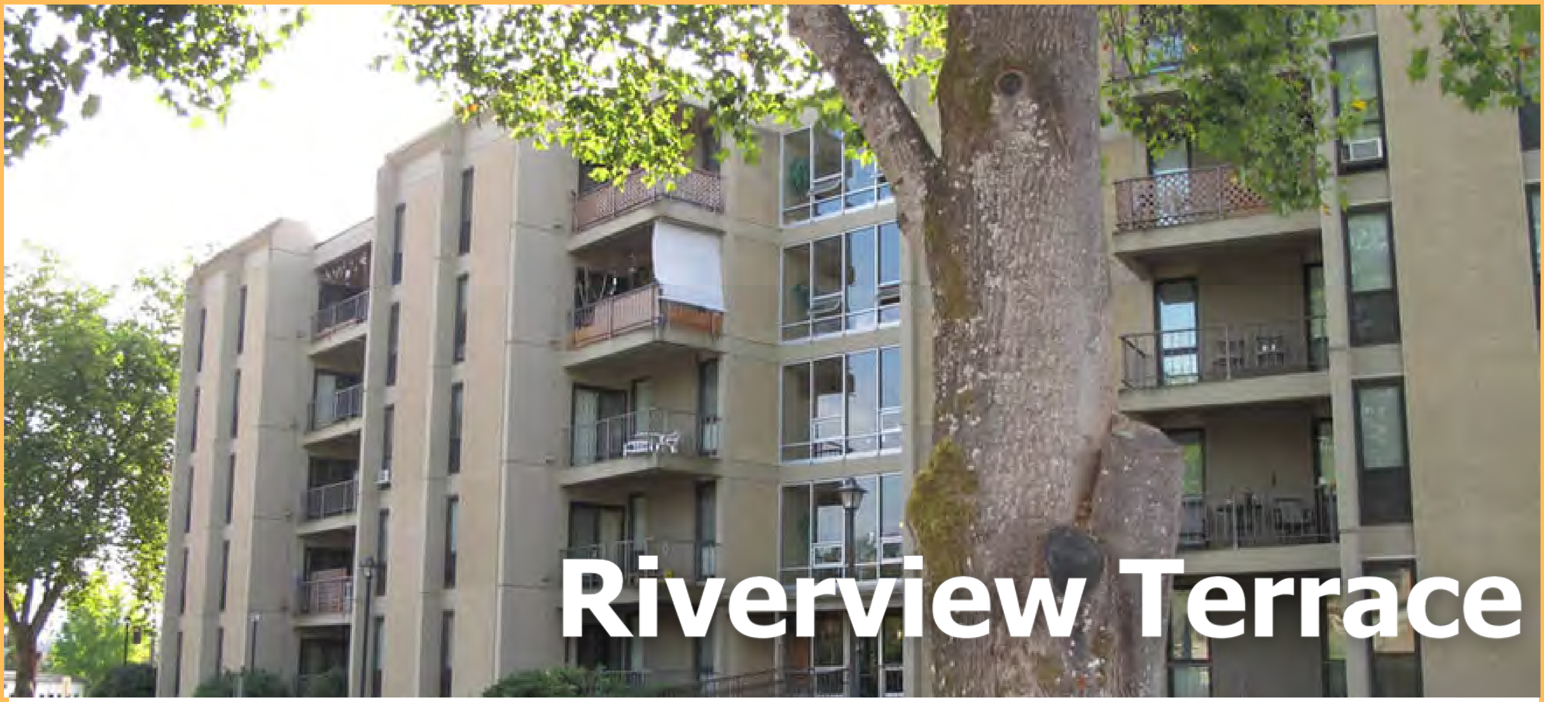
The Veneta Scattered Sites are located in the unique town of Veneta, OR. Our Veneta Scattered Sites encompass twenty (20) two, three and four-bedroom duplexes serving families including households with elderly or disabled person(s). Residents in the Veneta Scattered Sites enjoy their own private yards, 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.

	2021 BUDGET	2021 BUDGET	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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 is a six-story building offering sixty (60) one-bedroom units serving families including households with elderly or disabled person(s). Riverview Terrave is located next to Row River in the charming small town of Cottage Grove, OR and is within walking distance to downtown, the local market, and transportation. Each unit provides ductless heat pumps for energy efficient heating and cooling, LED lighting, and water saving plumbing fixtures to keep energy bills affordable. In addition to the beautifully landscaped grounds, there are two (2) lots for resident parking. Riverview Terrace is a smoke-free building that provides a smoking area for residents and their guests. The large community room offers Meals on Wheels Program every Tuesday, Wednesday and Thursday, a book and video library, a pool table, and resident meeting space. The active resident group hosts many special events throughout the year. There are two (2) elevators to transport residents safely to their unit, and laundry facilities located on each of the five (5) residential floors. Bus transportation is located just outside the complex. Within the past year, the building has been sealed, painted, and received a new roof.

	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	147,600	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	-	-	-	(6,000)	48,600
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)	-	-	(7,600)
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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, 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

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

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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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 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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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	267,000	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 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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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

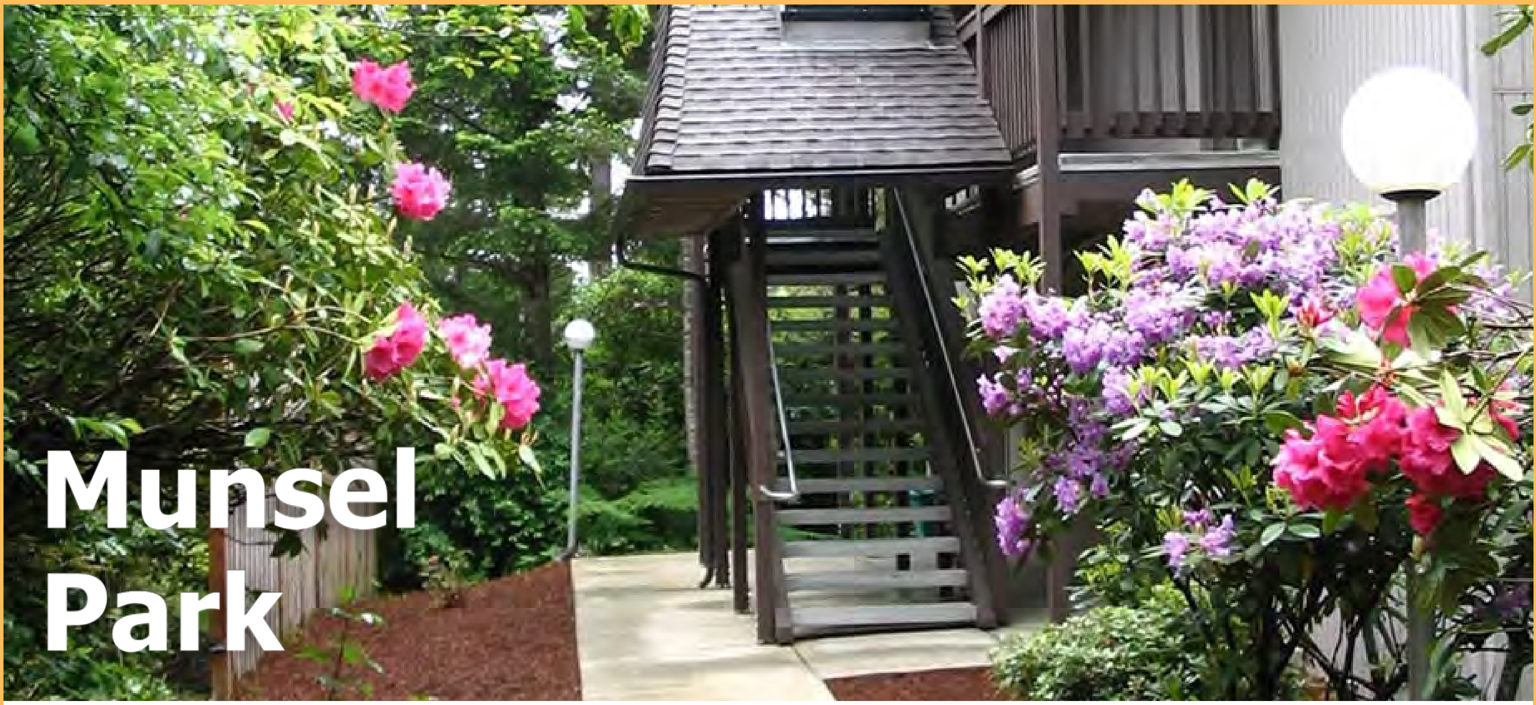
The Homes for Good Communities inclues Jacob's Lane, Laurel Gardens, Willakenzie Townhomes.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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 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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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.

	2021 BUDGET	2021 ACTUAL	2022 BUDGET	2022 PROJECTED	2023 BUDGET
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

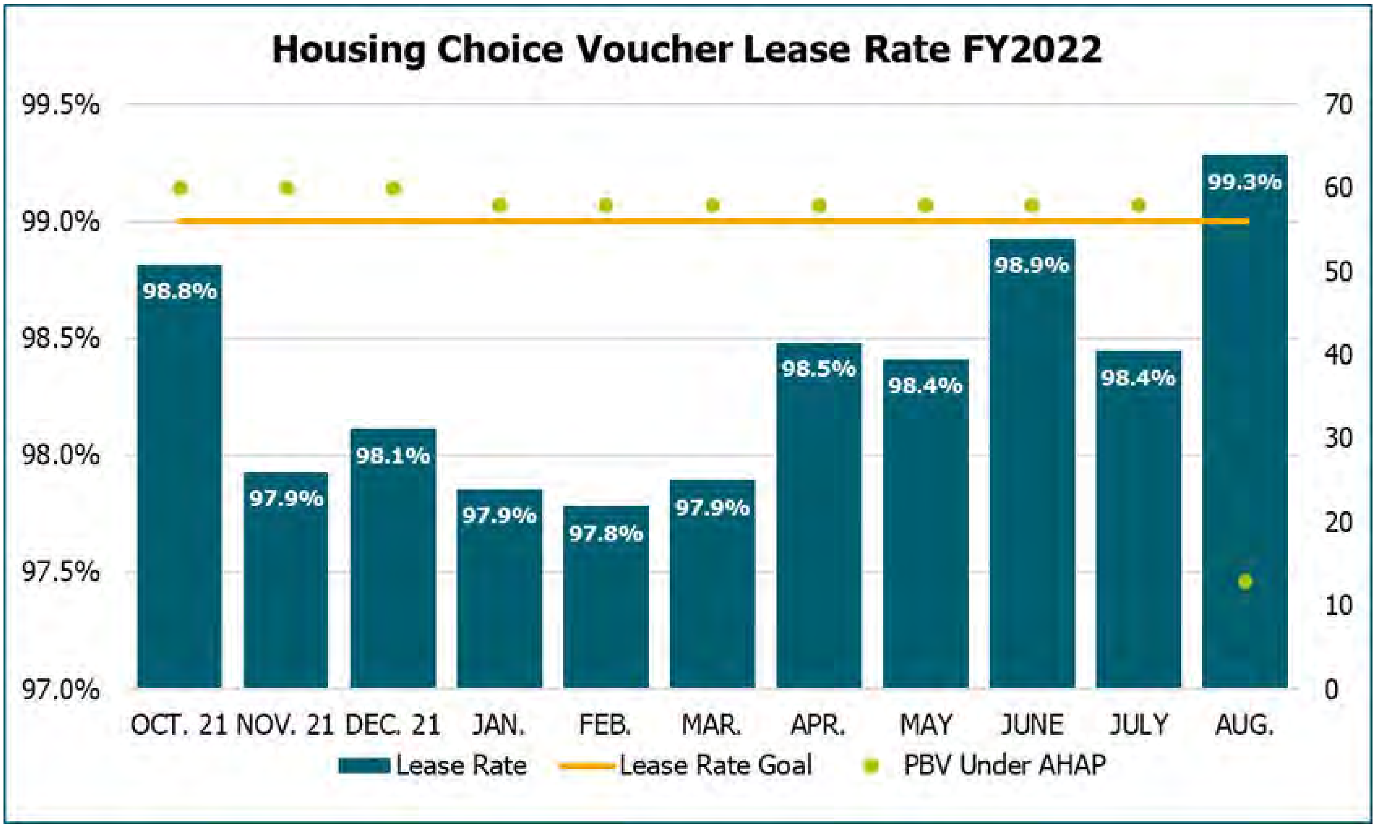
The overall goal of the Rent Assistance Division is to maintain a lease rate of 100% while simultaneously utilizing all the dollars associated with the vouchers. For example, if a housing agency is provided 100 vouchers, and every voucher has an average of $50.00 worth of rental assistance attached to 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.

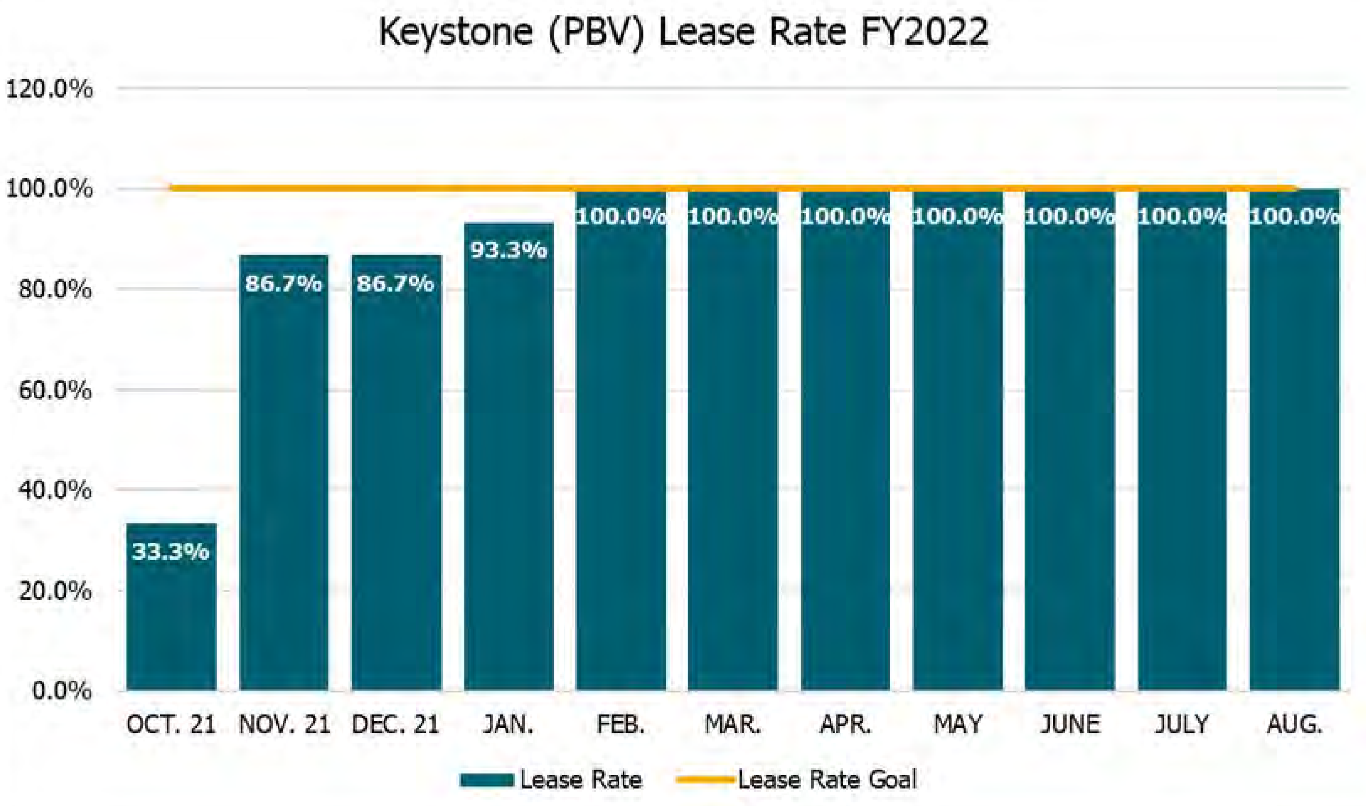
Adding another layer to the process, the funding HUD provides fluctuates. A housing agency may be told at the beginning of the year that they will be receiving $50.00 worth of rental assistance only to find out the rental assistance has changed to $40.00 per voucher. This fluctuation is defined by HUD 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.

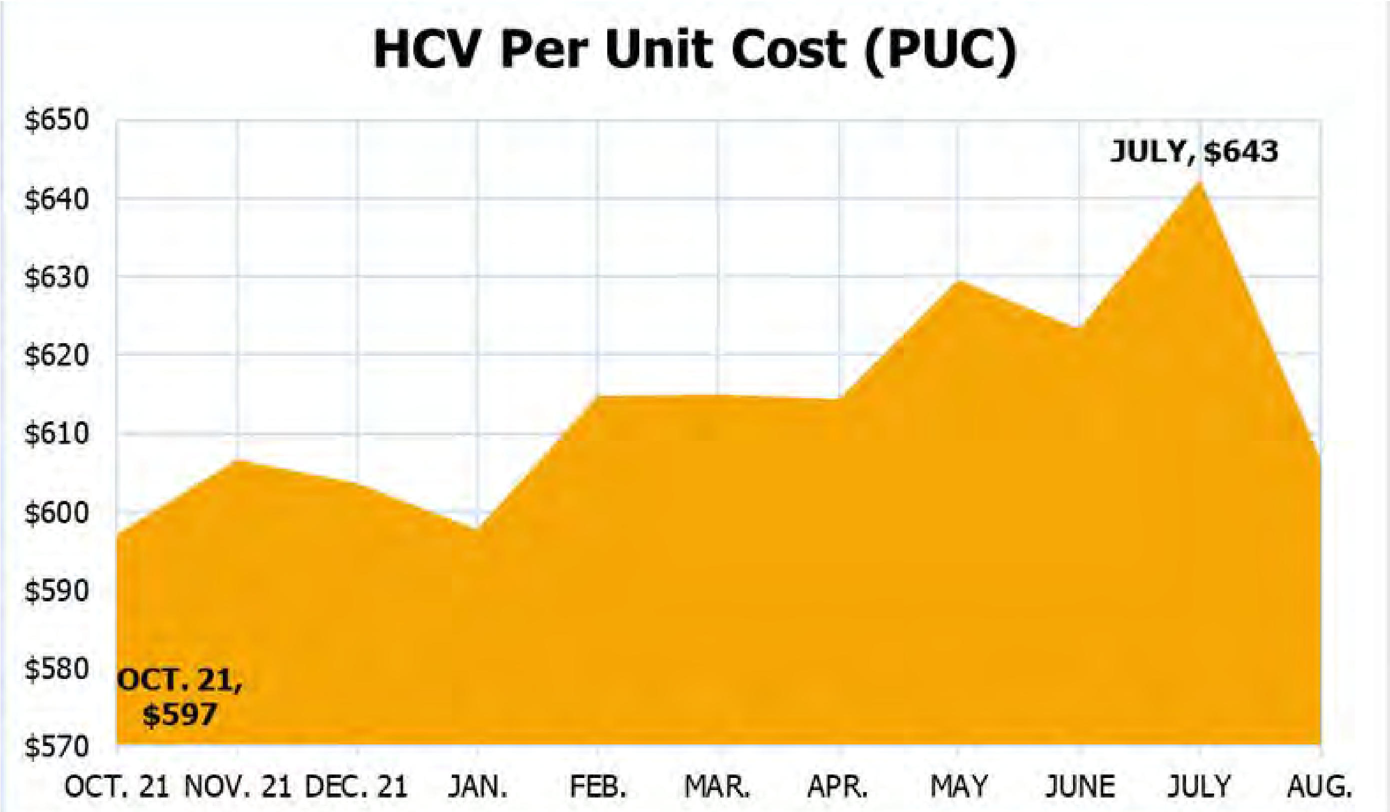
It is the overall goal for CY22 to utilize as many vouchers as funding levels dictate, and ensure the Rent Assistance Division is adequately staffed and cross trained to meet the demands of fluctuations in funding levels and new funding allocations.

RENT ASSISTANCE DIVISION





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 than 40% of zero is zero and Homes for Good pays the full contract rent, if the contract rent is within the limits of the Payment Standard and the unit is rent reasonable.

RENT ASSISTANCE DIVISION

Admin Reserve and Homes for Good Held HAP Reserve

For every voucher leased Homes for Good receives money from HUD to run 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.

Additional Information: Supportive Housing

SUPPORTIVE HOUSING DIVISION

Long Range Financial Planning

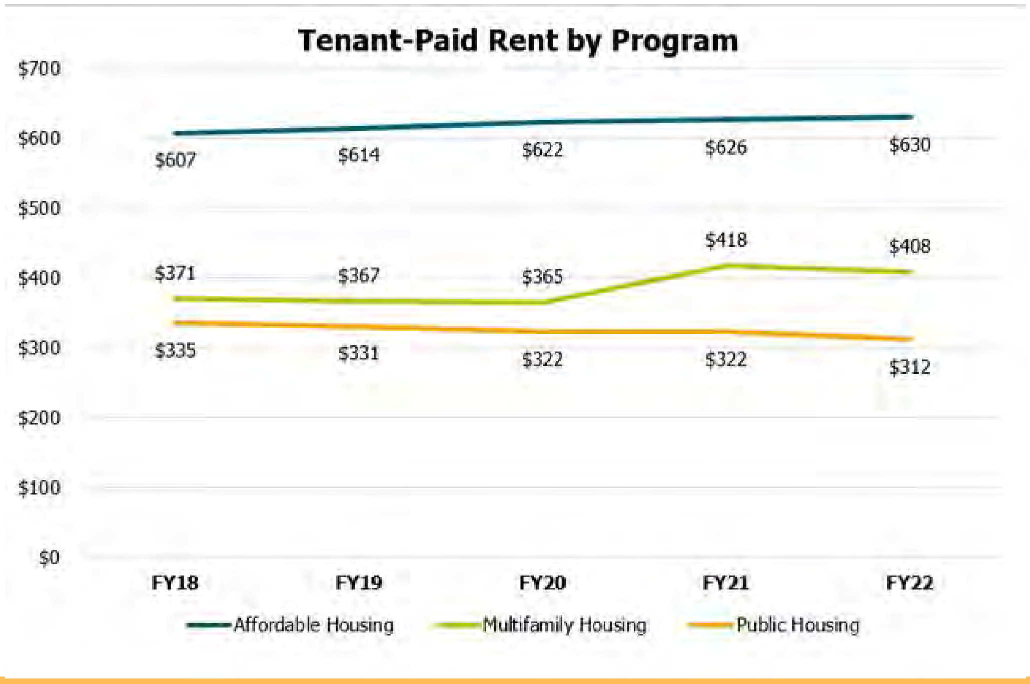
Supportive Housing Division will serve a total of 896 households in 13 Public, Assisted and Affordable properties as well as the temporary shelter at Bridges on Broadway. The portfolio is expected to maintain an occupancy of 98% across all properties.

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.

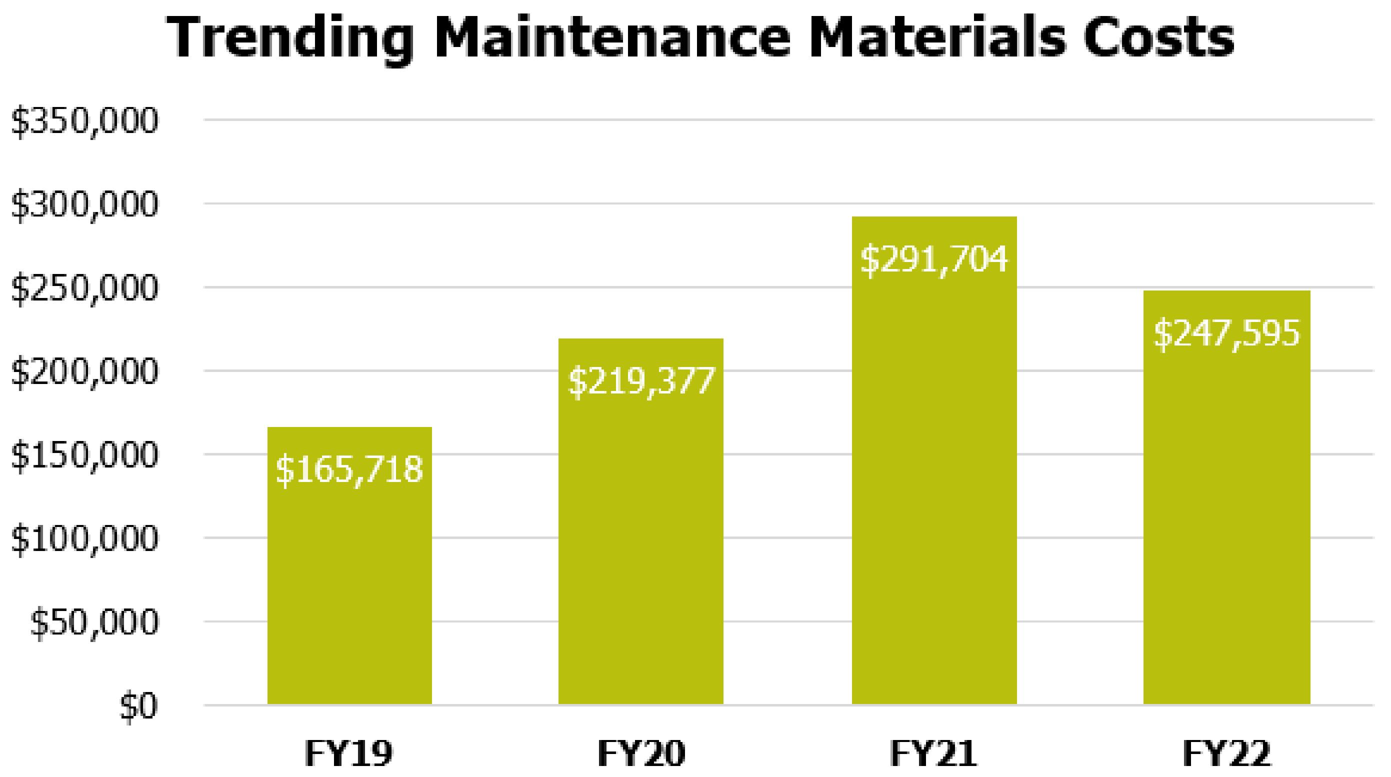
Division goals for FY23 are shaped by the Strategic Equity Plan and we are planning for increased investment in client centered services with an eye on increasing accessibility and equity across our programs. This includes funding increased Resident Services across our portfolio with a focus on health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

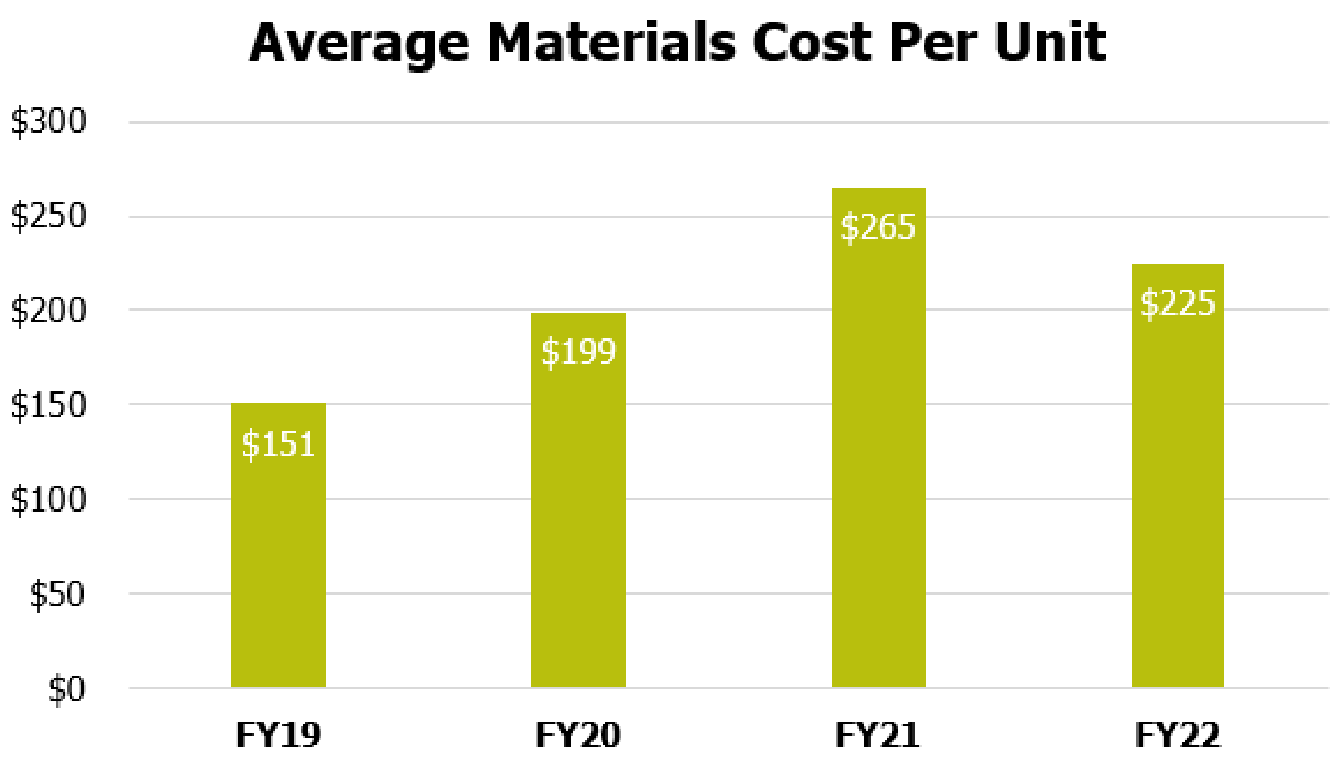
Our Maintenance department is working to decrease energy consumption and evaluating the effectiveness of current energy saving measures with the goal of reducing the carbon footprint of the Division. This team will also be working to ensure REAC physical inspections continue to meet High Performer standards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

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

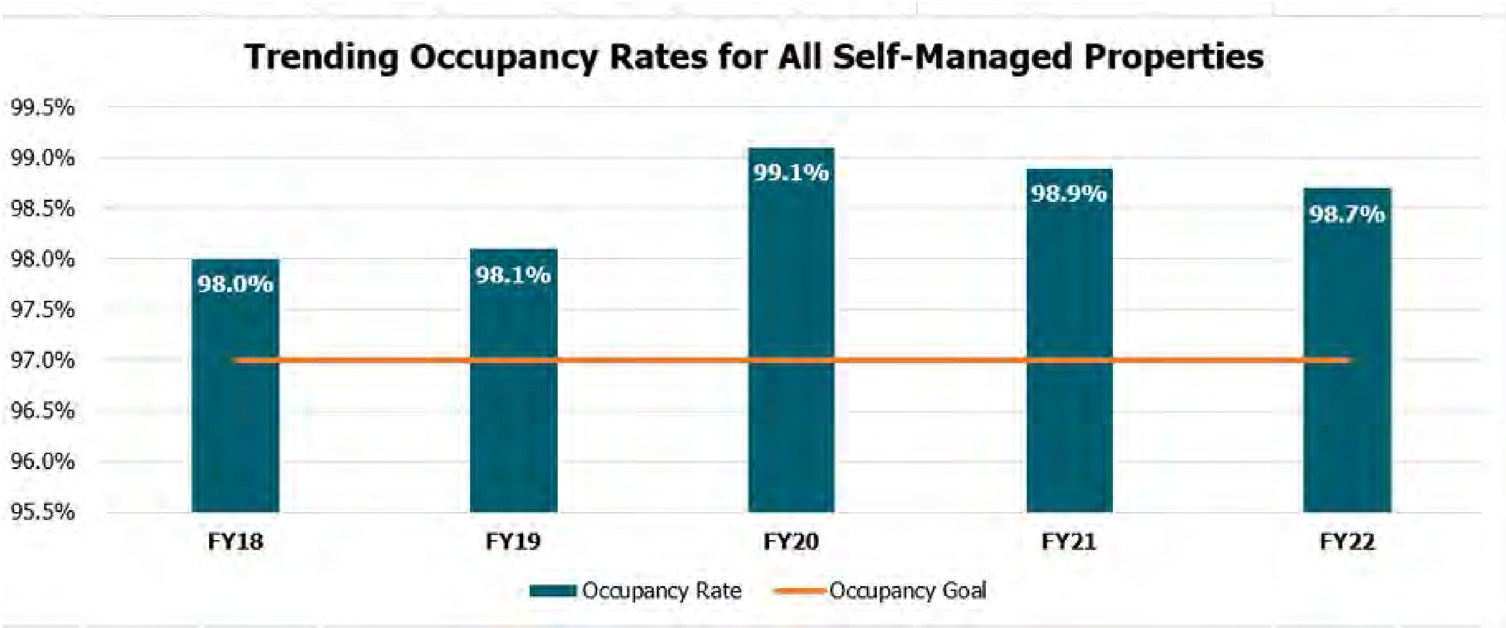


SUPPORTIVE HOUSING DIVISION





SUPPORTIVE HOUSING DIVISION



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 re-invested in the replacement housing. The remaining proceeds (estimated at around $10 million) will be placed in a designated account as required by HUD to be used for future real estate development housing

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 it 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.

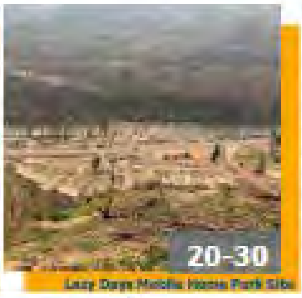
PLANNED & COMPLETED PROJECTS

BREAKING GROUND

2023		2024		2025		2026+	
LAZY DAYS MOBILE HOME PARK SITE	BRIDGES ON BROADWAY	FLORENCE-QUINCE STREET SITE	THE COLEMAN	BLUE RIVER DRIVE SITE	GLENWOOD PLACE		

IN DEVELOPMENT & PRE-DEVELOPMENT

Bridges on Broadway



Lazy Days Mobile Home Park Site

Florence- Quince Street Site

The Coleman

Blue River Drive Site

Glenwood Place

RECENTLY COMPLETED

Richardson Bridge (Preservation)

Bascom Village II

The Oaks at 14th

Market District Commons

The Nel

Legion Cottages

The Commons on MLK

Hayden Bridge Landing

Sarang

The Keystone

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 Assitance for Supportive Housing

HOMES FOR GOOD

HOUSING AGENCY

Homes. People. Partnerships. Good.

BOARD OF COMMISSIONERS AGENDA ITEM

HOMES FOR GOOD HOUSING AGENCY

BOARD MEETING DATE: 09/28/2022

AGENDA TITLE: Order 22-28-09-02H/ In the Matter of Adopting the Homes for Good Fiscal Year PH Operating Budget

DEPARTMENT: Finance

CONTACT : Jeff Bridgens **EXT:**

PRESENTER: Jeff Bridgens **EXT:**

ESTIMATED TIME : 60 Minutes

- [x] ORDER/RESOLUTION
- [ ] PUBLIC HEARING/ORDINANCE
- [ ] DISCUSSION OR PRESENTATION (NO ACTION)
- [ ] APPOINTMENTS
- [ ] REPORT
- [ ] PUBLIC COMMENT ANTICIPATED

Approval Signature

EXECUTIVE DIRECTOR: **DATE:** 9/20/2022

LEGAL STAFF : **DATE:**

MANAGEMENT STAFF: **DATE:**

100 West 13th Avenue, Eugene, OR 97401 • PH 541-682-3755 • FAX 541-682-3411

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HOMES FOR GOOD MEMORANDUM

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

FROM: **Jeff Bridgens, Finance Director**
Jacob Fox, Executive Director

AGENDA ITEM TITLE: **ORDER 22-28-09-02H/ In the Matter of Approving the Public Housing Operating Budget for the Fiscal Year Ending September 30, 2023**

AGENDA DATE: **September 28th, 2022**

I MOTION

It is moved that the Order/Resolution be adopted approving the Public Housing operating budget for the fiscal year ending September 28, 2022

II ISSUE

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

III DISCUSSION

A. Background

This Order/Resolution approves the Agency's fiscal year operating budget for Public Housing. There are six public housing asset management project (AMP) budgets as well as a separate budget for the central office cost center (COCC). HUD requires Board approval for each of these budgets.

B. Analysis

Attached is a site budget for each of the Agency's Public Housing asset management projects (AMPs). Major revenues for the AMPS include tenant rents and HUD's operating subsidy. Revenue from tenant rent is budgeted at approximately $2.1 million which is comparable to the prior year. The operating subsidy budgeted for fiscal year 2023 is also comparable to the prior year. While it is uncertain about the effect inflation and proration will have on next year's operating subsidy, we are expecting comparable funding from HUD. Total budgeted AMP expenses of approximately $4.1 million are comparable to the total budgeted AMP expenses for FY2022. A break-even cashflow is anticipated for fiscal year 2023.

Also attached is a budget for the Agency's Central Office Cost Center (COCC). Under HUD's model, the COCC is analogous to the administrative office of a private property management company. The revenues of the COCC include management fees, bookkeeping fees, and asset management fees that are charged to the AMPs. The revenue also includes fees for service. Fees for service are based on the anticipated needs of property managers. The COCC revenues are expected to exceed $4.1 million for fiscal year 2023. The change is a result increased management fees from new rent assistance programs and higher expected fee for service revenue for getting RAD 2 homes ready for sale. COCC expenses are expected to be approximately $4.3 million for fiscal year 2023. It is expected that the COCC will require an operating transfer from real estate development activities of approximately $834,600.

C. Alternatives/Options

HUD requires that the Board approve next fiscal year's Public Housing Operating budget by September 30, 2022.

D. Recommendation

Approval of the proposed motion is recommended.

E. Timing

HUD requires that the Board approve the next fiscal year's Public Housing Operating Budget by September 30, 2022.

IV IMPLEMENTATION/FOLLOW-UP

Same as Item III.E.

V ATTACHMENTS

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

Homes For Good Housing Agency
Public Housing Budget with COCC
Budget 10/01/22- 9/30/23

FDS Line	ccount Coc	REVENUE	AMP 100	Pengra	McKenzie Village	AMP 300	AMP 400	Lindeborg	Venta Villa	Veneta Scattered Sites	Cresview	Riverview	Total AMPS	COCC	Total Supportive Housing
70300	3110-000	Net Tenant Rental Revenue	104,000	91,400	641,700	197,600	534,700	112,800	90,100	58,000	112,200	188,200	2,130,700	650,700	2,781,400
70400	3690-100	Tenant Revenue - Other (Laundry)	-	-	-	-	9,100	700	1,500	-	500	2,300	14,100		14,100
70500		**Total Tenant Revenue**	**104,000**	**91,400**	**641,700**	**197,600**	**543,800**	**113,500**	**91,600**	**58,000**	**112,700**	**190,500**	**2,144,800**	**650,700**	**2,795,500**
70600	3401-000	HUD PHA Operating Grants (Subsidy)	11,000	11,000	11,000	11,000	11,000	11,000	11,000	10,000	11,000	11,000	109,000		109,000
70610	3690-030	Management Fees	-	-	-	-	-	-	-	-		-	-	1,274,000	1,274,000
70800	3690-XXX	Bookkeeping Fees	-	-	-	-	-	-	-	-		-	-	393,300	393,300
71100	3610-000	Asset Management Fees	-	-	-	-	-	-	-	-		-	-	52,400	52,400
71200	3610-000	Maintence Fee for Service	-	-	-	-	-	-	-	-		-	-	880,000	880,000
71400	0 3300-020	Overhead Allocations	-	-	-	-	-	-	-	-		-	-	745,900	745,900
71500	3690-403	Resident Participation Fund Income	-	-	-	-	-	-	-	-		-	-	-	-
71500	3690-000	Other Revenue	-	100	-	100	15,700	-	1,700	200		-	17,800	100,000	117,800
72000	0 5440-000	Investment Income - Restricted		-	-					-		-	-		-
70000		**Total Revenue**	**115,000**	**102,500**	**652,700**	**208,700**	**570,500**	**124,500**	**104,300**	**68,200**	**123,700**	**201,500**	**2,271,600**	**4,096,300**	**6,367,900**
		EXPENSES											-		
91100	4110-XXX	Administrative Salaries	27,300	19,100	151,100	57,400	125,700	38,700	41,100	21,100	30,000	77,500	589,000	1,684,100	2,273,100
91500	4541-XXX	Administrative Fringe	15,000	10,900	88,000	36,300	78,000	21,400	22,900	11,500	16,500	41,400	341,900	761,300	1,103,200
91200	4171-000	Auditing Fees	-	-		-		-	-	-		-	-	3,000	3,000
91300	4160-000	Management Fee	19,400	14,700	114,700	25,200	99,600	26,700	20,100	12,900	22,900	39,300	395,500		395,500
91310	4161-000	Bookkeeping Fee	2,600	1,900	15,200	3,300	13,200	3,500	2,700	1,700	3,000	5,200	52,300		52,300
91600	4190-404	Computer Expense	4,300	1,900	15,100	4,300	10,900	3,600	2,600	2,500	3,100	5,800	54,100	96,800	150,900
91700	4130-000	Legal Expense	100	100	600	100	600	100	100	100	400	200	2,400	13,900	16,300
91800	4150-000	Travel	300	-	100	-	100	100	-	-	-	100	700	3,000	3,700
91900	4190-417	Other	5,000	700	-	2,000	6,000	2,900	3,500	1,500	1,500	2,000	25,100	28,800	53,900
91900	4140-703	Staff Training	600	500	5,000	1,000	3,000	2,000	1,500	700	1,200	1,500	17,000	30,000	47,000
		Consultants												125,000	125,000
		Temp Help												100,000	100,000
91810	4195-XXX	Allocated Overhead	-	-	-	-	-	-	-	-		-	-	-	-
91600		Office Expense	6,000	4,500	15,000	11,600	10,000	5,000	6,400	900	5,000	6,200	70,600	101,200	171,800
91100		**Total Administrative**	**80,600**	**54,300**	**404,800**	**141,200**	**347,100**	**104,000**	**100,900**	**52,900**	**83,600**	**179,200**	**1,548,600**	**2,947,100**	**4,495,700**
													-		
92000	4162-000	**Asset Management Fee**	**3,500**	**2,600**	**-**	**4,600**	**18,000**	**4,800**	**2,600**	**2,400**	**4,000**	**7,200**	**49,700**	**-**	**49,700**
92100	4210-000	Tenant Services Salaries	4,600	2,100	13,000	4,800	17,000	9,200	4,100	3,000	5,700	10,800	74,300		74,300
92200	1 4225-788	Relocation Costs			-	2,700	2,000		100	100	600	2,500	8,000		8,000
92300	4222-000	Tenant Services Fringe	3,500	1,600	10,000	3,600	13,000	7,200	3,200	2,400	4,400	8,300	57,200		57,200
92400	4232-000	Resident Participation Fund	700	600	4,300	1,000	3,700	1,300	1,000	-	900	1,400	14,900		14,900
92400	0 4232-411	Tenant Services Other	-	-	-	-	-	-	-	-	-	-	-		-
92500		**Total Tenant Services**	**8,800**	**4,300**	**27,300**	**12,100**	**35,700**	**17,700**	**8,400**	**5,500**	**11,600**	**23,000**	**154,400**	**-**	**154,400**
93100	4310-000	Water	9,500	7,900	59,500	10,000	18,000	3,700	13,300	5,600	9,200	13,100	149,800	6,000	155,800
93200	4320-000	Electricity	2,100	1,400	1,000	2,700	63,600	6,100	3,000	-	1,700	9,200	90,800	15,000	105,800
93300	4330-000	Gas				-	42,400	14,200	-	-	1,300	-	57,900	12,000	69,900
93600	4390-000	Sewer	15,300	12,300	76,700	19,200	36,900	7,000	28,500	10,000	19,300	10,800	236,000	24,000	260,000
93800		Other Utilities	-	-	-	-	-	-	-	-	-	-	-	-	-
94300	4431-000	Garbage	8,600	7,000	50,000	18,000	24,000	5,000	2,000	13,800	8,000	12,000	148,400		148,400
		Total Utilities	**35,500**	**28,600**	**187,200**	**49,900**	**184,900**	**36,000**	**46,800**	**29,400**	**39,500**	**45,100**	**682,900**	**57,000**	**739,900**
		Maintenance											-		
94100	4410-XXX	Maintenance Salaries	22,300	15,200	126,500	30,500	68,000	21,600	18,100	22,100	24,000	42,600	390,900	550,700	941,600
94200	4420-XXX	Materials and Other	8,300	3,300	44,900	12,500	20,000	8,100	17,400	9,500	5,500	13,400	142,900	20,000	162,900
94300	4560-000	Fee for Service	9,000	19,000	59,000	39,000	19,000	39,000	19,000	24,000	9,000	39,000	275,000	-	275,000
94300	4437-000	Miscellaneous Contract Expenses	3,400	17,100	50,000	10,300	50,000	35,000	2,300	12,900	10,000	20,000	211,000	130,000	341,000
94500	4540-204	Maintenance Fringe	16,000	8,700	81,400	17,700	52,900	15,300	13,400	16,500	15,500	27,300	264,700	327,000	591,700
94000		**Total Maintenance**	**59,000**	**63,300**	**361,800**	**110,000**	**209,900**	**119,000**	**70,200**	**85,000**	**64,000**	**142,300**	**1,284,500**	**1,027,700**	**2,312,200**
95100	4460-000	Protective Services Salaries	-	-		-	6,000	-	-	-		-	6,000		6,000
95200	0 6530-790	Protective Services Other Contract Costs											-		-
95000		**Total Protective Services**	**-**	**-**		**-**	**6,000**	**-**	**-**	**-**		**-**	**6,000**	**-**	**6,000**
96110	4510-000	Property Insurance	12,400	7,300	55,700	15,800	37,600	11,400	7,100	6,800	10,000	18,000	182,100	35,500	217,600
96100		**Total Insurance**	**12,400**	**7,300**	**55,700**	**15,800**	**37,600**	**11,400**	**7,100**	**6,800**	**10,000**	**18,000**	**182,100**	**35,500**	**217,600**
96200	4590-XXX	Other General Expenses	-	-	-	-	-	-	-	-	-	-	-		-
96300	4520-000	Payments in Lieu of Taxes	6,200	5,000	62,000	12,000	34,000	7,500	5,000	3,000	7,500	11,000	153,200	-	153,200
96000		**Total General**	**6,200**	**5,000**	**62,000**	**12,000**	**34,000**	**7,500**	**5,000**	**3,000**	**7,500**	**11,000**	**153,200**	**-**	**153,200**
													-		
96710	0 4610-000	**Interest Expense**	**9,200**	**7,600**	**46,000**	**8,400**	**27,300**	**6,400**	**14,400**	**-**	**9,600**	**5,900**	**134,800**	281,400	416,200
													-		
96900		**Total Operating Expenses**	**215,200**	**173,000**	**1,144,800**	**354,000**	**900,500**	**306,800**	**255,400**	**185,000**	**229,800**	**431,700**	**4,196,200**	**4,348,700**	**8,544,900**
90000		**Total Expenses**	**215,200**	**173,000**	**1,144,800**	**354,000**	**900,500**	**306,800**	**255,400**	**185,000**	**229,800**	**431,700**	**4,196,200**	**4,348,700**	**8,544,900**
													-		
		Net Income	**(100,200)**	**(70,500)**	**(492,100)**	**(145,300)**	**(330,000)**	**(182,300)**	**(151,100)**	**(116,800)**	**(106,100)**	**(230,200)**	**(1,924,600)**	**(252,400)**	**(2,177,000)**
		Repayment of Borrowings	(8,500)	(10,000)	(65,000)	(12,000)	(20,500)	(6,000)	(14,000)	-	(6,000)	(8,000)	(150,000)	(371,200)	(521,200)
10091	2730-000	Inter Project Cash Transfers -IN	150,400	71,000	583,800	150,300	420,200	196,700	146,500	140,400	98,700	182,200	2,140,200	834,600	2,974,800
		Inter Project Cash Transfers -IN	148,600	15,000	117,000	55,200	676,800	107,900	117,600	15,000	15,000	55,000	1,323,100	-	1,323,100
10092	2740-000	Inter Project Cash Transfers -OUT	-	-	-	-	-	-	-	-	-	-	-	-	-
		RS Program Overages - OUT	(7,600)	(7,600)	(7,600)	(7,600)	(7,600)	(7,600)	(7,600)	(7,600)	(7,600)	(7,600)	(76,000)	-	(76,000)
		Operating Reserve Use (Savings)	(52,700)	-	(34,100)	(5,600)	(77,100)	-	-	(14,400)	-	-	(183,900)	-	(183,900)
		Replacement Reserve	-	-	-	-	-	-	-	-	-		-	-	-
		Capital Outlay	(130,000)	-	(102,000)	(35,000)	(661,800)	(80,000)	(80,000)	-	-	(40,000)	(1,128,800)	(211,000)	(1,339,800)
		Total Other Financing Sources	**100,200**	**68,400**	**492,100**	**145,300**	**330,000**	**211,000**	**162,500**	**133,400**	**100,100**	**181,600**	**1,924,600**	**252,400**	**2,177,000**
10000		**Excess (Deficiency) of Total Revenue Over (Under) Total Expenses**	**-**	**(2,100)**	**-**	**-**	**-**	**28,700**	**11,400**	**16,600**	**(6,000)**	**(48,600)**	**-**	**-**	**-**
													-		

PHA Board Resolution
Approving Operating Budget

U.S. Department of Housing
and Urban Development
Office of Public and Indian Housing -
Real Estate Assessment Center (PIH-REAC)

OMB No. 2577-0026
(exp. 07/31/2019)

PHA Name: Homes for Good Housing Agency PHA Code: OR006

PHA Fiscal Year Beginning: October 1, 2022 Board Resolution Number: 22-28-09-02H

Acting on behalf of the Board of Commissioners of the above-named PHA as its Chairperson, I make the following certifications and agreement to the Department of Housing and Urban Development (HUD) regarding the Board's approval of (check one or more as applicable):

		DATE
☒	Operating Budget approved by Board resolution on:	09/28/2022
☐	Operating Budget submitted to HUD, if applicable, on:	
☐	Operating Budget revision approved by Board resolution on:	
☐	Operating Budget revision submitted to HUD, if applicable, on:	

I certify on behalf of the above-named PHA that:

1. All statutory and regulatory requirements have been met;

2. The PHA has sufficient operating reserves to meet the working capital needs of its developments;

3. Proposed budget expenditure are necessary in the efficient and economical operation of the housing for the purpose of serving low-income residents;

4. The budget indicates a source of funds adequate to cover all proposed expenditures;

5. The PHA will comply with the wage rate requirement under 24 CFR 968.110(c) and (f); and

6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.110(i).

I hereby certify that all the information stated within, as well as any information provided in the accompaniment herewith, if applicable, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012.31, U.S.C. 3729 and 3802)

Print Board Chairperson's Name:	Signature:	Date:
Char Reavis		09/28/2022

HOMES FOR GOOD
HOUSING AGENCY

BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 09/28/2022

AGENDA TITLE: In the Matter of Approving the Flooring Improvement Contract Award

DEPARTMENT: Supportive Housing Division

CONTACT : Jasmine Leary **EXT:** 2501

PRESENTER: Jasmine Leary **EXT:** 2501

ESTIMATED TIME : 5 minutes

- ☑ ORDER/RESOLUTION
- ☐ PUBLIC HEARING/ORDINANCE
- ☐ DISCUSSION OR PRESENTATION (NO ACTION)
- ☐ APPOINTMENTS
- ☐ REPORT
- ☐ PUBLIC COMMENT ANTICIPATED

Approval Signature

EXECUTIVE DIRECTOR: **DATE:** 9/20/2022

LEGAL STAFF : **DATE:**

MANAGEMENT STAFF: **DATE:**

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HOMES FOR GOOD MEMORANDUM

REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners

FROM: Jasmine Leary – Executive Support Coordinator

TITLE: In the Matter of Flooring Improvement Contract Award Approval

DATE: September 28th, 2022

MOTION:

It is moved that the Homes for Good Board of Commissioners approve the award of Contract #: 22-R-0038 titled Flooring Improvement. The intended awardee is the Carpet Company for a 1-year contract with two 1-year options to renew, totaling a maximum contract term of three years. The 3-year contract value is: $211,167.00. The service area will be all Agency-owned Public Housing properties.

DISCUSSION:

A. **Issue**

The Flooring Improvement Contract is a 1-year contract with two 1-year options to renew, totaling a maximum contract term of three years. The annual value of the contract is: $70,389.00. The 3-year contract value is: $211,167.00 The contract signing threshold for the Executive Director is: $150,000.00 therefore the contract award must be approved by the Homes for Good Board of Commissioners. The Request for Proposal (RFP), Intent to Award, and a drafted contract can be found in Part I: Attachments.

B. **Background**

The solicitation for a new flooring contract was posted on the Homes for Good website and advertised in the Register Guard. A voluntary virtual pre-bid meeting was held for contractors to ask questions and receive clarification on the solicitation packet. Homes for Good received one bid from the Carpet Company and the bid tabulation was completed during the bid opening. The Carpet Company was deemed responsive and responsible during the bid opening. Further analysis was conducted based on the evaluation criteria found in the solicitation packet by the Portfolio Manager and Maintenance Supervisor the week following the bid opening meeting. Homes for Good previously had two contracts for flooring services, The Carpet Company and PG Long. Total costs for the previous contracts from 2019-2021 totaled: $200,814.09.

C. **Analysis**

The goal of this board order passing is to sign a Flooring Improvement contract with The Carpet Company and supplement a Notice to Proceed with work. The financial impact will total: $211,167.00. All expenses related to the procurement, execution and maintenance of this contract have been budgeted and accounted for by the Supportive Housing Division.

D. **Furtherance of the Strategic Equity Plan**

Pillars 1 and 3 of the Homes for Good Strategic Equity Plan (SEP) were followed. The Certification Office for Business Inclusion & Diversity (COBID) site was referred to for local minority-owned, women-owned and/or emerging small businesses (MWESB) for flooring services. One business was found, and the solicitation packet was provided. They declined to participate and requested to be notified if another opportunity arose. The Carpet Company is not a Section 3 Business Concern nor a MWESB certified business.

E. **Alternatives & Other Options**

If the Homes for Good Board of Commissioners has alternative suggestions in lieu of awarding the Flooring Improvement contract to The Carpet Company, Homes for Good will respond accordingly.

Should the Homes for Good Board of Commissioners determine this contract cannot be approved, the Homes for Good staff is willing to re-solicit the contract opportunity. This will extend the award of a contract for at least 2-3 months and require more administrative costs.

F. **Timing & Implementation**

If the Homes for Good Board of Commissioners approve the board order, Homes for Good will send the attached drafted contract for the Carpet Company to review. Once all contractual edits (as needed) are finalized, Homes for Good and the Carpet Company will sign and enter into a Flooring Improvements contract. The intent is to have all agreements signed by the first week of October 2022. A Notice to Proceed will be provided to The Carpet Company to initiate flooring improvements at Agency-owned properties.

G. **Recommendation**

It is recommended that the Board of Commissioners approve the contract award of Flooring Improvements to the Carpet Company.

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H. **Follow Up**

Follow-up from the Homes for Good Board of Commissioners will not be needed for this board order.

I. **Attachments**

- Request for Proposal – Flooring Improvement
- Intent to Award
- Draft: Flooring Improvement Contract

IN THE BOARD OF COMMISSIONERS OF THE

HOMES FOR GOOD HOUSING AGENCY, OF LANE COUNTY OREGON

ORDER 22-28-09-03H	In the Matter of Flooring Improvement Contract Award Approval

WHEREAS, Homes for Good is permitted to award the Flooring Improvement Contract to The Carpet Company; and

WHEREAS, a bid packet was released on the Homes for Good website on July 5th, 2022; and

WHEREAS, an advertisement was placed in the Register Guard for two consecutive weeks starting July 24th, 2022; and

WHEREAS, Pillars 1 and 3 of the Homes for Good Strategic Equity Plan (SEP) were followed; and

WHEREAS, a voluntary pre-bid meeting was held virtually on August 16th, 2022, at 4:00 p.m.; and

WHEREAS, bid opening was held on August 30th at 4:15 p.m. One responsive and responsible bid was received and evaluated,

NOW IT IS THEREFORE ORDERED THAT: The Homes for Good Board of Commissioners approve the award of the Flooring Improvement Contract to the Carpet Company

DATED this ________ day of _________________________, 2022

____

Chair, Homes for Good Board of Commissioners

BOARD OF COMMISSIONERS AGENDA ITEM

HOMES FOR GOOD HOUSING AGENCY

BOARD MEETING DATE: 09/28/2022

AGENDA TITLE: ORDER 22-28-09-04H/ In the Matter of Approving the 2022-2026 Capital Fund Program Five-Year Action Plan.

DEPARTMENT: Real Estate Development Division

CONTACT : Kurt von der Ehe **EXT:**

PRESENTER: Kurt von der Ehe **EXT:**

ESTIMATED TIME : 15 Minutes

- ☑ ORDER/RESOLUTION
- ☐ PUBLIC HEARING/ORDINANCE
- ☐ DISCUSSION OR PRESENTATION (NO ACTION)
- ☐ APPOINTMENTS
- ☐ REPORT
- ☐ PUBLIC COMMENT ANTICIPATED

Approval Signature

EXECUTIVE DIRECTOR: **DATE:** 9/20/2022

LEGAL STAFF : **DATE:**

MANAGEMENT STAFF: **DATE:**

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HOMES FOR GOOD MEMORANDUM

REFERENCE DOCUMENT

TO: Homes for Good Board of Commissioners

FROM: Kurt von der Ehe, Capital Projects Manager

TITLE: In the Matter of Approving the 2022-2026 Capital Fund Program Five-Year Action Plan

DATE: September 28, 2022

MOTION:

It is moved that the order/resolution be adopted approving the submission of the 2022-2026 Capital Fund Program Five-Year Action Plan.

DISCUSSION:

A. **Issue**

Capital Fund Five-Year Action Plan (the Plan) requires Board approval and certification that Homes for Good Housing Agency (Homes for Good) has complied with the applicable requirements listed on the certification form.

B. **Background**

Every year Homes for Good receives Capital Fund money to use on Public Housing units to provide routine maintenance and minor modifications. The Agency is required by Section 511 of the Quality Housing and Work Responsibility Act of 1998 (and ensuing HUD requirements) to submit a Five-Year Action Plan to the Department of Housing and Urban Development (HUD). This Five-Year Action Plan shows HUD how Homes for Good intends to spend the Capital Fund money over the next five years. HUD approval of the Plan is required for approval prior to initiating projects included in the plan. Along with the electronic submission, Homes for Good is required to submit to HUD the Board certification in a HUD prescribed format.

Homes for Good's Capital Projects team (CAP Team) uses several steps in developing this Five-Year Action Plan. First, a very detailed Green Physical Needs Assessment (GPNA) is conducted every five years. The assessment is conducted by a third party and looks closely at the condition of all of the Public Housing apartment communities. This includes siding, roofs, units, windows, condition of walkways and parking lots, etc. The CAP team then does their own Capital Needs Assessments (CNA) and site visits to take a closer look at the sites. They then use this information to prioritize and schedule work. Immediate health and safety concerns, accessibility needs and building envelope work are prioritized with this information.

The team then works closely with the Supportive Housing Division Property Management team to understand issues at the different properties and the capital work that may be required. Once the Five-Year Plan is developed the teams meet to discuss the plan further and understand the timing of projects related to specific apartment communities.

In addition to this outreach, the CAP team publishes in The Register-Guard and on the Homes for Good website a public notice of a 45-day comment period. Throughout the comment period, the Plan and supporting documents have been available for public viewing at both the Homes for Good service center and on the Homes for Good website. Once the public comment period closes, a public hearing on the proposed plan is held. This gives the community the opportunity to provide input on the plan. A public hearing was held at the end of the public comment period on August 11, 2022. No questions or comments were received regarding the Five-Year Capital Fund Action Plan 2022-2026.

A key strategy in the Homes for Good Equity Strategy plan is to include residents in planning for preservation work. In addition HUD requires that housing authorities work with their Resident Advisory Boards (RAB) on the development of the plan. Homes for Good staff met with the RAB on September 8, 2022, and presented the various components of the plan. At the RAB meeting there were several topics discussed to include:

- It was clarified that the Capital Fund Grant was for larger maintenance and rehabilitation projects at Public Housing sites that the AMP's are unable to afford within their operating budgets.
- It was discussed that while the Capital Fund had received an additional $314,706 in funds with this grant, all components of construction have seen substantial increases in materials and labor costs which limited the number of new projects that could be funded at this time.
- Certain apartment communities were getting generators, while other complexes were not. The generators in the plan are for large, multi-story complexes, and the complex in question was needing a smaller generator for the community room. This type of generator could be purchased with operating funds if there was an emergency or could be added to next year's five-year action plan if funds are not available. The larger buildings have elevators and other mechanical equipment that would require more substantial generators to ensure that elevators could be run during a power outage and provide access for residents with mobility issues.
- The Cap team was also asked why Riverview Terrace Apartments didn't have a security system in the plan while other complexes did. The CAP team noted that this was a great catch and would be added to next year's plan, along with the smaller generator previously mentioned if it wasn't purchased sooner.

C. **Analysis**

As noted above, Homes for Good is required to submit the Capital Fund Program Five-Year Action Plan. The plan is developed with input from a variety of sources and stakeholders and prioritizes maintenance and upgrades that provide safe very livable housing.

As required, the Plan is also consistent and directly implements the 2020 Eugene-Springfield Consolidated Plan (Consolidated Plan). This plan is the result of an inter-jurisdictional effort designed to address the housing needs of the community. A priority need of the Consolidated Plan is to is conserving and improving existing affordable housing. The Five-Year Plan does exactly that by allowing Homes for Good to upgrade and preserve the Public Housing portfolio.

As shown in much greater detail in Attachment 1 (Capital Fund Five-Year Plan 2022-2026) there is a wide range of work scheduled to occur over the next five years spread out across the Public Housing portfolio.

Over the next two years, the larger projects include roof and gutter replacement at Laurelwood in Florence and McKenzie Village in Springfield, as well as exterior paint, including deck coating an new windows at Parkview Terrace in Eugene.

As building envelope work has been a priority in the past, most of the communities are in good shape from that perspective. This allows much of the future planned improvements to concentrate more significantly on much-needed site work including ADA upgrades interior upgrades and even security systems in some communities.

If emergencies arise or priorities shift, the CAP team can shift money within years to meet those emergencies or priorities and also revises this Plan annually to meet community needs.

D. **Furtherance of the Strategic Equity Plan**

This board order furthers the Homes for Good Strategic Equity Plan (SEP) following Pillars.

Pillar #1 Listen to Our Community – A goal under this pillar is to make programmatic improvements based on direct feedback from the people we serve. Homes for Good staff has increased engagement with residents of our communities and the Resident Advisory Board (RAB) in the development of the Five-Year Capital Plan and will further improve communication with partners and continue getting feedback from the RAB.

Another goal under this pillar is to identify trends of housing discrimination. Strategies include conducting an accessible unit inventory and developing capital project plans to address accessibility shortcomings. The accessibility inventory has been completed but not yet analyzed. The current plan includes some ADA modifications and can include others in future years once the inventory has been analyzed and prioritized.

Pillar #3 Create pathways to self-sufficiency – A goal under this pillar includes rehabilitation of existing affordable housing within the metro and rural areas. The strategy to improve this is to increase the cross-department involvement in neighborhood and resident meetings, as well as outreach tactics and incentives to increase community participation. The CAP team is implementing this by working closely with Supportive Housing and Communications departments in increasing resident community participation.

E. **Alternatives & Other Options**

There are no direct alternatives to approving the Capital Project Five-Year plan. If there are changes the board wishes to make to the plan it is recommended that these be addressed in leading up to the revision of the plan so that required deadlines are not missed.

In order to receive a Capital Fund Program grant, a PHA must meet three administrative prerequisites which are: 1. Validate project-level information in HUD's data systems, 2. Have an approved Five-Year Action Plan and 3. Enter into a Capital Fund Annual Contributions Contract Amendment with HUD. Presenting the plan for board approval facilitates one of the three mandatory administrative requirements to obtain funding.

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F. **Timing & Implementation**

Once the board order has been passed, the signed board order and other programmatic documents are submitted to HUD for final approval. HUD will process and calculate the grant award by the end of 2022.

G. **Recommendation**

It is recommended that the Board of Commissioners approve the submission of the 2022-2026 Capital Fund Program Five-Year Action Plan.

H. **Follow Up**

Upon approval by the Board, the Executive Director will submit the ORDER/Resolution of the Capital Fund 5-Year Plan to HUD.

I. **Attachments**

1. Capital Fund Program Five Year Action Plan 2022-2026.
2. Public Comment Advertisement for Public Hearing.

IN THE BOARD OF COMMISSIONERS OF THE

HOMES FOR GOOD HOUSING AGENCY, OF LANE COUNTY OREGON

ORDER XX-XX-XX-XX	In the Matter of Approving the Submission of the Five-Year Capital Fund Action Plan 2022-2026

WHEREAS, it is necessary for the Board to approve the submission of the Five-Year Capital Fund Action Plan 2022-2026 for Homes for Good Housing Agency; and

WHEREAS, a public hearing to receive comments on the Five-Year Capital Fund Action Plan 2022-2026 was held on August 11, 2022; and

WHEREAS, the Five-Year Capital Fund Action Plan 2022-2026 was presented to the Resident Advisory Board (RAB) on September 8, 2022; and

WHEREAS, Homes for Good Housing Agency Executive Director has recommended approval of the proposed Five-Year Capital Fund Action Plan 2022-2026; and

WHEREAS, Pillars 1 and 3 of the Homes for Good Strategic Equity Plan (SEP) were followed; and

WHEREAS, the Board having fully considered the Executive Director's recommendation,

NOW IT IS THEREFORE ORDERED THAT: The Board authorizes the submission of the Five-Year Capital Fund Action Plan 2022-2026.

DATED this ________ day of _________________________, 2022

____

Chair, Homes for Good Board of Commissioners

HOMES FOR GOOD HOUSING AGENCY
CAPITAL FUND 5-YEAR ACTION PLAN
FY22-FY26

WORK TO BE DONE	FY22	FY23	FY24	FY25	FY26
AMP 100 LAURELWOOD (29 UNITS)					
Roofs/Gutters	$130,000.00				
Interior/Exterior Comp Mod			$80,000.00	$80,000.00	$80,000.00
Appliances and Heaters					$25,000.00
Plumbing & Drain Lines					$9,000.00
Parking lot					$10,000.00
Walks, Slabs, & Driveways (Includes ADA Site work)				$50,000.00	$50,307.00
Exterior Paint		$90,553.00			
Security Cameras/System					$40,000.00
AMP 100 LAURELWOOD SUB TOTAL	$130,000.00	$90,553.00	$80,000.00	$130,000.00	$214,307.00

WORK TO BE DONE	FY22	FY23	FY24	FY25	FY26
AMP 200 McKENZIE VILLAGE (172 UNITS)					
Roofs/Gutters	$80,000.00	$80,000.00			
Kitchen Upgrades					$30,000.00
Plumbing and Storm Drain	$22,000.00				$20,000.00
Abatements/Remediation			$20,000.00		$20,000.00
Concrete (includes ADA site work)		$30,000.00		$30,000.00	
Bath Fans					$30,000.00
Fencing					$10,000.00
Tub Surrounds		$90,000.00	$154,000.00		
Appliances- Stoves/Fridges/Range Hoods					$30,000.00
Fairview Parking Lot					$10,000.00
Windows (as needed)					$10,000.00
Doors				$40,000.00	
Trees					$10,000.00
AMP 200 McKENZIE VILLAGE SUB TOTAL	$102,000.00	$200,000.00	$174,000.00	$70,000.00	$170,000.00

HOMES FOR GOOD HOUSING AGENCY
CAPITAL FUND 5-YEAR ACTION PLAN
FY22-FY26

WORK TO BE DONE	FY22	FY23	FY24	FY25	FY26
AMP 200 PENGRA COURT (22 UNITS)					
Trees					$20,000.00
Fence					$30,000.00
Water Heaters (50 gal low boys)			$29,000.00		
Kitchen Upgrades- Including appliances			$225,000.00	$225,000.00	
Interior Mods					$50,000.00
Irrigation and Plumbing					$50,446.00
Parking Lot		$25,000.00			
Concrete		$30,000.00		$60,000.00	
AMP 200 PENGRA COURT SUB TOTAL	$0.00	$55,000.00	$254,000.00	$285,000.00	$150,446.00

WORK TO BE DONE	FY22	FY23	FY24	FY25	FY26
AMP 300 MAPLEWOOD MEADOWS (38 UNITS)					
Playground	$35,000.00				
Community Room Reroof & Gutters			$40,000.00		
Concrete Walks & Slabs					$20,000.00
Parking Lot				$20,000.00	
AMP 300 MAPLEWOOD MEADOWS SUB TOTAL	$35,000.00	$0.00	$40,000.00	$20,000.00	$20,000.00

HOMES FOR GOOD HOUSING AGENCY
CAPITAL FUND 5-YEAR ACTION PLAN
FY22-FY26

WORK TO BE DONE	FY22	FY23	FY24	FY25	FY26
AMP 400 PARKVIEW TERRACE (150 UNITS)					
Abatements/Remediation				$10,000.00	
Ext Paint (Includes Deck Coating)	$225,000.00	$225,000.00			
Mailboxes	$50,000.00				
Window Replacement	$336,753.00				
Elevator Upgrades/Repair					$50,000.00
Plumbing and Storm Drains					$20,000.00
Generator		$50,000.00			
Parking Lot			$10,000.00		
Remodel Lobby Restrooms	$50,000.00				$10,000.00
Security Measures- cameras, alarm, gates					$45,000.00
Concrete Walks and Slabs			$45,000.00	$40,000.00	
AMP 400 PARKVIEW TERRACE SUB TOTAL	$661,753.00	$275,000.00	$55,000.00	$50,000.00	$125,000.00

WORK TO BE DONE	FY22	FY23	FY24	FY25	FY26
AMP 500 LINDEBORG PLACE (40 UNITS)					
Plumbing and Storm Drains					$20,000.00
Parking Lot					$15,000.00
Roof/Gutters				$50,000.00	
Concrete Walks & Slabs					$20,000.00
Elevator Upgrades	$80,000.00				
Generator		$50,000.00			
Bath Upgrades			$200,000.00	$200,000.00	
Security System					$40,000.00
AMP 500 LINDEBORG PLACE SUB TOTAL	$80,000.00	$50,000.00	$200,000.00	$250,000.00	$95,000.00

HOMES FOR GOOD HOUSING AGENCY
CAPITAL FUND 5-YEAR ACTION PLAN
FY22-FY26

WORK TO BE DONE	FY22	FY23	FY24	FY25	FY26
AMP 500 VENETA VILLA (30 UNITS)					
Plumbing and Storm Drain		$20,000.00			
Roofs/Gutters		$20,000.00			
Concrete Walks and Slabs		$30,000.00		$75,807.00	$50,000.00
Trees					$20,000.00
Ext Paint	$80,000.00				
ADA Site Work/Pave Gravel Area/Dumpster Pad		$50,000.00			
Parking Lot				$15,000.00	
Security System					$40,000.00
AMP 500 VENETA VILLA SUB TOTAL	$80,000.00	$120,000.00	$0.00	$90,807.00	$110,000.00

WORK TO BE DONE	FY22	FY23	FY24	FY25	FY26
AMP 500 VENETA SCATTERED SITES (20 UNITS)					
Comp Mods				$50,000.00	
Concrete Walks and Slabs					$49,000.00
Roofs/Gutters					$20,000.00
Plumbing and Storm Drains				$14,000.00	
Trees					$20,000.00
Driveways/Parking Lots			$50,000.00		
Ext Paint		$50,000.00	$50,000.00		
AMP 500 VENETA VILLA SCATTERED SITES SUB TOTAL	$0.00	$50,000.00	$100,000.00	$64,000.00	$89,000.00

HOMES FOR GOOD HOUSING AGENCY
CAPITAL FUND 5-YEAR ACTION PLAN
FY22-FY26

WORK TO BE DONE	FY22	FY23	FY24	FY25	FY26
AMP 600 CRESVIEW VILLA (34 UNITS)					
Abatements				$20,000.00	
Concrete Walks and Slab		$53,200.00		$50,446.00	
Parking Lot			$30,000.00		
Office Remodel			$50,000.00		
Rear ADA Exit					$20,000.00
Security System					$40,000.00
Generator		$40,000.00			
Plumbing and Storm Drains					$10,000.00
AMP 600 CRESVIEW VILLA SUB TOTAL	$0.00	$93,200.00	$80,000.00	$70,446.00	$70,000.00

WORK TO BE DONE	FY22	FY23	FY24	FY25	FY26
AMP 600 RIVERVIEW TERRACE (60 UNITS)					
Seismic Upgrade		$80,000.00			
Concrete Walks and Slab					$40,000.00
Generator		$50,000.00			
Elevator Repair/Upgrade	$40,000.00				$10,000.00
Flooring			$40,446.00		
Site Lighting					$20,000.00
Abatements/Remediation			$40,307.00		
AMP 600 RIVERVIEW TERRACE SUB TOTAL	$40,000.00	$130,000.00	$80,753.00	$0.00	$70,000.00

HOMES FOR GOOD HOUSING AGENCY
CAPITAL FUND 5-YEAR ACTION PLAN
FY22-FY26

OTHER	**FY22**	**FY23**	**FY24**	**FY25**	**FY26**
1406- Operations	$250,000.00	$300,000.00	$250,000.00	$300,000.00	$250,000.00
1408- Management Improvements	$40,000.00	$40,000.00	$40,000.00	$40,000.00	$40,000.00
1410- Grant Administration Fee (10%)	$165,000.00	$165,000.00	$165,000.00	$165,000.00	$165,000.00
1480- Grant Audit	$2,000.00	$2,000.00	$2,000.00	$2,000.00	$2,000.00
1480- Architect	$20,000.00	$20,000.00	$20,000.00	$20,000.00	$20,000.00
1480 Fees and Sundries	$10,000.00	$10,000.00	$10,000.00	$10,000.00	$10,000.00
1480 GPNA	$1,500.00	$1,500.00	$1,500.00	$35,000.00	$1,500.00
1480- Cap Fund Vehicle Purchase	$0.00	$0.00	$50,000.00	$0.00	$0.00
1480- Relocation	$5,000.00	$5,000.00	$5,000.00	$5,000.00	$5,000.00
1480- Contingency (3%)	$30,000.00	$45,000.00	$45,000.00	$45,000.00	$45,000.00
"Other" Sub Totals	**$523,500.00**	**$588,500.00**	**$588,500.00**	**$622,000.00**	**$538,500.00**

	FY22	**FY23**	**FY24**	**FY25**	**FY26**
Work Items Sub total	$0.00	$0.00	$0.00	$0.00	$0.00
Others Sub Total	$523,500.00	$588,500.00	$588,500.00	$622,000.00	$538,500.00
Total	$523,500.00	$588,500.00	$588,500.00	$622,000.00	$538,500.00

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22-C-0026

AFFIDAVIT OF PUBLICATION

STATE OF OREGON, } ss.
COUNTY OF LANE, }

I, Robert Jackson, being first duly affirmed, depose and say that I am the Advertising Manager, or the principal clerk, of The Register-Guard, a newspaper of general circulation as defined in ORS 193.010 and 193.020; published at Eugene in the aforsaid county and state; that the **22-C-0026** printed copy of which is hereto annexed, is publishing in the entire issue of said newspaper in the following issues:

May 08, 2022
May 13, 2022

Robert Jackson

Subscribed and affirmed to before me this May 13, 2022

Notary Public of Oregon

Account #: 16475

INVOICE: 0000272988

Case: ADVERTISEMENT FOR BIDS 1.0

Ad Price: $540.00

ADVERTISEMENT FOR BIDS
1.01 INVITATION TO BID

A. Notice is hereby given that sealed bids for Service Center Fence, Bid #22-C-0026 will be received by Jared Young, Contract Administrator, at Homes for Good Service Center, Reception Desk at 100 West 13th Avenue, Eugene, Oregon 97401, until The Bid Closing Time of 2:00 p.m., on Tuesday, June 7th, 2022. The Bid Opening time will be immediately after the deadline for submission of bids. Bids will be opened at the above location.

B. The Project consists of the general construction services for the removal of existing fencing and concrete sidewalk and the installation of new security fencing, gates, and pavements.

C. Bids are required for the entire work described in the Bidding Documents. Each bid must be submitted on the required form and be accompanied by a bid security in the form of a bid bond, irrevocable letter of credit issued by an insured institution as defined in ORS 706.008, cashier's check, or certified check, payable to Homes for Good in an amount of not less than five percent (5%) of the amount of the bid including additive alternates if any.

D. Any modifications to the Bidding Documents will be made by addendum, which, if any, will be posted on the Homes for Good Bid Opportunities Page prior to the time stated for receiving bids. It is the bidder's responsibility to visit the Bid Opportunities Page to download any addendum issued prior to submitting a bid. As a courtesy, the Homes for Good may provide copies of addenda via e-mail to bidders who attend the non-mandatory Pre-Bid Conference. However, such a courtesy will not relieve bidder of the bidder's responsibility to examine the Homes for Good Bid Opportunities Page for addenda before submitting a bid.

E. Prevailing wage rates for public works contracts in Oregon are required for this project. No bid will be received or considered by Homes for Good unless the bid contains a statement that the Bidder will comply with the provisions of ORS 279C.800 to 279C.840 regarding the payment of prevailing rates of wage.

F. All bidders must be "Equal Opportunity Employers" and comply with the appropriate provisions of state and federal law. In regard to Worker's Compensation, all bidders shall be required to comply with ORS 656.017 or are exempt under ORS 656.126.

G. Each bid must include a statement by the bidder has to whether the bidder is a resident bidder under ORS 279A.120.

H. Homes for Good may reject any bid that does not comply with all prescribed public bidding procedures and requirements, including the requirements to demonstrate the bidder's responsibility under ORS 279C.375(3)(b).

I. Homes for Good reserves the right to waive informalities, and for good cause to reject any and all bids after finding that doing so is in the public interest.

J. No bid will be received or considered

OFFICIAL STAMP
Kristen Jane Disco
NOTARY PUBLIC - OREGON
COMMISSION NO. 996047
MY COMMISSION EXPIRES JANUARY 22, 2024

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unless the bidder is licensed by the Construction Contractors Board or the State Landscape Contractors Board for the work of the project.

K. Each bidder must submit a disclosure of first-tier subcontractors supplying labor or labor and materials within two hours after the date and time of the deadline when bids are due, in accordance with ORS 279C.370.

L. In making an award of this contract, Owner will:

1. Give preference to goods or services that have been manufactured or produced in the state, if price, fitness, availability, and quality are otherwise equal; and
2. Comply with the requirements of ORS 279C.375 regarding award and execution of contract, determination of responsibility of bidder, and impermissible exclusions.

M. Questions regarding bidding procedure shall be directed to the Owner:

N. Questions regarding technical matters shall be directed to the project architect, PIVOT Architecture at (541) 342-7291.

O. ALL ENVELOPES MUST BE SEALED AND PLAINLY MARKED ON THE OUTSIDE WITH THE WORDS "BID ENCLOSED," THE BIDDER'S NAME, THE PROJECT TITLE, AND THE DATE AND THE HOUR OF OPENING.

No. 272988 - May 8, 13, 2022

HOMES FOR GOOD
HOUSING AGENCY

BOARD OF COMMISSIONERS AGENDA ITEM

BOARD MEETING DATE: 09/28/2022

AGENDA TITLE: ORDER 22-28-09-05H / In the Matter of Approving the Family Self Sufficiency Updated Action Plan

DEPARTMENT: Supportive Housing Division

CONTACT : Emily Yates **EXT:** 2541

PRESENTER: Emily Yates **EXT:** 2541

ESTIMATED TIME : 20 minutes

- [x] ORDER/RESOLUTION
- [ ] PUBLIC HEARING/ORDINANCE
- [ ] DISCUSSION OR PRESENTATION (NO ACTION)
- [ ] APPOINTMENTS
- [ ] REPORT
- [ ] PUBLIC COMMENT ANTICIPATED

Approval Signature

EXECUTIVE DIRECTOR: **DATE:** 9/20/2022

LEGAL STAFF : **DATE:**

MANAGEMENT STAFF: **DATE:**

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HOMES FOR GOOD MEMORANDUM

Board of Commissioners

TO: Homes for Good Board of Commissioners

FROM: Emily Yates, Resident Services Manager

TITLE: In the Matter of Updating the Family Self-Sufficiency Action Plan

DATE: September 14, 2022

MOTION:

It is moved that the proposed Family Self-Sufficiency Action Plan be approved for submission to HUD.

DISCUSSION:

A. **Issue**

Board approval is required to update the Family Self-Sufficiency Action Plan. Recent changes in HUD rules require us to update our Action Plan to implement these required changes.

B. **Background**

The Family Self-Sufficiency Program is a voluntary case management program that is offered to Public Housing Residents, tenants using a Section 8 voucher, and soon, residents at Multifamily Housing properties. Through this program participants can work for up to five years with a case manager to set goals and move towards economic self-sufficiency. In addition to the case management, participants can establish a tax-free savings account. If while in the program their rent increases due to an increase in earned income, the amount of that increase is matched into a savings account. They receive that money upon successful completion of the Family Self-Sufficiency Program.

The Family Self-Sufficiency Action Plan is updating annually and is included as part of the Annual Plan submission to HUD. Changes to the Action Plan require Board and HUD approval prior to implementation. In May 2022, HUD published a final rule on the Family Self-Sufficiency program to implement changes made by the “Economic Growth Act” signed into law in 2018. Programs are required to update policies and procedures including an updated Action Plan prior to November 14, 2022.

This final rule change includes permanently expanding the definition of eligible family to include tenants of privately owned multifamily properties subsidized with Project Based Rental

Assistance (PBRA). Other changes include revisions to the required Contract of Participation and rules related to eligibility and graduation requirements.

C. **Analysis**

The proposed changes will allow residents living in our HUD Multifamily Housing properties (an additional 197 households) to gain the benefits of participating in the FSS program including the ability to receive case management and matched savings resources. These changes also align with changes we were proposing to implement under MTW flexibility and align with our goals in the Strategic Equity Plan.

D. **Furtherance of the Strategic Equity Plan**

The approval of this Action Plan will assist us in furthering pillar #3 of our Strategic Equity Plan to Create Pathways to Self-Sufficiency. Implementation of this new final rule will allow us to expand who can be served in the Family Self-Sufficiency program.

E. **Alternatives & Other Options**

No alternatives, these are required changes.

F. **Timing & Implementation**

Once approved by the Board, the Action Plan will be sent to HUD for approval prior to implementation by November 14, 2022.

G. **Recommendation**

Recommend approving proposed changes.

H. **Follow Up**

Moving forward, updates to the Action Plan will be included in the Annual Plan approval request to the Board.

I. **Attachments**

Family Self-Sufficiency Action Plan 2022 Update

IN THE BOARD OF COMMISSIONERS OF THE

HOMES FOR GOOD HOUSING AGENCY, OF LANE COUNTY OREGON

ORDER 22-28-09-05H	In the Matter of Updating the Family Self-Sufficiency Program Action Plan

WHEREAS, Homes for Good operates the Family Self-Sufficiency Program in accordance with 24 CFR Part 5.

WHEREAS, HUD published a Final Rule on May 17, 2022 to implement changes to the Family Self-Sufficiency program.

WHEREAS, Homes for Good proposes to update the Family Self-Sufficiency Program Action Plan to adhere to the HUD Final Rule.

NOW IT IS THEREFORE ORDERED THAT:

The Homes for Good Board of Commissioners approve the proposed changes to the Family Self-Sufficiency Action Plan.

DATED this ________ day of ___________________________, 2022

____

Chair, Homes for Good Board of Commissioners

____

Secretary, Homes for Good Board of Commissioners

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HOUSING AGENCY

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Homes for Good
Action Plan for the
Family Self-Sufficiency Program

Revised September 2022

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FSS Action Plan
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Model FSS
Action Plan
7/1/22

Chapter 1

THE FAMILY SELF-SUFFICIENCY PROGRAM AND THE FSS ACTION PLAN

INTRODUCTION

This chapter provides an overview of the family self-sufficiency (FSS) program and FSS action plan, including the purpose, organization, and required contents of the FSS action plan.

> Part I: The Family Self-Sufficiency (FSS) Program and FSS Action Plan: This part provides an overview of the family self-sufficiency program and the purpose of the FSS action plan.
>
> Part II: Requirements of the FSS Action Plan: This part covers action plan requirements, including development, revision, and contents of the action plan. It also contains information on family demographics, which is part of the required contents of the action plan.

PART I: THE FAMILY SELF-SUFFICIENCY (FSS) PROGRAM AND FSS ACTION PLAN

1-I.A. OVERVIEW OF THE FAMILY SELF-SUFFICIENCY PROGRAM

The origins of the FSS program are in two pilot projects implemented in 1986 and 1990, Project Self-Sufficiency and Operation Bootstrap, respectively. These projects were set up to test self-sufficiency programs for families with housing subsidies, and both demonstrated that families needed essential services to move toward economic self-sufficiency. These services include child care, transportation, medical care, and long-term education and training.

In the wake of the successful demonstration of these projects, family self-sufficiency became one of the initiatives under the Homeownership and Housing Opportunities for People Everywhere (HOPE) program enacted in 1990, and the FSS program was subsequently created under the National Affordable Housing Act the same year.

FSS built upon and refined both Project Self-Sufficiency and the Bootstrap program. It remained a voluntary program in 1991 and 1992 but became mandatory in 1993 for any new increments of funding issued to PHAs. The 1993 regulations were further modified by the Quality Housing and Work Responsibility Act of 1998 (QHWRA). In 2018, expansive changes were made to the FSS program by the Economic Growth, Regulatory Relief, and Consumer Protection Act known as "the Economic Growth Act" or "the Act."

The purpose of the FSS program is to coordinate housing assistance with public and private resources to enable assisted families to achieve economic self-sufficiency. The purpose and basic requirements of the FSS program are further elaborated upon in Chapter 2.
This family self-sufficiency program is administered by the **Homes for Good Housing Agency** for the jurisdiction of **Lane County, Oregon.**

1-I.B. APPLICABLE REGULATIONS

Applicable regulations for Section 8 and public housing FSS programs include:

- 24 CFR Part 5: General Program Requirements
- 24 CFR Part 8: Nondiscrimination
- 24 CFR Part 902: Public Housing Assessment System
- 24 CFR Part 903: Public Housing Agency Plans
- 24 CFR Part 945: Designated Housing
- 24 CFR Part 960: Public Housing Admission and Occupancy Policies
- 24 CFR Part 965: PHA-Owned or Leased Projects—General Provisions
- 24 CFR Part 966: Public Housing Lease and Grievance Procedures
- 24 CFR Part 982: Section 8 Tenant-Based Assistance: Housing Choice Voucher Program
- 24 CFR Part 984: Section 8 and Public Housing Family Self-Sufficiency Program

1-I.C. THE FAMILY SELF-SUFFICIENCY ACTION PLAN

The family self-sufficiency (FSS) action plan is required by HUD. The purpose of the FSS action plan is to establish policies for conducting the family self-sufficiency program in a manner consistent with HUD requirements and local goals and objectives contained in the PHA's Agency Plan. This FSS action plan is a supporting document to the PHA Agency Plan and is available for public review as required by 24 CFR Part 903.

This family self-sufficiency action plan is set forth to define the PHA's local policies for operation of the program in the context of federal laws and regulations. All issues related to FSS not addressed in this document are governed by such federal regulations, HUD handbooks and guidebooks, notices, and other applicable laws. The policies in this FSS action plan have been designed to ensure compliance with the consolidated ACC and all HUD-approved applications for program funding.

The PHA is responsible for complying with all changes in HUD regulations pertaining to the FSS program. If such changes conflict with this plan, HUD regulations will take precedence.

Administration of the FSS program and the functions and responsibilities of PHA staff shall comply with the PHA's personnel policy and HUD's family self-sufficiency regulations, as well as all Section 8 and public housing regulations, in addition to federal, state, and local fair housing laws and regulations.

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PART II: REQUIREMENTS OF THE FSS ACTION PLAN

1-II.A. OVERVIEW

A PHA must have a HUD-approved action plan before implementing an FSS program, regardless of whether the FSS program is a mandatory or voluntary program. Further, this action plan must comply with the requirements specified for the plan in the regulations [24 CFR 984.201(a)].

The regulatory requirements dealing specifically with the FSS action plan itself largely involve the development, revision, and required contents of the action plan. This part covers those requirements.

1-II.B. HUD APPROACH TO POLICY DEVELOPMENT

In developing policy for the FSS action plan, PHAs need to be aware of the distinction HUD makes between mandatory and discretionary policies.

- *Mandatory policies* are those driven by legislation, regulations, current handbooks, notices, and legal opinions.
- *Discretionary policies* consist of those developed for areas in which the PHA has regulatory discretion, or regarding optional, nonbinding guidance including guidebooks, notices that have expired, and recommendations from individual HUD staff.

HUD expects PHAs to develop policies and procedures that are consistent with mandatory regulations and to make clear the optional policies the PHA has adopted. The PHA's FSS action plan is the foundation of those policies and procedures for the FSS program. HUD's directions require PHAs to make policy choices that provide guidance to staff and consistency to program applicants and participants.

Following HUD guidance, even though it is not mandatory, provides a PHA with a "safe harbor." HUD has already determined that the recommendations and suggestions it makes are consistent with mandatory policies. If a PHA adopts an alternative strategy, it must make its own determination that the alternative approach is consistent with legislation, regulations, and other mandatory requirements. There may be very good reasons for adopting a policy or procedure that is different than HUD's safe harbor, but PHAs should carefully consider those decisions.

1-II.C. FSS ACTION PLAN DEVELOPMENT AND REVISION

Development of Action Plan [24 CFR 984.201(b) and (c)]

When developing an FSS action plan, a PHA must do so in consultation with the chief executive officer of the applicable unit of general local government and the program coordinating committee (PCC).

For all voluntary or mandatory FSS programs, the PHA must submit its action plan and obtain HUD approval of the plan before it can implement the FSS program. This includes a voluntary program established because the PHA chose to implement an FSS program that exceeds the minimum size for a mandatory program (see Section 2-II.A. for a discussion of mandatory versus voluntary FSS programs).

Single Action Plan [24 CFR 984.201(f)]

PHAs implementing both a Section 8 FSS program and a public or Indian housing FSS program may submit one action plan. In cases where the PHA decides to submit one plan for more than one program, the policies contained in the action plan would apply to both programs.

PHA Policy

The PHA is implementing both a public housing and Section 8 FSS program, which may include tenant-based and project-based Section 8, HCV Homeownership, Moderate Rehabilitation, Moderate Rehabilitation Single Room Occupancy, Family Unification Program (FUP), and Foster Youth to Independence Initiative (FYI). The PHA will submit one action plan, the policies in which apply to both programs.

Revision to the FSS Action Plan [24 CFR 984.201(c)(2)]

Following HUD's initial approval of the action plan, no further approval of the action plan is required unless the PHA proposes to make policy changes to the action plan, increase the size of a voluntary program, or revise the FSS action plan as needed to comply with changes in HUD regulations. The PHA must submit any changes to the action plan to HUD for approval.

PHA Policy

The PHA will review and update the action plan at least once a year, and more often if needed, to reflect changes in regulations, PHA operations, or when needed to ensure staff consistency in operation.

1-II.D. CONTENTS OF THE PLAN [24CFR 984.201(d)]

HUD regulations state that there are several components that must be included in the FSS action plan. At a minimum, the action plan must cover the policies and procedures of the PHA for operation of a local FSS program as follows:

- Family demographics, including a description of the number, size, characteristics, and other demographics such as racial and ethnic data, in addition to the supportive service needs of the families expected to participate in the program. (Chapter 1)
- Estimate of participating families, which means the number of families which can reasonably be expected to receive supportive services under the FSS program. (Chapter 2)
- Eligible families from any other local self-sufficiency program who are expected to agree to executing an FSS contract of participation. (Chapter 2)
- A statement of the PHA's FSS family selection procedures, including a description of how the procedures ensure that families are selected without regard to race, color, religion, disability, sex, familial status, or national origin. (Chapter 4)
- A description of the incentives that the PHA intends to offer to families to encourage participation in the FSS program (an incentives plan), including the establishment of the escrow account. (Chapter 4)
- Outreach efforts, which include a description of the PHA's efforts to recruit eligible families, the actions the PHA will take to ensure that both minority and nonminority groups are informed about the FSS program, and how the PHA will make this information known. (Chapter 4)
- A description of the FSS activities and supportive services to be provided by both public and private resources to FSS families, and identification of these public and private resources. (Chapter 4)
- A description of the PHA's method for identifying family support needs, including how the PHA will identify the needs and deliver the services. (Chapter 4)
- A description of the PHA's policies regarding program termination or withholding of services based on a family's failure to comply with the FSS contract, and available grievance procedures. (Chapter 5)
- Assurances of noninterference with rights of non-participating families which state that a family's election to not participate in the FSS program will not affect the family's admission to the Section 8 or public housing program, nor will it affect their right to occupancy in accordance with its lease. (Chapter 4)
- A timetable for implementation of the FSS program, including the schedule for filling FSS slots with eligible FSS families. (Chapter 2)

- A certification that development of the services and activities under the FSS program has been coordinated with programs under Title I of the Workforce Innovation and Opportunity Act, other relevant employment, childcare, transportation, training, education, and financial empowerment programs in the area, and will continue to be coordinated to avoid duplication of services and activities.

Optional Additional Information [24 CFR 984.201(d)(13)].

- HUD encourages additional information in the action plan that would help to determine the soundness of the PHAs proposed FSS program.

PHA Policy

The PHA will submit additional optional information in this action plan that will help HUD determine the soundness of the proposed FSS program.

This information may include:

Policies related to the modification of goals in the ITSP. (Chapter 5)

Policies on the circumstances in which an extension of the contract of participation may be granted. (Chapter 5)

Policies on the interim disbursement of escrow, including any limitations on the use of the funds. (Chapter 6)

Policies regarding eligible uses of forfeited escrow funds by families in good standing. (Chapter 6)

Policies regarding the re-enrollment of previous FSS participants, including graduates and those who exited the program without graduating. (Chapter 4)

Policies on requirements for documentation for goal completion. (Chapter 4)

Policies on documentation of the household's designation of the "head of FSS family." (Chapter 4)

Policies for providing an FSS selection preference for porting families if the PHA elects to offer such a preference. (Chapter 7)

1-II.E. FAMILY DEMOGRAPHICS [24 CFR 984.201(d)(1)]

As part of the required contents of the FSS action plan, family demographics of the Section 8 and public housing program participants serve to provide a description of the number, size, characteristics, and other descriptive data (including racial and ethnic data of those participants). These data may later be used to help the housing authority and the program coordinating committee (PCC) to identify supportive service needs of the families expected to participate in the FSS program.

PHA Policy

Housing Choice Voucher/Public Housing	Total Families	Percent of Total
All Families	129	100%
Single	32	24.8%
Female HOH	116	89.9%
Male HOH	13	10.1%
	Race	
White	92	71.3%
Black/African American	9	07.0%
American Indian/Alaska Native	1	00.8%
Asian	*see Two or more races	
Native Hawaiian/Other Pacific Islander	*see Two or more races	
Two or more races*	27	20.9%
Ethnicity		
Hispanic or Latino	20	15.5%
Not Hispanic or Latino	109	84.5%
	Income	
Extremely Low-Income	88	68.2%
Very Low-Income	26	20.2%
Low-Income	12	09.3%
HOH Income from Wages	66	51.2%
Other Member Income from Wages	177	79.4%
HOH Income from TANF	12	09.3%
Other Member Income from TANF	12	05.4%
HOH Income from SSI	29	22.5%
Other Member Income from SSI	218	97.8%
	Number of Children	
0	52	40.3%
1-2	56	43.4%
3-4	19	14.7%
5 or more	2	01.6%
	Total Number of Family Members	
1-2	65	50.4%
3-4	45	34.9%
5 or more	19	14.7%
	Persons with Disabilities	
HOH Person w/ Disabilities (HUD)	66	51.2%
Family Members w/ Disabilities	28	12.6%

Chapter 2

PURPOSE, SCOPE, AND APPLICABILITY OF THE FAMILY SELF-SUFFICIENCY PROGRAM

INTRODUCTION

This chapter contains information about the FSS program's purpose, size, and measurable objectives as well as information on program operation. This includes potential participant demographics, the program timetable, the number of families to be served, and the size of the PHA's voluntary FSS program. This chapter also contains definitions of the key terms in this FSS action plan.

Part I: The Purpose and Basic Requirements of the FSS program: This part includes a description of the purpose of the FSS program on a national level—its intent, goal, and major strategies.

Part II: The Scope of the FSS program: This part contains information about housing assistance programs eligible to participate in FSS, the size of the PHA's FSS program, an estimate of participating families, eligible families from other self-sufficiency programs, and eligibility for combined FSS programs.

Part III: Program Operation: This part specifies the requirements for FSS program operation, including voluntary FSS program implementation.

Part IV: The Definitions of Terms Used in the PHA's FSS program: This section contains both HUD and PHA definitions for terms used in this policy document.

PART I: PURPOSE AND BASIC REQUIREMENTS OF THE FSS PROGRAM

2-I.A. PURPOSE

The purpose of the family self-sufficiency (FSS) program is to promote the development of local strategies to coordinate the use of Section 8 and public housing assistance programs with public and private resources enabling families eligible to receive assistance under these programs to achieve economic independence and self-sufficiency [984.101(a)(1)].

In addition to this broader national goal of the FSS program, the PHA also establishes a local goal consistent with the PHA's mission statement to serve as a guide for establishing policy and implementing the FSS program.

> PHA Policy
>
> The PHA's local goal in operating this FSS program is to match as many housing-assisted families as possible with a broad range of highly collaborative existing community services to assist FSS families in achieving economic self-sufficiency. *Economic self-sufficiency* is defined as having the sustainable skills necessary to maintain employment paying a "living wage." This wage would pay for the family's basic needs and may vary depending on family circumstances.

2-I.B. PROGRAM OBJECTIVES [24 CFR 984.102]

In order to reach the FSS national program goal, HUD has defined its FSS program objective as to reduce the dependency of low-income families on welfare assistance and on housing subsidies. Under the FSS program, low-income families are provided opportunities for education, job training, counseling, and other forms of social service assistance while living in assisted housing so that they may obtain the education, employment, business and social skills necessary to achieve self-sufficiency. As with the goals of the program, FSS program objectives are defined on the national level through FSS regulation, and on the local level by PHA policy.

> PHA Policy
>
> On the local level, the PHA will achieve the national program objective by offering low-income families a broad range of services through partnering with the program coordinating committee (PCC). These services will provide long-term education, job training, counseling, and other forms of social service assistance so that families may achieve economic self-sufficiency, as defined in Section 2-I.A. of this document.

2-I.C. BASIC REQUIREMENTS OF THE FSS PROGRAM [24 CFR 984.104]

An FSS program established under 24 CFR Part 984 must operate in conformity with the regulations and this FSS action plan (as required in 24 CFR 984.201, provide comprehensive supportive services as defined in 24 CFR 984.103, and operate in compliance with nondiscrimination and equal opportunity requirements.

PART II: SCOPE OF THE FSS PROGRAM

2-II.A. HOUSING-ASSISTED FAMILIES ELIGIBLE TO PARTICIPATE IN FSS

The Section 8 and public housing programs through which families are eligible to participate in the FSS program was expanded by the 2018 Economic Growth Act to allow participants in HCV Homeownership, Moderate Rehabilitation, Moderate Rehabilitation Single Room Occupancy, and Family Unification Program (FUP), including the Foster Youth to Independence (FYI) Initiative.

2-II.B. PHAs REQUIRED TO OPERATE AN FSS PROGRAM

Each PHA that received funding for public housing units under the FY 1991 and FY 1992 FSS incentive award competitions must operate a public housing FSS program. Each PHA that received funding for Section 8 rental certificates or vouchers under the combined FY 1991/1992 FSS incentive award competition also must operate a Section 8 FSS program.

In addition, unless the PHA receives an exemption under 24 CFR 984.105, each PHA for which HUD reserved funding (budget authority) for additional rental certificates or vouchers in FY 1993 through October 20, 1998, must operate a Section 8 FSS program. Each PHA for which HUD reserved funding (budget authority) to acquire or construct additional public housing units in FY 1993 through October 20, 1998, must operate a public housing FSS program as well.

Every PHA that was required to administer an FSS program on May 24, 2018 (the enactment date of the Economic Growth, Regulatory Relief, and Consumer Protection Act) must continue to operate that FSS program for the total number of families determined by HUD on that date unless the PHA receives an exception as described in 24 CFR 984.105(d).

Mandatory Minimum Program Size (MMPS) [24 CFR 984.105]

PHAs that are required to operate an FSS program under 24 CFR 984.101 are subject to a minimum program size requirement.

> <u>PHA Minimum Program Size</u>
>
> As determined by HUD as of May 24, 2018, the PHA's FSS MMPS is ***132.***

Maintaining Mandatory Minimum Program Size

Although the discretion to do so ultimately rests with the PHA, mandatory minimum program size can decrease as FSS participants successfully complete the program. Per the regulation, for each family that completes the program by fulfilling its FSS contract of participation on or after May 24, 2018, the mandatory minimum program size for a PHA's FSS program is reduced by one slot. However, if an FSS slot is vacated by a family that has not completed its FSS contract of participation obligations, the slot must be filled by a replacement family which has been selected in accordance with the FSS family selection procedures [24 CFR 984.105(b)(2)].

> <u>PHA Policy</u>
>
> The PHA will reduce the FSS mandatory minimum program size by one for each family that completes the program by fulfilling its FSS contract of participation.

Option to Operate Larger FSS Program

A PHA may choose to operate an FSS program of a larger size than the minimum required by HUD [24 CFR 984.105(a)(3)].

PHA Policy

The PHA may operate an FSS program of a larger size than its mandatory minimum program size.

Exception to Program Operation [24 CFR 984.105(c)]

The requirement to establish and carry out an FSS program may be waived with approval from HUD. In order to waive the requirement, the PHA must provide a certification to HUD that the establishment and operation of an FSS program is not feasible because of a lack of accessible supportive services funding, a lack of the availability of programs under the Workforce Innovation and Opportunity Act, a lack of funding for reasonable administrative costs, a lack of cooperation by other units of state or local government, or a lack of interest in participating in the FSS program on the part of eligible families.

An exception will not be granted if HUD determines that local circumstances do not preclude the PHA from effectively operating an FSS program that is smaller than the minimum program size.

Reduction in Program Size

Rather than a full exception to program operation, a PHA may also be permitted to operate an FSS program that is smaller than the minimum program size. As with the full exception, HUD may grant the PHA such a partial exception if the PHA provides to HUD a certification that the operation of an FSS program of the minimum program size is not feasible because of a decrease in or lack of accessible supportive services [24 CFR 984.105(d)].

Expiration of Exception

The approval for a full or partial exception to the FSS minimum program size requirement expires five years from the date of HUD approval of the exception. If a PHA seeks to continue an exception after its expiration, the PHA must submit a new request and a new certification to HUD for consideration [24 CFR 984.105(e)].

2-II.C. COOPERATIVE AGREEMENTS [24 CFR 984.106]

A PHA may enter into a Cooperative Agreement with one or more multifamily-assisted housing owners to voluntarily make the PHA's FSS program available to the owner's housing tenants. The Cooperative Agreement must include all the requirements for such agreements found in 24 CFR 984.106 and 24 CFR 887.107.

PHA Policy

The PHA may enter into a Cooperative Agreement with the following multifamily-assisted housing owner(s) to voluntarily make its FSS program available to those owner's housing residents:

- Abbie Lane Courts
- Village Oaks Apartments
- Fourteen Pines Apartments
- Hawthorne Apartments

The PHA will share an action plan with multifamily-assisted housing that is a separate action plan from the PHA's Section 8 or public housing FSS program's action plan.

Participants enrolled under these Cooperative Agreements will be counted toward the PHA's calculation of the award of FSS Coordinator grants and, upon completion, will reduce the PHAs mandatory minimum program size by one for each completion.

2-II.D. ESTIMATE OF PARTICIPATING FAMILIES [24 CFR 984.201(d)(2)]

The PHA must state the number of eligible FSS families who can reasonably be expected to receive supportive services under the FSS program based on available and anticipated federal, tribal, state, local, and private resources.

PHA Policy

Approximately 200 eligible FSS families can reasonably be expected to receive supportive services under the FSS program, based on available and anticipated federal, tribal, state, local, and private resources.

2-II.E. ELIGIBLE FAMILIES FROM OTHER SELF-SUFFICIENCY PROGRAMS [24 CFR 984.201(d)(3)]

If applicable, the PHA must enter the number of families, by program type, who are participating in any other local housing self-sufficiency program who are expected to agree to execute an FSS contract of participation.

PHA Policy

The PHA does not operate other self-sufficiency programs and therefore no additional families from other programs are expected to execute an FSS contract of participation.

2-II.F. ELIGIBILITY OF A COMBINED PROGRAM [24 CFR 984.201(e)]

A PHA that wishes to operate a joint FSS program with other PHAs or owners of multifamily-assisted housing may combine its resources with one or more of these entities to deliver supportive services under a joint action plan that will provide for the establishment and operation of a combined FSS program that meets the requirements of this part.

PHA Policy

The PHA will not combine its resources with any other PHA to deliver support services, have a joint action plan, or establish or operate a combined FSS Program.

PART III: PROGRAM OPERATION

2-III.A. OVERVIEW

Federal regulations specify requirements for FSS program operation regarding deadlines for program start-up and when the PHA is expected to have attained full enrollment. A timetable illustrating when the PHA intends to meet these deadlines is included as part of the required contents of the action plan.

2-III.B. PROGRAM IMPLEMENTATION DEADLINE

The deadlines for program implementation differ depending on whether the FSS program is voluntary or mandatory.

Voluntary Program [24 CFR 984.301(a)]

There is no deadline for implementation of a voluntary program. However, a voluntary program may not be implemented before the requirements specified in 24 CFR 984.201 have been satisfied (see Sections 1-II.A.–1-II.D.).

2-III.C. TIMETABLE FOR PROGRAM IMPLEMENTATION [24 CFR 984.201(d)(13)]

A timetable for implementation of the FSS program is part of the required contents of the FSS action plan.

<u>PHA Policy</u>

For voluntary programs, the PHA will implement the FSS program within one year from the date of approval of either the FSS action plan by the HUD field office, or within the time identified in the applicable FSS funding contract with HUD.

For mandatory FSS programs, the PHA has the obligation to continue to fill their mandatory FSS slots effective May 24, 2018, as determined by the HUD field office.

The PHA will implement its FSS program according to the following timetable:

ACTIVITY	ACTION DATE
First Meeting of the Program Coordinating Committee	January 13, 1992
Initial application completed and submitted to HUD	February 10, 1992
HUD announces awards of Family Self-Sufficiency units	June 2, 1992
Submission of Action Plan to HUD for approval	July 28, 1992
HUD approval of Action Plan to have a Section 8 FSS Program	December 7, 1992
First FSS Information Sessions	January 1993
Homes for Good began enrolling Section 8 residents in the FSS Program. Of the first sixteen (16) participant, eight (8) were participants in local "Bootstrap" Programs and eight (8) were participants in the local Project Self Sufficiency Program.	February 1993
HUD approval of the Action Plan amendments to incorporate participation by Public Housing residents in the FSS Program	September 21, 1994
Homes for Good began enrolling Public Housing residents into the FSS Program	February 1995
HUD approval of FSS Programs size: Public Housing: Minimum 30 Section 8: Minimum 102	November 2002
Homes for Good graduated enough people to have a reduced mandate of zero (0). The Homes for Good FSS Program became a voluntary program.	September 30, 2008

PART IV: DEFINITIONS

2-IV.A. DEFINITIONS [24 CFR 984.103]

The terms *1937 Act, fair market rent, HUD, low-income family, public housing, public housing agency (PHA), secretary,* and *Section 8,* as used in this document are defined in the 24 CFR Part 5.

The term *very low-income family* is defined in 24 CFR 813.102 and 24 CFR 913.102.

The terms used in this document have the following definitions as defined by 24 CFR 984.103 and this family self-sufficiency action plan.

Baseline annual earned income means the FSS family's total annual earned income from wages and business income (if any) as of the effective date of the FSS contract. When calculating baseline annual earned income, all applicable exclusions of income must be applied, *except for* any disregarded earned income or other adjustments associated with self-sufficiency incentives that may apply to the determination of annual income.

Baseline monthly rent means 1) the FSS family's total tenant payment (TTP), as of the effective date of the FSS contract, for families paying an income-based rent as of the effective date of the FSS contract; or 2) the amount of the flat or ceiling rent (which includes the applicable utility allowance), and including any hardship discounts, as of the effective date of the FSS contract. For families paying a flat or ceiling rent this is as of the effective date of the FSS contract.

> <u>PHA Policy</u>
>
> *Benefits* means a government benefit of money or monetary value given to an individual by a federal, state, or local government agency for purposes of financial assistance, including but not limited to, Medicaid, supplemental nutritional assistance program benefits and Social Security, Temporary Assistance for Needy Families, and unemployment compensation benefits.
>
> <u>PHA Policy</u>
>
> *Benefits cliff* means the sudden and often unexpected decrease in public benefits that can occur with a small increase in earnings. When income increases, families sometimes lose some or all economic supports.
>
> <u>PHA Policy</u>
>
> *Certain interim goals* means the family has met all its obligations under the CoP to date, including completion of the ITSP interim goals and tasks to date.

Certification means a written assertion based on supporting evidence, provided by the FSS family or the PHA or owner, which must be maintained by the PHA or owner in the case of the family's certification, or by HUD in the case of the PHA's or owner's certification. These must be made available for inspection by HUD, the PHA or owner, and the public, when appropriate. In addition, these will be considered accurate unless the Secretary or the PHA or owner, as applicable, determines otherwise after inspecting the evidence and providing due notice and opportunity for comment.

Chief executive officer (CEO) means the CEO of a unit of general local government who is the elected official or the legally designated official having primary responsibility for the conduct of that entity's governmental affairs.

Contract of participation (CoP) means a contract in a form approved by HUD, entered into between a participating FSS family and a PHA operating an FSS program that sets forth the terms and conditions governing participation in the FSS program. The contract of participation includes all individual training and services plans entered in between the PHA and all members of the family who will participate in the FSS program, and which plans are attached to the contract of participation as exhibits. For additional detail, see 24 CFR 984.303.

Current annual earned income means the FSS family's total annual earned income from wages and business income (if any) as of the most recent reexamination of income, which occurs after the effective date of the FSS contract. When calculating current annual earned income, all applicable exclusions of income will apply, including any disregarded earned income and other adjustments associated with self-sufficiency incentives or other alternative rent structures that may be applicable to the determination of annual income.

Current monthly rent means either the FSS family's TTP as of the most recent reexamination of income, which occurs after the effective date of the FSS contract, for families paying an income-based rent as of the most recent reexamination of income; or the amount of the flat rent, including applicable utility allowance or ceiling rent. This amount must include any hardship discounts, as of the most recent reexamination of income, which occurs after the effective date of the FSS contract, for families paying a flat rent or ceiling rent as of the most recent reexamination of income.

Earned income means income or earnings included in annual income from wages, tips, salaries, other employee compensation, and self-employment. Earned income does not include any pension or annuity, transfer payments, any cash or in-kind benefits, or funds deposited in or accrued interest on the FSS escrow account established by a PHA on behalf of a participating family.

Effective date of contract of participation means the first day of the month following the month in which the FSS family and the PHA entered into the contract of participation.

Eligible families for the FSS program means current participants in Section 8, residents of public housing, or residents in multifamily-assisted housing if a Cooperative Agreement exists.

PHA Policy

Enhance the effectiveness of the FSS program means a demonstrable improvement in the quality of an FSS program in which the enrollment ratio, escrow balance average, and graduation rate is at or above the national average as measured in HUD's Composite Scores in FR Notice 11/15/18.

Enrollment means the date that the FSS family entered the contract of participation with the PHA.

Family self-sufficiency program or *FSS program* means the program established by a PHA within its jurisdiction to promote self-sufficiency among participating families, including the provision of supportive services to these families, as authorized by section 23 of the 1937 Act.

FSS escrow account means the FSS escrow account authorized by section 23 of the 1937 Act.

FSS escrow credit means the amount credited by the PHA to the participating family's FSS account.

FSS family means a family that receives Section 8 assistance or resides in public housing (section 9), that elects to participate in the FSS program, and whose designated adult member (head of FSS family) has signed the CoP.

FSS family in good standing means an FSS family that is in compliance with their FSS CoP, has either satisfied or are current on any debts owed the PHA or owner, and is in compliance with the regulations in 24 CFR Part 5 regarding participation in the relevant rental assistance program.

FSS-related service program means any program, publicly or privately sponsored, that offers the kinds of supportive services described in the definition of *supportive services*.

FSS slots refer to the total number of public housing units or the total number of rental vouchers that comprise the minimum size of a PHA's respective Section 8 and public housing FSS program.

FSS Program Coordinator means the person(s) who runs the FSS program. This may include (but is not limited to) performing outreach, recruitment, and retention of FSS participants; goal setting and case management/coaching of FSS participants; collaborating with the community and service partners; and tracking program performance.

FY means federal fiscal year (starting with October 1, and ending September 30, and designated by the calendar year in which it ends).

Head of FSS family means the designated adult family member of the FSS family who has signed the CoP. The head of FSS family may, but is not required to be, the head of the household for purposes of determining income eligibility and rent.

Individual Training and Services Plan (ITSP) means a written plan that is prepared by the PHA or owner in consultation with a participating FSS family member (the person with for and whom the ITSP is being developed), and which describes the final and interim goals for the participating FSS family member, the supportive services to be provided to the participating FSS family member, the activities to be completed by that family member, and the agreed upon completion dates for the goals, and activities. Each ITSP must be signed by the PHA or owner and the participating FSS family member and is attached to and incorporated as part of the CoP. An ITSP must be prepared for each adult family member who elects to participate in the FSS program, including the head of FSS family who has signed the CoP.

PHA Policy

Knowledgeable professional means a person who is knowledgeable about the situation, has training, education, certification, or licensure provided by recognized professional associations and institutions that legitimizes their professional opinion, is competent to render a professional opinion, and is not able to gain, monetarily or otherwise, from the PHA FSS program decision in the area to which they are certifying.

Multifamily-assisted housing, also known as project-based rental assistance (PBRA), means rental housing assisted by a Section 8 Housing Payments Program, pursuant to 24 CFR Parts 880, 881, 883, 884, and 886.

PHA Policy

Other costs related to achieving obligations in the contract of participation means any costs necessary to complete an interim goal, a final goal, or tasks related to such in the ITSP.

Owner means the owner of multifamily-assisted housing.

Participating family is defined as *FSS family* in this section.

Program coordinating committee (PCC) means the committee described in 24 CFR 984.202.

Public housing means housing assisted under the 1937 Act, excluding housing assisted under Section 8 of the 1937 Act.

Section 8 means assistance provided under Section 8 of the 1937 Act (42 U.S.C. 1437f). Specifically, multifamily-assisted housing, as defined in this section; tenant-based and project-based rental assistance under section 8(o) of the 1937 Act; the HCV homeownership option under section 8(y) of the 1937 Act; Family Unification Program (FUP) assistance under section 8(x) of the 1937 Act; and the Section 8 Moderate Rehabilitation (Mod Rehab) for low-income families and Moderate Rehabilitation Single Room Occupancy (Mod Rehab SRO) for homeless individuals under 24 CFR part 882.

Self-sufficiency means that an FSS family is no longer receiving Section 8, public housing assistance, or any federal, state, or local rent or homeownership subsidies or welfare assistance. Achievement of self-sufficiency, although an FSS program objective, is not a condition for receipt of the FSS account funds.

PHA Policy

Supports means, but is not limited to, transportation, childcare, training, testing fees, employment preparation costs, other costs related to achieving obligations outlined in the CoP, and training for FSS Program Coordinator.

Supportive services mean those appropriate services that a PHA will coordinate on behalf of an FSS family under a CoP. These may include child care of a type that provides sufficient hours of operation and serves an appropriate range of ages; transportation necessary to enable a participating family to receive available services or to commute to their places of employment; remedial education; education for completion of secondary or post-secondary schooling; job training, preparation, and counseling; job development and placement; follow-up assistance after job placement and completion of the contract of participation; substance/alcohol abuse treatment and counseling; training in homemaking and parenting skills; and personal welfare services that include substance/alcohol abuse treatment and counseling, and health, dental, mental health and health insurance services; household management; money management; counseling regarding homeownership or opportunities available for affordable rental and homeownership in the private housing market (including information on an individual's rights under the Fair Housing Act) and financial empowerment that may include financial literacy, coaching, asset building, money management; and any other services and resources, including case management and reasonable accommodations for individuals with disabilities, that the PHA may determine to be appropriate in assisting FSS families to achieve economic independence and self-sufficiency.

Unit size or *size of unit* refers to the number of bedrooms in a dwelling unit.

Very low-income family is defined as set out in 24 CFR 813.102

.*Welfare assistance* means (for purposes of the FSS program only) income assistance from federal or state welfare programs and includes only cash maintenance payments designed to meet a family's ongoing basic needs. Welfare assistance does not include nonrecurrent, short-term benefits that are designed to deal with a specific crisis situation or episode of need, or are not intended to meet recurrent or ongoing needs and will not extend beyond four months; work subsidies (i.e., payments to employers or third parties to help cover the costs of employee wages, benefits, supervision, and training); supportive services such as child care and transportation provided to families who are employed; refundable earned income tax credits; contributions to, and distributions from, individual development accounts under TANF; services such as counseling, case management, peer support, child care information and referral, transitional services, job retention, job advancement and other employment-related services that do not provide basic income support; transportation benefits provided under a Job Access or Reverse Commute project, pursuant to section 404(k) of the Social Security Act, to an individual who is not otherwise receiving assistance; amounts solely directed to meeting housing expenses; amounts for health care; food stamps and emergency rental and utilities assistance; and SSI, SSDI, or social security.

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Chapter 3

PROGRAM ADMINISTRATION

INTRODUCTION

This chapter discusses administrative policies and practices as they are relevant to the activities covered in this plan. The policies and practices are discussed in two parts:

Part I: Staffing, Fees and Costs, and On-Site Facilities: This part describes identifying appropriate staff and contractors to operate the FSS program and provide the necessary direct services to FSS families. In addition, it describes how administrative fees, costs, and supportive services will be funded, and defines the use of on-site facilities.

Part II: The Program Coordinating Committee: This part covers the establishment of a program coordinating committee (PCC), which is a regulatory requirement in all FSS programs other than multifamily housing assistance. It describes required and recommended PCC membership, in addition to the option for an alternative committee.

PART I: STAFFING, FEES AND COSTS, AND ON-SITE FACILITIES

3-I.A. OVERVIEW

Several functions of program administration are crucial to running an FSS program. A PHA may need to employ a program coordinator or decide to contract with another organization to administer the program. In addition to staffing issues, PHAs should understand how program funding and expenses work to keep the program running smoothly. Finally, PHAs need to sort out whether and how to make common areas or unoccupied units available to provide supportive services.

3-I.B. PROGRAM ADMINISTRATION STAFF AND CONTRACTORS [24 CFR 984.301(b)]

PHAs have the choice between hiring their own staff and contracting with an outside organization to administer their FSS program. If the PHA should choose to employ its own staff, the staffing levels should be appropriate, and may include one or more FSS coordinators. If the PHA chooses to contract with an outside organization, the organization's staffing levels must likewise be appropriate to establish and administer the FSS program, and whether the organization's responsibilities would include managing the FSS account in accordance with federal regulations.

PHA Policy

The PHA will employ appropriate staff, including one or more FSS coordinators or program coordinators to administer its FSS program.

3-I.C. FSS PROGRAM COORDINATOR RESPONSIBILTIES

Primary Role of the FSS Program Coordinator

The FSS Program Coordinator is responsible for building partnerships with service providers in the community, working with the Program Coordinating Committee (PCC) and local service providers to ensure that FSS program participants are linked to the supportive services they need to achieve self-sufficiency, preparing an Individual Training and Services Plan (ITSP) for the head of the FSS family and each adult member of the FSS family who elects to participate in the FSS program, making certain that the services included in the participants' CoP are provided on a regular, ongoing, and satisfactory basis, ensuring FSS participants are fulfilling their responsibilities under the CoPs, monitoring progress of participants, and establishing and properly maintaining FSS escrow accounts for eligible families. FSS coordinators may also provide outreach, recruitment, goal setting, case management and coaching for FSS participants, and tracking of FSS program performance.

FSS Program Coordinators funded under the FSS Coordinator Notice of Funding Opportunity (NOFO) may not perform the routine public housing or Section 8 program functions of housing eligibility, leasing, rent calculation, and portability that are funded through Section 8 administrative fees or public housing operating funds unless doing so would enhance the effectiveness of the program. If conducting these functions would enhance the effectiveness of the FSS program, the PHA must seek prior approval from HUD of those enhancements to the FSS program and certify that doing so will neither interfere with the FSS Coordinator's ability to fulfill their primary role nor be used to balance or fill in for gaps in traditional staffing.

Performance of routine Section 8 or public housing functions for non-FSS families does not enhance the effectiveness of the FSS program and is therefore an ineligible use of FSS funds [2021 FSS NOFO, p. 36].

> PHA Policy
>
> The PHA will not require the FSS Program Coordinator to perform the routine Section 8 or public housing program functions of housing eligibility, leasing, rent calculation, and portability that are funded through Section 8 administrative fees or public housing operating funds.

3-I.D. ADMINISTRATIVE FEES AND COSTS

The Consolidated Appropriations Act of 2014 combined funding streams for the Section 8 and public housing FSS programs. FSS funding is now awarded through one NOFO. Use of this funding is no longer restricted to the applicable program and funding now may be used to serve both Section 8 and public housing FSS participants. Funding for FSS Coordinators salary, benefits, and training as well as limited administrative costs is awarded through a Grant Agreement and disbursed through HUD's Line of Credit Control System (LOCCS), rather than as an amendment to the PHA's Annual Contributions Contract (ACC). These funds are separate from other available funds that may be used.

Section 8 FSS Program

In the Section 8 programs, administrative fees are paid to PHAs for HUD-approved costs associated with the operation of an FSS program. These administrative fees are established by Congress and subject to appropriations [24 CFR 984.302(b)].

In addition, administrative fees for HUD-approved costs not specifically related to the operation of the FSS program may be used to cover these costs associated with the administration of FSS [see Notice PIH 93-24 E-7 and E-8].

See 24 CFR 982.152 and PIH 2022-18 for details on the eligible use of administrative fees.

Public Housing FSS Program

For public housing FSS programs, the performance funding system (PFS), provided under section 9(a) of the 1937 Act, provides for the reasonable and eligible administrative costs that the PHA incurs in carrying out the program only when funds have been appropriated. However, a PHA may use other resources for this purpose [24 CFR 984.302(a)].

In other words, the PHA may fund reasonable and eligible administrative costs in the FSS program from the Operating Fund. However, these expenses will only be reimbursed in the operating subsidy when a current appropriations act allows it. In addition, the PHA may fund reasonable and eligible administrative costs from the Capital Fund. Administrative staffing costs may also be funded through HUD or other grant or foundation sources. This includes FSS Coordinator grants when available.

PHA Policy

The PHA will make PH Operating Funds and Section 8 Admin Funds available to provide administrative costs under the FSS Program.

3-I.E. SUPPORTIVE SERVICES FEES AND COSTS

Section 8 FSS Supportive Services

In the Section 8 program, the PHA may fund reasonable and eligible FSS supportive service costs in the FSS program from unrestricted net position [see Notice PIH 93-24, E-3].

The PHA may seek additional funds from HUD through submitting grant applications or seek grants from other sources when available.

In addition to unrestricted net position and other grant sources, the FSS forfeited escrow account can fund FSS supportive services. See Section 6-I.E.for eligible supportive services costs.

Public Housing FSS Supportive Services

In public housing, the PHA may fund reasonable and eligible FSS supportive service costs in the FSS program from the Operating Fund. However, the costs of FSS supportive services are only reimbursed through the operating subsidy when appropriations allow it.

FSS public housing supportive services can also be funded through other HUD grants or related government and foundation grants, when available.

> PHA Policy
>
> The PHA may make Operating Funds and Administrative Funds available to provide supportive service costs under the FSS Program.

3-I.F. USE OF FORFEITED ESCROW ACCOUNTS FUNDS

In addition to Section 8 unrestricted net assets, public housing operating funds, and other grant sources, the FSS forfeited escrow account funds must be used for the benefit of FSS participants, which includes supports and other costs for FSS participants in good standing. HUD does not provide an exhaustive list of these supports. However, the supports include, but are not limited to, transportation, childcare, training, testing fees, employment preparation costs, and other costs related to achieving obligations outlined in the contract of participation as well as training for FSS Program Coordinators.

PHA Policy

The PHA will use forfeited escrow accounts for support and other costs for FSS participants in good standing when funds requested are needed to complete an interim goal or task in the ITSP and are not ongoing expenses or if the family can demonstrate that the need for one-time payment of otherwise ongoing expenses such as rent, utilities, telephone, cell phone, pager, car payments, car maintenance, insurance, or childcare is needed to complete an interim goal, a final goal, or a task related to such goals in the ITSP.

The PHA will use forfeited escrow accounts for training provided to FSS Coordinators.

The PHA will define *supports* as defined in 24 CFR 984.305(f)(2)(i)(A) as transportation, childcare, training, testing fees, employment preparation costs, other costs related to achieving obligations outlined in the CoP, and training for FSS Program Coordinator(s)

The PHA will define *other costs related to achieving obligations in the CoP* as any costs necessary to complete an interim goal, a final goal, or tasks related to such in the ITSP as defined in 24 CFR 984.305(f)(2)(i)(A) as transportation, childcare, training, testing fees, employment preparation costs, other costs related to achieving obligations outlined in the CoP, and training for FSS Program Coordinator(s).

The PHA will define *necessary to complete* as meaning that no other resources are available in the community either because such a resource is non-existent or that resources are utilized above capacity and agencies cannot, for an indetermined period, provide such a resource.

The PHA will provide a capped amount of funds from the forfeited escrow account to FSS participants in good standing before requiring the participant to use an “interim” disbursement from their current escrow account so long as:

The funds requested are needed to complete an interim goal or task within the CoP and are not ongoing expenses; or

If the family has demonstrated that the need for one-time payment of otherwise ongoing expenses such as rent, utilities, telephone, cell phone, pager, car payments, car maintenance, insurance, or childcare is needed to complete an interim goal, a final goal, or a task related to such goals.

The PHA will prioritize requests for funds from forfeited escrow accounts initially on a first come first served basis based on the date and time of the request. After that order is established, while still preserving the first come first served basis, the PHA will apply the following priorities:

Priority 1: Funds to meet a goal in the ITSP that is necessary to ensure the safety and wellbeing of victims of domestic violence, dating violence, sexual assault, and stalking as defined in the PHA's Section 8 Administrative Plan and public housing Admissions and Continued Occupancy Policy regarding VAWA.

Priority 2: Funds to meet a goal in the ITSP that is necessary to stabilize health, safety, and welfare of the FSS participant or family that if left unattended would jeopardize education, training, or employment.

Priority 3: Funds to meet a goal in the ITSP that is necessary to further education, training, and employment goals in the ITSP including childcare, transportation, and medical costs if the lack of any of these prevents completion of the education, training, and employment.

Priority 4: Funds to meet a goal in the ITSP that is necessary to further any other goal or tasks.

3-I.G. ON-SITE FACILITIES

Each PHA may, subject to the approval of HUD, make available and utilize common areas or unoccupied dwelling units in public housing projects to provide supportive services under an FSS program. This includes using such areas for participants in a Section 8 FSS program.

PHA Policy

The PHA will make office space and community rooms available to provide supportive services under the FSS Program.

PART II: PROGRAM COORDINATING COMMITTEE

3-II.A. OVERVIEW

As another integral part of FSS program administration, each participating PHA must establish a program coordinating committee (PCC) whose functions will be to assist the PHA in securing commitments of public and private resources for the operation of the FSS program within the PHA's jurisdiction, including assistance in developing the action plan and in implementing the program [24 CFR 984.202(a)].

The PCC must consist of specific members, which are dependent upon whether the PHA is operating Section 8, public housing, or multifamily assisted housing FSS programs. In addition to these required members, the PCC may also include additional members recommended by regulation.

3-II.B. PROGRAM COORDINATING COMMITTEE MEMBERSHIP

Required PCC Membership [24 CFR 984.202(b)(1)]

The PCC required members consist of representatives of the PHA, including at least one FSS Program Coordinator, and one or more participants from each HUD rental assistance program (Section 8, public housing, or multifamily assisted housing) served by the PHA’s FSS program.

> PHA Policy
>
> The PHA’s representatives to the program coordinating committee will be the Resident Services Program Manager and at least one FSS Program Coordinator and one or more participants from each of the housing programs in which there is an FSS program: Section 8, public housing, and multifamily assisted housing, as applicable.

Assistance in Identifying Potential PCC Members [24 CFR 984.202(b)(1)]

The PHA may seek assistance from area-wide, city-wide, or development-based resident councils, the resident management corporation, or the Resident Advisory Board, in identifying potential PCC members.

> PHA Policy
>
> The PHA will seek assistance in identifying potential members of the PCC from area-wide, city-wide, and development-based resident councils, the resident management corporation, or the Resident Advisory Board.

Recommended PCC Membership [24 CFR 984.202(b)(2)]

Membership on the PCC also may include representatives of the unit of general local government served by the PHA, local agencies (if any) responsible for carrying out employment training programs or programs funded under the Workforce Innovation and Investment Act, and other organizations, such as other state, local, or tribal welfare and employment agencies, public and private education or training institutions, child care providers, nonprofit service providers, private business, and any other public and private service providers with resources to assist the FSS program.

PHA Policy

The PHA's FSS program coordinating committee membership may include leadership from the following organizations:

- Lane Workforce Partnership
- Department of Human Services Self-Sufficiency Program
- Food for Lane County
- St. Vincent de Paul
- Hope & Safety Alliance
- Goodwill Industries
- Lane Community College
- Laurel Hill Center
- DevNW
- Catholic Community Services
- ShelterCare
- Willamette Family Treatment
- Head Start of Lane County
- Oregon Voc Rehab
- Directions Services

3-II.C. ALTERNATIVE PCC COMMITTEE [24 CFR 984.202(c)]

It is also possible for the PHA, in consultation with the chief executive officer of the unit of general local government served by the PHA, to use an existing entity as the PCC, if the membership of the existing entity consists or will consist of the individuals required by regulation (See section 3-II.B. above).

PHA Policy

The PHA will not utilize an existing entity as its program coordinating committee.

EXHIBIT 3-1: CHART FOR DETERMINING PCC MEMBERSHIP

Organization or Service Type	**Organization Name**	**PCC Member Title**	**PCC Member Name**
Housing	Homes for Good	Resident Services Manager	Emily Yates
GED and Educational Training	Lane Community College	Lead Career Pathways/STEP Career Coach	Marcia Koenig
Job Training	Lane Community College Oregon Department of Human Services	Lead Career Pathways/STEP Career Coach Community Partnership Coordinator	Marcia Koenig Tricia Merrick
Job Search, Placement, Retention	Oregon Department of Human Services Goodwill Industries	Community Partnership Coordinator Prosperity Planner	Tricia Merrick Trysta Duquette

Alcohol and Drug Prevention	Willamette Family Relief Nursery	Transition Specialist Program Services Coordinator	Mary Girard Janis Davis
Mentoring	Full Access Brokerage	Personal Agent	Melissa Collier
Homeownership	Homes for Good DevNW St. Vincent de Paul	Resident Services Manager Asset Building Manager IDA Program Manager	Emily Yates Luis Mendoza Nancy Glines
Individual Development Accounts	omes for Good DevNW	Resident Services Manager Asset Building Manager	Emily Yates Luis Mendoza

	St. Vincent de Paul Goodwill Industries	IDA Program Manager Prosperity Planner	Nancy Glines Trysta Duquette
Child Care	Head Start of Lane County Relief Nursery	Family Resources Coordinator Program Services Coordinator	Jen Cisneros Janis Davis
Community-Based Organizations	NAMI	Executive Director	Jennifer McLean

Crisis Services	Hope and Safety Alliance	Case Manager	Laura Blackwell
Child/Adult Protective Services	Department of Human Services	Community Partnership Coordinator	Tricia Merrick
Employment Development	Oregon Department of Human Services	Community Partnership Coordinator	Tricia Merrick
Religious Organizations	Catholic Community Services	Operations Director	Chris Pickering
Legal Services	Oregon Law Center	Lawyer	Jennifer Hisey

Chapter 4

SELECTING AND SERVING FSS FAMILIES

INTRODUCTION

FSS regulations require that the PHA include in its action plan a statement indicating how it will select families for participation in the FSS program. This includes outreach, waiting list management, and other selection procedures. When followed, the PHA's selection procedures ensure that families will be selected without regard to race, color, religion, sex, handicap, familial status, or national origin.

Once selected for participation in the FSS program, families are to be provided various activities and supportive services so that they may obtain the education, employment, business, and social skills necessary to achieve self-sufficiency. A description of such activities and supportive services is also a requirement of the FSS action plan.

This chapter contains three parts:

Part I: Incentives, Outreach, and Assurance of Noninterference: This part describes the incentives the PHA will offer and the outreach efforts the PHA will use to encourage participation and recruit eligible families for the FSS program and contains the required assurance of noninterference with the rights of nonparticipating families.

Part II: Family Selection: This part covers whether the PHA will use preferences for family selection and which preferences the PHA will employ if they choose to do so. In addition, this part describes the selection factors the PHA will use in screening families for participation in the FSS program.

Part III: Activities and Support Services: This part lists the activities and supportive services to be provided to families through both public and private resources, describes the method the PHA will use to identify family support needs, and covers the required certification of coordination.

PART I: INCENTIVES, OUTREACH, AND ASSURANCE OF NONINTERFERENCE

4-I.A. OVERVIEW

The FSS program offers incentives such as the FSS escrow account, case management, coaching, and other supportive services that not only encourage participation, but also help families achieve self-sufficiency. In addition to encouraging program participation through such incentives, PHAs also conduct outreach to recruit FSS participants from among eligible families. As part of this process, families need to know that their choice as to whether to participate in the FSS program will not affect their admission to the Section 8 or public housing programs, nor will it affect their right to occupancy. This part describes the PHA's policies regarding these issues, all of which are required aspects of the FSS action plan.

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4-I.B. INCENTIVES FOR PARTICIPATION [24 984.201(d)(5)]

By regulation, the FSS action plan must include a PHA's incentives plan—a description of the incentives that the PHA intends to offer eligible families to encourage their participation in the FSS program. The incentives plan provides for the establishment of the FSS escrow account and any other incentives designed by the PHA.

PHA Policy

The PHA will offer the following services, as needed to complete obligations in the contract, to its FSS participants as incentives to participate in FSS.

Incentive	Provided By	Description
FSS escrow account	HFG	Tax free matched savings
Case management	HFG	Coaching & Goal Development
Individual Development Accounts	HFG	Matched savings
Information on and referrals to services	HFG	Information and referral to services provided by partner agencies
Financial Coaching	DevNW	Free Membership
Classes & Workshops	HFG/Partners	Access to workshops, classes and continuing education resources
Funds for emergency transportation services	HFG	FSS Participant needs funds
Funds for education and training	HFG/Partners	FSS Participant needs funds, Opportunities with DHS, Community College, Worksource Lane
Funds for employment preparation	HFG/Partners	FSS Participant needs funds, Opportunities with DHS, Community College, Worksource Lane
Priority in individual development accounts programs	HFG	HFG provides a preference in our IDA program for FSS Participants

4-I.C. OUTREACH EFFORTS [24 CFR 984.201(d)(6)(i)(ii)]

In addition to offering incentives for FSS participation, PHAs also conduct outreach to recruit more FSS participants from eligible families. The FSS action plan must include a description of these efforts to recruit FSS participants, including notification and outreach, the actions the PHA will take to assure that both minority and nonminority groups are informed about the FSS program, and how the PHA will make this information known.

PHA Policy

The PHA will notify eligible families about the FSS program using the following outreach locations, activities, methods, and languages, where appropriate. These points of contact and methods have been selected to ensure that both minority and nonminority groups are informed about the FSS program.

Location/Activity	**Staff/Partner**	**Method**	**Language**
Briefings/Orientations	PHA Staff Specialist	Brochure Video	English/Spanish
Interims/Recertifications	PHA Staff Specialist	Brochure Referral Form	English/Spanish
Transfers/Portability	PHA Staff Specialist	Brochure Referral Form	English/Spanish
Lobby	PHA Staff Receptionist	Brochure Referral Form	English/Spanish
Inspections	PHA Staff Inspector	Brochures Referral Form	English/Spanish
PHA Website Social Media	PHA Staff	Information Referral Form	English
TANF Office	Case Worker	Brochure Referral Form	English/Spanish
American Job Centers (Workforce/Career Center	Counselor	TBD	

Location/Activity	**Staff/Partner**	**Method**	**Language**

Adult Education	Counselor Instructor	Brochure Referral Form	English/Spanish
Community College	Counselor Instructor	Brochure Referral Form	English/Spanish
English as a Second GED Classes Language Classes	Instructor	Brochure Referral Form	English/Spanish
Community-based Organizations	Case Worker	Brochure Referral Form	English/Spanish
Child Care Centers	Family Advocate	Brochure Referral Form	English/Spanish

4-I.D. ASSURANCE OF NONINTERFERENCE WITH THE RIGHTS OF NONPARTICIPATING FAMILIES [24 CFR 984.201(d)(10)]

A family's housing assistance or admission into assisted housing should never depend on whether they choose to participate in the FSS program, and PHAs need to make this known as part of the recruitment process. For this reason, the PHA's action plan must include an assurance that a family's decision to not participate in the FSS program will not affect the family's admission to the Section 8 or public housing programs, nor will it affect the family's right to occupancy in accordance with the lease.

PHA Policy

Participation in the FSS program is strictly voluntary. Section 8 participants and public housing residents will be notified in all literature and media presentations related to the FSS program that should they decide not to participate in the FSS program, it will not affect their Section 8 or public housing. This material will also specify that the family will retain the right to occupancy according to their lease and family obligations contract.

PART II: FAMILY SELECTION

4-II.A. OVERIVEW

The FSS action plan is required to contain a statement indicating the procedures for selecting families for FSS program participation, including a description of how the PHA will do so without regard to race, color, religion, sex (including actual or perceived gender identity), familial status, or national origin. This part describes these procedures, considering whether the PHA will use preferences for family selection and which preferences the PHA will employ if they choose to do so, in addition to defining the factors the PHA will use in screening families for program participation.

4-II.B. FSS SELECTION PREFERENCES

As part of the process for selecting families for participation in the FSS program, the PHA may choose whether to employ the use of preferences. If the PHA so chooses, it has the option of giving a selection preference for up to 50 percent of its FSS program slots to eligible families who have one or more family members currently enrolled in an FSS-related service program or who are on the waiting list for such a program. Such a preference may be further limited to participants in and applicants for one or more specific eligible FSS-related service programs.

Should the PHA choose to adopt such a preference, it would need to include the following information in its action plan:

- The percentage of FSS slots, not to exceed 50 percent of the total number of FSS slots for each of its FSS programs, for which it will give a selection preference
- The FSS related service programs to which it will give a selection preference to the programs' participants and applicants
- The method of outreach to and selection of families with one or more members participating in the identified programs [24 CFR 984.203(a)]

A PHA may wish to adopt additional selection preferences as well [Notice PIH 93-24].

<u>PHA Policy</u>

The PHA will give a selection preference on its FSS waiting list for Section 8 families porting in with an FSS contract of participation.

The PHA may use either of the following to select among applicants on the FSS waiting list with the same preference status [24 CFR 984.203(b)]:

- Date and time of application to the FSS program; or
- A drawing or other random choice technique.

PHA Policy

The PHA will use the date the family expressed an interest in participating in the FSS program to fill the FSS slots.

4-II.C. SELECTION FACTORS

Many factors contribute to whether a PHA may choose to select a family for participation in the FSS program. These selection factors can help the PHA screen families for admission, and ultimately contribute to the PHA's decision to either allow or deny a family's admission into the FSS program.

Motivation Selection Factors [24 CFR 984.203(d)(1)]

A PHA may screen families for interest and motivation to participate in the FSS program provided that the factors utilized by the PHA are those which solely measure the family's interest and motivation to participate in the FSS program. For this reason, PHAs must only apply motivational screening factors that are permissible under the regulations.

Permissible Motivation Selection Factors

Permitted motivational factors include requiring attendance at FSS orientation sessions or pre-selection interviews or assigning certain tasks indicating the family's willingness to undertake the obligations that may be imposed by the FSS contract of participation. However, any tasks assigned should be readily accomplishable by the family based on the family members' educational level, abilities, or disabilities, if any. Reasonable accommodations must be made for individuals whose disability (mobility, manual, sensory, speech impairments, mental, or developmental disabilities) creates a barrier to accomplishing the tasks [24 CFR 984.203(d)(2)].

PHA Policy

The PHA will screen families for interest and motivation to participate in the FSS program by assigning a meeting or workshop which is the same type of meeting or workshop for each family. The PHA will only use the fact that the family attended as a screening factor, even if tasks or exercises are not completed in the meeting. In addition, if the family needs either childcare or transportation to be able to attend, or requests an accommodation for a disability, the PHA will either refer the family to available services or exempt the family from this screening factor.

Prohibited Motivation Selection Factors

Prohibited motivational screening factors include the family's educational level, educational or standardized motivational test results, previous job history or job performance, credit rating, marital status, number of children, or other factors, such as sensory or manual skills, and any factors which may result in discriminatory practices or treatment toward individuals with disabilities or minority or nonminority groups [24 CFR 984.203(d)(3)].

Other Selection Factors

In addition to motivational screening, the PHA may also wish to screen families for the following additional factors.

PHA Debt Selection Factor

The PHA may deny FSS participation to a family if the family owes the PHA, or another PHA, money in connection with Section 8 or public housing assistance [Notice PIH 93-24, B-18].

PHA Policy

The PHA will deny FSS participation to a family if the family owes the PHA, or another PHA, money in connection with Section 8 or public housing assistance. Families that owe money to a PHA who have entered into a repayment agreement and are current on that repayment agreement will not be denied FSS participation.

Unavailable Support Services Selection Factor

If the PHA determines, after consulting with the family, that a missing service is essential to the family's needs, the PHA may skip that family (and other similar families) and offer the FSS slot to the next family for which there are available services [Notice PIH 93-24, B-8].

PHA Policy

PHA does not have a policy for skipping families when a missing service is key to the family's needs.

Previous Participation Selection Factor

A PHA may refuse to select a family for participation in the FSS program a second time if that family previously participated unsuccessfully (i.e., the family participated, did not meet its FSS obligations, and was terminated from the FSS program) [Notice PIH 93-24, B-14].

PHA Policy

The PHA will not refuse to select a family for participation in the FSS program a second time if that family previously participated and did not complete.

The PHA will enroll a family for participation in the FSS program a second time if that family previously participated, completed the COP, and received a final distribution of their escrow account if their employment skills or wages are below the level needed to achieve economic self-sufficiency (a wage that pays for basic needs without the use of subsidies).

4-II.D. SELECTION OF HEAD OF HOUSEHOLD

Each eligible family that is selected to participate in an FSS program must enter a contract of participation with the PHA. There will be no more than one contract at any time for each family. There may be an ITSP for as many members of the family who wish to participate. The contract shall be signed by a representative of the PHA and the head of FSS family, as designated by the family. This head of FSS family does not have to be the same as the official head of household for rental assistance purposes [24 CFR 984.303(a)].

> PHA Policy
>
> The PHA will meet with the family and detail the obligations, rights, and privileges that pertain to the FSS head of household and require each adult family member to certify their agreement as to their designated head of the FSS family. These certifications will be a permanent part of the FSS family's record and will be updated with each change of head of household.

PART III: ACTIVITIES AND SUPPORT SERVICES

4-III.A. OVERVIEW

Once families are admitted to the FSS program, the PHA becomes responsible for making sure these families are adequately served. The purpose of the family self-sufficiency (FSS) program is to promote the development of local strategies to coordinate the use of Section 8 and public housing assistance programs with public and private resources, to enable families eligible to receive assistance under these programs to achieve economic independence and self-sufficiency. As such, upon selection, families are matched with the appropriate activities and supportive services so that they may obtain the education, employment, and business and social skills necessary to achieve self-sufficiency. This is a vital element of the FSS program. The PHA must make a good faith effort to replace the obtained services from another agency.

4-III.B. METHOD OF IDENTIFYING FAMILY SUPPORT NEEDS [24 CFR 984.201(d)(8)]

Before a PHA can determine the services and activities it will provide to FSS families, it must identify the services and activities appropriate to each family. The action plan must contain a description of how the program will identify the needs of FSS families and deliver the services and activities according to these needs.

<u>PHA Policy</u>

Supportive services needs will be identified by completion of an informal needs assessment with the FSS coordinator or case manager or coach before completion of the initial individual training and services plan and signing of the contract of participation. After enrollment in the PHA's FSS program, a formal needs assessment, including vocational assessment and counseling, educational assessment and counseling, and employment planning, may be conducted by the following partners on the PCC:

LCC

Lane Worksource

These results are used to modify the ITSP, in mutual agreement with the family.

4-III.C. FSS ACTIVITIES AND SUPPORT SERVICES DESCRIPTION [24 CFR 984.201(d)(7)]

As part of the required contents of the action plan, PHAs must both describe the activities and supportive services to be provided by public and private resources to FSS families and identify the public and private resources that are expected to provide the supportive services.

Of course, this task assumes that the PHA has first identified the needed activities and supportive services.

<u>PHA Policy</u>

The PHA's FSS program, through its partners on the program coordinating committee, will provide the following activities and support services to FSS families:

EDUCATION	
Lane Community College *	University of Oregon
Lane Workforce Partnership	Northwest Christian University
Confederated Tribes of Siletz Linfield College	
YOUTH SERVICES	
Relief Nursery *	Headstart of Lane County *
Looking Glass	EC Cares
The ARC	
CHILDCARE	
Head Start of Lane County *	Lane Community College *
YMCA	Department of Human Services Self Sufficiency *
Relief Nursery	Family Connections of Lane and Douglas Counties
NUTRITION / FOOD SECURITY	
Food for Lane County	OSU Extension Service
Community Sharing	Florence Food Share
Catholic Community Services *	Junction City Local Aid
WIC Program	Burrito Brigade/Waste to Taste
COUNSELING	
Lane County Mental Health Services	OPTIONS Counseling
Christians As Family Advocates	Center For Family Development
Center For Community Counseling	Peace Health Counseling Services
University of Oregon	White Bird
JOB TRAINING, PREPARATION AND PLACEMENT	
Lane Workforce Partnership	St. Vincent de Paul *
Lane Community College *	Pioneer Pacific College
Goodwill Industries *	Laurel Hill Center

Department Oregon State Office of Employment	Oregon State Vocational Rehabilitation
Supportive Employment Services	DHS Self Sufficiency *
FINANCIAL	
DevNW*	St. Vincent de Paul *
IDA PROGRAMS	
CASA / VIDA Collaborative	Goodwill Industries*
St.Vincent de Paul*	DevNW*
HOMEOWNERSHIP EDUCATION	
DevNW *	St. Vincent de Paul*
LEGAL SERVICES	
Oregon Law Center *	Oregon State Bar Modest Mean Program
SUBSTANCE ABUSE SERVICES	
Willamette Family Inc. *	Looking Glass Adolescent Recovery
White Bird	12 Step Programs
Serenity Lane	Emergence
DOMESTIC VIOLENCE	
Hope & Safety Alliance/Womenspace *	University of Oregon Domestic Violence
Christians As Family Advocates	Siuslaw Outreach Services
Sexual Assault Support Services (SASS)	
TRANSPORTATION	
Catholic Community Services *	State of Oregon Vocational Rehabilitation Division *
DHS Self Sufficiency Program *	Lane Community College *
RideSource/Lane Transit District	
PERSONAL AND CAREER/LIFE SKILLS TRAINING	
Catholic Community Services *	Willamette Family Inc. *
Goodwill Industries of Lane County *	Department of Human Services Self Sufficiency*
Lane Community College *	State of Oregon Vocational Rehabilitation Division
Senior and Disabled Services	Oregon Supportive Living Program
PARENTING SKILLS	
Relief Nursery *	DHS Child Welfare
Parenting Now	Lane Community College*
EC Cares Center For Community Counseling	Head Start of Lane County *
DISABILITY SERVICES	
Supportive Employment Services	LC Development Disabilities Services
Full Access Brokerage *	Pearl Buck
OSLP	State of Oregon Vocational Rehabilitation Division
LILA	Directions Services
CASE MANAGEMENT, ADVOCACY, INTAKE & REVIEW	
Sheltercare *	Relief Nursery
Catholic Community Services *	Willamette Family Inc. *

St.Vincent de Paul *	Hope & Safety Alliance/Womenspace *
Goodwill Industries of Lane County *	S.O.S.
Lane Workforce Partnership	Confederated Tribes of Siletz
DHS Self Sufficiency *	Community Sharing
LILA	Lane County Development Disabilities Services
Oregon Vocational Rehabilitation Division	
SUPPORT GROUPS	
Willamette Family Inc. *	Head Start of Lane County *
Sponsors	Hope & Safety Alliance/Womenspace*
Lane Community College	Relief Nursery
S.O.S.	Sexual Assault Support Services
Sheltercare*	Center for Family Development
NAMI	Trauma Healing Project
MEDICAL TREATMENT AND DEVICES	
Bridge Program	Oregon Vocational Rehabilitation Department
Community Health Centers	
ENTREPRENEURIAL SERVICES	
LCC Small Business Development Center	DevNW
LANGUAGE AND CULTURAL SERVICES	
Centro Latino Americano	Lane Community College
Downtown Languages	
OTHER VOLUNTEER ORGANIZATIONS TO CONTACT	
RSVP (Retired Senior Volunteer Program)	United Way of Lane County
NAMI *	

4-III.D. CERTIFICATION OF COORDINATION [24 CFR 984.201(D)(12)]

The FSS action plan is required to contain a certification that the development of the activities and services under the FSS program has been coordinated with the JOBS program (now Welfare to Work under TANF), the programs under title I of the Workforce Innovation and Opportunity Act,, and any other relevant employment, child care, transportation, training, and education programs in the applicable area. The implementation of the FSS program's activities and services must continue to be coordinated as such to avoid duplication of activities and services.

PHA Policy

The PHA certifies that its FSS program has developed its services and activities in coordination with programs under Title I of the Workforce Innovation and Opportunity Act, Workforce Investment Board and American Job Centers (also known as Workforce Centers or One Stop Career Centers), and any other relevant employment, child care, transportation, training, and education programs in the applicable area. The implementation of these activities and services will continue to be coordinated in this manner to avoid duplication of activities and services.

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Chapter 5

CONTRACT OF PARTICIPATION

INTRODUCTION

Each family that is selected to participate in an FSS program must enter into a contract of participation with the PHA. This contract, which is signed by the head of the FSS family, sets forth the principal terms and conditions governing participation in the FSS program, including the rights and responsibilities of the FSS family and of the PHA, the services to be provided to the head of the FSS family and each adult member of the family who elects to participate in the program, and the activities to be completed by them. The contract also incorporates the individual training and services plan [24 CFR 984.303].

This chapter contains two parts:

> Part I: Overview and Family Obligations: This part provides an overview of the form and content of the contract of participation and describes what the contract requires of FSS families.
>
> Part II: Contract Specifications: This part explains the specifications of the contract, including terms and conditions, contract modification, contract terminations, and grievance procedures.

PART I: OVERVIEW AND FAMILY OBLIGATIONS

5-I.A. OVERVIEW

The purpose of the FSS contract of participation is to set forth the principal terms and conditions governing participation in the FSS program, including the incorporation of the individual training and services plan (ITSP) as part of the contract's required contents. The ITSP is meant to establish goals the FSS family will meet along the family's way to completing the contract and becoming self-sufficient. In addition to the goals specified in the ITSP, the contract also lists the responsibilities of the family and the PHA. This part covers the ITSP as part of the required contents of the contract of participation, and the family's obligations under the contract.

5-I.B. CONTENTS OF THE CONTRACT OF PARTICIPATION

Individual Training and Services Plan

There will only ever be one FSS contract of participation (CoP) at any time for each FSS family. As part of the required contents of the FSS contract of participation (CoP), the individual training and services plan (ITSP) establishes specific interim and final goals by which the PHA and the family measure the family's progress toward fulfilling its obligations under the contract of participation and becoming self-sufficient. Interim and final goals will differ depending on the family's individual needs. Regulations require the establishment of a final goal that includes both employment for the head of the FSS family and independence from welfare assistance for all family members regardless of age.

Interim Goals [24 CFR 984.303(b)(2)]

PHAs must work with each participant to establish realistic and individualized goals and may not include additional mandatory goals or mandatory modifications of the two mandatory goals.

Individual Training and Service Plans for Other than FSS Head [24 CFR 984.103]

An individual training and services plan is required for the head of the FSS family and all adults choosing to participate. ITSPs must be prepared for each adult family member participating. ITSPs are prepared by the PHA, in consultation with the participating family member [Notice PIH 93-24, G-16.

5-I.C. FAMILY OBLIGATIONS

Compliance with Lease Terms [24 CFR 984.303(b)(3)]

One of the obligations of the FSS family according to the contract of participation is to comply with the terms and conditions of the Section 8 or public housing lease.

Inability to comply with the lease represents an inability to comply with the contract, therefore regulations regarding noncompliance with the FSS contract apply [see 24 CFR 984.303(b)(5)]. It is up to the PHA to determine the plan of action for FSS families found in noncompliance with the lease and how the PHA will precisely define the term *comply with the lease.* All considerations allowed for other assisted residents regarding violations of the lease, must also be allowed for FSS participants.

> PHA Policy
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> The PHA will define *comply with the lease* to mean the FSS family has not been evicted for repeated or serious violations of the lease as defined in the Section 8 Administrative Plan and public housing Admissions and Continued Occupancy Policy; or if they have been evicted for repeated and serious violations of the lease, the family has pursued their right to grieve, and the family has prevailed in either the grievance hearing or the informal hearing process.
>
> The PHA's FSS program will not terminate the FSS contract of participation for failure to comply with the terms of the lease.

Employment Obligation [24 CFR 984.303 (b)(4)]

Another obligation set forth by the contract of participation is for the head of the FSS family to *seek and maintain suitable employment* during the term of the contract and any extension. Although other members of the FSS family may seek and maintain suitable employment during the term of the contract, it is only a requirement for the head of the FSS family.

The obligation for the head of the FSS family to *seek employment* is defined in the regulatory language as meaning that the head of the FSS family has searched for jobs, applied for employment, attended job interviews, and has otherwise followed through on employment opportunities. However, this definition still leaves room for policy decisions on the part of the PHA because it does not define the level of activity involved in "seeking."

There is no regulatory definition of *maintain suitable employment.* For this reason, it is up to the PHA to define the term. However, there can be no minimum period of time that the head of the FSS family must work.

With the agreement of the FSS family member, the PHA makes a determination of what it means to maintain suitable employment based on the skills, education, and job training of the FSS head of household, receipt of other benefits of the family member, and the available job opportunities within the jurisdiction served by the PHA. This means that the PHA must consult with the family member and agreement must be reached as to what *maintain suitable employment* is for that family member [24 CFR 984.303 (b)(4), Notice PIH 93-24, G-3].

> PHA Policy
>
> For purposes of the PHA's FSS program, *seek employment* means the head of household has applied for employment, attended job interviews, and otherwise followed through on employment opportunities as outlined in the individual training and services plan of their contract of participation.
>
> *Maintain suitable employment* is employment, on the last day of the contract, that is outlined in the individual training and service plan and is based on the skills, education, job training, and receipt of other benefits of the head of the FSS family. The PHA will require verification of this employment or enrollment.

5-I.D. CONSEQUENCES OF NONCOMPLIANCE WITH THE CONTRACT

Consequences apply for families who do not meet the terms and conditions of the contract. The regulations require that the contract of participation specify that if the FSS family fails to comply, without good cause, with the terms and conditions of the contract (including compliance with the Section 8 or public housing lease), the PHA may:

- Withhold supportive services
- Terminate the family's participation in the FSS program

PHAs are not permitted to terminate a family's housing assistance due to the family's failure to meet its obligations under the contract of participation [24 CFR 984.101(d)].

> PHA Policy
>
> The contract of participation (CoP) will be terminated before the expiration of the contract term if the participant fails to meet, without "good cause," their obligations as outlined in the CoP. If the participant fails to meet its obligations outlined in the CoP, the FSS coordinator, or their designee, will first meet with the family to reassess the need for supportive services or a change in the individual training and services plan (ITSP).
>
> If a reassessment of supportive services and a change in the ITSP is not successful in bringing the family in to compliance, the FSS coordinator will reassess the need for, and availability of, supportive services and refer the participant to a knowledgeable professional for a formal assessment of the challenges leading to the noncompliance.
>
> The FSS Coordinator will use this formal assessment to identify and refer to resources that remove the challenge so the participant is able to meet their obligations outlined in the CoP.
>
> Finally, if neither of these alternatives is successful, the FSS coordinator will terminate the CoP for failure to complete the tasks, interim goals, or final goals of the ITSP in a timely manner, and thus failure to complete the obligations outlined in the CoP.
>
> The FSS coordinator will make an exception to the actions in terminating the CoP if the participant can, with the assistance of the FSS Coordinator, demonstrate "good cause" for the failure to meet its obligations as outlined in the CoP.

For purposes of the PHA FSS program, *good cause* includes circumstances beyond the control of the FSS family:

Family circumstances

Death in the family

Serious illness

Medical emergency

Mandatory court appearances

Involuntary loss of employment

Loss of head of household through death, incarceration, or removal from lease

Change in the ITSP improving progress toward economic self-sufficiency

Community circumstances

Significant reduction in workforce (over 20 percent reduction in employment field)

Significant interruption in service delivery (over 3 months interruption)

Provider noncompliance with regulation

Provider unable or unwilling to provide service

Provider offering inferior service

Active pursuit of a current or additional self-sufficiency goal

Resolution of a barrier to employment

Completion of a college degree or technical training

Completion of a work-related certification

Credit repair towards homeownership readiness

PART II: CONTRACT SPECIFICATIONS

5-II.A. OVERIVEW

In addition to making clear the family's obligations under the program, the contract of participation contains specific terms and conditions, including those governing contract modifications, terminations, and grievance procedures. This part describes those specifications and associated policy.

5-II.B. CONTRACT TERM [24 CFR 984.303(c)]

The contract term is five years. This means that the family has no more than five years from the effective date of the contract of participation (CoP) to fulfill their obligations as specified in the contract. This five year term requirement will be specified in the CoP.

Contract Extension [24 CFR 984.303(d)]

While the term set forth in the contract of participation is for five years, contract extensions are available. According to regulation, PHAs must for "good cause" extend the term of the contract for a period not to exceed two years for any FSS family that requests an extension of the contract in writing or verbally. The family's written or verbal (documented by the FSS Coordinator) request for an extension must include a description of the need for the extension. *Good cause* means circumstances beyond the control of the FSS family, as determined by the PHA, such as a serious illness or involuntary loss of employment (further defined by PHA policy in Section 5-I.D.). Extension of the contract of participation will entitle the FSS family to continue to have amounts credited to the family's FSS account.

5-II.C. MODIFICATION OF THE CONTRACT

The contract of participation (CoP) may be modified, as long as the PHA and the FSS family mutually agree to modify it. This includes modifications in writing with respect to the individual training and services plans (ITSPs), the contract term (See Section 5-II.B. above), and designation of the head of the family [24 CFR 984.303(f)]. The conditions under which the PHA will modify the contract are set forth in the policy below.

PHA Policy

In the PHA's FSS program, the CoP will be modified by mutual agreement between the PHA and the FSS head of household:

When modifications to the ITSP improve the participant's ability to complete their obligations in the CoP or progress toward economic self- sufficiency.

When the actual end date of the CoP is determined by the effective date of the FSS family's first reexamination changes the end date of the CoP.

When the designated head of the FSS family ceases to reside with other family members in the assisted unit, and the remaining family members, , designate another family member to be the FSS head of household and receive escrow funds.

When an FSS family moves to the jurisdiction of a receiving PHA that does not have an FSS program and the family may not continue participation in the FSS program, and modification of the FSS contract will allow the family to complete the contract and receive an escrow disbursement or terminate the contract with escrow disbursement.

5-II.D. COMPLETION OF THE CONTRACT

By regulation, the contract of participation is considered to be completed when the head of household is employed and the FSS family has fulfilled all of its obligations under the contract of participation, including all family members' ITSPs, on or before the expiration of the contract term, including any extension thereof.

Policies on verifying completion of the contract of participation can be found in Section 6-I.C. of this action plan.

5-II.E. TRANSITIONAL SUPPORTIVE SERVICE ASSISTANCE

Even after a family has completed the contract of participation, a PHA may continue to offer appropriate FSS supportive services to a former completed FSS family. If the family still resides in Section 8 or public housing, these supportive services would be offered for becoming self-sufficient. If the family no longer resides in Section 8 or public housing, these supportive services would be offered for becoming self-sufficient or remaining self-sufficient. Transitional services for families who no longer reside in Section 8 or public housing, may only be offered using sources that are not HUD funds or HUD restricted funds [24 CFR 984.303(j)].

PHA Policy

The PHA may continue to offer supportive services to a former FSS family who has completed its contract of participation.

5-II.F. TERMINATION OF THE CONTRACT

Termination of the Contract with Escrow Distribution [24 CFR 984.303(k)]

The contract of participation will be terminated with escrow distribution before the expiration of the contract term, during any extension of the contract, or at end of the term of the contract if all obligations under such have not been met, when:

- Services that the PHA and the FSS family have agreed are integral to the FSS family's advancement towards self-sufficiency are unavailable, as described in Section 5-II.H. of this Action Plan. This type of termination is also referred to as "nullification" in the FSS regulations at 24 CFR 984.
- The head of the FSS family becomes permanently disabled and unable to work during the period of the contract, unless the PHA and the FSS family determine that it is possible to modify the contract to designate a new head of the FSS family; or
- An FSS family in good standing moves outside the jurisdiction of the PHA (in accordance with portability requirements at 24 CFR 982.353) for good cause and continuation of the CoP after the move or completion of the CoP prior to the move is not possible. PHAs must be consistent in their determinations of whether a family has good cause for a termination with FSS escrow disbursement.

Termination of the Contract without Escrow Distribution [24 CFR 984.303(h)]

The contract of participation may be terminated before the expiration of the contract term and any extension of the contract by the following:

- Mutual consent of the parties
- Failure of the FSS family to meet its obligations under the contract of participation without good cause, including in a Section 8 FSS program the failure to comply with the contract requirements because the family has moved outside the jurisdiction of the PHA
- The family's withdrawal from the FSS program
- Such other act as is deemed inconsistent with the purpose of the FSS program
- Operation of law

PHA Policy

The CoP will be terminated before the expiration of the contract term, and any extension thereof, for any of the following reasons

Mutual consent of the parties.

Family's withdrawal from the FSS program.

Failure of the FSS family to meet its obligations under the contract of participation without good cause. *Good cause* for the purposes of the FSS program is also defined in Section 5-I.D. of this Action Plan.

Such other act as is deemed inconsistent with the purpose of the FSS program.

Operation of law.

The head of the FSS family becomes permanently disabled and other family members will not participate in FSS as the head of the FSS family.

In a Section 8 FSS program, failure to comply with the contract requirements because the family has moved outside the jurisdiction of the PHA under portability without continued FSS participation.

If the FSS family faces termination due to failing to meet, without good cause, its obligations under the CoP, the PHA will follow the relevant policy specified in Section 5-I.D. of this action plan.

Note: If the family is unable to meet the requirements of the contract of participation because essential services are not available, the contract tis *nullified*, not terminated.

In addition, the` contract of participation is automatically terminated if the family's Section 8 assistance is terminated in accordance with HUD requirements [24 CFR 984.303(h)].

5-II.G. OPTION TO WITHHOLD SUPPORTIVE SERVICE [24 CFR 984.303(b)(5)(i)]

As touched upon in Section 5-I.D. of this action plan, the PHA has the option to withhold supportive services or the FSS family's participation in the FSS program if the PHA determines that the FSS family has failed to comply without good cause with the requirements of the contract of participation.

PHAs are not permitted to terminate Section 8 assistance to a family due to the family's failure to meet its obligations under the contract of participation [24 CFR 984.101(d)].

5-II.H. PHA OBLIGATION TO MAKE GOOD FAITH EFFORT TO REPLACE UNAVAILABLE SUPPORT SERVICES [24 CFR 984.303(e)]

PHA s must make an extensive good faith effort to replace services that community agencies either cannot or will not provide. If all of the steps below are exhausted without the provision of an integral service, the contract of participation can be ended ahead of time as a result. This, however, should only occur as a last resort. The PHAs good faith effort must be demonstrated by taking the following steps:

- If a social service agency fails to deliver the supportive services pledged under an FSS family member's individual training and services plan (ITSP), the PHA must make a good faith effort to obtain these services from another agency.
- If the PHA is unable to obtain the services from another agency, the PHA must reassess the family member's needs and determine whether other available services would achieve the same purpose.
- If other available services would not achieve the same purpose, the PHA shall determine whether the unavailable services are integral to the FSS family's advancement or progress toward self-sufficiency.
- If the unavailable services are not integral to the FSS family's advancement toward self-sufficiency, the PHA must revise the ITSP, delete these services, and modify the contract of participation to remove any obligation on the part of the FSS family to accept the unavailable services.
- If the unavailable services *are* determined to be integral to the FSS family's advancement toward self-sufficiency (which may be the case if the affected family member is the head of the FSS family), the PHA shall terminate the contract of participation and follow the requirements in Section 5-II.F. of this Action Plan.

Termination of the contract of participation based on unavailability of supportive services shall never be grounds for termination of Section 8 or public housing assistance.

5-II.I. GRIEVANCE PROCEDURES

When adverse action is taken by the PHA against a family, the PHA is required to provide a grievance hearing in the public housing program, or an informal hearing in the Section 8 program [24 CFR 966 subpart B, 24 CFR 982.554].

According to regulatory requirements, the FSS action plan must contain the grievance and hearing procedures available for FSS families against whom the PHA has taken adverse action with regards to FSS [24 CFR 984.201(d)(9)].

PHA Policy

The grievance and informal hearing procedures for the FSS program will be the same as the grievance and hearing procedures adopted for the Section 8 and public housing programs in the PHA's admissions and continued occupancy policy and administrative plan, respectively (See Chapter 14 in the ACOP and Chapter 18 in the Administrative Plan)

Adverse actions taken within the FSS program include:

Denial of admission into the FSS program

Denial of request for supportive services

Denial of request to change the ITSP

Denial of request to change the head of household

Denial of request for interim disbursement of the escrow account

Denial of request to complete the CoP

Denial of a request for extension to the FSS CoP

Denial of request for either interim or final distribution of escrow account

Withholding of support services

Termination of the FSS CoP

Denial of request for termination with escrow

Denial of transitional services

Chapter 6

ESCROW ACCOUNT

INTRODUCTION

The establishment of an escrow account is offered as a support and financial incentive to families for participation in the FSS program. Generally, under this incentive, the amount of an increase in family rent resulting from an increase in earned income is escrowed. That is, usually a family's rent or share of the rent goes up when the family experiences an increase in earned income. In the FSS program, this is still the case, and the part of the rent representing the increase is deposited into an account as an escrow credit. The funds from this escrow account then become available to FSS families upon successful completion of their contracts of participation and may become available earlier at the housing authority's option.

This chapter explains how the FSS escrow account works, including calculating the amount of the escrow credit, disbursing the funds, and the proper way for the PHA to manage and report on the account.

This chapter contains two parts:

> Part I: The Escrow Account: This part provides an overview of how the escrow account works, including calculating the escrow credit and disbursing the funds upon completion of the contract of participation.
>
> Part II: Escrow Fund Accounting and Reporting: This part describes the requirements for managing the escrow account, including both accounting and reporting requirements.

PART I: THE ESCROW ACCOUNT

6-I.A. OVERVIEW

As an integral incentive to the FSS program, it is especially important to have clear-cut policy spelling out how the escrow account works. This includes policy regarding the calculation of the FSS credit amount, the disbursement of FSS account funds, the use of account funds for homeownership, and forfeiture of the FSS escrow account.

6-I.B. CALCULATING THE FSS CREDIT AMOUNT

Determination of Baseline Annual Earned Income and Baseline Monthly Rent

When determining the family's baseline annual earned income and the baseline monthly rent amounts for purposes of computing the FSS escrow credit, the PHA must use the amounts on the family's most recent income reexamination in effect.

For purposes of determining the FSS credit, baseline monthly rent for families paying an income-based rent is the family's Total Tenant Payment (TTP) as of the most recent reexamination of income, which occurs after the effective date of the FSS contract.

For families in public housing who are paying either flat or ceiling rent, family rent is the amount of the flat rent (including the applicable utility allowance) or ceiling rent (including any hardship discounts) as of the most recent reexamination of income, which occurs after the effective date of the FSS contract [24 CFR 984.103(b)].

Determination of the Escrow Credit

To calculate the FSS credit, the PHA must accurately determine the family's baseline earned income and baseline monthly rent and compare those figures with the family's current earned income and current monthly rent. The FSS credit is the lesser of 30 percent of one-twelfth or 2.5 percent of the amount by which the family's current annual earned income exceeds the family's baseline annual earned income; or the increase in the family's monthly rent. The increase in the family's monthly rent is the lower of either the amount by which the family's current monthly rent exceeds the family's baseline monthly rent, or for Section 8 families, the difference between the baseline monthly rent and the current gross rent (*i.e.*, rent to owner plus any utility allowance) or the payment standard, whichever is lower [24 CFR 984.305(b)(2)].

Determination of Escrow Credit for Families Who Are Not Low Income

FSS families who are not low-income families are not entitled to any FSS credit [24 CFR 984.305(b)(2)].

Increases in FSS Family Income [24 CFR 984.304]

As described in the FSS credit calculations above, any increases in family earned income resulting in increases in family rent are deposited in the escrow account. For this reason, and because of the nature of the FSS account, any increase in the earned income of an FSS family during its participation in an FSS program may not be considered as income or an asset for purposes of eligibility of the FSS family for other benefits, or amount of benefits payable to the FSS family, under any other program administered by HUD.

Cessation of FSS Credit [24 CFR 984.305(b)(4)]

The PHA will not make any additional credits to the FSS family's FSS account when the family has completed the contract of participation, when the contract of participation is terminated, when the family is not low-income, or during the time a Section 8 family is in the process of moving to a new unit.

6-I.C. DISBURSEMENT OF FSS ACCOUNT FUNDS

Disbursement Before Completion of Contract

The PHA may at its sole option disburse FSS account funds before completion of the contract if the family needs a portion of the funds for purposes consistent with the contract of participation and the PHA determines that the FSS family has fulfilled certain interim goals established in the contract of participation. These interim disbursements could include using the funds to assist the family in meeting expenses related to completion of higher education (e.g., college, graduate school) or job training, or to meet start-up expenses involved in creation of a small business [24 984.305(c)(2)(ii)].

PHA Policy

The PHA will disburse a portion of the FSS escrow account funds before completion of the CoP when the family has met certain interim goals, which means the family has met all its obligations under the CoP to date, including completion of the ITSP interim goals and tasks to date, and:

Requested funds are needed to complete an interim goal or task within the CoP and are not ongoing expenses.

OR

The family has demonstrated that the need for one-time payment of otherwise ongoing expenses such as rent, utilities, telephone, cell phone, pager, car payments, car maintenance, insurance, or childcare is needed to complete an interim goal, a final goal, or a task related to such goals.

Disbursement at Completion of Contract [24 CFR 984.305(c)(1) and 24 984.305(c)(2)(i)]

When the contract has been completed, at or before the expiration date, according to regulation, the amount in the FSS account in excess of any amount the FSS family owes to the PHA will be paid to the head of the FSS family. To receive the disbursement, the head of the FSS family must submit a certification (as defined in 24 CFR 984.103) to the PHA at the time of contract completion that, to the best of his or her knowledge and belief, no member of the FSS family is a recipient of welfare assistance.

Disbursement at Contract Termination [24 CFR 984.305(c)(3)]

The PHA must disburse to the family its FSS escrow account funds in excess of any amount owed to the PHA when the contract has been terminated in certain circumstances. These circumstances include services are not available to the family that the PHA and the FSS family have agreed are integral to the FSS family's advancement towards self-sufficiency, when the head of the FSS family becomes permanently disabled and unable to work during the period of the contract (unless the PHA and the FSS family determine that it is possible to modify the contract to designate a new head of the FSS family), or when an FSS family moves outside the jurisdiction of the PHA and continuation of the CoP after the move is not possible according to the regulations. In circumstances where a family is not able to continue in FSS after the move, it is also possible for the PHA and the family to determine if the contract can be modified to make completion and receipt of the escrow monies, possible. PHAs must be consistent in their determinations of whether a family has good cause for a termination with FSS escrow disbursement.

Verification of Family Certification at Disbursement

The PHA must verify that the family has met the requirements of either interim, final, or termination of contract with escrow. Interim disbursement may only occur after the family has completed certain interim goals and funds are needed to complete other interim goals. Final disbursement can only occur after the family has completed the contract of participation and all members are welfare-free as defined by regulation. Disbursement at contract termination only occurs if the family circumstances involve an integral missing service, the disability of the FSS head of household, or an FSS family porting out of the jurisdiction of the PHA and HUD regulations do not allow continuation of the FSS contract. In each of these circumstances, it follows that the PHA may require verification for the completion of interim goals or the contract of participation.

At interim disbursement and before final disbursement of the FSS account funds to the family, the PHA must verify that the FSS family is no longer a recipient of welfare assistance by requesting copies of any documents which may indicate whether the family is receiving any welfare assistance, and by contacting welfare agencies [24 CFR 984.305(c)(4)].

HUD provides verification guidance in Notice PIH 2018-18. This guidance is mandatory for the Section 8 and public housing programs. The PHA's Administrative Plan or ACOP must contain verification policies following the hierarchy in this notice. The policies contained in the PHA's ACOP and Administrative Plan cover verification policies related to the FSS program in general. However, determining the need for interim disbursements may require more clarification as to what constitutes an acceptable third-party source.

<u>PHA Policy</u>

The PHA will require verification that the FSS family has completed certain interim goals, has completed the contract of participation, has met the requirements for termination with disbursement of escrow and that the FSS family is no longer a recipient of welfare assistance, as relevant, before making interim and final disbursements.

The PHA will follow HUD's verification hierarchy set forth in Notice PIH 2018-18 to make these verifications, including the guidance therein regarding documentation. However, the PHA will use a *knowledgeable professional* as a third-party source to verify the need for interim disbursements.

Succession to FSS Account [24 CFR 984.305(d)]

FSS account funds should be disbursed to the head of the FSS family. However, if the head of the FSS family no longer resides with the other family members in Section 8 or public housing, the remaining members of the FSS family, after consultation with the PHA, have the right to designate another family member to receive the funds.

6-I.D. USE OF FSS ACCOUNT FUNDS FOR HOMEOWNERSHIP

According to regulation, a Section 8 or public housing FSS family may use their the final distribution of FSS account funds for the purchase of a home, including the purchase of a home under one of HUD's homeownership programs, or other federal, state, or local homeownership programs, unless the use is prohibited by the statute or regulations governing the particular homeownership program [24 CFR 984.305(e)].

Homeownership is just one option for use of the FSS account funds. PHAs may not restrict the use of escrow funds at contract completion [Notice PIH 93-24, C-13].

6-I.E. USE OF FORFEITURE OF FSS ACCOUNT FUNDS

Amounts in the FSS account will be forfeited when the contract of participation is terminated without escrow disbursement, or when the contract of participation is completed by the family (see Section 5-II.D. of this action plan) but the FSS family is receiving welfare assistance at the time of expiration of the term of the contract of participation, including any contract extension [24 CFR 984.305(f)(1)].

Use of forfeited escrow accounts is described in detail in Section 3-I.F. of this FSS Action Plan.

Treatment of Forfeited FSS Account Funds

FSS escrow account funds forfeited by the FSS family must be used by the PHA for the benefit of the FSS participants. These funds may only be used for support for FSS participants in good standing. These supports include transportation, childcare, training, testing fees, employment preparation costs, and other costs related to achieving obligations outlined in the CoP; or training for FSS Program Coordinator(s). Forfeited FSS escrow accounts may not be used for salary and fringe benefits of FSS Program Coordinators, general administrative costs of the FSS program, for housing assistance payments (HAP) expenses or public housing operating funds.

PART II: ESCROW FUND ACCOUNTING AND REPORTING

6-II.A. OVERVIEW

Regulations set forth specific requirements involving the accounting and reporting for the FSS escrow account. This part describes those requirements and the PHA policy necessary for managing the account from the PHA perspective.

6-II.B. ACCOUNTING FOR FSS ACCOUNT FUNDS

When establishing FSS escrow accounts, the PHA must deposit the FSS account funds of all families participating in the PHA's FSS program into a single depository account for each (Section 8 or public housing) program. These funds are determined at each reexamination after the effective date of the contract and must be deposited each month to each family's subsidiary line item in the PHAs escrow account. In addition, the funds held in this account must be invested in one or more of the HUD-approved investments [24 CFR 984.305].

Crediting the Escrow Account [24 CFR 984.305(a)(2)(i)]

The total of the combined FSS account funds will be supported in the PHA accounting records by a subsidiary ledger showing the balance applicable to each FSS family. During the term of the contract of participation, the PHA must credit the amount of the FSS credit (see Section 6-I.B.) to each family's FSS account every month.

Proration of Investment Income [24 CFR 984.305(a)(2)(ii)]

Because the FSS account funds are to be invested, the investment income for those funds in the FSS account will also need to be credited to each family's account subsidiary line item. By regulation, these funds are to be prorated and credited to each family's FSS account based on the balance in each family's FSS account at the end of the period for which the investment income is credited.

> PHA Policy
>
> Each quarter the full amount of the investment income for funds in the Public Housing/Section 8 FSS account will be prorated and credited to each family's subsidiary line item.

Reduction of Amounts Due by FSS Family [24 CFR 984.305(a)(2)(iii)]

If the FSS family has not paid the family contribution towards rent, or other amounts, if any, due under the public housing or Section 8 lease, the balance in the family's FSS account shall be reduced by that amount (as reported by the owner to the PHA in the Section 8 FSS program) at the time of final disbursement of FSS escrow funds. If the FSS family has underreported income after the baseline annual income is set, the amount credited to the FSS account will be based on the income amounts originally reported by the FSS family.

If the FSS family is found to have under-reported income in the reexamination used to set the baseline, the escrow for the entire period of the CoP will be recalculated using the correct income to set the baseline and then calculate subsequent escrow amounts.

6-II.C. REPORTING ON THE FSS ACCOUNT

Each PHA must make a report, at least once annually, to each FSS family on the status of the family's FSS account.

At a minimum, the report must include [24 CFR 984.305(a)(3)]:

- The balance at the beginning of the reporting period
- The amount of the family's rent payment that was credited to the FSS account, during the reporting period
- Any deductions made from the account for amounts due the PHA before interest is distributed
- The amount of interest earned on the account during the year
- The total in the account at the end of the reporting period

PHA Policy

The PHA will provide FSS participants an annual statement on the status of their FSS escrow account.

Chapter 7

PORTABILITY IN SECTION 8 FSS PROGRAMS

INTRODUCTION

PHAs operating Section 8 FSS programs must be familiar with the rules and regulations regarding portability under the Section 8 program. As with the case of portability in the Section 8 program in general, the FSS family may move outside the initial PHA jurisdiction under portability procedures after the first 12 months of the FSS contract of participation [24 CFR 984.306].

In the event that an FSS family chooses to exercise portability, certain special requirements regarding the FSS program would apply. This chapter describes the obligations of the initial PHA, the receiving PHA, and the FSS family under portability, in addition to any special stipulations regarding portability in the FSS context.

This chapter contains two parts:

> <u>Part I: Portability in the FSS Program:</u> This part provides a general overview of portability in the FSS program, including the residency requirements for FSS portability and management of the contract of participation when a family moves into or from another PHA's jurisdiction.
>
> <u>Part II: The Effects of Portability on FSS Regulations and Policy:</u> This part describes the specific ways in which portability affects different aspects of the FSS program, including the escrow account, program termination, loss of the FSS account, and termination of Section 8 program assistance.

PART I: PORTABILITY IN THE FSS PROGRAM

7-I.A. OVERVIEW

Portability is a statutory feature of the Section 8 program—it is included in the law. As such, PHAs operating an Section 8 FSS program need to understand the effects that portability will have on Section 8 FSS families and program operation. This part provides a general overview of portability in the FSS program, including the residency requirements for FSS portability and management of the contract of participation when a family moves into or from another PHA's jurisdiction.

7-I.B. DEFINITIONS

For the purposes of portability with regards to the FSS program, the following definitions will be used [24 CFR 982.4, 24 CFR 984.306].

- *Initial PHA* means both:
  1. A PHA that originally selected a family that later decides to move out of the jurisdiction of the selecting PHA; and
  2. A PHA that absorbed a family that later decides to move out of the jurisdiction of the absorbing PHA.
- *Receiving PHA* means a PHA that receives a family selected for participation in the tenant-based program of another PHA. The receiving PHA either absorbs the family into its program, including issuing a voucher and providing rental assistance to the family, or bills the initial PHA for the family's housing assistance payments and the fees for administering the family's voucher.
- *Relocating FSS Family* refers to an FSS family that moves from the jurisdiction of a PHA at least 12 months after signing its contract of participation.

7-I.C. RESIDENCY REQUIREMENTS

Families participating in a Section 8 FSS program are required to lease an assisted unit within the jurisdiction of the PHA that selected the family for the FSS program for a minimum period of 12 months after the effective date of the contract of participation. However, the initial PHA may approve a family's request to move outside its jurisdiction under portability during this period if the move is in accordance with the regulations at 24 CFR 982.353 [24 CFR 984.306(a)(1)].

> <u>PHA Policy</u>
>
> The PHA will approve a family's request to move outside its jurisdiction under portability during the first 12 months after the effective date of the contract of participation if the move is in accordance with the regulations for such moves at 24 CFR 982.353.

After the first 12 months of the FSS contract of participation, the FSS family may move outside the initial PHA jurisdiction under portability procedures regardless of PHA approval [24 CFR 984.306(a)(2)].

7-I.D. PORTABILITY REQUIREMENTS FOR FSS PARTICIPANTS

Receiving PHA Administers an FSS Program [24 CFR 984.306(b)]

Whether the receiving PHA bills the initial PHA or absorbs the FSS family into its Section 8 program, the receiving PHA must enroll an FSS family in good standing in its FSS program. However, if the receiving PHA is already serving the number of FSS families identified in its FSS Action Plan and determines that it does not have the resources to manage the FSS contract or the receiving PHA, the initial PHA may agree to the FSS family's continued participation in the initial PHA's FSS program. Prior to the PHAs agreeing to the continued participation, the initial PHA must determine that the relocating FSS family has demonstrated that, notwithstanding the move, it will be able to fulfill its responsibilities under the initial or a modified contract at its new place of residence.

PHA Policy

The PHA, as the initial housing authority, will agree to the participant's continued participation in their FSS program so long as the relocating family has demonstrated, with the assistance of the FSS Coordinator, that it will be able to fulfill its responsibilities under the initial or a modified contract at its new place of residence.

Where continued FSS participation is not possible, the initial PHA **must** clearly discuss the options that may be available to the family. Depending on the family's specific circumstances, these options include modification of the FSS contract, locating a receiving housing authority that has the capacity to enroll the family in its FSS program, termination with FSS escrow disbursement in accordance with 24 CFR 984.303(k)(1)(iii), or termination of the FSS contract and forfeiture of escrow.

PHA Policy

The PHA will clearly discuss the options that are available to the family where continued FSS participation is not possible. Depending on the family's specific circumstances, these options include modification of the FSS contract, locating a receiving housing authority that has the capacity to enroll the family in its FSS program, termination with FSS escrow disbursement, or termination of the FSS contract and forfeiture of escrow.

Receiving PHA Does Not Administer an FSS Program [24 CFR 984.306(c)]

If the receiving PHA does not administer an FSS program, the FSS family may not continue participation in the FSS program. The initial PHA must clearly discuss the options that may be available to the family. These may include, but are not limited to, modification of the FSS contract, locating a receiving PHA that administers an FSS program, termination of the FSS contract with FSS escrow disbursement, or termination of the FSS contract and forfeiture of escrow.

> <u>PHA Policy</u>
>
> The PHA will, as stated above, clearly discuss the options that may be available to the family where continued FSS participation is not possible. Depending on the family's contract specific circumstances, these options include modification of the FSS contract, locating a receiving housing authority that has the capacity to enroll the family in its FSS program, termination with FSS escrow disbursement in accordance with 24 CFR 984.303(k)(1)(iii), or termination of the FSS contract and forfeiture of escrow.

Single Contract of Participation

If the FSS family enrolls in the receiving PHA's FSS program, the receiving PHA will enter a new contract with the FSS family for the term remaining on the contract with the initial PHA. The initial PHA will end its contract with the family.

If the FSS family remains in the FSS program of the initial PHA, pursuant to this section, the contract executed by the initial PHA will remain as the contract in place.

Termination of FSS contract and Forfeiture of Escrow Account [984.306(e)]

If an FSS family relocates to another jurisdiction and is unable to fulfill its obligations under the contract, including any modifications, the PHA, which is a party to the contract, **must terminate the FSS family from the FSS program**. The family's FSS escrow account will be forfeited.

Termination of FSS program participation and forfeiture of FSS escrow must be used only as a last resort after the PHA determines, in consultation with the family, that the family would be unable to fulfill its obligations under the contract after the move, that locating another receiving housing authority with a FSS program is not possible, that the current contract cannot be modified to allow for completion prior to porting, and that the current contract cannot be terminated with FSS escrow disbursement. When termination is the only option, the PHA must clearly notify the family that the move will result in the loss of escrow funds. The PHA must follow its policy for clearly notifying the FSS family of the forfeiture.

7-I.E. NEW FSS ENROLLMENT INTO RECEIVING PHA'S FSS PROGRAM

Administering and Billing of the Voucher

If the receiving PHA bills the initial PHA, the receiving PHA may, consistent with the receiving PHA's FSS enrollment policies, enroll a family that was not an FSS participant at the initial PHA into its FSS program, but only if the initial PHA manages an FSS program and agrees to such enrollment. If the receiving PHA bills the initial PHA, but the initial PHA does not manage an FSS program, the family may not enroll in the receiving PHA's FSS program.

PHA Policy

The PHA will clearly discuss the options that are available to the family where continued FSS participation is not possible. Depending on the family's specific circumstances, these options include modification of the FSS contract, locating a receiving housing authority that has the capacity to enroll the family in its FSS program, termination with FSS escrow disbursement, or termination of the FSS contract and forfeiture of escrow.

Absorption of the Voucher

If the receiving PHA absorbs the family into its Section 8 program, the receiving PHA may, consistent with the receiving PHA's FSS enrollment policies, enroll a family that was not an FSS participant at the initial PHA into its FSS program.

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PART II: REPORTING

7-II.A. OVERVIEW

Each PHA that carries out an FSS program shall submit to HUD, in the form prescribed by HUD, a report regarding its FSS program.

7-II.B. CONTENTS OF THE FSS REPORT [24 CFR 984.401]

The report submitted to HUD must include a description of the activities carried out in the FSS program; a description of the effectiveness of the program in assisting families to achieve economic independence and self-sufficiency, including the number of families enrolled and graduated and the number of established escrow accounts and positive escrow balances; a description of the effectiveness of the program in coordinating resources of communities to assist families to achieve economic independence and self-sufficiency; and any recommendations by the PHA or the appropriate local Program Coordinating Committee for legislative or administrative action that would improve the FSS program and ensure the effectiveness of the program.

7-II.C. FAMILY SELF-SUFFICIENCY GRANT PROGRAM REVIEW PHA SELF-ASSESSMENT

HUD provides a detailed checklist for PHAs to conduct their own self-assessment of their FSS program. The form is administered by the local field office and allows each PHA to gather concrete and comprehensive data covering aspects of the program from FSS Action Plans and Composite Scores through FSS program size, participants, and graduations to reductions in FSS grants and current Memoranda of Agreement with community partners. The detailed example of the FSS Self-Assessment is available at HUD's FSS Resource page, which can be located by searching "HUD FSS" on any browser.