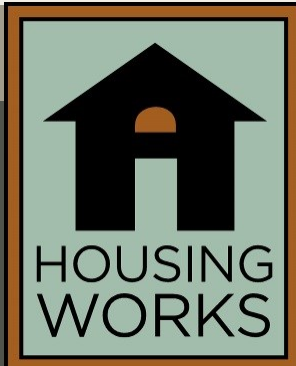


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Fostering Dignity Through Housing.

2019 *annual report*

4000

Central Oregonians assisted annually
in finding a place to call home

150

Renters assisted with
becoming homeowners since 1996

\$98 million

Value of real estate
portfolio with over 1,030 units of
housing at 34 properties

\$7.7 million

Amount of Section 8 vouchers
administered

Message from the Executive Director

We are all blessed to live in one of the most beautiful regions in the Country. But with this beauty comes rapid growth. The Central Oregon region is the fastest growing region in the State and one of the fastest in the nation. With that growth comes higher rents and fewer places to live for both our long-time residents as well as the new comers. Since the end of the great recession, the median rent in Central Oregon has more than doubled while the median income has increased by less than a quarter. In all of our communities, homelessness and displacement is becoming a pervasive and visible issue.

Like all of our partners, Housing Works has been working hard to keep up with the need. We have built hundreds of new affordable housing units since the end of the Great Recession and we have almost 200 more under construction, or soon to be under construction, right now. We have also been able to add more Housing Vouchers for veterans and the most vulnerable members of our community. We are receiving unprecedented sup-

port from the cities and counties within Central Oregon. Without their help we would not be able to do what we do. We look forward

to building even more affordable housing units in the coming years. But even with our successes, we know that we are not meeting all of the need that we see in our communities. But we know

that with the support of the people of the region and with the hard work of all of our partners that we can and are making a difference.

Sincerely,

David Bandt, Executive Director

Celebrating 42 Years of Providing Housing Services to the Community

Housing Works, the assumed business name of Central Oregon Regional Housing Authority, was established in 1977 as a public corporation under Oregon Revised Statutes Chapter 456. Initially serving Deschutes and Jefferson Counties at inception, the agency expanded to serve Crook County in 2001 and now assists over 4,000 low-income households in Central Oregon.

Since 1984, Housing Works has developed, owned and operated award-winning multifamily communities throughout the region with a current portfolio of 1,030 units. In 2011, Housing Works created EPIC Property Management LLC to ensure quality property management services linked to important resident service programs for its multifamily communities.

Housing Works continues to grow its housing and service programs throughout Central Oregon. Serving a broad spectrum of needs—homeless to homeownership—we help families gain self-reliance. Our mission of *fostering dignity through housing* is the cornerstone of our operation. We are continually seeking ways to improve the lives of Central Oregonians through affordable housing, rental assistance, and self-sufficiency programs.



Who We Are

Housing Works is a public agency whose mission is *fostering dignity through housing*. It provides people with quality, safe and affordable homes and, through a number of collaborations, provides resources to help people stabilize their lives

We believe that everyone has the right to safe, decent, affordable housing.

Housing Works Vision

Housing Works has a special responsibility to those who encounter barriers to housing because of income, disability, or special need. Housing works will continue to promote, operate, and develop affordable housing that engenders stability, self-sufficiency, self-respect and pride in its residents and represents a long-term community asset. Housing Works is a community leader by creating public commitment, policy, and funding to preserve and develop affordable housing.



and become economically self-sufficient. Housing Works developments in Bend, Redmond and Sisters have won numerous awards for innovation, economic impact, design and beautification.



Missing from photo: Carrie Chamberlen & Vanessa Casaubon

Lead Projects

Ochoco School Crossing

Ochoco School Crossing offers studio, one, two and three-bedroom apartment homes for workforce households earning at or below 50% annual median income (AMI). The Ochoco School Crossing campus offers a unique home for its residents in a supportive and service-rich environment.

Ochoco Elementary School served the community of Prineville for almost 70 years. Ochoco School Crossing allows the legacy of Ochoco School to live on. The hallways will include memorabilia from years past while the classrooms, now converted into apartments, house families in affordable, quality homes.

Ochoco School Crossing is, without a doubt, one of the most exciting prop-

erties that Housing Works has ever developed. In addition to the unique architecture of the school, with its wide hallways, saw-tooth walls and brick masonry, the former school gym and cafeteria are gaining new life as well. The gym will function as a community recreation center managed by Crook County Parks & Recreation District. NeighborImpact's Head Start program has been using the former cafeteria space since August 2017. Outside, the property has been transformed into an attractive site including green space, playgrounds and landscaping.



A Dedication

Ochoco School Crossing is dedicated to Tom Kemper, Housing Works' Executive Director from 2013 – 2018, whose leadership, vision and passion for affordable housing made these homes possible.

Our newest housing communities provide homes for diverse populations.

Ponderosa Heights



Ponderosa Heights provides 48 affordable apartments with a mix of 32 one-bedroom, 8 two-bedroom and 8 three-bedroom apartment homes. This affordable property is income-restricted to households making at or below 60% of the area median income with rents starting at \$620. All 48 homes are leased up and occupied thanks to the work of EPIC Property Management.

Funding from OHCS through the LIFT Housing Program, Housing Development Grant Program and 4% LIHTC bonds, as well as a generous grant from the City of Sis-

ters helped fund this new community. Ponderosa Heights is situated on two parcels totaling 2.12 acres and is made up of 6 attractive, two-story, craftsman-style buildings that blend in beautifully with the surrounding neighborhoods.

Ponderosa Heights is close to schools, social service providers, work opportunities and medical providers. This setting is ideal for serving Sisters' workforce families. Residents also have access to a robust spectrum of services and programs.

Lead Projects

Hawks View, La Pine

Hawks View Estates provides 42 affordable apartments with a mix of 8 one-bedroom, 17 two-bedroom and 17 three-bedroom apartment homes. This affordable property is income-restricted to households making at or below 60% of the area median income with rents starting at \$596. All 42 homes are leased up thanks to the work of EPIC Property Management.



This is Housing Work's first affordable property in La Pine. Funding from OHCS through the LIFT Housing Program, Housing Development

It's Good to be Home

Hawks View Estates is Housing Work's first affordable property in La Pine!

Grant Program and 4% LIHTC bonds, as well as a generous land donation from Deschutes County helped fund this new community. Hawks View Estates is situated on a 2.5 acre parcel and is made up of 9 attractive, two-story, craftsman-style buildings

that blend in beautifully with the surrounding neighborhoods.

Hawks View Estates is close to schools, social service providers, work opportunities and medical providers. This setting is ideal for serving La Pine's workforce families. Residents also have access to a robust spectrum of services and programs.



With housing, people can flourish.

Did you know?

Housing Works focuses on passive solar design and natural light in our units while providing LED fixtures, energy star appliances, and low flow water fixtures throughout the property. We cover our stairs and decks so we don't have icing issues during cold winters. In addition, we employ durable materials, above code insulation, air sealing, air quality, and sound reduction strategies that provide comfort and enhance livability for the residents.



Housing Works celebrated the completion of the sixth home of the Casas Soñadas. The homes will be made available to lease by agricultural worker households. Income restrictions limit household income to no more than

Casa Soñada—Dream Home



80% of the Area Median Income. Through a partnership between Housing Works, NeighborImpact, Heart of Oregon Corps YouthBuild, and Simplicity by Hayden Homes, we are addressing the issue of affordable housing, one household at a time.

Funding Successes

Red Canyon—Redmond & Madras Sites

Red Canyon is an innovative rural/urban project which will bring 90 affordable family rental units to two of the neediest communities in the State. The City of Redmond is one of the fastest growing cities in Oregon and is also one of the highest rent-burdened populations in the state with well over half of renter households paying over 30% of their household income for rent. The City of Madras is one of the poorest rural cities in the state. The proposed development will capitalize on land currently owned by the housing authority to bring 67 new affordable apartments to the City of Redmond and an additional 23 affordable apartments to the City of Madras.

Housing Works and the Latino Community Association of Central Oregon have developed a collaborative marketing and outreach plan to increase awareness and access to affordable housing opportunities and resident service programs in our region. These concerted efforts will be critical to increasing the diversity of residents as these two new communities are developed.

In addition to the no cost land transfer from the Housing Authority, Red Canyon will utilize a hyper-efficient, three-story design at both communities and lean construction/continuous improvement methods of building to reduce the duration of construction and keep overall costs low. This lower cost will allow the project to target 30% of the units to the most vulnerable households earning less than 30% of AMI. The remaining 63 units will all be targeted to households earning less than 60% of AMI which is imperative in these lower wage earning communities.

The building sites in both communities offer proximity to full-scale grocery stores, transportation corridors, as well as a spectrum of basic services. The Madras site is located in the North Jefferson Street neighborhood which the City has been looking to redevelop and revitalize for several years. In order to catalyze this revitalization, this proposal includes the donation of land to the City of Madras for the creation of a public park that will be accessible by the residents and the surrounding neighborhood.

Building communities, changing lives.

Liberty Lodge will be a two-story 8-plex, with nicely equipped, 601 square foot, one-bedroom units located in an existing SW Redmond neighborhood. The Lodge will also feature a community room with a full kitchen, bathroom, and coin-operated laundry. There will be a large covered patio to allow for outdoor activities such as cook outs, games, and a gathering space. Liberty Lodge will serve persons with disabilities. Residents will be people who have been formerly diagnosed with a disability and qualify for state and federal support services with a preference for individuals who are

Liberty Lodge, Redmond



Intellectually/Developmentally Disabled (I/DD). With rents 40-50% below market, Liberty Lodge will create affordable housing opportunities for this special needs population to live independently with minimal to moderate outside support. In addition, the property has an MOU with the Redmond Association for Successful Community Living (RASCL) to provide a whole spectrum of resident services for this development.



Funding Successes

Carnelian/Phoenix Crossing, Bend

Carnelian Place will be a 47-unit apartment building housing low-income seniors on three residential floors above a ground floor medical clinic operated by Mosaic Medical, a nonprofit healthcare organization serving individuals and families throughout Central Oregon regardless of income or insurance status. The building will include thirty-nine one bedroom apartments and eight two bedroom apartments. Of the 47 apartment homes in Carnelian Place, six will be set aside for qualifying patients of Mosaic Medical with chronic medical conditions that create barriers to independent living. All of the residents—as well as general members of the public—will have access to the comprehensive medical services provided by Mosaic Medical on the ground floor.



Phoenix Crossing, located in the shadow of Pilot Butte State Park, will be a three-story, mixed-use apartment building with two floors of apartments over commercial space. There will be 24 apartments spread across two floors, each with ten studios and two one-bedroom apartments. Each floor will provide much needed affordable housing opportunities for some of Bend’s most vulnerable populations. The ground floor will contain the main office of EPIC, the wholly owned property management company of the sponsor; additional on-site office space will be available for one or more supportive service providers; and a community room for the residents. “The rent increases in Bend have affected everyone, but for some of our most vulnerable citizens, it has been especially difficult to find stability. Without this financial support from OHCS, our vision would not be a reality. We are very grateful and look forward to creating these new housing opportunities for our community,” says Keith Wooden, Housing Works Real Estate Director.

Partnering to expand affordable housing.

Menta Park Rehab

Menta Park has received on obligation of funds in the amount of \$1,070,761 from USDA, and Agricultural Workers Housing Tax Credits from OHCS in the amount of \$662,015. Menta Park was originally built in 1995 and is in need of modernization. The rehab will include a full new envelope; new roofs, windows and siding. The interior will include new cabinets, flooring, appliances, doors, countertops, sinks, lighting, paint, blinds and the addition of packaged terminal heat pumps to provide air conditioning on the hot summer days and efficient heating in the winter. Construction is expected to begin January 2020 and be completed by summer 2020.



Asset Management Projects

Ariel Glen South Site Improvements

In 2018, Ariel South received a new roof, gutters, playground and garbage enclosure.

The new centrally located recycle center (garbage enclosure) replaced what was previously located at 5 locations throughout the property. Having a larger dumpster instead of 5 smaller dumpsters will save the property over \$6,000 per year. More recycle bins were added along with signage to encourage residents to increase recycling.

What was an old tennis court that nobody used was converted partially to the new playground space and the remaining was converted to a sports court. This added basketball hoops, a grass area and playground equipment for kids to gather and play.



After



Before



After



After

Quality, affordable housing is a key element of a strong and secure Oregon.

Healy Site Improvements

The Healy property received a much needed face-lift. The community room, rails, and front doors, were painted. We added a new recycle center to replace the old dumpsters sitting in front of the community room and several other locations throughout the property. These changes really cleaned up the look of the property and the single-location recycle center will save the property nearly \$6,000 per year! We also added some grizzly rock to the landscaping. In addition, bike racks were added to provide safe bicycle parking for residents.



Before



After



After

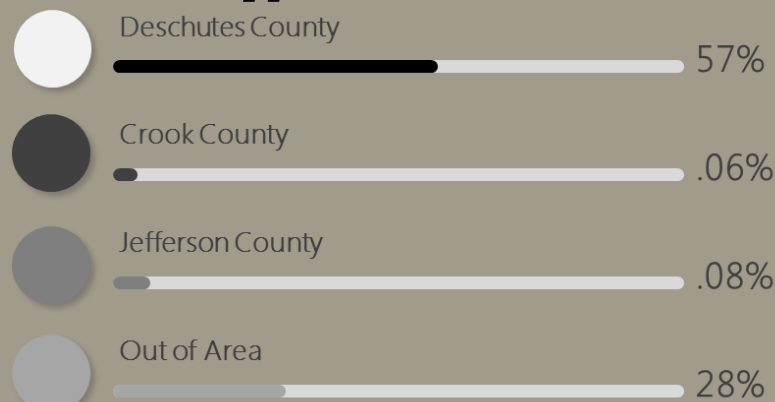
Housing Choice Voucher Program

The Housing Choice Voucher (HCV) program is the largest rental assistance program in Central Oregon. The HCV rental assistance allows participants to find homes on the private market. Families pay between 30 to 40% of their income towards rent and utilities with Housing Works paying the remainder with a Housing Assistance Payment (HAP).

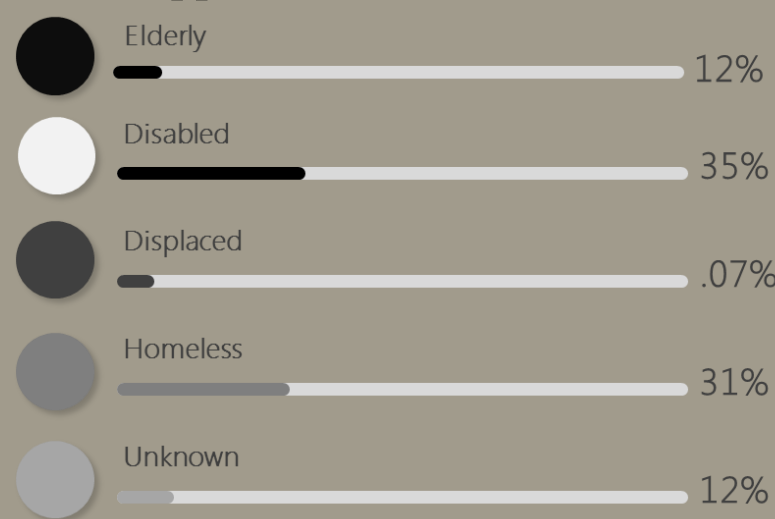
The HCV waiting list opened for one week in January and we received 2,792 applications to fill the 180 slots that became available during the year. To ensure that residents of our jurisdiction are served first, Housing Works has a local residency preference which gives applicants from Central Oregon priority over other applicants.

Below are statistics gathered from the 2019 HCV Waiting List:

Applicant Location



Applicant Characterization



Housing Choice Voucher Program Stats	
Individuals Served	2515
Housing Choice Vouchers	1272
Rental Assistance	\$7.7M
Central Oregon landlords receiving payments	422
Average Household Income	\$14,695
Average Tenant Rent	\$275
Average HAP Payment	\$564
Elderly and/or Disabled	62%

Newly Awarded Vouchers!

In June 2018 and July 2018, Housing Works filed two competitive applications for additional vouchers, also known as Special Purpose Vouchers. Later that year, Housing Works received notification that 40 Mainstream Vouchers would be awarded in October and 29 Family Unification (FUP) Vouchers in November. In partnership with our local service agencies, qualifying applicants are selected from the 2019 HCV Waitlist for either a Mainstream or FUP voucher to secure decent, safe and affordable housing in Central Oregon.

Mainstream Vouchers are set aside specifically for households that include non-elderly disabled members who are transition-

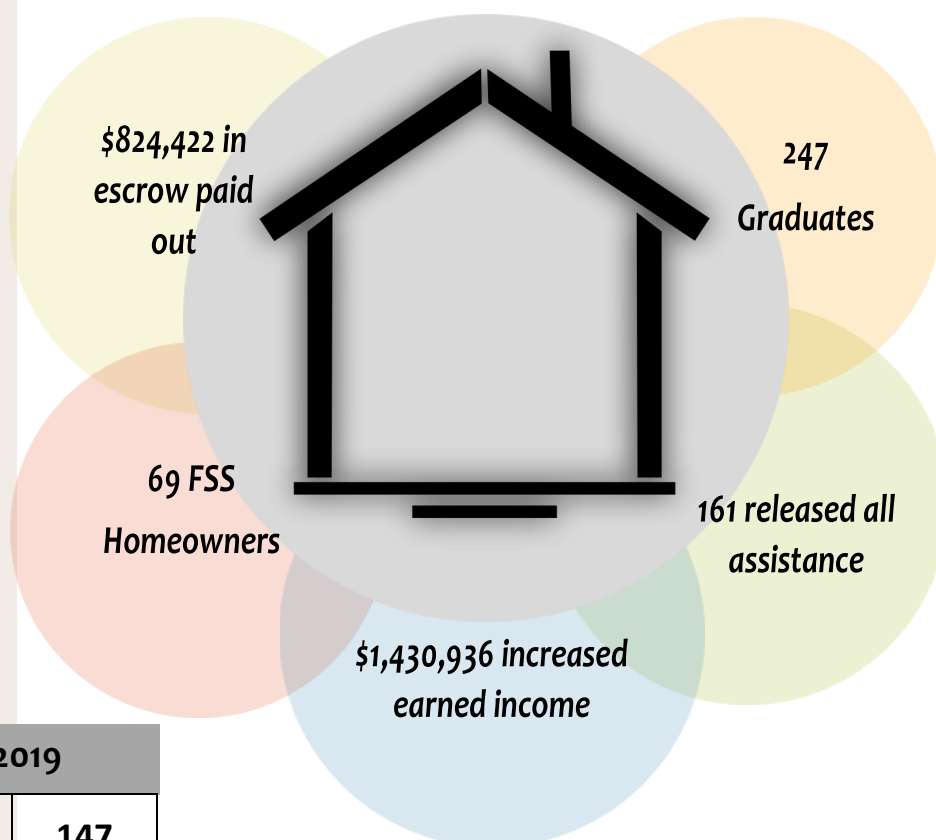
ing out of institutional or other separated settings, at serious risk of institutionalization, homeless or at risk of becoming homeless. Our award was among the larger awards in the State especially relative to the population size of our region.

The Family Unification Program Vouchers helps former foster youth ages 18-24 who left foster care after they turned 16 and do not have adequate housing. Housing Works and Home Forward (Multnomah County Housing Authority) were the only recipients in the State of Oregon.

Family Self-Sufficiency Program

25 Years of Success

The Family Self-Sufficiency program is an employment and savings incentive program for low-income families that participate in the Housing Choice Voucher program. The program allows families to build financial assets as the household increases their earned-income during their participation in the program. Participation can last up to 5 years, during which participants identify educational, professional and personal goals they want to achieve, and work with one of our dedicated FSS Coordinators to develop a plan to achieve those goals.



Family Self-Sufficiency (FSS) 2019

Families Served	147
Families Graduated from the program	13
Average escrow paid to graduates	\$5,370
Graduate annual earned income increased by an average of	\$23,980
Graduates purchased homes	1
Graduates released their HCV assistance	7



Message from a Resident

"Pathworks is the best thing that has happened to help me with my goals of self sufficiency and becoming a home owner in my future."

Kimberly F.



Financials

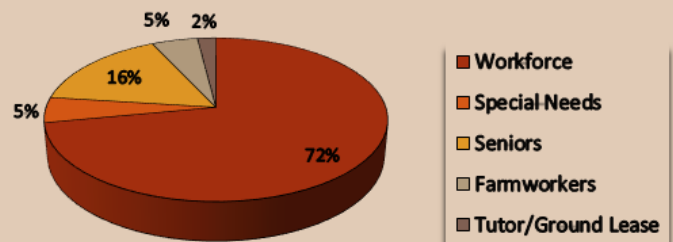
Total Revenues: \$21,583,631

Rental Revenue from Affordable Housing	28%
Federal Grants for Rental Assistance	37%
Federal Grants for Operating	5%
Grants for Funding Construction	13%
Other Program Grants	1%
Developer Fee Income	11%
Investment Income	2%
Other Income	3%

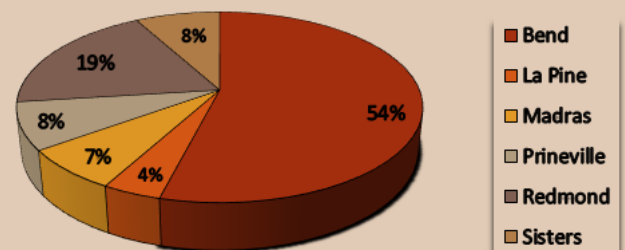
Total Expenses: \$18,864,713

Helping Families with Rental Assistance	42%
Operating Costs of Affordable Rental Property	23%
Non-Recurring Maintenance of Rental Property	1%
Program Administration	9%
Interest & Insurance	12%
Depreciation and Amortization	13%

HW Portfolio by Type



HW Portfolio by Locality



More than just housing.

Resident Services



It has been a busy year for activities at Housing Works' Communities! Here are some of the highlights:

- Credit Building program offered at all properties through Rent Reporting for Credit with over 600 households enrolled
- 4th Annual National Night Out event held at 6 properties around Central Oregon
- Camp Rosenbaum—5 children attended this non-profit camp offered to low-income and at risk youth
- Community book clubs
- Onsite Boys and Girls Club & Head Start programs
- Onsite summer program with Bend Parks and Recreation District through OSU Extensions and Mosaic Medical
- Onsite Mosaic Medical clinic and mobile van
- Free Dial a Ride for residents at Cook Crossing
- Onsite Capital Dental Van at 4 properties
- Hospice of Redmond on-site programs and classes
- Community gardens
- Eviction prevention services through Thrive of Central Oregon
- Monthly resident appreciation parties and community events
- Service provider fairs through HUD Stronger Families program



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