



## COMMUNITY DEVELOPMENT COMMISSION

# AGENDA

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**Monday, January 26, 2026**

**12:00 p.m.**

This meeting includes in-person and virtual participation.

Council Chambers

333 Broadalbin Street SW

Or join the meeting here:

<https://council.albanyoregon.gov/groups/cdc/zoom>

Phone: 1 (253) 215-8782 (Long distance charges may apply)

Meeting ID: 894 5923 3401; Passcode: 498781

Please help us get Albany's work done.

Be respectful and refer to the rules of conduct posted by the main door to the Chambers and on the website.

1. Call to Order (Chair)
2. Roll Call (Staff)
3. Election of Chair and Vice Chair (Chair)
4. Approval of November 3, 2025, minutes [Pages 2-4] (Chair)
5. Public Comment (Chair)

*Persons wanting to provide comments may: email written comments or register to speak by emailing [cdaa@albanyoregon.gov](mailto:cdaa@albanyoregon.gov), or appear in person to speak at the meeting.*

6. Scheduled Business: PY 2026 Applicant Presentations (Staff)
  - Albany Partnership for Housing and Community Development (purchase housing) [Pages 5-46]
  - Albany Helping Hands (replace roof on dayroom building) [Pages 47-88]
  - Albany Area Habitat for Humanity (rehab housing owned by low-mod residents) [89-124]
  - Linn Benton Community College (Latinx small business advising and training) [125-211]
7. Business from the Commission (Chair)
8. Business from Staff – CDC Composition and Conflict of Interest Provisions (Staff)
9. Next Meeting Dates: February 9, 2026 and February 23, 2026
10. Adjournment

*This meeting is accessible to the public via video connection. The location for in-person attendance is accessible to people with disabilities. If you have a disability that requires accommodation, please notify city staff at least 48-hours in advance of the meeting at: [cdaa@albanyoregon.gov](mailto:cdaa@albanyoregon.gov) or call 541-917-7550.*

*Testimony provided at the meeting is part of the public record. Meetings are recorded, capturing both in-person and virtual participation and are posted on the City's website.*

[albanyoregon.gov/cd](https://albanyoregon.gov/cd)





## COMMUNITY DEVELOPMENT COMMISSION

### MINUTES

November 3, 2025

12:00 p.m.

Hybrid – Santiam Room

Approved: DRAFT

#### Call to Order

Chair Bessie Johnson called the meeting to order at 12:00 p.m.

#### Roll Call

Members present: Jim Cole, Larry Timm, Emma Deane, John Robledo, Bessie Johnson, Ron Green, Courtney Stubbs, Tracy Liles

Members absent: Alex Johnson II (excused), Robyn Davis

#### Approval of Minutes for October 20, 2025

12:00 p.m.

**Motion:** Commissioner Cole motioned to approve the minutes. Commissioner Timm seconded the motion. All voted in favor of accepting the minutes 8-0.

#### Public Comment

None.

#### Scheduled Business

12:02 p.m.

- PY 2026 Priorities and Application Narrative/Scoring Criteria

Comprehensive Planning Manager, Anne Catlin reviewed the changes made to the CDBG Scoring Matrix based on the input from the last meeting to add questions and points related to 1) the CDC's priority to support projects that reduce or prevent homelessness and housing stability, and 2) leveraging other funding and partnerships.

Commissioners provided input on the evaluation points and questions and discussion ensued about scoring activities.

Commissioner Cole offered that serving more people is not necessarily the same as reducing homelessness itself. Some projects serve a lot of people but may not do anything to reduce homelessness.

Catlin noted more points for the number served should include considering the scope of the activity. For example, a housing related activity might take thousands of dollars for one household versus food boxes helping thousands. It's important to focus on their funding priority and give the nature of the activity within their budget.

Commissioner Stubbs reflected that creating affordable housing and reducing homelessness are different efforts, that there are differences between those working but struggling for affordable housing and those needing shelter, different camps, different issues.

Catlin responded that many activities focus on housing stability; due to limited funding CDBG isn't suitable for creating housing.

Discussion continued about how to score applications. Catlin suggested that rather than numbers of unhoused provided outreach, how many are receiving case management to get off the street.

Chair Johnson reiterated supporting case management to get people housed.

Commissioner Green emphasized leveraging efforts into attracting private money or volunteer help. He stated the importance of those that have their needs met reaching out to help those that don't. How can we engage people outside this funding?

Commissioner Deane agreed with what was said but emphasized that some organizations' efforts are keeping people alive but do partner with other agencies that provide connections to other resources. She preferred the language of providing 'supportive housing' that comes with case management, mental health, etc. getting the support needed to sustain that type of housing.

Commissioner Cole recalled making decisions when faced with providing outreach to lots of people versus case management successes for fewer. They might have to weigh need between projects.

Commissioner Stubbs offered they should look at the effectiveness of the dollar in each case.

Commissioner Cole agreed that they should try and understand how efficiently they are doing a particular activity independent of whether it aligns with the priorities.

Commissioner Stubb had a concern that most application scores are so close, it makes it difficult. Catlin answered that the point system just provides a way to focus priorities and indicates to applicants what the Commission most values in a project.

Commissioner Green again wanted a point structure to focus their values on the energy put into attracting partnerships or donor support to increase the reach of the CDBG dollars.

Commissioner Deane noted how difficult it is to manage a volunteer program where volunteers need the appropriate training to be helpful and safe in the environment.

#### Business from the Staff

Catlin announced that Kaitlin Martin has been promoted to be the new CDBG staff person but will be continuing her current role until her replacement can be trained.

Next year the CDC will also start planning for how the Construction Excise Tax (CET) funds should be programmed and working with the Council.

Catlin reported that the City is considering some changes in the number and make up of members of the commission and the possible use of liaisons to provide information without being voting members to provide agency consultation on an ongoing basis. Changes to drop the number down to 9 members would be easier to meet a quorum.

#### Next Meeting Date

The next meeting will be the 4th Monday of January due to a holiday, and the CDC will meet twice in February, the 2nd and 4th Mondays to hear from applicants and rank applications.

#### Adjournment

The Chair adjourned the meeting at 1:14 p.m.

Respectfully submitted,

Reviewed by,

Susan Muniz  
Recorder

Anne Catlin  
Comprehensive Planning Manager

*\*Documents discussed at the meeting that are not in the agenda packet are archived in the record. The documents are available by emailing [cdaa@albanyoregon.gov](mailto:cdaa@albanyoregon.gov).*





Community Development Block Grant Activities  
**2026 Applications Due by 5:00 p.m. Friday, January 9, 2026 (PST)**  
333 Broadalbin Street SW, PO Box 490, Albany, Oregon 97321-0144 | Planning 541-917-7550

**EXHIBIT A: APPLICATION**

*(Note: Prior to completing the application materials, please thoroughly review the RFA regarding applicant eligibility, eligible CDBG activities, and CDBG requirements. All construction projects must also provide the Exhibit A1 supplement.)*

**Applicant Information**

Applicant (organization name): Albany Partnership for Housing and Community Development

Contact Person: Sharon Konopa Email: sharon@aphcd.org

Mailing Address: 2078 6th Ave SE, Albany OR 97321

Phone #: 541-926-5451 Agency website: www.albanypartnership.org

UEI #: redacted EIN: redacted

*(Unique entity identifier number is required. Get one at sam.gov)*

Organization Mission Statement: (Following blank page for additional space)  
Neighbors Creating Neighborhoods, Stability, and Hope.

**Proposal Summary**

Activity/Program Name: APHCD Behavioral Health Housing expansion.

Activity Location: Unknown at this time/Target area: south central Albany.

Proposal Summary: Provide a summary of the proposed activity and anticipated outcomes.

There has been a long dire need in Albany for more supportive service housing for homeless individuals needing behavioral health management. APHCD has been providing this housing program for 15 years now and partnering with Linn County Mental Health (LCMH) for the past ten years. APHCD has not been able to afford expanding properties without grant funds to keep the housing self-supporting. APHCD's Lifeskills Program is a supportive peer driven housing model. Expanding our program with another single-dwelling home is a long-term investment for CDBG funds. Our current Lifeskills Housing units provide a private room for up to 14 tenants. In 2024, twenty tenants were housed and six moved out into non-shared housing. In 2025, nineteen tenants were housed and five transitioned into non-shared housing. That is the goal of this program to support homeless individuals needing behavioral health services to sustain their housing. LCMH refers their clients to enter our housing. LCMH manages the tenant's health needs. APHCD provides supportive services and property management.

**ACTIVITY BUDGET FOR WHICH CDBG FUNDS ARE BEING REQUESTED:**

CDBG Funding Request	\$	200,000.00
Leveraged Funds/Resources	\$	100-150k
<b>Total Activity Budget</b>	<b>\$</b>	<b>300-350k</b>

## Additional Space for Mission Statement/Proposal Summary if needed.

APHCD strongly believes that the location for Lifeskills Housing needs to be close to services in established rental neighborhoods. Most of our tenants do not drive and Linn County Mental Health provides transportation for some tenants with their needs. Placing a shared home in a well-established single-family neighborhood is not feasible for our housing program and for the income levels of our tenants to afford. We would seek at least a three-bedroom, one or two bath home.



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### **CDBG Application Narrative**

Provide the information requested below in this word document or in **(a separate document)** making sure the narrative corresponds to the numbers provided so the required information can be easily found to ensure a complete application. If the question does not apply to the proposed activity write N/A.

#### **Activity Need and Consolidated Plan Priority (40 points)**

1. Describe the community need or problem that will be addressed by the proposed activity. Provide statistics or evidence to document the need. (5 points)

The community need is to provide housing with supportive services for Albany residents who do not have a place to call home. Also, for residents who need additional services for behavioral health management. One new home will house a minimum of 3 tenants a year. It is unknown how much turnover there will be in the home. One tenant could stay for several years, while another might just stay a few months to get on a forward moving path.

Linn County's 2025 point in time count for people living in shelters or were unsheltered was around 400. There has been very little added capacity for the clients we serve. In Albany, there has been hundreds of newly constructed housing complexes, but not all persons seeking housing and needing behavioral health services will live in a multi-story apartment complex. Many homeless persons are used to living outdoors and want their space for their personal needs. APHCD's program with shared housing in a home provides that needed space. Our homes all have outdoor space and gardens, even some with fruit trees. It isn't just the indoor space that builds a healthy shared environment, it is the outdoor space that is just as important. Most of us can go hiking in the mountains or travel to the beach for a weekend. Our tenants do not have that opportunity, so having outdoor space is very important for their personal health. We have some tenants who want to stay in a shared home environment, as they feel more secure than in a single unit apartment.



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2. a. Select the priorities in Albany's 2023-2027 Consolidated Plan that will be addressed by the activity.
- ☒ Support or increase the supply of affordable housing.
  - ☒ Reduce or prevent homelessness.
  - ☒ Increase availability of needed services for low- and moderate-income residents.
  - ☐ Expand economic opportunities for low- and moderate-income residents.
  - ☐ Strengthen and revitalize low- and moderate-income neighborhoods.
- b. Explain how the activity will support efforts to reduce or prevent homelessness, support activities that improve housing stability, and/or increase the supply of affordable or supportive housing. (15 points)

The purchase of another dwelling for behavioral health housing will help to meet the need for more transitional or permanent supportive housing for the homeless. (With Fair Housing Laws, if a tenant wants to stay in their housing, a landlord cannot evict them unless they break the rules of their lease. So, the turnover rate cannot be predicted.) All of APHCD Lifeskills Housing serve tenants at or below the 30% income level.



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3. Explain how the activity will address the identified need or problem and how your approach is an effective strategy to address the identified gap in needs and how your activity will add to or improve upon existing services. Include activity background, activity objectives, services to be provided by the activity, populations or areas to be served, and how CDBG funds will be used. (10 points)

CDBG funds will be applied towards the purchase of a home for expanding our Lifeskills Housing Program, which serves homeless individuals needing low-income housing and behavioral health services in a shared home environment. Purchasing an existing home is more cost effective than building a new dwelling. New public housing apartments currently being built in Albany cost around \$400k for a one-bedroom unit. Purchasing a home will cost less and will serve a minimum of three persons. Current rents at our Lifeskills Houses, which includes utilities, are \$375-\$400 and \$500 a month per tenant.



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4. Describe the ways in which your activity will have a long-term impact on the need or problem being addressed. For housing activities, indicate the time period the activity will remain affordable and how your organization plans to ensure the activity remains affordable for the specified time period. (5 points)

APHCD has been one of Albany's low-income rent-restricted housing providers for 35 years. The majority of APHCD's declarations on their properties are regulated through Oregon Housing and Community Services and shall serve low-income residents. APHCD has no market rate units and 100% of the units are serving low-income tenants. By purchasing another home for Lifeskills Housing will stay affordable for the life of the property. The requested CDBG funds will be invested long-term in the community and will have a long-term benefit for tenants needing behavioral health housing.



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5. Explain how you will promote equity, inclusion, and accessibility to the activity by all residents in need, including those for whom English is not the primary language. For faith-based organizations, explain how your agency will ensure CDBG funded activities are separate from explicitly religious activities such as worship, study of religious text, or evangelizing. **Include your agency's nondiscrimination policy for employees and clients as an attachment.** (5 points)

APHCD has been a housing provider for 35 years and strictly follows Fair Housing Laws. Many of our tenants are of diversity and many have accessibility needs. Attached is our non-discrimination policy.



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**Benefit to Low-and Moderate Income Residents and Aeras (20 points)**

6. Estimate the total number of beneficiaries to be served by the activity (typically number of people; but housing related activities measure number of households; and economic opportunities measure number of businesses supported and/or jobs created or retained). (10 points; more points for number of beneficiaries served considering the scope, complexity and cost to provide the activity)

3 individuals or households or businesses

7. Estimate the household income ranges of anticipated beneficiaries (10 points; more points for higher percentages of extremely low-income and low-income residents served)

3 % extremely low income (below 30% AMI) % low income (30-50% AMI)

% moderate income (50-80% AMI) 100 % presumed benefit\*

\*presumed benefit populations include survivors of domestic violence, children who have experienced abuse, elderly, people with severe disabilities, people who are experiencing homelessness, adults who are illiterate, people living with AIDS, and migrant farm workers.

**Financial Feasibility (25 points)**

Provide the activity budget describing total cost, cost per task, existing (secured) activity funds and unfunded costs. (DO NOT PROVIDE THE FULL AGENCY BUDGET HERE JUST THE ACTIVITY BUDGET.) Provide any and all source(s) of funding – using your own budget template or the one below. Make sure to include other Federal and State grants and loans with descriptions of the agency or funding source, grants, donations, etc.

**PROPERTY ACQUISITION AND CONSTRUCTION RELATED PROJECTS, please also provide a detailed pro-forma and supplemental application packet.**

Activity/Project Budget Summary (See 24 CFR 570 Subpart J)			
CDBG Funding Request for Activity	\$ 200,000.00		
Other Funding (Leverage)	\$ 100-150,000.00		
Estimated Total Activity Cost	\$ 300-350,000.00		
Total Beneficiaries: People, Households or Jobs	Minimum 3 individuals-transitional		
Total Cost per Person or Household/ CDBG	\$ 66,700		
Total CDBG Cost per Person/Unit	\$ 66,700 max. per person		
<b>Describe Source of Other Funds:</b>	<b>Amount</b>	<b>Amount Secured</b>	<b>Amount Tentative</b>
Federal:			
State:			
Local:			
Donations/Private:			
Grants:			\$75,000
Loans:	\$25-75,000	Internal funds	





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Activity Budget Detail (Development Activities provide a detailed Pro Forma)			
Expense Description	CDBG Request	Other Funds	Total CDBG + Other Sources
Purchase an existing dwelling	\$ 200,000	\$ 100-150k	\$ 300-350k
<b>Total</b>	<b>\$ 200,000</b>	<b>\$ 100-150</b>	<b>\$ 300-350k</b>

8. Explain the activity budget and assumptions used to determine the total activity cost and operating budget. If you are relying on other funding, please note if that funding is secure or pending and whether you will be able to move forward without unsecured leveraged funds. (5 points)

We will not know for sure how much a dwelling will cost until a CDBG contract is secured first and we can start looking for a property. Then it all depends on what properties come up on the market. There could be the perfect place on the market to secure, or we might need to wait a few months. APHCD received a grant in 2023 for Behavioral Health Housing and are waiting to see if the grant agreement can be altered to purchase a home, along with the CDBG funds. The funding gap needed will be filled by APHCD's internal funds.



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9. Provide a brief description of the organization's financial stability as it pertains to the organization's financial capacity to successfully complete the activity, including funding sources. The City may request copies of the organization's financial audit or review for the last 2 years. (5 points)

APHCD is a 35-year-old non-profit and all but one property is debt free, which supports the organization in being self-supporting and very sustainable. All revenues are from tenant's rents and APHCD works hard to control costs. All financial and budgets are attached.

10. Demonstrate why CDBG funds are the best fit/source for this activity. (5 points)

It is very challenging for any non-profit housing provider to keep rents low enough to serve extremely low-income tenants if there is a conventional mortgage on a property. Our current Lifeskills Housing units were all free. The tenants in our program were previously homeless and/or LCMH clients and all need behavioral health services to be stable in their housing and to eventually move towards a non-shared housing environment. CDBG funds to purchase a property is investing their limited funds for a long-term investment in our community.



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11. How will CDBG funds be used to leverage other funding, resources, donations, volunteers, and/or partnerships? (10 points)

CDBG funds for another Lifeskills Housing dwelling will be supporting Linn County Mental Health with their clients who need housing. LCMH has partnered with APHCD for the past ten years. Having a safe, clean environment for LCMH's staff to provide services for their clients is strongly needed in our community.

12. Describe your organization's plan for funding the activity after the first year, if applicable.

Tenant's rents will support the operations of our Lifeskills Housing Program. The budget is always tight, and grants are sought for when capital needs arise. APHCD has only sought one grant for capital improvements in 15 years of owning their Lifeskills dwellings.



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13. **Ability to Proceed with Reduced Award Statement:** Provide a statement regarding your organization's ability to proceed with the activity (maybe at a reduced scale) without receiving CDBG assistance, or with an award less than your requested amount.

If our request is reduced, then it will be up to our Board of Directors if they want to continue with pursuing the grant or not.

**Readiness to Proceed and Agency Capacity (25 points)**

14. Provide a **DRAFT SCOPE OF WORK and schedule** that outlines details about the proposed activity including a schedule of the actions or tasks that will be taken to address the identified need and achieve anticipated performance measures and outcomes. You may use the table below or provide your own format on the following blank page.

Identify any other agencies or partners that will be used for this activity/project and define the roles and responsibilities of these partners. (10 points)

Task Description	Agency to Complete	Timeline (Months)
Purchase a single dwelling home	APHCD	Four-six months



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15. Describe your readiness to proceed with the activity. For example, is land use approval needed and where are you in that process; are there issues that need to be resolved; is staff currently available to work on the activity; if the purchase of property is involved, is the property currently available for purchase; what level of environmental review is required, etc. (5 points)

No property will be identified until a grant is awarded. Then it all depends on what is on the market. It is unknown at this time what level of an environmental review will be needed. Any upgrades to a dwelling will be done in-house by our maintenance staff.

16. Describe the current organizational capacity to complete the activity within twelve months, including its experience and success implementing and managing similar activities, and use of federal or CDBG funds. (5 points)

APHCD has been through this process before in seeking a dwelling for Lifeskills Housing. One of APHCD's Board of Directors is an architect and will be able to assist with seeking a dwelling to purchase. Another board member is very familiar with the management of shared housing for persons needing behavioral health services. The process for purchasing a home and through the environmental review should be about six months. APHCD has managed past CDBG funded projects.



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17. Staff Experience and Qualifications (5 points): Identify the names of staff or contractors that will work on the proposed activity, their role, experience they have in this role including experience managing activities subject to federal or state wage rates, their title, and the expected FTE on the activity. **Please attach resumes for key personnel anticipated to work on the proposed activity.**

Employee	Experience and Qualifications
Name: Sharon Konopa Title: Board President FTE on This Activity: .10 FTE	Sharon has overseen all capital improvement projects for APHCD for the past nine years. She oversees the operations and financials for the organization.
Name: Sara Drayton-Ort Title: Administrative Compliance I FTE on This Activity: .05 FTE	Sara has been employed with APHCD for twelve years. She administers state compliance requirements and manages all properties.
Name: Heidi Overman Title: Board of Director FTE on This Activity: .05 FTE	Heidi Overman Licensed Architect Numerous projects in Albany, including Hub City Village and Periwinkle Place's #1800.

# SHARON KONOPA

sharonkonopa@comcast.net

## EXPERIENCE

### **Board President/~~Board Member~~**

Albany Partnership for Housing and Community Development Jan 1999-present

Oversight of operations for the board of directors. Administers budgets, financial compliance, contracts, asset management and more.

### **Elected Official/Mayor and City Councilor**

Jan. 01, 1997-Dec. 31, 2020

Albany, OR

Numerous local, regional and state committees.

### **Small Business Owner**

1984-1997

Albany, OR

## EDUCATION

### **South Albany High School**

Albany, OR

## COMMUNITY INVOLVEMENT

### **CITY BOARDS AND COMMISSIONS JAN.01,1996 TO PRESENT**

#### **CURRENT:**

ALBANY PARKS, RECREATION AND TREE COMMISSION

ALBANY TOURISM ADVISORY COMMITTEE

FRIENDS OF HISTORIC ALBANY BOARD MEMBER

# SARA DRAYTON-ORT

parkrose@aphcd.org

## EXPERIENCE

### **Administrative Property/Compliance Manager**

Albany Partnership for Housing and Community Development

Oct 2013-present

Oversight of personnel, administrative and property management for 137 rental units. Financial software entries for all receipts and invoices.

Administers state compliance requirements of annual tenant certifications, monitoring reports, physical inspections, and more. Oversees resident and supportive services programs.

### **Luckenbill & Associates, LLC**

2001-2011

Apache Junction, AZ.

Administrative Assistant/Property Manager

Responsible for paying invoices, communicating with clients, filing, management of a 31-unit apartment complex



## Albany Partnership for Housing and Community Development Administration Budget

2025-2026	Admin/Management	2024-25	2024-025	2025-26	
	Revenue	Adopted Budget	Actuals (6.30.25)	Adopted Budget	Notes
5490	Bank Interest/Investment Revenue-other	9240	9120.76	9000	
5990-.01	Other revenue/Misc. Revenue	100	796.89	500	
5990.11	Miscellaneous Revenue Management Fee	377,580.00	377,580.00	377,580.00	\$217 door fee
5990-12	Miscellaneous Revenue restricted	0	13.73		Grants
5990-13	Miscellaneous Revenue Unrestricted	650	0	0	Cashback fees
5990-14	Asset fees per door	34,800.00	34,800.00	34,800.00	\$20 per door fee
5990-15	Loan payback from Songbird	18984	18,984.00	18,984.00	
	Supportive Services Fee from Broadway	3600	3600	3,600.00	
	BHH Grant transfers	3,000.00	258.59	32,000.00	contract reimb.
	<b>Total Revenue</b>	<b>\$447,954.00</b>	<b>\$445,153.97</b>	<b>\$476,464.00</b>	
	Expenditures	Adopted 2024/25	Actuals 6/30/2025	Adopted 2025/26	Notes
6205.11	Training Conferences	400	621.87	2000	
6205.21	Management Consultants	1400	1500	1500	
6205.91	Admin General Other	2600	2520	2600	
6210.01	Advertising	20	0	20	
6311.11	Office Expenses	7500	4965.66	5000	
6311.12	Resident Services Misc.	500	0	500	
6311.13	New devices	100	0	500	
6340	Legal Expenses-Project	1000	93.5	500	
6350	Audit Expense	11,000.00	11,100.00	12,000.00	
6351	Bookkeeping Fees/Accounting	10000	8,682.54	10,000.00	
6360.01	internet		2520	2500	
6370	Bad Debts	0	34	0	
6390	Miscellaneous Administrative	3000	2717.19	3000	
6360	UTILITIES-Telephone/Internet	4500	4436.72	4500	
6450.12	ElecCommonArea	1300	1615.79	1700	
6510	Payroll	295,000.00	219,358	298,000.00	
6515.01	Supplies	500	1592.76	1500	
	OHCS flooring and repairs			0	
6520	Contracts	0	0.00	32,000	BHH Grant Contract
6520.12	Cleaning Contract			0	
6520.14	Grounds Contract			0	
6520.15	Major rehab			0	
6525	Garbage & Trash	50	0	50	
6530	Security			0	
6540.11	Mtnce			0	
6590.1	Cleaning		104.19	0	
6590-11	Flooring			1000	
6590-12	Grounds misc.			0	
6590-13	Pest control			100	
6590-14	Repairs	500		0.00	
6590-15	Restorations		12,014.77	0	
6590-16	Supplies	1000	0	1000	
6590-17	Window Coverings	25	0	0	
6590-18	Property Safety Compliance	35	0	35	
6590-19	Appliance Replacement			0	
6590-20	Miscellaneous repairs			100	
6711	Payroll Taxes	26000	23,242	25,000	
6720	Insurance	16500	20,024.00	22,000.00	16,265.90 plus 2024.61

Expenditures		Adopted 2024/25	Actuals 6/30/2025	Adopted 2025/26	Notes
6723.21	Workers Comp	5000	2648.53	4000	
6790.01	Other taxes, licenses and ins.			0	
6810.11	Mortgage Interest Expense	2600	2442.62	2400	Songbird loan
6996	Bank Transf-Out Adj			0	
6999	Undistributed Exp			0	
7010.11	Miscellaneous	500	1450	500	
7010.02	Dues & Subscriptions		23.17	0	
7010.03	Postage	500	452.7	600	
7010.04	Small tools			0	
	CPA Journal entries as identified			0	
					Internal Loan PS \$9492 (2169
7190-1	Loan payback to Parkside prinicpal	9492	7049.38	7092	int/7322 princ)
<b>Total Expenses</b>		<b>\$401,022</b>	<b>\$331,210</b>	<b>\$441,697.00</b>	
<b>Net Income</b>		<b>\$46,932.00</b>	<b>113,943.97</b>	34,767.00	<b>Net Income</b>
	less \$9492		7049.38	-9492	Loan payback above income
<b>Actual Net Income</b>		<b>\$37,440</b>	<b>-18,984.00</b>	<b>\$25,275.00</b>	
			<b>\$98,409.79</b>		

\*

## Broadway Supportive Housing Budget

2025-2026		Final Budget	24-25 Actuals	Adopted	
Revenues		2024-2025	6/30/2025	2025-2026	Notes
5120.11	Gross Residential Rent	\$30,000.00	\$24,933.46	\$27,000.00	tenant
5120.21	Tenant Assistance Payment (church, CSC)				rent
5130	Rent Revenue-Equipmnt				48,600
5170	Garages/Parking Spaces				
5180	Rent - Govt Subsidy	\$0.00	\$873.00	\$200.00	
5190.01	Misc. Rent Revenue	\$0.00			
5190.12	Insurance claim reimbursements				
5490	Bank Interest/Investment Revenue-other				
5910	Laundry Income	\$500.00	\$516.13	\$500.00	
5920.11	NSF, late charges, damages	\$100.00	\$50.00		
5920.12	Forfeited Tenant Security Deposit				
5920.24	Tenant reimbursements for screening fees	\$225.00	\$225.00	\$225.00	
5940	Security Deposits Realized				
5990.01	Other revenue/Misc. Revenue	\$0.00	\$8,007.18	\$3,000.00	vacant
5990.11	Management Fee	\$18,600.00	\$14,449.66	\$18,600.00	LCMH reim
<b>Total Revenues</b>		<b>\$49,425.00</b>	<b>\$49,054.43</b>	<b>\$49,525.00</b>	
Expenditures		2024-2025	Actuals 24-25	2025-2026	Notes
6205.21	Management Consultants	\$200.00	\$261.72	\$300.00	
6311.11	Office Expenses	\$0.00	\$511.62	\$50.00	
6320	Management Fees (\$217 per lease)	\$13,020.00	\$13,020.00	\$13,020.00	
6340	Legal Expenses-Project	\$150.00	\$0.00	\$150.00	
6370	Bad Debts				
6390	LBHA	\$24,000.00	\$24,000.00	\$24,000.00	
6450.11	Utilities-Electricity	\$2,100.00	\$2,473.96	\$2,600.00	
6450.21	Utilities - Gas	\$1,100.00	\$1,305.02	\$1,400.00	
6450.32	Utilities - Water	\$675.00	\$788.47	\$800.00	
6450.33	Utilities - Sewer	\$870.00	\$890.11	\$950.00	
6515.01	Supplies non-office		\$5.40		
6520.14	Grounds Contract				
6525	Garbage & Trash	\$1,590.00	\$751.97	\$800.00	
6540.11	Mtnce heating/cooling				
6590.1	Cleaning	\$50.00	\$97.45	\$100.00	
6590-11	Flooring	\$0.00	\$122.55	\$150.00	
6590-12	Grounds misc.				
6590-13	Pest control				
6590-14	Repairs		\$868.22	\$750.00	
6590-15	Restorations		\$0.00	\$0.00	
6590-16	Supplies	\$500.00	\$255.16	\$500.00	
6590-17	Window Coverings		\$78.48		
6590-18	Property Safety Compliance				
6590-19	Appliance Replacement		\$612.26		
6590-20	Miscellaneous repairs		-\$40.00		
6720	Insurance	\$40.00	\$33.00	\$40.00	\$234.48
7010.01	Miscellaneous	\$100.00	\$48.70	\$50.00	
7190	Asset Fees (\$20 per lease)	\$1,200.00	\$1,200.00	\$1,200.00	
	Supportive Services Fee	\$3,600.00	\$3,600.00	\$3,600.00	
<b>Total Expenses</b>		<b>\$49,195.00</b>	<b>\$50,884.09</b>	<b>\$50,460.00</b>	
<b>Net Revenue/Loss</b>		<b>\$230.00</b>	<b>-\$1,829.66</b>	<b>(\$-935.00)</b>	Cash Flow

## Albany Partnership Life Skills Budget

2025-2026	Life Skills Budget	Final Budget	Actuals 24-25	Adopted	
	Revenues	2024-2025	6/30/2025	2025-2026	Notes
5120.11	Gross Residential Rent	35484	36,650.87	37,816.00	
5120.21	Tenant Assistance Payment (church, CSC)				
5180	Rent - Govt Subsidy	1212	192	0	
5190.01	Misc. Rent Revenue	0	0		
5190.12	Insurance claim reimbursements				
5490	Bank Interest/Investment Revenue-oth	137	48.62	50	
5910	Laundry Income	540	532.67	540	
5920.11	NSF, late charges, damages	0	0		
5920.12	Forfeited Tenant Security Deposit				
	Tenant reimbursements for screening fees				
5990.01	Other revenue/Misc. Revenue	0	0		
5990.12	Misc. Revenue Restricted			52,481.00	CDBG Grant
5940	Security Deposits Realized				
	<b>Total Revenues</b>	<b>\$37,373.00</b>	<b>\$37,424.16</b>	<b>\$90,887.00</b>	
	Expenses	Adopted 2024-2025	Actuals 24-25 6/30/2025	Adopted 2025-2026	Notes
6205.21	Management Consultants	0	53.28	50	
6311.12	Resident Services Misc	0	47	50	
6320	Management Fees (Prop. Mgt.)	18228	18,228.00	18228	
6340	Legal Expenses-Project				
6370	Bad Debts				
6390	Misc Administrative				
6450.11	Utilities-Electricity	0	0		
6450.12	ElecCommonArea	1500	2144.75	2200	
6450.21	Utilities - Gas	2100	1909.18	2000	
6450.32	Utilities - Water	2300	2513.69	2600	
6450.33	Utilities - Sewer	2900	2761.92	3000	
6520	Contracts				
6520.12	Janitorial or Cleaning Contracts				
6520.14	Grounds Contract				
6520.15	Major rehab			62,481.00	Siding HVAC CDBG
6525	Garbage & Trash	1200	1380.11	1450	
6530	Security				
6540.11	Mtnce/heat/cooling				
6590.1	Cleaning	25	671.05	250	
	Flooring				
	Grounds misc.		556.06	50	
	Pest control				
	Repairs	750	601.14	750	
	Restorations		189.05		
	Supplies	500	1245.42	200	
	Window Coverings	50	-3.71	50	

<b>Expenses</b>	<b>Adopted 2024-2025</b>	<b>Actuals 24-25 6/30/2025</b>	<b>Adopted 2025-2026</b>	<b>Notes</b>
Property Safety Compliance		0		
Appliance Replacement		1353.75		
Miscellaneous repairs				
6610.11 Depreciation				
6710 Real Estate Tax Expense	4400	4808.66	4952	
6720 Insurance	2500	2759	3100	
7010.01 Asset Fees (Prop)	1680	1,680	1680	
7010.04 Small tools	25	379.05	25	
<b>Total Expenses</b>	<b>\$38,158.00</b>	<b>\$43,277.40</b>	<b>\$103,116.00</b>	
	<b>-785</b>	<b>(\$5,853.24)</b>	<b>-12,229.00</b>	cash flow
<b>Reserves</b>	<b>3600</b>	<b>3600</b>	<b>3600</b>	
<b>Net Cash Flow</b>	<b>-\$4,385.00</b>	<b>-\$9,453.24</b>	<b>-\$15,829.00</b>	

Income Statement - Management Acct - Consolidated

P&L Style Income Statement By Account and Month  
Report Period: 07/01/2025 - 09/30/2025

Run Date: 10/15/2025

Portfolio
ALBANY PARTNERSHIP MANAGEMENT
Accounting Basis : Accrual

Total Income	Total Expense	Total Net Income
\$104,227.43	\$79,109.92	\$25,117.51

Income				
Account	JUL 25	AUG 25	SEP 25	Total
Bank Interest/Investment Rev 5490	\$380.98	\$377.48	\$373.97	\$1,132.43
Misc Revenue Management Fee 5990.11	\$34,365.00	\$34,365.00	\$34,365.00	\$103,095.00
Total Income	\$34,745.98	\$34,742.48	\$34,738.97	\$104,227.43

Expense				
Account	JUL 25	AUG 25	SEP 25	Total
Admin General Other 6205.91	\$210.00	\$210.00	\$210.00	\$630.00
Bookkeeping Fees/Accounting 6351	\$898.85	\$712.95	\$733.40	\$2,345.20
Contracts 6520	\$0.00	\$360.00	\$600.00	\$960.00
ElecCommonArea 6450.12	\$70.23	\$68.75	\$62.37	\$201.35
Internet 6360.01	\$210.00	\$245.00	\$245.00	\$700.00
Managemnt Consultants 6205.21	\$125.00	\$125.00	\$125.00	\$375.00
Miscellaneous Administrative 6390	\$0.00	\$175.22	\$1,115.87	\$1,291.09
Mortgage Interest Expense 6810.11	\$190.49	\$188.74	\$186.98	\$566.21
Office Expnses 6311.11	\$348.79	\$648.19	\$520.66	\$1,517.64
Payroll 6510	\$19,646.45	\$20,747.17	\$21,367.13	\$61,760.75

Generated By:	Jeff Smith
Generated On:	10/15/2025
Run Date:	10/15/2025

Income Statement - Management Acct - Consolidated

P&L Style Income Statement By Account and Month  
Report Period: 07/01/2025 - 09/30/2025

Run Date: 10/15/2025

Payroll Taxes 6711	\$2,030.07	\$2,138.97	\$2,147.81	\$6,316.85
Postage. 7010.03	\$0.00	\$19.35	\$0.00	\$19.35
Repair & Maint - Cleaning 6590-10	\$0.00	\$339.69	\$0.00	\$339.69
Supplies-non office 6515.01	\$116.59	\$146.44	\$34.43	\$297.46
Training/Conferencs 6205.11	\$0.00	\$40.00	\$55.00	\$95.00
UTILITIES-Telephon/Internet 6360	\$345.47	\$345.47	\$345.47	\$1,036.41
Workers Comp 6723.21	\$0.00	\$0.00	\$657.92	\$657.92
Total Expense	\$24,191.94	\$26,510.94	\$28,407.04	\$79,109.92
Net Operating Income	\$10,554.04	\$8,231.54	\$6,331.93	\$25,117.51
Total Net Income	\$10,554.04	\$8,231.54	\$6,331.93	\$25,117.51

Income Statement - LifeSkills - Consolidated

P&L Style Income Statement By Account and Month  
Report Period: 07/01/2025 - 09/30/2025

Run Date: 10/15/2025

Portfolio
Life Skills
Accounting Basis : Accrual

Total Income	Total Expense	Total Net Income
\$9,397.00	\$7,939.97	\$1,457.03

Income				
Account	JUL 25	AUG 25	SEP 25	Total
Gross Residential Rent 5120.11	\$3,058.00	\$3,058.00	\$3,146.00	\$9,262.00
Laundry Income 5910	\$45.00	\$45.00	\$45.00	\$135.00
Total Income	\$3,103.00	\$3,103.00	\$3,191.00	\$9,397.00

Expense				
Account	JUL 25	AUG 25	SEP 25	Total
Asset Fees (Prop). 7010	\$140.00	\$140.00	\$140.00	\$420.00
ElecCommonArea 6450.12	\$237.42	\$220.89	\$221.07	\$679.38
Garbage & Trash 6525	\$238.56	\$0.00	\$238.56	\$477.12
Management Fees (Prop. Mgt.) 6320	\$1,519.00	\$1,519.00	\$1,519.00	\$4,557.00
Managemnt Consultants 6205.21	\$0.00	\$0.00	\$13.86	\$13.86
Repair & Maint - Repairs 6590-14	\$73.50	\$17.94	\$0.00	\$91.44
Repair & Maint - Supplies 6590-16	\$0.00	\$19.96	\$0.00	\$19.96
Repairs Contract 6520.15	\$0.00	\$0.00	\$75.00	\$75.00
Utilities - Gas 6450.21	\$71.99	\$52.92	\$51.22	\$176.13
Utilities - Sewer 6450.33	\$240.83	\$243.67	\$243.85	\$728.35

Generated By:	Jeff Smith
Generated On:	10/15/2025
Run Date:	10/15/2025



# Income Statement - LifeSkills - Consolidated

P&L Style Income Statement By Account and Month  
Report Period: 07/01/2025 - 09/30/2025

Run Date: 10/15/2025

Utilities - Water 6450.32	\$226.74	\$242.49	\$232.50	\$701.73
Total Expense	\$2,748.04	\$2,456.87	\$2,735.06	\$7,939.97
Net Operating Income	\$354.96	\$646.13	\$455.94	\$1,457.03
Total Net Income	\$354.96	\$646.13	\$455.94	\$1,457.03

Income Statement - Broadway - Consolidated

P&L Style Income Statement By Account and Month  
Report Period: 07/01/2025 - 09/30/2025

Run Date: 10/15/2025

Portfolio
Broadway House
Accounting Basis : Accrual

Total Income	Total Expense	Total Net Income
\$11,574.10	\$11,981.46	-\$407.36

Income				
Account	JUL 25	AUG 25	SEP 25	Total
Gross Residential Rent 5120.11	\$2,269.00	\$2,123.84	\$1,527.00	\$5,919.84
Laundry Income 5910	\$50.00	\$47.10	\$35.00	\$132.10
Misc Rent Revenue 5190.01	\$0.00	\$0.00	\$8.00	\$8.00
Misc Revenue Management Fee 5990.11	\$1,550.00	\$1,550.00	\$1,695.16	\$4,795.16
NSF Late Charges 5920.11	\$0.00	\$50.00	\$0.00	\$50.00
Other Revenue/Misc Revenue 5990.01	\$0.00	\$0.00	-\$8.00	-\$8.00
Rent - Govt Subsidy 5180	\$231.00	\$231.00	\$215.00	\$677.00
Total Income	\$4,100.00	\$4,001.94	\$3,472.16	\$11,574.10

Expense				
Account	JUL 25	AUG 25	SEP 25	Total
Asset Fees (Prop). 7010	\$100.00	\$100.00	\$100.00	\$300.00
Garbage & Trash 6525	\$88.99	\$0.00	\$88.99	\$177.98
Management Fees (Prop. Mgt.) 6320	\$1,085.00	\$1,085.00	\$1,085.00	\$3,255.00
Managemnt Consultants 6205.21	\$0.00	\$0.00	\$9.24	\$9.24
Miscellaneous Administrative 6390	\$2,000.00	\$2,000.00	\$2,000.00	\$6,000.00

Generated By:	Jeff Smith
Generated On:	10/15/2025
Run Date:	10/15/2025

Income Statement - Broadway - Consolidated

P&L Style Income Statement By Account and Month  
Report Period: 07/01/2025 - 09/30/2025

Run Date: 10/15/2025

Repair & Maint - Grounds 6590-12	\$0.00	\$39.86	\$0.00	\$39.86
Repair & Maint-Appliance Replcm 6590-19	\$0.00	\$577.55	\$0.00	\$577.55
Utilities - Gas 6450.21	\$44.77	\$50.37	\$51.51	\$146.65
Utilities - Sewer 6450.33	\$85.02	\$122.05	\$122.05	\$329.12
Utilities - Water 6450.32	\$58.85	\$67.67	\$111.38	\$237.90
Utilities-Electricity 6450.11	\$265.38	\$315.82	\$326.96	\$908.16
Total Expense	\$3,728.01	\$4,358.32	\$3,895.13	\$11,981.46
Net Operating Income	\$371.99	-\$356.38	-\$422.97	-\$407.36
Total Net Income	\$371.99	-\$356.38	-\$422.97	-\$407.36

**ALBANY PARTNERSHIP FOR HOUSING AND COMMUNITY DEVELOPMENT, INC.**

(an Oregon not-for-profit corporation)

**CONSOLIDATING STATEMENT OF FINANCIAL POSITION**

June 30, 2024

	<u>Administrative</u>	<u>LifeSkills Apartments</u>	<u>Parkrose Apartments</u>
<b>Assets</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	\$ 118,511	\$ 87,777	\$ 31,101
Investments	183,627	80	20,819
Accounts receivable	-	962	25,490
Prepaid expenses	3,051	609	1,827
Inter-property loan	144,766	-	-
Due from other funds	<u>1,161,325</u>	<u>-</u>	<u>44,103</u>
<b>TOTAL CURRENT ASSETS</b>	<u>1,611,280</u>	<u>89,428</u>	<u>123,340</u>
<b>RESTRICTED CASH</b>	<u>-</u>	<u>1,296</u>	<u>2,343</u>
<b>PROPERTY AND EQUIPMENT</b>			
Land	-	58,365	62,616
Buildings	-	125,805	1,145,762
Furniture and equipment	<u>13,892</u>	<u>-</u>	<u>309</u>
	13,892	184,170	1,208,687
Less accumulated depreciation	<u>(13,892)</u>	<u>(61,566)</u>	<u>(724,558)</u>
<b>NET PROPERTY AND EQUIPMENT</b>	<u>-</u>	<u>122,604</u>	<u>484,129</u>
<b>TOTAL ASSETS</b>	<u>\$ 1,611,280</u>	<u>\$ 213,328</u>	<u>\$ 609,812</u>
<b>Liabilities and Net Assets</b>			
<b>CURRENT LIABILITIES</b>			
Accounts payable	\$ 3,377	\$ 2,253	\$ 907
Accrued payroll and related expenses	35,517	-	-
Inter-property loan	-	-	-
Due to other funds	-	158,146	-
Security deposits and prepayments	-	3,564	8,253
Notes payable, current portion	<u>7,071</u>	<u>-</u>	<u>27,725</u>
<b>TOTAL CURRENT LIABILITIES</b>	<u>45,965</u>	<u>163,963</u>	<u>36,885</u>
<b>LONG-TERM LIABILITIES</b>			
Due to Parkside	395,983	-	-
Notes payable, less current portion	<u>65,312</u>	<u>-</u>	<u>49,899</u>
<b>TOTAL LIABILITIES</b>	<u>507,260</u>	<u>163,963</u>	<u>86,784</u>
<b>NET ASSETS</b>			
Without donor restrictions	1,055,086	39,501	496,024
Board-designated capital reserve	48,934	6,300	18,747
With donor restrictions	<u>-</u>	<u>3,564</u>	<u>8,257</u>
<b>TOTAL NET ASSETS</b>	<u>1,104,020</u>	<u>49,365</u>	<u>523,028</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u>\$ 1,611,280</u>	<u>\$ 213,328</u>	<u>\$ 609,812</u>

See independent accountant's compilation report.

<u>Periwinkle Apartments</u>	<u>Songbird Village</u>	<u>Total</u>
\$ 11,334	\$ 65,954	\$ 314,677
77,639	814	282,979
16,894	-	43,346
3,377	5,255	14,119
-	-	144,766
<u>143,563</u>	<u>-</u>	<u>1,348,991</u>
<u>252,807</u>	<u>72,023</u>	<u>2,148,878</u>
<u>1,814</u>	<u>3,575</u>	<u>9,028</u>
126,520	777,945	1,025,446
1,628,990	5,038,386	7,938,943
<u>5,966</u>	<u>246,899</u>	<u>267,066</u>
1,761,476	6,063,230	9,231,455
<u>(1,184,310)</u>	<u>(3,647,642)</u>	<u>(5,631,968)</u>
<u>577,166</u>	<u>2,415,588</u>	<u>3,599,487</u>
<u>\$ 831,787</u>	<u>\$ 2,491,186</u>	<u>\$ 5,757,393</u>
\$ 6,405	\$ 7,227	\$ 20,169
-	-	35,517
-	144,766	144,766
-	1,190,845	1,348,991
16,085	31,066	58,968
<u>-</u>	<u>13,801</u>	<u>48,597</u>
22,490	1,387,705	1,657,008
-	-	395,983
<u>-</u>	<u>757,870</u>	<u>873,081</u>
<u>22,490</u>	<u>2,145,575</u>	<u>2,926,072</u>
809,209	289,957	2,689,777
(15,997)	24,592	82,576
<u>16,085</u>	<u>31,062</u>	<u>58,968</u>
<u>809,297</u>	<u>345,611</u>	<u>2,831,321</u>
<u>\$ 831,787</u>	<u>\$ 2,491,186</u>	<u>\$ 5,757,393</u>

**ALBANY PARTNERSHIP FOR HOUSING AND COMMUNITY DEVELOPMENT, INC.**

(an Oregon not-for-profit corporation)

**CONSOLIDATING STATEMENT OF FINANCIAL POSITION**

June 30, 2023

	<u>Administrative</u>	<u>LifeSkills Apartments</u>	<u>Parkrose Apartments</u>
<b>Assets</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	\$ 128,447	\$ 71,669	\$ 59,253
Accounts receivable	-	2,443	22,968
Prepaid expenses	2,199	477	1,332
Due from other funds	<u>1,370,667</u>	<u>-</u>	<u>40,342</u>
<b>TOTAL CURRENT ASSETS</b>	<u>1,501,313</u>	<u>74,589</u>	<u>123,895</u>
<b>RESTRICTED CASH</b>	<u>-</u>	<u>4,904</u>	<u>10,300</u>
<b>PROPERTY AND EQUIPMENT</b>			
Land	-	58,365	62,616
Buildings	-	125,805	1,145,762
Construction in progress	-	-	-
Furniture and equipment	<u>13,892</u>	<u>-</u>	<u>309</u>
	13,892	184,170	1,208,687
Less accumulated depreciation	<u>(13,892)</u>	<u>(56,991)</u>	<u>(694,976)</u>
<b>NET PROPERTY AND EQUIPMENT</b>	<u>-</u>	<u>127,179</u>	<u>513,711</u>
<b>TOTAL ASSETS</b>	<u>\$ 1,501,313</u>	<u>\$ 206,672</u>	<u>\$ 647,906</u>
<b>Liabilities and Net Assets</b>			
<b>CURRENT LIABILITIES</b>			
Accounts payable	\$ 1,642	\$ 2,281	\$ 1,342
Accrued payroll and related expenses	29,931	577	-
Due to other funds	-	151,465	-
Security deposits and prepayments	-	4,370	8,656
Notes payable, current portion	<u>-</u>	<u>-</u>	<u>22,252</u>
<b>TOTAL CURRENT LIABILITIES</b>	<u>31,573</u>	<u>158,693</u>	<u>32,250</u>
<b>LONG-TERM LIABILITIES</b>			
Due to Parkside	475,983	-	-
Notes payable, less current portion	<u>-</u>	<u>-</u>	<u>82,357</u>
<b>TOTAL LIABILITIES</b>	<u>507,556</u>	<u>158,693</u>	<u>114,607</u>
<b>NET ASSETS</b>			
Without donor restrictions	993,757	40,625	510,919
Board-designated capital reserve	-	3,600	14,247
With donor restrictions	<u>-</u>	<u>3,754</u>	<u>8,133</u>
<b>TOTAL NET ASSETS</b>	<u>993,757</u>	<u>47,979</u>	<u>533,299</u>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<u>\$ 1,501,313</u>	<u>\$ 206,672</u>	<u>\$ 647,906</u>

See independent accountant's compilation report.

<u>Periwinkle Apartments</u>	<u>Songbird Village</u>	<u>Total</u>
\$ 148,861	\$ (52,139)	\$ 356,091
16,046	-	41,457
2,825	4,096	10,929
<u>35,924</u>	<u>-</u>	<u>1,446,933</u>
<u>203,656</u>	<u>(48,043)</u>	<u>1,855,410</u>
<u>19,380</u>	<u>31,033</u>	<u>65,617</u>
126,520	777,945	1,025,446
1,628,990	4,234,198	7,134,755
-	804,188	804,188
<u>5,966</u>	<u>246,899</u>	<u>267,066</u>
1,761,476	6,063,230	9,231,455
<u>(1,143,378)</u>	<u>(3,464,429)</u>	<u>(5,373,666)</u>
<u>618,098</u>	<u>2,598,801</u>	<u>3,857,789</u>
<u>\$ 841,134</u>	<u>\$ 2,581,791</u>	<u>\$ 5,778,816</u>
\$ 4,168	\$ 7,107	\$ 16,540
-	-	30,508
-	1,295,468	1,446,933
17,013	31,571	61,610
<u>-</u>	<u>13,197</u>	<u>35,449</u>
21,181	1,347,343	1,591,040
-	-	475,983
<u>-</u>	<u>770,987</u>	<u>853,344</u>
<u>21,181</u>	<u>2,118,330</u>	<u>2,920,367</u>
756,647	421,347	2,723,295
48,000	12,938	78,785
<u>15,306</u>	<u>29,176</u>	<u>56,369</u>
<u>819,953</u>	<u>463,461</u>	<u>2,858,449</u>
<u>\$ 841,134</u>	<u>\$ 2,581,791</u>	<u>\$ 5,778,816</u>

**ALBANY PARTNERSHIP FOR HOUSING AND COMMUNITY DEVELOPMENT, INC.**

(an Oregon not-for-profit corporation)

**CONSOLIDATING STATEMENT OF ACTIVITIES**

For the Year Ended June 30, 2024

	Administrative		
	Without Donor Restrictions	With Donor Restrictions	Total
<b>REVENUE, GAINS, AND OTHER SUPPORT</b>			
Rental income, net of vacancies	\$ 412,380	\$ -	\$ 412,380
Donations	650	-	650
Earnings on investment	2,176	-	2,176
Interest income	4,093	-	4,093
Miscellaneous income	10,094	-	10,094
Net assets released from restrictions	-	-	-
<b>TOTAL REVENUE, GAINS, AND OTHER SUPPORT</b>	<u>429,393</u>	<u>-</u>	<u>429,393</u>
<b>EXPENSES</b>			
Property management services			
Depreciation	-	-	-
Insurance	14,224	-	14,224
Interest	-	-	-
Miscellaneous	37,358	-	37,358
Office expense	7,410	-	7,410
Payroll	206,911	-	206,911
Payroll taxes and benefits	22,285	-	22,285
Professional services	19,255	-	19,255
Program services	-	-	-
Repairs and maintenance	1,587	-	1,587
Security	-	-	-
Supplies	-	-	-
Taxes	-	-	-
Telephone	8,580	-	8,580
Utilities	1,520	-	1,520
<b>TOTAL EXPENSES</b>	<u>319,130</u>	<u>-</u>	<u>319,130</u>
<b>CHANGE IN NET ASSETS</b>	110,263	-	110,263
<b>NET ASSETS AT BEGINNING OF YEAR</b>	<u>993,757</u>	<u>-</u>	<u>993,757</u>
<b>NET ASSETS AT END OF YEAR</b>	<u>\$ 1,104,020</u>	<u>\$ -</u>	<u>\$ 1,104,020</u>

See independent accountant's compilation report.



LifeSkills Apartments			Parkrose Apartments		
Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
\$ 84,262	\$ -	\$ 84,262	\$ 122,327	\$ -	\$ 122,327
-	-	-	-	-	-
1,451	-	1,451	580	-	580
-	-	-	240	-	240
2,095	-	2,095	-	-	-
190	(190)	-	(124)	124	-
87,998	(190)	87,808	123,023	124	123,147
4,575	-	4,575	29,582	-	29,582
2,207	-	2,207	8,259	-	8,259
-	-	-	5,379	-	5,379
26,940	-	26,940	16,352	-	16,352
145	-	145	135	-	135
-	-	-	-	-	-
-	-	-	-	-	-
316	-	316	894	-	894
31,248	-	31,248	33,852	-	33,852
2,062	-	2,062	14,496	-	14,496
-	-	-	-	-	-
77	-	77	-	-	-
4,247	-	4,247	-	-	-
-	-	-	-	-	-
14,605	-	14,605	24,469	-	24,469
86,422	-	86,422	133,418	-	133,418
1,576	(190)	1,386	(10,395)	124	(10,271)
44,225	3,754	47,979	525,166	8,133	533,299
\$ 45,801	\$ 3,564	\$ 49,365	\$ 514,771	\$ 8,257	\$ 523,028

(Continued)

**ALBANY PARTNERSHIP FOR HOUSING AND COMMUNITY DEVELOPMENT, INC.**

(an Oregon not-for-profit corporation)

**CONSOLIDATING STATEMENT OF ACTIVITIES**

For the Year Ended June 30, 2024

(Continued)

	Periwinkle Apartments		
	Without Donor Restrictions	With Donor Restrictions	Total
<b>REVENUE, GAINS, AND OTHER SUPPORT</b>			
Rental income, net of vacancies	\$ 215,595	\$ -	\$ 215,595
Donations	-	-	-
Earnings on investment	2,176	-	2,176
Interest income	467	-	467
Miscellaneous income	-	-	-
Net assets released from restrictions	(779)	779	-
<b>TOTAL REVENUE, GAINS, AND OTHER SUPPORT</b>	<u>217,459</u>	<u>779</u>	<u>218,238</u>
<b>EXPENSES</b>			
Property management services			
Depreciation	40,932	-	40,932
Insurance	9,225	-	9,225
Interest	-	-	-
Miscellaneous	11,957	-	11,957
Office expense	280	-	280
Payroll	-	-	-
Payroll taxes and benefits	-	-	-
Professional services	1,731	-	1,731
Program services	91,008	-	91,008
Repairs and maintenance	24,649	-	24,649
Security	-	-	-
Supplies	-	-	-
Taxes	-	-	-
Telephone	1,816	-	1,816
Utilities	47,296	-	47,296
<b>TOTAL EXPENSES</b>	<u>228,894</u>	<u>-</u>	<u>228,894</u>
<b>CHANGE IN NET ASSETS</b>	(11,435)	779	(10,656)
<b>NET ASSETS AT BEGINNING OF YEAR</b>	<u>804,647</u>	<u>15,306</u>	<u>819,953</u>
<b>NET ASSETS AT END OF YEAR</b>	<u>\$ 793,212</u>	<u>\$ 16,085</u>	<u>\$ 809,297</u>

See independent accountant's compilation report.

Songbird Village			Total		
Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Grand Total
\$ 393,091	\$ -	\$ 393,091	\$ 1,227,655	\$ -	\$ 1,227,655
-	-	-	650	-	650
1,596	-	1,596	7,979	-	7,979
31	-	31	4,831	-	4,831
-	-	-	12,189	-	12,189
(1,886)	1,886	-	(2,599)	2,599	-
<u>392,832</u>	<u>1,886</u>	<u>394,718</u>	<u>1,250,705</u>	<u>2,599</u>	<u>1,253,304</u>
183,213	-	183,213	258,302	-	258,302
19,361	-	19,361	53,276	-	53,276
44,431	-	44,431	49,810	-	49,810
21,131	-	21,131	113,738	-	113,738
528	-	528	8,498	-	8,498
-	-	-	206,911	-	206,911
-	-	-	22,285	-	22,285
1,581	-	1,581	23,777	-	23,777
136,512	-	136,512	292,620	-	292,620
21,450	-	21,450	64,244	-	64,244
1,329	-	1,329	1,329	-	1,329
-	-	-	77	-	77
-	-	-	4,247	-	4,247
2,674	-	2,674	13,070	-	13,070
<u>80,358</u>	<u>-</u>	<u>80,358</u>	<u>168,248</u>	<u>-</u>	<u>168,248</u>
<u>512,568</u>	<u>-</u>	<u>512,568</u>	<u>1,280,432</u>	<u>-</u>	<u>1,280,432</u>
(119,736)	1,886	(117,850)	(29,727)	2,599	(27,128)
<u>434,285</u>	<u>29,176</u>	<u>463,461</u>	<u>2,802,080</u>	<u>56,369</u>	<u>2,858,449</u>
<u>\$ 314,549</u>	<u>\$ 31,062</u>	<u>\$ 345,611</u>	<u>\$ 2,772,353</u>	<u>\$ 58,968</u>	<u>\$ 2,831,321</u>

**ALBANY PARTNERSHIP FOR HOUSING AND COMMUNITY DEVELOPMENT, INC.**

(an Oregon not-for-profit corporation)

**CONSOLIDATING STATEMENT OF ACTIVITIES**

For the Year Ended June 30, 2023

	Administrative		
	Without Donor Restrictions	With Donor Restrictions	Total
<b>REVENUE, GAINS, AND OTHER SUPPORT</b>			
Rental income, net of vacancies	\$ 335,820	\$ -	\$ 335,820
Grants	-	9,000	9,000
Interest income	-	-	-
Miscellaneous income	82,320	-	82,320
Net assets released from restrictions	9,000	(9,000)	-
<b>TOTAL REVENUE, GAINS, AND OTHER SUPPORT</b>	<u>427,140</u>	<u>-</u>	<u>427,140</u>
<b>EXPENSES</b>			
Property management services			
Depreciation	-	-	-
Insurance	11,634	-	11,634
Interest	-	-	-
Miscellaneous	43,014	-	43,014
Office expense	6,892	-	6,892
Payroll	222,676	-	222,676
Payroll taxes and benefits	22,050	-	22,050
Professional services	27,018	-	27,018
Program services	-	-	-
Repairs and maintenance	1,419	-	1,419
Security	-	-	-
Taxes	-	-	-
Telephone	9,673	-	9,673
Utilities	1,130	-	1,130
<b>TOTAL EXPENSES</b>	<u>345,506</u>	<u>-</u>	<u>345,506</u>
<b>CHANGE IN NET ASSETS</b>	81,634	-	81,634
<b>NET ASSETS AT BEGINNING OF YEAR</b>	<u>912,123</u>	<u>-</u>	<u>912,123</u>
<b>NET ASSETS AT END OF YEAR</b>	<u>\$ 993,757</u>	<u>\$ -</u>	<u>\$ 993,757</u>

See independent accountant's compilation report.

LifeSkills Apartments			Parkrose Apartments		
Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Total
\$ 83,583	\$ -	\$ 83,583	\$ 119,014	\$ -	\$ 119,014
-	555	555	-	-	-
-	-	-	1	-	1
1,568	-	1,568	816	-	816
(945)	945	-	9,890	(9,890)	-
<u>84,206</u>	<u>1,500</u>	<u>85,706</u>	<u>129,721</u>	<u>(9,890)</u>	<u>119,831</u>
4,574	-	4,574	29,582	-	29,582
1,576	-	1,576	6,455	-	6,455
-	-	-	8,141	-	8,141
28,881	-	28,881	8,986	-	8,986
71	-	71	42	-	42
909	-	909	-	-	-
95	-	95	-	-	-
448	-	448	531	-	531
28,512	-	28,512	26,988	-	26,988
2,624	-	2,624	15,480	-	15,480
-	-	-	-	-	-
4,181	-	4,181	-	-	-
-	-	-	-	-	-
<u>14,118</u>	<u>-</u>	<u>14,118</u>	<u>23,242</u>	<u>-</u>	<u>23,242</u>
<u>85,989</u>	<u>-</u>	<u>85,989</u>	<u>119,447</u>	<u>-</u>	<u>119,447</u>
(1,783)	1,500	(283)	10,274	(9,890)	384
<u>46,008</u>	<u>2,254</u>	<u>48,262</u>	<u>514,892</u>	<u>18,023</u>	<u>532,915</u>
<u>\$ 44,225</u>	<u>\$ 3,754</u>	<u>\$ 47,979</u>	<u>\$ 525,166</u>	<u>\$ 8,133</u>	<u>\$ 533,299</u>

(Continued)

**ALBANY PARTNERSHIP FOR HOUSING AND COMMUNITY DEVELOPMENT, INC.**

(an Oregon not-for-profit corporation)

**CONSOLIDATING STATEMENT OF ACTIVITIES**

For the Year Ended June 30, 2023

(Continued)

	Periwinkle Apartments		
	Without Donor Restrictions	With Donor Restrictions	Total
<b>REVENUE, GAINS, AND OTHER SUPPORT</b>			
Rental income, net of vacancies	\$ 207,863	\$ -	\$ 207,863
Grants	-	-	-
Interest income	4	-	4
Miscellaneous income	-	-	-
Net assets released from restrictions	10,802	(10,802)	-
<b>TOTAL REVENUE, GAINS, AND OTHER SUPPORT</b>	<u>218,669</u>	<u>(10,802)</u>	<u>207,867</u>
<b>EXPENSES</b>			
Property management services			
Depreciation	40,932	-	40,932
Insurance	6,313	-	6,313
Interest	-	-	-
Miscellaneous	7,058	-	7,058
Office expense	138	-	138
Payroll	-	-	-
Payroll taxes and benefits	-	-	-
Professional services	1,588	-	1,588
Program services	74,112	-	74,112
Repairs and maintenance	30,369	-	30,369
Security	-	-	-
Taxes	-	-	-
Telephone	2,988	-	2,988
Utilities	44,947	-	44,947
<b>TOTAL EXPENSES</b>	<u>208,445</u>	<u>-</u>	<u>208,445</u>
<b>CHANGE IN NET ASSETS</b>	10,224	(10,802)	(578)
<b>NET ASSETS AT BEGINNING OF YEAR</b>	<u>794,423</u>	<u>26,108</u>	<u>820,531</u>
<b>NET ASSETS AT END OF YEAR</b>	<u>\$ 804,647</u>	<u>\$ 15,306</u>	<u>\$ 819,953</u>

See independent accountant's compilation report.

Songbird Village			Total		
Without Donor Restrictions	With Donor Restrictions	Total	Without Donor Restrictions	With Donor Restrictions	Grand Total
\$ 366,193	\$ -	\$ 366,193	\$ 1,112,473	\$ -	\$ 1,112,473
-	-	-	-	9,555	9,555
24	-	24	29	-	29
-	-	-	84,704	-	84,704
(5,686)	5,686	-	23,061	(23,061)	-
<u>360,531</u>	<u>5,686</u>	<u>366,217</u>	<u>1,220,267</u>	<u>(13,506)</u>	<u>1,206,761</u>
153,972	-	153,972	229,060	-	229,060
15,100	-	15,100	41,078	-	41,078
39,558	-	39,558	47,699	-	47,699
11,412	-	11,412	99,351	-	99,351
57	-	57	7,200	-	7,200
-	-	-	223,585	-	223,585
-	-	-	22,145	-	22,145
1,424	-	1,424	31,009	-	31,009
111,168	-	111,168	240,780	-	240,780
53,301	-	53,301	103,193	-	103,193
1,434	-	1,434	1,434	-	1,434
-	-	-	4,181	-	4,181
4,580	-	4,580	17,241	-	17,241
<u>76,652</u>	<u>-</u>	<u>76,652</u>	<u>160,089</u>	<u>-</u>	<u>160,089</u>
<u>468,658</u>	<u>-</u>	<u>468,658</u>	<u>1,228,045</u>	<u>-</u>	<u>1,228,045</u>
(108,127)	5,686	(102,441)	(7,778)	(13,506)	(21,284)
<u>542,412</u>	<u>23,490</u>	<u>565,902</u>	<u>2,809,858</u>	<u>69,875</u>	<u>2,879,733</u>
<u>\$ 434,285</u>	<u>\$ 29,176</u>	<u>\$ 463,461</u>	<u>\$ 2,802,080</u>	<u>\$ 56,369</u>	<u>\$ 2,858,449</u>



2078 6<sup>th</sup> Ave SE-Albany, OR 97321-(541) 926-5451

### **Non Discrimination Policy**

It is the policy of Albany Partnership for Housing and Community Development (APHCD) to not discriminate based on race, color, sex, national origin, disability, religion, familia status, or source of income in the rental of residential dwellings. APHCD affirms its policy of equal housing opportunity pursuant to state and federal fair-housing laws.

Harassment or intimidation of a tenant, staff person or guest because of that person's race, color, national origin, religion, sex, disability, familial status, or source of income, is specially prohibited and may be grounds for termination of employment and/or of tenancy. Harassment and intimidation include abusive, foul, or threatening language or behavior. Issues of discriminatory treatment, harassment, or intimidation on any of these bases should be immediately reported to the Executive Director or Board of Directors and, if substantiated, prompt action will be taken to remedy any actions taken.

#### **APHCD is an Equal Opportunity Employer:**

APHCD is an equal opportunity employer. Employment decisions are based on merit and business needs, and not on race, color, citizenship status, national origin, ancestry, gender, sexual orientation, age, weight, religion, creed, physical or mental disability, marital status, veteran status, political affiliation, or any other factor protected by law.

It is the policy of APHCD to comply with all relevant and applicable provisions of the Americans with Disabilities Act (ADA). APHCD will not discriminate against any qualified employee or job applicant with respect to any terms, privileges, or conditions of employment because of a person's physical or mental disability.



Immigration Law Compliance: All offers of employment are contingent on verification of the candidate's right to work in the United States. On the day of work, every new employee will be asked to provide original documents verifying his or her right to work and, as required by federal law, and to sign Federal Form I-9, Employment Eligibility Verification Form.

*Board of Directors revisions adopted: July 15, 2025*



## **Albany Partnership for Housing and Community Development**

### **Board of Directors 2025/26**

**Sharon Konopa-- Board President, *appointed to the board Dec. 1998 to current***  
***(Board officer position since 2000-current)***

**Hector Cordova-- Vice President, *appointed to the board in 2007 to current***

**Michael Thomson-- Director-*appointed to the board April, 2022—Appointed Secretary***  
***September 2023, Appointed Secretary/Treasurer March 19, 2024***  
***(Previous member 2010-2011)***

**Heidi Overman-- Director-*appointed to the board March 19, 2024***  
***(Previous member 2008-2009)***

**Tanya Thompson—Director-*appointed to the board November 18, 2025-current***



Community Development Block Grant Activities  
**2026 Applications Due by 5:00 p.m. Friday, January 9, 2026 (PST)**  
333 Broadalbin Street SW, PO Box 490, Albany, Oregon 97321-0144 | Planning 541-917-7550

**EXHIBIT A: APPLICATION**

*(Note: Prior to completing the application materials, please thoroughly review the RFA regarding applicant eligibility, eligible CDBG activities, and CDBG requirements. All construction projects must also provide the Exhibit A1 supplement.)*

**Applicant Information**

Applicant (organization name): Albany Helping Hands

Contact Person: Trudy Fields Email: trudy@albanyhh.org

Mailing Address: 619 9th Ave SE, Albany, OR, 97322

Phone #: redacted Agency website: www.albanyhelpinghands.org

UEI #: redacted EIN: redacted

*(Unique entity identifier number is required. Get one at sam.gov)*

Organization Mission Statement: (Following blank page for additional space)

“Demonstrating the love of Jesus for people by providing basic needs, encouraging faith, and giving hope for a brighter future.”

**Proposal Summary**

Activity/Program Name: Day Room Roofing Project

Activity Location: 619 9th Ave SE, Albany, OR, 97322

Proposal Summary: Provide a summary of the proposed activity and anticipated outcomes.

The day room is the center for all activities that are available to the resident guests of Albany Helping Hands. The people eat three meals a day, socialize, have educational activities, have support meetings, and meet with their case managers in the facility. The structure is there to provide safety, stability, and camaraderie. Unfortunately, the roof has reached the end of its functional life, with significant leaks and water damage threatening the structural integrity of the property. Without replacement, the building risks further deterioration, increased repair costs, and unsafe conditions for those that live and work daily within the structure.

**ACTIVITY BUDGET FOR WHICH CDBG FUNDS ARE BEING REQUESTED:**

CDBG Funding Request	\$	77000
Leveraged Funds/Resources	\$	15000
<b>Total Activity Budget</b>	<b>\$</b>	<b>92000</b>



Community Development Block Grant Activities  
**2026 Applications Due by 5:00 p.m. Friday, January 9, 2026 (PST)**  
333 Broadalbin Street SW, PO Box 490, Albany, Oregon 97321-0144 | Planning 541-917-7550

### **CDBG Application Narrative**

Provide the information requested below in this word document or in **(a separate document)** making sure the narrative corresponds to the numbers provided so the required information can be easily found to ensure a complete application. If the question does not apply to the proposed activity write N/A.

#### **Activity Need and Consolidated Plan Priority (40 points)**

1. Describe the community need or problem that will be addressed by the proposed activity. Provide statistics or evidence to document the need. (5 points)

Homelessness is an epidemic in our country. In 2024, extremely high housing costs coupled with insufficient social safety nets pushed homelessness to its highest levels since data collection began. In 2023, Oregon met only 43% of homelessness needs as determined by statistics collected that year. There were 11,405 reported houseless people and only 8,705 beds available to assist their needs. The major reason for people experiencing homelessness was the lack of affordable housing. Marginalized segments of the community struggled with homelessness more often.

Closer to home, Linn County reported 429 houseless people and only had 366 beds available, that is a 63-bed deficit.

In Albany, homelessness is everywhere. You can see it on most street corners, parking lots, parks, and downtown. Homelessness is a sad reality and one that needs addressing in a bold and intensive way.

At Albany Helping Hands, we provide services for over one hundred people on our main campus, transitional houses, and Bailey home. We need to keep our properties in good repair so the services can happen. As you can see, Albany Helping Hands accounts for almost one third of all the resources for the unhomed in Linn County.

Albany Helping Hands consists of our main campus, three transitional houses and the Bailey home. The transitional houses and Bailey home have been updated recently and provide safe and comfortable housing for the resident guests that live in them. The dormitory on the main campus was recently re-roofed as well. However, the day room, the facility that houses our kitchen, cafeteria, educational facilities, and operational offices, has not had a new roof in 25 years. It shows.



Community Development Block Grant Activities  
**2026 Applications Due by 5:00 p.m. Friday, January 9, 2026 (PST)**  
333 Broadalbin Street SW, PO Box 490, Albany, Oregon 97321-0144 | Planning 541-917-7550

2. a. Select the priorities in Albany's 2023-2027 Consolidated Plan that will be addressed by the activity.
- ☐ Support or increase the supply of affordable housing.
  - ☐ Reduce or prevent homelessness.
  - ☒ Increase availability of needed services for low- and moderate-income residents.
  - ☒ Expand economic opportunities for low- and moderate-income residents.
  - ☒ Strengthen and revitalize low- and moderate-income neighborhoods.
- b. Explain how the activity will support efforts to reduce or prevent homelessness, support activities that improve housing stability, and/or increase the supply of affordable or supportive housing. (15 points)

The day room at Albany Helping Hands ' main campus is the center of all activities at the shelter. The building houses the kitchen, lunchroom and meeting area, the operational offices and will be the location of the new Learning and Literacy Center.

As part of our new program, Pathways to Independence, Albany Helping Hands is opening a Learning and Literacy Center equipped with five computer cubicles that will be available for our resident guests to use for various educational and self-sufficiency capacities.

The roof, in its current condition, is a detriment to this new and needed component of our well-rounded program for the resident guests.

Replacing the roof of the day room will support efforts to reduce or prevent homelessness and support activities that will improve housing stability.

The Learning and Literacy Center (LLC) will provide our resident guests with tutors that will help them learn to read, get their GED, start and support them with online higher education, and the computers will be equipped with software that has online education in over 300 courses that provide basic knowledge in many areas. The LLC will also provide a space where our resident guests, enrolled in the Financial Freedom portion of our Pathways to Independence program, will be able to access resources on resume writing, budgeting, and banking education.

Pathways to Independence (the program) was created to make our resident guests knowledgeable about current trends in finance literacy, job search criteria, and what makes a good tenant in a home outside of the shelter.

Having a safe and dry place to house the hub of the learning and information transfer for the program, the LLC, is key to making the program a success. As our resident guests graduate from the program with jobs and homes of their own, the community will see a reduction in homelessness. The program is meant to provide a large amount of learning opportunities to people who have, for varied reasons, low self-esteem and doubt their ability to take care of themselves. The education provided is meant to provide these people with the self-awareness to improve their own housing and working stability.



Community Development Block Grant Activities  
**2026 Applications Due by 5:00 p.m. Friday, January 9, 2026 (PST)**  
333 Broadalbin Street SW, PO Box 490, Albany, Oregon 97321-0144 | Planning 541-917-7550

3. Explain how the activity will address the identified need or problem and how your approach is an effective strategy to address the identified gap in needs and how your activity will add to or improve upon existing services. Include activity background, activity objectives, services to be provided by the activity, populations or areas to be served, and how CDBG funds will be used. (10 points)

Replacing the outdated and hazardous roof will provide security and functionality to the day room at Albany Helping Hands.

The new roof is vital to continue our existing services for our resident guests, such as: a meeting area for meals and socializing, housing of the case workers offices, office of our resource and volunteer coordinator, office of the finance director, and our kitchen which provides food for all of the resident guests for three meals each day.

Having a secure roof will enhance our programs by allowing us to safely open the Learning and Literacy Center. This addition to our Pathways to Independence program will provide our resident guests new opportunities to develop self-sufficiency and increase their functionality in the shelter and community.

CDBG funds will be used to replace the outdated and hazardous roof.



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4. Describe the ways in which your activity will have a long-term impact on the need or problem being addressed. For housing activities, indicate the time period the activity will remain affordable and how your organization plans to ensure the activity remains affordable for the specified time period. (5 points)

Replacing the roof of the day room will provide structural security and safety to the building that is the hub of the entirety of the programs for Albany Helping Hands. Doing the repair now will most certainly be at a price that is lower than any time in the future. The new roof is estimated to remain functional and intact for at least 25 years of service. Albany Helping Hands is committed to annual maintenance and upkeep for the new roof.



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5. Explain how you will promote equity, inclusion, and accessibility to the activity by all residents in need, including those for whom English is not the primary language. For faith-based organizations, explain how your agency will ensure CDBG funded activities are separate from explicitly religious activities such as worship, study of religious text, or evangelizing. **Include your agency's nondiscrimination policy for employees and clients as an attachment.** (5 points)

At Albany Helping Hands, all our resident guests are welcome in the day room during its hours of operations. The resident guests are also all welcome to participate in Pathways to Independence and will have full access to the Learning and Literacy Center.

Albany Helping Hands' nondiscrimination policy is attached behind the application.





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**Benefit to Low-and Moderate Income Residents and Aeras (20 points)**

6. Estimate the total number of beneficiaries to be served by the activity (typically number of people; but housing related activities measure number of households; and economic opportunities measure number of businesses supported and/or jobs created or retained). (10 points; more points for number of beneficiaries served considering the scope, complexity and cost to provide the activity)

110 individuals or \_\_\_\_\_ households or \_\_\_\_\_ businesses

7. Estimate the household income ranges of anticipated beneficiaries (10 points; more points for higher percentages of extremely low-income and low-income residents served)

95 % extremely low income (below 30% AMI) 5 % low income (30-50% AMI)

\_\_\_\_\_ % moderate income (50-80% AMI) \_\_\_\_\_ % presumed benefit\*

\*presumed benefit populations include survivors of domestic violence, children who have experienced abuse, elderly, people with severe disabilities, people who are experiencing homelessness, adults who are illiterate, people living with AIDS, and migrant farm workers.

**Financial Feasibility (25 points)**

Provide the activity budget describing total cost, cost per task, existing (secured) activity funds and unfunded costs. (DO NOT PROVIDE THE FULL AGENCY BUDGET HERE JUST THE ACTIVITY BUDGET.) Provide any and all source(s) of funding – using your own budget template or the one below. Make sure to include other Federal and State grants and loans with descriptions of the agency or funding source, grants, donations, etc.

**PROPERTY ACQUISITION AND CONSTRUCTION RELATED PROJECTS, please also provide a detailed pro-forma and supplemental application packet.**

Activity/Project Budget Summary (See 24 CFR 570 Subpart J)			
CDBG Funding Request for Activity	\$77000		
Other Funding (Leverage)	\$15000		
Estimated Total Activity Cost	\$92000		
Total Beneficiaries: People, Households or Jobs	110 people daily for 25 years lifespan of roof.		
Total Cost per Person or Household/ CDBG	\$.10 per person daily for the 25 years (\$700/pp)		
Total CDBG Cost per Person/Unit	\$.08 per person daily for the 25 years (\$836/pp)		
<b>Describe Source of Other Funds:</b>	<b>Amount</b>	<b>Amount Secured</b>	<b>Amount Tentative</b>
Federal:			
State:			
Local:			
Donations/Private:	15000	2000	13000
Grants:			
Loans:			



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Activity Budget Detail (Development Activities provide a detailed Pro Forma)			
Expense Description	CDBG Request	Other Funds	Total CDBG + Other Sources
New Roof	\$ 77000	\$ 15000	\$92000
<b>Total</b>	<b>\$77000</b>	<b>\$15000</b>	<b>\$92000</b>

8. Explain the activity budget and assumptions used to determine the total activity cost and operating budget. If you are relying on other funding, please note if that funding is secure or pending and whether you will be able to move forward without unsecured leveraged funds. (5 points)

Albany Helping Hands has used a formal estimate from a local contractor to determine the total activity cost and operating budget. We plan to do a letter writing campaign to secure the leveraged funds of \$15,000. We have, to date, received \$2,000 for the roof project. We will be sending out a letter asking for funds dedicated to the roofing project at the end of January or beginning of February 2026. We will also place a request project on our website that will be dedicated to the roofing project. Albany Helping Hands will be able to move forward with the project if the leveraged funds are not realized.



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9. Provide a brief description of the organization's financial stability as it pertains to the organization's financial capacity to successfully complete the activity, including funding sources. The City may request copies of the organization's financial audit or review for the last 2 years. (5 points)

Albany Helping Hands has increased a positive presence in our community over the past 15 months. We have a resolute staff, with like-mindedness and energetic ability to move forward with innovative programs and expansion goals. Our finances have also been experiencing an upturn. We are coming off the best year for donor giving and fundraising results. With a continued effort to increase community partnerships and a commitment to provide transparency, Albany Helping Hands is expecting to provide and be provided for with donor gifts that will sustain us in the future. Our goals are lofty, our donors are ever-present and willing to help, and our volunteers are capable of helping in many ways. We are set for a strong future and a new roof in the day room is step one to a multi-faceted expansion of our services for the homeless in our community.

10. Demonstrate why CDBG funds are the best fit/source for this activity. (5 points)

The cost of replacing the roof of the day room at Albany Helping Hands is an extremely good fit for the CDBG funds. As a 501(c)(3) nonprofit, Albany Helping Hands fits the basic eligibility constraint. The project will fulfill three of the 2023 – 2027 Consolidated Plan Priorities of the CDBG.

First, Priority 2, to reduce homelessness. Replacing the roof will provide a safe place that is accessible to all our resident guests to use the Learning and Literacy Center to improve their self-sufficiency abilities. Using our resources to find jobs and homes away from the shelter will reduce homelessness in our community.

Next, Priority 3, to increase availability of needed services for low- and moderate-income residents. The Pathways to Independence program will be housed in the day room. The program will help our resident guests find community support for benefits available to them, add structure and goals to their lives, increase their ability to make and save money, learn budgeting, and help them locate places to live. These services are paramount in helping resident guests become active and viable members of the community.

Finally, Priority 4, to expand economic opportunities for low- and moderate-income residents. Active programs and facilities will easily provide our resident guests with many economic opportunities. The single facet of our new program that will provide the most economic opportunities to the resident guests is the Financial Freedom class that all participants are required to attend and use. If this portion of the Pathways to Independence program is successful for a resident guest, they will have \$15,000 saved by the end of the 18-month program period.



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11. How will CDBG funds be used to leverage other funding, resources, donations, volunteers, and/or partnerships? (10 points)

Albany Helping Hands will use a letter writing project and a direct ask project on our website to facilitate donor-driven resources. The funds from the CDBG grant will be used to provide the balance of the funds needed for the roof.

12. Describe your organization's plan for funding the activity after the first year, if applicable.

The actual project, replacing the roof of the day room, is a one-year project. However, Albany Helping Hands commits to annual upkeep and maintenance for the life of the roof. This maintenance will be sustained with yearly donor resources.



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13. **Ability to Proceed with Reduced Award Statement:** Provide a statement regarding your organization's ability to proceed with the activity (maybe at a reduced scale) without receiving CDBG assistance, or with an award less than your requested amount.

The roof of the day room must be replaced. If Albany Helping Hands does not replace the roof the building will have increased structural damage and reduced usable space for our resident guests. We are unable to use a facility that is dangerous for our resident guests and staff. Since the day room houses our kitchen, which provides three meals a day for the resident guests, the need to replace the roof becomes paramount.

Albany Helping Hands will proceed with several local estimates for the replacement project. We will move forward with the project and are willing to investigate other options for funding or provisions.

**Readiness to Proceed and Agency Capacity (25 points)**

14. Provide a **DRAFT SCOPE OF WORK and schedule** that outlines details about the proposed activity including a schedule of the actions or tasks that will be taken to address the identified need and achieve anticipated performance measures and outcomes. You may use the table below or provide your own format on the following blank page.

Identify any other agencies or partners that will be used for this activity/project and define the roles and responsibilities of these partners. (10 points)

Task Description	Agency to Complete	Timeline (Months)
Access Need	AHH	2025
Secure Estimates	AHH	2025, Jan/Feb 2026
Apply for CDBG grant	AHH	Jan 2026
Letter writing campaign	AHH	Jan/Feb 2026
Direct ask projectOn our website	AHH	Jan/Feb 2026
Receive funding fromCDBG	CDBG	Feb – July 2026
continued on next page		



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(Additional Space for Draft Scope of Work and Schedule if needed)

If yes, then continue with this chart.

If no, then we will continue to investigate other funding or volunteer opportunities  
To leverage the expense of the roof.

Task Description	Agency to Complete	Timeline (Months)
Choose winning bid	AHH	May/June 2026
Have the roof replaced by the Winning bid	Winning bid	Aug/Sept 2026
Annual Maintenance and Upkeep	AHH	2027 - 2052



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15. Describe your readiness to proceed with the activity. For example, is land use approval needed and where are you in that process; are there issues that need to be resolved; is staff currently available to work on the activity; if the purchase of property is involved, is the property currently available for purchase; what level of environmental review is required, etc. (5 points)

Replacing the roof of the day room at Albany Helping Hands is going to happen in 2026. We are ready to accomplish it because it is not a want anymore but a must do.

16. Describe the current organizational capacity to complete the activity within twelve months, including its experience and success implementing and managing similar activities, and use of federal or CDBG funds. (5 points)

Replacing the roof of the day room at Albany Helping Hands is going to happen in 2026.



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17. Staff Experience and Qualifications (5 points): Identify the names of staff or contractors that will work on the proposed activity, their role, experience they have in this role including experience managing activities subject to federal or state wage rates, their title, and the expected FTE on the activity. **Please attach resumes for key personnel anticipated to work on the proposed activity.**

Employee	Experience and Qualifications
Name: <b>David Steele</b> Title: <b>Executive Director</b> FTE on This Activity: <b>0</b>	David has been a roofing expert during his career. While he will not be working on this roof project, his knowledge will provide insight into competitiveness and completeness of the bids.
Name: <b>Trudy Fields</b> Title: <b>Finance Director</b> FTE on This Activity: <b>1/3 FTE</b>	Trudy will be applying for grants, other funding opportunities, fundraising with letter writing or online projects, management of grants, and paying for all the expenses.
Name:  Title:  FTE on This Activity:	



# DAVID STEELE

Looking for secure employment with a company that has integrity, provides benefits, and adheres to safety protocols for long-term employment until retirement.

## EXPERIENCE

**FEBRUARY 2022 – JANUARY 2023**

**CNC OPERATOR**, NEW ENERGY WORKS

OVERSAW CNC MACHINE FUNCTIONS AND MADE ADJUSTMENTS TO MEET STRUCTURE BLUEPRINTS. HAND-WORKED TIMBERS TO BRING WITHIN SPECIFICATIONS.

**DECEMBER 2018- FEBRUARY 2022**

**SAWYER**, ADAMS LUMBER MILL

OPERATED THREE DIFFERENT TYPES OF SAWMILLS, PLUS RESAWS, AND GRADED LUMBER. OPERATED FORKLIFT.

**OCTOBER 2010- AUGUST 2018**

**ROOFING FOREMAN**, GRIFFITH ROOFING COMPANY

OVERSAW THE REROOFING OF LARGE COMMERCIAL BUILDINGS, RUNNING A CREW OF UP TO 12 MEN. ENSURED SAFETY AND MANAGED ALL ASPECTS OF THE REROOFING PROCESS.

**JANUARY 2005 – SEPTEMBER 2010**

**SHIPPING AND RECEIVING CLERK**, KERR CONCENTRATES

ORGANIZED AND PULLED SHIPMENT ORDERS, ACCURATELY FILLED ORDERS AND LOADED AND UNLOADED SEMIS. DROVE FORKLIFT. ENSURED SAFETY.

**APRIL 1998 – OCTOBER 2004**

**JOURNEYMAN ROOFER**, GRIFFITH ROOFING COMPANY

REROOFED LARGE COMMERCIAL BUILDINGS AND ADHERED TO EXTREME SAFETY PROTOCOLS.

## EDUCATION

HIGH SCHOOL DIPLOMA

COLLEGE CREDITS AT CLACKAMAS COMMUNITY COLLEGE FOR ROOFING APPRENTICESHIP PROGRAM

## SKILLS

- Hard worker
- Attention to detail
- Fast learner
- Ability to problem solve
- Delegate authority
- Great attitude and attendance

# TRUDY FIELDS

Talented and accomplished customer service professional with expanded background in generally accepted accounting principles. Proven ability to implement effective procedures, improve productivity and increase efficiency. Recognized for a harmonious personality that lends itself to effective and expedient resolutions for clients and peers.

## SKILLS

- Work history with Excel and Outlook
- Industry specific software: Fiserv programs, Navigator, Director, Great Plains, Access Manager, BPM
- Office equipment: Sharp machines, coin counters, currency counters, cash advance machines, postage meters, scanning machines
- Flexible and Adaptable
- Independent and Team Player
- Effective Communication
- Leadership and Management
- Time Management
- Troubleshooting
- High Standard of Work Ethics

## EXPERIENCE

### **CUSTOMER SERVICE REPRESENTATIVE, WILLAMETTE COMMUNITY BANK (2018-CURRENT)**

- Provide award-winning customer service while accurately and efficiently processing transactions
- 97% balancing record
- Wires, International currency, new accounts processing and personal information updates
- Ordering and selling cash with the Federal Reserve
- Certifications, balancing and audit preparation

### **STAFF ACCOUNTANT, COASTAL FARM AND RANCH (2016 – 2017)**

- Processing accounts receivable, accounts payable, prepaid expenses, fixed assets, and monthly, quarterly and year-ending general ledger certifications and audit preparations
- Improved processes for several duties to increase productivity and accuracy
- Managed a corporate wide lending program for youth to finance agricultural projects

### **ACCOUNTING SPECIALIST, CENTRAL WILLAMETTE COMMUNITY CREDIT UNION (2012-2016)**

- Balancing all aspects of cash (checks, cash advances, ach and currency)
- Processed monthly and year-ending ledger certifications and audit preparations
- Streamlined procedures to insure accuracy and efficiency for general ledger

### **GENERAL ACCOUNTING, CONSUMER'S POWER, INC. (2003-2011)**

- Improved the daily cash balancing procedures
- Led accounting team through several upgrades
- Demonstrated ability to improve and maintain professional and respectful working relationships with all departments.

### **VAULT TELLER, KEY BANK (1994-2003)**

- Exemplary customer service skills exhibited while handling daily procedures for the entire bank

## EDUCATION

### **BA BUSINESS ADMINISTRATION (FINANCE), OREGON STATE UNIVERSITY (JUNE 1992)**

Albany Helping Hands, Inc.  
Annual Income Statement Budget  
Fiscal Year ending September 30, 2026

<u>Income</u>	
Individual Donations	200000
Church Donations	20000
Business Donations	40000
Foundations Donations	350000
Parking Lot Grant	150000
Government Grants	20000
Sales and Service Income	190000
Other	10000
Rental Income	150000
Total Income	1130000

<u>Expenses</u>	
Salaries and Wages	340000
Payroll Taxes and Benefits	135000
Stipends	35000
Contracted Services	35000
Accounting, Bank & Licensing Fees	16000
Food & Supplies	62000
IT & Telephone	23000
Property Tax	6000
Insurance	41000
Electricity	38000
Gas	10500
Sewer & Water	21000
Garbage	20000
Building & Equipment Maintenance	36000
Auto Gas & Expense	15600
Mortgage Interest	12000
Depreciation	77000
Benevolent	2000
Parking Lot (Capitalization)	150000
Other Expenses	10000
Total Expenses	1085100

Operating Income	44900
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**Statement of Activity by Month**  
**Albany Helping Hands**  
**October-December, 2025**

<b>Distribution account</b>	<b>October 2025</b>	<b>November 2025</b>	<b>December 2025</b>	<b>Total</b>
<b>Income</b>				
4010 Charitable Agencies & Clubs		1,500.00	100.00	1,600.00
4011 Individual Donations	7,571.34	17,910.00	7,935.00	33,416.34
4012 Church Donations	2,648.19	3,353.61	4,074.88	10,076.68
4013 Business Donations	250.00	3,426.27	592.91	4,269.18
5300 Sales & Services Income	14,679.86	12,518.70	10,199.25	37,397.81
5345 Interest Income		605.11		605.11
5350 Rental Income	16,291.60	16,121.60	16,491.60	48,904.80
5401 Sales	9,024.79	-8,988.91		35.88
<b>Total for Income</b>	<b>50,465.78</b>	<b>46,446.38</b>	<b>39,393.64</b>	<b>\$136,305.80</b>
<b>Cost of Goods Sold</b>				
<b>Gross Profit</b>	<b>50,465.78</b>	<b>46,446.38</b>	<b>39,393.64</b>	<b>\$136,305.80</b>
<b>Expenses</b>				
6999 Uncategorized Expenses	57,156.80	-47,654.94	-9,501.86	0.00
7000 Benvolent program			93.88	93.88
7220 Salary and Wages	24,565.57	24,980.02	28,681.13	78,226.72
7230 Benefits	397.15	397.15	797.15	1,591.45
<b>Total for 7220 Salary and Wages</b>	<b>24,962.72</b>	<b>25,377.17</b>	<b>29,478.28</b>	<b>\$79,818.17</b>
7250 Payroll Taxes	9,135.56	8,739.85	9,277.67	27,153.08
7256 ERTC Expense			7,322.14	7,322.14
7300 Contracted Services	4,364.75	8,312.81	6,954.69	19,632.25
7520 Accounting Fees				
7522 Bank Charges & Fees	17.64	35.95		53.59
7523 Bookkeeping & Payroll	222.00	759.00	185.00	1,166.00
<b>Total for 7520 Accounting Fees</b>	<b>239.64</b>	<b>794.95</b>	<b>185.00</b>	<b>\$1,219.59</b>
7530 Legal Fees				
7532 Licenses,Permits & Bonds			46.97	46.97
7533 Taxes and Fees		2,513.13		2,513.13
<b>Total for 7530 Legal Fees</b>		<b>2,513.13</b>	<b>46.97</b>	<b>\$2,560.10</b>
8110 Supplies	3,218.03	3,780.33	7,336.82	14,335.18
8111 Office Supplies	286.45	49.98	194.47	530.90
8112 Food	383.58	1,350.63	1,163.23	2,897.44
<b>Total for 8110 Supplies</b>	<b>3,888.06</b>	<b>5,180.94</b>	<b>8,694.52</b>	<b>\$17,763.52</b>
8115 Production Materials			1,090.00	1,090.00
8130 Telephone & Telecommunications	133.26	251.39	381.39	766.04
8200 Occupancy				
8210 Rents	250.00			250.00
8220 Electricity	206.30	194.21	361.50	762.01

Distribution account	October 2025	November 2025	December 2025	Total
82201 816 Jefferson St SE	31.23	33.03	138.72	202.98
8223 Operations Electricity	1,114.93	936.28	1,004.54	3,055.75
8224 Dormitory Electricity	985.97	889.98	995.42	2,871.37
8225 Farm Electricity	438.15	553.97		992.12
8226 Store Electricity	287.86	275.60	256.76	820.22
8227 513 9th Ave Albany	169.58	265.02	367.67	802.27
8229 527 9th ave	174.69	285.13	391.86	851.68
<b>Total for 8220 Electricity</b>	<b>3,408.71</b>	<b>3,433.22</b>	<b>3,516.47</b>	<b>\$10,358.40</b>
8230 Gas	729.07	818.30	1,291.21	2,838.58
8235 Store Gas	30.91	393.71	632.03	1,056.65
<b>Total for 8230 Gas</b>	<b>759.98</b>	<b>1,212.01</b>	<b>1,923.24</b>	<b>\$3,895.23</b>
8245 Insurance			9,929.67	9,929.67
8250 Sewer				
8258 513 9th Ave Albany	191.86	210.45	218.91	621.22
<b>Total for 8250 Sewer</b>	<b>191.86</b>	<b>210.45</b>	<b>218.91</b>	<b>\$621.22</b>
8260 Water	1,502.43	1,653.06	1,629.32	4,784.81
8251 City of Albany-	377.56	397.22	429.58	1,204.36
<b>Total for 8260 Water</b>	<b>1,879.99</b>	<b>2,050.28</b>	<b>2,058.90</b>	<b>\$5,989.17</b>
8270 Garbage collection	377.26	348.25	377.26	1,102.77
8273 Operations Garbage	745.28	775.73	745.28	2,266.29
8277 Store Garbage	608.68	672.81	158.80	1,440.29
<b>Total for 8270 Garbage collection</b>	<b>1,731.22</b>	<b>1,796.79</b>	<b>1,281.34</b>	<b>\$4,809.35</b>
<b>Total for 8200 Occupancy</b>	<b>8,221.76</b>	<b>8,702.75</b>	<b>18,928.53</b>	<b>\$35,853.04</b>
8280 Equipment Rental & Maintenance			448.20	448.20
8281 Building Repairs/Maintenance	976.82	85.97	878.50	1,941.29
8290 Automotive				
8291 Gasoline		591.85	49.09	640.94
<b>Total for 8290 Automotive</b>		<b>591.85</b>	<b>49.09</b>	<b>\$640.94</b>
8297 Vehicle Repair & Maintenance		166.49		166.49
8310 Travel				
8312 Gasoline	180.81			180.81
8315 Transportation				
8317 Maintenance		59.88		59.88
<b>Total for 8315 Transportation</b>		<b>59.88</b>		<b>\$59.88</b>
<b>Total for 8310 Travel</b>	<b>180.81</b>	<b>59.88</b>		<b>\$240.69</b>
8590 Other Itemized Expenses			292.11	292.11
8593 Allowance	59.08	57.61	418.58	535.27
8599 Other	469.55			469.55
<b>Total for 8590 Other Itemized Expenses</b>	<b>528.63</b>	<b>57.61</b>	<b>710.69</b>	<b>\$1,296.93</b>
<b>Total for Expenses</b>	<b>109,788.81</b>	<b>13,179.85</b>	<b>75,037.69</b>	<b>\$198,006.35</b>
<b>Net Operating Income</b>	<b>-59,323.03</b>	<b>33,266.53</b>	<b>-35,644.05</b>	<b>-\$61,700.55</b>

Other Income

<b>Distribution account</b>	<b>October 2025</b>	<b>November 2025</b>	<b>December 2025</b>	<b>Total</b>
Other Expenses				
Reconciliation Discrepancies-2	-250.05			-250.05
<b>Total for Other Expenses</b>	<b>-250.05</b>			<b>-\$250.05</b>
<b>Net Other Income</b>	<b>250.05</b>			<b>\$250.05</b>
<b>Net Income</b>	<b>-59,072.98</b>	<b>33,266.53</b>	<b>-35,644.05</b>	<b>-\$61,450.50</b>

Accrual Basis Thursday, January 08, 2026 02:03 PM GMT-08:00



August 20, 2024

Board of Directors  
Albany Helping Hands

This letter is to inform the Board of Directors of Albany Helping Hands (the "Organization") about significant matters related to the conduct of our audit as of and for the year ended September 30, 2023, so that it can appropriately discharge its oversight responsibility and we comply with our professional responsibilities.

Generally accepted auditing standards (AU-C 260, *The Auditor's Communication With Those Charged With Governance*) require the auditor to promote effective two-way communication between the auditor and those charged with governance. Consistent with this requirement, the following summarizes our responsibilities regarding the financial statement audit, as well as observations arising from our audit that are significant and relevant to your responsibility to oversee the financial reporting process.

#### **Our Responsibilities with Regard to the Financial Statement Audit**

Our responsibility under auditing standards generally accepted in the United States of America has been described to you in our arrangement letter dated April 29, 2024. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities, which are also described in that letter.

#### **Overview of the Planned Scope and Timing of the Financial Statement Audit**

We have issued a separate communication dated June 5, 2024, regarding the planned scope and timing of our audit and identified significant risks.

#### **Significant Accounting Practices, including Policies, Estimates and Disclosures**

Management has the ultimate responsibility for the appropriateness of the accounting policies used by the Organization. The Organization did not adopt any significant new accounting policies during the year. We did not identify any significant or unusual transactions in controversial or emerging areas for which there is a lack of authoritative guidance.

Accounting estimates are an integral part of the preparation of financial statements and are based upon management's current judgment. The process used by management encompasses its knowledge and experience about past and current events, and certain assumptions about future events. You may wish to monitor throughout the year the process used to determine and record these accounting estimates. The following summarizes the significant accounting estimates reflected in the Organization's financial statements:

- Useful lives of property and equipment
- Allocation of functional expense

1255 Lee Street SE, Unit 210, Salem, OR 97302  
T: 503.585.7751 | F: 503.370.3781

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Board of Directors  
Albany Helping Hands  
August 20, 2024  
Page 2

### **Modification of the Auditor's Report**

We have issued a qualified opinion due to a departure from accounting principles generally accepted in the United States of America related to thrift store inventory. This is a common modification for not-for profit entities with thrift stores, and stems from the economic burden of accounting for donated items versus the benefit of maintaining an inventory for resale. Below is the wording of the modification of opinion to be included in the auditor's report:

#### **Qualified Opinion**

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as of September 30, 2023, and the results of its operations and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

#### **Basis for Qualified Opinion**

Albany Helping Hands does not recognize thrift store inventory in the financial statements until sold. Accounting principles generally accepted in the United States of America require contributed goods to be recorded at their fair value at the date of receipt. The effects on the financial statements of the failure to recognize the thrift store inventory at the date of receipt have not been determined.

### **Audit Adjustments and Uncorrected Misstatements**

Attached is a list of misstatements that were identified as a result of our audit procedures and corrected by management.

We are not aware of any uncorrected misstatements other than misstatements that are clearly trivial.

### **Internal Control Matters**

We have issued a separate communication dated August 20, 2024, regarding certain deficiencies in internal control that we identified during the planning or performance of our audit of the financial statements.

### **Disagreements with Management**

We encountered no disagreements with management over the application of significant accounting principles, the basis for management's judgments on any significant matters, the scope of the audit, or significant disclosures to be included in the financial statements.

### **Consultation with Other Accountants**

We are not aware of any consultations management had with other accountants about accounting or auditing matters.



Board of Directors  
Albany Helping Hands  
August 20, 2024  
Page 3

### **Significant Issues Discussed with Management**

No significant issues arising from the audit were discussed or were the subject of correspondence with management.

### **Significant Difficulties Encountered in Performing the Audit**

We did not encounter any significant difficulties in dealing with management during the audit.

### **Shared Responsibilities: AICPA Independence**

The American Institute of Certified Public Accountants (AICPA) regularly emphasizes that auditor independence is a **joint responsibility** and is managed most effectively when management, audit committees (or their equivalents), and audit firms work together in considering compliance with AICPA independence rules. For SingerLewak, LLP to fulfill its professional responsibility to maintain and monitor independence, management, the Organization, and SingerLewak, LLP each play an important role.

### **Our Responsibilities**

- AICPA rules require independence both of mind and in appearance when providing audit and other attestation services. SingerLewak, LLP is to ensure that the AICPA's General Requirements for performing non-attest services are adhered to and included in all letters of engagement.
- Maintain a system of quality management over compliance with independence rules and firm policies.

### **The Company's Responsibilities**

- Timely inform SingerLewak, LLP, before the effective date of transactions or other changes, of the following:
  - New affiliates, directors, or officers.
  - Change in structure impacting affiliates
- Provide necessary affiliate information such as new or updated investment structure charts, as well as financial information required to perform materiality calculations needed for making affiliate determinations.
- Understand and conclude on the permissibility, prior to the Organization and its officers, directors, or persons in a decision-making capacity, engaging in business relationships with SingerLewak, LLP.
- Not entering into relationships resulting in close family members of SingerLewak, LLP covered persons, temporarily or permanently acting as an officer, director, or person in an accounting or financial reporting oversight role at the Organization.

Board of Directors  
Albany Helping Hands  
August 20, 2024  
Page 4

**Management Representations**

Attached is a copy of the management representation letter.

**Closing**

We will be pleased to respond to any questions you have about the foregoing. We appreciate the opportunity to be of service to Albany Helping Hands.

This report is intended solely for the information and use of the Board of Directors and management, and is not intended to be, and should not be, used by anyone other than these specified parties.

*Singer Lewak LLP*

Albany Helping Hands  
Year End: September 30, 2023  
Journal Entries: Adjusting  
Date: 10/1/2022 To 9/30/2023

8010

Prepared by	In-Chrg Review	Manager Review
	JC 7/8/2024	KW 8/1/2024
Partner Review	EQR Review	Other Review

Number	Date	Name	Account No	Reference	Debit	Credit	Recurrence	Misstatement
1	9/30/2023	Unrestricted Net Assets	3900	6920		34.00		
1	9/30/2023	Other Itemized Expenses	8590	6920	34.00			
		To true up equity with the prior period 990						Factual
								Projected
					34.00	34.00		
		Net Income (Loss)	88,153.00					



## Albany Helping Hands Shelter

619 9th Ave SE  
Albany, Oregon 97322  
(541) 926.4036  
[www.albanyhelpinghands.com](http://www.albanyhelpinghands.com)

8/20/2024

SingerLewak LLP  
1255 Lee St SE, Suite 210  
Salem, Oregon 97302

This representation letter is provided in connection with your audit of the financial statements of Albany Helping Hands (the "Organization"), which comprise the statement of net position as of September 30, 2023, and the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements, for the purpose of expressing an opinion on whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP).

We confirm, to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves, that as of the date of this letter:

### Financial Statements

1. We have fulfilled our responsibilities, as set out in the terms of the audit arrangement letter dated April 29, 2024, for the preparation and fair presentation of the financial statements referred to above in accordance with U.S. GAAP.
2. We acknowledge our responsibility for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.
3. We acknowledge our responsibility for the design, implementation and maintenance of internal control to prevent and detect fraud.
4. Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable and reflect our judgment based on our knowledge and experience about past and current events, and our assumptions about conditions we expect to exist and courses of action we expect to take.
5. Related-party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of U.S. GAAP.
6. All events subsequent to the date of the financial statements, and for which U.S. GAAP requires adjustment or disclosure, have been adjusted or disclosed.
7. The effects of all known actual or possible litigation and claims have been accounted for and disclosed in accordance with U.S. GAAP.

SingerLewak LLP  
08/20/2024  
Page 2

8. We acknowledge that not recognizing thrift store inventory in the financial statements is a departure from U.S. GAAP and will result in a qualified opinion on the financial statements.
9. With respect to nonattest services (including preparation of the financial statements) performed in the course of the audit:
  - a. We have made all management decisions and performed all management functions.
  - b. We assigned an appropriate individual to oversee the services.
  - c. We evaluated the adequacy and results of the services performed, and made an informed judgment on the results of the services performed;
  - d. We have accepted responsibility for the results of the services; and
  - e. We have accepted responsibility for all significant judgments and decisions that were made.

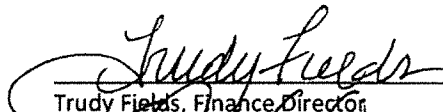
**Information Provided**

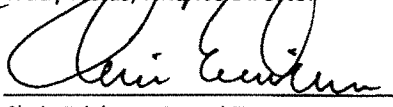
10. We have provided you with:
  - a. Access to all information of which we are aware that is relevant to the preparation and fair presentation of the financial statements such as records, documentation and other matters.
  - b. Additional information that you have requested from us for the purpose of the audit.
  - c. Unrestricted access to persons within the Organization from whom you determined it necessary to obtain audit evidence.
  - d. Minutes of the meetings of the Board of Directors, or summaries of actions of recent meetings for which minutes have not yet been prepared.
11. All transactions have been recorded in the accounting records and are reflected in the financial statements.
12. We have disclosed to you the results of our assessment of risk that the financial statements may be materially misstated as a result of fraud.
13. We have no knowledge of allegations of fraud or suspected fraud affecting the Organization's financial statements involving:
  - a. Management.
  - b. Employees who have significant roles in internal control.
  - c. Others where the fraud could have a material effect on the financial statements.
14. We have no knowledge of any allegations of fraud or suspected fraud affecting the Organization's financial statements received in communications from employees, former employees, regulators or others.

SingerLewak LLP  
08/20/2024  
Page 3

15. We have disclosed to you all instances of noncompliance or suspected noncompliance with laws and regulations. Additionally, we specifically represent that we are responsible for determining that we are not subject to the requirements of the Single Audit Act because we have not received, expended or otherwise been the beneficiary of the required amount of federal awards during the period of this audit.
16. We have disclosed to you all known pending or threatened litigation and claims whose effects were considered when preparing the financial statements.
17. We have disclosed to you the identity of all of the Organization's related parties and all the related-party relationships and transactions of which we are aware.
18. We have informed you of all significant deficiencies, including material weaknesses, in the design or operation of internal controls that could adversely affect the Organization's ability to record, process, summarize and report financial data.
19. We have disclosed to you all communications from regulatory agencies concerning noncompliance with, or deficiencies in, financial reporting practices.
20. During the course of your audit, you may have accumulated records containing data that should be reflected in our books and records. All such data have been so reflected. Accordingly, copies of such records in your possession are no longer needed by us.

Albany Helping Hands

  
\_\_\_\_\_  
Trudy Fields, Finance Director

  
\_\_\_\_\_  
Chris Erickson, Board Treasurer

**ALBANY HELPING HANDS**  
**FINANCIAL REPORT**  
**SEPTEMBER 30, 2023**



## INDEPENDENT AUDITOR'S REPORT

Board of Directors  
Albany Helping Hands

### Qualified Opinion

We have audited the financial statements of Albany Helping Hands (the "Organization"), which comprise the statement of financial position as of September 30, 2023, the related statements of activities, functional expenses, and cash flows for the year then ended, and the related notes to the financial statements

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as of September 30, 2023, and the changes in its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

### Basis for Qualified Opinion

Albany Helping Hands does not recognize thrift store inventory in the financial statements until sold. Accounting principles generally accepted in the United States of America require contributed goods to be recorded at their fair value at the date of receipt. The effects on the financial statements of the failure to recognize the thrift store inventory at the date of receipt have not been determined.

We conducted our audit in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Organization and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

### Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.



Board of Directors  
Albany Helping Hands  
Page 2

**Auditor's Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Organization's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.



August 20, 2024

**ALBANY HELPING HANDS**  
**STATEMENT OF FINANCIAL POSITION**  
**September 30, 2023**

**ASSETS**

**Current Assets**

Cash and cash equivalents	\$ 211,085
Accounts receivable	<u>10,805</u>

**Total Current Assets** 221,890

Cash restricted to lot improvements	114,956
Property and equipment, net	<u>2,381,092</u>

**Total Assets** \$ 2,717,938

**LIABILITIES AND NET ASSETS**

**Current Liabilities**

Accounts payable and accrued expenses	\$ 29,059
Loans payable, current portion	<u>12,586</u>

**Total Current Liabilities** 41,645

Loans payable, net of current portion	<u>232,997</u>
---------------------------------------	----------------

**Total Liabilities** 274,642

**Net Assets**

Without donor restrictions	2,328,340
With donor restrictions	<u>114,956</u>

**Total Net Assets** 2,443,296

**Total Liabilities and Net Assets** \$ 2,717,938

See notes to the financial statements.

**ALBANY HELPING HANDS****STATEMENT OF ACTIVITIES****Year Ended September 30, 2023**

	Without Donor Restrictions	With Donor Restrictions	Total
<b>Revenues and other support</b>			
Contributions and fundraising	\$ 217,682	\$ -	\$ 217,682
Grants and contracts	47,814	452,000	499,814
Sales and services	215,817	-	215,817
Rental income	164,267	-	164,267
Interest and dividends, net of fees	8,391	-	8,391
Net assets released from restriction	337,044	(337,044)	-
Total revenues and other support	991,015	114,956	1,105,971
<b>Expenses</b>			
Program services	869,889	-	869,889
Management and general	142,378	-	142,378
Fundraising	5,550	-	5,550
Total expenses	1,017,818	-	1,017,818
Change in net assets	(26,803)	114,956	88,153
Net assets - beginning	2,355,143	-	2,355,143
Net assets - ending	<u>\$ 2,328,340</u>	<u>\$ 114,956</u>	<u>\$ 2,443,296</u>

See notes to the financial statements.

**ALBANY HELPING HANDS**  
**STATEMENT OF FUNCTIONAL EXPENSES**  
**Year Ended September 30, 2023**

---

	<u>Program Services</u>	<u>Management and General</u>	<u>Fundraising</u>	<u>Total Expenses</u>
Salaries	\$ 265,258	\$ 71,415	\$ 3,401	\$ 340,074
Payroll taxes and fringe benefits	113,949	30,679	1,461	146,089
Accounting	5,418	1,459	69	6,946
Contract services	102,995	-	-	102,995
Depreciation	75,147	-	-	75,147
Insurance	34,146	8,536	-	42,682
Interest	10,497	-	-	10,497
Occupancy	135,593	16,759	-	152,352
Other	76,768	13,315	404	90,487
Supplies	47,860	-	-	47,860
Travel	2,259	215	215	2,689
	<u>\$ 869,889</u>	<u>\$ 142,378</u>	<u>\$ 5,550</u>	<u>\$ 1,017,818</u>

See notes to consolidated financial statements.

**ALBANY HELPING HANDS**  
**STATEMENT OF CASH FLOWS**  
**Year Ended September 30, 2023**

**Cash flows from operating activities**

Change in net assets	\$ 88,153
Adjustments to reconcile change in net assets to net cash provided by operating activities:	
Grant received for lot improvements	(11,500)
Depreciation expense	75,147
Changes in operating assets and liabilities:	
Accounts receivable	(3,715)
Accounts payable and accrued expenses	<u>251</u>
<b>Net cash provided by operating activities</b>	<b>148,336</b>

**Cash flows from investing activities**

Purchases of property and equipment	<u>(23,544)</u>
-------------------------------------	-----------------

**Cash flows from financing activities**

Cash collected for lot improvements	11,500
Principal payments on loans	<u>(12,072)</u>
<b>Net cash used by financing activities</b>	<u>(572)</u>

Net increase in cash, cash equivalents, and restricted cash 124,220

Cash, cash equivalents, and restricted cash - beginning 201,821

Cash, cash equivalents, and restricted cash - ending **\$ 326,041**

Cash and cash equivalents \$ 211,085

Cash restricted to lot improvements 114,956

Total cash, cash equivalents, and restricted cash **\$ 326,041**

See notes to the financial statements.

## **ALBANY HELPING HANDS**

### **NOTES TO FINANCIAL STATEMENTS**

---

#### **NOTE 1 – NATURE OF OPERATIONS**

Albany Helping Hands (the “Organization”) is a not-for-profit corporation founded in 1998 that provides services to individuals in need of community assistance. The Organization provides shelter, clothing, food, furniture, counseling, housing search assistance, and mental health referrals to needy families in the local area.

#### **NOTE 2 – SIGNIFICANT ACCOUNTING POLICIES**

##### Basis of Presentation

The financial statements have been prepared in accordance with accounting principles generally accepted in the United States of America (U.S. GAAP).

##### Use of Estimates

The preparation of financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

##### Cash and Cash Equivalents

The Organization considers all highly liquid financial instruments with an original maturity of three months or less, and which are neither held for nor restricted by donors for long-term purposes, to be cash equivalents.

##### Accounts Receivable

Accounts receivable consist of amounts due from agencies for which the Organization performs services and amounts due from customers. The Organization uses the allowance method for recognition of bad debt expenses for financial reporting purposes. No allowance for doubtful accounts was considered necessary at September 30, 2023.

##### Property and Equipment

Property and equipment are recorded at cost or at estimated fair value at the date of gift. Donations are reported as unrestricted support unless the donor has restricted the donated asset to a specific purpose. Major additions or improvements and acquisitions of property and equipment in excess of \$2,000 are capitalized. Depreciation is computed using the straight-line method over the estimated useful life of the asset. The estimated useful lives for buildings and improvements are 39 years, furniture and equipment are 5 to 15 years, and vehicles are 5 years.

##### Impairment of Long-Lived Assets

The Organization reviews long-lived assets for indicators of impairment whenever events or changes in circumstances indicate that the carrying amount of an asset may not be recoverable. Impairment would be recorded in circumstances where undiscounted cash flows expected to be generated by an asset are less than the carrying value of that asset. As of September 30, 2023, there were no events or changes in circumstances indicating the carrying amount of long-live assets may not be recoverable.

## ALBANY HELPING HANDS

### NOTES TO FINANCIAL STATEMENTS

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#### NOTE 2 – SIGNIFICANT ACCOUNTING POLICIES (Continued)

##### Net Assets

The Organization reports information regarding its financial position and activities according to two classes of net assets: without donor restrictions and with donor restrictions described as follows:

*Net assets without donor restrictions* – Net assets that are not subject to donor-imposed restrictions and that may be expendable for any purpose in performing the primary objectives of the Organization.

*Net assets with donor restrictions* – Net assets subject to donor- (or certain grantor-) imposed restrictions. Some donor-imposed restrictions are temporary in nature, such as those that will be met by the passage of time or other events specified by the donor. Other donor-imposed restrictions are perpetual in nature, where the donor stipulates that resources be maintained in perpetuity. When a donor restriction expires, that is, when the stipulated time restriction ends or purpose restriction is accomplished, net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statement of activities as net assets released from restriction.

##### Revenue Recognition

*Contributions and grants* - Contributions are recognized when cash, securities or other assets, an unconditional promise to give, or notification of a beneficial interest is received. Conditional promises to give, that is, those with a measurable performance or other barrier, and a right of return, are not recognized until the conditions on which they depend have been substantially met. The Organization's grant revenues are primarily derived from private donors and foundations. Grant revenue is restricted for the purpose enumerated in the grant application or award letter. Revenues are recorded when the grant is received unless a right of return restriction exists.

*Thrift Store Sales* - Thrift store sales are recognized as revenue at the point in which the sale takes place.

##### Functional Allocation of Expenses

The costs of program and supporting services activities have been summarized on a functional basis in the statement of activities. The statement of functional expenses presents the natural classification detail of expenses by function. Accordingly, certain costs have been allocated among the program and supporting services benefited. The financial statements report certain categories of expenses that are attributed to more than one program or supporting function. Therefore, expenses required allocation on a reasonable basis that is consistently applied. Indirect salaries, payroll taxes and employee benefits are allocated based on an estimation of time and effort. Other indirect costs (such as, utilities and property insurance) are allocated based on a percentage of total direct costs of the various programs.

## ALBANY HELPING HANDS

### NOTES TO FINANCIAL STATEMENTS

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#### NOTE 2 – SIGNIFICANT ACCOUNTING POLICIES (Continued)

##### Income Taxes

The Organization and its subsidiary are exempt from federal and state income taxes under Internal Revenue Code §501(c)(3). Accordingly, no provision for income taxes is included in the accompanying consolidated financial statements. The Organization files an annual income tax return in the U.S. federal jurisdiction. Management has analyzed the tax positions taken by the Organization and has concluded that, as of September 30, 2023, there are no uncertain positions taken or expected to be taken that would require recognition of a liability or disclosure in the consolidated financial statements. The Organization is subject to routine audits by taxing jurisdictions; however, there are currently no audits for any tax periods in progress.

#### NOTE 3 – FINANCIAL ASSETS AND LIQUIDITY RESOURCES

As of September 30, 2023, the following table reflects the Organization's financial assets available to meet general expenditures within one year of the statement of financial position:

Financial assets	
Cash and cash equivalents	\$ 211,085
Accounts receivable	<u>10,805</u>
 Financial assets available to meet general expenditures over the next twelve months	  <u><b>\$ 221,890</b></u>

The Organization considers contributions restricted for programs which are ongoing, major, and central to its annual operations to be available to meet cash needs for general expenditures. The Organization manages its liquidity and follows three guiding principles: operate within a prudent range of financial soundness and stability, maintain adequate liquid assets to fund near-term operating needs, and maintain sufficient resources to provide reasonable assurance that long-term obligations will be discharged.



**ALBANY HELPING HANDS**  
**NOTES TO FINANCIAL STATEMENTS**

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**NOTE 5 – PROPERTY AND EQUIPMENT**

Property and equipment consist of the following as of September 30, 2023:

Land	\$ 598,737
Buildings	891,877
Improvements	1,691,484
Furniture and equipment	93,069
Vehicles	74,408
Construction in progress	<u>35,044</u>
	3,384,619
Less accumulated depreciation	<u>(1,003,527)</u>
	<u><u>\$ 2,381,092</u></u>

**NOTE 6 – NOTES PAYABLE**

Notes payable consist of the following at September 30, 2023:

Note payable to a bank in the amount of \$79,500, with interest at 4.46%, payable in monthly installments of \$444, with a balloon payment of \$58,333 due November 2031. Secured by real property and rents.	\$ 76,116
Note payable to a bank in the amount of \$255,409.07, with interest at 3.95%, payable in monthly installments of \$799. Matures August 1, 2045. Secured by real property and rents.	139,597
Notes payable to a private party in the amount of \$63,000, with interest at 4.00%, payable in monthly installments of \$638. Matures January 2028. Secured by real property.	<u>29,870</u>
	245,583
Less current portion	<u>(12,586)</u>
	<u><u>\$ 232,997</u></u>

## ALBANY HELPING HANDS

### NOTES TO FINANCIAL STATEMENTS

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**NOTE 6 – NOTES PAYABLE (Continued)**

Principal maturities of notes payable for the next five years ending September 30, 2023, and thereafter are as follows:

2024	\$ 12,586
2025	13,134
2026	13,681
2027	14,249
2028	9,003
Thereafter	<u>182,930</u>
	 <b><u>\$ 245,583</u></b>

**NOTE 7 – NET ASSETS WITH DONOR RESTRICTIONS**

Net assets with donor restrictions for the year ended September 30, 2023, are restricted as follows:

Lot improvements	<u>\$ 114,956</u>
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Net assets were released from donor restrictions by incurring expenses satisfying the restricted purpose as follows:

Payroll costs	\$ 302,000
Lot improvements	<u>35,044</u>
	 <u><u>\$ 337,044</u></u>

**NOTE 8 – SUBSEQUENT EVENTS**

Management has evaluated events subsequent through August 20, 2024, which is the date that the consolidated financial statements were available to be issued, for possible recognition or disclosure in the financial statements.

This document is supplemental for question 5 on page A7



## Albany Helping Hands Shelter Non-Discrimination Policy

Albany Helping Hands does not and shall not discriminate on the basis of race, color, religion, gender, gender expression, age, national origin, disability, marital status, sexual orientation, or military status, in any of its activities or operations. These activities include, but are not limited to, provision of services, housing, hiring and firing of staff, and selection of volunteers and vendors. We are committed to providing an inclusive and welcoming environment for all clients, staff, volunteers, and vendors.

I have read, understand, and will comply with the Albany Helping Hands Non-Discrimination policy.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Print Name: \_\_\_\_\_

Non-Discrimination Policy

**Albany Helping Hands  
BOARD MEMBERS  
2025-2026**

**Greg Anable, President**

**Corey Bontrager, Marketing/Communications**

**Chris Erickson, Treasurer**

**Jeanine Howell, Secretary**

**Emerson Smoker, Farm Oversight**

**Nick Ochse**

**Michael Davis, Vice President**

**Mike Stanley**



**Community Development Block Grant Activities**  
**2026 Applications Due by 5:00 p.m. Friday, January 9, 2026 (PST)**  
 333 Broadalbin Street SW, PO Box 490, Albany, Oregon 97321-0144 | Planning 541-917-7550

### EXHIBIT A: APPLICATION

*(Note: Prior to completing the application materials, please thoroughly review the RFA regarding applicant eligibility, eligible CDBG activities, and CDBG requirements. All construction projects must also provide the Exhibit A1 supplement.)*

#### Applicant Information

Applicant (organization name): Albany Area Habitat for Humanity

Contact Person: Mr G Nassar Email: GNassar@AlbanyAreahfh.org

Mailing Address: Po Box 2400, Albany Oregon 97355

Phone #: 541-570-3964 Agency website: www.albanyareahfh.org

UEI #\*: redacted EIN: redacted

*(Unique entity identifier number is required. Get one at sam.gov)*

Organization Mission Statement: (Following blank page for additional space)

Our mission is to bring people together to build homes, communities, and hope. Our goal is to provide safe, affordable homeownership and repair services for low-income families, veterans, and elderly homeowners, fostering housing stability and community well-being.

#### Proposal Summary

Activity/Program Name: The Albany Habitat Repair Program

Activity Location: All area within the City of Albany

Proposal Summary: Provide a summary of the proposed activity and anticipated outcomes.

The Albany Habitat Repair Program seeks \$125,000 to provide critical home repairs for a minimum of 10 low-to moderate-income households in Albany over the next 12 months. Prioritizing local elderly, veteran, and other homeowners who fall below 80% the Area Median Income. The program is geared towards assisting to alleviate home health and safety issues, correct structural deficiencies in local Albany residences, endeavor to enable lower income residents to remain in their homes and reduce their operating and maintenance costs, and mitigate the conditions conducive to blight in neighborhoods, especially in areas where a majority of the residents are low-to moderate-income. The program will also address immediate and urgent safety, accessibility issues all while attempting to address energy efficiency needs, aligning with Albany's goals for equitable and sustainable housing.

#### ACTIVITY BUDGET FOR WHICH CDBG FUNDS ARE BEING REQUESTED:

CDBG Funding Request	\$	125,000
Leveraged Funds/Resources	\$	150,000
<b>Total Activity Budget</b>	<b>\$</b>	<b>375,000</b>



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### **CDBG Application Narrative**

Provide the information requested below in this word document or in **(a separate document)** making sure the narrative corresponds to the numbers provided so the required information can be easily found to ensure a complete application. If the question does not apply to the proposed activity write N/A.

#### **Activity Need and Consolidated Plan Priority (40 points)**

1. Describe the community need or problem that will be addressed by the proposed activity. Provide statistics or evidence to document the need. (5 points)

The Albany Habitat Repair Program addresses a critical and ongoing need for safe, affordable home repairs among low- to moderate-income homeowners in Albany, particularly elderly, veteran, and long-term residents living below 80% of the Area Median Income (AMI). Many of these homeowners are cost-burdened and lack the financial capacity to address urgent health, safety, accessibility, and structural issues in their homes, placing them at increased risk of housing instability, declining health outcomes, and displacement.

Albany's 2023–2027 Consolidated Plan identifies housing cost burden and aging housing stock as persistent challenges affecting low- and moderate-income households. A substantial share of Albany homeowners spend more than 30% of their income on housing costs, leaving little or no capacity to address critical repairs such as roof failures, accessibility barriers, electrical hazards, plumbing deficiencies, or weatherization needs. For households living on fixed or limited incomes, deferred maintenance compounds over time, increasing safety risks and accelerating housing deterioration.

The need for repair assistance is particularly acute among older residents. Albany has experienced continued growth in its senior population, many of whom are aging in place in homes built decades ago that were not designed to meet current accessibility or safety standards. Without intervention, these homeowners face increasing barriers to remaining safely housed, often resulting in preventable injuries, unsafe living conditions, or premature displacement from their homes and neighborhoods.

Local demand further underscores the urgency of this need. Albany Area Habitat for Humanity receives multiple requests each week from income-qualified homeowners seeking assistance with critical repairs that cannot be addressed through personal resources or traditional financing. At the same time, older neighborhoods with a high concentration of low- and moderate-income homeowners face heightened risk of decline when essential repairs are deferred, contributing to conditions that can lead to blight and reduced neighborhood stability.

Without access to critical home repair assistance, many low-income Albany residents are forced to live in unsafe conditions or face displacement from homes they have occupied for years. The Albany Habitat Repair Program directly responds to this documented community need by preserving existing affordable housing, improving health and safety conditions, and stabilizing neighborhoods most vulnerable to housing deterioration.



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2. a. Select the priorities in Albany's 2023-2027 Consolidated Plan that will be addressed by the activity.
- ☒ Support or increase the supply of affordable housing.
  - ☒ Reduce or prevent homelessness.
  - ☒ Increase availability of needed services for low- and moderate-income residents.
  - ☐ Expand economic opportunities for low- and moderate-income residents.
  - ☒ Strengthen and revitalize low- and moderate-income neighborhoods.
- b. Explain how the activity will support efforts to reduce or prevent homelessness, support activities that improve housing stability, and/or increase the supply of affordable or supportive housing. (15 points)

The Albany Habitat Repair Program directly supports housing stability and homelessness prevention by preserving existing owner-occupied affordable housing for low- to moderate-income residents who are at risk of displacement due to unsafe living conditions, deferred maintenance, or financial hardship. By addressing critical health, safety, accessibility, and structural deficiencies, the program enables vulnerable homeowners to remain safely housed, preventing housing loss that can otherwise lead to homelessness or forced relocation.

For many low-income homeowners, particularly elderly and veteran residents living on fixed incomes, a single major repair—such as a failing roof, unsafe electrical system, or lack of safe access into the home—can render a home uninhabitable. Without assistance, these households often have no viable alternative but to leave their homes, placing additional strain on Albany's already limited rental and supportive housing resources. The Albany Habitat Repair Program intervenes at this critical point, stabilizing housing before conditions escalate into displacement or homelessness.

The program also supports the City's goal of maintaining and strengthening the supply of affordable housing by preserving existing housing stock rather than allowing it to deteriorate beyond repair. Owner-occupied homes assisted through this program remain affordable for the long term, ensuring that low- and moderate-income households can continue to reside in their neighborhoods while maintaining community ties, access to services, and social supports. This approach is both cost-effective and preventative, reducing the need for more expensive housing interventions.

In addition, the Albany Habitat Repair Program increases the availability of essential services for low- and moderate-income residents by providing a coordinated, no-cost repair solution that addresses safety, accessibility, and energy efficiency needs. The program leverages partnerships with Energy Trust, the State SHOW Oil program, local contractors, and volunteers to maximize impact and reduce operating costs for homeowners, further strengthening housing stability.

At the neighborhood level, stabilizing owner-occupied homes contributes to broader community revitalization. Preventing visible deterioration, correcting safety hazards, and maintaining habitable housing conditions reduces the risk of blight, supports neighborhood pride, and reinforces the long-term viability of Albany's low-to-moderate income neighborhoods. Through these combined outcomes, our repair program directly advances the Consolidated Plan's priorities related to affordable housing preservation, homelessness prevention, and neighborhood stabilization.



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3. Explain how the activity will address the identified need or problem and how your approach is an effective strategy to address the identified gap in needs and how your activity will add to or improve upon existing services. Include activity background, activity objectives, services to be provided by the activity, populations or areas to be served, and how CDBG funds will be used. (10 points)

The Albany Habitat Repair Program addresses the identified community need by continuing and expanding a proven, City-funded approach to stabilizing owner-occupied housing for low- and moderate-income residents who are unable to address critical repair needs on their own. Building on prior CDBG investment, the program focuses on correcting health, safety, accessibility, and structural deficiencies that threaten a household's ability to remain safely housed.

This approach has proven effective because it intervenes before housing conditions escalate into displacement or housing loss. Experience from the previous funding period demonstrates that relatively modest repair investments can prevent far more severe outcomes, including unsafe living conditions, involuntary relocation, or increased reliance on emergency housing services. By targeting households most at risk—particularly elderly, veteran, and long-term homeowners living below 80% of the Area Median Income—the program directs resources where they have the greatest preventative impact.

The Albany Habitat Repair Program improves upon existing services by offering a comprehensive, no-cost repair model that addresses multiple needs within a single scope of work. While many assistance programs are limited to one type of repair or require cost participation, this program coordinates safety, accessibility, structural, and energy-related improvements based on an in-home assessment, ensuring repairs are prioritized effectively and completed to code. This integrated model reduces service fragmentation and increases overall housing stability.

In addition, the program leverages strong partnerships with Energy Trust, the State SHOW Oil program, local contractors, and volunteers to enhance efficiency and stretch CDBG dollars further than standalone services. Lessons learned from the prior funding year have strengthened contractor coordination, project sequencing, and leveraging of complementary resources, allowing the program to serve households more effectively and at a lower per-home cost.

By building on demonstrated success and incorporating operational improvements, the Albany Habitat Repair Program fills a critical service gap in Albany's housing system, preserving affordable housing, preventing displacement, and delivering measurable outcomes that expand upon the City's prior investment.





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4. Describe the ways in which your activity will have a long-term impact on the need or problem being addressed. For housing activities, indicate the time period the activity will remain affordable and how your organization plans to ensure the activity remains affordable for the specified time period. (5 points)

The Albany Habitat Repair Program achieves long-term impact by preserving existing owner-occupied housing as safe, stable, and affordable for low- and moderate-income households, thereby reducing displacement risk and preventing avoidable entry into homelessness. By addressing critical health, safety, accessibility, and structural deficiencies, the program extends the useful life of aging homes and ensures that residents can continue to live independently and safely in their communities.

Homes assisted through the Albany Habitat Repair Program remain affordable for the duration of owner occupancy. Because repairs are provided at no cost and do not create additional debt or repayment obligations for participating households, homeowners are not burdened with new financial liabilities that could threaten long-term housing stability. This structure allows low-income residents—particularly elderly and fixed-income homeowners—to remain housed without increased monthly expenses.

Recent investments in staffing capacity further strengthen the program's long-term effectiveness. Albany Area Habitat for Humanity has hired a full-time, licensed contractor to serve as Repair Program Manager, ensuring consistent oversight, code compliance, and quality control across all repair activities. In addition, the organization is actively expanding its repair team with dedicated full-time staff to support project documentation, homeowner coordination, and repair execution. This staffing model enhances efficiency, accountability, and the ability to scale services to meet growing demand.

The program's long-term impact is reinforced through strategic partnerships with the Energy Trust, of Oregon, and local contractors, allowing energy efficiency improvements to be integrated alongside health and safety repairs. These improvements reduce ongoing utility costs for homeowners, further supporting housing affordability beyond the initial repair period.

By combining durable repairs, debt-free assistance, professional construction oversight, and strengthened internal capacity, the Albany Habitat Repair Program delivers lasting solutions that preserve affordable housing, stabilize vulnerable households, and address the underlying conditions that contribute to housing insecurity in Albany.



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5. Explain how you will promote equity, inclusion, and accessibility to the activity by all residents in need, including those for whom English is not the primary language. For faith-based organizations, explain how your agency will ensure CDBG funded activities are separate from explicitly religious activities such as worship, study of religious text, or evangelizing. **Include your agency's nondiscrimination policy for employees and clients as an attachment.** (5 points)

The Albany Habitat Repair Program promotes equity, inclusion, and accessibility by intentionally prioritizing low-to-moderate income homeowners who face systemic barriers to maintaining safe and stable housing, including elderly residents, veterans, individuals with disabilities, and households living below 80% of the Area Median Income. The program is designed to remove financial, physical, and informational barriers by providing no-cost repairs, individualized home assessments, and direct assistance throughout the application and repair process.

Accessibility is embedded into both program design and service delivery. Repair scopes routinely include accessibility improvements such as ramps, handrails, safe entryways, and interior safety modifications that enable residents to age in place and remain independent. Program materials and application assistance are provided in plain language, and translation services are offered as needed to ensure meaningful access for residents for whom English is not a primary language. Albany Area Habitat for Humanity also works with trusted community partners and referral sources to support culturally responsive outreach and communication.

In addition to direct repair services, Albany Area Habitat for Humanity is implementing four quarterly, community-driven homeowner meetings designed to expand access to information and build long-term housing stability for low-to-moderate income residents. These meetings will be offered in both English and Spanish, in collaboration with Energy Trust of Oregon and other community partners, and will focus on practical topics such as basic DIY home maintenance, weatherization strategies, home safety and clean-up, energy conservation, and other issues commonly faced by low-to-moderate income homeowners. By providing residents with education, peer learning opportunities, and connections to local resources, these gatherings reduce information barriers and empower homeowners to better maintain their homes between repair cycles.

Albany Area Habitat for Humanity maintains and enforces a nondiscrimination policy that applies to all employees, volunteers, and program participants. The organization does not discriminate on the basis of race, color, religion, gender, sexual orientation, national origin, age, disability, marital status, or any other protected characteristic. This policy governs all aspects of program delivery and is included as an attachment to this application.

As a faith-based organization, Albany Area Habitat for Humanity ensures that all CDBG-funded activities are entirely separate from any religious instruction, worship, or proselytizing. Participation in the repair program and related community meetings is not conditioned on religious belief or affiliation, and no religious activities occur in connection with CDBG-funded services. All eligible residents are served equitably and respectfully, consistent with federal CDBG requirements and the City of Albany's commitment to inclusive community development.



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**Benefit to Low-and Moderate Income Residents and Aeras (20 points)**

6. Estimate the total number of beneficiaries to be served by the activity (typically number of people; but housing related activities measure number of households; and economic opportunities measure number of businesses supported and/or jobs created or retained). (10 points; more points for number of beneficiaries served considering the scope, complexity and cost to provide the activity)

\_\_\_\_\_ individuals **or** \_\_\_\_\_ households **or** \_\_\_\_\_ businesses

7. Estimate the household income ranges of anticipated beneficiaries (10 points; more points for higher percentages of extremely low-income and low-income residents served)

\_\_\_\_\_ % extremely low income (below 30% AMI) \_\_\_\_\_ % low income (30-50% AMI)

\_\_\_\_\_ % moderate income (50-80% AMI) \_\_\_\_\_ % presumed benefit\*

\*presumed benefit populations include survivors of domestic violence, children who have experienced abuse, elderly, people with severe disabilities, people who are experiencing homelessness, adults who are illiterate, people living with AIDS, and migrant farm workers.

**Financial Feasibility (25 points)**

Provide the activity budget describing total cost, cost per task, existing (secured) activity funds and unfunded costs. (DO NOT PROVIDE THE FULL AGENCY BUDGET HERE JUST THE ACTIVITY BUDGET.) Provide any and all source(s) of funding – using your own budget template or the one below. Make sure to include other Federal and State grants and loans with descriptions of the agency or funding source, grants, donations, etc.

**PROPERTY ACQUISITION AND CONSTRUCTION RELATED PROJECTS, please also provide a detailed pro-forma and supplemental application packet.**

<b>Activity/Project Budget Summary (See 24 CFR 570 Subpart J)</b>			
CDBG Funding Request for Activity	\$ 125,000		
Other Funding (Leverage)	\$ 150,000		
Estimated Total Activity Cost	\$ 375,000		
Total Beneficiaries: People, Households or Jobs	10		
Total Cost per Person or Household/ CDBG	\$ 12,500		
Total CDBG Cost per Person/Unit	\$		
<b>Describe Source of Other Funds:</b>	<b>Amount</b>	<b>Amount Secured</b>	<b>Amount Tentative</b>
Federal:			
State:			
Local:			
Donations/Private:			
Grants:	150,000	150,000	
Loans:			



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<b>Activity Budget Detail (Development Activities provide a detailed Pro Forma)</b>			
<b>Expense Description</b>	<b>CDBG Request</b>	<b>Other Funds</b>	<b>Total CDBG + Other Sources</b>
	\$	\$	\$
<b>Home Repairs Costs</b>	<b>125,000</b>		<b>125,000</b>
<b>All Staff &amp; Administration Costs</b>		<b>150,000</b>	<b>150,000</b>
<b>Total</b>	<b>\$ 125,000</b>	<b>\$ 150,000</b>	<b>\$ 375,000</b>

8. Explain the activity budget and assumptions used to determine the total activity cost and operating budget. If you are relying on other funding, please note if that funding is secure or pending and whether you will be able to move forward without unsecured leveraged funds. (5 points)

The total activity budget for the Albany Habitat Repair Program is \$375,000, structured to clearly separate staffing and administrative capacity from direct home repair costs, ensuring efficient use of Community Development Block Grant (CDBG) funds and strong financial accountability.

\$150,000 in secured funding from the Energy Trust of Oregon will fully support staffing costs associated with the repair program. These funds cover all staffing costs of a full-time, licensed Repair Program Manager and additional full-time repair staff responsible for project coordination, documentation, homeowner communication, and repair execution. This dedicated staffing investment ensures consistent oversight, regulatory compliance, and timely project delivery.

The requested \$125,000 in CDBG funds will be used exclusively for direct home repair costs, including construction materials, subcontracted labor for specialized trades, accessibility improvements, and health and safety repairs for income-qualified homeowners. By restricting CDBG funds to direct repair activities, the program maximizes the City's investment and ensures that federal dollars result in tangible, on-the-ground improvements to housing conditions.

The remaining portion of the activity budget is supported through additional leveraged resources, including in-kind contributions, volunteer labor, donated or discounted materials, and complementary energy efficiency assistance coordinated through Energy Trust and other community partners. These resources further reduce per-home costs and extend CDBG funding.

All leveraged funding in this budget is secured, and the program is structured to proceed as proposed regardless of additional unsecured funds. This funding model demonstrates strong fiscal management, and ensures that the repair program can deliver the proposed scope of work within the program year while preserving safe, stable housing for low-to-moderate income residents.



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9. Provide a brief description of the organization's financial stability as it pertains to the organization's financial capacity to successfully complete the activity, including funding sources. The City may request copies of the organization's financial audit or review for the last 2 years. (5 points)

Albany Area Habitat for Humanity is financially stable and has the fiscal capacity to successfully implement the proposed activity. The organization maintains diversified and reliable funding sources that include federal and local grants, state and utility-based program funding, private donations, foundation support, ReStore revenue, and in-kind contributions from community partners. This diversified funding structure reduces reliance on any single source and supports consistent program delivery.

The organization has demonstrated a strong track record of managing public funds responsibly, while maintaining compliance with all reporting and expenditure requirements. Recent funding commitments, including secured staffing support from Energy Trust, further strengthens the organization's ability to deliver this year's proposed repair program year without financial strain.

Albany Area Habitat for Humanity utilizes established financial controls, budgeting practices, and oversight by its Board of Directors to ensure accountability and transparency. The organization is current on all financial reporting requirements and is prepared to demonstrate sound financial management and readiness to steward CDBG funds effectively.

10. Demonstrate why CDBG funds are the best fit/source for this activity. (5 points)

Community Development Block Grant (CDBG) funds are the best fit for the Albany Habitat Repair Program because they are specifically designed to support housing stability, prevent displacement, and improve living conditions for low-to-moderate income residents. The proposed use of CDBG funds for direct home repair costs aligns squarely with HUD's eligible activities and the City of Albany's Consolidated Plan priorities.

CDBG funds are uniquely suited to address critical health, safety, accessibility, and structural repairs that low-to-moderate income homeowners cannot finance through traditional means. Unlike other funding sources, CDBG allows for flexible use of funds to address multiple repair needs within a single project scope, ensuring repairs are comprehensive, code-compliant, and durable.

In this program, CDBG funds are strategically paired with secured staffing support from Energy Trust of Oregon, allowing federal dollars to be used exclusively for on-the-ground repairs. This structure maximizes the impact of CDBG funds, reduces administrative burden, and ensures that City investment results in tangible improvements to housing conditions and neighborhood stability.

By leveraging CDBG funds alongside other committed resources, the Albany Habitat Repair Program delivers a cost-effective, preventative solution that preserves affordable housing, reduces displacement risk, and advances the City's long-term housing and community development goals.



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11. How will CDBG funds be used to leverage other funding, resources, donations, volunteers, and/or partnerships? (10 points)

CDBG funds will be used as a catalyst to leverage additional funding, partnerships, and in-kind resources that expand the impact of the Albany Habitat Repair Program. By using CDBG funds exclusively for direct home repair costs, the program is able to pair secured staffing support from the Energy Trust of Oregon, which fully funds program management and coordination.

The program also leverages partnerships with Energy Trust of Oregon, the State SHOW Oil program, local contractors, suppliers, and community volunteers to provide complementary services such as energy efficiency improvements, discounted materials, and skilled labor. These combined resources reduce per-home costs, increase program efficiency, and allow more low-to-moderate income households to be served than would be possible with CDBG funds alone.

12. Describe your organization's plan for funding the activity after the first year, if applicable.

Albany Area Habitat for Humanity plans to sustain the Albany Habitat Repair Program through a diversified funding strategy that includes continued utility-based program support, local and federal grants, foundation funding, and private donations. The organization will continue to pursue multi-year partnerships with Energy Trust of Oregon and other programmatic partners to support staffing and energy efficiency components of the repair program.

In addition, the organization will seek ongoing public funding, including future CDBG awards, to support direct repair activities while expanding leveraged resources such as in-kind contributions, volunteer labor, and donated materials. Revenue from ReStore operations and community fundraising efforts will continue to provide flexible support to strengthen program sustainability.

This diversified and layered funding approach reduces reliance on any single source and positions the Albany Habitat Repair Program for long-term continuation while maintaining consistent service delivery to low-to-moderate income homeowners.





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13. **Ability to Proceed with Reduced Award Statement:** Provide a statement regarding your organization's ability to proceed with the activity (maybe at a reduced scale) without receiving CDBG assistance, or with an award less than your requested amount.

**Readiness to Proceed and Agency Capacity (25 points)**

14. Provide a **DRAFT SCOPE OF WORK and schedule** that outlines details about the proposed activity including a schedule of the actions or tasks that will be taken to address the identified need and achieve anticipated performance measures and outcomes. You may use the table below or provide your own format on the following blank page.

Identify any other agencies or partners that will be used for this activity/project and define the roles and responsibilities of these partners. (10 points)

Task Description	Agency to Complete	Timeline (Months)
Program launch, outreach, and homeowner intake	AAHFH – ED, Repair Program Staff	1-2
Application & income review and homeowner selection	AAHFH – Repair Program Manager & Staff	1-3
Home assessments and scope development	AAHFH – Licensed Contractor Manager	2-4
Environmental review and permitting (as applicable)	Repair Program Manager / City Staff	2-4 - Ongoing
Procurement of materials and contractor scheduling	AAHFH – Repair Program Manager & Staff	3-5
Home repair implementation...	AAHFH – Repair Program Staff, Contractors	4-11
Quarterly community homeowner meetings	AAHFH with Community Partners	3,6,9,12



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(Additional Space for Draft Scope of Work and Schedule if needed)

Quarterly community homeowner meetings  
AAHFH – Repair Program Manager, Staff  
Months 4–12

Program evaluation and final reporting  
AAHFH – Executive Director, Office Staff  
Months 11-12

### Partner Agencies and Roles

Energy Trust of Oregon  
Provides secured funding for program staffing and supports energy efficiency education, assessments, and coordination for eligible repair activities.

State SHOW Oil Program  
Supports low-income homeowners through heating and energy assistance where applicable, reducing household operating costs and improving housing stability.

Local Licensed Contractors and Trades  
Perform specialized repair work (e.g., roofing, electrical, plumbing) under the oversight of AAHFH's licensed Repair Program Manager, ensuring code compliance and quality standards.

Community Volunteers  
Support non-specialized repair activities, homeowner engagement, and community meetings, extending program capacity and reducing overall costs.

Community and Referral Partners  
Assist with outreach, referrals, language access, and participation in quarterly bilingual community meetings focused on home maintenance, weatherization, and housing stability.

### Performance Measures and Outcomes

Completion of critical home repairs for a minimum of 10 low-to-moderate income households.

Improved health, safety, accessibility, and energy efficiency conditions in assisted homes.

Increased homeowner knowledge and engagement through four quarterly bilingual community meetings.

Preservation of existing affordable housing and prevention of displacement.





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15. Describe your readiness to proceed with the activity. For example, is land use approval needed and where are you in that process; are there issues that need to be resolved; is staff currently available to work on the activity; if the purchase of property is involved, is the property currently available for purchase; what level of environmental review is required, etc. (5 points)

Albany Area Habitat for Humanity is fully prepared to proceed with the proposed activity upon funding approval. The Albany Habitat Repair Program involves repairs to existing owner-occupied homes and does not require land acquisition, rezoning, or other land use approvals. All work will comply with applicable City codes and permitting requirements.

The organization has staff in place to implement the program, including a full-time, licensed contractor serving as Repair Program Manager and additional full-time repair staff responsible for project coordination, documentation, and repair execution. Staffing is supported through secured funding, ensuring capacity throughout the program year.

There are no unresolved issues that would delay implementation. Eligible households have been identified through an established intake process, and standard CDBG environmental review procedures for residential rehabilitation will be followed prior to any construction activity. The organization is positioned to begin work promptly and complete the proposed scope within the program year.

16. Describe the current organizational capacity to complete the activity within twelve months, including its experience and success implementing and managing similar activities, and use of federal or CDBG funds. (5 points)

Albany Area Habitat for Humanity has the organizational capacity, staffing, and experience necessary to complete the proposed activity within the twelve-month program period. The organization has an established repair program infrastructure, supported by a full-time, licensed Repair Program Manager and additional full-time repair staff responsible for project coordination, documentation, and implementation. Secured staffing funding ensures consistent oversight, timely execution, and accountability throughout the program year.

The organization has demonstrated success implementing and managing similar activities, including prior City of Albany-funded repair and housing initiatives. Albany Area Habitat for Humanity has successfully managed federal and public funds, including Community Development Block Grant resources, while meeting all reporting, compliance, and expenditure requirements. This experience has strengthened internal systems for intake, income verification, environmental review coordination, contractor management, and performance tracking.

Established partnerships with the Energy Trust of Oregon, local licensed subs and contractors, and community volunteers further expand capacity and allow work to proceed efficiently without delays. These partnerships, combined with professional construction oversight and proven administrative systems, position Albany Area Habitat for Humanity to complete the proposed scope of work on schedule while delivering high-quality outcomes for low-to-moderate income homeowners.



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**2026 Applications Due by 5:00 p.m. Friday, January 9, 2026 (PST)**  
333 Broadalbin Street SW, PO Box 490, Albany, Oregon 97321-0144 | Planning 541-917-7550

17. Staff Experience and Qualifications (5 points): Identify the names of staff or contractors that will work on the proposed activity, their role, experience they have in this role including experience managing activities subject to federal or state wage rates, their title, and the expected FTE on the activity. **Please attach resumes for key personnel anticipated to work on the proposed activity.**

Employee	Experience and Qualifications
Name: Kirk Sherman  Title: Repair Program Manager  FTE on This Activity: 100%	<p>The Repair Program Manager, a full-time licensed contractor, oversees all technical aspects of the repair program, including conducting home assessments, developing scopes of work, obtaining permits, coordinating contractors, and ensuring all repairs meet code, safety, and quality standards. The Manager schedules and supervises repair activities, monitors progress and costs, and verifies completion of work.</p> <p>The Repair Program Manager also supports compliance by documenting project activities, coordinating environmental review requirements, and working closely with administrative staff to ensure timely reporting. This role ensures repairs are completed efficiently, safely, and within budget, allowing the program to meet performance goals within the 12-month period.</p>
Name: TBD  Title: Repair Program Staff  FTE on This Activity: 100%	<p>Repair Program Support Staff assist with day-to-day program operations, including homeowner communication, scheduling inspections and repairs, maintaining project documentation, and supporting compliance and reporting requirements. They assist the Repair Program Manager with intake coordination, tracking work progress, and ensuring required forms and records are complete.</p> <p>Support staff also assist with hands-on repair activities as appropriate, support community meetings and outreach efforts, and help ensure projects move efficiently from assessment through completion, enabling the program to meet timelines and serve households effectively within the program year.</p>
Name: Administrative Staff  Title: Admin Staff - ED  FTE on This Activity: 10-25%	<p>The Executive Director provides overall oversight, ensures compliance with CDBG and partner requirements, manages funder relationships, approves budgets and contracts, and reports outcomes to the Board.</p> <p>Administrative staff support the program by managing homeowner intake and eligibility documentation, tracking expenditures, processing invoices, supporting environmental review and compliance requirements, coordinating reporting to funders, and assisting with scheduling and communication with homeowners, contractors, and partners.</p> <p>Together, Executive and Administrative staff ensure timely implementation, accurate reporting, and full compliance so repair staff can focus on delivering repairs within the 12-month program period.</p>

**GAMAEEL R. NASSAR**

Phone: 561.440.4188 ♣ MrG@Management302.Com

Highly motivated, results-oriented leader, manager, educator, with extensive experience in organizational development, project management, training, education, community organizing, and strategic planning.

Outstanding record of achievement with advanced proficiency in:

- |                                     |  |                                      |
|-------------------------------------|--|--------------------------------------|
| ▪ <b>Organizational Development</b> | ▪ <b>Recruitment &amp; Development</b> | ▪ <b>Budget / P&amp;L Management</b> |
| ▪ <b>Graduate Placement</b>         | ▪ <b>Resource Development</b>          | ▪ <b>Accreditation Management</b>    |
| ▪ <b>Education Leadership</b>       | ▪ <b>Training &amp; Development</b>    | ▪ <b>Educator / Teacher</b>          |
| ▪ <b>Public Relations</b>           | ▪ <b>Grant Management</b>              | ▪ <b>Multicultural Environments</b>  |
| ▪ <b>Project Management</b>         | ▪ <b>Distance Learning</b>             | ▪ <b>Sales &amp; Marketing</b>       |

**HIGHLIGHTS / ACCOMPLISHMENTS**

- Experienced in increasing organizational performance, effectiveness, efficiency, and financial stability
- Successfully increased campus profitability by 20% within one year and increased student population by 40% using Admission's Management & creative Student Retention strategies
- Expertise in Non-Profit Grant Management, System's Compliance, Education and Curricula development
- Developed a Miami-Dade County Census office to the highest National ranking through the implementation of Project Management Strategies, Communication Methodologies, and Human Capital Development
- Highly knowledgeable providing supportive and empowering leadership, while developing volunteers and teams using positive culturing focused on delivering improved outcomes using strong interpersonal communication

**EDUCATION / ACHIEVEMENTS**

- **Life, Property & Casualty licenses in Oregon and 10 Other States**
- **M.B.A., Organizational Development & Project Management**, American Intercontinental University
- **B.A., Business and Management Administration**, American Intercontinental University
- Certified Business and Mathematics Instructor & Trainer of Leadership Development courses

**PROFESSIONAL EXPERIENCE**

**LENSTONE EDUCATION INC. - WEST PALM BEACH, FL & SMITHFIELD, VIRGINIA** **2014 - 2016**

**VICE PRESIDENT OF OPERATIONS & ACADEMIC AFFAIRS:** I was directly responsible for building an overall platform for long-term success for all Students, Faculty and Staff. LEI was creating a unique opportunity for education companies that would shape and develop an improved accreditation style foundation for long-term successful compliance through all departments including Graduate Placement, Education and Admissions. The mission was a customized philosophical approach governing a transitional process of training and coaching that focuses on building positive internal cultures that would instinctively produce successful outcomes while developing and inspiring the very team who drive that success. My role was to provide guidance and vision in the implementation/execution of this mission.

**FLORIDA CAREER COLLEGE – WEST PALM BEACH CAMPUS, FLORIDA** **2012 – 2014**

**Director of Education:** As the campus leader with a multifaceted background repairing difficult environments, success has always been attained using effective leadership and change management skills. As a Campus Director with business acumen managing faculty, staff, students, and distance learning teams, effective communications led by result driven goals was the key to creating a successful team and campus, allowing for an \$8 million year. As an accreditation expert with additional extensive visit preparation experience, I have provided expertise and guidance to numerous organizations of which all have successfully obtained their required licenses and accreditations.

**TIDEWATER COMMUNITY COLLEGE, CHESAPEAKE, VIRGINIA** **2011 – 2013**

**Professional Development & Business Instructor:** Normal online and ground campus Instructor duties aside, it becomes a cognitive goal that each and every student be challenged to reach their full potential. Adult students learn more effectively from someone they like, or from someone that readily provides what they think they need to know. Combining both the creation of an impelling learning experience with a wealth of industry experiences related to professionalism and character related values, all learning aspects are totally dedicated towards increasing student performance for ultimate career success and sustainability.

**ATI CAREER TRAINING CENTER, FORT LAUDERDALE, FLORIDA****2008 – 2011**

**Executive Director / Director of Education:** General leadership duties and responsibilities of a campus leader's time include continuously improving the student experience, creating a positive educational environment geared toward successful graduate employment, increasing operational efficiency, ensuring compliance, and maintaining staff & faculty development. Creating a team with foundational expertise is especially advantageous with such challenging programs as the Trades, Technology, The Arts, Allied Health, & Public Services. Proven leadership and management methods used to create a foundation for success include simple basic techniques like inspecting what one expects, getting back to training basics, developing good morale, and a blend of research and data examination, while concentrating on available human talent. This allows for creative and innovative solutions to address any and all deficiencies and concerns of staff and the organization, while focusing on successful outcomes.

**GALATA SOCIAL SERVICES, INC. FLORIDA CITY / HOMESTEAD, FLORIDA****2003 – 2008****Executive Director:****CENTRO CAMPESINO, FLORIDA CITY, FL****2000 – 2003****Deputy Director:**

All leadership positions within Non-Profit, Social Service agencies such as GALATA and Centro are experienced through the responsibility of wearing many hats that help develop talents towards success in many areas. Non-Profit management is the ultimate training ground for so many other industries as it teaches resourcefulness, tenacity, planning, stress control, time management, and it's the supreme arena for developing customer care & service skills. Throughout my tenure with such organizations, I have been honored to manage program logistics, grant management, compliance, staffing, fund development, organizational administration, volunteer management at all levels, and adult placement programs. I also developed successful fund-raising and resource development skills within the private and public sectors with a demonstrated capability to engage and effectively influence the general, civic, corporate, and governmental communities. As a take-charge responsive leader who can foresee potential issues before they become more serious, I am able to focus on identified goals while moving forward with the challenge of helping others achieve success.

**UNITED STATES DEPARTMENT OF COMMERCE, Miami, FL****1998 – 2000**

**Executive Office Manager, Regional Recruiter, & Trainer:** As the leader responsible for over 1,700 Field, Recruitment, Administrative, and Office Clerical Staff, this challenge proved to be an immense training ground to improve skills and abilities attained from the Social Service Industry. When assigned an office in an area of which I had little community knowledge, my background in Social Services which provided years of learned leadership and management skills, a solid base in consumer services, and personality traits of working hard & smart, proved quite effective. Our Census office rose to the highest National ranking among 500+ offices.

**DRUG FREE YOUTH IN TOWN, INC., Miami, FL****1995 – 1998**

**Executive Director:** I directed administrative and executive programs and daily operations while providing direct supervision and training to program directors, fiscal department, human resources, staff and volunteers. I also managed the local Ameri-Corps, YouthBuild and other career related service-learning programs through such organizations as United Way of Miami-Dade County.

**COALITION OF FLORIDA FARM WORKERS, INC., Homestead, FL****1992 – 1995**

**Homestead Community Liaison:** I served the Cities of Homestead and Florida City as an Advocate and Community Liaison for various immigrant / migrant / and relief programs and organizations including government offices, schools, and non governmental organizations. I was instrumental in developing many successful programs that helped lead to the revitalization of the community especially after the complete devastation of Hurricane Andrew.

**PERSONAL CV**

Born and raised in Miami Florida, I am the son of a Pioneer Social Worker who influenced many in the community as well as her own family. My mother ensured that we would all grow to be socially conscious educators able to communicate over a vast number of cultures while working with the most needy in the community. She was honored and given the name, "The Mother of Little Haiti," by the Mayors of both Miami-Dade County and the City of Miami. To say the least, because of her spirit my character was forged in love and dedication with friends and family amongst a community always searching for the American dream.

In addition to formal training, my management style was learned, developed, and tested while working in the trenches of some very difficult environments. These environments were instrumental in the development of philosophies that enabled me to create organizational transitions from difficult to productive, from good to successful and from successful to soaring.

Although I am enthusiastic, positive, creative, decisive, hardworking, I also work smart...with the understanding that as a team player that advocates a team philosophy, there are times when the team must also be carried. I have the leadership skills to bring peers together, motivate, train, lead, as well as carry a team if necessary.

Throughout my early career managing Non-profit social service centers, and working across many cultural backgrounds, strong organizational and problem-solving skills were developed using learned administrative and management proficiency. Supportive consumer services are always expressed through listening and communication skills which provides the ability to get along well with diverse personalities in a tactful and mature manner.

I have experience in various positions of business, project management, and education, including public speaking, training, coaching, and leadership development. And when it comes to dealing with staff, administration, consumers, students or faculty, I think well on my feet, and can control most situations, easily turning negative situations into productive ones.

My talents are a vast complimentary of skills and abilities advantageous to any organization no matter the title. I encompass interpersonal communication skills prepared to deal with a variety of environments and situations from the most harrowing to the corporate board room. My philosophy is that not all situations can remain positive but every situation can be turned productive – and something can be learned or accomplished.

As a project manager, I have a proven track record and the ability to complete the most stressful and difficult of projects in a timely and cost successful manner.

As an organizational leader, I have a passionate work ethic, a proven analytical and reasoning ability, high energy, strong oral and written communication skills, and the demonstrated ability to be effective within state and local political systems including interacting with elected officials, agencies, and boards.

#### **Other Accomplishments Include:**

- Successfully implemented program specific training and institutionalized student career development improving placement to 98% at one Florida based campus
- Highly skilled in increasing persistence and retention as exemplified by increased student retention by 17% at a very difficult high-ATB (Ability To Benefit) populated campus
- Effective leadership and change management skills as exemplified at one company location whose satisfaction survey results increased from 21% to 94% within 3 months, and I have led and participated in many successful accreditation visits; none of which have ever resulted in more than one finding
- Project Management Strategies, Communication Methodologies, and Human Capital Development have more than once catapulted excellence as exemplified by the Miami Dade County Census office reaching #1 status among 500+ other regional offices
- Successfully realized 5 annual multi-cultural street festivals with food vendors, professional stages, car shows, dance performances, including such local and international entertainers as Pitbull, The Bob Marley Family, Luther Campbell, Rick Ross, Flo-Rida, etc...
- Managed a multi-cultural Senior Activity Center and Family Social Service Center for over 250 seniors and over 150 youth per year
- Accomplished over 10 State College Educational Field trips for over 450 local youth geared toward college admission
- Recipient of many awards, commendations, and recognition for professional achievements from local governments, politicians and community leaders
- Board Member - Lebanon Strawberry Festival Association – Volunteer Chair – Managing over 500 volunteers – 8,000+ annual hours

**Other Major Organizations & Associations**

City Councilor – City of Lebanon, Oregon

The National Drug Free Youth Foundation – Founder, Executive Director

COFFO – Office Program Director / Homestead Community Liaison

Youth Build – Program Supervisor and Grant Manager

Ameri-Corps – Program Coordinator

Everglades Community Association – Program Coordinator

Christian Community Service Agency – Program Coordinator

**Marketing Accomplishments**

Accomplished marketing benchmarks for multiple businesses industries

Marketing consultant & advisor – customer, experience improvement – income and lead generation

Festival and Event Production & Successful Fund-Raising

Government Presentations and Funding Requests

Business Portfolio Development – and Corporate Presentations

Corporate Seminars / Training and PowerPoint presentations

Fliers, Posters, PowerPoint presentation

**Sales Training and Education**

Zig Ziglar Graduate

Grant Cardone & Victor Antonio Webinar Trainings

Numerous Business-2-Business Relationship Building Seminars & Workshops

Cold Calling & Hard Knocking Workshops, Training & Seminars

Research Completed - Books, Forums and Websites related to improving Sales and Marketing techniques

**Alternate Skills and Abilities - Straight Sales**

Given many years in the non-profit social service industry, it was often necessary to earn additional income to take care of family. These second or part-time positions afforded the ability to learn and perfect new skills.

Examples:

Cost Segregation – Cold Calls and B2B Sales

Insurance – Cold and Warm calling -Field Sales – B2B Sales

TransWorld Systems / Medical Collection Programs – Cold Calls & B2B Door Knocking

Credit Repair - Residential and Commercial Referrals, Cold Calling, and Door Knocking

Computer & Technology Systems –Retail Floor Sales & Warm Phone Commercial Sales

Home Alarm Systems – Residential and Commercial Cold Calling and Door Knocking

Television Cable Services – Residential Cold Knocking

Telephone Equipment - Cold Calls & B2B Door Knocking

Auto Alarms and Accessories – Retail Floor Sales

Industrial Wiring - B2B Cold & Warm Phone Calls

Executive Recruitment – B2B Cold and Warm Phone Calls

**Adult Training Classes & Seminars (Attended & Taught)**

Management & Leadership Communication

Effective Management Techniques

Interviewing Preparation Skills

MS Office Package

Sales & Sales Management

Instructor Orientations, Training and Student Engagement Basics to Advanced

Student Orientations & Employment Preparation and Resume Workshops

Customer / Consumer Services Training – From Basics to Advanced

Business & Entrepreneurial Classes & Training – From Basics to Advanced

Several Annual African American & World Mayoral Conferences, Workshops, Events, & all Coordination

Many other Workshops / Training's & Seminars throughout my Non-Profit, For-Profit & Social Services Career

Gamael “Mr G” Nassar



RE: Portfolio \ Resume Updates & Cover Letter

To Whom It May Concern:

I am writing to provide an updated overview of the resume provided with recent qualifications as well as express my strong interest in pursuing this career opportunity with your organization. My professional journey and accomplishments reflect a dedicated commitment to excellence, community involvement, and a successful track record in multiple industries.

I possess a strong foundation in collaborating with a diverse array of companies, organizations, boards, committees, and leadership teams at varying levels of management and administration. My track record includes founding and leading companies and organizations, delivering training to boards and committees across multiple industries, and engaging with professionals ranging from local community members to dedicated volunteers. My ongoing commitment to my local community further underscores my dedication to community involvement.

In previous professional roles, a reputation was established as a local expert in the creation, development, and growth of non-profit boards and various organizations. My processes encompassed the dissemination of vital development information, proactive feedback, and strategic guidance to groups of all sizes. This experience has equipped me with invaluable skills and insights that I believe would make a significant contribution to the role required.

I eagerly anticipate the opportunity to share my experiences and so many stories from my past journeys and to discuss the potential to work with and within your organization.

Portfolio \ Resume Updates:

In late 2017, I relocated to Oregon to care for our elderly parents, a decision driven by deep family values. By the first quarter of 2018, I embarked on a career in the insurance industry, specializing in marketing and sales. Our team quickly excelled in serving the community, harnessing a background in networking and marketing to establish both personal and professional relationships. This engagement facilitated a rapid integration into the local community.

My passion for community involvement, coupled with my extensive experience in social engagement, opened doors to establishing meaningful relationships with local businesses and non-profits. I actively participated on numerous boards, committees, and projects allowing me to effectively create proactive relationships that serve the community in meaningful ways. My contributions were impactful enough to be honored with nominations for "Man of the Year" from two distinct communities, securing one of these prestigious awards. These accolades, along with various other honors such as “Volunteer of the

Year,” received over the past six years, underscore my ability to make a significant impact on any organization, company, or team.

Furthermore, my achievements extend beyond personal recognition, as I have steered multiple agencies to victory, earning the distinction of "Best Agency of the Year" on multiple occasions. In addition to social involvement, I have also served the community as a City Councilor as well as nominated as an electoral candidate for Mayor but was unable to gain enough votes for the position. The leadership capabilities presented here in the community were honed from many years in the trenches within the political, social, and non-profit communities in South Florida and its Deep South Counties.

These accolades serve as a testament to the expertise I am eager to contribute to any organization, charting a path to success together. My transition from entrepreneurship to this new opportunity is driven by evolving family needs and the desire to further secure our family's future.

In summary, my updated professional journey includes:

- January 2018 – Independent Property & Casualty Insurance Agent – Relocation to Oregon
- March 2018 – Farmers Office Agent / Owner in Albany, Oregon
- December 2020 – Owner / G & Jenny Insurance Agency in Lebanon, Oregon (Ongoing)
- Consulting with Good Food & Company, School of the Arts – Executive Director, 2021-2023

I am excited about the potential to bring my skills, experience, and dedication to your team and am confident that my ability to meet the position description and form strong relationships with a focus on achieving excellence will be a valuable asset to the organization.

Understanding it is long, I want to express gratitude for taking the time to review this application. I am eager for the chance to engage in a conversation about how my extensive professional experience, both recent and historical, complements the mission and objectives of your company.

Please do not hesitate to reach out using the contact information provided to coordinate a suitable time for connection and to discuss the opportunity and to delve deeper into my qualifications and passion for contributing to your team.

Thank you for your time and consideration,

*Mr G Nassar*



# Kirk Sherman



## Professional Summary

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Result-oriented, hands-on construction and development professional with over 28 years of expertise in all facets of the industry. Verifiable track record for the successful completion of projects from \$5,000 up to \$15 million dollars through coordinating trades, development partnerships, and building positive rapport with architects, engineers, local officials, vendors and clients, all while remaining on budget. Versed in contract negotiations, project estimating, impending design solutions, document preparation, building code & regulations, material purchasing, and site management through certification of occupancy.

### Core Qualifications

- Strategic Partnerships & Alliances
- Safety & Compliance Management
- Organization & Time Management
- Vendor & Material Management
- Estimating & Job Costing
- Team Building & Leadership
- Permitting & Building Code
- Construction Planning & Scheduling
- Critical Path Project Management
- Budget Planning & Analysis
- General Operation Management
- Acquisition & Integration
- Performance & Quality Control Standards
- Change Management
- Vendor & Subcontractor Negotiations

Authorized to work in the US for any employer

## Work Experience

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### Owner

Value Construction & Design, LLC-Albany, OR  
May 1997 to Present

Accomplished and results-driven construction company with an exceptional record of performance, success and growth. Over 28 years of knowledge and experience in all aspects of commercial and residential construction and concrete. Value Construction & Design provides general contracting services to homeowners, realtors and residential builders in the Salem and surrounding Mid-Willamette Valley areas. Dedicated to working with clients and implementing a solution that meets their needs and budget with superior customer service. Motivated, hard-working, reliable and productive with proven ability to deliver high quality work and excellent customer satisfaction.

- Experience includes all aspects of framing, siding, concrete foundation/flatwork, pole barn construction, composition/metal/rubber membrane roofing, window installation/replacement, sheetrock, tile work, floor installation, cabinet installation, paint, fencing, and finish work
- Weekly communication with construction affiliates including architects, engineers and building officials.
- Communicate design concepts, cost-effective options, and prepare project bids for customers.
- Work closely with City, County and State permitting agencies to ensure compliance.
- Execute plans focused on improving cost reduction while establishing business growth.
- Continue to implement techniques and adaptive solutions to specific requirements and environments.
- Hire, supervise and provide leadership for up to 25 employees (as needed) while enforcing company policies, procedures and safety regulations.

## **Construction Superintendent**

JDC Homes-Newberg, OR

2005 to 2008

Planned, organized and managed the overall construction of several residential developments. Responsibilities included: design and blueprint review, analysis of projects, preparation of construction documents, bidding, negotiations, sub contractor selection, material purchasing, scheduling, project budget, building code compliance, project development, quality control, safety management and certification of occupancy.

- 100% project completion on time while meeting strict timelines and budget requirements.
- Managed subcontractors and \$15 million operating budget while increasing productivity 50% in a single year.
- Highly successful in building relationships with upper-level decision makers, seizing control of critical problem areas and delivering on customer commitments.
- Led team in identifying and correcting critical problems, reduced and streamlined overhead expenses, strengthened gross margins, improved operating processes and systems, resolved quality and warranty issues.
- Reduced material and equipment expenses by 10% by negotiating and establishing valuable vendor and subcontractor contracts.
- Developed strong subcontractor productivity and ability to identify, isolate and resolve problems and eliminate work hazards.
- Hired, scheduled and supervised subcontractors. Developed and enforced company policies, procedures and project safety guidelines.
- Scheduled client meetings, conducted needs assessment, explained design concerns and cost-effective options, planned, estimated and managed the projects from start to finish.
- Recognized for customer satisfaction gained through personal after-sales service focus and improvements.
- Organized and managed meetings with team to ensure understanding of newly implemented changes.
- Gained respect by establishing open communication and established solid, positive and productive work environment by understanding the role and the needs of all team members.

## **Dispatcher/Supervisor**

Commercial Redi-Mix-Salem, OR

1991 to 1997

Concrete Dispatch & Batching

- Negotiated cost estimates and maintained daily contact with clients at location sites.
- Supervised 20 employees while enforcing company policies, procedures and safety regulations.
- Coordinated and scheduled concrete truck and concrete pump deliveries.
- Responsible for material purchasing and quality control.
- Facilitate equipment repair on trucks, equipment and plant.

## Education

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### High school or equivalent

## Skills

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- Materials management
- MICROSOFT EXCEL (5 years)
- Team management
- QUICKBOOKS (10+ years)
- Customer service
- Budgeting
- Supervising experience
- MICROSOFT WORD (10+ years)
- Construction
- Project management
- Leadership
- Procurement

## Certifications and Licenses

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### CAE - Residential Electrical Inspector

September 2021 to Present

Renew every 3 years

### CAP - Residential Plumbing Inspector

March 2019 to Present

Renew every 3 years

### OIC - Oregon Inspector Certification -

September 2018 to Present

Renew every 3 years

### Driver's License

### General Contractor

June 2007 to November 2027

## Additional Information

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### Computer Skills

Versed in: Microsoft Word - Microsoft Excel - QuickBooks - Solid Builder - Internet and Email

## **General Construction Laborer (with Office duties)**

This position is unique in that it is a combination of both on-site construction tasks as well as office duties. This individual will work directly under the Repair Service Manager. We're seeking a reliable individual who possesses the knowledge and ability to perform basic carpentry skills, basic office/computer skills, simple and complex tasks at customer homes, physical tasks both indoors and outdoors for extended periods of time, work in a safe manner, as well as follow company policies and procedures.

### **Qualifications:**

- Previous experience, especially in construction industry
- Basic math skills to take accurate measurements
- Knowledge and experience with office equipment (copier, scanner, etc)
- Computer proficiency to include email, data entry, basic document preparation
- Organizational office support including scanning and filing documents, managing calendar
- Strong communication skills to work with customers
- Ability to receive and follow instructions, working as a team
- Ability to operate hand/power tools and understand construction documentation
- Professional and clean groomed appearance
- Physical strength and stamina to perform physically demanding work both in indoors and outdoors with ability to lift up to 75 pounds
- All candidates must have a valid driver's license and reliable transportation

### **Duties and Responsibilities:**

- Prepare construction site, tools and materials
- Cleanup to include removing debris and job site cleanup
- Assist the Repair Service Manager in performing home inspections and repairs
- Perform data entry, maintain filing systems, update paperwork and prepare documents (email, memos, reports)
- Proficient in word processing and computer applications
- Excellent organizational skills and attention to detail
- Knowledge and ongoing development of carpentry skills and basic construction techniques – operate hand and power tools
- Maintain and adhere to all health, safety and environmental regulations
- Understand and comply with all company policies and safety guidelines
- Care of customer property, taking steps to protect furniture/belongings from construction materials, debris, etc.
- Maintain excellent company image; demonstrates integrity and trust
- Demonstrate positive customer and fellow employee relations
- Attends company meetings and company functions, as requested
- Other duties as assigned

## AAHFH FY 2025-2026 Proposed Budget

Updated 5/20/25

Account #	Account Name	FY 25/26	Notes
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<b>Income &amp; Other Funding Sources</b>			
1112	Investments - Ed Jones	\$1,200	Annual Distribution
1117	Investments – OCF Fund	\$2,500	Annual Distribution
1601	Mortgages Receivable	\$48,000	Projected \$4000 monthly
1900	City of Albany Grant	\$112,000	Repair Program
1902	Home Sales	\$100,000	One home on Front Ave to be completed
1903	LIFT Grant	\$400,000	Lift Grant Awarded \$990,000
1904	Energy Trust	\$28,000	Annual Incoming Grants
4104	Grants & Sponsorship (other)	\$190,000	152,000 raised 24/25 year (2025= Scharph – 40k, DPA, 99k, Etrust 10k, Target 2.8k, Realtors 5k)
Sub 1	Subtotal	\$881,700	
4100	Contributions & Donations		
4101	Individuals	\$20,000	Private Donations – increased
4102	Businesses	\$5,000	Increased Donations
4103	Organizations	\$2,000	Increased Donations
4150	All Churches	\$500	Lowered goal
4107	HFHI & HO Cash Transfer – Programs	\$4,000	increase marketing – assisting 2.0
4110	Habitat Oregon & International	\$-00	Eliminate line item – move to 4107 Not anticipating any funds due to new Habitat 2.0
4109	ReStore Contributions	\$130,000	8k per month. Increased sales and donations. Developing relationships, Strengthening established relationships will increase Restore donations thus increasing ReStore income
Sub 2	Subtotal	\$161,500	
4600	Fundraising Income		
4651	Small Fundraisers	\$20,000	Events TBD – Round-ups, Pumpkin, Concerts, etc...
4652	Bottle Drop donations	\$2,000	Renewed Program
4653	Special Event Income – Albany Community Carnival & Duck Drop	\$20,000	Partnering with YMCA for 25/26 FY – raised \$15,000 in 2025
4654	Capital Campaigns	\$-00	No other Campaigns planned at this time.
Sub 3	Subtotal	\$42,000	
	Total Income	\$1,085,200	

<b>Expenses</b>			
Account #	Account Name	FY 25/26	Notes
<b>Expenses</b>			
5001	Salary and Wage Expense		
5010			
			Full-Time / Repair / Volunteer / Family Support / Office / Events Management
7011	Retirement Savings Plan	\$-00	Pending
7012	Christmas Bonus for staff	\$5,000	End of year bonus
5050	Payroll Taxes	\$48,000	Increased Staffing
5043	Worker's Comp	\$9,000	Entire Affiliate Team – including ReStore
Sub 4	Subtotal	\$394,000	
6000	Marketing & Outreach		
6120	Advertising & Marketing	\$3,000	To promote Habitat programs & activities
6650	Printing	\$600	Professional printing – combine with 6120 ??

6750	Volunteer Recognition & Appreciation	\$7,000	New volunteer shirts, other Habitat swag, gift certificates for Home Dedications: Annual gifts to large donors thank you gifts: flowers, etc. – Includes Volunteer lunches
4651	Special Event Expenses	\$2,000	Place holder for events – costs – usually sponsored
4650	Board Discretionary Fund	\$6,000	Board Fund
4652	Bottle Drop Campaign	\$-00	Eliminate this line item – bags are paid for by bottles. Move to marketing if any – Costs for Bottle Drop bags
<b>Sub 5</b>	<b>Subtotal</b>	<b>\$18,600</b>	
<b>7000</b>	<b>Administrative Expenses</b>		
7210	Computer Equipment/Software, Support	\$3,000	IT support, DropBox, web hosting, Keystone software, and computer equipment, etc.
7320	Dues and Membership	\$6,000	HO = 900 / Old republic surety=250 / Key Web=144 / CT12=469 / Chamber (approx \$800), budget for an additional
7410	Legal Fees	\$12,400	we spent this FY for home sale prep. – additional will be needed for LIFT preparation as well.
7415	Accounting	\$5,000	Koontz, Blasquez and Associates – 990 added
7470	Office Rent	\$8,508	Office space moved from ReStore
7510	Office Supplies & Expenses	\$2,000	Printer ink, paper, other office supplies. Printer ink continues to be our largest expense.
7540	Postage / Freight & PO Box	\$1,000	Regular office mailings: bills, thank you letters, etc. Sent out Christmas Cards to volunteers and donors. – 166\$ PO Box
7560	Professional Services	\$10,000	Professional services TBD - HO grant resources – LIFT Grant assistance
7670	Office Subscriptions	\$1,500	Internet, email, Web fees - move to Dues & Subscription
7575	Cell Phone Stipends	\$1,680	Staff cell phone reimbursement - \$35 per month
5420	Liability Insurance	\$9,000	Lockton Insurance Coverage – GL. DO,
5525	SBA Loan Repayment	\$7,692	\$641 / month
5526	Ermine Property Loan	\$31,250	New monthly fees
5570	Property Taxes	\$-00	Non Anticipated - Linn County Taxes on our bare land
5675	Tithe	\$1,000	Habitat Global Tithe Program – Builds homes around the world
7710	Habitat Fees HFHI & HO	\$3,000	New Habitat 2.0 Fees are Less then anticipated
7720	Training Staff	\$3,500	Any Staff, Board or volunteer training costs. / conferences -- not travel costs
7730	Travel Staff & Conferences	\$4,000	Travel expenses, food, lodging, transportation, mileage reimbursement,
7740	Utilities	\$1,500	Home Builds
<b>Sub 6</b>	<b>Subtotal</b>	<b>\$112,030</b>	
	<b>Construction Programs &amp; Development</b>		
1411	Land Acquisition	\$-00	Non Planned for FY25-26
1501	New Home Builds – Front Ave	\$200,000	Front Avenue Home
1504	Albany Habitat Ermine Project – Funded	\$282,370	6 homes pending
1502	Repair Program – City Funded	\$97,000	Critical Repair Brush with Kindness and Age in Place
5130	Construction Bus & Transportation	\$2,000	Maintenance, fuel etc...
5220	Construction Supplies	\$3,500	small tools and accessories
5232	Closing Costs	\$-00	One closing 2025/26 – deducted from gains – remove line item
5250	Home Ceremonies Dedications/Wall Raising	\$-00	1 Wall Raising, 2 Home Dedications – Move to 6750 remove line item
5641	Storage Fees Supplies	\$2,700	Reduced Storage fees – moved fuel to 5130
<b>Sub 7</b>	<b>Subtotal</b>	<b>\$587,570</b>	
	<b>Total Expenses</b>	<b>\$1,112,200</b>	<b>Totals Expenses</b>
			<b>Total Income</b>
		<b>FY 25/26</b>	
	<b>Total Income</b>	<b>\$1,085,200</b>	
	<b>Total Expenses</b>	<b>\$1,112,200</b>	
	<b>Net Income</b>	<b>\$(27,000)</b>	

## Statement of Activity by Month

## Albany Area Habitat for Humanity

September 1-November 30, 2025

DISTRIBUTION ACCOUNT	SEPTEMBER 2025	OCTOBER 2025	NOVEMBER 2025	TOTAL
Income				
1601 Mortgages Receivable	4,119.39	4,100.06	930.88	9,150.33
1908 Energy Trust	2,533.70			2,533.70
4101 Individual	10.00			10.00
4107 HFHI Cash Transfer Programs	1,714.88	2,265.00		3,979.88
4109 ReStore Contributions	8,000.00	8,000.00	8,000.00	24,000.00
4651 Fundraisers - SibB-DelT-PndaE-MushF	6,061.08	1,170.30	167.31	7,398.69
4653 The Great Platypus Drop Event	-4,500.00			-4,500.00
<b>Total for Income</b>	<b>17,939.05</b>	<b>15,535.36</b>	<b>9,098.19</b>	<b>\$42,572.60</b>
Cost of Goods Sold				
<b>Gross Profit</b>	<b>17,939.05</b>	<b>15,535.36</b>	<b>9,098.19</b>	<b>\$42,572.60</b>
Expenses				
1501 New Home Builds Construction in Progress	3,548.33	468.96	2,026.92	6,044.21
1502 Repair Program	157.37	2,741.99	2,095.00	4,994.36
1505 Construction Fees - Prep Docs		9.98	89.00	98.98
5000 Payroll	14,449.10	16,840.24	18,810.86	50,100.20
5010 ██████████	████████			████████
████████████████	████████			████████
████████████████████	████████			████████
5050 Payroll Taxes	12,127.02	13,186.81	2,504.00	27,817.83
5101 Construction Supplies	246.34	213.09	94.61	554.04
5130 Construction Vehicles & Fuel	168.50	242.57	73.80	484.87
5420 Insurances	1,883.50	770.65	1,883.50	4,537.65
5641 Storage Fees - Supplies and Vehicles	170.00	170.00	170.00	510.00
6120 Advertising & Marketing campaigns	1,126.71	1,027.22	209.33	2,363.26
6750 Volunteer Recognition & Appreciation	985.31	3,461.54	2,470.00	6,916.85
7415 Accounting	148.00			148.00
7421 Merchant Fees - IMB	38.85	64.95	241.91	345.71
7470 Office Rent	700.00	709.99	730.99	2,140.98
7510 Office Supplies & Expenses	546.51	901.93	14.38	1,462.82
7560 Professional Services	946.70	1,915.20	4,151.70	7,013.60
7575 Cell Phone Stipends	105.00	35.00		140.00
7670 Office Subscriptions	378.71	321.60	328.22	1,028.53
7710 Habitat Fees	7,691.58			7,691.58
7720 Trainings / Office Staff Meetings	297.00	415.43	30.91	743.34
7730 Travel training		1,215.68		1,215.68
7740 Utilities - For Builds		139.00		139.00
Ask My Accountant			147.98	147.98
<b>Total for Expenses</b>	<b>51,824.90</b>	<b>44,851.83</b>	<b>36,073.11</b>	<b>\$132,749.84</b>
<b>Net Operating Income</b>	<b>-33,885.85</b>	<b>-29,316.47</b>	<b>-26,974.92</b>	<b>-\$90,177.24</b>
Other Income				
Other Expenses				
<b>Net Other Income</b>				
<b>Net Income</b>	<b>-33,885.85</b>	<b>-29,316.47</b>	<b>-26,974.92</b>	<b>-\$90,177.24</b>

# Management Report

Albany Area Habitat for Humanity  
For the period ended June 30, 2025

Prepared on  
**January 9, 2026**



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# Statement of Activity

July 2024 - June 2025

	Total
<b>REVENUE</b>	
1601 Mortgages Receivable	51,126.25
1900 City of Albany	147,449.03
1902 Home Sales	275,816.74
4101 Individual	20,468.00
4102 Businesses	4,052.40
4103 Organizations	1,960.00
4104 Grants & Sponsorship	47,728.18
4107 HFHI Cash Transfer Programs	11,832.24
4109 ReStore Contributions	156,178.00
4110 Habitat Oregon & International	881.70
4120 Other Miscellaneous Revenue	21,926.85
4150 All Churches	100.00
4651 Fundraisers - SibB-DeIT-PndaE-MushF	949.00
4652 Bottle Drop donations	900.58
4653 The Great Platypus Drop Event	9,829.39
<b>Total Revenue</b>	<b>751,198.36</b>
<b>GROSS PROFIT</b>	<b>751,198.36</b>
<b>EXPENDITURES</b>	
1501 New Home Builds Construction in Progress	77,216.86
1502 Repair Program	28,531.54
1503 Construction Fees - Legal	20,720.48
1504 New Home Build Future	1,545.00
1505 Construction Fees - Prep Docs	4,463.24
5010 [REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
[REDACTED]	[REDACTED]
5043 Worker's Comp	6,887.84
5050 Payroll Taxes	86,296.60
5101 Construction Supplies	2,348.99
5130 Construction Vehicles & Fuel	810.40
5420 Insurances	11,248.33
5528 Interest	5,415.78
5641 Storage Fees - Supplies and Vehicles	3,021.17
5675 Tithe - Habitat International	3,000.00
6120 Advertising & Marketing campaigns	2,550.32
6750 Volunteer Recognition & Appreciation	5,229.61
7012 Christmas Bonus for staff	1,500.00
7210 Computer Equipment/Software, Support	216.38
7320 Dues and Membership	1,636.00

	<b>Total</b>
7410 Legal Fees	8,990.00
7415 Accounting	6,570.00
7416 Bank Fees / Charges	489.73
7421 Merchant Fees - IMB	285.05
7470 Office Rent	6,349.95
7510 Office Supplies & Expenses	1,865.32
7540 Postage / Freight & PO Box	35.00
7560 Professional Services	2,294.75
7575 Cell Phone Stipends	1,225.00
7670 Office Subscriptions	5,683.19
7710 Habitat Fees	8,552.06
7720 Trainings / Office Staff Meetings	4,802.64
7730 Travel training	6,970.86
7740 Utilities - For Builds	1,291.18
Ask My Accountant	7,863.35
<b>Total Expenditures</b>	<b>515,191.22</b>
<b>NET OPERATING REVENUE</b>	<b>236,007.14</b>
<b>NET REVENUE</b>	<b>\$236,007.14</b>

# Statement of Financial Position

As of June 30, 2025

	Total
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
1102 People's Bank Checking	237,006.32
1103 US Bank Checking	1,486.11
<b>Total Bank Accounts</b>	<b>238,492.43</b>
<b>Accounts Receivable</b>	
1200 Home Mortgages	630,541.00
<b>Total Accounts Receivable</b>	<b>630,541.00</b>
<b>Other Current Assets</b>	
1112 Ed Jones Account	53,979.00
1117 OCF Endowment Foundation	61,116.75
<b>Total Other Current Assets</b>	<b>115,095.75</b>
<b>Total Current Assets</b>	<b>984,129.18</b>
<b>Fixed Assets</b>	
1411 Land for Development	493,147.22
2241 Construction VAN 2024	27,440.00
<b>Total Fixed Assets</b>	<b>520,587.22</b>
<b>TOTAL ASSETS</b>	<b>\$1,504,716.40</b>
<b>LIABILITIES AND EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Credit Cards</b>	
7750 Corporate USB Card 1944	-12,944.20
Ashley Lane 2961	778.25
Jerry 7980	16.28
Michele 4972	1,527.11
Mr G 5951	1,346.40
<b>Total 7750 Corporate USB Card 1944</b>	<b>-9,276.16</b>
<b>Total Credit Cards</b>	<b>-9,276.16</b>
<b>Other Current Liabilities</b>	
5053 Payroll Liability Restore	5,642.66
<b>Total Other Current Liabilities</b>	<b>5,642.66</b>
<b>Total Current Liabilities</b>	<b>-3,633.50</b>
<b>Long-Term Liabilities</b>	
5525 SBA Loan Repayment	146,322.07
5526 Line of Credit for Ermine Property	354,429.56
<b>Total Long-Term Liabilities</b>	<b>500,751.63</b>
<b>Total Liabilities</b>	<b>497,118.13</b>

	Total
<b>Equity</b>	
Opening Balance Equity	829,594.79
Retained Earnings	-58,003.66
Net Revenue	236,007.14
<b>Total Equity</b>	<b>1,007,598.27</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$1,504,716.40</b>



## Albany Area Habitat for Humanity

### Non-Discrimination Statement

Albany Area Habitat for Humanity encourages, promotes, and welcomes diversity among its staff, volunteers, homeowners, and board members. We acknowledge and value the distinct attributes and perspectives each individual brings to our organization. Our goal is to foster an inclusive environment that strengthens our mission and enhances our ability to meet the needs of the communities we serve.

In accordance with applicable federal and state civil rights laws, Albany Area Habitat for Humanity does not and shall not discriminate on the basis of race, color, national origin, religion, sex, gender identity (including gender expression), sexual orientation, disability, age, marital status, military status, income derived from a public assistance program, prior civil rights activity, political beliefs, or any other status protected by law in any of its activities or operations. These activities include, but are not limited to, recruitment, employment, compensation, termination, promotion, volunteer engagement, contractor and vendor selection, lending, and the provision of services.

Albany Area Habitat for Humanity is committed to providing an inclusive and welcoming environment for all employees, volunteers, subcontractors, vendors, homeowners, and customers. The organization is an equal opportunity employer and lender.

In compliance with the Americans with Disabilities Act of 1990 and applicable state law, Albany Area Habitat for Humanity provides reasonable accommodations and alternative means of communication upon request. Program information may be made available in languages other than English, and individuals requiring communication assistance may access Federal Relay Services by dialing (800) 877-8339 or other applicable relay options.

Last Revised: December 12, 2025

Certified by the Secretary of the Board of Directors.

## Albany Area Habitat for Humanity Board Roster

Updated 11/2025

Name	Phone	Email	Board Position
Karla Winans			Chair / Finance Committee – Movement Mortgage
Darcy Winn			Vice Chair / Construction Committee – Retired Home Builder
Leesa Johnson			Secretary / Community Engagement – Amerititle Escrow Officer
Erica Reid			Treasurer / Finance Committee
Chad Harrington			Construction & Engagement
Richard Conolly			Construction & Family Support
Tony Zolla			Construction Committee
Marion Clark			Community Engagement

Sheet1

<b>Executive Director</b>	<b>Mobile</b> 541-570-3964	<b>Email</b> Gnassar@AlbanyAreaHfH.Org	<b>Mailing Address</b> PO Box 2400 Albany, OR 97321
"Mr G" Gamael Nassar	<b>Office</b> 541-967-4030	<b>Physical Address</b> 330 Washington St, Suite B, Albany OR 97321	





Community Development Block Grant Activities  
**2026 Applications Due by 5:00 p.m. Friday, January 9, 2026 (PST)**  
333 Broadalbin Street SW, PO Box 490, Albany, Oregon 97321-0144 | Planning 541-917-7550

## EXHIBIT A: APPLICATION

*(Note: Prior to completing the application materials, please thoroughly review the RFA regarding applicant eligibility, eligible CDBG activities, and CDBG requirements. All construction projects must also provide the Exhibit A1 supplement.)*

### Applicant Information

Applicant (organization name): Linn-Benton Community College: SBDC  
Contact Person: Britt Hoskins Email: britt.hoskins@linnbenton.edu  
Mailing Address: 6500 Pacific Blvd SW, Albany, OR 97321  
Phone #: 541-917-4930 Agency website: <https://oregonsbdc.org/center/Linn-Benton-SBDC/>  
UEI #\*: redacted EIN: redacted  
*(Unique entity identifier number is required. Get one at sam.gov)*

Organization Mission Statement: (Following blank page for additional space)

LBCC: To engage in an education that enables all of us to participate in, contribute to, and benefit from the cultural richness and economic vitality of our communities.

SBDC: The Oregon SBDC Network is Oregon's preeminent provider of effective and innovative business advising and training services. Mission: Helping build Oregon's best

### Proposal Summary

Activity/Program Name: Catalyzing Economic Opportunity for LMI Spanish-Speaking Small Bu:

Activity Location: Albany, OR

Proposal Summary: Provide a summary of the proposed activity and anticipated outcomes.

The purpose of this project is to educate and empower low-to-moderate income Spanish-speaking small businesses in Albany, Oregon. The project will aim to support 40 small businesses/jobs through culturally and linguistically-informed small business advising and trainings (workshops, webinars, and a business resource fair) in Spanish.

The value proposition of CDBG supporting this project is growing economic opportunity measurably with local low and moderate income Hispanic families in our region. When the SBDC reaches a business, we are reaching the mothers, fathers, and children who are invested in that family's business. Immigrants come to the Willamette Valley and to Linn county looking for opportunity and many of them find it through self-employment, but they need language assistance, business education, and hands-on help navigating business systems in order to succeed long term. At the SBDC, we aren't just offering valuable community service and "education for all" in alignment with LBCC's mission, we are building the tools and knowledge for these businesses to achieve long-term prosperity and create jobs.

#### ACTIVITY BUDGET FOR WHICH CDBG FUNDS ARE BEING REQUESTED:

CDBG Funding Request	\$	73,696
Leveraged Funds/Resources	\$	41,276
<b>Total Activity Budget</b>	<b>\$</b>	<b>114,972</b>

## Additional Space for Mission Statement/Proposal Summary if needed.

This innovative and multi-faceted project will build on the year-one pilot of the work done by the SBDC's new full-time Spanish Language Program Specialist, Susy Ibarra. Having a full-time stable employee dedicated to Spanish business outreach has been a NEW position for LBCC that began in November 2024. The pilot was primarily funded by a one-time Business Oregon grant that ends December 31, 2025. This project would take us into year two of robust Spanish technical assistance and lay the groundwork for a sustainable long-term Spanish business program in Albany. Phase 2 would begin July 2026.

Susy Ibarra is a born and raised local, an Linn-Benton Community College/Oregon State University business graduate, and is deeply rooted in the local Spanish-speaking community. She is the daughter of Mexican immigrants, speaks English and Spanish fluently, and worked at Casa Latinos Unidos before LBCC. She is also this year's Hispanic Advisory Committee co-chair, showing her leadership in the local landscape. She is uniquely positioned to build trust in the community as part of the SBDC. She has already made tremendous inroads in the local community and helped start 9 new Spanish-speaking small businesses across Linn and Benton counties in her first year!

This project would focus on building on the pilot's momentum at a time when there are momentous challenges facing local businesses (historically high costs, recession fears, hiring shortages) and facing the immigrants in our community -- it's an opportunity for the SBDC to continue to show up as a trusted source of business assistance for our largest local minority population. This full-time program specialist role focuses on going out into community spaces and meeting LMI people where they are and spurring economic growth.



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### **CDBG Application Narrative**

Provide the information requested below in this word document or in **(a separate document)** making sure the narrative corresponds to the numbers provided so the required information can be easily found to ensure a complete application. If the question does not apply to the proposed activity write N/A.

#### **Activity Need and Consolidated Plan Priority (40 points)**

1. Describe the community need or problem that will be addressed by the proposed activity. Provide statistics or evidence to document the need. (5 points)

Our project focuses on impacting Low English Proficiency business owners, the largest share of which in our region are Spanish-speaking. U.S. Census data states that the population is 15% Hispanic in Albany. Spanish speakers are expected to make up an ever-increasing segment of Oregon's labor force. American Community Survey estimates 21% of the U.S. population will be Hispanic by 2030 and 25% by 2050. Also, of direct relevance to the SBDC's work, this population is expected to make up the greatest share of self-employed individuals (10% vs. 9.6% non-Hispanic.) In fact, Hispanic self-employment is highest in every age category except age 65+. It's imperative that the City of Albany strategically serves this growing entrepreneurial population.

According to the Salem Hispanic Business Alliance, the number of Hispanic-owned businesses has grown substantially over the past two decades, yet their sales are 10% of that of the general community. They also face greater barriers in accessing affordable credit, navigating U.S. business structures and taxes, and receiving fewer contracts. Given these great challenges, we at the Linn-Benton SBDC are already hard at work addressing the barriers to economic opportunity faced by this population. But we can't continue without identifying supplemental funds. A complex, multi-faceted problem requires an investment of time and intentional trust-building.

Specifically regarding income disparities, American Community Survey reports that Linn county's median household income is approximately \$70,548, with 15.7% of residents living below the federal poverty level. ACS 2023 reports that a higher proportion, 18.5% of Hispanic Oregonians, are below the poverty line. Furthermore, median household income for the state of Oregon (all households) was \$80,426 in 2023 compared to Hispanic households at \$65,540. The gap between Hispanic households and White households widened in 2023: the ratio of Hispanic median income to White median income fell to 0.74.

Hispanic-owned small businesses in Linn County play a growing role in the local economy, yet they face persistent barriers that limit their ability to access capital, technical assistance, and mainstream business support systems. National research from the SBA and Federal Reserve consistently shows that Latino-owned businesses experience higher loan denial rates and rely more heavily on personal or family savings for start-up and working capital needs. In Linn County, where income levels are below regional averages and where a significant share of Hispanic households fall within HUD's low- and moderate-income thresholds, these barriers are magnified. By directing CDBG resources toward culturally and linguistically accessible business training, financial coaching, and job creation support, the City can help overcome structural gaps that disproportionately impact Hispanic entrepreneurs and ensure LMI residents have equitable opportunities to start and grow businesses.



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2. a. Select the priorities in Albany's 2023-2027 Consolidated Plan that will be addressed by the activity.
- ☐ Support or increase the supply of affordable housing.
  - ☐ Reduce or prevent homelessness.
  - ☒ Increase availability of needed services for low- and moderate-income residents.
  - ☒ Expand economic opportunities for low- and moderate-income residents.
  - ☐ Strengthen and revitalize low- and moderate-income neighborhoods.
- b. Explain how the activity will support efforts to reduce or prevent homelessness, support activities that improve housing stability, and/or increase the supply of affordable or supportive housing. (15 points)

SBDCs have been in our community for over 40 years helping people elevate their financial situations and teaching them to be successful entrepreneurs. Our free one-on-one advising and relevant classes and trainings help educate local LMI individuals so they can start businesses and stay in business, "expanding economic opportunity". Additionally our work focuses on Spanish language support. Our advisor will often spend extended one-on-one time coaching clients through online forms, business registries and will even walk into banks with Low English Proficiency clients to help them set up accounts and loans. Many of our clients struggle with English and some are illiterate or are navigating multiple languages -- sometimes speaking indigenous languages with Spanish as their second language and English as their third. The value of language support can't be overstated to these local business owners. This specialized, hands-on support for LMI families is invaluable in our area. Therefore our work covers two key priorities of 1) increasing needed services (free business advising) for families who are struggling and 2) expanding economic opportunities for them (helping create and retain LMI jobs).

On part b., creating more economic opportunity for this LMI population also means reducing their risk of becoming unemployed or homeless. Immigrants are at a higher risk of homelessness because of difficulty finding work in a new country where systems are foreign, facing hiring discrimination, navigating housing market challenges (especially in our area where housing shortages are a tremendous problem), not speaking English, and lacking existing community roots to rely on when emergencies arise. Helping immigrants put down roots and start and sustain their own businesses is a key channel for reducing their risk of housing instability and homelessness.

Among the Oregon network of 17 SBDCs, Linn-Benton Community College is one of the pioneers in Spanish business assistance. We began providing part-time Spanish advising and classes about five years ago, but with grant funding in 2024, were able to pilot this new full-time role. Going to a full-time position was incredibly impactful in the pilot year: Susy advised 61 people across Linn and Benton counties. Her work is also amplified when she speaks, tables at, and partners regularly with an wide range of organizations, many of whom provide wraparound services that complement the SBDC's work with low income individuals.

For example, we partner regularly with organizations like Casa Latinos Unidos, ANDARES, Hispanic Advisory Committee, Greater Albany School District, LBCC GED Classes, Oregon State University: Juntos/Extension Services, Albany Library, Family Connections/Spanish Childcare Business Accelerators, Latino High School Leadership Conference, Albany Latino Festival, Community Lending Works/banks, local businesses, housing communities like Colonia Paz, and many others. As a specific example, when we partner with the nonprofit ANDARES and plan



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3. Explain how the activity will address the identified need or problem and how your approach is an effective strategy to address the identified gap in needs and how your activity will add to or improve upon existing services. Include activity background, activity objectives, services to be provided by the activity, populations or areas to be served, and how CDBG funds will be used. (10 points)

Our project will focus on individual business advising and classes/events reaching at least 40 Spanish-speaking small businesses in Albany. One-on-one business advising builds relationships with community members and coaches them through challenges like access to capital, navigating regulations, financial management, language barriers in their business, business plans, and more. We anticipate sitting down with at least 40 small business owners and helping start at least 3 new Albany-based small businesses through Spanish advising during the project. The outcome of Spanish advising will be creating tangible economic impacts like new jobs, new businesses, and new capital for Albany residents.

Our advising work will be supplemented by workshops, panels, and classes featuring local experts like a Spanish-speaking CPA, AI-certified business advisor, bankers, and more. Likely topics include: How to Start a Business (Cómo Iniciar Una Empresa), Business Finances (Organiza tus Finanzas de Negocio), Tax Tips for Entrepreneurs (Los Mejores Consejos de Impuestos para Emprendedores), etc. These types of events allow clients to do a deeper dive on a specific topic and enhance their knowledge. Many of these sessions will be hosted at the LBCC campus in Albany and some will be hosted with partners out in the community.

During the project window we will also host a Spanish small business resource fair in Albany. We ran two successful Spanish business resource fairs in the pilot year drawing about 25 community members each. This fair will feature Spanish-speaking business owners sharing their success stories and tips, government resources, SBDC lessons, and advice from other business experts. It will provide the opportunity for networking and learning about key agencies (e.g., the health department, Work Source). Also not included in the 40 that we will work with more intensively, are the hundreds of people we interact with through partner events like the Latino Festival in Albany, Latino High School Leadership Conference in Albany, GED classes, and high-impact touch points like Spanish radio.

The combination of advising and classes will teach Spanish-speaking small businesses in Albany valuable business strategies so they can thrive in the marketplace and avoid pitfalls like poor financial decisions, fraud, mis-pricing their products, or not understanding regulations in English. SBDC advisors are educators at our core who work with local citizens every day to support them on their journey toward financial stability. These activities are a continuation of the full-time work begun during the pilot of having a full-time Spanish Program Specialist at the SBDC. We will continue to build trust, provide leading-edge business knowledge, and adapt to the needs of local business owners and aspiring owners. Providing these needed services will directly address the earning gaps faced by Spanish speakers in Albany and the need to support self employment growth amongst this lower income at-risk immigrant population. CDBG funds would support the salary of our Spanish program specialist as she completes advising and teaching activities for LMI Albany residents.





Community Development Block Grant Activities  
**2026 Applications Due by 5:00 p.m. Friday, January 9, 2026 (PST)**  
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4. Describe the ways in which your activity will have a long-term impact on the need or problem being addressed. For housing activities, indicate the time period the activity will remain affordable and how your organization plans to ensure the activity remains affordable for the specified time period. (5 points)

At the SBDC, we are investing in the long-term wellness of local businesses and their ability to create and retain LMI jobs. It's the classic "teach a man to fish" concept. We aren't giving hand-outs, we are teaching people how to thrive on their own. We serve as unbiased and confidential business advisors and we stay ahead of business trends so we can be the best source of business advice for our clients. Just this year our Spanish advisor got certified in AI tools for businesses. Other advisors at our center got certified in cybersecurity and succession planning to help business owners sell their businesses to the next generation. When we invest in businesses, we are investing in their knowledge so that they don't just start a business, they stay in business. And when businesses succeed, they contribute to our local economies, can afford housing, renew our urban districts, open up abandoned store fronts, etc. -- in full alignment with CDBG priorities.

Regarding affordability, our services are very affordable. SBDCs never charge for small business advising, no matter how long a person meets with us. Our goal is to build a relationship with the business over the lifetime of their business. So a business can work with us when they are first planning and starting a business, to refresh their growth strategies, to address financial challenges/cash flow at the midpoint, or even to sunset their business. Our classes are also very affordable, especially on the Spanish side where most sessions are free to attend. Accessibility to all is a core value of our services and we don't want to leave anyone behind.



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5. Explain how you will promote equity, inclusion, and accessibility to the activity by all residents in need, including those for whom English is not the primary language. For faith-based organizations, explain how your agency will ensure CDBG funded activities are separate from explicitly religious activities such as worship, study of religious text, or evangelizing. **Include your agency's nondiscrimination policy for employees and clients as an attachment.** (5 points)

At the LBCC SBDC we are deeply committed to serving all populations in a nondiscriminatory fashion. It is part of the fabric of who we are as an institution at LBCC and as an economic development entity. You can see in the focus of this project that we are actively demonstrating advocacy for, partnership with, and empowerment of underserved communities. We wouldn't be who we are without our clients who come from many backgrounds, languages, and cultures. For this project we will translate business materials and marketing materials into Spanish, facilitate classes and trainings for LMI communities, conduct targeted outreach (e.g. Spanish radio, local Albany restaurants/businesses, Colonia Paz, Casa Latinos Unidos, ANDARES, and others), and provide Spanish-language business support and advising. All of our programs are open to everyone who would like to attend. Our business advising services are offered to citizens of Linn and Benton county per our charter from the U.S. Small Business Administration. Linn-Benton Community College's nondiscrimination statement is attached as well.



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LBCC-SBDC

**Benefit to Low-and Moderate Income Residents and Aeras (20 points)**

6. Estimate the total number of beneficiaries to be served by the activity (typically number of people; but housing related activities measure number of households; and economic opportunities measure number of businesses supported and/or jobs created or retained). (10 points; more points for number of beneficiaries served considering the scope, complexity and cost to provide the activity)  
 \_\_\_\_\_ individuals **or** \_\_\_\_\_ households **or** 40 businesses
7. Estimate the household income ranges of anticipated beneficiaries (10 points; more points for higher percentages of extremely low-income and low-income residents served)  
5 % extremely low income (below 30% AMI) 40 % low income (30-50% AMI)  
30 % moderate income (50-80% AMI) \_\_\_\_\_ % presumed benefit\*  
 \*presumed benefit populations include survivors of domestic violence, children who have experienced abuse, elderly, people with severe disabilities, people who are experiencing homelessness, adults who are illiterate, people living with AIDS, and migrant farm workers.

**Financial Feasibility (25 points)**

Provide the activity budget describing total cost, cost per task, existing (secured) activity funds and unfunded costs. (DO NOT PROVIDE THE FULL AGENCY BUDGET HERE JUST THE ACTIVITY BUDGET.) Provide any and all source(s) of funding – using your own budget template or the one below. Make sure to include other Federal and State grants and loans with descriptions of the agency or funding source, grants, donations, etc.

**PROPERTY ACQUISITION AND CONSTRUCTION RELATED PROJECTS, please also provide a detailed pro-forma and supplemental application packet.**

Activity/Project Budget Summary (See 24 CFR 570 Subpart J)			
CDBG Funding Request for Activity	\$73,696		
Other Funding (Leverage)	\$41,276		
Estimated Total Activity Cost	\$114,972		
Total Beneficiaries: People, Households or Jobs	40 small businesses/jobs supported		
Total Cost per Person or Household/ CDBG	\$2874		
Total CDBG Cost per Person/Unit	\$1842		
<b>Describe Source of Other Funds:</b>	<b>Amount</b>	<b>Amount Secured</b>	<b>Amount Tentative</b>
Federal:	15246	15246	
State:	16630	16630	
Local:	9400	9400	
Donations/Private:			
Grants:			
Loans:			





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<b>Activity Budget Detail (Development Activities provide a detailed Pro Forma)</b>			
<b>Expense Description</b>	<b>CDBG Request</b>	<b>Other Funds</b>	<b>Total CDBG + Other Sources</b>
Spanish Program Specialist Salary (Linn-Benton Grade 18, Step 3)	\$ 44357	\$ 12500	\$ 56857
Spanish Program Specialist Fringe/Benefits	29339	2500	31839
SBDC Director Oversight of Project		15246	15246
SBDC Program Assistant Reporting/Data Organization		9400	9400
Program Specialist Mileage (\$0.70 per mile)		1080	1080
3 Guest Speakers X \$50 gift cards		150	150
Classroom supplies & food		400	400
<b>Total</b>	<b>\$ 73696</b>	<b>\$41,276</b>	<b>\$ 114,972</b>

8. Explain the activity budget and assumptions used to determine the total activity cost and operating budget. If you are relying on other funding, please note if that funding is secure or pending and whether you will be able to move forward without unsecured leveraged funds. (5 points)

The budget and the request of Community Development Block Grant is fairly simple. CDBG funds will focus on supporting a portion of the full-time salary and benefits of the SBDC's Spanish Language Program Specialist for one year (July 1, 2026-June 30, 2027). Note that the SBDC is NOT asking for the full amount of her salary and benefits or for the full amount to cover the operations of the Spanish outreach project. We recognize that CDBG funds are limited and that there are many important needs to support in our communities! We already have federal/state/local grant funds we've secured to cover part of her salary and benefits for the project, as well as matching funds to cover the time of the director overseeing the project, administration time for the SBDC program assistant, mileage, and supplies. We are being conservative to ask for just what we need.

\*Salary and benefits of the Spanish Program Specialist are calculated according to a pre-existing step system for classified employees at Linn-Benton. This makes it predictable to know exactly how much this employee will cost with her specific fringe rate as verified by our accounting staff. We are requesting about 80% of her salary and benefits for a year from CDBG given that the majority of her work and time will be dedicated to Albany-based LMI business service.

\*(Matching): 10% of the SBDC director's time is included for oversight of Spanish services, outreach, budget management, and decision making. This is contributed from already secured federal funds from the U.S. Small Business Administration.

\*(Matching): 10% of the SBDC Program Assistant's time is included for reporting and tracking forms and Spanish client intake/entering classes into Banner and data into our database. Funds are secured from LBCC funds.

\*(Matching): The other expenses of running the project, including classroom supplies, guest



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9. Provide a brief description of the organization's financial stability as it pertains to the organization's financial capacity to successfully complete the activity, including funding sources. The City may request copies of the organization's financial audit or review for the last 2 years. (5 points)

Both the SBDC and Linn-Benton Community College are long-term trusted organizations in our community. To track our finances we have a robust accounting system, well-trained accountants, and a financially savvy SBDC director. We are accustomed to meeting grant reporting deadlines, being accountable for the work we do, and consciously stewarding grant funds. The Linn-Benton SBDC currently manages federal, state, and local funds and always meets its requirements.

One of the biggest strengths of the project is that we already have key personnel in place, having completed the hiring and onboarding process in fall 2024 for the Program Specialist position. The work is already underway and picking up steam going into the second year of the pilot. We have team stability and structure, existing speakers and partnerships in the community, and all the pieces we need to be successful. This makes our project much less risky than speculative projects where personnel, facilities, and deliverables are unknown. CDBG funding would allow us to continue this impactful work and focus our efforts more intentionally on LMI Spanish speakers in Albany. Additionally, we have a bilingual SBDC director with deep experience doing class programming and community outreach to oversee the work.

10. Demonstrate why CDBG funds are the best fit/source for this activity. (5 points)

CDBG funds are a strategic fit for this activity because the mission of this project is so well aligned with your goals. With one of your key priorities being spurring economic development in Albany among low to moderate income residents, we are well positioned to help your organization make measurable progress toward this goal. Our Spanish technical assistance, advising and trainings, serve a population that is often unable to earn a living wage, a population that faces significant barriers in the business landscape, and a population that is growing fast -- especially in Albany. Albany has a higher percentage of Hispanic residents than Corvallis, Lebanon, and most all of the towns/cities in the region. This targeted infusion of capital will help us hold onto a vital service contributing to the economic vitality of Albany.

The SBDC is doing everything it can to grow our services at a time when the funding landscape is very uncertain. State agencies are facing a 5% cut in Oregon, including LBCC and the Oregon SBDC. We are actively working to reduce our costs, manage our existing grants wisely, and seek new sources of funds. For example, the team applied to a new Business Oregon underrepresented technical assistance grant in summer 2025 that ended up receiving 3 times as many applicants as could be funded across the state and we were unfortunately not funded. As a local source of funding that is strategically investing in the urban area where we serve the highest number of Spanish speakers, CDBG is the absolute best fit for this project, compared to other grants that are less mission-aligned or too geographically dispersed.



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11. How will CDBG funds be used to leverage other funding, resources, donations, volunteers, and/or partnerships? (10 points)

As shown in the variety of funding sources we've listed above that will contribute to this project, CDBG will amplify our existing funding from the U.S. Small Business Administration, Business Oregon, and local sources. The combination of these funds will help support and fuel economic growth in Albany. It is such a privilege for us to be able to do everything we do: one-on-one confidential advising, events, classes, trainings, and panels in BOTH English and Spanish. If awarded the CDBG funds, we can continue and expand our services.

12. Describe your organization's plan for funding the activity after the first year, if applicable.

Long-term sustainability is incredibly important to our team and this funding would help us continue to develop our impact and relationships in the community in our second pilot year. Meanwhile, the SBDC has already begun conversations with cities, counties, banks, LBCC, workforce boards, and others about possible new funding relationships. For example, the director just met with U.S. Bank in early December to explore possible Spanish programming partnership sponsorship. We also brought in \$2500 per year just recently through a subcontract where our program specialist helps with Spanish business intake for other SBDCs. We care deeply about continuing this work indefinitely. We are working hard on a variety of fronts to find long term sources of funds. In the meantime, a CDBG investment in this mission would be stewarded wisely and sustain this work going into 2026. Our Spanish program specialist is a tremendous bilingual business asset to our community and we are dedicated to continuing her work for the benefit of our region long into the future.



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13. **Ability to Proceed with Reduced Award Statement:** Provide a statement regarding your organization's ability to proceed with the activity (maybe at a reduced scale) without receiving CDBG assistance, or with an award less than your requested amount.

We would of course consider a reduced award if that was the only option available through CDBG, with deep gratitude. We are very thankful for your consideration and evaluating our project! That being said, without sufficient funds to continue this work we may have to reduce the position to part-time, which would greatly limit our capacity, or lose the position altogether. We have asked for just what we need in 2026 based on the funds we've been able to secure to date and the goal of full-time dedicated support of Spanish-speaking small businesses in our region. We are hopeful that our project and your funding goals are in excellent alignment and that full funding will be possible this year in the broader context of the CDBG annual allotment. Thank you again for your consideration.

**Readiness to Proceed and Agency Capacity (25 points)**

14. Provide a **DRAFT SCOPE OF WORK and schedule** that outlines details about the proposed activity including a schedule of the actions or tasks that will be taken to address the identified need and achieve anticipated performance measures and outcomes. You may use the table below or provide your own format on the following blank page.

Identify any other agencies or partners that will be used for this activity/project and define the roles and responsibilities of these partners. (10 points)

Task Description	Agency to Complete	Timeline (Months)
Spanish Program Specialist: Hired, Trained, Working in Community	SBDC	Already Completed
Spanish Business Resource Fair Hosted in Albany	SBDC	Aug.-Nov. 2026
First 20 LMI Clients Served/Half Way Point	SBDC	July 2026-Jan. 2027
Full 40 LMI Clients Served/Project Completed	SBDC	Jan. 2027-June 2027



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(Additional Space for Draft Scope of Work and Schedule if needed)

**Tasks/Milestones: Advising (Ongoing - Completed by June 2027)**

Small business advising is ongoing and happening daily/weekly. We already have systems in place to receive advising requests through email, phone, and via a Spanish intake form online. We get referrals from partners like ANDARES, GED classes, existing clients, Work Source, community events we host and table at, and many other places. As we meet with LMI Spanish clients from Albany we will collect needed reporting information as well as track their business progress in our SBDC confidential database. We will track milestones like businesses started, jobs created, and loans obtained through the U.S. Small Business Administration's economic impact verification process.

**Tasks/Milestones: Spanish Small Business Resource Fair (Summer or Fall 2026)**

In the summer of 2026, we will plan this small business resource fair, whether it is focused on general business resources or a specific high relevancy theme like food businesses or landscaping businesses or construction, etc. Once we select the date, time, and location, the event announcement will be distributed in Spanish in Linn-Benton Community College's mailed catalog and we will also share it through flyers, partner channels, and Spanish radio. We will invite key speakers, government agency resources, and local Spanish-speaking small businesses to the event. We will then run the business fair by fall 2026 and collect attendee evaluations for feedback.

**Tasks/Milestones: Teaching, Workshops, and Webinars (Quarterly - Completed by June 2027)**

Each quarter we will host 1-3 Spanish business knowledge classes, workshops, or webinars. We typically plan these events based on common questions from our clients and core small business competencies. We begin planning classes about three months in advance so they are ready to go in the college catalog. For example, 1-3 times per quarter we will host our "Intro to Going into Business" class in Spanish virtually or in person. These events provide small business owners a way to learn about a specific topic that's convenient and allows them to interact with other aspiring entrepreneurs.

As stated above we will work toward reaching half of our clients by six months into the year and the full 40 LMI Spanish-speaking Albany businesses by the end of the grant period. We will be diligent in reporting regularly to CDBG.

Regarding partners on this project, though we don't have any formal roles and responsibilities assigned to our partners, we have a continual pipeline of referrals to and from the SBDC for needed business services, wraparound services, and other basic needs. We also do have plans in the near future to co-host events with ANDARES and we work regularly with the Hispanic Advisory Committee and leadership at Linn-Benton Community College to participate in events like the Latino Festival and the Latino High School Leadership Conference. Partnerships are ongoing and amplify the reach of our technical assistance with populations in need.



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15. Describe your readiness to proceed with the activity. For example, is land use approval needed and where are you in that process; are there issues that need to be resolved; is staff currently available to work on the activity; if the purchase of property is involved, is the property currently available for purchase; what level of environmental review is required, etc. (5 points)

We are fully ready to start this project - key personnel is in place, leadership is in place, supplemental funds are in place, accounting and reporting systems and personnel are in place. We believe we will be exempt from environmental review and we don't have any facilities projects in our proposal. We are ready to hit the ground running! We have no current barriers to project completion.

16. Describe the current organizational capacity to complete the activity within twelve months, including its experience and success implementing and managing similar activities, and use of federal or CDBG funds. (5 points)

The SBDC has tremendous experience completing grant projects on time. For example, we just wrapped up a successful grant with Business Oregon for the pilot of full-time Spanish services and 3 childcare business accelerator cohorts that required quickly hiring and implementing a new project on a restricted timeline. We just completed that project even though we had a major set back in existing personnel leaving around the time we received our notice of award. We rapidly rehired and retrained and executed the project. We now have a new and stable team in place. We have been early/on-time on all our reporting, timely with funder meetings, and have maintained a positive relationship with program manager, Jeff Stell, at Business Oregon. We are on track to provide required success stories and have done very well with our metrics. We have no concerns about completing the proposed CDBG project in 12 months.

We are also used to quarterly reports for existing Business Oregon funds and biannual reports with the federal SBA that involve complex compliance, sign-offs, financial audits, and other pieces. We are used to the requirements and regulations of managing federal funds appropriately through our ongoing relationship with the Small Business Administration as subcontractors with the Oregon SBDC Network. We have the infrastructure in place to do reporting and accounting effectively. Lastly, our SBDC under a previous director 5+ years ago also managed and reported on CDBG funds, so our center has some historical experience with this specific program.





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17. Staff Experience and Qualifications (5 points): Identify the names of staff or contractors that will work on the proposed activity, their role, experience they have in this role including experience managing activities subject to federal or state wage rates, their title, and the expected FTE on the activity. **Please attach resumes for key personnel anticipated to work on the proposed activity.**

Employee	Experience and Qualifications
Name: Britt Hoskins  Title: Director  FTE on This Activity: 10% of full-time	<p>As the SBDC director, Britt's role focuses on strategic direction, budgeting, resource allocation, hiring, and management. She teaches the center's introductory "Going Into Business" course in English and is focused on building partnerships across Linn and Benton counties, as well as implementing the most useful trainings and educational offerings for small businesses. Britt oversees all SBDC staff, advisors, and Spanish language programs. For the project she will provide outreach, direction, budget oversight, and day-to-day supervision of staff. Prior to LBCC, Britt was the assistant director of career development for 3 colleges at Oregon State University doing advising, event planning, and programming. Britt built her early career in communications, marketing, and public relations for organizations like Microsoft and George Fox University. At George Fox, she was the associate director of grants &amp; communications and oversaw all grants for the university.</p> <p>Education: B.A. Business Management &amp; Spanish, George Fox University, M.A. English: Writing &amp; Rhetoric, Virginia Tech</p>
Name: Susy Ibarra  Title: Spanish Program Specialist  FTE on This Activity: 80% of full time	<p>Born in Oregon and the daughter of Mexican immigrants, Susy Ibarra is passionate about helping Spanish-speakers in our local community. Prior to coming to the SBDC, Susy gained extensive experience connecting LMI clients to local resources, both as a volunteer and through her role as a Certified Community Health Worker at Casa Latinos Unidos. Susy's day-to-day role at the SBDC is to provide small business advising to Spanish-speaking clients, helping them navigate business plans, finances, banking, contracts, pricing, and more. She is also the co-chair of the Hispanic Advisory Committee. For the purposes of this project, she would facilitate business trainings, invite speakers, conduct outreach across the community, plan the business resource fair, advise clients, translate materials, and track data.</p> <p>Education : A.A. Business, LBCC; B.A. Management &amp; Business Information Systems, Oregon State University</p>
Name: Katie Borninski  Title: Program Assistant  FTE on This Activity: 10% of full time	<p>Katie Borninski has spent most of her professional career in social work and public service in schools and government settings. From these roles, she developed deep experience with helping people in various life circumstances move toward their goals and protecting sensitive information. She has been thriving as the SBDC's Program Assistant since October 2025. Her day-to-day role includes client intake via phone, email, and in-person; database management; team and staff logistics and personnel support; class management; and event planning. For the purposes of this project, Katie would enter and oversee client data in the SBDC's central database (e.g., attendance from events, advising client details) and would assist Susy Ibarra with client intake, class planning, and reporting.</p> <p>Education: Bachelor of Arts: Religious Studies &amp; Political Science, University of Oregon</p>

# BRITT HOSKINS

britt.hoskins@oregonstate.edu

## EDUCATION

- May 2015**      **Master of Arts: English, Writing, & Rhetoric.** Virginia Tech, Blacksburg, VA. (GPA 4.0)
- May 2008**      **Bachelor of Arts: Business Management & Spanish Language.** Double Major. (GPA 3.98)  
George Fox University, Newberg, OR. *Summa Cum Laude. Spanish Immersion: Costa Rica*

## SUMMARY OF QUALIFICATIONS

- Progressively responsible leadership, management, and program development including strategic planning, personnel management, creating and executing marketing strategies, daily operations, and reporting.
- Extensive experience building effective partnerships across university structures, with local businesses, government agencies, faculty, advisors, and staff and at all levels across complex organizations.
- High level of attention to detail, emotional intelligence, people skills, and critical thinking.
- 6 years of advising experience, including coaching working professionals in career transition. Advising topics have ranged from career development, to taxes, to computer literacy, to referral programs, to writing.
- 7 years public relations, strategic communications, and marketing (including 1 year grant-writing leadership).
- Compelling speaker and teacher, delivering tailored content and curriculum to diverse audiences.
- Family owns Pacific Crest Ornamentals, LLC, a local wholesale nursery specializing in ornamental plants and tissue culture serving the Pacific Northwest landscape industry.
- Spanish (Written/Spoken). *Advanced-Mid-Level*, American Council on Teaching Foreign Languages. (2008)
- Microsoft Teams/Excel/Outlook/PowerPoint/Word, Zoom, Databases/CRMs, Qualtrics/Surveys, Course Mgt. Software, DocuSign, Adobe Pro, BaseCamp/Collaboration Software, etc.

## PROFESSIONAL EXPERIENCE

**Director, Small Business Development Center,** Linn-Benton Community College,      Corvallis,      Oct. 2023-  
OR      Present

- Empower small businesses in Linn and Benton counties to start, grow, and thrive.
- Lead a team of dedicated business advisors, instructors, and staff all collaborating toward spurring economic growth in our region.
- Duties include management, budgeting, marketing, grant writing, reporting, teaching, event planning, and aligning our work with the standards and all the other SBDCs part of the Oregon Small Business Development Center Network.
- Key to carrying out the SBDC's mission is building partnerships with local chambers of commerce, economic development offices, higher education partners, downtown associations, municipalities, nonprofits, and businesses.

**Assistant Director of Career Development,** Oregon State University Career Development Ctr.      Jan. 2018 -  
Corvallis, OR.      Sept. 2023

- Built and operated a comprehensive career program from the ground-up for three colleges (College of Agriculture, College of Forestry, College of Earth/Ocean). Required entrepreneurial mindset and high level of vision and organization.
- Created 5-year strategic plans, designed and delivered resources, planned complex networking events with local businesses, and assessed needs of diverse populations.



- Identified, proactively sought out, and built hundreds of partnerships internally with faculty, staff, and advisors, and externally with local businesses and government agencies.
- Collaborated with economic development organizations like WorkSource Oregon, local municipalities like City of Albany and OCWCOG, federal and state agencies (EPA, NETL, OR Dept. of Forestry), local businesses like Stahlbush Island Farms, NW Farm Credit, and Weyerhaeuser, and nonprofits like Institute for Applied Ecology.
- Developed new life sciences career fair from scratch to fill identified employment gap. Event has reached 1,000+ students and 50+ businesses over 4 years.
- Delivered hundreds of classroom presentations, workshops, panels, and networking events, both in person and virtually, to groups of up to 300 people.
- Overcame resistance, conflict, and limited resources. Created buy-in with leadership and direct reports. Hired, supervised, and coached employees. Communicated expectations clearly, offered feedback, and helped employees grow.
- Wrote all the content for OSU's 90+ page graduate student career guide, 70+ page undergraduate guide, and student website – showcasing communication expertise and ability to construct resources according to client's needs.
- Drafted budgets and MOU contracts with partners for services, travel, and personnel.
- Assessed impact of activities and presentations through surveys, web analytics, group feedback, and external data research.
- Regularly facilitate meetings with large and small groups and lead organized discussions.

**Marketing Writer & Content Strategist.** OSU University Relations & Marketing, Corvallis, OR.

- Directed content strategy for the redesign of the oregonstate.edu homepage including story selection, editorial calendar, image direction, and headlines.
- Developed fresh, creative content in alignment with university's new brand and priorities such as recruiting, alumni relations, events, and community building.
- Wrote and edited copy for websites, brochures, newsletters, social media, and stories.
- Interviewed students and alumni and wrote short and long-form impact stories for print and online publications.
- Led layout content and strategy, editing, and writing stories for flagship OSU pieces like the Admissions recruitment booklet, major brochures, and housing guide.
- Generated award submission for Council for Advancement and Support of Education. Awarded Silver CASE marketing award.

Jan. 2017 –  
Dec. 2017

**Associate Director of Advancement Communications & Grants.** George Fox University, Newberg, OR.

- Wrote grants and large donor proposals resulting in \$1.8 million dollars in awards in one year. Partnered with faculty, gift officers, and GFU president as donor stewards.
- Provided comprehensive leadership and a new approvals process for all institutional/research grants for all faculty across the university.
- Advised faculty on grant narrative development, budgets, processes, and reporting according to grant guidelines.
- Oversaw all communications and marketing for GFU Advancement, Alumni Relations, Parent Relations, and University Events – including giving direction to designers and other production professionals, materials development, and project management.
- Trusted to write letters and proposals on behalf of the university president.

Nov. 2015 –  
Dec. 2016

- Created stewardship/donor materials, web copy, brochures, newsletters, etc. to help the university meet its fundraising targets.

**Writing Instructor & Graduate Teaching Assistant.** Virginia Tech, Blacksburg, VA.

Aug. 2013 –  
May 2015

- Taught five university classroom sections as instructor of record, including Creative Writing, Research Composition, and Professional Writing.
- Planned curricula and syllabi, built relationships, and engaged 60+ students with classroom activities.
- Received high average student evaluations of 5.25/6.0 across all sections in categories such as preparedness, clarity, and fostering a respectful environment.
- Conducted research on workplace writing and ethical arguments in cybersecurity.

**Senior Account Executive & Public Relations Strategist.** Microsoft Account, Waggener Edstrom. Lake Oswego, OR.

Jun. 2008 –  
Aug. 2013

- Project-managed large-scale campaigns and events such as the communications launch of Microsoft YouthSpark, a 500-million-dollar initiative; the unveiling of the Exergamers Wellness Program; and the launch of a new version of Microsoft Azure.
- Lead the development of in-depth communications plans, strategic messaging development, employee task lists and work plans.
- Promoted three times in five years. Gained a breadth of experience in everything from product public relations, to crisis communication, to philanthropic promotions, to internal employee communications.
- Pitched and landed stories with reporters in such publications as *The Wall Street Journal* (business), *PBS News Hour*, *Dr. Dobbs* (developers), *PC Magazine* (technology) and *The Roanoke Times* (metro/local).
- Thrived in the high-pressure environment of Microsoft's media relations line – receiving calls from top tier journalists like *The New York Times* on tight deadlines and releasing statements and information with speed and precision.
- Trained in crisis communications on how to manage a breaking story, develop thoughtful messages, monitor social media, and respond effectively to negative news.
- Provided quality control and supervisory oversight to Microsoft Rapid Response team.
- Drafted press releases, blogs, key messages, communications plans, social media content, and weekly/monthly/quarterly reports according to analytics.

**Recruiting Intern.** CampusPoint Corporation, Portland, OR.

Nov. 2007 –  
Apr. 2008

- Reviewed resumes, conducted interviews, and communicated with new clients.
- Helped businesses recruit and hire new talent as part of a small start-up business.
- Marketed CampusPoint services at college events and met contact targets established by company and new client quotas.

**Admissions Counselor Intern.** George Fox University, Newberg, OR.

Aug. 2004 –  
Apr. 2008

- Built relationships with incoming students and evaluated applications.
- Maintained applicant database with high level of attention to detail.
- Conducted campus tours and planned and attended recruiting events.

**Banking Intern & Teller.** Washington Mutual Bank, Gold Beach, OR

Jun. 2002 –

- Completed financial training and leadership internship program and helped hundreds of banking customers with transactions. Aug. 2004
- Trusted with high level of confidentiality, financial information, and large sums of money.

## AWARDS & LEADERSHIP

- National Association of Colleges & Employers: Nominated for NACE Rising Star Award (2023)
- CASE Marketing Award: Council for Advancement and Support of Education: Silver. (2017)
- Finalist: Hoffman Outstanding Instructor and Chermide Top Thesis Nominations. Selected to be a commencement reader, Virginia Tech. (2015)
- "Out of the Park" Agency-Wide Quarterly Communication Award, Waggener Edstrom. (2011)
- Summa Cum Laude. Dean's List. Awarded Top Capstone Business. George Fox University. (2008)
- Valedictorian, Gold Beach High School. (June 2004)

## COMMUNITY INVOLVEMENT & SERVICE

- **Spanish Immigrant Community Educator** Acorn Outreach, Corvallis, OR. Met with adult language learners from Latin America, Asia, and the Middle East to practice English and conversational skills. Planned and delivered lessons and activities weekly for four years. (2017-2020)
- **Pregnancy & Parenting Client Advocate**, Valley Women's Clinic/Pregnancy Resource Center, Blacksburg, VA. Served as a client advocate, met with clients one-on-one, listened, facilitated tutorials, provided health referrals and resources, managed confidential medical information. Primary clients were immigrants and high-need mothers looking for parenting and pregnancy education and financial support. (2014-2015)
- **Pro-Bono Grant Writer/Marketing Messaging for Nonprofits**: Giles Animal Rescue, New River Community Action, and Toledo Exposure Documentary Films. Created a grant proposal, researched potential funding sources, wrote mission and values web copy. Collaborative and individual work. (2014)
- **Volunteer Tax Assistant: Volunteer Income Tax Assistance (VITA) program**, George Fox University. Went through student training program to help members of the community with tax form preparation, with a focus on low-income community members and immigrants. (2007)

## PROFESSIONAL REFERENCES

**Brandi Fuhrman, Executive Director/Associate Vice Provost**, Oregon State University Career Development Center  
 [REDACTED] [brandi.fuhrman@oregonstate.edu](mailto:brandi.fuhrman@oregonstate.edu) (Head of organization/former direct supervisor)

**Michal Kawka, Director of Career Education**, Oregon State University Career Development Center  
 [REDACTED] [michal.kawka@oregonstate.edu](mailto:michal.kawka@oregonstate.edu) (Current direct supervisor)

**Gary Dulude, Senior Editor**, Oregon State University, University Relations & Marketing  
 [REDACTED] [gary.dulude@oregonstate.edu](mailto:gary.dulude@oregonstate.edu) (Former direct supervisor)

[REDACTED] **ment**, Multnomah University  
 [REDACTED] (Former colleague/collaborator)

*StrengthsQuest Top 5 Strengths: Strategic, Woo, Communication, Individualization, Achiever*

## Susan Ibarra

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### Education

**Oregon State University** *July 2022*

*Bachelor of Science in Management*

*Bachelor of Science in Business Information System*

**Linn Benton Community College** *June 2019*

*Associate of Business Administration*

### Work Experience

**Small Business Development Center, Corvallis, Oregon** *November 2024—Present*

Advisor & Instructor

- Assisted Spanish-speaking clients with business planning
- Maintained accurate records by importing detailed client appointment notes into the internal system.
- Led workshops and trainings in Spanish to enhance clients understanding of business procedures
- Answered and made calls to Spanish-speaking clients, ensuring clear communication and responsive support in their preferred language.
- Conducted targeted community outreach to promote services

**Del Alma, Corvallis, Oregon** *December 2015—Present*

Server & Hostess

- Communicated with customers, kitchen and serving staff to ensure a positive dining experience through taking care of dining details and promptly addressing guest concerns
- Presented menus, answered questions, and offered guidance on food and drinks to customers
- Established menu knowledge and built rapport with customers
- Guided and greeted guests to their assigned tables, communicated delays and offered additional services

**Casa Latinos Unidos, Corvallis, Oregon** *April 2021–May 2024*

Wraparound Assistant, Community Health Worker, Program Manager & Administrative Manager

- Assisted clients with accessing appropriate community services
- Participated in the development of programs for the community
- Trained and supported staff members, interns, and volunteers
- Organized and imported receipts into internal financial system: QuickBooks
- Processed and approved timesheets and expenses
- Reviewed and submitted onboarding documents

### Certificates

- |  |                      |
|--|----------------------|
| • <i>Certificate, Primeros Auxilios de Salud Mental EE.UU. Adultos</i> | <i>July 2023</i>     |
| • <i>Certificate, Building a Trauma Informed Community</i>             | <i>May 2023</i>      |
| • <i>Certificate, Professional Medical Interpreter</i>                 | <i>November 2022</i> |
| • <i>Certificate, State of Oregon Traditional Health Worker</i>        | <i>November 2022</i> |

## KATHRYN BORNINSKI

### WORK EXPERIENCE

- 10/24-current**      **Program Assistant: Linn-Benton Community College: Small Business Development Center, Supervisor, Britt Hoskins, Director 541-917-4930**  
 As a Program Assistant for the SBDC, I work with the Director and Advisors to serve small businesses in Linn and Benton counties. In this role I attend department meetings and trainings, I am the first point of contact for people seeking advising for their small business or for clients wanting to take classes. With Director guidance, I plan and organize class offerings, including using the SBDC database CenterIC and the college database Banner. As needed I help with Federal, state and local reporting and coordinate and maintain records for accounts receivable/payable.
- 8/19-10/24**      **Behavior Resource Assistant: Greater Albany Public Schools: Memorial Middle School, Supervisor, Ken Gilbert, Principal 541-967-4537**  
 In my current position, I work in a contained classroom as a Behavior Resource Assistant. I assist with independent and group projects and work with students one on one as needed. I also supervise the classroom in the absence of a teacher. The program was started in 2019 as a pilot for students that struggle in a traditional classroom. It has grown from two students to twenty students over the past four years. Students transfer from schools within the Albany District and are given the opportunity to complete work at their own pace. I provide input regarding students' progress and attend meetings as necessary to facilitate the success of the program, working collaboratively with families, children and peers.
- 7/18-8/19**      **Background Specialist: Oregon Department of Education: Office of Childcare 503-947-0663**  
 While with the Office of Childcare, I performed background checks on childcare provider applicants for children under the age of five. For this position I received LEDS certification in order to run checks in eCourt (OJIN) and Child Protective Services history. I processed daily reports to determine if applicants completed fingerprinting and provided all necessary information in CCRIS, database. In this role, I communicated directly with community members, explaining federal, state and department policies when needed. As a Background Specialist, I was responsible for implementing changes in policy and ensuring compliance. I attended weekly meetings and participated in job specific trainings as required.
- 10/15-6/17:**      **Family Support Liaison: Linn Benton Lincoln Educational Service District 541-812-2690**  
 While working as a Family Support Liaison I served the city of Scio and communities in the Santiam Canyon. I worked closely with school administration to assist with and provide services to families in need. My duties included working with students

to organize school work, assisting them with learning to advocate for themselves and understanding their IEP/504. I was responsible for connecting families with resources in the community, facilitating self-help groups, attending meetings and trainings as well as serving as Youth Services Team (YST) coordinator.

As a Family Support Liaison, I worked with a diverse population and assisted families in understanding school policies and various programs. I kept detailed notes and organized files for each student which included information regarding the needs of the family and what services were provided to them.

Additionally, from 4/2016-6/2016 I was the Youth Transition Specialist for the Santiam Canyon School District, working directly with students on their plans following high school. This included connecting them to resources for job searches, filling out college applications, job applications, applications for housing, etc.

**3/13-  
1/15**

**Social Service Specialist 1: Child Protective Service Worker State of Oregon, DHS: Marion County, Division 3, 503-378-6800**

In my position with DHS Child Welfare, I interviewed parents, children, medical and school professionals, and others to determine child safety. I read and wrote reports to justify and defend conclusions about whether abuse or neglect occurred. When appropriate, I attended court and testified as to the position of the agency in regard to child safety. In preparation for court, I wrote reports, and met with attorneys and parties to the case. When responding to calls and working in the field I collaborated with law enforcement to ensure staff and family safety while conducting interviews. When needed, I assisted families in understanding DHS policies and procedures and assisted in navigating various programs. I am familiar with OJIN and eCourt as well as the ORKids system.

**Trillium Family Services: 07/12 to 03/13:**

**11/12-Life Enrichment Specialist: Sender House, Albany, Oregon**

**3/13: 541-928-1757**

As a Life Enrichment Specialist I worked with transitioning youth on their independent living skills. I provided coaching in the areas of: appearance and grooming, food preparation and nutrition, physical and dental health, medication administration, sleep, hygiene, exercise and housekeeping. I worked together with skills trainers to provide coaching and training to clients, both individually and in group settings throughout the day and evening. I spent time with clients in the community to increase skills in social settings and work on transitioning to independent living. I provided client-specific notes and completed paperwork at the end of every shift. Accurate notes and reports were vital to understanding and assessing the needs of each client as they moved forward in their program.

**07/12-Awake Overnight Child and Adolescent Treatment Specialist: Children's Farm  
11/12: Home, Corvallis, Oregon, 541-758-5959**

In this position, I supervised and provided services for children with severe emotional and psychological disorders. My duties included performing bed checks at 15-minute intervals, supervising children in group settings and on a one-on-one basis. In the mornings, I supervised children while they completed routine hygiene tasks and assisted with meal delivery and preparing for daily activities. I was

responsible for completing routine paperwork, updating supervision levels and documenting other significant events. I read medical and behavior reports to stay current on treatment plans and supervision needs. I also took care of routine cleaning to maintain a safe/sanitary environment for the residents.

For this position, I completed Trillium Family Services Academy Training: including Collaborative Problem Solving, utilization of Plan A/Plan B/Plan C, and trained on various safety holds necessary for restraining and controlling individuals, including; team control, transport and others.

**10/10-05/12: Project Assistant/Inside Sales, Chatham/Worth Specialties, Inc. Dallas, Texas Supervisor, Ben Baume. 972-241-2331**

While at Chatham/Worth I assisted in various construction projects, including; scheduling installation, ordering materials, creating spreadsheets of information for Estimators and Project Managers, tracking and recording various steps in the construction process. I interpreted plans and various construction contracts, evaluated the progress of various projects and researched products for their value and function.

**09/05-06/09: Activities Coordinator/Office Assistant, University of Oregon, Eugene, Oregon 541-346-4121**

At the University of Oregon, I worked in the PE and Recreation Programs office. I was responsible for answering phones, helping customers, coordinating intramural sports teams and schedules and gathering information for various spreadsheets and reports.

## **EDUCATION**

Graduated **University of Oregon**, June, 2009

Bachelors of Arts in Religious Studies, minor in Political Science.

Study abroad program Pacific Challenge: New Zealand and Australia Winter 2008.

Graduated **Lebanon High School**, June 2005.

Graduated with honors in math and drafting.

Winner of American Legion Award, scholar student.

## **REFERENCES**

Mark Summers, Behavior Consultant, LBL ESD, Albany, Oregon, 541-812-2600

Dallas Tully, PREA Coordinator, Salem, Oregon, 503-510-6765

Joshua Payton, Funeral Director, Corvallis, Oregon, 541-231-9210

Sheila Lorange (Retired), Operations Commander, Marion County Sheriff, Salem, Oregon 503-588-8572

## Small Business Development Center Budget Worksheet (Estimated Costs)

Host Institution:	Linn-Benton Community College
SBDC Name:	Linn-Benton SBDC
Cognizant Agency	SBA

DO NOT MAKE CHANGES TO ANY CELL THAT IS  
BLACK OR GREY

A. Personnel Base Salary Only		SBA	Cash Match (All)	In-Kind	Total
Personnel Subtotals		\$ 40,000.00	\$ 230,603.60	\$ -	\$ 270,603.60
B. Fringe Benefits		SBA	Cash Match	In-Kind	Total
Fringe Benefit Rate FT:	39-100% depending on benefits	\$ -	\$ 142,430.78	\$ -	\$ 142,430.78
Fringe Benefit Rate PT:	9-39% depending on PERS eligibility	\$ -	\$ 15,448.95	\$ -	\$ 15,448.95
Fringe Benefit Rate Student:	0%	\$ -	\$ -	\$ -	\$ -
Fringe Benefit Rate Approved by Cognizant Agency? (Y/N)	No				
Fringe Benefits Subtotals		\$ -	\$ 157,879.73	\$ -	\$ 157,879.73
C. Travel		SBA	Cash Match	In-Kind	Total
Number of Miles:	2142	\$ -	\$ -	\$ -	\$ -
Mileage Rate:	\$ 0.70	\$ -	\$ 1,500.00	\$ -	\$ 1,500.00
GSA Approved Mileage Rate:	\$ -	\$ -	\$ -	\$ -	\$ -
In State Travel		\$ -	\$ -	\$ -	\$ -
OSBDCN directors conferences		\$ -	\$ 450.00	\$ -	\$ 450.00
Talks at chambers/partners, business expos across two counties		\$ -	\$ -	\$ -	\$ -
Community training events		\$ -	\$ -	\$ -	\$ -
Advisors visiting client businesses across two counties		\$ -	\$ -	\$ -	\$ -
Out of State/International Travel		\$ -	\$ -	\$ -	\$ -
Travel Subtotals		\$ -	\$ 1,950.00	\$ -	\$ 1,950.00
D. Equipment		SBA	Cash Match	In-Kind	Total
Office furniture, technology, etc.		\$ -		\$ -	\$ -
Equipment Subtotal		\$ -	\$ -	\$ -	\$ -
E. Supplies		SBA	Cash Match	In-Kind	Total
Printing, class materials, office supplies, etc., to support trainings and ot		\$ -	\$ 2,500.00	\$ -	\$ 2,500.00
		\$ -	\$ -	\$ -	\$ -
Supplies Subtotal		\$ -	\$ 2,500.00	\$ -	\$ 2,500.00
F. Contractual		SBA	Cash Match	In-Kind	Total
Small Purchase Acquisition Threshold	\$ 10,000.00				
Contractor					
Contractual Subtotal		\$ -	\$ -	\$ -	\$ -
G. Consultants		SBA	Cash Match	In-Kind	Total
Counselors		\$ -	\$ -	\$ -	\$ -
Consultants Subtotal		\$ -	\$ -	\$ -	\$ -
H. Other		SBA	Cash Match	In-Kind	Total
Rent		\$ -	\$ -	\$ -	\$ -
Chamber of Commerce Dues		\$ -	\$ -	\$ -	\$ -
Other Subtotal		\$ -	\$ -	\$ -	\$ -
Direct Cost Totals		\$ 40,000.00	\$ 392,933.33	\$ -	\$ 432,933.33
I. Indirect Costs		SBA Indirect		Waived Indire	Total
Indirect Cost Rate Approved by Cognizant Agency %		\$ -		\$ -	\$ -
Salary & Wages excluding Fringe Benefits					
Method of Allocation					
Base Before Exclusions	\$ 270,603.60				
Exclusions/Inclusions*	\$ -				
Base After Exclusions	\$ 270,603.60				
Total Allowable Indirect Costs	#VALUE!				
Location	On Campus				
Indirect Cost Rate Agreement Expiration Date	12/31/2021				
Indirect Cost Subtotal		\$ -		\$ -	\$ -
Total Costs		\$ 40,000.00	\$ 392,933.33	\$ -	\$ 432,933.33

\*Exclusions are a dollar amount the rate agreement says to exclude. For example, Modified Total Direct Cost generally excludes Rent so you would list Rent as a positive number here.

\*Inclusions are \$25,000 per new service center. Enter as a negative number "-25000".





**Linn-Benton**  
Community College



# PROPOSED BUDGET

**JULY 1, 2025 - JUNE 30, 2026**

LBCC is an equal opportunity  
educator and employer.

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## Budget Categories

### Funds

The college budgets using separate, self-balancing funds that are operated by independent rules based on the nature of the intended use. Descriptions of each of these funds are below with detailed budget resources and requirements outlined in the individual budget sections.

- General Fund – The primary operating fund of the college serving to accomplish its basic educational mission.
  - Auxiliary Fund – Self-balancing funds with specific purpose and dedicated charges.
  - Restricted Fund – Used to budget and account for grants, contracts and projects funded from federal, state, and local agencies. Funds are restricted to the purpose designated by the grantee and each individual fund has a net working capital account.
  - Capital Projects – Used for costs related to construction and improvement of college facilities and for the acquisition of major equipment.
  - Debt Service – Budgets and accounts for principal and interest payments related to the college's long-term debt obligations.
  - Financial Aid Fund – Serves to account for grants, scholarships, loans and other aid processed for students.
  - Agency Fund – Used to account for funds relating to student government, student clubs and other outside agencies for which the college is acting as a fiscal agent.
- 

### Expense Functions

Within each fund expenses are budgeted and presented by major functional area. This serves as the category describing the basic purpose the funds support.

- Instruction – Includes all faculty costs and expenses for resources used directly for instruction in the classroom.
- Instructional Support – Costs directly supporting the instructional mission. Includes library services, program directors and other areas providing immediate support to students' educational attainment.
- Student Services – Includes costs for registration, financial aid, enrollment, admissions and advising along with other services and efforts to support students outside of the classroom.
- Community Services – Covers costs related to non-instructional efforts toward public services external to the college's primary educational mission.
- College Support – Includes general administration, human resources, financial operations and other expenses used to manage and maintain the college.
- Plant Operations/Maintenance – Costs relating to the operation of physical plant including grounds and repair.
- Plant Additions – Includes costs for major structural improvements relating to renovation of buildings, infrastructure, land or other areas outside of ongoing operational efforts.

## President's Budget Message

The budget herein is presented to the Linn-Benton Community College (LBCC) Budget Committee and district residents. This budget message provides both a description of our current budget environment and an outline of the fundamental approach to resource allocation moving forward.

The 2024-25 fiscal year has been characterized by two opposing developments: positive enrollment growth and cost reductions ahead of the coming biennium. The enrollment growth represents the first significant increase coming out of the pandemic timeframe and the resulting tuition revenue benefits the overall budget picture. However, growing costs over the last several years coupled with an expectation of inadequate state funding has resulted in a target of \$3.5 million in cost reductions leading into the next biennium (beginning in 2025-26). Approximately \$2.1 million in cost reductions have been identified for the coming year with the remaining \$1.4 million to be decided in the next fiscal year. Though the increased enrollment brings positive indicators for the College's immediate future, difficult questions remain about our fundamental operations and finances. However, we believe that the budgetary tools and administrative approaches we have adopted over the past few years will be effective tools for constructing a budget that balances our ongoing pursuits with our financial realities.

As with previous budgets, the 2025-26 budget has been developed with an eye toward our future-facing projection model, which provides a strategic, long-term approach to resource allocation and ensures the college is poised to fund both ongoing operations and investments in the future despite the difficult realities of the community college funding (see Figure 1 for example).

	2023-25 Biennium		2025-27 Biennium	
	2023-24	2024-25	2025-26	2026-27
State Aid	27,542,685	28,263,073	30,296,263	30,296,263
Property Tax	10,546,861	10,918,228	11,409,548	11,922,978
Tuition	19,750,795	21,236,702	22,514,258	23,414,828
Other Revenue	1,548,915	1,102,044	910,148	1,117,403
ERC Federal	-	-	2,000,000	-
<b>Revenue</b>	<b>\$ 59,389,256</b>	<b>\$ 61,520,047</b>	<b>\$ 67,130,217</b>	<b>\$ 66,751,472</b>
Personnel Costs	50,428,062	53,139,682	56,299,872	56,925,227
Materials/Services	7,411,828	7,855,422	8,091,085	8,333,817
Transfers Out	2,164,347	2,180,011	2,161,218	2,162,568
Budget Enhancements	-	-	300,000	300,000
Strategic Initiatives	-	-	400,000	400,000
One-time Reductions	-	-	(245,000)	(245,000)
Identified Reductions	-	-	(1,590,295)	(250,000)
Unidentified Reductions	-	-	-	(1,150,000)
<b>Expenses</b>	<b>\$ 60,004,237</b>	<b>\$ 63,175,115</b>	<b>\$ 65,416,879</b>	<b>\$ 66,476,612</b>
<b>Net</b>	<b>\$ (614,980)</b>	<b>\$ (1,655,068)</b>	<b>\$ 1,713,337</b>	<b>\$ 274,859</b>

Figure 1 - The above projection model is constructed using variables for all major revenue and expense categories. The variables can be adjusted according to the latest projections and shifts in expectations making the model dynamic and flexible. New investments are built into the model as well as assumptions for inflation-based growth and other elements that make the model a picture of sustainable operations. With the mission "baked" into the model it is a matter of securing the funding so investment variables can be met.

## Funding Model

The college operates on three primary revenue sources: property taxes, tuition and fees, and state appropriations. Reliance on these three sources has created a challenging dynamic with a limited number of balancing levers. This model, however, has not been static as shifts in the funding mix have created new budget considerations for the college. Figure 3 illustrates the historical change in each of the primary revenue sources. Increases in state funding in recent biennia have only started to account for the period of divestment from the state going back to 2008-09. The divestment created nearly a decade of unfunded increases

in operating costs and also created a funding model more reliant on student tuition money. This has created challenges for affordability (tuition rates). Further information on each of the primary revenue sources follows.

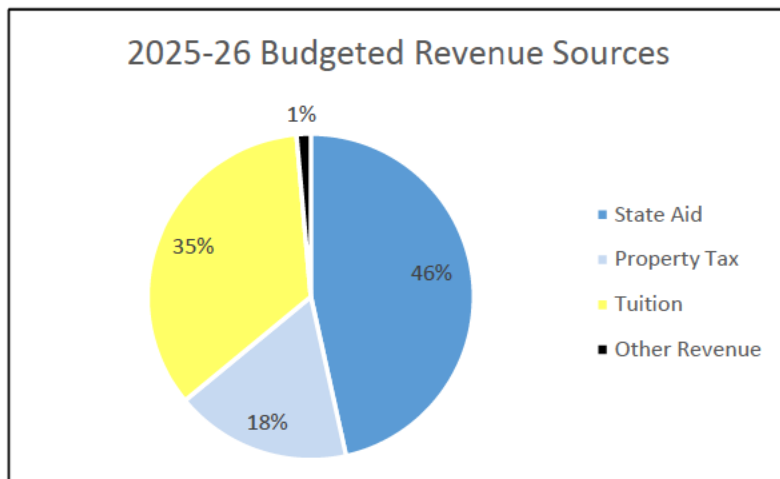


Figure 2- Tuition and State Aid provide a combined 81% of overall funding.

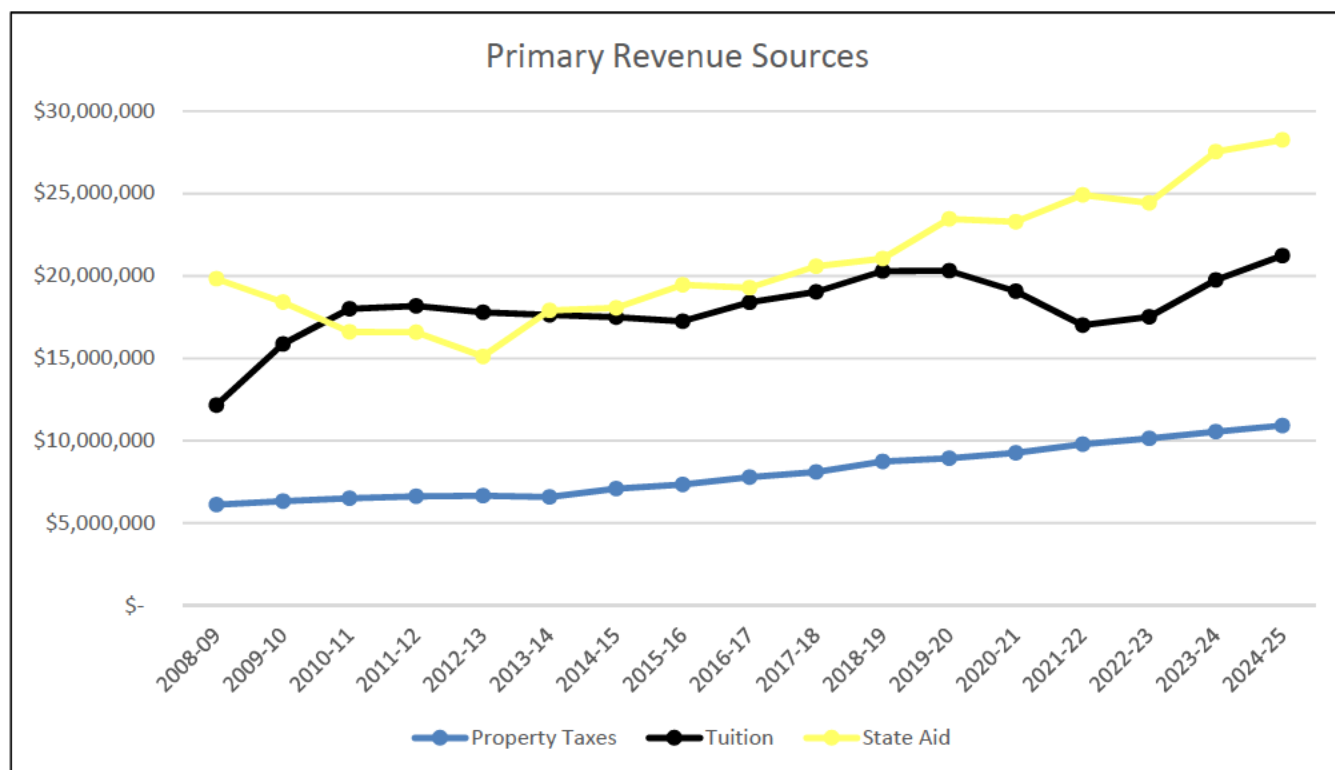


Figure 3 – After nearly a decade of divestment from the State, funding finally returned to a level relatively equal with state funding. The current split in primary revenue sources is similar to the model seen prior to the great recession and COVID (2008-09) where State funding represents the largest portion of operational revenue.



## Property Taxes

Though steady and predictable, property taxes are subject to statutory limitations that do not allow for local government control of revenue generation. Measure 50 established permanent tax rates for all local districts and limited future growth to the lower of real market value or assessed value. Local governing boards no longer have the ability to adjust levy rates. Additionally, property tax revenue accounts for less than 20% of the operating funds for the College.

## Tuition Revenue

### *Enrollment*

Tuition and fee revenue is based on both enrollment levels and the tuition rate set by the Board of Education. The 2024-25 academic year has seen a continuation of the post-pandemic growth realized in the prior 2023-24 year. The Summer term delivered an 8% increase over prior year with both Fall and Winter terms seeing positive year-over-year growth of approximately 5%. Spring term is expected to close with nearly a 7% increase which will result in net growth near 6% over prior year. A significant and promising detail relating to this enrollment growth is that it has benefited from an improved retention rate compared to prior years. This suggests that many of the institutional efforts made through Guided Pathways are beginning to take effect. Improved retention is vitally important as the demographics for the local high school pipeline do not show positive growth for a number of years. Retaining students who do attend the College will help stabilize enrollment during this period and also increase completion rates. Though it remains unclear how much of the recent enrollment growth represents a lagging correction to the COVID drop-off the college has elected to assume a modest two percent enrollment increase for the coming 2025-26 budget year.

### *Tuition Rate*

Lack of state funding and historically high inflation over the last several years has created added demand on tuition revenue. In order to create the long-term trend of tuition support for the overall funding model the tuition rate itself must be adjusted over time. However, the tuition rate has been adjusted unevenly over time. Figure 4 illustrates a series of large increases followed by tuition freezes. This volatility is difficult for students to plan their personal finances around. The preferred model that began in 2016-17 is to trend the increases down and, ultimately, adopt an annual, incremental increase in the tuition rate going forward. The level of the annual increase is influenced by other revenue sources and any resulting budget shortfall. With that understanding, the Board of Education adopted a 4.00% increase for the 2025-26 academic year in March. This decision continues the pattern of annual increases kept as low as possible. Recognizing that even relatively small incremental increases can bring about significant financial barriers for students, the College has continued its commitment to affordable textbooks (Open Educational Resources), food security efforts, progressive student account options, the pursuit of affordable housing partnerships and additional emergency funding possibilities.

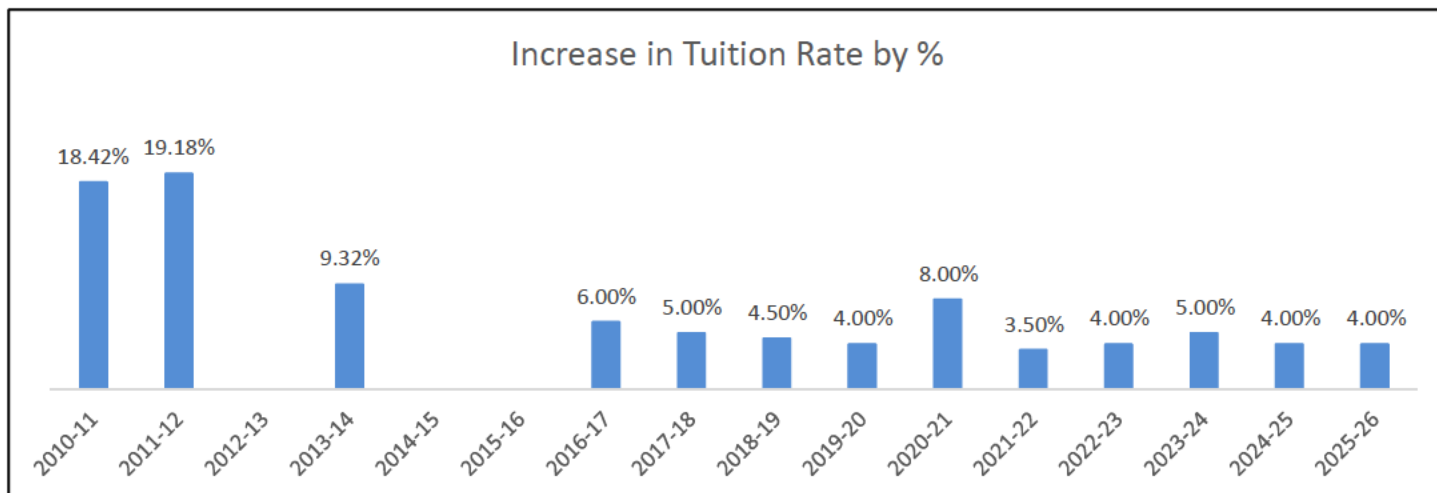


Figure 4 - The college has shifted to a model that adopts smaller, annual tuition rate increases rather than tuition freezes followed by large spikes.

### State Appropriation

Approximately 45% of the college's funding is budgeted to come from state aid as appropriated from the Community College Support Fund (CCSF). When the CCSF is determined, the amount set aside for each college is calculated by an established formula. The primary consideration in the formula is each college's enrollment relative to all other schools. The formula calls for a three-year weighted average of that relative enrollment percentage. The formula weights the most recently completed academic year full-time enrollment figure at 40% with prior years two and three weighted at 30% each. This weighted full-time enrollment figure is then calculated as a percentage of total statewide enrollment.

The 2025-26 year will see the full implementation of a performance funding component in the overall state funding formula. The model combines a "front-end" element of Student Support which recognizes enrollment from specific groups that support workforce priorities and increases for underrepresented groups with a "back-end" element centered on specific academic progression metrics and priority completion statistics. These performance funding payments are made quarterly by the State separate from the base funding support.

Funding formula aside, a substantial increase to the CCSF is vital to the sustainability of the College's budget model and ability to fully serve our shared mission. The final CCSF level for the next biennium is currently unknown although the Governor's Recommended Budget suggests a 7.4% increase. This level of increase does not address the deficit spending in the current fiscal year on top of the expected growth in expenses going into next year. The statewide revenue forecast expected in the second half of May will provide additional information for the legislature to land on a final CCSF. The College remains hopeful that additional funds will be made available leading to an improved budget picture for 2025-26.

## 2025-26 Budget Challenges

The funding model outlined above provides the context behind the financial challenges addressed in this proposed 2025-26 budget.

The primary financial challenges facing the College as it enters the 2025-26 fiscal year center on addressing annual deficit spending and replenishing underlying reserves. The College has done numerous budget reductions post-pandemic, however, the continuous climb of operating costs has created significant growth across all expense categories and eliminated any financial headroom prior cost cutting created. Major expense categories like insurance and software have seen some of the largest percentage increases and personnel costs (negotiated wages following several years of historic inflation) have risen sharply along with the continued increase in the aforementioned PERS retirement costs. Unfunded mandates and increasing compliance requirements have also stretched limited funding. The result of these continual cost increases has been ongoing deficit spending from the College General Fund. This deficit spending has gradually lowered the fund balance (reserves available for operational use) below the Board-appointed target of 10% of annual revenue.

While the historic nature of these financial challenges has warranted the use of reserves to a lower level, it is clear that the current deficit spending is unsustainable and the fund balance levels must be increased closer to the 10% target. These moves are both vital to the underlying financial health of the College. The College has identified nearly \$2.1 million in cost reductions that go into effect for the 2025-26 fiscal year. An additional \$1.4 million will be identified during the coming fiscal year to more fully address the structural budget deficit. With these adjustments and a judicious approach to general spending it is expected that the College will move into a break-even model or better during the coming biennium.

In regards to replenishing the underlying fund balance, the College is focused on one significant source of funding. The College has pursued an additional COVID-relief program known as the Employee Retention Credit. This program provides partial credit for payroll costs for organizations that experienced substantial impact to business operations during the pandemic. The college was made eligible for this program through an extension to the original CARES act. The net credits currently estimated for the college stand at \$6.7 million. Processing bottlenecks at the Federal level have created an extended delay for the funds but recent developments suggest that one half of the ERC funds are likely to be released soon while the second half may require additional appeals and information gathers. The approximately \$3.35 million would be used to immediately increase the available fund balance. Figure 6 illustrates projected fund balance levels using the forward facing budget projection model.

Though there have been positive signs on the revenue side; enrollment increasing by nearly 6%, revenue growth continues to be outpaced by the sharp incline of expenses. The overall cost structure for the College's operations has struggled to remain sustainable in recent years, relying on one-time funding against deficit spending, and the impact of inflation has created even further challenges. The 2025-26 budget will endeavour to address these challenges.



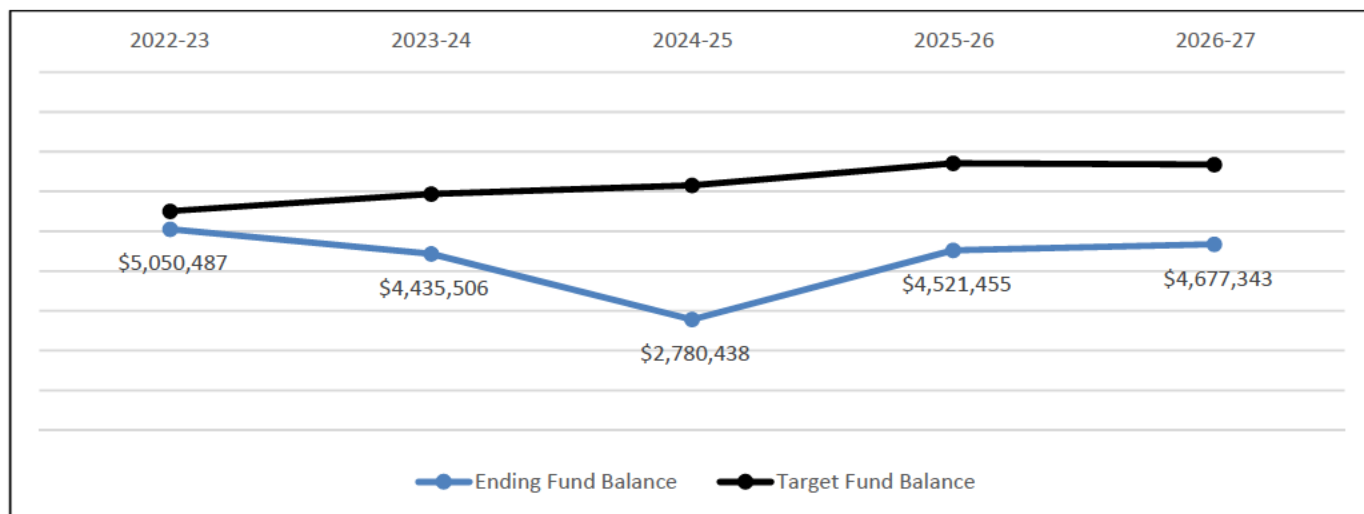


Figure 6 - The Governing Board has set a target fund balance level of 10% of annual revenue.

### Retirement Costs

One expense category of note that the college holds no direct control over is the required contribution to the Public Employees Retirement System (PERS). The college makes mandatory contributions for all eligible employees to the PERS system. These contributions represent direct expenses to the college. The contribution rates, as set by PERS, are updated at the beginning of each biennium using actuarial analysis. The College has received the published rates that are effective July 1, 2025 and the overall increase to the pension rate is approximately 20.3%. This increase adds nearly \$1 million in additional cost to the College with no increase in actual benefits to employees. Additionally, the PERS system has changed the calculation method for instructional hours that lead to PERS eligibility. This change is now fully implemented and is expected to increase the 2025-26 budget by over \$500,000 compared to the current year budget.

### Investment Opportunities

In line with the mission-driven budget philosophy, this budget model does hold on to the consideration of three primary avenues of investment in LBCC's future: operational costs associated with capital projects, budget enhancements to further mission and goals, and strategic funding of new initiatives. These investments will provide direct support for the College's mission and enable continued innovation.

### Capital Project Operating Costs

The budget must not only factor in the one-time costs for project construction, but the ongoing operational needs that will continue each year going forward. Though a major construction project (the Agricultural Center) is underway relating to the General Obligation bonds approved in May 2022 there is not expected to be operational expenses for the coming fiscal year. It is expected that the Agricultural Center will require operating expenses for the following 2026-27 fiscal year.

## Budget Enhancements

Budget Enhancements represent expansions of the existing budget made with a specific, targeted performance in mind. They are designed to allocate resources to strategic goals. Though the College has, at times in the past, approved increases to the budget at the same time as cost reductions have been enacted, the 2025-26 budget does not include any recommended Budget Enhancements.

The College will continue to seek areas of growth and improvement and earmark Budget Enhancement dollars in the future-facing budget model. However, for the coming fiscal year, there were no requests that demonstrated an elevated need that outweighed the additional strain on the overall budget.

## Strategic Initiatives

The Board of Education has committed to continued funding for Strategic Investments. This funding level has been set to \$400,000 annually. Strategic investments are projects that are unproven but worthy of consideration for a short period of time (no more than two years) in order to be tested. Successful companies do not abandon research and development budgets in tighter financial times but consider them investments in a better future for the organization. Despite a reduced budget footprint the Board's overall commitment to this funding reflects a similarly bold approach to the future of LBCC. Examples of some recent initiatives include:

- Scheduling Software – this software has the potential to drastically reduce the amount of manual adjustments to schedule creation by factoring in preset preferences and parameters. It also provides analytics to help forecast course demand and improve long-term scheduling plans.
- Facility Rental Coordinator – with the increase in online delivery the College has more idle space on campus than in prior years. This position has been used to increase the coordination of community use in order to maximize campus space and generate additional revenue for the College.

## Summary

The 2025-26 budget represents another challenging year where the College continues to navigate historical changes to community colleges at large. We remain confident and committed to coming through this turbulent time as focused institution with a sustainable financial model supporting it. This budget calls for the following:

- Full realization of cost reductions outlined during the current 2024-25 budget.
- Increase in tuition revenue via a 4.0% tuition rate adjustment – this proposed increase recognizes the reality of the college's funding model but balances affordability to the maximum extent possible.
- Absorbing inflationary increases across major expense categories (including personnel) bringing the College closer to a more stabilized cost base.

We will continue to meet this changing environment with a hopeful, creative approach and a commitment to improve our communities through the education we provide.

### Acknowledgments

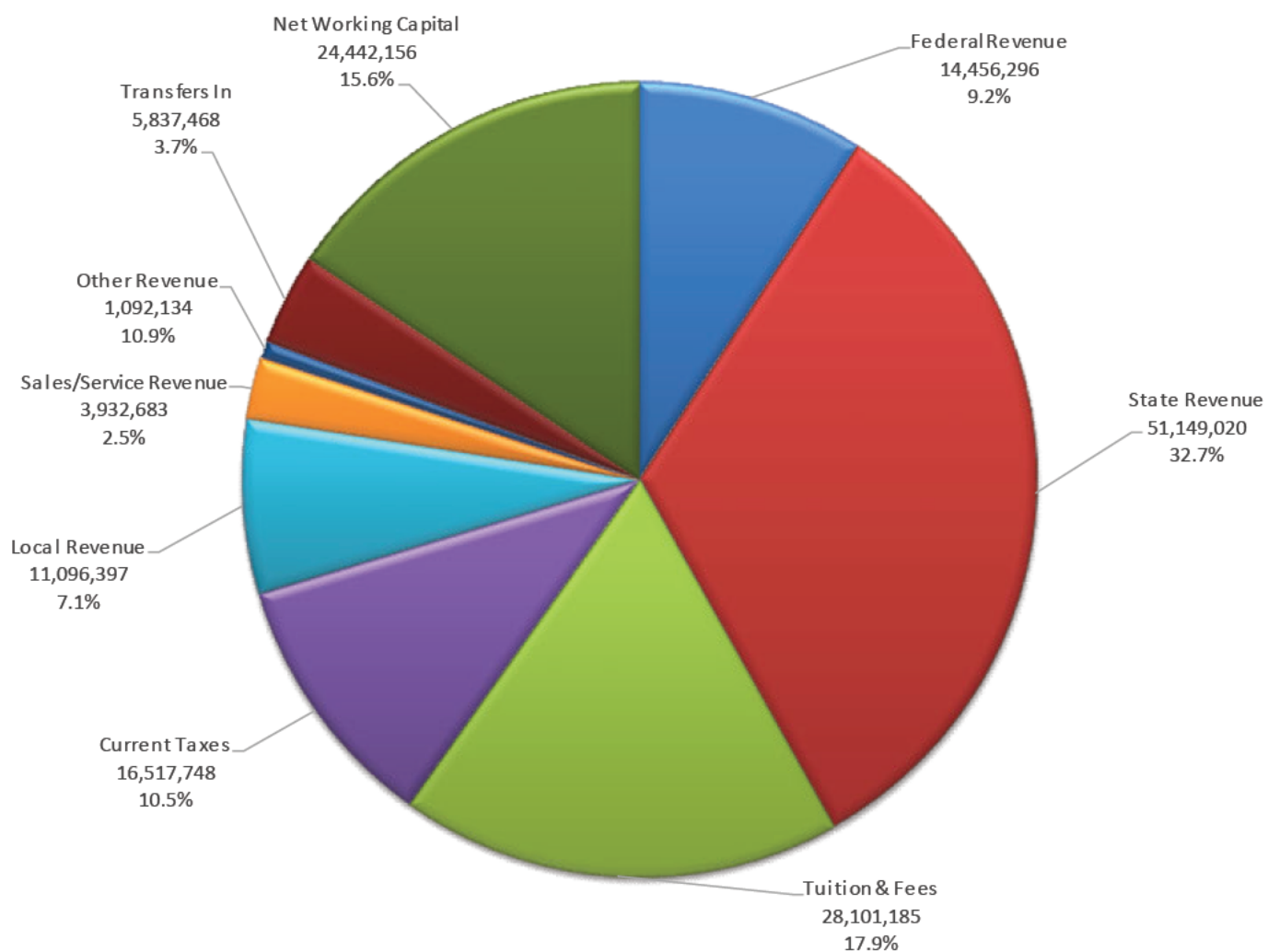
I want to extend my sincere gratitude to all faculty, academic professionals, classified employees, and the confidential and management team for their dedication, commitment, and professionalism in our shared pursuit of our mission. I would also like to extend special thanks to those who have put a considerable amount of time, energy, and effort into the development of this budget. Finally, I would like to recognize the Business Office budget staff for the incredible job they do in pulling together a very complex and comprehensive budget each year. I am grateful for the contributions of the entire college community in helping us move forward together despite the challenging and uncertain era in which we find ourselves.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Lisa Avery', with a long horizontal flourish extending to the right.

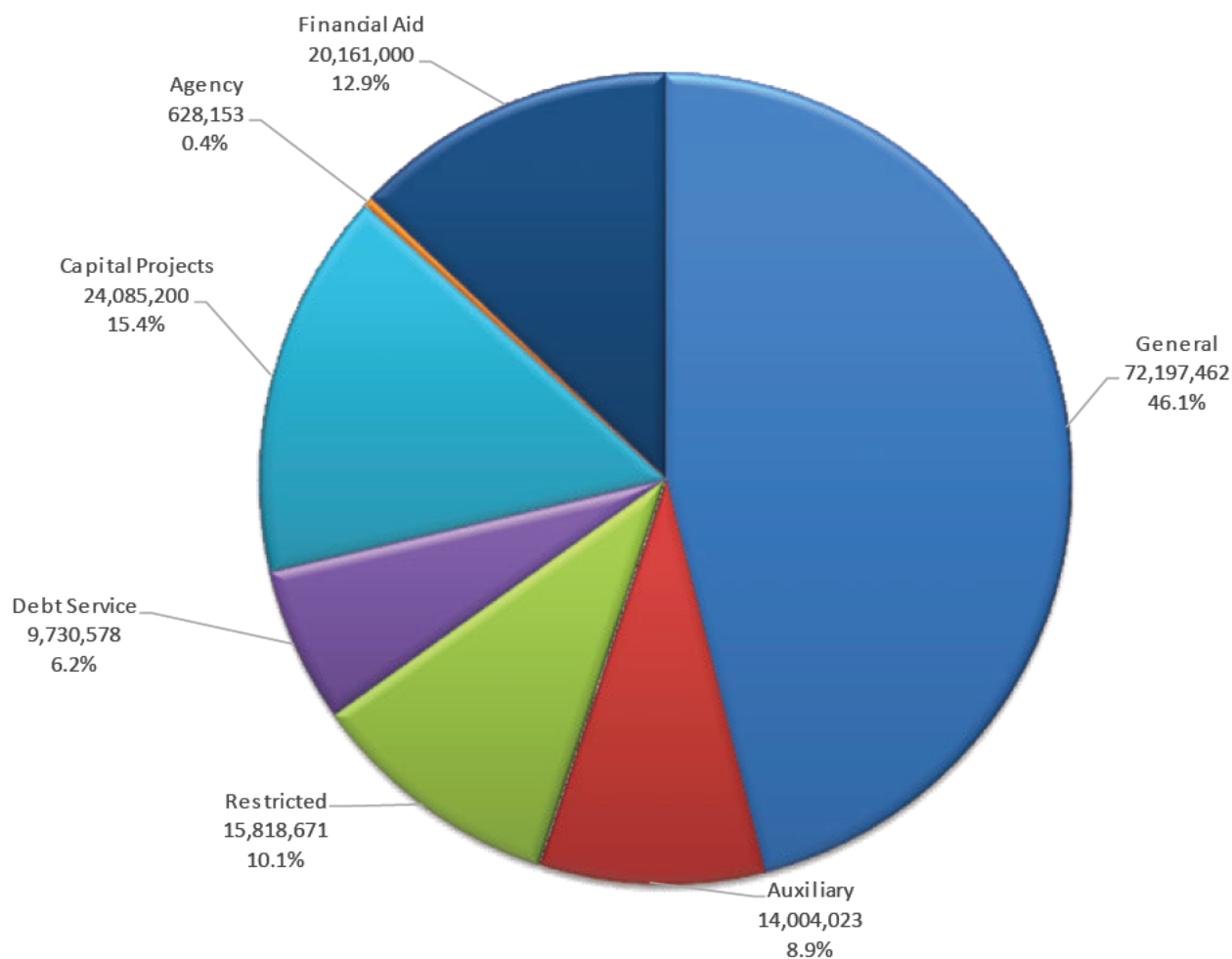
Lisa Avery  
President

## All Funds Resources



All Funds Resources by Source  
\$156,625,087

## All Funds Requirements by Fund



Total Requirements by Fund  
\$156,625,087

# Comparison of 2024-25 Adopted Budget to 2025-26 Adopted Budget

## Resources

		RESOURCES			
FUND	RESOURCES CATEGORY	ADOPTED & CHANGES 2024-2025	ADOPTED 2025-2026	DOLLAR CHANGE	PERCENT CHANGE
<b>GENERAL</b>	Net Working Capital (Carryover)	\$ 4,078,725	\$ 2,748,260	\$ (1,330,465)	-32.62%
	State Revenue	28,239,709	30,296,263	2,056,554	7.28%
	Local Revenue	32,416,664	33,948,806	1,532,142	4.73%
	Other Revenue	835,500	1,054,134	218,634	26.17%
	Transfers In	2,275,000	4,150,000	1,875,000	82.42%
	<b>TOTAL</b>	<u>\$ 67,845,598</u>	<u>\$ 72,197,463</u>	<u>\$ 4,351,865</u>	<u>6.41%</u>
<b>AUXILIARY</b>	Net Working Capital (Carryover)	\$ 2,726,065	\$ 3,112,096	\$ 386,031	14.16%
	State Revenue	26,044	8,460	(17,584)	-67.52%
	Local Revenue	7,385,106	6,912,783	(472,323)	-6.40%
	Sales/Service Revenue	3,996,279	3,932,683	(63,596)	-1.59%
	Other Revenue	38,000	38,000	0	0.00%
	Transfers In	0	0	0	0.00%
	<b>TOTAL</b>	<u>\$ 14,171,494</u>	<u>\$ 14,004,022</u>	<u>\$ (167,472)</u>	<u>-1.18%</u>
<b>RESTRICTED FUNDS</b>	Net Working Capital (Carryover)	\$ 2,498,665	\$ 2,295,832	\$ (202,833)	-8.12%
	Federal Revenue	3,871,651	3,895,296	23,645	0.61%
	State Revenue	4,254,817	5,844,297	1,589,480	37.36%
	Local Revenue	5,189,447	3,783,246	(1,406,201)	-27.10%
	<b>TOTAL</b>	<u>\$ 15,814,580</u>	<u>\$ 15,818,671</u>	<u>\$ 4,091</u>	<u>0.03%</u>
<b>CAPITAL PROJECTS</b>	Net Working Capital (Carryover)	\$ 21,425,450	\$ 15,975,450	\$ (5,450,000)	-25.44%
	State Revenue	7,750,000	7,500,000	(250,000)	0.00%
	Local Revenue	15,500	1,500	(14,000)	-90.32%
	Other Revenue	0	0	0	100.00%
	Transfers In	1,108,250	608,250	(500,000)	-45.12%
	<b>TOTAL</b>	<u>\$ 30,299,200</u>	<u>\$ 24,085,200</u>	<u>\$ (6,214,000)</u>	<u>-20.51%</u>
<b>DEBT SERVICE</b>	Local Revenue	\$ 8,360,371	\$ 8,651,360	\$ 290,989	3.48%
	Transfers In	1,074,418	1,079,218	4,800	0.45%
	<b>TOTAL</b>	<u>\$ 9,434,789</u>	<u>\$ 9,730,578</u>	<u>\$ 295,789</u>	<u>3.14%</u>

# Comparison of 2024-25 Adopted Budget to 2025-26 Adopted Budget

## Resources

		RESOURCES			
FUND	RESOURCES CATEGORY	ADOPTED & CHANGES 2024-2025	ADOPTED 2025-2026	DOLLAR CHANGE	PERCENT CHANGE
<b>FINANCIAL AID</b>	Net Working Capital (Carryover)	\$ 42,500	\$ 30,000	\$ (12,500)	-29.41%
	Federal Revenue	8,514,924	10,561,000	2,046,076	24.03%
	State Revenue	8,500,000	7,500,000	(1,000,000)	-11.76%
	Local Revenue	1,747,446	2,070,000	322,554	18.46%
	Transfers In	0	0	0	0.00%
	<b>TOTAL</b>	<b>\$ 18,804,870</b>	<b>\$ 20,161,000</b>	<b>\$ 1,356,130</b>	<b>7.21%</b>
<b>AGENCIES/ CLUBS</b>	Net Working Capital (Carryover)	\$ 286,642	\$ 280,518	\$ (6,124)	-2.14%
	Local Revenue	307,635	347,635	40,000	13.00%
	Sales/Service Revenue	0	0	0	0.00%
	Transfers In	0	0	0	0.00%
	<b>TOTAL</b>	<b>\$ 594,277</b>	<b>\$ 628,153</b>	<b>\$ 33,876</b>	<b>5.70%</b>
<b>TOTAL RESOURCES-ALL FUNDS</b>		<b>\$ 156,964,808</b>	<b>\$ 156,625,087</b>	<b>\$ (339,721)</b>	<b>-0.22%</b>

## Comparison of 2024-25 Adopted Budget to 2025-26 Adopted Budget Requirements

REQUIREMENTS							
FUND	PROGRAM CATEGORY	ADOPTED & CHANGES 2024-2025	FTE	ADOPTED 2025-2026	FTE	DOLLAR CHANGE	PERCENT CHANGE
GENERAL	Instruction	\$ 26,278,095	220.240	\$ 28,216,721	225.268	\$ 1,938,626	7.38%
	Instructional Support	10,963,574	106.470	10,611,102	102.762	(352,472)	-3.21%
	Student Services	7,325,729	68.360	8,138,510	69.199	812,781	11.09%
	College Support Services	12,817,660	77.500	13,210,678	72.455	393,018	3.07%
	Plant Operations	3,759,840	14.234	5,141,423	14.738	1,381,583	36.75%
	Transfers Out	2,180,011	0.000	2,625,218	0.000	445,207	20.42%
	Reserves	4,520,689	0.000	4,253,810	0.000	(266,879)	-5.90%
	<b>TOTAL</b>	<b>\$ 67,845,598</b>	<b>486.804</b>	<b>\$ 72,197,462</b>	<b>484.422</b>	<b>\$ 4,351,864</b>	<b>6.41%</b>
AUXILIARY	Instruction	\$ 4,060,031	18.770	\$ 4,402,441	23.030	\$ 342,410	8.43%
	Instructional Support	3,255,500	27.090	3,059,382	24.762	(196,118)	-6.02%
	Student Services	2,002,936	8.400	1,445,701	8.088	(557,235)	-27.82%
	Community Services	220,000	0.000	225,000	0.000	5,000	2.27%
	College Support Services	1,175,050	1.000	1,263,708	1.000	88,658	7.55%
	Plant Operations	18,000	0.000	18,000	0.000	0	0.00%
	Plant Additions	0	0.000	0	0.000	0	0.00%
	Transfers	175,000	0.000	175,000	0.000	0	0.00%
	Auxiliary Enterprises	3,169,758	13.960	3,319,572	14.737	149,814	4.73%
	Reserves	95,219	0.000	95,219	0.000	0	0.00%
	<b>TOTAL</b>	<b>\$ 14,171,494</b>	<b>69.220</b>	<b>\$ 14,004,023</b>	<b>71.617</b>	<b>\$ (167,471)</b>	<b>-1.18%</b>
RESTRICTED FUNDS	Instruction	\$ 4,537,601	44.820	\$ 6,703,558	75.746	\$ 2,165,957	47.73%
	Instructional Support	6,987,203	24.980	6,773,365	19.355	(213,838)	-3.06%
	Student Services	559,582	4.490	475,064	6.217	(84,518)	-15.10%
	College Support Services	3,730,194	18.380	1,866,684	6.315	(1,863,510)	-49.96%
	Financial Aid/Agency	0	0.000	0	0.000	0	0.00%
	Reserves	0	0.000	0	0.000	0	0.00%
	<b>TOTAL</b>	<b>\$ 15,814,580</b>	<b>92.670</b>	<b>\$ 15,818,671</b>	<b>107.633</b>	<b>\$ 4,091</b>	<b>0.03%</b>



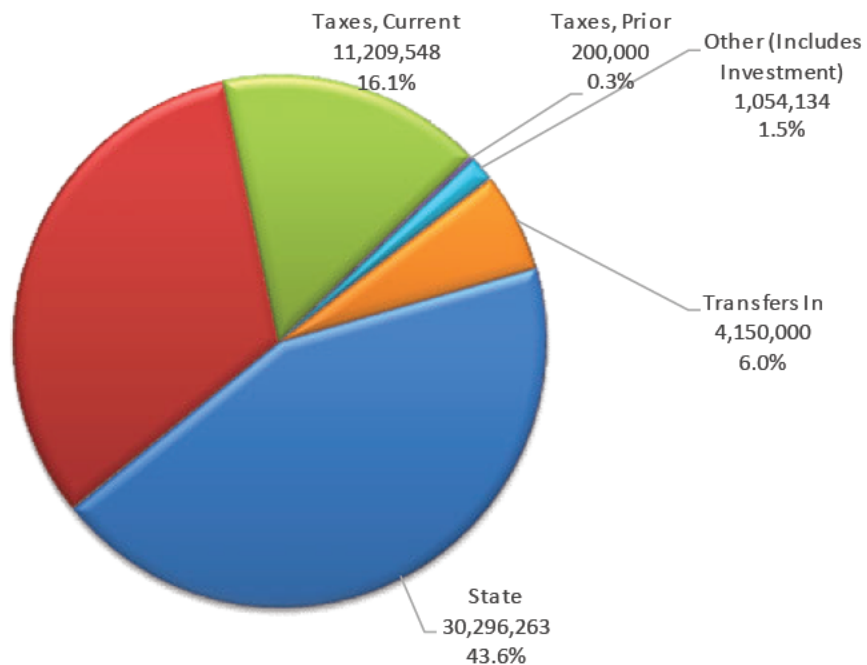
# Comparison of 2024-25 Adopted Budget to 2025-26 Adopted Budget Requirements

REQUIREMENTS							
FUND	PROGRAM CATEGORY	ADOPTED & CHANGES 2024-2025	FTE	ADOPTED 2025-2026	FTE	DOLLAR CHANGE	PERCENT CHANGE
<b>CAPITAL PROJECTS</b>	Instruction	\$ 5,450	0.000	\$ 5,450	0.000	0	0.00%
	Instructional Support	0	0.000	0	0.000	0	0.00%
	College Support Services	2,750,000	0.000	500,000	0.000	(2,250,000)	-81.82%
	Plant Operations	1,243,750	0.000	1,579,750	0.000	336,000	27.02%
	Plant Additions	21,000,000	0.000	17,000,000	0.000	(4,000,000)	-19.05%
	Financial Aid/Agency/Transfers	5,300,000	0.000	5,000,000	0.000	(300,000)	-5.66%
	<b>TOTAL</b>	<u>\$ 30,299,200</u>	<u>0.000</u>	<u>\$ 24,085,200</u>	<u>0.000</u>	<u>(6,214,000)</u>	<u>-20.51%</u>
<b>DEBT SERVICE</b>	College Support Services	\$ 9,434,789	0.000	\$ 9,730,578	0.000	\$ 295,789	3.14%
	<b>TOTAL</b>	<u>\$ 9,434,789</u>	<u>0.000</u>	<u>\$ 9,730,578</u>	<u>0.000</u>	<u>\$ 295,789</u>	<u>3.14%</u>
<b>FINANCIAL AID</b>	College Support Services	\$ 0	0.000	\$ 0	0.000	\$ 0	0.00%
	Financial Aid/Agency	18,804,870	10.017	20,161,000	9.634	1,356,130	7.21%
	<b>TOTAL</b>	<u>\$ 18,804,870</u>	<u>10.017</u>	<u>\$ 20,161,000</u>	<u>9.634</u>	<u>\$ 1,356,130</u>	<u>7.21%</u>
<b>AGENCIES/ CLUBS</b>	Instructional Support	\$ 0	0.000	\$ 0	0.000	\$ 0	0.00%
	Student Services	594,277	0.266	628,153	1.595	33,876	5.70%
	Community Services	0	0.000	0	0.000	0	0.00%
	Financial Aid/Agency	0	0.000	0	0.000	0	0.00%
	Reserves	0	0.000	0	0.000	0	0.00%
	<b>TOTAL</b>	<u>\$ 594,277</u>	<u>0.266</u>	<u>\$ 628,153</u>	<u>1.595</u>	<u>\$ 33,876</u>	<u>5.70%</u>
<b>TOTAL REQUIREMENTS-ALL FUNDS</b>		<u>\$ 156,964,808</u>	<u>658.977</u>	<u>\$ 156,625,087</u>	<u>674.901</u>	<u>\$ (339,721)</u>	<u>\$ -0.22%</u>

## General Fund

### Summary of Resources

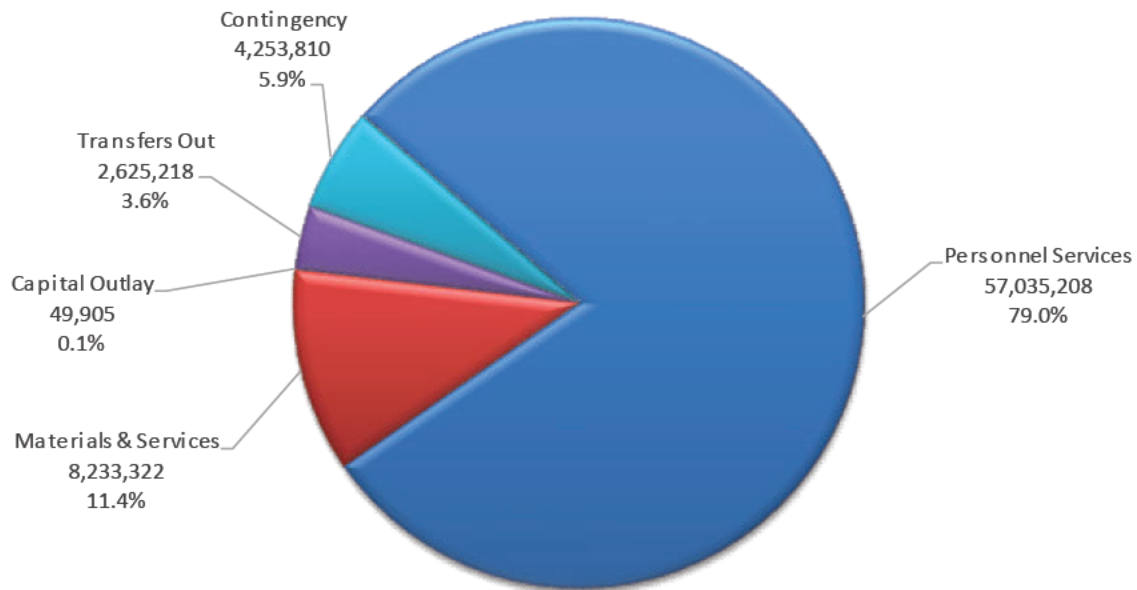
	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	ADOPTED BUDGET 2025-2026
State	\$ 24,427,830	\$ 27,542,685	\$ 28,239,709	\$ 30,296,263
Tuition and Fees	17,528,230	19,750,795	21,385,666	22,539,258
Taxes, Current	10,012,818	10,430,840	10,830,998	11,209,548
Taxes, Prior	114,826	116,021	200,000	200,000
Other (Includes Investment)	1,830,048	1,373,668	835,500	1,054,134
Transfers In	1,150,000	166,640	2,275,000	4,150,000
Sub-Total Revenue	55,063,752	59,380,649	63,766,873	69,449,203
Net Working Capital (Carryover)	7,902,078	4,435,507	4,078,725	2,748,260
<b>TOTAL RESOURCES</b>	<b>62,965,830</b>	<b>\$ 63,816,156</b>	<b>\$ 67,845,598</b>	<b>\$ 72,197,463</b>



## General Fund

### Summary of Requirements

	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	ADOPTED BUDGET 2025-2026
Personnel Services	\$ 48,783,169	\$ 50,429,524	\$ 52,429,043	\$ 57,035,208
Materials & Services	6,899,923	7,390,514	8,137,041	8,233,322
Capital Outlay	68,977	21,314	64,905	49,905
Transfers Out	<u>2,161,968</u>	<u>2,164,347</u>	<u>2,180,011</u>	<u>2,625,218</u>
Sub-Total Expenditures	56,403,605	60,005,699	62,811,000	67,943,653
Contingency	0	0	5,034,598	4,253,810
<b>TOTAL REQUIREMENTS</b>	<u>\$ 56,403,605</u>	<u>\$ 60,005,699</u>	<u>\$ 67,845,598</u>	<u>\$ 72,197,463</u>



## General Fund

### General Notes

#### Revenue Notes to 2025-2026 Budget Year

- Net Working Capital – Actual is based on prior year ending balance. Budget year columns are Board directed.
- State – Based on figures from the Governor’s Recommended Budget.
- Tuition & Fees – 2025-26 General Fund tuition is set at \$149.80 per credit and an additional differential tuition of 21% for selected classes.
- Taxes, Current – Net levy tax collections at 95% plus offsets: assumes 4.50% growth over projected FY24-25.
- Taxes, Prior – Taxes collected for prior year assessments.
- Transfers In – Includes overhead East Linn Center.

#### Expense Notes to 2025-2026 Budget Year

- Personnel Expenses – Includes salary and benefit expense.
- Materials and Services – Includes materials, supplies, printing, utilities, contract services and other services.
- Capital Outlay – Building construction and equipment with a unit cost of \$5,000 or more and a useful life of one year or more.
- Transfers Out – Transfer to other funds.
  - Roof Reserves - \$200,000
  - Major Maintenance Reserve - \$355,000
  - Technology Reserve - \$500,000
  - General Equipment Reserve - \$30,000
  - Debt Service - \$1,079,218
- Contingency – Amount set aside for the upcoming year, including budgeted ending fund balance.

# General Fund

## Requirements by Major Program

PROGRAM TYPE	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	FTE	PROPOSED BUDGET 2025-2026	FTE	APPROVED BUDGET 2025-2026	ADOPTED BUDGET 2025-2026	FTE
<b>10000 INSTRUCTION</b>									
Personnel Services	28,914,441	30,655,346	25,236,680	220.240	27,387,587	225.268	27,387,587	27,387,587	225.268
Materials & Services	861,112	903,496	849,696	n/a	829,134	n/a	829,134	829,134	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	191,719	n/a	0	n/a	0	0	n/a
Total Program Requirements	29,775,553	31,558,842	26,278,095	220.240	28,216,721	225.268	28,216,721	28,216,721	225.268
<b>20000 INSTRUCTIONAL SUPPORT</b>									
Personnel Services	5,234,059	5,028,505	10,058,275	106.470	9,851,142	102.762	9,851,142	9,851,142	102.762
Materials & Services	355,147	389,490	782,621	n/a	710,055	n/a	710,055	710,055	n/a
Capital Outlay	48,264	21,114	49,905	n/a	49,905	n/a	49,905	49,905	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	72,773	n/a	0	n/a	0	0	n/a
Total Program Requirements	5,637,470	5,439,109	10,963,574	106.470	10,611,102	102.762	10,611,102	10,611,102	102.762
<b>30000 STUDENT SERVICES</b>									
Personnel Services	5,681,790	6,217,839	6,652,754	68.360	7,509,905	69.199	7,509,905	7,509,905	69.199
Materials & Services	485,198	479,662	582,605	n/a	628,605	n/a	628,605	628,605	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	90,370	n/a	0	n/a	0	0	n/a
Total Program Requirements	6,166,988	6,697,501	7,325,729	68.360	8,138,510	69.199	8,138,510	8,138,510	69.199
<b>50000 COLLEGE SUPPORT SERVICES</b>									
Personnel Services	6,613,887	5,907,885	8,946,356	77.500	9,461,897	72.455	9,461,897	9,461,897	72.455
Materials & Services	2,915,407	3,272,070	3,733,274	n/a	3,748,781	n/a	3,748,781	3,748,781	n/a
Capital Outlay	0	0	15,000	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	123,030	n/a	0	n/a	0	0	n/a
Total Program Requirements	9,529,294	9,179,955	12,817,660	77.500	13,210,678	72.455	13,210,678	13,210,678	72.455
<b>60000 PLANT OPERATIONS/MAINTENANCE</b>									
Personnel Services	2,338,992	2,622,258	1,534,978	14.234	2,824,676	14.738	2,824,676	2,824,676	14.7375
Materials & Services	2,283,059	2,345,866	2,188,845	n/a	2,316,747	n/a	2,316,747	2,316,747	n/a
Capital Outlay	20,713	200	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	36,017	n/a	0	n/a	0	0	n/a
Total Program Requirements	4,642,764	4,968,324	3,759,840	14.234	5,141,423	14.738	5,141,423	5,141,423	14.738

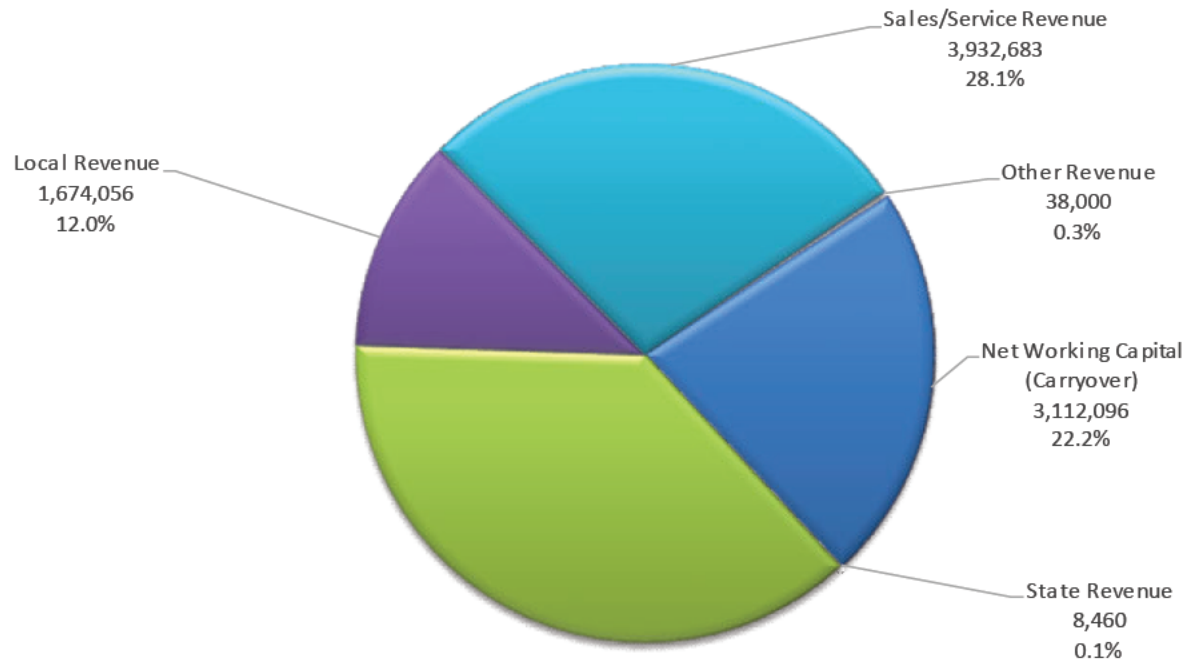
## General Fund

### Requirements by Major Program

PROGRAM TYPE	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	FTE	PROPOSED BUDGET 2025-2026	FTE	APPROVED BUDGET 2025-2026	ADOPTED BUDGET 2025-2026	FTE
<b>75000 TRANSFERS</b>									
Personnel Services	0	0	0	n/a	0	n/a	0	0	n/a
Materials & Services	0	0	0	n/a	0	n/a	0	0	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	2,161,968	2,161,968	2,180,011	n/a	2,625,218	n/a	2,625,218	2,625,218	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	2,161,968	2,161,968	2,180,011	n/a	2,625,218	n/a	2,625,218	2,625,218	n/a
<b>90000 RESERVES (CONTINGENCY)</b>									
Personnel Services	0	0	0	n/a	0	n/a	0	0	n/a
Materials & Services	0	0	0	n/a	0	n/a	0	0	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	4,520,689	n/a	4,253,810	n/a	4,253,810	4,253,810	n/a
Total Program Requirements	0	0	4,520,689	n/a	4,253,810	n/a	4,253,810	4,253,810	n/a
<b>TOTAL REQUIREMENTS</b>									
Personnel Services	46,792,012	50,431,833	52,429,043	486.804	57,035,207	484.422	57,035,207	57,035,207	484.4215
Materials & Services	6,556,958	7,390,584	8,137,041	n/a	8,233,322	n/a	8,233,322	8,233,322	n/a
Capital Outlay	40,043	21,314	64,905	n/a	49,905	n/a	49,905	49,905	n/a
Transfers Out	3,014,592	2,161,968	2,180,011	n/a	2,625,218	n/a	2,625,218	2,625,218	n/a
Contingency/Unapp.End.Fund.Bal	0	0	5,034,598	n/a	4,253,810	n/a	4,253,810	4,253,810	n/a
<b>TOTAL PROGRAM REQUIREMENTS</b>	56,403,605	60,005,699	67,845,598	486.804	72,197,462	484.422	72,197,462	72,197,462	484.422

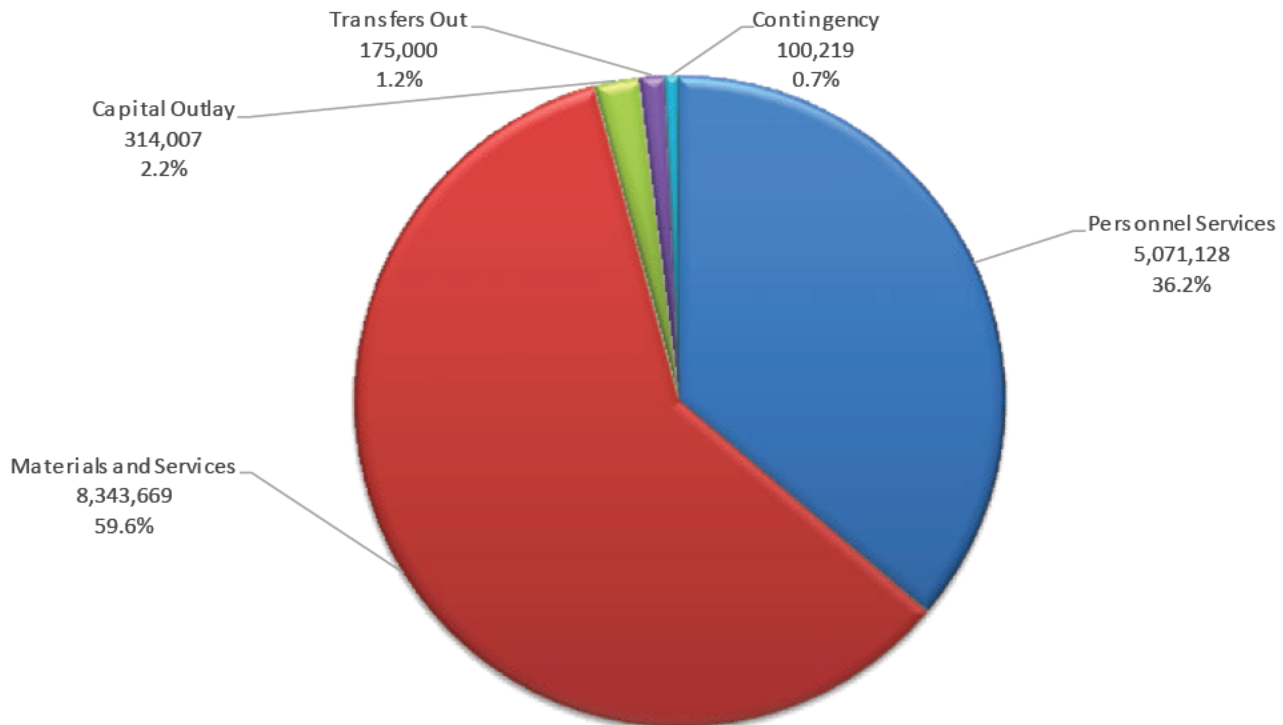
## Auxiliary Fund Summary of Resources

	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	ADOPTED BUDGET 2025-2026
Net Working Capital (Carryover)	\$ 4,218,312	\$ 3,161,164	\$ 2,726,065	\$ 3,112,096
State Revenue	73,944	0	26,044	8,460
Tuition and Fees	2,689,897	3,085,638	4,803,767	5,238,727
Local Revenue	1,738,265	1,544,719	2,581,339	1,674,056
Sales/Service Revenue	1,859,306	2,063,105	3,996,279	3,932,683
Other Revenue	120,095	20,094	38,000	38,000
<b>TOTAL RESOURCES</b>	<b>\$ 10,699,819</b>	<b>\$ 9,874,720</b>	<b>\$ 14,171,494</b>	<b>\$ 14,004,023</b>



## Auxiliary Fund Summary of Requirements

	<u>ACTUAL</u> <u>2022-2023</u>	<u>ACTUAL</u> <u>2023-2024</u>	<u>CURRENT</u> <u>BUDGET</u> <u>2024-2025</u>	<u>ADOPTED</u> <u>BUDGET</u> <u>2025-2026</u>
Personnel Services	\$ 3,112,485	\$ 2,960,243	\$ 4,860,832	\$ 5,071,128
Materials and Services	4,013,528	3,977,421	8,456,779	8,343,669
Capital Outlay	91,488	151,473	544,255	314,007
Transfers Out	319,131	326,015	175,000	175,000
Contingency	0	0	134,628	100,219
<b><i>TOTAL REQUIREMENTS</i></b>	<b><u>\$ 7,536,632</u></b>	<b><u>\$ 7,415,152</u></b>	<b><u>\$ 14,171,494</u></b>	<b><u>\$ 14,004,023</u></b>





## Auxiliary Fund

### Summary of Resources and Requirements

PROGRAM TYPE	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	FTE	PROPOSED BUDGET 2025-2026	FTE	APPROVED BUDGET 2025-2026	ADOPTED BUDGET 2025-2026	FTE
<b>10000 INSTRUCTION</b>									
Personnel Services	1,309,716	1,560,557	1,443,837	18.770	2,032,212	23.030	2,032,212	2,032,212	23.030
Materials & Services	1,082,082	1,305,837	2,441,397	n/a	2,201,353	n/a	2,201,353	2,201,353	n/a
Capital Outlay	0	67,930	159,871	n/a	168,876	n/a	168,876	168,876	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	14,926	n/a	0	n/a	0	0	n/a
Total Program Requirements	2,391,798	2,934,323	4,060,031	18.770	4,402,441	23.030	4,402,441	4,402,441	23.030
<b>20000 INSTRUCTIONAL SUPPORT</b>									
Personnel Services	759,707	365,974	1,749,946	27.090	1,787,492	24.762	1,787,492	1,787,492	24.762
Materials & Services	837,436	619,809	1,457,014	n/a	1,266,759	n/a	1,266,759	1,266,759	n/a
Capital Outlay	16,221	0	44,384	n/a	5,131	n/a	5,131	5,131	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	4,156	n/a	0	n/a	0	0	n/a
Total Program Requirements	1,613,364	985,783	3,255,500	27.090	3,059,382	24.762	3,059,382	3,059,382	24.762
<b>30000 STUDENT SERVICES</b>									
Personnel Services	250,432	151,195	440,633	8.400	91,055	8.088	91,055	91,055	8.088
Materials & Services	602,392	413,037	1,521,361	n/a	1,318,646	n/a	1,318,646	1,318,646	n/a
Capital Outlay	37,500	23,998	36,000	n/a	36,000	n/a	36,000	36,000	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	4,942	n/a	0	n/a	0	0	n/a
Total Program Requirements	890,324	588,229	2,002,936	8.400	1,445,701	8.088	1,445,701	1,445,701	8.088
<b>40000 COMMUNITY SERVICES</b>									
Personnel Services	0	0	0	n/a	0	n/a	0	0	n/a
Materials & Services	199,900	151,900	220,000	n/a	225,000	n/a	225,000	225,000	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	199,900	151,900	220,000	n/a	225,000	n/a	225,000	225,000	n/a
<b>50000 COLLEGE SUPPORT SERVICES</b>									
Personnel Services	103,030	107,173	309,582	1.000	116,566	1.000	116,566	116,566	1.000
Materials & Services	117,722	115,315	655,488	n/a	1,139,642	n/a	1,139,642	1,139,642	n/a
Capital Outlay	0	11,655	207,500	n/a	7,500	n/a	7,500	7,500	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	2,480	n/a	0	n/a	0	0	n/a
Total Program Requirements	220,752	234,142	1,175,050	1.000	1,263,708	1.000	1,263,708	1,263,708	1.000
<b>60000 PLANT OPERATIONS/MAINTENANCE</b>									
Personnel Services	0	0	0	n/a	0	n/a	0	0	n/a
Materials & Services	80,505	110,220	18,000	n/a	18,000	n/a	18,000	18,000	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	80,505	110,220	18,000	n/a	18,000	n/a	18,000	18,000	n/a

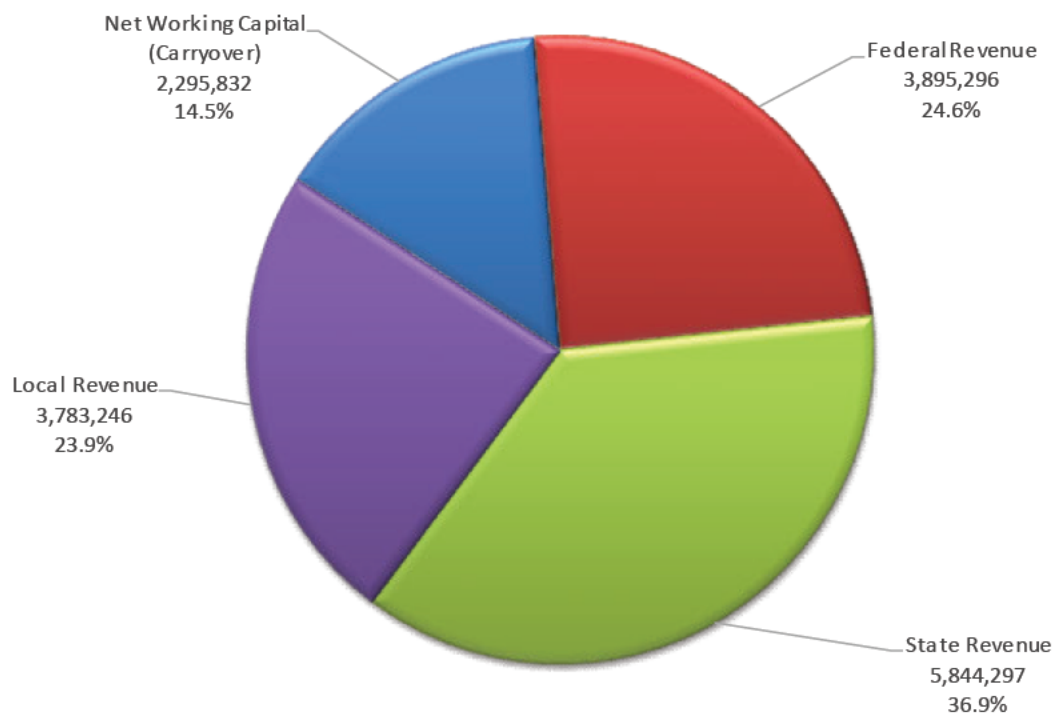
## Auxiliary Fund

### Summary of Resources and Requirements

PROGRAM TYPE	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	FTE	PROPOSED BUDGET 2025-2026	FTE	APPROVED BUDGET 2025-2026	ADOPTED BUDGET 2025-2026	FTE
<b>70000 PLANT ADDITIONS</b>									
Personnel Services	0	0	0	n/a	0	n/a	0	0	n/a
Materials & Services	0	0	0	n/a	0	n/a	0	0	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	0	0	0	n/a	0	n/a	0	0	n/a
<b>75000 TRANSFERS</b>									
Personnel Services	0	0	0	n/a	0	n/a	0	0	n/a
Materials & Services	0	0	0	n/a	0	n/a	0	0	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	319,131	326,015	175,000	n/a	175,000	n/a	175,000	175,000	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	319,131	326,015	175,000	n/a	175,000	n/a	175,000	175,000	n/a
<b>85000 AUXILIARY ENTERPRISES</b>									
Personnel Services	689,600	775,345	916,834	13.960	1,043,803	14.737	1,043,803	1,043,803	14.737
Materials & Services	1,093,491	1,261,304	2,143,519	n/a	2,174,269	n/a	2,174,269	2,174,269	n/a
Capital Outlay	37,767	47,890	96,500	n/a	96,500	n/a	96,500	96,500	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	12,905	n/a	5,000	n/a	5,000	5,000	n/a
Total Program Requirements	1,820,858	2,084,539	3,169,758	13.960	3,319,572	14.737	3,319,572	3,319,572	14.737
<b>90000 RESERVES (CONTINGENCY)</b>									
Personnel Services	0	0	0	n/a	0	n/a	0	0	n/a
Materials & Services	0	0	0	n/a	0	n/a	0	0	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	95,219	n/a	95,219	n/a	95,219	95,219	n/a
Total Program Requirements	0	0	95,219	n/a	95,219	n/a	95,219	95,219	n/a
<b>TOTAL REQUIREMENTS</b>									
Personnel Services	2,931,491	2,960,243	4,860,832	72.097	5,071,128	71.617	5,071,128	5,071,128	71.617
Materials & Services	3,058,798	3,977,421	8,456,779	n/a	8,343,669	n/a	8,343,669	8,343,669	n/a
Capital Outlay	56,209	151,473	544,255	n/a	314,007	n/a	314,007	314,007	n/a
Transfers Out	710,293	326,015	175,000	n/a	175,000	n/a	175,000	175,000	n/a
Contingency/Unapp.End.Fund.Bal	0	0	134,628	n/a	100,219	n/a	100,219	100,219	n/a
<b>TOTAL PROGRAM REQUIREMENTS</b>	<b>6,756,791</b>	<b>7,415,152</b>	<b>14,171,494</b>	<b>72.097</b>	<b>14,004,023</b>	<b>71.617</b>	<b>14,004,023</b>	<b>14,004,023</b>	<b>71.617</b>

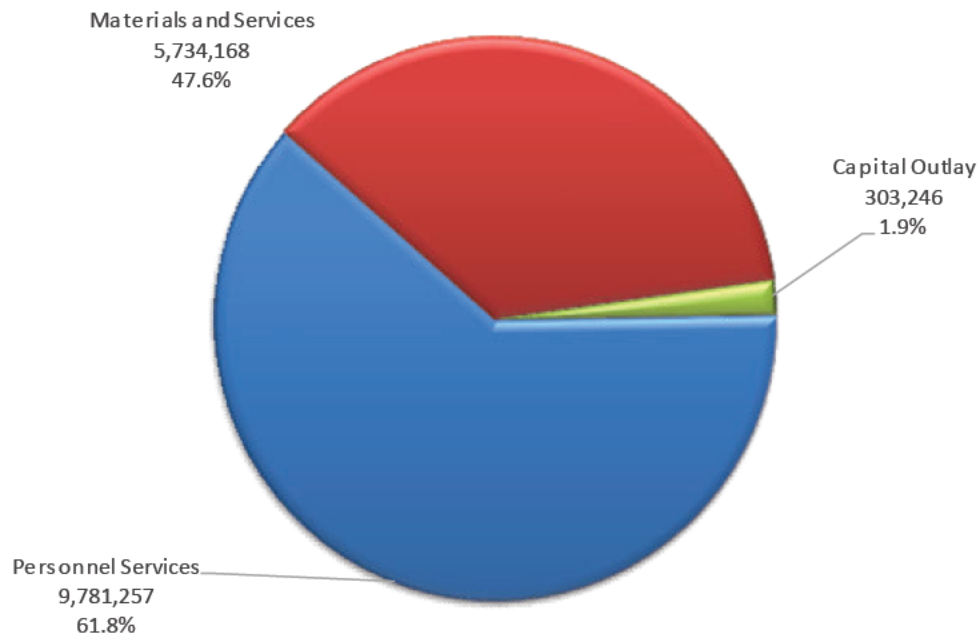
## Restricted Fund Summary of Resources

	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	ADOPTED BUDGET 2025-2026
Net Working Capital (Carryover)	\$ 1,064,643	\$ 1,159,449	\$ 2,498,665	\$ 2,295,832
Federal Revenue	6,382,622	5,149,000	3,871,651	3,895,296
State Revenue	5,167,031	3,965,506	4,254,817	5,844,297
Local Revenue	1,604,307	1,972,601	2,839,348	3,783,246
Other Revenue	0	400,000	1,022,048	0
Transfers In	0	1,787,048	1,328,051	0
<b>TOTAL RESOURCES</b>	<b>\$ 14,218,603</b>	<b>\$ 14,433,604</b>	<b>\$ 15,814,580</b>	<b>\$ 15,818,671</b>



## Restricted Fund Summary of Requirements

	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	ADOPTED BUDGET 2025-2026
Personnel Services	\$ 6,027,405	\$ 6,634,518	\$ 9,143,350	\$ 9,781,257
Materials and Services	7,094,594	4,409,804	6,242,686	5,734,168
Capital Outlay	31,966	332,608	306,496	303,246
Transfers Out	0	1,191,133	0	0
Contingency	0	0	122,048	0
<b>TOTAL REQUIREMENTS</b>	<b>\$ 13,153,965</b>	<b>\$ 12,568,063</b>	<b>\$ 15,814,580</b>	<b>\$ 15,818,671</b>



## Restricted Fund

### Summary of Resources and Requirements

PROGRAM TYPE	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	FTE	PROPOSED BUDGET 2025-2026	FTE	APPROVED BUDGET 2025-2026	ADOPTED BUDGET 2025-2026	FTE
<b>10000 INSTRUCTION</b>									
Personnel Services	2,357,046	4,392,856	3,350,089	44.820	5,669,819	75.746	5,669,819	5,669,819	75.746
Materials & Services	1,781,066	1,006,594	1,052,376	n/a	980,493	n/a	980,493	980,493	n/a
Capital Outlay	0	46,356	56,496	n/a	53,246	n/a	53,246	53,246	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	78,640	n/a	0	n/a	0	0	n/a
Total Program Requirements	4,138,112	5,445,806	4,537,601	44.820	6,703,558	75.746	6,703,558	6,703,558	75.746
<b>20000 INSTRUCTIONAL SUPPORT</b>									
Personnel Services	2,670,486	1,023,277	3,281,051	24.980	2,138,481	19.355	2,138,481	2,669,023	19.355
Materials & Services	2,843,173	1,669,322	3,539,118	n/a	3,846,548	n/a	3,846,548	3,954,342	n/a
Capital Outlay	0	0	150,000	n/a	150,000	n/a	150,000	150,000	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	17,034	n/a	0	n/a	0	0	n/a
Total Program Requirements	5,513,659	2,692,599	6,987,203	24.980	6,135,029	19.355	6,135,029	6,773,365	19.355
<b>30000 STUDENT SERVICES</b>									
Personnel Services	376,806	346,022	456,736	4.490	380,731	6.217	380,731	380,731	6.217
Materials & Services	522,210	216,771	94,333	n/a	94,333	n/a	94,333	94,333	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	8,513	n/a	0	n/a	0	0	n/a
Total Program Requirements	899,016	562,793	559,582	4.490	475,064	6.217	475,064	475,064	6.217
<b>50000 COLLEGE SUPPORT SERVICES</b>									
Personnel Services	623,067	872,363	2,055,474	18.380	1,061,684	6.315	1,061,684	1,061,684	6.315
Materials & Services	1,649,122	1,341,229	1,556,859	n/a	705,000	n/a	705,000	705,000	n/a
Capital Outlay	31,966	17,996	100,000	n/a	100,000	n/a	100,000	100,000	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	17,861	n/a	0	n/a	0	0	n/a
Total Program Requirements	2,304,155	2,231,588	3,730,194	18.380	1,866,684	6.315	1,866,684	1,866,684	6.315
<b>60000 PLANT OPERATIONS/MAINTENANCE</b>									
Personnel Services	0	0	0	n/a	0	n/a	0	0	n/a
Materials & Services	182,464	59,329	0	n/a	0	n/a	0	0	n/a
Capital Outlay	0	268,256	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	182,464	327,585	0	n/a	0	n/a	0	0	n/a

## Restricted Fund

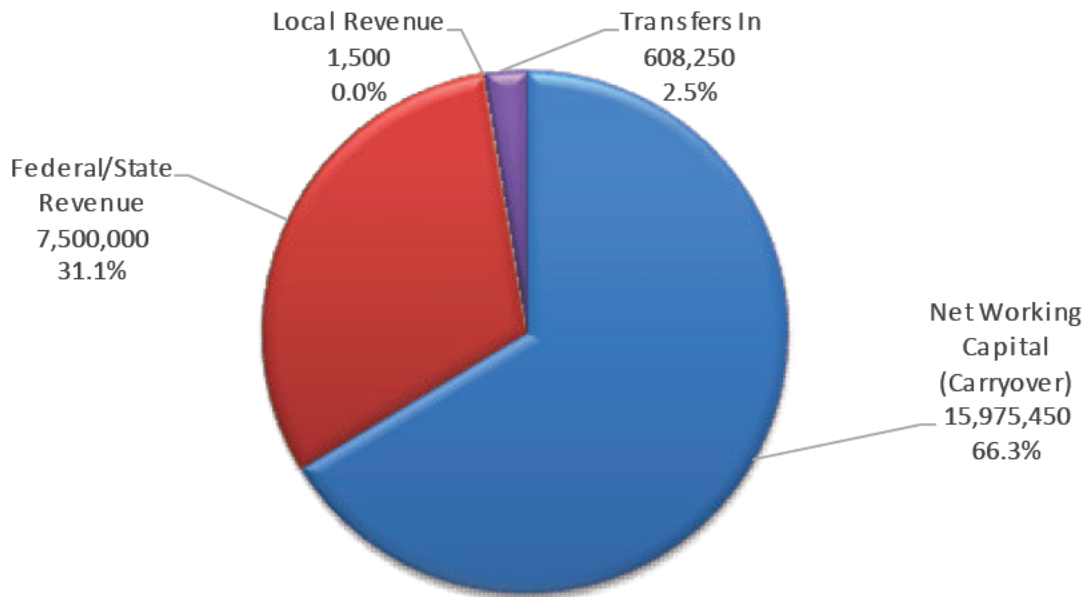
### Summary of Resources and Requirements

PROGRAM TYPE	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	FTE	PROPOSED BUDGET 2025-2026	FTE	APPROVED BUDGET 2025-2026	ADOPTED BUDGET 2025-2026	FTE
<b>75000 TRANSFERS</b>									
Personnel Services	0	0	0	n/a	0	n/a	0	0	n/a
Materials & Services	0	0	0	n/a	0	n/a	0	0	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	1,191,133	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	0	1,191,133	0	n/a	0	n/a	0	0	n/a
<b>80000 FINANCIAL AID</b>									
Personnel Services	0	0	0	0.000	0	0.000	0	0	0.000
Materials & Services	116,559	116,559	0	n/a	0	n/a	0	0	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	116,559	116,559	0	n/a	0	n/a	0	0	n/a
<b>90000 RESERVES (CONTINGENCY)</b>									
Personnel Services	0	0	0	0.000	0	0.000	0	0	0.000
Materials & Services	0	0	0	n/a	0	n/a	0	0	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	0	0	0	n/a	0	n/a	0	0	n/a
<b>TOTAL REQUIREMENTS</b>									
Personnel Services	6,027,405	6,634,518	9,143,350	92.670	9,250,715	107.633	9,250,715	9,781,257	107.633
Materials & Services	7,094,594	4,409,804	6,242,686	n/a	5,626,374	n/a	5,626,374	5,734,168	n/a
Capital Outlay	31,966	332,608	306,496	n/a	303,246	n/a	303,246	303,246	n/a
Transfers Out	0	1,191,133	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	122,048	n/a	0	n/a	0	0	n/a
<b>TOTAL PROGRAM REQUIREMENTS</b>	<b>13,153,965</b>	<b>12,568,063</b>	<b>15,814,580</b>	<b>92.670</b>	<b>15,180,335</b>	<b>107.633</b>	<b>15,180,335</b>	<b>15,818,671</b>	<b>107.633</b>

## Capital Projects Fund

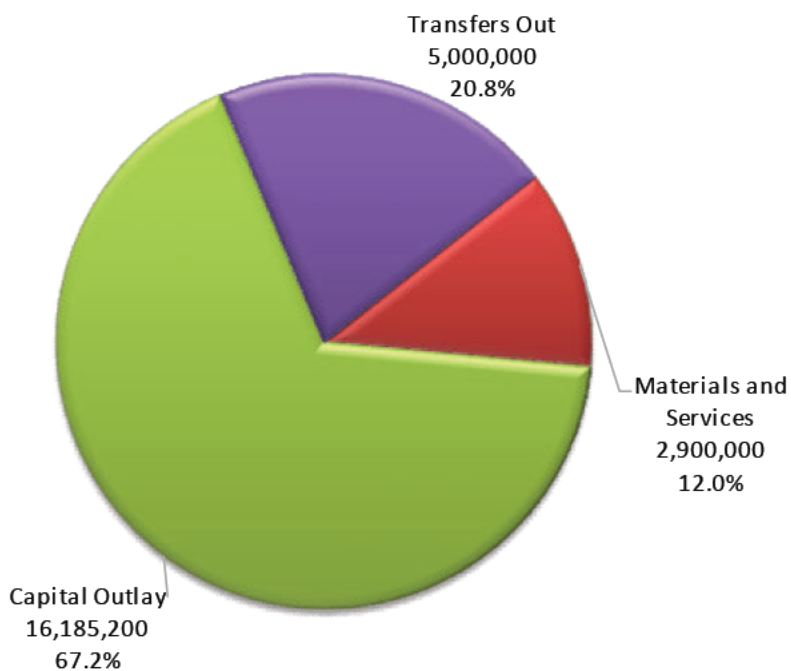
### Summary of Resources

	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	ADOPTED BUDGET 2025-2026
Net Working Capital (Carryover)	\$ 9,220,359	\$ 22,396,601	\$ 21,425,450	\$ 15,975,450
Federal/State Revenue	715,807	140,725	7,750,000	7,500,000
Local Revenue	186	186	15,500	1,500
Other Revenue-Issuance of LT Debt	19,031,615	727,444	0	0
Transfers In	1,094,254	2,608,250	1,108,250	608,250
<b>TOTAL RESOURCES</b>	<b>\$ 30,062,222</b>	<b>\$ 25,873,206</b>	<b>\$ 30,299,200</b>	<b>\$ 24,085,200</b>



## Capital Projects Fund Summary of Requirements

	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	ADOPTED BUDGET 2025-2026
Personnel Services	\$ 0	\$ 25,105	\$ 0	\$ 0
Materials and Services	943,228	1,237,173	4,271,750	2,900,000
Capital Outlay	5,722,391	5,535,799	20,727,450	16,185,200
Transfers Out	<u>1,000,000</u>	<u>0</u>	<u>5,300,000</u>	<u>5,000,000</u>
<i>Sub-Total</i>	7,665,620	6,798,076	30,299,200	24,085,200
Unappropriated Ending Fund Balance	<u>22,396,601</u>	<u>16,977,453</u>	<u>0</u>	<u>0</u>
<b>TOTAL REQUIREMENTS</b>	<b><u>\$ 30,062,221</u></b>	<b><u>\$ 23,775,529</u></b>	<b><u>\$ 30,299,200</u></b>	<b><u>\$ 24,085,200</u></b>





## Capital Projects Fund

### Requirements by Major Program

PROGRAM TYPE	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	PROPOSED BUDGET 2025-2026	FTE	APPROVED BUDGET 2025-2026	ADOPTED BUDGET 2025-2026	FTE
<b>10000 INSTRUCTION</b>								
Personnel Services	0	0	0	0	n/a	0	0	n/a
Materials & Services	31,966	26,256	0	0	n/a	0	0	n/a
Capital Outlay	21,971	0	5,450	5,450	n/a	5,450	5,450	n/a
Transfers Out	0	0	0	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	0	n/a	0	0	n/a
Total Program Requirements	53,938	26,256	5,450	5,450	n/a	5,450	5,450	n/a
<b>50000 COLLEGE SUPPORT SERVICES</b>								
Personnel Services	0	0	0	0	n/a	0	0	n/a
Materials & Services	622,715	876,054	1,600,000	200,000	n/a	200,000	200,000	n/a
Capital Outlay	78,485	78,485	1,150,000	300,000	n/a	300,000	300,000	n/a
Transfers Out	0	0	0	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	0	n/a	0	0	n/a
Total Program Requirements	701,200	954,538	2,750,000	500,000	n/a	500,000	500,000	n/a
<b>60000 PLANT OPERATIONS/MAINTENANCE</b>								
Personnel Services	0	0	0	0	n/a	0	0	n/a
Materials & Services	129,420	224,752	671,750	700,000	n/a	700,000	700,000	n/a
Capital Outlay	69,968	11,108	572,000	879,750	n/a	879,750	879,750	n/a
Transfers Out	0	0	0	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	0	n/a	0	0	n/a
Total Program Requirements	199,388	235,860	1,243,750	1,579,750	n/a	1,579,750	1,579,750	n/a
<b>70000 PLANT ADDITIONS</b>								
Personnel Services	0	25,105	0	0	n/a	0	0	n/a
Materials & Services	159,127	110,111	2,000,000	2,000,000	n/a	2,000,000	2,000,000	n/a
Capital Outlay	5,551,967	5,446,206	19,000,000	15,000,000	n/a	15,000,000	15,000,000	n/a
Transfers Out	0	0	0	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	0	n/a	0	0	n/a
Total Program Requirements	5,711,094	5,581,422	21,000,000	17,000,000	n/a	17,000,000	17,000,000	n/a

## Capital Projects Fund

### Requirements by Major Program

PROGRAM TYPE	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	PROPOSED BUDGET 2025-2026	FTE	APPROVED BUDGET 2025-2026	ADOPTED BUDGET 2025-2026	FTE
<b>75000 TRANSFERS</b>								
Total Personnel Services	0	0	0	0	n/a	0	0	n/a
Materials & Services	0	0	0	0	n/a	0	0	n/a
Capital Outlay	0	0	0	0	n/a	0	0	n/a
Transfers Out	1,000,000	2,097,677	5,300,000	5,000,000	n/a	5,000,000	5,000,000	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	0	n/a	0	0	n/a
Total Program Requirements	1,000,000	2,097,677	5,300,000	5,000,000	n/a	5,000,000	5,000,000	n/a
<b>TOTAL REQUIREMENTS</b>								
Personnel Services	0	25,105	0	0	n/a	0	0	n/a
Materials & Services	943,228	1,237,173	4,271,750	2,900,000	n/a	2,900,000	2,900,000	n/a
Capital Outlay	5,722,391	5,535,799	20,727,450	16,185,200	n/a	16,185,200	16,185,200	n/a
Transfers Out	0	0	5,300,000	5,000,000	n/a	5,000,000	5,000,000	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	0	n/a	0	0	n/a
<b>TOTAL PROGRAM REQUIREMENTS</b>	6,665,620	6,798,076	30,299,200	24,085,200	n/a	24,085,200	24,085,200	n/a

## Capital Projects Fund

### Resources and Requirements by Fund

RESOURCES						
FUND NUMBER AND NAME	ACTUAL	ACTUAL	CURRENT	PROPOSED	APPROVED	ADOPTED
	2022-2023	2023-2024	BUDGET 2024-2025	BUDGET 2025-2026	BUDGET 2025-2026	BUDGET 2025-2026
42300 General Equipment Purchase Fund	30,000	30,000	50,000	50,000	50,000	50,000
44100 Capital Reserve	602,624	9,246	7,300,000	5,000,000	5,000,000	5,000,000
44150 Benton Cnt. North/Takena Hall	66,871	0	0	0	0	0
44200 Roof Reserve	221,458	1,707,750	621,750	207,750	207,750	207,750
44250 Greenhouse Roof Reserve	0	0	5,450	5,450	5,450	5,450
44400 Telecommunications Reserve	47	0	0	0	0	0
44722 District Facilities Imprvm.-Bond 2022	18,898,116	661,648	21,000,000	17,000,000	17,000,000	17,000,000
44723 Ag Center	154,979	773	0	0	0	0
44725 District Facilities Imprvm.-Bond	2,678	0	0	0	0	0
44800 Major Maintenance Reserve	394,344	421,481	622,000	1,001,500	1,001,500	1,001,500
44900 Technology Reserve	501,413	501,955	700,000	820,500	820,500	820,500
44950 Instructional Equipment Reserve	0	0	0	0	0	0
<b>TOTAL RESOURCES</b>	<b>20,872,530</b>	<b>3,332,853</b>	<b>30,299,200</b>	<b>24,085,200</b>	<b>24,085,200</b>	<b>24,085,200</b>

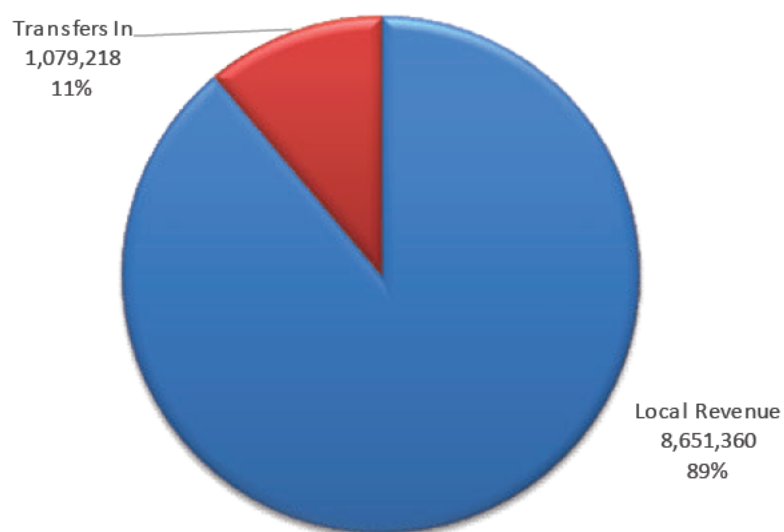
REQUIREMENTS						
FUND NUMBER AND NAME	ACTUAL	ACTUAL	CURRENT	PROPOSED	APPROVED	ADOPTED
	2022-2023	2023-2024	BUDGET 2024-2025	BUDGET 2025-2026	BUDGET 2025-2026	BUDGET 2025-2026
42300 General Equipment Purchase Fund	73,215	37,686	50,000	50,000	50,000	50,000
43200 Benton Cnt. Rep. & Maintenance Fu	1,268,756	0	0	0	0	0
44100 Capital Reserve	530,345	2,098,727	7,300,000	5,000,000	5,000,000	5,000,000
44150 Benton Cnt. North/Takena Hall	1,322,471	37,503	0	0	0	0
44200 Roof Reserve	0	1,036,467	621,750	207,750	207,750	207,750
44250 Greenhouse Roof Reserve	198	0	5,450	5,450	5,450	5,450
44400 Telecommunications Reserve	5,015	0	0	0	0	0
44722 District Facilities Imprvm.-Bond 2022	3,657,647	4,466,265	21,000,000	17,000,000	17,000,000	17,000,000
44723 Ag Center	(20,485)	773	0	0	0	0
44725 District Facilities Imprvm.-Bond	117,676	0	0	0	0	0
44800 Major Maintenance Reserve	673,723	263,289	622,000	1,001,500	1,001,500	1,001,500
44900 Technology Reserve	0	955,043	700,000	820,500	820,500	820,500
44950 Instructional Equipment Reserve	37,058	0	0	0	0	0
<b>TOTAL REQUIREMENTS</b>	<b>7,665,620</b>	<b>8,895,753</b>	<b>30,299,200</b>	<b>24,085,200</b>	<b>24,085,200</b>	<b>24,085,200</b>

Prior year columns show actual revenues and expenditures for the fiscal year indicated. Net working capital and ending fund balance are not included.  
 Budget year columns show estimated resources (including net working capital-carryover) and estimated requirements.

## Debt Service Fund

### Summary of Resources

	ACTUAL <u>2022-2023</u>	ACTUAL <u>2023-2024</u>	CURRENT BUDGET <u>2024-2025</u>	ADOPTED BUDGET <u>2025-2026</u>
Local Revenue	8,094,602	8,048,859	8,360,371	8,651,360
Transfers In	<u>1,076,968</u>	<u>1,078,718</u>	<u>1,074,418</u>	<u>1,079,218</u>
<b>TOTAL RESOURCES</b>	<b>\$ <u>9,171,570</u></b>	<b>\$ <u>9,127,577</u></b>	<b>\$ <u>9,434,789</u></b>	<b>\$ <u>9,730,578</u></b>



## Debt Service Fund

### Summary of Requirements

	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	ADOPTED BUDGET 2025-2026
Debt Expense	\$ 8,754,955	\$ 9,028,315	\$ 9,434,789	\$ 9,730,578
<b><i>TOTAL REQUIREMENTS</i></b>	<b><u>\$ 8,754,955</u></b>	<b><u>\$ 9,028,315</u></b>	<b><u>\$ 9,434,789</u></b>	<b><u>\$ 9,730,578</u></b>

## Debt Service Fund

### Requirements by Major Program

PROGRAM TYPE	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	PROPOSED BUDGET 2025-2026	APPROVED BUDGET 2025-2026	ADOPTED BUDGET 2025-2026
<b>50000 COLLEGE SUPPORT SERVICES</b>						
Personnel Services	0	0	0	0	0	0
Materials & Services	8,754,955	9,028,315	9,434,789	9,730,578	9,730,578	9,730,578
Capital Outlay	0	0	0	0	0	0
Transfers Out	0	0	0	0	0	0
Contingency/Unapp.End.Fund.Bal	0	0	0	0	0	0
Total Program Requirements	8,754,955	9,028,315	9,434,789	9,730,578	9,730,578	9,730,578
<b>TOTAL REQUIREMENTS</b>						
Personnel Services	0	0	0	0	0	0
Materials & Services	8,754,955	9,028,315	9,434,789	9,730,578	9,730,578	9,730,578
Capital Outlay	0	0	0	0	0	0
Transfers Out	0	0	0	0	0	0
Contingency/Unapp.End.Fund.Bal	0	0	0	0	0	0
<b>TOTAL PROGRAM REQUIREMENTS</b>	8,754,955	9,028,315	9,434,789	9,730,578	9,730,578	9,730,578

## Debt Service Fund

### Resources and Requirements by Fund

RESOURCES						
FUND NUMBER AND NAME	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	PROPOSED BUDGET 2025-2026	APPROVED BUDGET 2025-2026	ADOPTED BUDGET 2025-2026
51050 Bond Issue Proceeds Fund-2022	1,323,767	1,346,393	1,524,000	1,554,750	1,554,750	1,554,750
51075 Pension Obligation Bond-2004	3,388,737	3,255,698	3,397,171	3,538,160	3,538,160	3,538,160
51080 Bond Issue Proceeds Fund-2015	3,382,098	3,446,769	3,439,200	3,558,450	3,558,450	3,558,450
52105 COP Proceeds Fund--2019	754,980	612,550	609,650	611,450	611,450	611,450
52200 COP Proceeds Fund-2017	321,988	466,168	464,768	467,768	467,768	467,768
<b>TOTAL RESOURCES</b>	<b>9,171,570</b>	<b>9,127,577</b>	<b>9,434,789</b>	<b>9,730,578</b>	<b>9,730,578</b>	<b>9,730,578</b>

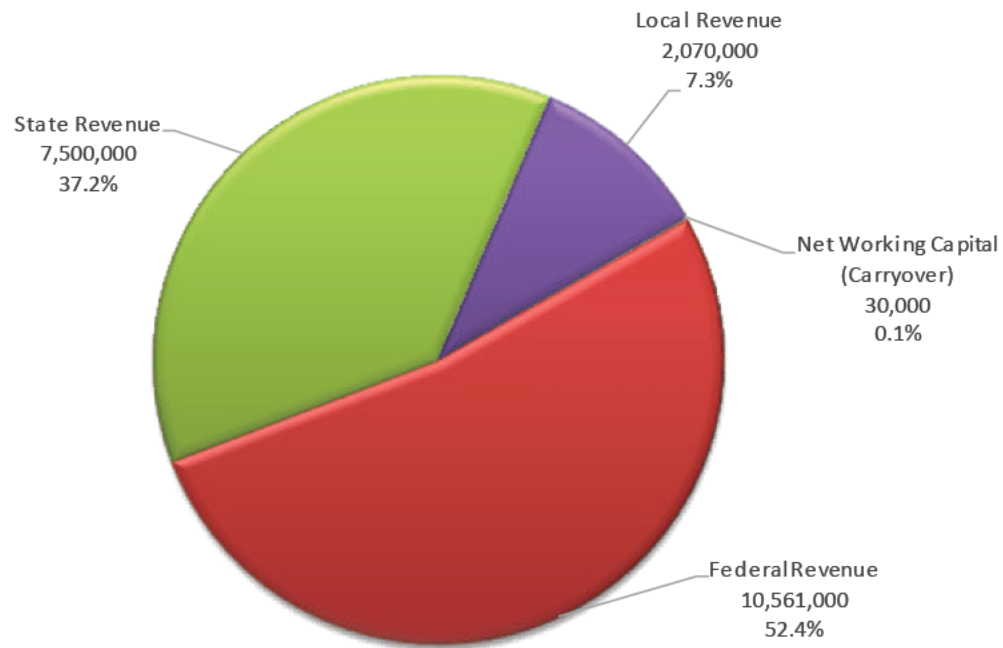
REQUIREMENTS						
FUND NUMBER AND NAME	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	PROPOSED BUDGET 2025-2026	APPROVED BUDGET 2025-2026	ADOPTED BUDGET 2025-2026
51050 Bond Issue Proceeds Fund-2022	1,298,889	1,337,500	1,524,000	1,554,750	1,554,750	1,554,750
51075 Pension Obligation Bond-2004	3,123,098	3,255,698	3,397,171	3,538,160	3,538,160	3,538,160
51080 Bond Issue Proceeds Fund-2015	3,256,000	3,356,400	3,439,200	3,558,450	3,558,450	3,558,450
52105 COP Proceeds Fund--2019	610,000	612,550	609,650	611,450	611,450	611,450
52200 COP Proceeds Fund-2017	466,968	466,168	464,768	467,768	467,768	467,768
<b>TOTAL REQUIREMENTS</b>	<b>8,754,955</b>	<b>9,028,315</b>	<b>9,434,789</b>	<b>9,730,578</b>	<b>9,730,578</b>	<b>9,730,578</b>

*Prior year columns show actual revenues and expenditures for the fiscal year indicated. Net working capital and ending fund balance are not included.  
Budget year columns show estimated resources (including net working capital-carryover) and estimated requirements.*

## Financial Aid Fund

### Summary of Resources

	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	ADOPTED BUDGET 2025-2026
Net Working Capital (Carryover)	\$ 86,508	\$ 54,323	\$ 42,500	\$ 30,000
Federal Revenue	5,591,958	7,079,692	8,514,924	10,561,000
State Revenue	3,929,126	5,201,019	8,500,000	7,500,000
Local Revenue	1,361,269	1,268,827	1,747,446	2,070,000
Transfers In	0	53,416	0	0
<b>TOTAL RESOURCES</b>	<b>\$ 10,968,861</b>	<b>\$ 13,657,277</b>	<b>\$ 18,804,870</b>	<b>\$ 20,161,000</b>

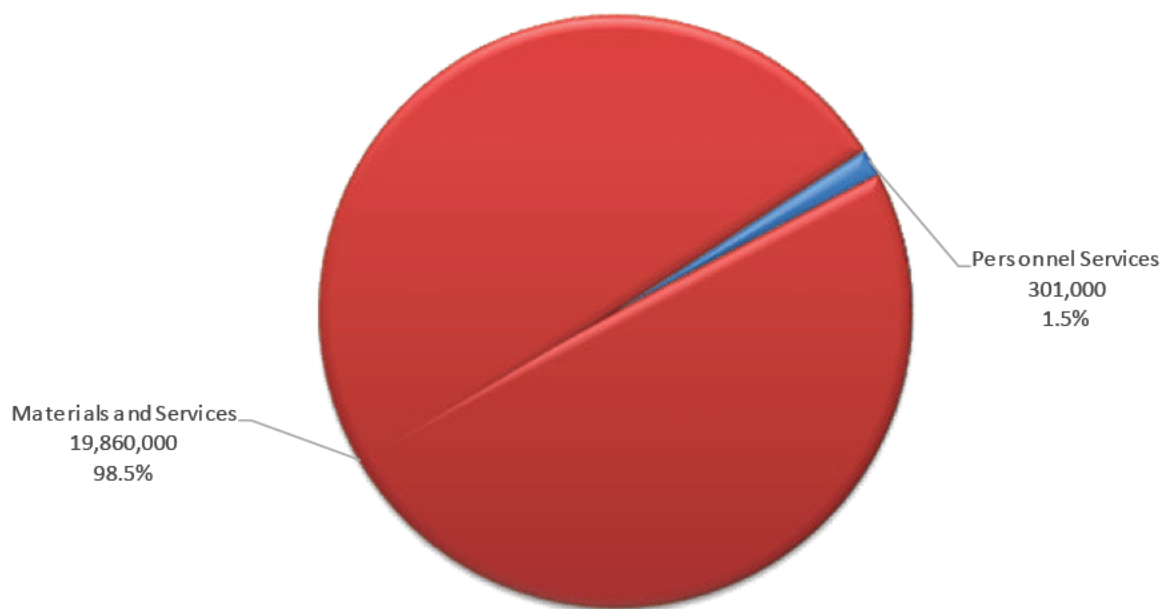




## Financial Aid Fund

### Summary of Requirements

	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	ADOPTED BUDGET 2025-2026
Personnel Services	\$ 94,943	\$ 181,381	\$ 272,430	\$ 301,000
Materials and Services	10,707,861	13,381,195	18,532,440	19,860,000
Transfers Out	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Sub-Total	10,802,804	13,562,575	18,804,870	20,161,000
Unappropriated Ending Fund Balance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL REQUIREMENTS</b>	<b><u>\$ 10,802,804</u></b>	<b><u>\$ 13,562,575</u></b>	<b><u>\$ 18,804,870</u></b>	<b><u>\$ 20,161,000</u></b>



## Financial Aid Fund

### Requirements by Major Program

PROGRAM TYPE	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	FTE	PROPOSED BUDGET 2025-2026	FTE	APPROVED BUDGET 2025-2026	ADOPTED BUDGET 2025-2026	FTE
<b>50000 COLLEGE SUPPORT SERVICES</b>									
Personnel Services	0	0	0	n/a	0	n/a	0	0	n/a
Materials & Services	0	0	0	n/a	0	n/a	0	0	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	0	0	0	n/a	0	n/a	0	0	n/a
<b>75000 TRANSFERS</b>									
Personnel Services	0	0	0	n/a	0	n/a	0	0	n/a
Materials & Services	0	0	0	n/a	0	n/a	0	0	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	0	0	0	n/a	0	n/a	0	0	n/a
<b>80000 FINANCIAL AID</b>									
Personnel Services	94,943	181,381	272,430	10.017	301,000	9.634	301,000	301,000	9.634
Materials & Services	10,707,861	13,381,195	18,532,440	n/a	19,860,000	n/a	19,860,000	19,860,000	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	9,604,278	13,562,575	18,804,870	10.017	20,161,000	9.634	20,161,000	20,161,000	9.634
<b>TOTAL REQUIREMENTS</b>									
Personnel Services	94,943	181,381	272,430	10.017	301,000	9.634	301,000	301,000	9.634
Materials & Services	10,707,861	13,381,195	18,532,440	n/a	19,860,000	n/a	19,860,000	19,860,000	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	1	n/a	0	n/a	0	0	n/a
<b>TOTAL PROGRAM REQUIREMENTS</b>	9,611,217	13,562,575	18,804,871	10.017	20,161,000	9.634	20,161,000	20,161,000	9.634

## Financial Aid Fund

### Summary of Resources and Requirements by Fund

RESOURCES						
	ACTUAL	ACTUAL	CURRENT	PROPOSED	APPROVED	ADOPTED
	2022-2023	2023-2024	BUDGET	BUDGET	BUDGET	BUDGET
			2024-2025	2025-2026	2025-2026	2025-2026
Federal Programs	5,591,958	7,071,748	8,514,924	10,551,000	10,551,000	10,551,000
State Programs	3,929,126	5,201,019	8,500,000	7,500,000	7,500,000	7,500,000
College Programs	12,280	15,654	92,446	20,000	20,000	20,000
LBCC Foundation Programs	425,855	272,750	357,500	550,000	550,000	550,000
Non-Institutional Programs	923,134	988,018	1,340,000	1,540,000	1,540,000	1,540,000
<b>TOTAL RESOURCES</b>	<b>10,882,353</b>	<b>13,549,189</b>	<b>18,804,870</b>	<b>20,161,000</b>	<b>20,161,000</b>	<b>20,161,000</b>

REQUIREMENTS						
	ACTUAL	ACTUAL	CURRENT	PROPOSED	APPROVED	ADOPTED
	2022-2023	2023-2024	BUDGET	BUDGET	BUDGET	BUDGET
			2024-2025	2025-2026	2025-2026	2025-2026
Federal Programs	5,571,959	7,036,185	8,514,924	10,551,000	10,551,000	10,551,000
State Programs	3,820,836	5,180,326	8,500,000	7,500,000	7,500,000	7,500,000
College Programs	31,464	20,023	92,446	20,000	20,000	20,000
LBCC Foundation Programs	434,446	285,570	357,500	550,000	550,000	550,000
Non-Institutional Programs	944,098	1,040,471	1,340,000	1,540,000	1,540,000	1,540,000
<b>TOTAL REQUIREMENTS</b>	<b>10,802,804</b>	<b>13,562,575</b>	<b>18,804,870</b>	<b>20,161,000</b>	<b>20,161,000</b>	<b>20,161,000</b>

*Prior year columns show actual revenues and expenditures for the fiscal year indicated. Net working capital and ending fund balance are not included.*

*Budget year columns show estimated resources (including net working capital-carryover) and estimated requirements.*

## Financial Aid Fund

### Resources and Requirements by Fund

RESOURCES						
FUND NUMBER AND NAME	ACTUAL	ACTUAL	CURRENT	PROPOSED	APPROVED	ADOPTED
	2022-2023	2023-2024	BUDGET 2024-2025	BUDGET 2025-2026	BUDGET 2025-2026	BUDGET 2025-2026
8111X Pell Grants	5,105,341	6,605,170	8,000,000	10,000,000	10,000,000	10,000,000
8112X SEOG Grants	389,965	233,050	250,000	250,000	250,000	250,000
8114X Federal Work Study	96,652	233,528	264,924	301,000	301,000	301,000
8210X OSAC Need Grants	2,325,718	2,877,909	4,500,000	4,500,000	4,500,000	4,500,000
8230X Oregon Promise	1,603,408	2,112,548	4,000,000	3,000,000	3,000,000	3,000,000
82400 Oregon Supp Need Based Aid	0	210,562	0	0	0	0
83120 Dean Grants	0	0	42,440	0	0	0
83130 Foundation Scholarships-Specific	425,855	272,750	350,000	550,000	550,000	550,000
83210 Eldon Schafer Loans	0	0	0	0	0	0
83220 Local Work Study	0	0	4,503	0	0	0
83225 International Student Employment	0	0	3,003	0	0	0
83240 Institut. Reconciliation Receivable	11,225	16,158	30,000	20,000	20,000	20,000
83250 Institut. Reconciliation Write Offs	0	221	12,500	0	0	0
83260 Other Collection Costs Fund	1,055	(725)	0	0	0	0
83400 PELL Admininstration Fee	0	7,595	40,000	40,000	40,000	40,000
84100 Non-Institutional Grants	923,134	980,423	1,300,000	1,500,000	1,500,000	1,500,000
85410 Libby Endowment Scholarship	0	0	7,500	0	0	0
<b>TOTAL RESOURCES</b>	<b>10,882,353</b>	<b>13,549,189</b>	<b>18,804,870</b>	<b>20,161,000</b>	<b>20,161,000</b>	<b>20,161,000</b>

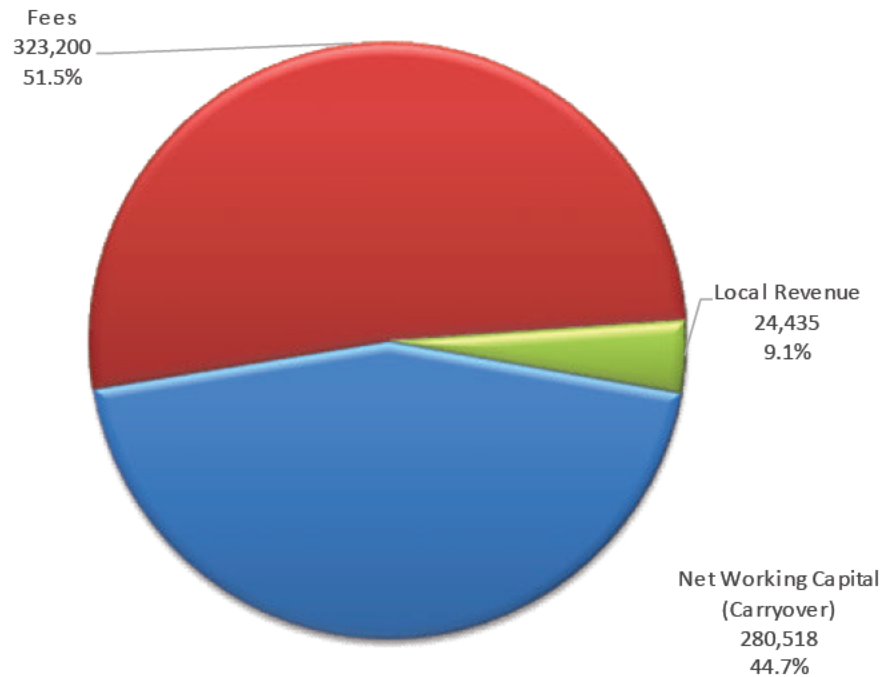
  

REQUIREMENTS						
FUND NUMBER AND NAME	ACTUAL	ACTUAL	CURRENT	PROPOSED	APPROVED	ADOPTED
	2022-2023	2023-2024	BUDGET 2024-2025	BUDGET 2025-2026	BUDGET 2025-2026	BUDGET 2025-2026
8111X Pell Grants	5,105,610	6,605,170	8,000,000	10,000,000	10,000,000	10,000,000
8112X SEOG Grants	371,613	197,480	250,000	250,000	250,000	250,000
8114X Federal Work Study	94,736	233,535	264,924	301,000	301,000	301,000
8210X OSAC Opportunity Grants	2,217,428	2,878,290	4,500,000	4,500,000	4,500,000	4,500,000
8230X Oregon Promise	1,603,408	2,112,548	4,000,000	3,000,000	3,000,000	3,000,000
82400 Oregon Supp Need Based Aid	0	189,488	0	0	0	0
83120 Dean Grants	12,143	7,541	42,440	0	0	0
83130 Foundation Scholarships-Specific	434,446	281,070	350,000	550,000	550,000	550,000
83210 Eldon Schafer Loans	0	0	0	0	0	0
83220 Local Work Study	207	3	4,503	0	0	0
83225 International Student Employment	0	0	3,003	0	0	0
83240 Institut. Reconciliation Receivable	12,340	5,184	30,000	20,000	20,000	20,000
83250 Institut. Reconciliation Write Offs	6,775	7,295	12,500	0	0	0
83260 Other Collection Costs Fund	0	0	0	0	0	0
83400 PELL Admininstration Fee	0	0	40,000	40,000	40,000	40,000
84100 Non-Institutional Grants	944,098	1,040,471	1,300,000	1,500,000	1,500,000	1,500,000
85410 Libby Endowment Scholarship	0	4,500	7,500	0	0	0
<b>TOTAL REQUIREMENTS</b>	<b>10,802,804</b>	<b>13,562,575</b>	<b>18,804,870</b>	<b>20,161,000</b>	<b>20,161,000</b>	<b>20,161,000</b>

## Agency Fund

### Summary of Resources

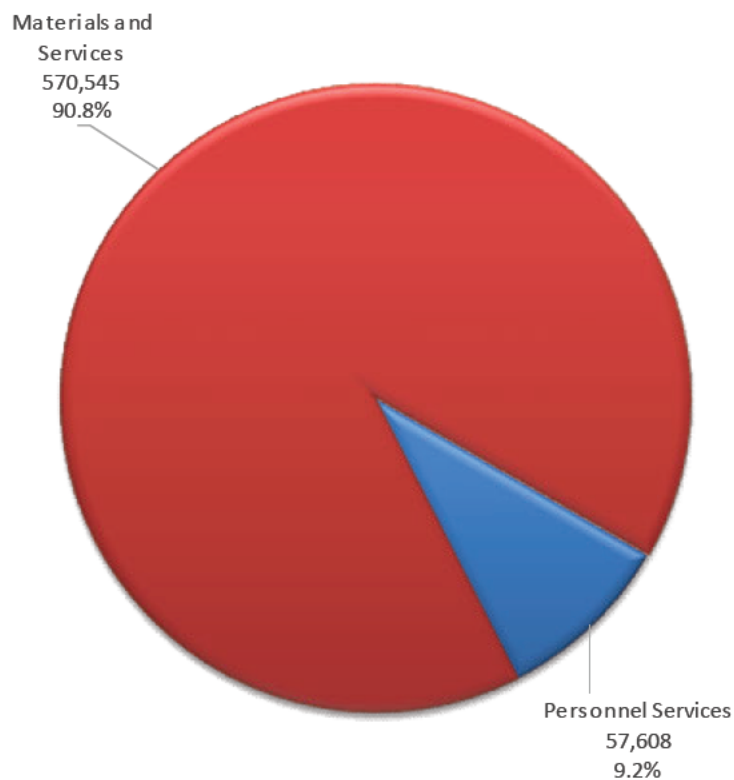
	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	ADOPTED BUDGET 2025-2026
Net Working Capital (Carryover)	\$ 176,761	\$ 162,865	\$ 286,642	\$ 280,518
Fees	112,994	159,216	283,200	323,200
Local Revenue	7,823	28,439	24,435	24,435
Other Revenue	0	286	0	0
Transfers In	0	0	0	0
<b>TOTAL RESOURCES</b>	<b>\$ 297,578</b>	<b>\$ 350,806</b>	<b>\$ 594,277</b>	<b>\$ 628,153</b>



## Agency Fund

### Summary of Requirements

	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	ADOPTED BUDGET 2025-2026
Personnel Services	\$ 18,512	\$ 35,974	\$ 46,732	\$ 57,608
Materials and Services	199,059	190,381	547,545	570,545
Transfers Out	0	0	0	0
Contingency	0	0	0	0
Sub-Total	217,571	226,355	594,277	628,153
Unappropriated Ending Fund Balance	162,865	116,008	0	0
<b>TOTAL REQUIREMENTS</b>	<b>\$ 380,436</b>	<b>\$ 342,362</b>	<b>\$ 594,277</b>	<b>\$ 628,153</b>



## Agency Fund

### Requirements by Major Program

PROGRAM TYPE	ACTUAL 2022-2023	ACTUAL 2023-2024	CURRENT BUDGET 2024-2025	FTE	PROPOSED BUDGET 2025-2026	FTE	APPROVED BUDGET 2025-2026	ADOPTED BUDGET 2025-2026	FTE
<b>30000 STUDENT SERVICES</b>									
Personnel Services	18,512	35,974	46,732	0.266	57,608	1.595	57,608	57,608	1.595
Materials & Services	193,391	190,381	547,545	n/a	570,545	n/a	570,545	570,545	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	211,903	226,355	594,277	0.266	628,153	1.595	628,153	628,153	1.595
<b>50000 COLLEGE SUPPORT</b>									
Personnel Services	0	0	0	n/a	0	n/a	0	0	n/a
Materials & Services	5,669	0	0	n/a	0	n/a	0	0	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	5,669	0	0	n/a	0	n/a	0	0	n/a
<b>75000 TRANSFERS</b>									
Personnel Services	0	0	0	n/a	0	n/a	0	0	n/a
Materials & Services	0	0	0	n/a	0	n/a	0	0	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	0	0	0	n/a	0	n/a	0	0	n/a
<b>90000 RESERVES (CONTINGENCY)</b>									
Personnel Services	0	0	0	n/a	0	n/a	0	0	n/a
Materials & Services	0	0	0	n/a	0	n/a	0	0	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
Total Program Requirements	0	0	0	n/a	0	n/a	0	0	n/a
<b>TOTAL REQUIREMENTS</b>									
Personnel Services	18,512	35,974	46,732	0.266	57,608	1.595	57,608	57,608	1.595
Materials & Services	199,059	190,381	547,545	n/a	570,545	n/a	570,545	570,545	n/a
Capital Outlay	0	0	0	n/a	0	n/a	0	0	n/a
Transfers Out	0	0	0	n/a	0	n/a	0	0	n/a
Contingency/Unapp.End.Fund.Bal	0	0	0	n/a	0	n/a	0	0	n/a
<b>TOTAL PROGRAM REQUIREMENTS</b>	217,571	226,355	594,277	0.266	628,153	1.595	628,153	628,153	1.595

Prior year columns show actual revenues and expenditures for the fiscal year indicated. Net working capital and ending fund balance are not included. Budget year columns show estimated resources (including net working capital-carryover) and estimated requirements.

## Agency Fund

### Summary of Funds

RESOURCES						
	ACTUAL	ACTUAL	CURRENT	PROPOSED	APPROVED	ADOPTED
	2022-2023	2023-2024	BUDGET	BUDGET	BUDGET	BUDGET
			2024-2025	2025-2026	2025-2026	2025-2026
Assoc. Students of LBCC	194,107	184,107	546,517	580,393	580,393	580,393
Student Clubs	3,400	1,382	44,560	44,560	44,560	44,560
Other Agency Funds	1,282	2,451	3,200	3,200	3,200	3,200
<b>TOTAL RESOURCES</b>	<b>198,789</b>	<b>187,940</b>	<b>594,277</b>	<b>628,153</b>	<b>628,153</b>	<b>628,153</b>

REQUIREMENTS						
	ACTUAL	ACTUAL	CURRENT	PROPOSED	APPROVED	ADOPTED
	2022-2023	2023-2024	BUDGET	BUDGET	BUDGET	BUDGET
			2024-2025	2025-2026	2025-2026	2025-2026
Assoc. Students of LBCC	199,418	223,116	546,517	580,393	580,393	580,393
Student Clubs	12,384	957	44,560	44,560	44,560	44,560
Other Agency Funds	5,768	2,282	3,200	3,200	3,200	3,200
<b>TOTAL REQUIREMENTS</b>	<b>217,570</b>	<b>226,355</b>	<b>594,277</b>	<b>628,153</b>	<b>628,153</b>	<b>628,153</b>

*Prior year columns show actual revenues and expenditures for the fiscal year indicated. Net working capital and ending fund balance are not included.*

*Budget year columns show estimated resources (including net working capital-carryover) and estimated requirements.*



## Glossary

**Academic Year**- The beginning of summer term through spring term.

**Accreditation** - A voluntary, self-regulatory process by a postsecondary regional accrediting agency that qualifies institutions and enrollment students for access to federal funds to support teaching, research, and student financial aid.

**Adopted Budget** - The financial plan adopted by the governing body (LBCC Board of Education) which forms a basis for appropriations.

**Agency Fund** - A trust and agency fund used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds.

**Appropriation** - Authorization for spending a specific amount of money for a specific purpose during a specific period of time. Based on the adopted budget, including supplemental budgets, if any. Presented in a resolution adopted by the governing body.

**Assessed Value** - The value set on real and personal property as a basis for imposing taxes. It is the lesser of the property's maximum assessed value or real market value.

**Biennium** – A two-year period.

**Board** - The Board of Education of Linn-Benton Community College consisting of seven elected citizens.

**Budget** - Written report showing the college's comprehensive financial plan for one fiscal year. Must include a balanced statement of actual revenues and expenditures during each of the last two years, and estimated revenues and expenditures for the current and upcoming year.

**Budget Committee** - Fiscal planning board of the college, consisting of the governing body plus an equal number of legal voters from the district.

**Budget Message** - Written explanation of the budget and local government's financial priorities. Prepared by or under the direction of the executive officer or chairperson of the governing body.

**Budget Officer** - Person appointed by the governing body to assemble budget material and information and to physically prepare the proposed budget.

**Capital Outlay** - Items with a cost of \$5,000 or more per unit and a useful life of two or more years, such as machinery, land, furniture, equipment, or buildings.

**Cash Basis** - A basis of accounting under which transactions are recognized only in the period during which cash is received or disbursed.

**College Support Services** - Programs and activities related to institutional support including but not limited to executive management, fiscal operations, general administration and logistical services, administrative computing support, public relations and development, human resources activities and auxiliary enterprise operations.

**Contingency** - Special amount set aside in the upcoming year for unforeseen expenses. Designated contingencies are funds to be set aside for a specific purpose, such as payroll or Board restricted funds.

**Debt Service Fund** - A fund established to account for payment of general long-term debt principal and interest.

**Enterprise Fund** - A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. The cost of providing goods or services on a continuing basis are financed or recovered primarily through user charges and fees.

**Expenditure** - Decreases in net financial resources if accounts are kept on an accrual or modified accrual basis; total amount paid if accounts are kept on a cash basis.

**Fiscal Year** - A twelve month period commencing on July 1 and closing on June 30 for local governments.

**Full-Time Equivalent (FTE) Student** - A student or combination of several students who carry among them, within a single academic year, a minimum number of clock hours of instruction, in any program. For the purpose of receiving state reimbursement, it means a student who carries 510 clock hours over three (3) terms of instruction. As used in budgeting for the number of employees, FTE means full-time equivalent position.

**Fund** - A fiscal and accounting entity with self-balancing accounts to record cash and other financial resources, related liabilities, balances and changes, all segregated for specific, regulated activities and objectives.

**Fund Balance** - The excess of the assets of a fund over its liabilities and reserves except in the case of funds subject to budgetary accounting where, prior to the end of a fiscal period, it represents the excess of the fund's assets and estimated revenues over its liabilities, reserves and appropriations for the period.

**General Fund** - Primary operating fund of the college with major sources of revenue from state support, local property tax and tuition.

**Grant** - A donation or contribution of cash by a third party.

**Instruction** - Techniques or procedures used to conduct learning activities. For budgetary purposes, it includes, but is not limited to, expenditures relating to the salary and benefits of instructors, instructional supplies, teaching aides, references and methods of testing and evaluation.

**Instructional Support Services** - Activities and programs that support instruction. It includes, but is not limited to, administrative support, supplies and equipment, and office space.

**Materials and Services (M&S)** - Includes contractual and other services, materials, supplies, and other charges.

**Modified Accrual Basis** - The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under this basis of accounting, revenues and other financial resource increments, such as bond proceeds, are recognized when they become susceptible to accrual, that is, when they become both measurable and available to finance expenditures in the current period.

**Organizational Unit** - Any administrative subdivision of the college, especially one charged with carrying on one or more specific functions (such as a department, office, or division).

**PERS** – Public Employees Retirement System in which participating members must make mandatory contributions on behalf of employees.

**Personal Services** - All salaries, fringe benefits, and miscellaneous costs associated with salary expenditures.

**Plant Operations/Maintenance** - Programs and activities that are directly associated in providing operation and maintenance of college facilities including, but not limited to, physical plant administration, building maintenance, custodial services, utilities, landscape and ground maintenance.

**Property Taxes** - Amounts imposed on taxable property by a local government within its operation rate limit, levied under local option authority, or levied to repay bonded debt.

**Proposed Budget** - Financial and operation plan prepared by the budget officer submitted to the public and budget committee for review.

**Rate Limit** - A district's permanent ad valorem property tax rate for operating purposes. This rate levied against the assessed value of property raises taxes for general operations.

**Resolution** - A formal order of a governing body.

**Resources** - Estimated beginning funds on hand at the beginning of the fiscal year, plus anticipated receipts.

**Revenue** - The gross receipts and receivables derived from taxes, tuition fees, state aid and other sources.

**Special Revenue Fund** - A fund authorized and used to account for the proceeds of specific revenue sources (other than special assessments, expendable trusts, or major capital projects) that are legally restricted to expenditure for specific purposes.

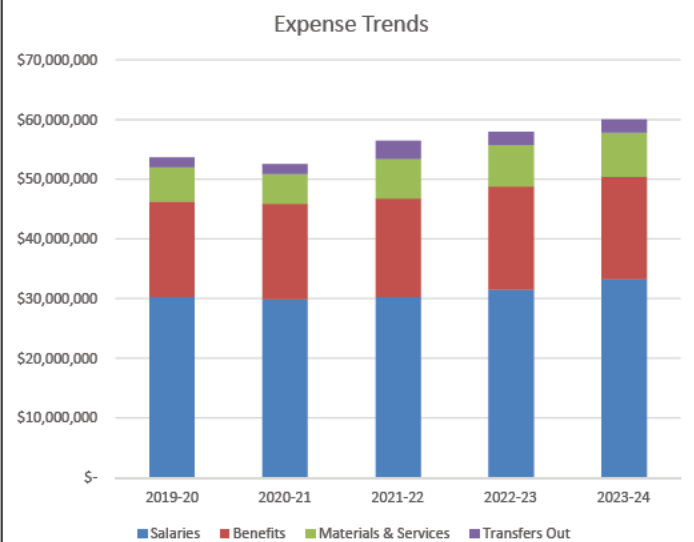
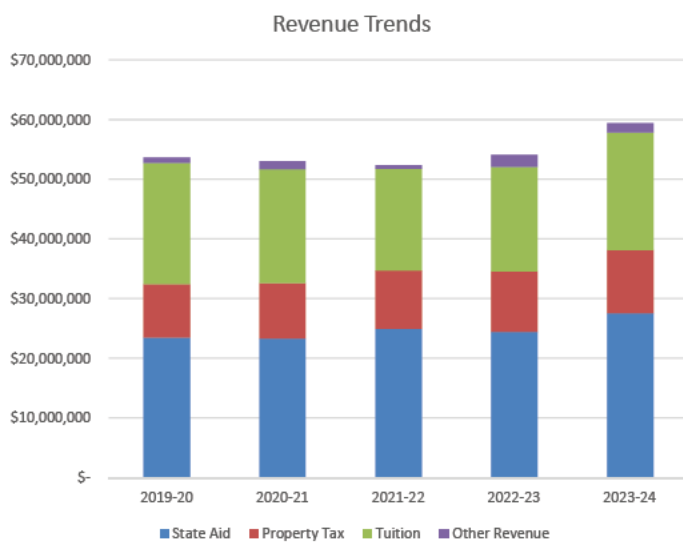
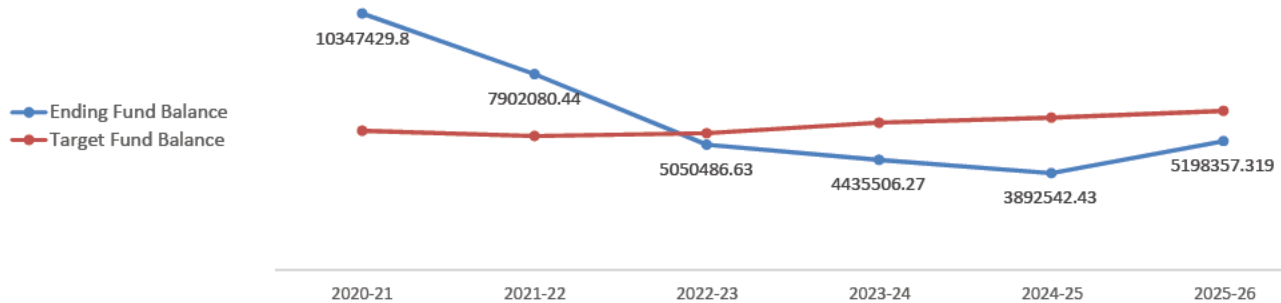
**Student Support Services** - Programs and activities that support student needs including, but not limited to, student services administration, social and cultural development, disability services, counseling and career guidance, financial aid administration, admission, student records, intramurals and athletics and student organizations.

**Supplemental Budget** - Prepared to meet unexpected needs or to spend revenues not anticipated at time regular budget was adopted. Cannot be used to authorize a tax levy.

**Transfers** - Amounts distributed from one fund to finance activities in another fund. Shown as a requirement in the originating fund and revenue in the receiving fund.

## BOARD MONTHLY FISCAL REPORT For Month Ending August 31, 2025

	<u>Fiscal year 2025-26</u>				<u>2024-25</u>
	Budget	Y.T.D	Projected	Difference Bud. vs. Proj.	as of 8/31/24
<b>Beginning Fund Balance</b>	2,748,260	3,892,542	3,892,542	1,144,282	4,078,725
<b>REVENUE</b>					
State Aid	30,296,263	7,339,813	29,359,250	(937,013) ●	6,720,042
Property Taxes	11,409,548	-	11,442,030	32,482 ●	-
Tuition & Fees	22,539,258	9,443,566	22,344,794	(194,464) ●	8,761,921
Invest. Earn.	520,000	11,670	520,000	- ●	15,656
Misc. Revenue	534,134	7,545	534,134	- ●	36,068
Transfers In	4,150,000	-	2,150,000	(2,000,000) ●	-
<b>Total Revenues</b>	<b>69,449,203</b>	<b>16,802,594</b>	<b>66,350,208</b>	<b>(3,098,995)</b>	<b>15,533,687</b>
<b>EXPENDITURES</b>					
Salaries	36,371,921	3,826,966	34,886,495	(1,485,426) ●	3,568,548
Payroll Costs	20,663,287	2,862,270	20,090,583	(572,704) ●	1,969,031
Matls. & Svcs.	8,283,227	1,753,345	7,548,444	(734,783) ●	1,681,188
Transfers Out	2,625,218	-	2,564,218	(61,000) ●	-
<b>Total Expenditures</b>	<b>67,943,653</b>	<b>8,442,581</b>	<b>65,089,740</b>	<b>(2,853,913)</b>	<b>7,218,767</b>
<b>Net Income</b>	<b>1,505,550</b>	<b>8,360,013</b>	<b>1,260,468</b>	<b>(245,082)</b>	<b>8,314,920</b>



- State Aid - Initial budget did not factor in the split of performance funding across both years of biennium. Projection has been updated.
- Tuition & Fees - Current projection assumes 2% growth over 24-25 year-end totals. Projections will be updated as Fall term develops.
- Transfers In - \$2M being transferred from Q1 ERC claim received. Full budget holds potential for Q2 to be approved.

# LINN-BENTON COMMUNITY COLLEGE

## BOARD MONTHLY FISCAL REPORT August 31, 2025 - Month 2

### **NARRATIVE:**

#### **A. REVENUE**

1. State Aid: First payment received in August, second in October, third in January, and fourth in July. First payment based on share of statewide enrollment using 2023-24 figures. Second payment (in October) uses 2023-24 enrollment figures and updated property tax levy information. New performance measures around student support and student success are being paid out quarterly during the fiscal year.
2. Current and Prior Taxes: Revenue for current and prior year taxes is based on the college's current operating levy.
3. Tuition and Fees: Summer term has seen an 9% increase in enrollment. Fall has an early increase of nearly 15% though the net increase over prior year is expected to be lower. Projections will be updated in October.
4. Miscellaneous Revenues: Primarily includes indirect revenue from grants, admission application fees, testing fees, and parking fines.
5. Investment Earnings: Returns on LGIP (local government investment pool) funds where all idle cash for the College is deposited.

#### **B. EXPENDITURES**

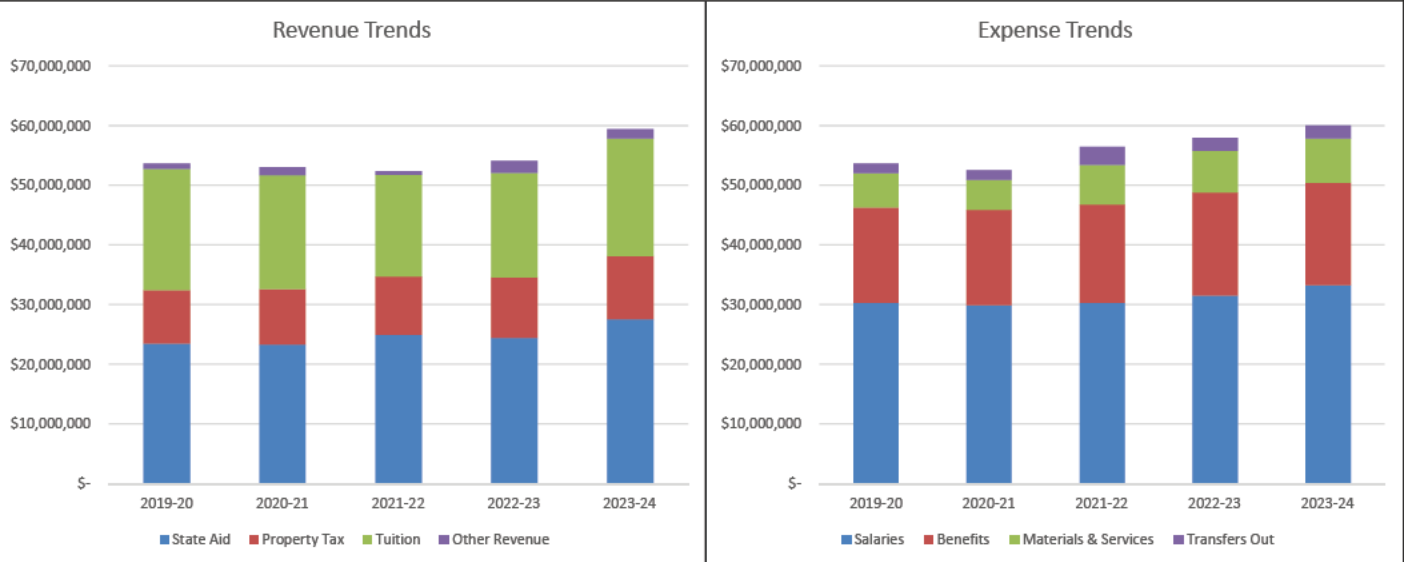
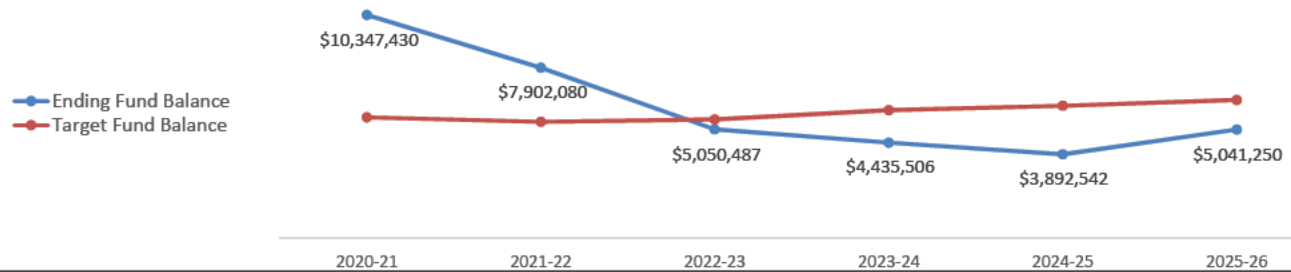
1. Salaries and Payroll Costs: Expected to fall under budget based on history.
2. Materials and Supplies: Expected to fall under budget based on history.
3. Transfers Out: Transfers Out represent mandatory payments for debt service in addition to contributions to operational reserve funds like Major Maintenance.

#### **C. PROJECTED UNDESIGNATED ENDING FUND BALANCE**

1. The Estimated Total Ending Fund Balance is \$5,198,357. This represents 7.8% of total projected revenue. The current goal for ending fund balance is 10% of revenue.

## BOARD MONTHLY FISCAL REPORT For Month Ending September 30, 2025

	<u>Fiscal year 2025-26</u>				<u>2024-25</u>
	Budget	Y.T.D	Projected	Difference Bud. vs. Proj.	as of 9/30/24
<b>Beginning Fund Balance</b>	2,748,260	3,892,542	3,892,542	1,144,282	4,078,725
<b>REVENUE</b>					
State Aid	30,296,263	7,339,813	29,359,250	(937,013) ●	7,222,124
Property Taxes	11,409,548	26,004	11,442,030	32,482 ●	27,969
Tuition & Fees	22,539,258	10,451,599	22,344,794	(194,464) ●	9,286,663
Invest. Earn.	520,000	45,782	520,000	- ●	44,830
Misc. Revenue	534,134	33,881	534,134	- ●	42,875
Transfers In	4,150,000	2,150,000	2,150,000	(2,000,000) ●	-
<b>Total Revenues</b>	<b>69,449,203</b>	<b>20,047,080</b>	<b>66,350,208</b>	<b>(3,098,995)</b>	<b>16,624,462</b>
<b>EXPENDITURES</b>					
Salaries	36,371,921	6,591,466	34,926,554	(1,445,367) ●	6,220,119
Payroll Costs	20,663,287	3,762,501	20,090,583	(572,704) ●	3,390,784
Matls. & Svcs.	8,283,227	2,223,594	7,620,145	(663,082) ●	2,018,891
Transfers Out	2,625,218	1,085,000	2,564,218	(61,000) ●	1,085,000
<b>Total Expenditures</b>	<b>67,943,653</b>	<b>13,662,561</b>	<b>65,201,500</b>	<b>(2,742,153)</b>	<b>12,714,794</b>
<b>Net Income</b>	<b>1,505,550</b>	<b>6,384,518</b>	<b>1,148,708</b>	<b>(356,842)</b>	<b>3,909,668</b>
<b>Ending Fund Balance</b>	<b>4,253,810</b>	<b>10,277,060</b>	<b>5,041,250</b>	<b>787,440</b>	<b>7,988,393</b>



- State Aid - Initial budget did not factor in the split of performance funding across both years of biennium. Projection has been updated.
- Tuition & Fees - Current projection assumes 2% growth over 24-25 year-end totals. Projections will be updated as Fall term develops.
- Transfers In - \$2M being transferred from Q1 ERC claim received. Full budget holds potential for Q2 to be approved.

# LINN-BENTON COMMUNITY COLLEGE

## BOARD MONTHLY FISCAL REPORT September 30, 2025 - Month 3

### **NARRATIVE:**

#### **A. REVENUE**

1. State Aid: First payment received in August, second in October, third in January, and fourth in July. First payment based on share of statewide enrollment using 2023-24 figures. Second payment (in October) uses 2024-25 enrollment figures and updated property tax levy information. New performance measures around student support and student success are being paid out quarterly during the fiscal year.
2. Current and Prior Taxes: Revenue for current and prior year taxes is based on the college's current operating levy.
3. Tuition and Fees: Summer term has seen an 9% increase in enrollment. Fall stands at a 9% increase though final figures will not be confirmed until the end of October.
4. Miscellaneous Revenues: Primarily includes indirect revenue from grants, admission application fees, testing fees, and parking fines.
5. Investment Earnings: Returns on LGIP (local government investment pool) funds where all idle cash for the College is deposited.
6. Transfer In: Include one-time shifts to the General Fund. \$150,000 has been moved from the Lebanon Center rent fund and \$2,000,000 from the ERC funds that were received in September.

#### **B. EXPENDITURES**

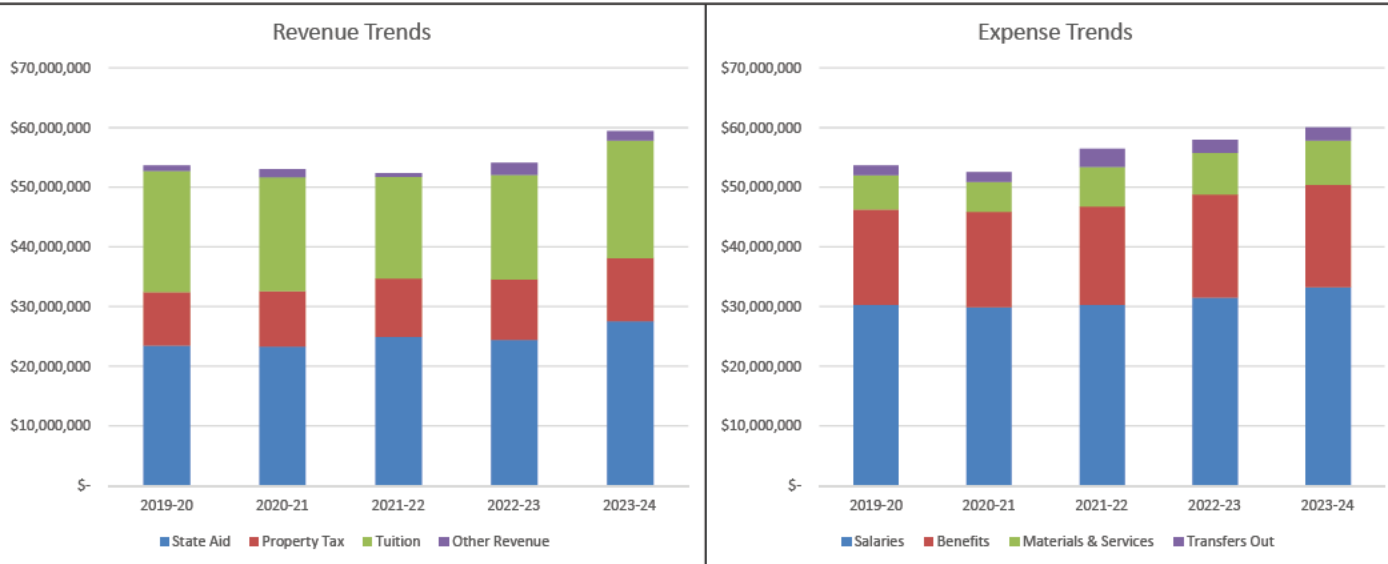
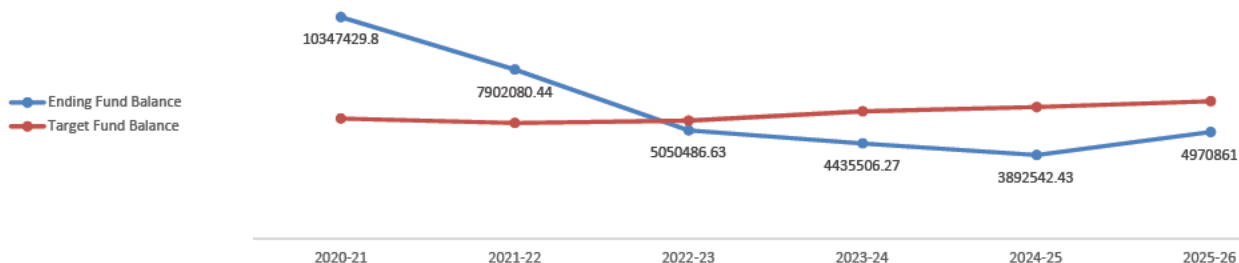
1. Salaries and Payroll Costs: Expected to fall under budget based on history.
2. Materials and Supplies: Expected to fall under budget based on history.
3. Transfers Out: Transfers Out represent mandatory payments for debt service in addition to contributions to operational reserve funds like Major Maintenance.

#### **C. PROJECTED UNDESIGNATED ENDING FUND BALANCE**

1. The Estimated Total Ending Fund Balance is \$5,041,250. This represents 7.6% of total projected revenue. The current goal for ending fund balance is 10% of revenue.

## BOARD MONTHLY FISCAL REPORT For Month Ending October 31, 2025

	<u>Fiscal year 2025-26</u>				<u>2024-25</u>
	Budget	Y.T.D	Projected	Difference Bud. vs. Proj.	as of 10/31/24
<b>Beginning Fund Balance</b>	2,748,260	3,892,542	3,892,542	1,144,282	4,078,725
<b>REVENUE</b>					
State Aid	30,296,263	14,707,921	29,444,138	(852,125) ●	14,275,704
Property Taxes	11,409,548	42,541	11,442,030	32,482 ●	36,812
Tuition & Fees	22,539,258	10,191,987	22,592,853	53,595 ●	8,909,891
Invest. Earn.	520,000	142,144	520,000	- ●	71,903
Misc. Revenue	534,134	42,364	534,134	- ●	77,472
Transfers In	4,150,000	2,150,000	2,150,000	(2,000,000) ●	-
<b>Total Revenues</b>	<b>69,449,203</b>	<b>27,276,958</b>	<b>66,683,155</b>	<b>(2,766,048)</b>	<b>23,371,782</b>
<b>EXPENDITURES</b>					
Salaries	36,371,921	9,887,031	35,126,128	(1,245,793) ●	9,308,719
Payroll Costs	20,663,287	5,485,598	20,090,583	(572,704) ●	5,656,834
Matls. & Svcs.	8,283,227	2,659,232	7,739,019	(544,208) ●	2,545,647
Transfers Out	2,625,218	1,085,000	2,564,218	(61,000) ●	1,085,000
<b>Total Expenditures</b>	<b>67,943,653</b>	<b>19,116,860</b>	<b>65,519,948</b>	<b>(2,423,705)</b>	<b>18,596,201</b>
<b>Net Income</b>	<b>1,505,550</b>	<b>8,160,098</b>	<b>1,163,207</b>	<b>(342,343)</b>	<b>4,775,581</b>
<b>Ending Fund Balance</b>	<b>4,253,810</b>	<b>12,052,640</b>	<b>5,055,749</b>	<b>801,939</b>	<b>8,854,306</b>



- State Aid - Initial budget did not factor in the split of performance funding across both years of biennium. Projection has been updated.
- Tuition & Fees - Fall term closed at apporx. 5% over prior year.
- Transfers In - \$2M being transferred from Q1 ERC claim received. Full budget holds potential for Q2 to be approved.



# LINN-BENTON COMMUNITY COLLEGE

## BOARD MONTHLY FISCAL REPORT October 31, 2025 - Month 4

### **NARRATIVE:**

#### **A. REVENUE**

1. State Aid: First payment received in August, second in October, third in January, and fourth in July. First payment based on share of statewide enrollment using 2023-24 figures. Second payment (in October) uses 2024-25 enrollment figures and updated property tax levy information. New performance measures around student support and student success are being paid out quarterly during the fiscal year.
2. Current and Prior Taxes: Revenue for current and prior year taxes is based on the college's current operating levy.
3. Tuition and Fees: Summer term has seen an 9% increase in enrollment. Fall closed with an approximate 5% enrollment increase over prior year. Projections incorporate all related revenue for the full year based on these figures.
4. Miscellaneous Revenues: Primarily includes indirect revenue from grants, admission application fees, testing fees, and parking fines.
5. Investment Earnings: Returns on LGIP (local government investment pool) funds where all idle cash for the College is deposited.
6. Transfer In: Include one-time shifts to the General Fund. \$150,000 has been moved from the Lebanon Center rent fund and \$2,000,000 from the ERC funds that were received in September.

#### **B. EXPENDITURES**

1. Salaries and Payroll Costs: Expected to fall under budget based on history.
2. Materials and Supplies: Expected to fall under budget based on history.
3. Transfers Out: Transfers Out represent mandatory payments for debt service in addition to contributions to operational reserve funds like Major Maintenance.

#### **C. PROJECTED UNDESIGNATED ENDING FUND BALANCE**

1. The Estimated Total Ending Fund Balance is \$5,055,749. This represents 7.6% of total projected revenue. The current goal for ending fund balance is 10% of revenue.

## Use of Nondiscrimination Statements at LBCC

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### [Who is this Document For?](#)

### [Overview and Purpose](#)

### [Comprehensive Statement Use Guidelines](#)

[Why We Use the Comprehensive Statement](#)

[When and How to Use the Comprehensive Statement](#)

[Notes About Use](#)

[Comprehensive Statement](#)

### [Summary Statement Use Guidelines](#)

[When and How to Use the Summary Statement](#)

[Summary Statement](#)

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### ***Who is this Document For?***

This guidance document should be used by those responsible for creating and publishing written and electronic material on behalf of LBCC, as well as for those responsible for planning, promoting, and executing events, to ensure alignment with these goals.

### ***Overview and Purpose***

Linn-Benton Community College is an equal opportunity educator and employer. As part of this commitment, we notify students, employees, potential students, potential applicants, and community members of this fact in an ongoing manner. One of the key ways we do this is through the publication of our nondiscrimination statement, found at [linnbenton.edu/nondiscrimination](http://linnbenton.edu/nondiscrimination). We are compelled by our own values and ethics, as well as federal and state law, to be transparent and forthright about our commitment to equal opportunity for all students and employees.

**LBCC uses two statements to help communicate these expectations depending on publication type/purpose:**

1. A **comprehensive statement** of non-discrimination for multipage publications that communicate admissions, recruitment, and other important access information, and
2. A brief **summary statement** for event fliers or one-page or less publications.

Following is the set of statements and guidelines regarding when to use each. Please reference [linnbenton.edu/nondiscrimination](http://linnbenton.edu/nondiscrimination) for the most updated versions of these statements, as well as for the translated versions of these statements.

### ***Comprehensive Nondiscrimination Statement Use Guidelines***

#### *Why We Use the Comprehensive Statement*

The Office for Civil Rights (OCR) within the US Department of Education compels annual notification that the College prohibits discrimination on the basis of various protected statuses as outlined in Title VI of the *Civil Rights Act of 1964*, Title IX of the Education Amendments of 1972, the Age

*Discrimination Act of 1975*, and Title II of the *Americans with Disabilities Act*. Oregon law further prohibits discrimination on the basis of marital status and sexual orientation.

OCR directs that such notification of particular regulations may include public postings, a statement in local newspapers, alumni publications, and/or via written communication to students and employees. Under Title IX and Section 504, institutions receiving federal funding must also include the nondiscrimination statement in bulletins, announcements, publications, catalogs, application forms, and recruitment materials produced for students, participants, applicants, and employees.

#### *When and How to Use the Comprehensive Statement*

Given this, LBCC will publish the comprehensive non-discrimination statement in the following instances:

- For any multi-page documents (e.g., any document that is a page front-and-back or more) that communicate admissions, recruitment, or policy information to students or potential students, employees or potential employees, and participants and applicants, including (but not limited to):
  - Program bulletins
  - Announcements
  - LBCC Catalog
  - Handbooks
  - Application forms
  - Community-wide publications
  - Admissions and recruitment materials, postings, and applications
- Other special uses include:
  - Annually in local newspapers
  - Updated on key websites

#### *Notes About Use*

- In communities where a language other than English is primarily spoken, this statement should also be included in that primary language. ([linnbenton.edu/nondiscrimination](http://linnbenton.edu/nondiscrimination) has approved translations of the comprehensive nondiscrimination statement in Spanish, Arabic, Russian, and Simplified Chinese. If these languages do not meet your needs under this provision, please contact [childrj@linnbenton.edu](mailto:childrj@linnbenton.edu)).
- The above instances are when we are compelled to use the statement; however, note that nothing precludes LBCC from further advertising our commitment to non-discriminatory practices in other ways, including using this statement in non-required publications and materials, including course syllabi, on websites, and through other sources.
- **This statement complies with requirements set forth by OCR for combined requirements of notification and should not be altered or adjusted, but should be copied and used verbatim.**

### *Comprehensive Statement*

#### **LBCC Comprehensive Statement of Nondiscrimination**

Linn-Benton Community College [does not discriminate](#) based on race, color, religion, ethnicity, use of native language, national origin, sex, sexual orientation, gender, gender identity, marital status, disability, veteran status, age, or any other status protected under applicable federal, state, or local laws in its programs or activities. For further information see [Board Policy 1015](#) and [Administrative Rule 1015-01](#). The following staff members have been designated to handle inquiries regarding the nondiscrimination policies:

#### **For concerns or inquiries regarding disability accessibility and accommodations:**

Contact: Carol Raymundo, Accessibility Resources

RCH-101, Albany Campus, Albany, OR 97321

(541) 917-4789

[raymundo@linnbenton.edu](mailto:raymundo@linnbenton.edu)

#### **For concerns or complaints about the College or an LBCC staff member:**

Contact: Heather Mercer, Director of Human Resource Development and Support and Title IX Coordinator

CC-108, Albany Campus, Albany, OR 97321

(541) 917-4425

[mercerh@linnbenton.edu](mailto:mercerh@linnbenton.edu)

#### **For concerns or complaints about a student:**

Contact: Jill Childress, Manager for Student Conduct and Retention and Title IX Coordinator

WH-215, Albany Campus, Albany, OR 97321

(541) 917-4848

[childrj@linnbenton.edu](mailto:childrj@linnbenton.edu)

#### **Request for Special Needs or Accommodations**

Direct questions about or requests for accommodations to Accessibility Resources, [541-917-4789](tel:541-917-4789) or [accessibility@linnbenton.edu](mailto:accessibility@linnbenton.edu) at least three business days in advance for special events and as soon as possible for classroom or other emerging requests. LBCC will make every effort to honor requests. LBCC is an equal opportunity educator and employer.

### ***Summary Statement Use Guidelines***

#### *When and How to Use the Summary Statement*

In certain instances and circumstances (e.g., postcard mailings, limited word count, etc.), the LBCC comprehensive statement of nondiscrimination is not accessible or appropriate for the publication type. In these instances, LBCC will publish the summary non-discrimination statement utilizing these guidelines:

- Any single-page documents that communicate admissions, recruitment, or policy information to students or potential students, employees or potential employees, and participants and applicants; that advertise services, offerings, events, or information pertaining to student life or employee support.
- **On any advertisement for any event hosted at or sponsored by LBCC.**

*Summary Statement*

For accommodation requests, contact Accessibility Resources at [541-917-4789](tel:541-917-4789) or [accessibility@linnbenton.edu](mailto:accessibility@linnbenton.edu) at least three business days in advance. LBCC does not discriminate based on any protected status in its programs or activities. For more information, visit [linnbenton.edu/nondiscrimination](http://linnbenton.edu/nondiscrimination).

## **Linn-Benton Community College Board of Education Roster 2025**

LINN-BENTON COMMUNITY COLLEGE

June 30, 2025

### ***Board of Education***

<u>Official</u>	<u>Office</u>
Jeff Davis	Chair
Stacie Wyss-Schoenborn	Vice Chair
Kristin Adams	Member
Sherlyn Dahl	Member
Ron Edwards	Member
Dick Running	Member
John Sarna	Member

## **Linn-Benton SBDC Advisory Council 2025**

<b>Member Name</b>	<b>Position Title/Affiliations</b>
Pete Bober	Bober & Associates Business (retired), Retired SBDC Director/Advisor
Gabriela Orellana	Andares Program Lead, Previous Spanish SBDC Advisor, Bilingual Loan Officer, DevNW
Sophie Adams	Economic Development Manager, City of Albany
Kelly Hart	Rural Economic Alliance Member, Community Development Director, City of Lebanon
Heather Stevens	Regional Development Officer, Business Oregon
Dale Moon	Workforce Development Director, Linn-Benton Community College
Brandi Fuhrman	Associate Vice Provost/Executive Director of Career Development
SueAnna Harrison	Oregon's Choice, Business Owner, Corvallis, SBDC Client
Casey Harvey	Pono Bowl, Albany business owner, SBDC Client

Rebecca Grizzle	Lebanon Chamber President, Grounded Grizz Pre-Venture Business Owner/Client
Nate Conroy	STEMhero, LLC. Business Owner, Oregon RAIN

## CDBG Scoring Matrix

Relevant Application Questions	Response Evaluation	Max points
<b>Activity need, consolidated plan and CDBG award priorities</b>		
1.a. Describe the community need or problem that will be addressed by the proposed activity. Provide statistics or evidence to document the activity need.	The applicant documents a clear need in the community that they will address.	5
2. How will the activity support efforts to reduce or prevent homelessness, support activities that improve housing stability, and/or increase the supply of affordable or supportive housing.	The proposed activity will address one or more high priorities (reduce homelessness, improve housing stability, support affordable or supportive housing activities).	15
3. Explain how the activity will address the need or problem and how your approach is an effective strategy to address the identified gap in needs and <b>how your project will add to or improve upon existing services.</b>	The proposed activity is an effective strategy to address the identified gap in needs and <b>will improve upon existing services.</b>	10
4. Describe the ways in which your activity will have a long-term impact on the need or problem being addressed. For housing projects, indicate the time period the project will remain affordable and how your organization plans to ensure the project remains affordable for the specified time period.	The proposed activity will have a long-term impact on community needs/problems.	5
5. Explain how the activity will promote inclusiveness and diversity. For faith-based organizations, explain how your agency will ensure CDBG funded activities are separate from explicitly religious activities	The project or activity promotes inclusivity and diversity.	5
<b>Total for section</b>		<b>40</b>
<b>Benefit to low-income Albany residents, performance objective (# served and incomes)</b>		
6. Describe the number and type of residents/clients that will be served considering the scope of the activity. Total number of beneficiaries.	Award more points for the number of beneficiaries or effect of the outcomes; <b>consider the scope, complexity and cost to provide the activity.</b>	10
7. Estimate the household income ranges of beneficiaries.	Award more points for activities that expect to serve more extremely low and low-income (<50%) residents.	10
<b>Total for section</b>		<b>20</b>

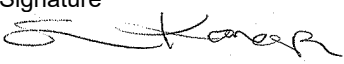


<b>Financial Feasibility: expenses are reasonable and budget is feasible</b>		
8. Explain the activity budget and assumptions used to determine the total project cost.	The applicant provided a complete and realistic budget for the activity.	5
9. Provide a description of the organization's financial stability as it pertains to the capacity to successfully complete the activity.	Assess the agency's financial stability and whether there is adequate funding for the activity.	5
10. Demonstrate why CDBG funds the best fit/source? What other sources of funding will support this activity?	CDBG funds are good fit/gap funding, etc for the activity.	5
11. How will CDBG funds be used to leverage more funding, resources, donations, volunteers, and/or partnerships?	The activity will leverage other resources.	10
<b>Total for section</b>		<b>25</b>
<b>Readiness to Proceed and Agency Capacity</b>		
14. Provide draft scope of work and schedule that outlines activities and schedule. Identify other agencies or partners and their roles.	The applicant provided a complete scope of work and realistic schedule which illustrates that the activity will be completed within the program year.	10
15. Describe your readiness to proceed with the activity. (Property, funding, land use approvals secured, staff in place, etc.)	The applicant demonstrates readiness to implement the activity and any issues that would impede implementation have been resolved.	5
16. Describe the current organizational capacity to complete and manage the activity within twelve months, including staff experience and success implementing similar activities.	The organization demonstrates capacity to complete the project within one year.	5
17. Identify the names of staff or contractors that will participate in the proposed activity, their experience, their role, etc.	Personnel have necessary experience to manage and complete the activity.	5
<b>Total for section</b>		<b>25</b>
<b>Total Overall</b>		<b>110</b>



**City of Albany**  
**Community Development Block Grant Program**  
**Quarterly Report Form – Housing Rehab**

Community Development Dept.  
P.O. Box 490  
Albany, OR 97321-0144  
(541) 917-7550  
cdbg@albanyoregon.gov  
albanyoregon.gov/cdbg

Agency Name: Albany Partnership for Housing and Community Development		Project Activity Oak Lifeskills-1680 and 1682 Oak St SE	
Agency Address 2078 6 <sup>th</sup> Ave SE Albany, OR 97321		Telephone 541-926-5451	Fax
Contact Person (Name/Title) Sharon Konopa, Board President		E-mail Address Sharon@aphcd.org	
Quarterly Report Period (check one) <input checked="" type="checkbox"/> July 1 – Sept 30 <input checked="" type="checkbox"/> Oct 1 – Dec 31 <input type="checkbox"/> Jan 1 – Mar 30 <input type="checkbox"/> Apr 1 – June 30			Year 2025
Signature 		Date 12-29-2025	

I. **Total number of NEW households served this quarter (include all potential applicants):**  
    0    

Total number of new clients that are eligible for housing rehab loans or grants:     0    

Total number of new loans moving forward:     0    

II. **Activity/Program Status.** Provide a brief summary of progress on meeting goals and performance measures described in your application and CDBG contract.

a) Total number of housing units in rehabilitation:     2    

b) Total number of housing units completed:     2    

Comments:

**Exterior Siding was replaced and HVAC system was installed.**

**If there has been little or no progress to report, please explain: n/a**

c) the circumstances and challenges; and

d) outline plans, steps and strategies to complete activity/address issues (attach additional pages or complete form in word).

III. **Please calculate and describe any program match provided (other sources of funds, staff time, volunteers, etc.).**

**CDBG funds spent this quarter: \$57,871.50      Value of match this quarter: \$2390.50**

**Plus, maintenance staff assisted the vendors. Administrative costs to oversee the projects were by a volunteer.**

IV. **Program Income.** Please list the amounts of any repaid loan funds received during the quarter, and the property address for the repaid funds. Please estimate when and how these funds will be used. n/a

V. **Please briefly describe the benefits that Albany CDBG funds have provided to your program/activity.**

New HVAC system will provide air conditioning for residents during extreme weather conditions. Aging siding replacement will add 50 more years of life to the building.

**VI. Feedback/Other:** Please provide any additional comments or feedback you may have about the program or CDBG funding in general.

CDBG funds are vital in preserving rent-restricted low-income housing.

**VII. HUD Performance Outcome Measurement System:** Please report the total number of **UNDUPLICATED** households served **THIS quarter** in the following tables:

**Households Assisted by this CDBG-Funded Activity**

	<b>No.</b>
<b>Total Number of NEW Unduplicated Households Assisted</b>	0
Female Head of Household	4
Elderly persons (65+)	2

**Income Status (% of Median Family Income "MFI")**

	<b>No.</b>
Total Persons Assisted (0 – 30% MFI)	3
Total Persons Assisted (31– 50% MFI)	0
Total Persons Assisted (51 – 80% MFI)	1
Total Persons Assisted (81% MFI or above)	0

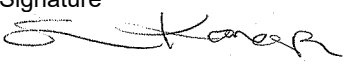
**Race / Ethnicity of Persons Assisted**

<b>Race Categories</b>	<b>Race Totals</b>	<b><u>Ethnicity:</u> Hispanic or Latino</b>
American Indian/Alaska Native		
American Indian/Alaska Native and White		
Asian		
Asian and White		
Black/African American		
Black/African American and White		
Native Hawaiian/Other Pacific Islander		
White	4	
Other		
<b>Total Number of Households Assisted</b>	<b>4</b>	



**City of Albany**  
**Community Development Block Grant Program**  
**Quarterly Report Form – Housing Rehab**

Community Development Dept.  
P.O. Box 490  
Albany, OR 97321-0144  
(541) 917-7550  
cdbg@albanyoregon.gov  
albanyoregon.gov/cdbg

Agency Name: Albany Partnership for Housing and Community Development		Project Activity Periwinkle Place-1700 Periwinkle Place	
Agency Address 2078 6 <sup>th</sup> Ave SE Albany, OR 97321		Telephone 541-926-5451	Fax
Contact Person (Name/Title) Sharon Konopa, Board President		E-mail Address Sharon@aphcd.org	
Quarterly Report Period (check one) <input checked="" type="checkbox"/> July 1 – Sept 30 <input checked="" type="checkbox"/> Oct 1 – Dec 31 <input type="checkbox"/> Jan 1 – Mar 30 <input type="checkbox"/> Apr 1 – June 30			Year 2025
Signature 		Date 12-29-2025	

I. **Total number of NEW households served this quarter (include all potential applicants):**  
  1  

Total number of new clients that are eligible for housing rehab loans or grants:   0  

Total number of new loans moving forward:   0  

II. **Activity/Program Status.** Provide a brief summary of progress on meeting goals and performance measures described in your application and CDBG contract.

a) Total number of housing units in rehabilitation:   0  

b) Total number of housing units completed:   0  

Comments:

**Roof was replaced & HVAC system was installed on the community building.**

**If there has been little or no progress to report, please explain: n/a**

c) the circumstances and challenges; and

d) outline plans, steps and strategies to complete activity/address issues (attach additional pages or complete form in word).

III. **Please calculate and describe any program match provided (other sources of funds, staff time, volunteers, etc.).**

**CDBG funds spent this quarter: \$31,649.23      Value of match this quarter: \$5,128.23**

Plus, maintenance staff assisted the vendors. Administrative costs to oversee the projects were by a volunteer.

IV. **Program Income.** Please list the amounts of any repaid loan funds received during the quarter, and the property address for the repaid funds. Please estimate when and how these funds will be used. n/a

V. **Please briefly describe the benefits that Albany CDBG funds have provided to your program/activity.**

New HVAC system will provide a cooling center for residents during extreme weather conditions. Aging roof replacement will add 30 more years of life to the building.

**VI. Feedback/Other:** Please provide any additional comments or feedback you may have about the program or CDBG funding in general.

CDBG funds are vital in preserving rent-restricted low-income housing.

**VII. HUD Performance Outcome Measurement System:** Please report the total number of **UNDUPLICATED** households served **THIS quarter** in the following tables:

**Households Assisted by this CDBG-Funded Activity**

	<b>No.</b>
<b>Total Number of NEW Unduplicated Households Assisted</b>	0
Female Head of Household	2
Elderly persons (65+)	0

**Income Status (% of Median Family Income "MFI")**

	<b>No.</b>
Total Persons Assisted (0 – 30% MFI)	
Total Persons Assisted (31– 50% MFI)	
Total Persons Assisted (51 – 80% MFI)	2
Total Persons Assisted (81% MFI or above)	

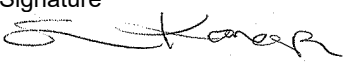
**Race / Ethnicity of Persons Assisted**

<b>Race Categories</b>	<b>Race Totals</b>	<b>Ethnicity: Hispanic or Latino</b>
American Indian/Alaska Native		
American Indian/Alaska Native and White		
Asian		
Asian and White		
Black/African American		
Black/African American and White		
Native Hawaiian/Other Pacific Islander		
White	2	0
Other		
<b>Total Number of Households Assisted</b>		



**City of Albany**  
**Community Development Block Grant Program**  
**Quarterly Report Form – Housing Rehab**

Community Development Dept.  
P.O. Box 490  
Albany, OR 97321-0144  
(541) 917-7550  
cdbg@albanyoregon.gov  
albanyoregon.gov/cdbg

Agency Name: Albany Partnership for Housing and Community Development		Project Activity Songbird Village-215 21 <sup>st</sup> Ave SE	
Agency Address 2078 6 <sup>th</sup> Ave SE Albany, OR 97321		Telephone 541-926-5451	Fax
Contact Person (Name/Title) Sharon Konopa, Board President		E-mail Address Sharon@aphcd.org	
Quarterly Report Period (check one) <input checked="" type="checkbox"/> July 1 – Sept 30 <input checked="" type="checkbox"/> Oct 1 – Dec 31 <input type="checkbox"/> Jan 1 – Mar 30 <input type="checkbox"/> Apr 1 – June 30			Year 2025
Signature 		Date 12-29-2025	

I. **Total number of NEW households served this quarter (include all potential applicants):**  
  2  

Total number of new clients that are eligible for housing rehab loans or grants:   0  

Total number of new loans moving forward:   0  

II. **Activity/Program Status.** Provide a brief summary of progress on meeting goals and performance measures described in your application and CDBG contract.

a) Total number of housing units in rehabilitation:   0  

b) Total number of housing units completed:   0  

Comments:

**Roof & HVAC systems were replaced on the community building.**

If there has been little or no progress to report, please explain: n/a

c) the circumstances and challenges; and

d) outline plans, steps and strategies to complete activity/address issues (attach additional pages or complete form in word).

III. **Please calculate and describe any program match provided (other sources of funds, staff time, volunteers, etc.).**

**CDBG funds spent this quarter: \$55,974.13      Value of match this quarter: \$4976.13**

Plus, maintenance staff assisted the vendors. Administrative costs to oversee the projects were by a volunteer.

IV. **Program Income.** Please list the amounts of any repaid loan funds received during the quarter, and the property address for the repaid funds. Please estimate when and how these funds will be used. n/a

**V. Please briefly describe the benefits that Albany CDBG funds have provided to your program/activity.**

New HVAC system will provide a cooling center for residents during extreme weather conditions. Aging roof replacement will add 30 more years of life to the building.

**VI. Feedback/Other:** Please provide any additional comments or feedback you may have about the program or CDBG funding in general.

CDBG funds are vital in preserving rent-restricted low-income housing.

**VII. HUD Performance Outcome Measurement System:** Please report the total number of **UNDUPLICATED** households served **THIS quarter** in the following tables:

**Households Assisted by this CDBG-Funded Activity**

	No.
<b>Total Number of NEW Unduplicated Households Assisted</b>	
Female Head of Household	34
Elderly persons (65+)	3

**Income Status (% of Median Family Income "MFI")**

	No.
Total Persons Assisted (0 – 30% MFI)	17
Total Persons Assisted (31– 50% MFI)	8
Total Persons Assisted (51 – 80% MFI)	17
Total Persons Assisted (81% MFI or above)	4

**Race / Ethnicity of Persons Assisted**

<b>Race Categories</b>	<b>Race Totals</b>	<b>Ethnicity: Hispanic or Latino</b>
American Indian/Alaska Native		
American Indian/Alaska Native and White	1	
Asian		
Asian and White		
Black/African American	1	
Black/African American and White	1	
Native Hawaiian/Other Pacific Islander		
White	40	5
Other		
<b>Total Number of Households Assisted</b>	<b>43</b>	<b>5</b>



**City of Albany**  
**Community Development Block Grant Program**  
**Subrecipient Quarterly Report Form**

Community Development Dept.  
P.O. Box 490  
Albany, OR 97321-0144  
(541) 917-7550  
[cdbg@albanyoregon.gov](mailto:cdbg@albanyoregon.gov)  
[www.albanyoregon.gov/cdbg](http://www.albanyoregon.gov/cdbg)

Agency Name: Boys & Girls Club of Albany		Project Activity: Summer Scholarship Program for Youth	
Agency Address: 1215 Hill Street SE		Telephone: 541-926-6666	Fax: 541-926-0531
Contact Person (Name/Title): Kristi Pitts/Finance Manager		E-mail Address: kristi.pitts@bgc-albany.org	
Quarterly Report Period (check one): <input checked="" type="checkbox"/> July 1 – Sept 30 <input checked="" type="checkbox"/> Oct 1 – Dec 31 <input type="checkbox"/> Jan 1 – Mar 30 <input type="checkbox"/> Apr 1 – June 30			Year: 2025
Signature: Kristi Pitts		Date: 01/13/2026	

- I. **Activity/Program Status.** Provide a brief summary of progress on meeting goals and performance measures described in your application and CDBG contract.  
We have not started on this project, as the scholarship funds will be utilized for our Summer Program that runs from June 22, 2026 through August 21, 2026.

**If there is little or no progress to report, please explain:**

- a) the circumstances and challenges; and
- b) outline plans, steps, and strategies to complete activity/address issues (attach additional pages or complete form in word).

Our biggest need for scholarships is during our Summer Program. We have far fewer families applying for scholarships during our after-school program. We anticipate to utilize our CDBG funds during our 9-week summer program which runs from June 22nd - August 21st.

- II. **Do you see any obstacles to completing the performance measures for the activity/program within the contract period?**

No, we are confident that we can use these funds to provide scholarships to 20 unduplicated low-income children within the contract period.

- III. **Please calculate and describe any program match provided (other sources of funds, staff time, volunteers, etc.).**

CDBG funds spent this quarter: \_\_\_\_\_ Value of match this quarter: \_\_\_\_\_



**IV. Please briefly describe the benefits that Albany CDBG funds have provided to your program/activity.**

N/A

**V. Feedback/Other:** Provide any additional comments or feedback about the CDBG program or funding.

**VI. Total number of unduplicated (new) clients served this quarter:** 0

**VII. HUD Performance Outcome Measurement System:** Please report data about the **NEW UNDUPLICATED** people (or households) served THIS quarter in the following tables:

**Persons (or households) Assisted by this CDBG-Funded Activity**

	<b>No.</b>
<b>Total Number of Unduplicated Persons Assisted</b>	0
Female Head of Household	0
Homeless Individuals (including children, youth)	0
Elderly persons (62+)	0

<b>Income -% of Median Family Income "MFI"</b>	<b>No.</b>
Extremely Low Income (0 – 30% MFI)	0
Very Low Income (31– 50% MFI)	0
Low Income (51 – 80% MFI)	0
Over (81% MFI or above)	0
Presumed Benefit Clientele	0

**Race / Ethnicity of Persons or Households Assisted**

<b>Race Categories</b>	<b><u>Race</u> Totals</b>	<b><u>Ethnicity:</u> Hispanic or Latino</b>
American Indian/Alaska Native*	0	0
American Indian/Alaska Native* and White	0	0
Am.Indian/Alaska Native*and Black/African	0	0
Black/African American	0	0
Black/African American and White	0	0
Asian	0	0
Asian and White	0	0
Native Hawaiian/Other Pacific Islander	0	0
White	0	0
Other	0	0
<b>Total Number of Persons Assisted:</b>	0	0

\* NOTE: HUD does not consider Hispanic or Latino to be a race for reporting purposes; residents whose ancestors are from South America or Central America, are "American Indian or Alaska Native."



**City of Albany**  
**Community Development Block Grant Program**  
**Subrecipient Quarterly Report Form**

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[cdbg@albanyoregon.gov](mailto:cdbg@albanyoregon.gov)  
[www.albanyoregon.gov/cdbg](http://www.albanyoregon.gov/cdbg)

Agency Name: CHANCE		Project Activity: 2nd CHANCE Shelter Data Administrator	
Agency Address: PO Box 1256, Albany, OR 97321		Telephone: (541)791-3411	Fax: N/A
Contact Person (Name/Title): Jennifer Thelander, Development Manager		E-mail Address: jthelander@chancerecovery.org	
Quarterly Report Period (check one): <input checked="" type="checkbox"/> July 1 – Sept 30 <input checked="" type="checkbox"/> Oct 1 – Dec 31 <input type="checkbox"/> Jan 1 – Mar 30 <input type="checkbox"/> Apr 1 – June 30			Year: 2025
Signature: 		Date: 1/2/2025	

**I. Activity/Program Status.** Provide a brief summary of progress on meeting goals and performance measures described in your application and CDBG contract.

The staff person we have promoted from Peer Support Specialist to Database Coordinator has excelled in this role, creating systems and training manuals for staff on how to complete documentation for shelter clients. She has curated specific data reports, such as number of meals served, and began tracking the reasons for shelter residents living at the shelter for long periods of time so we can identify gaps in services or provide case management for people who need assistance transitioning to more independent living. She has rebuilt our tracking systems, such as adding tracking devices for our outreach and essential needs items distribution so we are measuring our service delivery more accurately. She also engaged with HMIS training and got CHANCE's account in working order. It had previously contained so many alerts and errors that CHANCE was at risk of not being able to receive certain funding. We are now in good order with HMIS.

**If there is little or no progress to report, please explain:**

- a) the circumstances and challenges; and
- b) outline plans, steps, and strategies to complete activity/address issues (attach additional pages or complete form in word).

Early in the grant period, we had difficulty hiring a new Peer Support Specialist to replace the staff we wanted to move into this role so she was doing some of both roles during the first quarter. This has been resolved, and the staff person is fully in her new role at this time.

**II. Do you see any obstacles to completing the performance measures for the activity/program within the contract period?**

No. In fact, we will continue this activity/program after the grant period is over because it is so valuable. The staff person will transition from being the Database Coordinator at 2nd CHANCE Shelter to being the Database Coordinator for all CHANCE offices.

**III. Please calculate and describe any program match provided (other sources of funds, staff time, volunteers, etc.).**

CDBG funds spent this quarter: \$12,904.06      Value of match this quarter: \$903.41

**IV. Please briefly describe the benefits that Albany CDBG funds have provided to your program/activity.**

Without this funding, we would not have had a dedicated person to improve our data collection systems, train staff, and improve service delivery for our clients. This position has reduced stress on our staff, empowered them by giving them the tools they need to do their job, validates their work by being able to report accurately on their efforts, and tells full gamut on services received from CHANCE. Additionally, the project to analyze the long-term clients and their reasons for staying in shelter for multiple years will benefit our entire community by identifying service gaps and needs.

**V. Feedback/Other:** Provide any additional comments or feedback about the CDBG program or funding.

**VI. Total number of unduplicated (new) clients served this quarter:** 221

**VII. HUD Performance Outcome Measurement System:** Please report data about the **NEW UNDUPLICATED** people (or households) served THIS quarter in the following tables:

**Persons (or households) Assisted by this CDBG-Funded Activity**

	<b>No.</b>
<b>Total Number of Unduplicated Persons Assisted</b>	221
Female Head of Household	89
Homeless Individuals (including children, youth)	221
Elderly persons (62+)	36

<b>Income -% of Median Family Income "MFI"</b>	<b>No.</b>
Extremely Low Income (0 – 30% MFI)	221
Very Low Income (31– 50% MFI)	
Low Income (51 – 80% MFI)	
Over (81% MFI or above)	
Presumed Benefit Clientele	

**Race / Ethnicity of Persons or Households Assisted**


<b>Race Categories</b>	<b>Race</b>	<b><u>Ethnicity:</u> Hispanic or Latino</b>
	<b>Totals</b>	
American Indian/Alaska Native*	12	
American Indian/Alaska Native* and White	5	
Am.Indian/Alaska Native*and Black/African	1	
Black/African American	14	
Black/African American and White	2	
Asian	4	
Asian and White	0	
Native Hawaiian/Other Pacific Islander	3	
White	170	
Other	4	
<b>Total Number of Persons Assisted:</b>	<b>221</b>	

\* NOTE: HUD does not consider Hispanic or Latino to be a race for reporting purposes; residents whose ancestors are from South America or Central America, are "American Indian or Alaska Native."



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Agency Name: CHANCE		Project Activity: 2nd CHANCE Shelter Data Administrator	
Agency Address: PO Box 1256, Albany, OR 97321		Telephone: (541)791-3411	Fax: N/A
Contact Person (Name/Title): Jennifer Thelander, Development Manager		E-mail Address: jthelander@chancerecovery.org	
Quarterly Report Period (check one): <input checked="" type="checkbox"/> July 1 – Sept 30 <input checked="" type="checkbox"/> Oct 1 – Dec 31 <input type="checkbox"/> Jan 1 – Mar 30 <input type="checkbox"/> Apr 1 – June 30			Year: 2025
Signature: 		Date:	

**I. Activity/Program Status.** Provide a brief summary of progress on meeting goals and performance measures described in your application and CDBG contract.

The staff person we have promoted from Peer Support Specialist to Database Coordinator has excelled in this role, creating systems and training manuals for staff on how to complete documentation for shelter clients. She has curated specific data reports, such as number of meals served, and began tracking the reasons for shelter residents living at the shelter for long periods of time so we can identify gaps in services or provide case management for people who need assistance transitioning to more independent living. She has rebuilt our tracking systems, such as adding tracking devices for our outreach and essential needs items distribution so we are measuring our service delivery more accurately. She also engaged with HMIS training and got CHANCE's account in working order. It had previously contained so many alerts and errors that CHANCE was at risk of not being able to receive certain funding. We are now in good order with HMIS.

**If there is little or no progress to report, please explain:**

- a) the circumstances and challenges; and
- b) outline plans, steps, and strategies to complete activity/address issues (attach additional pages or complete form in word).

Early in the grant period, we had difficulty hiring a new Peer Support Specialist to replace the staff we wanted to move into this role so she was doing some of both roles during the first quarter. This has been resolved, and the staff person is fully in her new role at this time.

**II. Do you see any obstacles to completing the performance measures for the activity/program within the contract period?**

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**III. Please calculate and describe any program match provided (other sources of funds, staff time, volunteers, etc.).**

CDBG funds spent this quarter: \$12,904.06      Value of match this quarter: \$903.41

**IV. Please briefly describe the benefits that Albany CDBG funds have provided to your program/activity.**

Without this funding, we would not have had a dedicated person to improve our data collection systems, train staff, and improve service delivery for our clients. This position has reduced stress on our staff, empowered them by giving them the tools they need to do their job, validates their work by being able to report accurately on their efforts, and tells full gamut on services received from CHANCE. Additionally, the project to analyze the long-term clients and their reasons for staying in shelter for multiple years will benefit our entire community by identifying service gaps and needs.

**V. Feedback/Other:** Provide any additional comments or feedback about the CDBG program or funding.

**VI. Total number of unduplicated (new) clients served this quarter:** 221

**VII. HUD Performance Outcome Measurement System:** Please report data about the **NEW UNDUPLICATED** people (or households) served THIS quarter in the following tables:

**Persons (or households) Assisted by this CDBG-Funded Activity**

	<b>No.</b>
<b>Total Number of Unduplicated Persons Assisted</b>	221
Female Head of Household	89
Homeless Individuals (including children, youth)	221
Elderly persons (62+)	36

<b>Income -% of Median Family Income "MFI"</b>	<b>No.</b>
Extremely Low Income (0 – 30% MFI)	221
Very Low Income (31– 50% MFI)	
Low Income (51 – 80% MFI)	
Over (81% MFI or above)	
Presumed Benefit Clientele	

**Race / Ethnicity of Persons or Households Assisted**

<b>Race Categories</b>	<b><u>Race</u> Totals</b>	<b><u>Ethnicity:</u> Hispanic or Latino</b>
American Indian/Alaska Native*	12	
American Indian/Alaska Native* and White	5	
Am.Indian/Alaska Native*and Black/African	1	
Black/African American	14	
Black/African American and White	2	
Asian	4	
Asian and White	0	
Native Hawaiian/Other Pacific Islander	3	
White	170	
Other	4	
<b>Total Number of Persons Assisted:</b>	<b>221</b>	

\* NOTE: HUD does not consider Hispanic or Latino to be a race for reporting purposes; residents whose ancestors are from South America or Central America, are "American Indian or Alaska Native."



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[www.albanyoregon.gov/cdbg](http://www.albanyoregon.gov/cdbg)

Agency Name: OCWCOG		Project Activity: Senior Companion Program	
Agency Address: 1400 Queen Avenue SE Albany, OR 97322		Telephone: 541-924-8440	Fax:
Contact Person (Name/Title): Alicia Lucke/Program Manager		E-mail Address: alucke@ocwcog.org	
Quarterly Report Period (check one): <input checked="" type="checkbox"/> July 1 – Sept 30 <input checked="" type="checkbox"/> Oct 1 – Dec 31 <input type="checkbox"/> Jan 1 – Mar 30 <input type="checkbox"/> Apr 1 – June 30			Year: 2025
Signature: Alicia Lucke		Date: 1/14/2026	

- I. **Activity/Program Status.** Provide a brief summary of progress on meeting goals and performance measures described in your application and CDBG contract.  
From July 1, 2025- December 31, 2025, the Senior Companion Program had a total of four volunteers serve a total of seven unduplicated City of Albany clients.

**If there is little or no progress to report, please explain:**

- a) the circumstances and challenges; and
- b) outline plans, steps, and strategies to complete activity/address issues (attach additional pages or complete form in word).

No; note that expenditures are low for the reporting period; reimbursement request only reflect Dec 2025 due to delayed signing of contract. We anticipate no issues spending down funds.

II. **Do you see any obstacles to completing the performance measures for the activity/program within the contract period?**

No, volunteer target is on track (4/5); volunteer target is low 7/18 but we have a waiting list of clients we can onboard in the coming quarters. One obstacle to the current list is clients with cats/smokers in the home, which several of our volunteers are unable to serve due to allergies. 5/7 clients are extremely low income, 6/7 are female head of household and all are presumed benefit clients. +

III. **Please calculate and describe any program match provided (other sources of funds, staff time, volunteers, etc.).**

CDBG funds spent this quarter: 820.04      Value of match this quarter: 29730.16

**IV. Please briefly describe the benefits that Albany CDBG funds have provided to your program/activity.**

During the period, a total of 228 one-way trips were made through the use of Senior Companion National volunteer service. Trips included rides to medical appointments, grocery runs, RX pick up and general errands and door-to-door assistance.

**V. Feedback/Other:** Provide any additional comments or feedback about the CDBG program or funding.

n/a

**VI. Total number of unduplicated (new) clients served this quarter:** 7

**VII. HUD Performance Outcome Measurement System:** Please report data about the **NEW UNDUPLICATED** people (or households) served THIS quarter in the following tables:

**Persons (or households) Assisted by this CDBG-Funded Activity**

	No.
<b>Total Number of Unduplicated Persons Assisted</b>	
Female Head of Household	6
Homeless Individuals (including children, youth)	
Elderly persons (62+)	7

Income -% of Median Family Income "MFI"	No.
Extremely Low Income (0 – 30% MFI)	5
Very Low Income (31– 50% MFI)	2
Low Income (51 – 80% MFI)	
Over (81% MFI or above)	
Presumed Benefit Clientele	7

**Race / Ethnicity of Persons or Households Assisted**

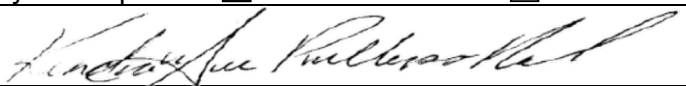
Race Categories	<u>Race</u> Totals	<u>Ethnicity:</u> Hispanic or Latino
American Indian/Alaska Native*		
American Indian/Alaska Native* and White		
Am.Indian/Alaska Native*and Black/African		
Black/African American		
Black/African American and White		
Asian		
Asian and White		
Native Hawaiian/Other Pacific Islander	1	1
White	6	
Other		
<b>Total Number of Persons Assisted:</b>		

\* NOTE: HUD does not consider Hispanic or Latino to be a race for reporting purposes; residents whose ancestors are from South America or Central America, are "American Indian or Alaska Native."



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Agency Name:		Project Activity:	
Agency Address:		Telephone:	Fax:
Contact Person (Name/Title):		E-mail Address:	
Quarterly Report Period (check one): <input checked="" type="checkbox"/> July 1 – Sept 30 <input type="checkbox"/> Oct 1 – Dec 31 <input type="checkbox"/> Jan 1 – Mar 30 <input type="checkbox"/> Apr 1 – June 30			Year:
Signature: 		Date:	

- I. **Activity/Program Status**. Provide a brief summary of progress on meeting goals and performance measures described in your application and CDBG contract.

**If there is little or no progress to report, please explain:**

- a) the circumstances and challenges; and
- b) outline plans, steps, and strategies to complete activity/address issues (attach additional pages or complete form in word).

- II. **Do you see any obstacles to completing the performance measures for the activity/program within the contract period?**

- III. **Please calculate and describe any program match provided (other sources of funds, staff time, volunteers, etc.).**

CDBG funds spent this quarter: \_\_\_\_\_ Value of match this quarter: \_\_\_\_\_



**IV. Please briefly describe the benefits that Albany CDBG funds have provided to your program/activity.**

**V. Feedback/Other:** Provide any additional comments or feedback about the CDBG program or funding.

**VI. Total number of unduplicated (new) clients served this quarter:** \_\_\_\_\_

**VII. HUD Performance Outcome Measurement System:** Please report data about the **NEW UNDUPLICATED** people (or households) served THIS quarter in the following tables:

**Persons (or households) Assisted by this CDBG-Funded Activity**

	No.
<b>Total Number of Unduplicated Persons Assisted</b>	
Female Head of Household	
Homeless Individuals (including children, youth)	
Elderly persons (62+)	

Income -% of Median Family Income "MFI"	No.
Extremely Low Income (0 – 30% MFI)	
Very Low Income (31– 50% MFI)	
Low Income (51 – 80% MFI)	
Over (81% MFI or above)	
Presumed Benefit Clientele	

**Race / Ethnicity of Persons or Households Assisted**

Race Categories	<u>Race</u> Totals	<u>Ethnicity:</u> Hispanic or Latino
American Indian/Alaska Native*		
American Indian/Alaska Native* and White		
Am.Indian/Alaska Native*and Black/African		
Black/African American		
Black/African American and White		
Asian		
Asian and White		
Native Hawaiian/Other Pacific Islander		
White		
Other		
<b>Total Number of Persons Assisted:</b>		

\* NOTE: HUD does not consider Hispanic or Latino to be a race for reporting purposes; residents whose ancestors are from South America or Central America, are "American Indian or Alaska Native."