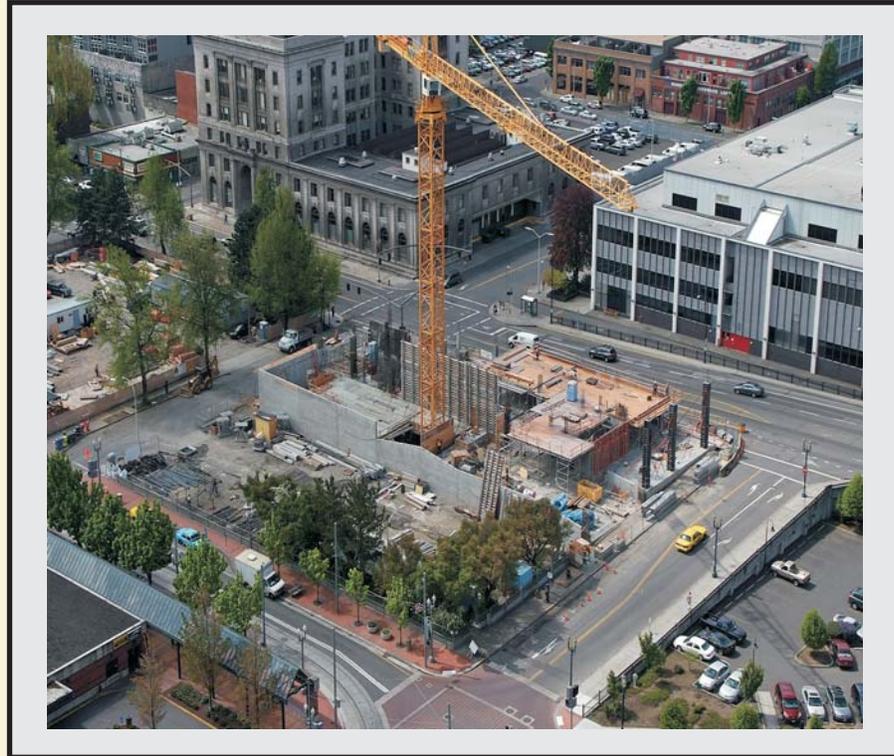


Housing Authority of Portland Board of Commissioners Meeting



The Resource Access Center development continues on schedule and starts to take shape in its neighborhood.

**Housing Authority of Portland
Board of Commissioners Meeting**
Multnomah County Building
501 SE Hawthorne Blvd.
(located at the east end of the Hawthorne bridge)
Portland, Oregon
May 18, 2010, 6:30 PM



HOUSING AUTHORITY OF PORTLAND

INDEX FOR ELECTRONICALLY DISTRIBUTED BOARD OF COMMISSIONERS BOARD MEETING PACKET FOR TUESDAY, MAY 18, 2010

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PUBLIC NOTICE:

THE HOUSING AUTHORITY OF PORTLAND
BOARD OF COMMISSIONERS

will meet on

Tuesday, May 18, 2010

At 6:30 pm

At the Multnomah County Building – Commission Room
501 SE Hawthorne Blvd, Portland

TO: COMMUNITY PARTNERS

FROM: STEVE RUDMAN

DATE: May 12, 2010

The Board of Commissioners of the Housing Authority of Portland will meet on Tuesday, May 18, 2010 at the Multnomah County Building – Commission Room 501 SE Hawthorne Blvd, Portland at 6:30 P.M. The commission meeting is open to the public.

The meeting site is accessible, and persons with disabilities may call 503-802-8423 or 503-802-8554 (TTY) for accommodations (e.g. assisted listening devices, sign language, and/or oral interpreter) by 12:00 pm (noon), Friday, May 14.

CONSENT CALENDAR MINUTES



**HOUSING AUTHORITY OF PORTLAND
BOARD OF COMMISSIONERS MEETING
Multnomah County Building – Board Room
501 SE Hawthorne Blvd
Portland, Oregon
May 18, 2010 – 6:30 PM**

**From 5:30-6:30 PM there will be a Board Work Session
Room 112 off the Commissioner Board Room**

INTRODUCTION AND WELCOME

PUBLIC COMMENT

General comments not pertaining to specific resolutions. Any public comment regarding a specific resolution will be heard when the resolution is considered.

BOARD OF COMMISSIONERS COMMENTS

Report	Formation of Development Committee	Lee Moore, Chair
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MEETING MINUTES (Consent Calendar/Minutes TAB)

Topic	Minutes of April 20, 2010 Board of Commissioners Meeting
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CONSENT CALENDAR (Consent Calendar/Minutes TAB)

Following Resolutions:			
10-05	TOPIC	Presenter/POC	Phone #
01	Authorize Amendment to Attachment A of the Moving to Work Agreement	Michael Buonocore	503.802.8546
02	Authorization to Purchase a Replacement Garbage Truck	Dianne Quast Rodger Moore	503.802.8338 503.802.8360

REPORTS / RESOLUTIONS

Following Resolutions:			
10-05	TOPIC	Presenter/POC	Phone #
REPORT	Executive Director's Report (Exec Director TAB)	Steve Rudman	503.802.8455
REPORT	Resident Advisory Committee Quarterly Verbal Report	Caroline Fitchett Irina Faer Darrell LaVallee Benita Legarza Amie Pico Patrick Smith	503.802.8574

REPORT	Public Hearing Regarding Revisions to the Admissions and Continued Occupancy Policy (ACOP)	Dianne Quast Rodger Moore Elise Anderson	503.802.8338 503.802.8360 503.802.8372
03	Authorize Renewal of Employee Health and Welfare Benefit Plan for Plan Year July 1, 2010-June 20, 2011	Rebecca Gabriel Melissa Richardson	503.802.8502 503.802.8529
REPORT	Economic Equity Initiative	Jerry Walker	503.802.8509
REPORT	Strategic Partnerships Initiative	John Keating	503.802.8522
REPORT	James Hawthorne Apartments Post-Project Report	Mike Andrews Patrick Rhea	503.802.8507 503.802.8311

ADJOURN

EXECUTIVE SESSION

The Board of Commissioners of the Housing Authority of Portland may meet in Executive Session pursuant to ORS 192.660(2). Only representatives of the news media and designated staff are allowed to attend. News media and all other attendees are specifically directed not to disclose information that is the subject of the session. No final decision will be made in the session.

THE NEXT BOARD OF COMMISSIONERS MEETING

The Board of Commissioners will meet **Tuesday, June 15 at 6:15 PM**. This meeting will take place at the Multnomah County Building, 501 SE Hawthorne Blvd., Portland.



**HOUSING AUTHORITY OF PORTLAND
BOARD OF COMMISSIONERS MEETING MINUTES
April 20, 2010
Housing Authority of Portland
135 SW Ash Street, Portland, OR 97204**

COMMISSIONERS PRESENT

Chair Lee Moore, Vice Chair Harriet Cormack, Treasurer David Widmark, Chair Emeritus Jeff Bachrach, Commissioners Gretchen Kafoury, Brian Lessler, Amie Pico, Jim Smith

STAFF PRESENT

Steve Rudman, Katie Such, Shelley Marchesi, Dianne Quast, Mike Andrews, Betty Dominguez, Jill Riddle, Trevor Calton, Michael Buonocore, Celia Strauss, Pamela Prideaux

LEGAL COUNCIL

Steve Abel

Chair Moore called the meeting to order at 6:17pm.

PUBLIC COMMENT

Susan Emmons, Executive Director of Northwest Pilot Project (NWPP), came to the Board to clarify some issues that she had brought up at the March 2010 Board of Commissioners meeting. Emmons provided handouts showing various areas in downtown Portland where housing has been lost to urban renewal projects since 1978. She highlighted the Peter Paulson as a property where HAP could possibly pay down the debt sooner so that rents could be lowered, much like the St. Francis. Emmons added that it is critical to have more buildings like the St. Francis available to populations living at 0-30% of the median income level.

Emmons said that NWPP would go hand in hand with HAP to the City, etc. to try and get more affordable units in the housing portfolio. She stated that NWPP's focus is the number of units available and her intention was to make clear how serious the matter is.

Chair Moore thanked Emmons for her time.

There was no additional public comment.

MEETING MINUTES

Chair Moore called for a motion to adopt the minutes of the regular March 16, 2010, Board of Commissioners meeting; Commissioner Widmark moved to adopt and Commissioner Smith seconded the motion.

The vote was as follows:

Chair Moore – Aye

Vice Chair Cormack – Abstained
Treasurer Widmark– Aye
Chair Emeritus Bachrach - Aye
Commissioner Kafoury– Aye
Commissioner Pico – Aye
Commissioner Smith – Aye
Commissioner Lessler – was not available for the vote

REPORTS / RESOLUTIONS

Resolution 10-04-04

Authorization to Execute Documents Related to a Letter of Credit Support for the Cecelia Limited Partnership

Dianne Quast, Director of Real Estate Operations introduced the resolution and said that HAP had received a notice from Bank of America (BofA) that it was going to end our letter of credit for the Cecelia Limited Partnership. Ben Wickham, Asset Manager, reported that our approach would be to renew with BofA for one year, as proposed by the bank, with terms increasing each year. This would mean an increased cost to the property, but still enabling HAP to meet the debt coverage ratio, so there would be no issue in that respect. Wickham said he has a letter of renewal signed by Executive Director Steve Rudman, which will renew the credit line until May 2011. HAP is seeking a one year renewal.

Chair Moore asked for comments. Chair Emeritus Bachrach asked who we used as a consultant for this issue. Mike Andrews, Development and Community Revitalization Director, replied that we had worked with Eric Olson, of CSG Advisors, adding that Olson had worked with HAP in restructuring the debt for New Columbia.

Vice Chair Cormack said she would appreciate an update in six months to see how things are in the financial market. Quast said that is part of Real Estate Operation's yearly review of the financial structure.

Chair Moore called for a motion; Commissioner Kafoury moved to adopt and Treasurer Widmark seconded the motion.

The vote was as follows:

Chair Moore – Aye
Vice Chair Cormack – Aye
Treasurer Widmark– Aye
Chair Emeritus Bachrach - Aye
Commissioner Kafoury– Aye
Commissioner Pico – Aye
Commissioner Smith – Aye
Commissioner Lessler – was not available for the vote

REPORT

Executive Director's Report

Executive Director Rudman reviewed his report beginning with our block grant status. He reported that HAP has been penalized due to a traditional funding formula, for achieving full lease-up with a very efficient program. Section 8 resources can be used to fuel some of our community needs, such as barriers to housing, a landlord guarantee fund, and will help us negotiate an amount with HUD subject to proration. We will be receiving a lump sum from HUD to help us fuel public housing operations and capital improvements, and Section 8. This grant will be in effect when we sign and will be retroactive to January 1, 2010.

Rudman spoke a bit about HAP's strategic plan but said that Joe Hertzberg, with Decisions Decisions will talk more in depth later in the meeting and set the stage for the Board retreat in May. Rudman did say that stakeholder input was extensive and invaluable and that we received a very bullish response from residents. He gave a call out to the Resident Advisory Committee and thanked Resident Commissioner Pico, Darrell LaVallee and Terry McLain, who were in attendance.

In regards to state funding applications, HAP is applying for 4% and 9% LIHTCs. Rudman said that we have not applied for state tax credits since New Columbia. Although they are not easy to get, we have reason to be hopeful this year and considering current market conditions, HAP is relatively bankable. These are funds we will need to have available if we receive the HopeVI grant for Hillsdale Terrace and we were encouraged to submit an application assuming that an announcement from HUD would be forthcoming.

Rudman said the Board would be asked to authorize the Intergovernmental Agreement (IGA) between Multnomah County and HAP for the window replacement at Hollywood East. This project will involve a complete retrofit of all the windows at the property.

In closing, Rudman announced that the work session for June will be held at City Hall in Gresham and that the Board can expect to receive more information on Friday about the May 1st retreat.

REPORT

Public Hearing for the Amendments to the MTW Plan Attachment A

Michael Buonocore, Planning and Policy Assistant Director, presented the report and told the Board that next month he will present a resolution for a vote. He added that no public comment had been received about the amendment being presented.

Commissioner Kafoury remarked that she felt nervous about the implication of the landlord assistance fund having a higher priority than the Section 8 residents themselves, adding that she doesn't want HAP's focus to be on something like the landlord fund. Buonocore said that this amendment does not commit to how we use the funds.

Vice Chair Cormack: stated that during New Columbia, one of the financial mechanisms was borrowing against capital funds and now those funds will be rolled in, adding that HAP will remain true to our previous commitments.

Executive Director Rudman noted that we will still have three housing programs and that HAP bullishly funds all of our programs, whereas some housing authorities might fund one program at the expense of another. He said this amendment will give us more flexibility, adding that we are fully utilized, but everyone who receives a voucher is not always successful in finding housing and this amendment augments the likelihood of success.

Deputy Executive Director Such said that at the Board retreat on May 1 there will be a policy discussion and that a major implication is that we talk to the Board about the re-benchmarking.

The discussion ended with Chair Moore thanking them both.

REPORT

Strategic Planning Update

Joe Hertzberg, a consultant with Decisions Decisions, began the report by referring to handouts the Board had received, noting that on Friday they will receive a much shorter document that will include policy recommendations.

Hertzberg said the report includes input received from nine focus groups and summarizes all stakeholder input. The focus groups were representative of all counties, service providers, developers, property managers, members of HAP community, and resident participants, whom were incredibly responsive. He added that some folks had to be turned away due to the size of the available meeting space. Hertzberg said the Resident Advisory Committee participated actively in helping to determine the right things to talk about and how best to bring folks in. One highlight was a meeting attended by Russian speaking residents, which happened to have a person attending the meeting that was able to translate for the group.

Hertzberg went on to say that he approached the meetings with four major issues and came out of the meetings with five major issues. He said that overall, the feelings were positive and many suggestions for improvement were shared. The first issue was how new housing should be allocated, (e.g., should there be more targeting of specific populations?). The overall feeling was that we need to figure out how to better align resources in a coordinated way. Asked about housing services continuum, there was general agreement that HAP should focus on core housing services and then inform and connect with service providers. We also need to define these partnerships, mutual expectations and accountability.

Another issue was HAP's name and how it acts as a barrier to those outside of Portland and that our name should express the whole county. East County wants to strengthen its relationship with us and wants to see us play a larger role in policy leadership. Hertzberg said that other public housing authorities would like help from HAP, seeing us play the role of master developer. He stressed that partnership is important in all aspects and added that the area that stood out the most was the importance of clarifying expectations and accountability with all partners in the HAP community.

Hertzberg said that our strategic partnerships are also an important issue and that we need to look at everything through the lens of social, cultural, and geographic equity, adding that clear policy and strategic recommendations will be discussed at the Board retreat. He concluded by saying ever more extensive information is available, such as additional notes provided by 72 outreach participants.

A discussion took place among board members as to what are the expectations of the retreat (e.g., were concrete decisions going to be made at the retreat or was the expectation to formalize ideas that would be worked on going forward). The Board was also interested in the process after the retreat and what type of follow up would be provided.

Executive Director Rudman said the goal of the retreat was to provide a snapshot of the issues as well as key facts, adding that two weeks after the retreat there will be two all-HAP staff meetings to share information and receive input from employees.

Deputy Executive Director Such said that she and Michael Buonocore, will discuss additional background information that will be provided for the retreat.

Treasurer Widmark remarked that it will be important that we go back to the stakeholders and share information. Hertzberg said he asked everyone attending the focus groups if they would like a copy of the results of their group.

Chair Emeritus Bachrach felt that the perspective meeting had not yet been framed and said he would like to see a more tailored, edited agenda and that he would like to see the Board help to frame the meeting, adding that he thought it was important to have their options scaled down so that time would be well utilized at the retreat. Hertzberg said that the Board will be give strategic and policy recommendations and he wants to see the distillation of hard questions that will require direction from the Board.

Chair Moore then opened up the discussion to the other Board members. Treasurer Widmark suggested that being provided with a summary of issues could help frame the policy questions that need to be addressed.

Commissioner Smith shared his hesitancy about being too prepared, adding that if the Board approaches the retreat with formed opinions, they might feel more compelled to defend their position and that could deter from having more open discussions.

Commissioner Kafoury replied she is enthusiastic about Joe's materials. She has attended meetings lead by him for over 20 years and feels he is a master craftsman at getting people to make appropriate decisions around policy making. She said Hertzberg won't let the Board wander around the issues and that he is comfortable as a leader of this type of retreat.

Chair Moore asked if the expectation is that at the end of the meeting we'll have a strategic plan or will it be more about hearing a series of inputs with more discussion to come. Commissioner Kafoury said expectations needs clarification. Hertzberg said the retreat is not about creating a strategic plan so much as creating a strategic direction.

Commissioner Lessler inquired as to the target date when we would adopt the strategic plan and Rudman said the expectation is early fall, adding that some of the information discussed at the retreat will need to go back to the staff as well as the stakeholders, for consensus. After that implementation steps will be put into place. He said that tough questions are being asked and we are wrestling with the future direction of the agency and the implications of the decisions that will be made. He said by fall we hope to understand how to implement the policy. Rudman said we are trying to determine how to deal with the overwhelming need for housing when we can only assist certain people, adding that at the retreat we will be hearing different visions and that we are looking for creative ways of dealing with these issues when there are so many stakeholders.

Such said that she is optimistic about the retreat and with the materials the Board has received, we tried to strike a balance between too much information and not enough, saying that some issues are very open ended and some are closed.

Vice Chair Cormack asked what the fifth issue was and Hertzberg said came out of the huge response from the stakeholders. They said they didn't just want to answer the questions asked, they want to be part of the process.

Resolution 10-04-02

Authorization of Ainsworth Court Consolidated Funding Cycle (CFC)

Mike Andrews, Director of Development and Community Revitalization provided a brief introduction to the resolution and Betty Dominguez, Assistant Director of Development and Community Revitalization, provided additional details.

Assistant Director Dominguez began by explaining that the Consolidated Funding Cycle (CFC) is a very competitive process. Money comes from several sources and this is a vehicle to distribute money for projects throughout the state. For Ainsworth Court we hope to receive money from the Housing Trust Fund, which is part of the (new) General Housing Account Program funded by the collection of recording fees.

Dominguez then provided a brief review of the property; consisting of 88 units in 22 buildings. The property was built in the 1940's and is quite nice with the feel of a single family setting due to the expanses of lawn around the buildings. The hot water system needs replacing because water is currently heated through two oil-fired boilers that are on either side of N. Concord. It takes a very long time for residents to get hot water because the water has to travel so far and frequently the water is no longer hot by the time it arrives at the unit. This wastes both money and fuel. Our primary goal was to address that issue.. Although we won a grant from PDC in April, we realized that there were more issues at the property we needed to address. As a result we made the decision to apply for additional funding.

Chair Moore asked if the boiler issue has been fixed, to which Dominguez replied that we need to hear back from the State first to see if we get the money. This project will be ready to begin in January 2011, and should take six months to complete.

Treasurer Widmark asked what the proposed method to heat water for the buildings would be and Dominguez explained that each unit would have its own water heater

powered by panels, which are in the basements already, adding that the cost of the hot water will be passed onto the resident.

Chair Emeritus Bachrach asked about the criteria used to select the participant of the grant money. Dominguez said it is a very competitive process and the CFC is a yearly funding cycle so it's crucial for us to organize ourselves around this opportunity. She added that funds are allocated geographically across counties. Bachrach asked what is included in the process and Dominguez answered that surveys, third-party work, market studies, permits, design review, capital needs assessment, relocation, and a developer fee.

Bachrach asked if we would use a CM/GC and Director Andrews said that this is the preferable avenue because it removes an adversarial relationship with the contractor and that a CM/GC can work with us from the beginning of the project.

Commissioner Kafoury asked about the status of the housing trust fund and Dominguez answered that it is still fairly robust, adding that HAP is asking only for grant funds. Commissioner Lessler asked what the soft cost amount was and Dominguez answered that they are about \$150k.

Commissioner Pico asked when the building was built, and if we were going to be removing walls had lead paint abatement been factored into the costs and Dominguez answered yes.

Dominguez said that R&H has been asked to review the numbers and they thought it looked reasonable. Chair Moore asked if this meant that R&H had a leg up on the job and Dominguez said that R&H has done work for us in the past and they looked at the numbers as a courtesy.

Chair Moore asked if the residents know that there is going to a slight impact on them as far as increased costs. Dominguez said a survey had been conducted regarding resident services and that they knew about getting new hot water heaters and they are excited. She said as far as she knew, there had not been objections.

Chair Moore called for a motion; Vice Chair Cormack moved to adopt and Treasurer Widmark seconded the motion.

The vote was as follows:

- Chair Moore – Aye**
- Vice Chair Cormack – Aye**
- Treasurer Widmark– Aye**
- Chair Emeritus Bachrach - Aye**
- Commissioner Kafoury– Aye**
- Commissioner Lessler - Aye**
- Commissioner Pico – Aye**
- Commissioner Smith – Aye**

Resolution 10-04-03

Authorization of Hillsdale Terrace Consolidated Funding Cycle (CDC)

Mike Andrews and Betty Dominguez introduced the resolution for Hillsdale Terrace CFC and that we are applying for 9% tax credits. Andrews provided the Board with a brief primer on tax credits, highlighting particular information explaining LIHTCs. He explained that Oregon Housing and Community Services (OHCS) is the financing agency and that each state is allowed credits depending on the number of residents in the state, adding that, again, the process is very competitive.

Andrews said that 2005 was the last time HAP sought 9% tax credits from the State, when we applied for Woolsey at New Columbia. For every other project we have used 4% tax credit. For Hillsdale Terrace we are looking at two funding sources; one for 9% and one for 4%. Andrews went on to explain that there is a ceiling on the number of 9% tax credits you can get and that HAP will finance the balance of the project with the 4% transaction.

Andrews ended by stating that the CFC application is due April 30, 2010, and that we expect a decision by the end of August 2010. The State encourages us to apply for these credits even though we have not yet heard about the Hope VI grant award.

Commissioner Pico asked if we get the Hope VI grant and begin to tear down the structure, if anything from the building can be salvaged. Andrews answered that it depends upon what turns out to be salvageable.

Chair Moore called for a motion; Treasurer Widmark moved to adopt and Commissioner Kafoury seconded the motion.

The vote was as follows:

Chair Moore – Aye
Vice Chair Cormack – Aye
Treasurer Widmark– Aye
Chair Emeritus Bachrach - Aye
Commissioner Kafoury– Aye
Commissioner Lessler - Aye
Commissioner Pico – Aye
Commissioner Smith – Aye

Resolution 10-04-05

Authorize Intergovernmental Agreement (IGA) with Multnomah County for Hollywood East Window Replacement

Mike Andrews, Director of Development and Community Revitalization introduced the resolution that involves HAP to share in the funding with Multnomah County to replace all the windows at Hollywood East. The current windows are part of the original construction in 1969, and this project has been a priority capital need since 2003. The County will contribute a \$642,000 weatherization grant and procure the contractor, and HAP will provide approximately \$876,000 in additional funding needed to complete the work. Andrews said that HAP has worked with the County in developing the bid package and while the County will own the contract, HAP will oversee the work.

Residents will be notified prior to the work beginning and staff will continue to engage them throughout the project. Minimum interruption is anticipated and no relocation will be necessary.

Chair Moore called for a motion; Commissioner Smith moved to adopt and Vice Chair Cormack seconded the motion.

The vote was as follows:

- Chair Moore – Aye**
- Vice Chair Cormack – Aye**
- Treasurer Widmark– Aye**
- Chair Emeritus Bachrach - Aye**
- Commissioner Kafoury– Aye**
- Commissioner Lessler - Aye**
- Commissioner Pico – Aye**
- Commissioner Smith – Aye**

ADJOURN

There being no further business, Chair Moore adjourned the meeting at 8:10pm.

EXECUTIVE SESSION

The Board of Commissioners of the Housing Authority of Portland did not meet in Executive Session pursuant to ORS 192.660(2)(c).

Attached to the Official Minutes of the Housing Authority of Portland are all Resolutions adopted at this meeting, together with copies of memoranda and material submitted to the Commissioners and considered by them when adopting the foregoing Resolutions. A taped recording of the proceedings is also kept on file.

Celia M. Strauss
Recorder, on behalf of
Steven D. Rudman, Secretary

ADOPTED: May 18, 2010

HOUSING AUTHORITY OF PORTLAND

Lee E. Moore, Sr., Chair

ATTEST:

Steven D. Rudman, Secretary

EXECUTIVE DIRECTOR'S REPORT

M E M O R A N D U M



DATE: May 12, 2010
TO: Board of Commissioners
FROM: Steve Rudman
SUBJECT: May Executive Director's Report

At this month's board meeting, our Resident Advisory Committee will be providing their quarterly report to the Board, and we also will report on work underway on two important initiatives – economic equity and strategic partnerships. Board business includes a resolution on our annual employee health and welfare benefits, and we are holding a public hearing on relatively small changes to our public housing policies proposed in this year's Moving to Work plan.

Strategic Planning Review

First, let me thank you again for attending our May 1 retreat to work on HAP's strategic directions. As citizen volunteers you have many other ways to spend a spring Saturday, and I appreciate that this commitment came in addition to the considerable time that you devote to the agency and our business during any given month.

As a result of the clarity we reached at the board retreat, we are refining our strategic directions and developing a schedule for the next several months to move us toward an implementation plan. We will review both with you at a 5:30 p.m. work session ahead of the board meeting, which will start at 6:30 p.m. The next day we hold the first of two all-staff meetings to share the progress we have made on the strategic plan. The timing for our discussion couldn't be better, as it will allow us to represent our collective thinking on where we are headed. We also expect a rich discussion around what will be involved in implementing our strategic directions that will help us add further definition in several areas.

Resident Advisory Committee

It's sometimes hard to believe that our Resident Advisory Committee has been in operation for less than a year now. I know I speak for everyone on staff when I say that it has far exceeded my expectations as an effective body. The RAC played a huge role in helping us refine our strategic directions, particularly as they relate to members of the communities we serve. They also helped us reach out to those communities to ensure that they were well-represented in our research.

At this month's board meeting, the RAC will report on the work the committee has done on an issue that plagues all of us who provide housing – bed bugs. If you recall, the RAC works on policy issues we bring to the group and once a year, selects an issue that its members want to tackle. The bed bug challenge, which has become a very serious problem in our community, was their choice this year. The committee, which has worked with staff, who also are putting considerable energy behind this, will report on their investigation.

Employee Benefits

Our employee benefits year runs from July 1 through June 30. We bring the plan for the upcoming year to you each May for consideration ahead of open enrollment by employees in June. This year, thanks to the continuing good work of our Labor Management Healthcare Plan Committee, we have great news for our employees: benefits costs have remained flat, so there are no plan design changes to either of our two medical insurance plans, Providence and Kaiser.

The good news continues: there is a 13 percent rate decrease for the existing Kaiser Dental plan due to our experience, and vision benefits under both Providence and Kaiser have increased modestly.

Premium share contributions for AFSCME and non-represented employees who elect single-party coverage will increase from 10 percent to 15 percent in the next year. This increase is expected and follows a path to bring these employees closer to parity with their AFSCME and non-represented colleagues who elect two-party and family coverage. The Trades premium contribution, which is a composite rate for all Trades employees participating in the plans, will increase by 3 percent, per the labor agreements with those unions.

Economic Equity and Strategic Partnerships

Over the past year, we have assigned two of our most effective leaders – Jerry Walker and John Keating – to initiatives that we want to influence all that we do.

In our strategic planning efforts, we have said that there will be policy overlays for organizational development, partnerships, and equity across the directions we adopt. We are using the results of an employee survey we conducted in January to guide us in organizational development. At our all-staff meetings we will present the survey results, and get feedback from employees in key areas,

including organizational development. As our plans in this arena take more shape, we will report on the directions we are pursuing.

Economic Equity

The agency made a strong commitment to bringing economic equity to our major development projects, starting with New Columbia. This translated into an aspirational goal of providing 20 percent of business on construction contracts over \$200,000 to target businesses – state-certified disadvantaged, minority-owned, women-owned, and emerging small businesses. We took that a step further and said that we wanted 20 percent of the apprenticeship hours on construction projects to be worked by minorities and women. We have done well meeting these goals and have exceeded them on our two HOPE VI redevelopments.

Now, we have asked Jerry, who formerly managed our Procurement and Contracts department, to take us to the next level in his new role as Assistant Director of Economic Equity. Under Jerry's leadership, we are working to extend our goals around target business participation in construction projects to other forms of contracting. As importantly, we are strengthening our efforts to connect people in our housing programs with workforce training and employment opportunities, starting, but not limited to, employment opportunities at HAP. Some 62 percent of the employees we have hired over the last five years (the period we have been tracking income in this regard) qualify as low-income or extremely low-income – Section 3 hires in HUD's parlance. We want to build on this, and in particular, we want to create more opportunities at HAP for those who receive our housing assistance. Beyond HAP, this work involves forging pathways and partnerships to help residents move into the workforce at large, or if they are already employed, to help them achieve living wages.

Strategic Partnerships

John Keating, Assistant Director of Strategic Partnerships, is leading an effort to identify, cultivate, and better manage community partnerships that are aligned with our mission. We know that many in our housing programs also receive support from non-profits and our jurisdictional partners. We'd like to be more intentional in these relationships so that our collective resources are used most effectively for those we assist. John is working with staff from across the agency to define the areas in which we want to focus and establish the outcomes we hope to achieve.

You will find reports from Jerry and John in this board packet, and both will share their perspectives on these initiatives and the progress we have made at the board meeting.

Public Hearing on Public Housing Changes

HUD requires that we hold a public hearing when we make changes to the Admissions and Continued Occupancy Plan that details how we manage our

public housing. These changes were proposed in this year's Moving to Work plan, so they have had community stakeholder review and Board review and approval. They include an admissions preference for existing residents when we put public housing subsidy into a property we already own, such as Rockwood Station; simplifying the rent calculation for residents living in public housing units embedded in these larger, non-subsidized properties; and changing the public housing utility allowance process to mirror that of our Section 8 program.

Upcoming Events

We are taking the occasion of the June work session to meet with our city partners in Gresham to discuss our respective agendas and how we might work together more closely. The meeting will be held at 5:00 p.m., Wednesday, June 2 at Gresham City Hall in the Springwater Trail Room. The board meeting will be on June 15, at 6:15 p.m. at the Multnomah County Commission chambers.

STAFF REPORTS

M E M O R A N D U M



DATE: May 18, 2010

TO: Board of Commissioners

FROM: Dianne Quast, Director Real Estate Operations
Rodger Moore, Assistant Director Real Estate Operations

SUBJECT: Public Hearing regarding revisions to the Admissions and Continued Occupancy Policy (ACOP)

The purpose of the public hearing is to:

Provide an opportunity for public comment regarding proposed changes to the ACOP that reflect rent computation changes included in HAP's 2011 Moving to Work Plan. There is no action required at this board meeting. This is the first hearing prior to subsequent approval request at the June 15, 2010 Board meeting.

Background:

The proposed language and policy changes were included in the 2011 MTW Plan discussions and hearings. The ACOP is the policy manual required by HUD for the operations of our Public Housing portfolio. The Board is required by HUD rules to hold a public hearing and then pass a resolution to reflect these policy changes in the ACOP.

Policy Implications

Following are the specific policy changes incorporated in the MTW Plan and revisions to be made in the ACOP:

1. Adding a local preference for current residents of sites where we will be bringing back previously banked public housing subsidies (Section VI. C. 4)

When we re-activate public housing subsidy, we are often putting subsidized units into properties that HAP already owns, or in properties that HAP acquires where there are already existing residents. By giving current residents preference we are able to provide rent relief to residents and make the subsidy available at a quicker pace than waiting for unit turnover and filling off a Public Housing wait list.

New Language for ACOP:

For properties where HAP is re-activating previously banked public housing subsidy, residents who are currently living at the site will be given an option to apply before opening the list to the public.

2. Alternate Rent Calculation for Public Housing Units in larger non-subsidized properties (Section XV F.)

Proposed Language:

HAP will have an alternate rent calculation for Public Housing units that are imbedded in larger, non-subsidized properties. This rent calculation is based on a percentage of income and does not include any allowances or deductions. For family sites, this is 30% of the family's gross income, and for elderly/disabled sites, this is 27.5% of income.

3. Change the Public Housing Utility Allowance Process to Mirror the Section 8 program (Section XVI. A.)-

Previously stated:

Utility Allowances are reviewed at least annually to determine if there has been a substantial (10%) change in utility rates. Utility allowances are adjusted as necessary to reflect rate changes.

Proposed Change:

Utility Allowances are reviewed at least annually to determine if there has been a substantial (10%) change in utility rates. Revised utility allowances will be applied at the first regular reexamination that is effective after the allowance is adopted.

Budget Implications and Financial Impact on HAP

When we insert Public Housing into a non-subsidized property we anticipate a loss in revenue to that property and budget accordingly. Having a rent calculation that is based on income with no deductions reduces the financial impact to the property. This financial analysis is a part of the discussion as to what properties can absorb reductions in revenue to support rent subsidies to rent burdened residents.

Revised utility allowances to go into affect at the next regular reexamination for a resident reduces administrative burden of having to do interim adjustments due to changes in the utility allowance.

Conclusion/Recommendation

As a follow up to this public hearing a resolution to the Board will be presented at the June 15, 2010 meeting to formally approve these changes to the ACOP.

M E M O R A N D U M



DATE: May 18, 2010
TO: Board of Commissioners
FROM: Jerry Walker, Assistant Director Economic Equity
SUBJECT: Economic Equity Program

The purpose of this briefing is to provide background information on the Economic Equity program. There is no specific Board of Commissioners' action contemplated at this time. Items developed out of this program that require a change or clarification of policy will be presented to the Board of Commissioners for appropriate action.

Purpose

As an employer and community leader, HAP supports creating and enhancing current efforts to ensure equal access to target business (firms that are state-certified Disadvantaged, Minority owned, Women owned and Emerging Small Businesses aka D/M/W/ESB) contracting opportunities and work opportunities for HAP residents and participants. By focusing on opportunities internally, through collaborations with our jurisdictional partners and through relationships with those with whom we contract HAP has launched an Economic Equity initiative that reinforces our equal access commitment. This initiative builds on the success of the 2006 Board-approved Economic Participation policy.

Background

The Economic Equity initiative was formalized in the fall of 2009 to enhance and focus our efforts to provide greater access for target businesses to HAP contract opportunities *and* to provide employment & workforce training opportunities for our residents and participants.

Contracting

HAP's significant external success in contracting, as a result of the Board approved Economic Participation Policy and the diligence of staff to implement that policy, has resulted in heightened community expectations that HAP will continue to be a leader in providing target business contracting opportunities. Although the Economic Participation policy establishes an aspirational goal of 20% target business utilization, we routinely exceed that goal on construction projects in excess of \$200,000.

HAP has established annual contracts using a pool of target business contractors to perform routine work. These requirement contracts do not exceed \$100,000 annually. This process has been in place for the past four years and is a very efficient mechanism to expeditiously handle routine maintenance work while also increasing opportunities for target businesses.

Workforce Hiring and Training

HAP has a rich history with pre-apprenticeship and apprenticeship programs that increase residents' and participants' access to living wage jobs. These programs have served as a foundation upon which we have been able to meet or exceed the minority and women apprenticeship workforce utilization goals required by the Economic Participation policy. The Evening Trades Apprenticeship Program (ETAP) has been the primary vehicle by which our construction apprenticeship workforce goals have been achieved. ETAP is the designated first source for hiring apprentices on construction projects. Our current workforce goal on construction projects is to ensure that 20% of the apprenticeship hours on construction project are worked by minorities and/or women. This goal has been substantially exceeded on both HOPE VI projects and is generally exceeded on all construction projects over \$200,000.

Additional success is evident in our commitment to hiring low and very-low income employees. In the last 5 years since we began tracking income levels of employees hired at HAP, a total of 87 Section 3¹ employees have been hired and retained. For that period of time, 62% of HAP's new hires have been people who meet the Section 3 definition.

Strengthening Partnerships and Results

The Economic Equity function has been established as a vehicle to sharpen our focus and increase our involvement in connecting the requirements of the Economic Participation policy, the family self-sufficiency requirements of our HUD Moving to Work agreement, requirements of funding partners (i.e. the City of Portland and PDC) and the HUD Section 3 regulatory requirements. In addition, several public and private organizations have approached HAP regarding potential partnerships that could provide employment and educational opportunities for our residents, Section 8 subsidized households and family self sufficiency (GOALS/OHI) program participants. As a result of being approached by interested partners, HAP is engaged in WSI's Pathway out of Poverty project, an effort funded by the Paul Allen Foundation and the City of Portland's Clean Energy project led by the Office of Planning and Sustainability to name a few.

Strategically having the Economic Equity function placed in Business Services, and indirectly reporting to the Executive Director and Deputy Executive Director, elevates this initiative to an all-agency focus within the organizational structure. In order to align our internal efforts with local, regional and national initiatives it is paramount that the Economic Equity function collaborates with our Strategic Partnership and Policy and Planning initiatives.

¹ Section 3 is a provision of the Housing and Urban Development (HUD) Act of 1968 that helps foster local economic development, neighborhood economic improvement, and individual/family self-sufficiency. The Section 3 provision requires that HAP provide job training, employment and contracting opportunities for low-income residents in connection with our projects and activities in their neighborhoods. HUD also defines Section 3 **contractors** as resident-owned firms or contractors whose workforce composition is 51% (or greater) low or very low income employees.

Impact to Households

By connecting our work-able residents and participants with job training, internships, employment and educational opportunities, HAP's Economic Equity function is supporting individuals and families by providing pathways out of poverty. Whenever possible, these efforts also enhance access to opportunities that might otherwise not be available to HAP subsidized households.

Partnership Opportunities

Better alignment of HAP's operational processes with equity initiatives undertaken by community partners will provide HAP residents and participants access to opportunities that will enhance self sufficiency and decrease their need for public subsidies. HAP's engagement with community partners includes but is not limited to:

- Work Systems, Inc.
- Various pre-apprenticeship programs, such as Construction Apprenticeship Workforce Solutions (**CAWS**), Evening Trades & Apprenticeship Program (**ETAP**), Portland Youth Builders (**PYB**), Constructing Hope a program of Irvington Covenant
- Bureau of Labor and Industries
- Portland Community College
- Ethnic Chambers of Commerce
- General Contractors
- City of Portland
- Portland Development Commission
- HUD
- Department of Labor

HAP's Workforce

HAP is creating a structure within the agency to connect operational efforts that include economic participation, Section 3 requirements, Moving to Work and GOALS/OHI activities currently being performed in Human Resources, Purchasing, Real Estate Operations, Development and Rent Assistance.

An enhanced resident and Family Self Sufficiency internship program will be a primary vehicle to bring Section 3 residents into HAP's workforce. The direct career paths of the Economic equity employment component include:

- Maintenance (including Green jobs)
- Property Management
- Clerical
- Resident Services Coordination
- Construction Management
- Construction Apprenticeship

Future Considerations

While the 2006 Board-approved Economic Participation policy provides for aspirational goals in target business contracting and minority and women apprenticeship utilization, HUD also requires we give a preference to Section 3 contractors. To enhance compliance with HUD's Section 3 requirements we will:

- Consider establishing an aspirational goal on contracts valued at less than \$100,000.
- Expand our definition of target business to also include Section 3 contractors.
- Consider including workforce requirements in 3rd party property management contracts.
- Include economic equity as part of the evaluation criteria used to award contracts with non-profit service providers.
- Develop a more comprehensive internship program aimed at providing internal training and employment opportunities for HAP residents and family self sufficiency program participants.

M E M O R A N D U M



DATE: May 18, 2010
TO: Board of Commissioners
FROM: John Keating, Assistant Director Strategic Partnerships
SUBJECT: Resource Development / Strategic Partnerships Initiative

Purpose

The purpose of this briefing is to provide background information on work currently being done by staff at the Housing Authority of Portland (HAP). This work focuses on strategic partnerships, specifically those that provide social and educational services to help families and individuals within the HAP community to thrive. This memo is for briefing purposes, with no specific Board of Commissioners' action contemplated.

Background

The aim of the Resource Development/Strategic Partnerships Initiative is to build on past successes; identify new opportunities for social, workforce and educational services; provide greater access to services offered by HAP and its partners, and delve deeper and more strategically into community partnerships in order to strengthen and better define them.

A Broader Definition of Resource Development

Throughout HAP's portfolio, resident services historically have been paid for in a number of ways, including grants and operational funds. HAP's community partners continue to play a critical role in providing much-needed, vital services to HAP households. Partners may contract with HAP to provide services and also may provide services as an in-kind contribution, with or without a formal agreement.

Building Relationships

Historically, HAP has developed one-on-one relationships with line staff or managers of its partnering agencies, but has had far less interaction with executive leadership and agency board members. An increased corporate buy-in could make these relationships more reliable and sustainable. Through this initiative, HAP has the opportunity to identify

and better define those relationships and in a more strategic way, link the services that partners provide directly to the households HAP serves.

Through this initiative, HAP also is working to identify ways the charitable and philanthropic community can contribute to HAP's residents beyond providing funds, such as helping to create stronger ties between the agencies they fund and the community HAP serves.

Creating an Interdepartmental Partnership Development Work Group

Beginning in March of this year, the Partnership Development Work Group—made up of representatives from HAP's various departments—began identifying partnership strategies and working on the following three priorities:

1. Identifying and evaluating current partnerships.
2. Evaluating services and partnerships that are needed but currently unavailable.
3. Coordinating agency-wide partnership development and communication.

In addition, smaller work groups have been tasked with exploring and making recommendations regarding the following key initiatives:

- Self-Reliance and Upward Mobility: *Assist working-able families in achieving greater economic stability and freedom from public assistance through HAP's self-sufficiency programs.*
- Youth Development and Achievement: *Create various ways to engage youth and assist them in discovering their potential. Provide young people with a sense of responsibility and ownership, and help them become aware of themselves as valuable assets to the community.*
- Preparing for an Aging Population: *Assist seniors in achieving independence and a better quality of life through supportive housing that allows them to age in place rather than in costlier, more restrictive housing.*
- Engaging Private and Philanthropic Organizations: *Expand our relationship with the charitable and philanthropic community to better align the agencies they fund and the service needs of HAP households.*

Policy Implications

HAP can find none at this time.

Budget Implications and Financial Impact on HAP

There are no operational or agency-specific implications at this time. However, there could be some one-time modest funding requests.

Conclusion

HAP's success depends on the strength of its partnerships—with other jurisdictions, colleagues in the housing industry, service providers, community-based organizations and members of its own community. HAP must be impeccable in its dealings with all partners, guided by the conviction that its own success is inextricably linked with others.



JAMES HAWTHORNE APARTMENTS

(originally known as University Place)

Post-Project Evaluation Report

May 1, 2010

Project Assessment Requirements

ORS 279.103 (279c.355) requires a post-project evaluation for public projects in excess of \$100,000 that did not utilize a competitive bidding process. Use of the Construction Manager/General Contractor (CM/GC) method, the contracting method used at University Place requires that HAP prepare a post-project evaluation report in compliance with ORS 279.103.

The purpose of the ORS 279.103 (279c.355) evaluation is to determine whether it was actually in the public's best interest to use an alternative contracting method. The following elements are required by statute to be included in the evaluation:

- a. Financial information consisting of cost estimates, any guaranteed maximum price, changes, and actual costs.*
- b. The number of change orders issued by the public agency.*
- c. A narrative description of successes and failures during design, engineering, and construction of the project.*
- d. An objective assessment of the use of the alternative contracting method as compared to the exemption findings required by ORS 279.015.*

Evaluation reports are to be made available for public inspection and must be delivered to the local contract review board.

Cost Estimates vs Guaranteed Maximum Price

The CM/GC contract was executed shortly after the architect had commenced with schematic design. This resulted in the CM/GC being able to provide a construction cost estimate for this early phase. Based on the original program, the construction cost estimate came in at approximately \$750,000 or 15% over budget. This excess was unacceptable; meaning the program would have to be revisited. The owner, architect and CM/GC then went through design and cost estimating exercises to revise the program. At the conclusion of this exercise the program was adjusted and the resulting schematic design cost estimate came within 2% of the budget. This allowed the project to move forward with confidence of ultimately meeting budget upon receipt of all of the subcontractor bids.

At the conclusion of three distinct architectural phases: schematic design, design development and construction documents the CM/GC and a 3rd party construction cost estimating consultant prepared cost estimates. For each of these phases the estimates were within 2% of each other and were able to be reconciled.

Based on the programming, design and cost estimating effort here is how the team entered into the construction phase:

Budget: \$4,990,861
Starting GMP: \$4,919,405

The Budget does not include the owner's construction contingency. The Guaranteed Maximum Price (GMP) was established after receipt of subcontractor bids. It includes all the bid alternates and a contingency controlled by the CM/GC.

Change Orders and Final Guaranteed Maximum Price

Work outside the original GMP scope was added to the contract through Change Orders. Reasons for change orders include additional code requirements, design changes, unforeseen conditions, and owner requested changes.

Total Change Orders:	12
Total Change Order Amount:	\$ 96,398
Change Orders as % of GMP:	2.0%
Reasons for Change Orders:	
• Owner or Operator Requests	44%
• Not originally specified in Bid Docs	35%
• Unanticipated Code Requirements	21%
Final GMP Amount:	\$5,015,803

In addition to overall small value of change orders added to the GMP, the actual cost the contractor incurred was approximately \$180,000 less than the original value of the GMP. This was validated with an examination of the contractor's job cost ledger. These savings will revert back to PDC and HAP. The savings are shared equally between PDC and HAP. HAP secured the savings as an incentive developer fee.

Successes and Failures

The three significant success of this project correlate directly to the foundation of any successful construction project:

- The project started and completed on time
- The project cost was under budget with savings going back to the owner and funder
- The program was achieved with a high level of quality. This can be demonstrated by the punch list. Over 90% of the items on the list consisted of re-finishing blemishes, cleanup and finalizing a small amount of incomplete work such as installing corner guards.

In addition to the successful construction aspects of the project, all economic participation goals were also exceeded:

- 32% of the work was contracted to Target Businesses
- 26% of the work force were apprentices
- 42% of the work force were minorities and/or women
- 90% of waste material was recycled

The ability to obtain the high workforce and target business percentages are earned as a result of HAP in cooperation with the GM/GC being able to structure the bid documents that leads subcontractors and suppliers on a path to meet economic and sustainability goals important to the Agency. HAP and the CM/GC then have the ability to follow through and manage the construction process so that at the end of the job these goals are met or exceeded.

Change Order management was run efficiently with cost assessment shared among the owner, contractor and architect. This collaborative process aided decision making and is a significant reason the project was able to be completed without any claims.

Following are the Findings presented to the Board in January of 2008 followed by the Outcomes at the conclusion of construction.

1. Appropriate Alternate Contracting Practice will be used

The qualifications-based RFP process for selecting a contractor falls squarely within the criteria of ORS 279C.33S(3) because the process is competitive and a contractor will be selected based not only on its fee to manage the work, but on its ability to best complete the Project. The qualifications-based RFP approach is widely used and recognized as one of the preferred alternative approaches where, as here, the Project is burdened with logistically complex coordination issues including an unknown (at this time) demolition process that must be dealt with in a location with extreme site constraints. In addition, time constrained projects involving difficult urban sites are often targeted for the RFP process (rather than the low bid process) because of the intricacies related to the short schedule and extensive coordination issues that arise in such projects.

OUTCOME:

Upon approval from the Board, HAP proceeded with developing a RFP for a qualifications-based selection process to procure a firm with broad construction management and general contractor experience. The process is described in detail in the following Finding. The result of the procurement process is the Evaluation Committee selected a contractor that delivered the project on time, under budget and with a high level of quality that met the satisfaction of HAP and the operator.

2. No Favoritism or Diminished Competition

In order to assure the Board that this exemption does not encourage favoritism or substantially diminish competition, a well-defined, very competitive procedure will be followed to select a contractor that will perform all portions of the Project. First, the Project will be formally advertised in the Portland Daily Journal of Commerce, at least one of the local community based newspapers, and on HAP's website in order to maximize exposure and interest in the Project. The staff believes the market conditions are such that the same contractors who would bid the Project under a traditional low competitive bid method will compete in the qualifications-based RFP process.

Second, an Evaluation Committee will be formed to review the contractors' proposals in detail, conduct interviews if desired and recommend to the Board a qualified contractor based in specific evaluation criteria set forth in the RFP. The Committee will not include any person with an affiliation or conflict with any proposing contractor.

Third, the evaluation criteria will include consideration of the contractor's background, references, experience, capacity personnel, schedule, quality control and problem and solution identification. In addition, the Project will be evaluated based upon the contractor's fee to perform construction management and general contracting services.

Fourth, a scoring system will be utilized to help quantify the Committee's review of each criterion on a contractor by contractor basis. The staff believes that consideration of these performance and cost criteria is important from a public benefit and public safety perspective

Upon completion of the initial evaluation process (which may or may not include interviews as determined by the committee), the Committee may in its discretion decide to negotiate certain terms and conditions of the contract (including but not limited to fee) with the apparent highest ranking proposer. The Committee may decide simply to recommend the highest ranking proposer to the Board without negotiation. However, if negotiation is implemented, and the negotiations fail with the apparent highest ranking proposer, the Committee may either recommend the apparent highest ranking proposer based on the original proposal or move to negotiations with the next apparent highest ranking proposer. This process will continue until the Committee is prepared to recommend one of the proposers to the Board as the highest ranking final proposer.

OUTCOME:

HAP followed the criteria in the Findings exactly as described. HAP let a publicly advertised Request for Proposal to solicit construction management and general contractor services. The result is four qualified general contractors from the Northwest, all with a home or regional office in Portland responded. All of the organizations that responded demonstrated in their proposals they had the capability to perform the work. HAP, in conjunction with community members on the Evaluation Committee proceeded with the required due diligence process to select one successful candidate. To begin with, the review and assessment of the written proposals by the Committee reduced the number of proposers from four to two. The two finalists were then invited to come in and interview for the Committee. Both Proposers appeared before the Committee and presented their team members and project approach. Next, through a combination of evaluating the proposals, including proposed costs to perform the work, and the interviews themselves, the most capable contractor was selected. The proposed cost was competitive and negotiations were not necessary. The only consideration from the contractor was for HAP to reassess a couple of terms and conditions in the contract. These were discussed and agreed too.

3. Substantial Cost Savings

HAP staff also believe that using the qualifications-based RFP process will result in substantial cost savings on the Project. First, one of the primary evaluation factors will be cost-specifically the overhead and fee rates for the Project.

Because the selection process is competitive, proposers will have every incentive

to offer the lowest, most competitive overhead and fee rates for the Project. As mentioned above, staff may negotiate with the apparent successful proposer until an acceptable fee is reached. This will help define and contain Project costs. The additional factors below further indicate that the use of the qualifications-based RFP process will help secure the overall best price for the work of the Project.

OUTCOME:

The fee offered by the successful contractor to perform construction services was fair and reasonable. The contractor actually performed the preconstruction services for no cost. All of the fee for the contractor was generated from the cost of the work of construction. Their proposed fee for performing the construction work was the 2nd highest of the four proposers and in line with what contractors in general were offering.

The contractor kept costs in control throughout the project as can be evidenced by the project completing substantially under budget. This can be attributed to several points. One was diligently managing the mechanical, electrical and plumbing design-build process. By introducing the subcontractors that would actually be constructing the building systems into the process early, cost effective practices were put in place. Another successful cause was how well the CM/GC worked closely with the architect to ensure questions from the subcontractors were answered in a timely manner. This helped immensely in allowing subs to perform their work on schedule without interruption. Another factor from HAP's side is that direction requested by the contractor was not allowed to linger. The architect and HAP responded quickly to any questions. This allowed the contractor to proceed without disruption and keep on their plan.

a. Most Capable Contractor

As discussed in Sections "b" and "c" below, there are a number of uncertainties and logistical complexities associated with the work of the Project due to the nature of demolishing a 100-year old building and rebuilding on the same site given the constricted site conditions. Because of these uncertainties, the opportunity to select the best overall contractor, considering many factors, will help anticipate and avoid Project problems and, as a result, realize substantial cost savings over the traditional low bid procedure where bid price is the only factor. The qualifications-based RFP process will allow the Board to give appropriate weight to the contractor who is not only competitively priced, but also the most skilled and experienced in demolishing old buildings and working on a constricted site, and who has the experience necessary to participate in the design and construction planning process and assist HAP to obtain funding.

OUTCOME:

In addition to time and cost considerations, the project was successful in other ways. The technical challenge of tearing down a three story structure on a 0 lot-line site adjacent to an on-ramp for Highway US 26 was immense. The existing structure was taken down without incident and minimal disruption. Upon discovery of an abandoned well, the next issue to overcome was dealing with

artifacts on site. The contractor coordinated the removal of the artifacts with HAP, the archeologist and the excavating contractor by providing easy access and shoring support. This allowed the archeologist to perform their work swiftly and keep the project on schedule. In addition, early on in the project prior to receiving a building permit, there were numerous changes to the structural drawings. This was due to the unique 5-story wood design. The City and the structural engineer had to work through several issues for both to get comfortable with each other. The contractor was able to stay in the middle of the ongoing comment period and keep the City, the architect, and the structural engineer on track to not delay the project.

As has been noted, the construction site was tight and adjacent to existing buildings. This presented another issue of great significance. The foundation excavation on the south property line was only five-feet from a five-story apartment building. This meant the adjacent building had to have its foundation supported. The CM/GC was able to work with the City, the structural engineer and the excavating subcontractor to develop and implement a plan that allowed the building to successfully be supported with minimal disruption to the schedule.

Over the 13-month duration of the project in excess of 10,000 man-hours were expended. Throughout all of the activities not one lost-time incident was recorded and only one band-aid case was reported. This is a clear indication of the planning and execution of the safety plan. A three-story building was demolished and hauled away, a new building five-stories in height was constructed, the construction site was small, and at times there were over 20 craft workers in close proximity to one another. Through all of this only one minor occurrence happened. In addition to the safety of the workers on site there was a need to safely keep the public moving next to and around the site. This included many lane closures with plenty of traffic flagging as materials were getting loaded into the building. Again, this was done with no mishaps.

A final testament to the outstanding coordination, work sequencing and management capabilities is that HAP received no complaints from the public throughout the duration of construction.

b. Time Restricted Project

Timely commencement of the Project is essential. It is critical the Project is under construction no later than December, 2008 in order to meet timing requirements so that HAP can preserve private bond volume cap previously awarded by the State of Oregon. Without this financing, the project will not move forward. This creates a constrained schedule for the Project, but certainly a manageable one for qualified contractors who are capable of properly planning and managing the work on such logistically complex Project

i. In addition to PDC as a funding source, there will be other sources of funding that HAP will apply for including Low Income Housing Tax Credits and Community Development Block Grants, Tax Incremental Financing and other local sources all which have their own unique conditions. It is imperative that

through the financing phase of the Project, scope, cost and schedule stay in balance to meet the requirements of funders prior to the start of construction and at completion. HAP could be at risk to more than one funder should the defined (legal) expectations of the institutions lending money not be met such as the construction of the building completing late.

OUTCOME:

Appropriate construction planning and phasing were essential to the success of the project. In order to keep the project on schedule several early phases were broken out. These phases included abatement, demolition, site excavation and foundation support for the adjacent apartment building. These activities were broken out to reduce risk and allow for better schedule and cost control. Aside from the early isolated activities, the contractor put an overall plan together that established a schedule that worked with financing and eventually turnover of the building to the operator.

Because of the nature of the uses of the building, HAP did not pursue Tax Credits or a Community Development Block Grant. The James Hawthorne apartment building is a mixed use building with several commercial functions on the first floor and tenants residing above. Tax Credits contain many restrictions making their funding conditional on certain requirements. Trying to impose these restrictions into the building process would have been clumsy. Therefore, with the combined funding received from PDC, OHCS, Mult. Co. and HAP there was no need to pursue Tax Credit or tax exempt debt.

c. Unique Conditions and Challenges

The unique nature of the work at University Place, along with the logistical complexities and uncertainties that may be encountered during the Project, require the use of a qualifications-based RFP process. As stated, the most capable contractor will help minimize or eliminate problems before they occur, will help protect the Project from unforeseen cost increases, and will allow HAP to realize savings from the creative solutions and value engineering to problems that will be identified up front. The specific factors that warrant a qualifications-based RFP process include:

- i. The selected contractor must possess the specialized expertise and ability to demolish a building on a restricted site in an urban setting with businesses and apartments adjacent to the property.*
- ii. Comprehensive coordination and scheduling of construction activities will be vital given the urban setting for the Project. The selected contractor must possess expertise at working on a very constrained site with high vehicular and pedestrian traffic in conjunction with limited access*
- iii. The selected contractor will have to carry out its operations in a unique environment where HAP, its project partners, and the community all have an interest in ensuring that the work of the Project is well coordinated and does not delay services and/or housing to low-income individuals.*

iv. This Project will involve demolishing and rebuilding an apartment complex on site. The selected contractor must be familiar with working in this environment. This expertise will avoid costly mistakes as construction activities proceed. In addition, an experienced contractor will assist the design team and HAP staff with preparing bid packages that include allowances and unit pricing -to ensure competitive pricing from subcontractors

v. The successful completion of the work depends on the skill and experience of the selected contractor in performing and completing the work such that the building is re-built by December, 2009 in order to minimize the time without a service provider supporting the targeted demographic

vi. The Project site is adjacent to three occupied buildings located in an urban setting, and thus the safety of the existing residents, tenants and public are paramount concerns. The selected contractor must possess the ability to safely prosecute the work, safeguard hazards on the site and coordinate construction activities with the activities of adjacent tenants, residents, staff and patrons. The contractor will need to put a plan together for demolition and construction that will ensure there is no property damage to adjacent structures. All of the above will need to be executed in only the most professional manner to reduce liability and exposure for HAP.

vii. Finally, the work carries with it schedule, construction and scope risks. Given the uncertainties and logistical complexities discussed above, starting construction in 2008 and completing by the end of 2009 poses challenges. In addition, the scope of the work could be significantly altered if hidden underground conditions are encountered as work proceeds during the Project. The qualifications-based RFP process will help flush out these risks, understand them up front, and determine a method for handling them when and if they arise. It will also help identify the most capable contractor who can offer a competitive price and commit to timely delivery of a quality Project.

OUTCOME:

There were many logistical challenges that presented themselves during design and construction that were well managed. The contractor had to work on a limited site in an urban setting and under-pin (foundation support) an adjacent five-story building. The configuration of the existing buildings on the block limited access to only one shared driveway. Seeing the need for full block cooperation, the contractor contacted the three other property managers on the block and opened a communication path early on. This was critical as deliveries were often made through a portion of the block that was also the service access for the other buildings.

The other communication tool the contractor used was the project schedule gnatt chart. The contractor laid out a detailed project schedule which was used to communicate with all of the stakeholders. The schedule was used in the weekly construction meetings so that everyone had an understandable knowledge of the

status of the project. This communication obviously flowed directly to the subcontractor and material suppliers. This can be demonstrated by no gaps in construction activities on the site.

As mentioned a little earlier, there was a unique situation that called for the 5-story apartment building standing directly to the south to have its foundation under-pinned or supported. This means that the contractor had to perform partial excavation, drill and grout mini-piers under the foundation of the adjacent building, complete the excavation and then backfill after the foundation was poured for the James Hawthorne. This operation was successfully completed with no detriment to the adjacent building.

Another activity which demonstrated the expert capabilities of the contractor was the demolition of the existing University Place building. This was a complete success. The technical challenge of tearing down a three story structure on a 0 lot-line site, adjacent to an on-ramp for Highway US 26 was immense. The existing structure was taken down without incident and hauled off site with minimal disruption. No complaints were received. Almost 90% of the demolished material was recycled.

Purchasing Department		MONTHLY CONTRACT REPORT			Contracts Approved 3/1/10 -- 4/30/10	
Contract #	Contractor	Contract Amount	Description	Department	Execution Date	Expiration Date
PROFESSIONAL SERVICES						
C0656	Housing Development Center	\$75,000	Provide Property Management (Abstracts) for 22 HAP Affordable Properties	REO	3/3/2010	3/31/2011
C0652	Transition Projects, Inc.	\$2,055	Rent Well Program and Classes	RA	3/4/2010	12/31/2010
C0658	Stanley Convergent Security Solutions, Inc.	\$22,022	Security for the Plaza Town Homes - IRFP 12/09-94	REO	3/5/2010	3/31/2010
C0661	Richard Graves	\$4,999	Assessment and Site Inspection for Exterior Building Envelope (façade) to Determine State of Masonry at Holgate House Apartments	DCR	3/11/2010	2/28/2011
C0662	First Service PGP Valuation	\$6,000	Market Study for Hillsdale Terrace	DCR	3/11/2010	9/30/2010
C0663	First Service PGP Valuation	\$2,000	Market Study for Ainsworth Court	DCR	3/11/2010	9/30/2010
C0660	ieSolutions InfoExperience LLC	\$4,000	Agency Contacts Database - Software Needs Assessment	EXEC	3/12/2010	6/1/2010
C0679	CGS Advisors	\$1,000	Investors Return Estimation for the Knapp Street Project	DCR	4/19/2010	5/31/2010
C680	PBS Environmental	\$1,210	Radon Testing at Humboldt Gardens, Building 2	DCR	4/19/2010	5/31/2010
C0681	Carlson Testing, Inc.	\$3,000	Inspections and Testing at Hollywood East (Window Replacement Project)	DCR	4/23/2010	7/31/2010
CONSTRUCTION SERVICES						
C0665	City Steward	\$9,620	Misc. Landscaping at Medallion Apartments	REO	3/26/2010	3/31/2010
C0676	George Morlan Plumbing	\$16,320	Replacement and Installation of 58 High-Efficiency Low-Flow Toilets at Ainsworth Court	REO	4/14/2010	6/1/2010
EMERGENCY						
C0674	Walsh Construction Co.	\$812,531	Modernization of 22 Units at Celilo Court; Non-Stimulus Funded.	DCR	3/23/2010	9/30/2010
SERVICES						
C0666	DocuMart Copies and Printing Services	NTE \$99,000	Cooperative Pricing Agreement - Piggy-back with Beaverton School District for Agency Discount Printing and Copying	DBS	3/23/2010	2/28/2011
C0668	Chloe Bickle-Eldridge	\$3,000	Transcribe and Prepare Minutes for Strategic Partnership Initiative	EXEC	3/23/2010	9/22/2010
C0670	City of Portland		Cooperative Agreement for Linking Authorization with Bank of America Procurement Card Program Consortium and Continuum of the Works P-Card System and Rebate Structure	DBS	4/2/2010	1/31/2015
INTERGOVERNMENTAL AGREEMENTS -- RESIDENT SERVICES						
C0671	Impact Northwest		Provides Resident Service Coordination for Residents of Shrunk Riverview Tower with Funds They Receive from Multnomah County	REO	3/19/2010	1/15/2015
INTERGOVERNMENTAL AGREEMENTS -- REVENUE						
C0653	City of Portland EcoRoof Program Agreement - Grey to Green Initiative	\$16,905	Agreement No. 30000905 with COP Bureau of Environmental Services provides funding for a "green" roof for the Resource Access Center RAC Building	DCR	3/22/2010	6/30/2011
C0664	City of Portland Water Bureau	\$17,081	Funds for Replacement and Installation of 58 High-Efficiency Low-Flow Toilets at Ainsworth Court	DCR	4/1/2010	5/30/2010

Contract #	Contractor	Contract Amount	Description	Department	Execution Date	Expiration Date
AMENDMENTS TO EXISTING CONTRACTS						
C0395, #11	R & H Construction	(\$19,911)	Credit for Construction Modifications -- CMGC for James Hawthorne	DCR	3/4/2010	2/25/2010
C0565, #7	Merrill Residential, LLC	\$994.47	Authorizes Changes to Original Contract for Alderwood Apartments	DCR	3/5/2010	4/30/2010
C0565, #10	Merrill Residential, LLC	\$28,542	Authorizes Changes to Original Contract for Powellhurst Woods Apartments	DCR	3/5/2010	4/30/2010
C0378a, #4	Walsh Construction	\$11,293	RAC Day Use Center Changes from Bid Set Plans to Construction Rough-in	DCR	3/8/2010	9/1/2011
C0378h, #5	Walsh Construction	\$50,353	RAC Housing Changes from Bid Set Plans for Rough-in	DCR	3/8/2010	9/1/2011
C0640, #2	Point Monitor	\$3,265	Additional equipment for multiple properties; NWT, Annex, Medallion, Williams Plaza and Gallagher Plaza	REO	3/9/2010	12/31/2010
C0348, #3	Eastside Van & Storage		Extends through 3/31/2011	DBS	3/11/2010	3/31/2011
C0497, #9	LRS Architects	\$5,316	Additional Mechanical/Electrical Engineering Services at Martha Washington	DCR	3/12/2010	7/31/2010
C0410, #1	AKS Engineering and Forestry	\$99,900	On-Call Engineering Services	DCR	3/15/2010	9/30/2011
C0337, #2	Construction & Mapping Team	\$1,228	Additional Survey Services at James Hawthorne Apts	DCR	3/15/2010	3/31/2010
C0304, #5	William Wilson Architects		Extends through 3/31/10	DCR	3/15/2010	3/31/2010
C0514, #1	The Iris Group		Extends through 4/30/2011	EXEC	3/16/2010	4/30/2011
C0420, #2	Michael Willis Architects	\$4,920	Hillsdale A&E Hope VI Task Order 2	DCR	3/22/2010	12/31/2013
C0588, #1	Nelson Capitol Construction Program Management		Extends through 9/30/2010	DCR	3/29/2010	9/30/2010
C0515, #1	Counterpoint Consulting		Extends through 4/30/2011	EXEC	4/6/2010	4/30/2011
C0512, #1	Jennifer Schoonard		Extends through 4/30/2011	EXEC	4/6/2010	4/30/2011
C0513, #1	Tevlin Strategic Communication		Extends through 4/30/2011	EXEC	4/6/2010	4/30/2011
C0364, #1	PBS Engineering and Environmental	\$37,000	Geotech for the RAC; also extends through 4/30/2011	DBS	4/8/2010	4/30/2011
C0565, #11	Merrill Residential, LLC	\$8,131	Authorized changes to original contract at Powellhurst Woods Apartments	DCR	4/9/2010	4/13/2010
C0397 #3	G&L Janitorial	\$56,032	Agency Janitorial Contract Services; Extends through 4/30/2010 (Section 3 business)	REO	4/12/2010	3/31/2011
C0565, #9	Merrill Residential, LLC	-\$16,022	Credit for authorized changes to original contract at Alderwood Apartments	DCR	4/13/2010	4/30/2010
C0565, #12	Merrill Residential, LLC	\$2,949	Authorized changes to original contract at Powellhurst Woods Apartments	DCR	4/13/2010	4/30/2010
ir0018b	Ballard Spahr Andrews & Ingersoll LLP		Extends through 6/30/2010; Legal Services rendered for HOPE VI Humboldt Gardens	DBS	4/21/2010	6/30/2010
C0559 #1	Bonnie Newman	\$2,000	Resident Foot Care Services	REO	4/26/2010	6/30/2010
C0626, #1	NW Management Consulting, Inc.	\$40,000	Extends through 12/1/2011; Classification & Compensation Study for the Agency	DBS	4/16/2010	12/1/2011

PHPI: Activity and Investment Summary as of March 31, 2010

Relocation

Project	Unit Size					S8	PH	Means of relocation			Total
	0	1	2	3	4			Private	Purch.	Other	
Relocation to Date	0	4	11	117	10	71	45	14	4	8	142
Relocation Remaining	0	0	0	19	1						20
TOTAL RELOCATION	0	4	11	136	11						162

Sales

Project	Unit Size					Total Units	Total Properties	Gross Proceeds	Net Proceeds	Internal Costs	Net to HAP
	0	1	2	3	4						
Actual Sales to Date		4	11	87	7	109	97	\$ 21,087,026	\$ 20,155,443	\$ 1,185,154	\$ 18,970,289
Projected Sales on Remaining Portfolio				49	4	53	53	\$ 9,774,303	\$ 9,229,678	\$ 565,791	\$ 8,663,887
TOTAL SALES - PROJECTED	0	4	11	136	11	162	150	\$ 30,861,329	\$ 29,385,121	\$ 1,750,946	\$ 27,634,175

1:1 Replacement

Project	Unit Size					# of New PH Units	Total Units	Total Proj. Cost	Total \$/Unit	\$ / New PH Unit	Total Investments
	0	1	2	3	4						
Current											
The Jeffrey	20					20	80	\$ 16,600,000	207,500.00	-	-
Martha Washington	25					25	108	\$ 18,043,118	167,065.91	\$ 76,080	\$ 1,902,000
Resource Access Center	30					30	130	\$ 46,951,074	361,162.11	\$ 40,583	\$ 1,217,500
Rockwood Station			25			25	195	\$ 271,514	1,392.38	N/A	\$ 271,514
SUB-TOTAL:	75	0	25	0	0	100	513	\$ 81,865,706	\$ 159,582	\$ 33,910	\$ 3,391,014
Potential											
Hillsdale Terrace ⁽³⁾						8	122	\$ 41,460,112	339,836.98	\$ 750,000	\$ 6,000,000
Hillsdale Terrace (Trimet Lots)						tbd	tbd	tbd			\$ 1,800,000
Hillsdale Terrace (City Contribution)						tbd	tbd	tbd			\$ 3,200,000
Knapp Street			4	20	10	34	34	\$ 8,000,000	235,294.12	\$ 64,706	\$ 2,200,000
Lifeworks Northwest		3	13	13		29	29	tbd		\$ 17,241	\$ 500,000
Jeanne Anne Apts		3	20	23		46	46	\$ 3,000,000	65,217.39	\$ 65,217	\$ 3,000,000
SUB-TOTAL:	0	6	37	56	10	117	231	\$ 52,460,112	\$ 640,348	\$ 142,735	\$ 16,700,000

Avg. Invest.
per PH unit

TOTAL REPLACEMENT:	75	6	62	56	10	217	744	\$ 134,325,818	\$ 799,931	\$ 92,585	\$ 20,091,014
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Capital Improvements

Project	# of PH Units	Total Proj. Cost	HAP Proceeds
Misc Upgrades	tbd	\$ 452,200	-
Sweet 16	296	\$ 12,075,341	\$ 1,853,803
Demar Downs ADA - Sweet 16 addtl scope	N/A	\$ 187,200	\$ 46,800
Hollywood East	288	\$ 1,700,000	\$ -
Gallagher/Sellwood	197	\$ 18,728,648	\$ 4,000,000
Eliot Square - part of the Fam4	30	\$ 1,461,750	\$ 801,869
Francis/Garrison Eastwood	74	\$ 3,605,650	\$ -
TOTAL CAPITAL IMPROVEMENTS:	885	\$ 38,210,789	\$ 6,702,472

Housing Authority of Portland
Board of Commissioners Report
May 2010

ARRA Administration

Positions	# of Positions	Total Proj. Cost	HAP Proceeds
TOTAL ARRA ADMINISTRATION:	10	\$ 659,891	\$ 137,382

NET PROCEEDS AVAILABLE			\$ 703,308
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- (1) Net Proceeds are Gross Proceeds net of sales commissions, concessions, title and escrow fees and any other costs paid from escrow. Net Proceeds do not include internal selling costs (\$1,185,154 through March 2010).
- (2) Included are four units sold through the American Dream Homeownership program.
- (3) 68 total PH units; replaces existing 60 units, 8 are new. PHPI encompasses 1:1 replacement as well as capital improvements.
- (4) The Property Count now includes 2 of the four units sold through the American Dream Homeownership program. The property sales occurred prior to the sales team initiative and were included in the unit count, but not the property count on prior reports.

DASHBOARD REPORT

Housing Authority of Portland - Dashboard Report For April of 2010

Property Performance Measures

Occupancy

	Number of Properties	Physical Units	Rentable Units	Vacant Units	Occupancy Percentage	Unit Mix						Total
						Studio/SRO	1 Bdrm	2 Bdrm	3 Bdrm	4 Bdrm	5+ Bdrm	
Public Housing	44	2,062	1,996	51	97.4%	513	844	352	339	14	0	2,062
Public Housing Mixed Financed Owned *	2	65	65	0	100.0%	0	15	40	10	0	0	65
Public Housing Mixed Finance Tax Credit *	5	426	425	23	94.6%	131	94	88	61	45	7	426
Total Public Housing	51	2,553	2,486	74	97.0%	644	953	480	410	59	7	2,553
Affordable Owned with PBA subsidy	6	496	496	10	98.0%	72	229	104	91	0	0	496
Affordable Owned without PBA subsidy	10	1,041	1,041	61	94.1%	200	245	448	133	15	0	1,041
Total Affordable Owned Housing	16	1,537	1,537	71	95.4%	272	474	552	224	15	0	1,537
Tax Credit Partnerships	20	2,314	2,314	95	95.9%	743	687	492	230	145	17	2,314
Total Affordable Housing	36	3,851	3,851	166	95.7%	1,015	1,161	1,044	454	160	17	3,851
Eliminate Duplicated PH Properties/Units	-7	-491	-490	-23		-131	-109	-128	-71	-45	-7	-491
Combined Total PH and AH	80	5,913	5,847	217	96.3%	1,528	2,005	1,396	793	174	17	5,913
Special Needs (Master Leased)	36	422	422									
Total with Special Needs	116	6,335	6,269									

* property/unit counts also included in Affordable Housing Count

Financial

Nine months ending 12/31/2009	Per Unit Per Month					Fiscal YTD ending 12/31/2009				12/31/09			
	Property Revenue	Subsidy Revenue	Total Revenue	Operating Expense w/o HMF	HAP Management Fees (HMF)	NOI	# of Properties/units Positive Net Operating Income (NOI)		# of Properties/units Negative Net Operating Income (NOI)		# of Properties meeting Debt Coverage Ratio (DCR)	# of Properties not meeting DCR	# of Properties DCR Not Applicable
							Properties	Units	Properties	Units			
Public Housing	\$197.83	\$320.50	\$518.33	\$439.10	\$70.81	\$8.42	21	1,254	23	831			
Affordable Owned	\$520.09	\$198.73	\$718.82	\$461.01	\$6.58	\$251.23	14	1,339	1	105	6	6	3
Tax Credit Partnerships	\$533.14	\$41.63	\$574.77	\$344.79	\$15.70	\$214.28	20	2,327	0		11	9	0

* Property counts differ between Occupancy and Financial data due to Peter Paulson and Humbolt Gardens converting

Public Housing Demographics

Public Housing Residents	Households				% Family Type (head of household)				Race % (head of household)					Ethnicity % (hoh)	
	# of Households	% of Households	Average Family Size	Average Unit Size	Adults no Children	Family with Children	Elderly	Disabled Not Elderly	Black African American	White	Native American	Asian	Hawaiian/Pacific Island	Hispanic/Latino	Non Hispanic/Latino
0 to 10% MFI	429	18.5%	2.1	1.7	9.8%	8.7%	0.4%	4.9%	4.9%	12.4%	0.8%	0.3%	0.4%	3.7%	14.7%
11 to 20%	1,027	44.2%	1.7	1.4	33.5%	10.7%	11.8%	21.8%	10.0%	31.3%	1.7%	1.5%	0.4%	4.2%	40.0%
21 to 30%	536	23.1%	1.7	1.5	16.9%	6.2%	7.0%	10.7%	4.9%	16.5%	0.9%	0.9%	0.2%	2.5%	20.6%
31 to 50%	267	11.5%	2.4	1.9	5.8%	5.7%	2.2%	3.8%	3.0%	7.9%	0.3%	0.4%	0.2%	1.9%	9.6%
51 to 80%	62	2.7%	2.6	2.0	1.3%	1.3%	0.4%	0.5%	0.7%	1.9%	0.1%	0.1%	0.0%	0.7%	1.9%
Over 80%	6	0.3%	3.5	2.8	0.0%	0.2%	0.0%	0.1%	0.2%	0.1%	0.0%	0.0%	0.0%	0.0%	0.3%
All	2,327	100.1%	1.9	1.6	67.3%	32.8%	21.8%	41.9%	23.7%	70.1%	3.7%	3.3%	1.2%	13.0%	87.2%

Waiting List

0 to 10% MFI	1,929	48.0%	2.2	1.8			1.3%	16.8%	21.0%	23.0%	2.9%	1.3%	1.0%	4.4%	42.6%
11 to 20%	1,167	29.0%	2.4	1.8			1.3%	12.1%	12.2%	14.4%	1.6%	0.9%	0.5%	2.5%	26.3%
21 to 30%	528	13.1%	2.5	1.9			1.0%	4.3%	5.7%	6.4%	0.4%	0.7%	0.1%	1.4%	11.5%
31 to 50%	340	8.5%	2.6	2.0			0.8%	2.0%	4.0%	3.8%	0.3%	0.3%	0.1%	1.1%	7.2%
51 to 80%	54	1.3%	2.3	1.9			0.1%	0.3%	0.6%	0.7%	0.0%	0.0%	0.0%	0.1%	1.2%
Over 80%	1	0.0%	2.0	3.0			0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All	4,019	100.0%	2.4	1.8			4.5%	35.6%	43.4%	48.3%	5.3%	3.3%	1.8%	9.6%	88.9%

Other Activity

	#s, days, hrs
Public Housing	
Names pulled from Wait List	87
Denials	0
New rentals	23
Vacates	15
Evictions	0
# of work orders received	1,253
# of work orders completed	1,041
Average days to respond	8.4
# of work orders emergency	4
Average response hrs (emergency)	26

Housing Authority of Portland - Dashboard Report For April of 2010

Rent Assistance Performance Measures

Utilization and Activity

	Current Month Status						Current Month Activity				Calendar Year To Date				
	Vouchers Available	Vouchers Paid	Utilization Percentage	Average Voucher Cost	HUD Subsidy Over(Under) Utilized	Remaining Waiting List Size	Waiting List Names Pulled	New Vouchers Leased	Vouchers Terminated	Voucher Inspections Completed	Utilization Percentage	Average Voucher Cost	HUD Subsidy Over(Under) Utilized	New Vouchers Leased	Vouchers Terminated
Tenant Based Vouchers	6,700	6,686	100%	\$579	-\$157,861	2,082	1	41	38	778	99%	\$579	-\$525,167	187	144
Project Based Vouchers	1,095	1,053	96%	\$481	-\$151,285			15	9	41	96%	\$475	-\$606,323	67	56
SRO/Mod Vouchers	512	477	93%	\$365				13	15	83	94%	\$361	-\$52,247	51	65
All Vouchers	8,307	8,216	99%	\$554	-\$309,146			69	62	902	98%	\$552	-\$1,183,737	305	265

Demographics

	Households				% Family Type (head of household)				Race % (head of household)					Ethnicity % (hoh)	
	# of Households	% of Households	Average Family Size	Average Unit Size	Adults no Children	Family with Children	Elderly	Disabled Not Elderly	Black	White	Native American	Asian	Hawaiian/Pacific Island	Hispanic	Non Hispanic
Tenant Based Voucher Participants															
0 to 10% MFI	735	11.4%	1.9	1.9	6.7%	4.8%	0.3%	0.8%	5.2%	5.9%	0.4%	0.3%	0.1%	0.7%	10.7%
11 to 20%	2,190	34.1%	2.0	1.9	21.1%	13.0%	6.8%	13.5%	11.9%	19.5%	1.3%	2.2%	0.2%	2.0%	32.1%
21 to 30%	1,919	29.9%	2.4	2.1	16.4%	13.5%	7.2%	10.9%	9.7%	17.9%	0.9%	1.9%	0.2%	1.7%	28.1%
31 to 50%	1,322	20.6%	3.1	2.5	6.6%	14.0%	2.8%	4.4%	8.2%	11.0%	0.6%	1.1%	0.1%	1.2%	19.4%
51 to 80%	239	3.7%	3.6	2.9	0.7%	3.0%	0.3%	0.4%	1.7%	1.8%	0.1%	0.2%	0.0%	0.2%	3.6%
Over 80%	18	0.3%	4.4	3.2	0.1%	0.2%	0.0%	0.1%	0.1%	0.1%	0.0%	0.1%	0.0%	0.0%	0.3%
All	6,423	100.0%	2.4	2.2	51.5%	48.5%	17.6%	30.1%	36.9%	56.1%	3.2%	5.8%	0.6%	5.8%	94.2%

Waiting List

0 to 10% MFI	692	33.2%	2.1				1.1%	9.5%	15.9%	13.2%	1.9%	1.4%	0.4%	2.5%	26.5%
11 to 20%	580	27.9%	2.1				2.8%	12.3%	9.4%	14.9%	1.8%	1.7%	0.3%	1.4%	24.3%
21 to 30%	398	19.1%	2.3				3.2%	6.1%	5.6%	11.4%	0.6%	1.2%	0.1%	1.5%	15.4%
31 to 50%	395	19.0%	2.5				2.1%	3.8%	7.5%	9.7%	0.5%	0.9%	0.1%	1.4%	15.5%
51 to 80%	16	0.8%	2.4				0.0%	0.1%	0.3%	0.4%	0.0%	0.0%	0.0%	0.0%	0.8%
Over 80%	1	0.0%	1.0				0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
All	2,082	100.0%	2.2				9.3%	31.9%	38.7%	49.6%	4.9%	5.2%	1.0%	6.8%	82.5%

Short Term Rent Assistance

	# of Households Participating	\$ Amount of Assistance Provided	Average Cost per Household
Shelter Plus Care	509	\$268,807	\$528
Short Term Rent Assistance	469	\$257,335	\$549

Resident Services

Resident Programs

Housing Program Served	Households Served/ Participants	Monthly Funding Amount	Average Funds per Participant						
Congregate Housing Services * as of previous month	Public Housing	89	\$72,557	\$815					
		# HH Stabilized	# HH Transitioned	Health and Safety Stabilized	Unduplicated Number Served	Crisis Intervention	Support System Enhanced	# Events	# Event Attendees
Resident Services Coordination	Public Housing	22	0	62	223	2	19	103	1143
		# HH Enrolled	# in Self Sufficiency	# In GOALS					
Community Supportive Services	Public Housing	129	78	2					
	Section 8	36	27	1					
		# of Participants	Escrow \$ Held	New Enrollees	# of Graduates	Escrow \$ Disbursed	Terminations or Exits	Escrow \$ Forfeited	Avg Annual Earned Income Increase Over Last Year
GOALS Program	Public Housing	81	\$109,790	5	1	\$86	2	\$0	-\$5,190
	Section 8	276	\$772,313	0	1	\$33,048	9	\$0	\$1,285

Agency Financial Summary

Nine months ending 12/31/2009	Fiscal Year to Date	Prior YTD	Increase (Decrease)
Subsidy Revenue	\$54,182,246	\$53,965,425	\$216,820
Grant Revenue	\$7,310,860	\$6,114,194	\$1,196,665
Property Related Income	\$9,420,944	\$9,522,310	(\$101,366)
Development Fee Revenue	\$1,020,509	\$447,918	\$572,591
Other Revenue	\$2,151,045	\$1,948,270	\$202,775
Total Revenue	\$74,085,603	\$71,998,117	\$2,087,486
Housing Assistance Payments	\$45,053,764	\$42,885,817	\$2,167,947
Operating Expense	\$27,600,578	\$26,413,565	\$1,187,013
Depreciation	\$3,808,566	\$4,487,068	(\$678,502)
Total Expense	\$76,462,908	\$73,786,450	\$2,676,458
Operating Income	-\$2,377,305	-\$1,788,333	(\$588,973)
Other Income(Expense)	\$4,126,252	\$4,122,298	\$3,954
Capital Contributions	\$16,670,218	\$7,330,410	\$9,339,808
Increase(Decrease) Net Assets	\$18,419,165	\$9,664,376	\$8,754,789
Total Assets	\$346,139,088	\$333,436,258	\$12,702,830
Liquidity Reserves	\$25,907,775	\$21,974,860	\$3,932,915

Development/Community Revitalization

New Development / Revitalization

	Units	Construction Start	Construction End	Current Phase	Total Cost	Cost Per Unit
Hawthorne Apartments *	48	Apr-09	Mar-10	Post Construction	\$7,914,653	\$164,889
Multnomah Village Lots	tbd	tbd	tbd	Concept	tbd	tbd
The Resource Access Center	130	Nov-09	Apr-11	Construction	\$46,951,075	\$361,162
Hillsdale Terrace	122	May-11	Aug-12	Concept	\$41,425,483	\$339,553
Knapp Street	34	tbd	tbd	Concept	\$8,000,000	\$235,294
Lifeworks Northwest	29	tbd	tbd	Concept	tbd	tbd
Jeanne Anne	46	tbd	tbd	Concept	\$3,000,000	\$65,217
Martha Washington	108	Aug-09	Jun-10	Construction	\$18,043,118	\$167,066
The Jeffrey	80	Apr-10	May-10	Preconstruction	\$16,600,000	\$207,500

Capital Improvement

Ainsworth	88	tbd	tbd	Predevelopment	\$1,980,000	\$22,500
Sweet 16	296	May-09	Sep-10	Construction	\$12,262,541	\$41,428
Gallagher Plaza/Sellwood Center	197	Dec-11	Jun-13	Predevelopment	\$18,728,648	\$95,069
Hollywood East	288	Apr-10	Aug-10	Predevelopment	\$1,700,000	\$5,903
FAM4	104	Aug-10	Apr-11	Predevelopment	\$5,067,400	\$48,725
Misc Upgrades	tbd	tbd	tbd	tbd	\$452,200	

Legend

* Formerly known as University Place

RESOLUTIONS

M E M O R A N D U M



DATE: May 18, 2010

TO: Board of Commissioners

FROM: Michael Buonocore, Assistant Director Policy and Planning
Jill Riddle, Director Rent Assistance
Todd Salvo, Chief Financial Officer

SUBJECT: Amendment to HAP's Attachment A of the Moving to Work (MTW) Agreement
Resolution 10-05-01

The information below reiterates the background on this topic from last month's memo. A public hearing was conducted at the April 2010 Board of Commissioners' meeting, per HUD's requirement for amendments to the MTW agreement. There were no comments provided at the meeting and none have been received by HAP since that time.

Background

Attachment A of HAP's MTW Agreement describes how our subsidy streams are calculated in order to determine our funding levels each year. HAP discovered that the previously agreed-upon calculation for Section 8 funds was creating problems in the determination of our subsidy levels, resulting in awards of less money than the agency was entitled to. Specifically, in previous years, we used cost savings from Rent Assistance (also known as "fungible money") for programmatic purposes, such as creating a landlord guarantee fund. Because of our funding method, HUD last year (as reported to the board) did not include the funged money in their calculation of our voucher funding for this year, effectively reducing the funds available in the Section 8 program. After protracted negotiations, HUD agreed to restore our benchmark funding, and acknowledged that the language in our Attachment A lead to unintended consequences in the subsidy calculation. HUD determined an amendment to our Attachment A of the Agreement was necessary to correct the issue.

Budget Implications and Financial Impact on HAP

Correcting this problem is critical in order for HAP to maximize its authority to exercise fungibility with its Section 8 funds and not reduce its baseline funding. HAP's analysis of this change indicates the financial impact is positive, as it restores funds that had

previously been reduced from the Section 8 baseline funding – a difference of nearly a million dollars.

Risks / Opportunities

The amendment represents an opportunity to restore our baseline funding and to make maximum use of our MTW flexibility. The risk of not doing this is two-fold: we would revert to previously calculated funding levels and lose the opportunity to spend money flexibly in the voucher program. This would, for instance, hinder or eliminate our ability to provide the landlord guarantee fund and agency-based assistance.

Recommendation

Staff recommends that the Board of Commissioners approve the amendment to Attachment A of HAP's MTW agreement.

Exhibits

Second Amendment to Moving to Work Agreement Between Department of Housing and Urban Development and Housing Authority of Portland.



RESOLUTION 10-05-01

RESOLUTION 10-05-01 AUTHORIZES THE HOUSING AUTHORITY OF PORTLAND (HAP) TO ADOPT THE “SECOND AMENDMENT TO MOVING TO WORK AGREEMENT BETWEEN U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT AND HOUSING AUTHORITY OF PORTLAND”

WHEREAS, Attachment ‘A’ of HAP’s Moving to Work (MTW) Agreement describes the method by which HAP’s Section 8 subsidies are calculated; and

WHEREAS, the Department of Housing and Urban Development (HUD) and HAP determined that the previously described method of calculation resulted in diminished baseline funding when HAP exercised its authorized fungibility with Section 8 funds; and

WHEREAS, HUD advised HAP that an amendment to Attachment ‘A’ was necessary to restore the diminished baseline funding and correct the subsidy calculation problem; and

WHEREAS, HAP has negotiated an amendment with HUD that corrects the issue; and

WHEREAS, HAP conducted a public hearing on the proposed amendment at the April 20, 2010 Board of Commissioners meeting, in accordance with HUD requirements.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of the Housing Authority of Portland that the Chair of the Housing Authority of Portland is authorized to enter into and execute the “Second Amendment to Moving to Work Agreement Between U.S. Department of Housing and Urban Development and Housing Authority of Portland.”

Adopted: May 18, 2010

HOUSING AUTHORITY OF PORTLAND

Lee E. Moore, Sr., Chair

Attest:

Steven D. Rudman, Secretary

M E M O R A N D U M



DATE: May 18, 2010

TO: Board of Commissioners

FROM: Dianne Quast, Director Real Estate Operations
Rodger Moore, Assistant Director Real Estate Operations
Rachael Russell, Assistant Property Manager
Kenney Combs, Maintenance Manager CORE

SUBJECT: CORE Garbage Service
Resolution 10-05-02

The purpose of this memo is to provide information regarding requested authorization from the Board of Commissioners to purchase a new garbage truck. The cost of \$114,344 has been budgeted using the Public Housing (PH) program's capital fund subsidies that are intended to be used for large capital improvements. Although the budget was adopted by the Board of Commissioners in April, this specific expenditure is over \$100,000 and as a result requires specific board approval.

Background:

The Housing Authority of Portland operates as its own hauler of garbage and recycling for all of the Public Housing apartment communities it owns. This service is managed within Real Estate Operation's maintenance and employs four full time staff in adherence to a negotiated contract with the Building Trades Council. HAP has provided this service in-house since the conception of the Housing Authority and benefits from the exceptional customer service our staff provide. Staff's pride in maintaining safe and sanitary properties is evident within this workgroup by providing clean up service during pick-up and quick response when non-residents dump large amounts of refuse at a property.

Fleet management is an important part of assuring continued quality service. The current garbage truck is approaching ten years of usage and is nearing the end of its useful life as a garbage truck. It will need to be replaced before the demands of heavy loads render it useless. The purchase of this new truck will allow us to redistribute the existing truck to pick up recycling. The recycle route is easier on a vehicle due to a lighter weight load, and would extend its life span. The larger capacity of the current garbage truck will allow for larger loads of recycling thereby providing improved efficiencies in the recycling program.

In concurrence with the purchase of the truck we will install compactors at three strategic sites and will retrofit another truck currently in our fleet with a hook and chain system that will allow HAP to pick up these compactors. As the practice of collection and disposal of garbage modernizes, the need for compactors has become apparent as a more efficient way to operate. Installing compactors at our larger properties creates a cleaner, more sanitary property and increases livability.

PH Maintenance recently lost three properties from the garbage route due to some jurisdictional changes in Gresham. That, coupled with an expected reduction in frequency of pick ups where we will place compactors allows PH to provide service to properties in the Affordable Housing portfolio identified by their proximity to PH properties. We will gain in economy of scale by adding these properties by spreading fixed cost among more properties.

Budget Implications and Financial Impact on HAP:

HAP has set aside \$150,000 from its capital funds knowing a new trash truck is needed. We will stay well under that budgeted amount using a vendor's cooperative agreement with the State of Oregon. HAP will be able to purchase the new truck for a net price of \$114,344 after a \$46,834 discount.

Risks:

The risk of deferred vehicle replacement is substantial. Choosing to not reinvest in our fleet would be more expensive later when repair costs and staff down time are considered.

We also need to consider that our current negotiated contract with the Trades Union limits HAP from contracting this service out.

Opportunities:

Public Housing is increasing its education to our residents regarding recycling and will be offering incentives and other promotions to increase participation in the recycling program. This increase in recycling will lower expenses by decreasing the weight of garbage we take to the landfill.

Conclusions and Recommendations:

Staff recommends the approval of this purchase because the existing truck has reached the end of its useful life as a garbage truck.



RESOLUTION 10-05-02

A RESOLUTION AUTHORIZING THE PURCHASE OF A REPLACEMENT GARBAGE TRUCK NOT TO EXCEED \$120,000

WHEREAS, the Housing Authority of Portland operates as its own hauler of garbage and recycling for all of the Public Housing apartment communities it owns;

WHEREAS, the current garbage truck is nearing the end of its useful life as a garbage truck, but may be reconfigured as a recycling truck;

WHEREAS, the purchase of a replacement garbage truck will allow for the current truck to be reconfigured for recycling, thus increasing our recycling capacity, thereby providing improved efficiencies in the recycling program;

WHEREAS, this increase in recycling will lower expenses by decreasing the weight of garbage we take to the landfill;

WHEREAS, using a vendor's cooperative agreement with the State of Oregon, HAP is able to purchase the truck without going through a competitive process while receiving a \$46,834 discount, and

WHEREAS, any planned purchase over \$100,000 has to be approved by the Board of Commissioners.

NOW, THEREFORE, BE IT RESOLVED:

1. The Board of Commissioners approves the purchase of a new garbage truck not to exceed \$120,000.
2. Effective Date. This resolution shall be in full force and effect from and after its adoption and approval.

Adopted: May 18, 2010

HOUSING AUTHORITY OF PORTLAND

Lee E. Moore, Sr., Chair

Attest:

Steven D. Rudman, Secretary

Housing Authority of Portland
Board of Commissioners Packet
May 2010

M E M O R A N D U M



DATE: May 18, 2010

TO: Board of Commissioners

FROM: Rebecca Gabriel, Director Business Services
Melissa Richardson, Human Resources Manager

SUBJECT: A Resolution Authorizing the Renewal of Employee Health and Welfare Benefit Plans for the Plan Year July 1, 2010 to June 30, 2011
Resolution 10-05-03

This memorandum explains the process for renewing contracts for employee health and welfare benefits with local providers.

Background:

HAP offers health and welfare benefits to eligible employees. Annually, decisions are made about the plan design of the benefits program and, through HAP's benefit broker contracts are negotiated with benefit providers. Once the contracts are negotiated and approved, HAP employees participate in open enrollment.

Under state law, benefits are a mandatory subject of bargaining. HAP's Labor Management Healthcare Plan Committee, established in 2003, is the forum through which HAP bargains health and welfare plan changes required by the escalating costs of medical and dental insurance benefits.

Under the Memorandum of Understanding signed by HAP management, AFSCME and the Columbia Pacific Building Trades Council, the members of the nine-member Labor Management Healthcare Plan Committee are responsible for educating their constituencies about the activities of the Committee and for providing input and advice to the human resources staff about ways to educate employees regarding health care and health plan design issues. The agency's benefits broker, The Partners Group, staffs the Committee. The Partners Group provides benefit analysis, healthcare plan utilization, information on health insurance trends and any other information deemed necessary for the Committee to make informed decisions about HAP healthcare plans and cost containment strategies.

By a unanimous vote, the Committee members recommend that the Executive Director and the Board of Commissioners approve the healthcare plans summarized in

attachment A. Acceptance of the Committee's recommendation will result in benefits costs remaining flat over the 2010-2011 plan year.

The excellent result in the renewal contains several factors, the most significant of which is a substantial reduction in the Kaiser dental benefit premium based on our experience. This renewal also includes a modest upgrade to the vision benefit in both plans and an increase in employee premium sharing for Non-Represented and AFSCME employees. You may recall, there is no change in PERS contribution rates for the 2010-2011 benefit year; additionally, we received a 2-year rate guarantee for our MetLife Dental and short-and long-term disability plans.

- **Benefit Plans:**

As referenced above, there will be no plan design changes to the medical insurance plans. There is a modest increase in vision benefits to allow for annual exams, rather than bi-annual exams and an increase to the hardware benefit to \$250 for Kaiser every 24 months. The allowance for both exam and hardware for Providence will be \$300 annually. HAP will renew the existing Kaiser dental plan with no changes and a 13% rate **decrease** and will renew the MetLife Dental plan for a 0% increase.

UNUM had given HAP a 2 year rate guarantee on all life insurance, short- and long-term disability plans.

- **Premium Contributions:**

Premium share contributions for AFSCME and Non-Represented employees electing single-party coverage for medical and dental insurance will increase effective July 1, 2010. Specifically, AFSCME employees electing single-party coverage for medical and dental insurance will increase their premium contribution level from 10% to 15% and Non-Represented employees electing single-party coverage move from a 10% to 15% premium contribution. Contribution levels for AFSCME and Non-Represented employees electing two-party and family coverage will remain at their current rates. The Trades premium contribution, a composite rate for all employees participating in the plans, will increase as well moving from \$52.22/month to \$53.71/month, an increase of 3%.

- **PERS Rate:**

As noted above, the PERS rate will remain flat this benefit year. This is due to PERS rating their fund on a biannual basis; HAP will receive a new contribution rate that will be effective July 1, 2011; we should know in late 2010 what the new rate will be.

Recommendation:

Staff recommends approval of Resolution 10-05-03 authorizing the renewal of employee health and welfare benefit plans for the plan year July 1, 2010 to June 30, 2011.



RESOLUTION 10-05-03

RESOLUTION 10-05-03 AUTHORIZES THE RENEWAL OF EMPLOYEE HEALTH AND WELFARE BENEFIT PLANS FOR THE PLAN YEAR JULY 1, 2010 TO JUNE 30, 2011

WHEREAS, the representatives of the Housing Authority, AFSCME and the Columbia Pacific Building Trades Council have formed a joint Labor Management Healthcare Plan Committee for the purpose of evaluating, designing and recommending healthcare plans; and

WHEREAS, the provision of health and welfare benefits is a mandatory subject of bargaining under the Public Employer Collective Bargaining Act; and

WHEREAS, the duly authorized representatives of the Housing Authority of Portland have met in negotiation meetings with representatives of AFSCME and the Columbia Pacific Building Trades Council; and

WHEREAS, the Committee has voted to recommend to the Executive Director and the Board of Commissioners that the healthcare plans be renewed;

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of the Housing Authority of Portland to approve the recommendation of the Labor Management Healthcare Plan Committee to adopt the health plans as described in attachment A.

ADOPTED: May 18, 2010

HOUSING AUTHORITY OF PORTLAND

Lee E. Moore, Sr., Chair

ATTEST:

Steven D. Rudman, Secretary

Housing Authority of Portland (HAP) - Renewal July 1, 2010

Estimated Annual Employer Impact/Cost Projection

Employee Contributions at Proposed Levels

Current Employer Health Plan Contribution Formula, Current Benefit Plans - All Bargaining Groups

Move Vision to Kaiser \$250 / Providence \$300

Benefit Plan	Estimated Annual Renewal Costs - Current Rates v. Renewal Rates								
	Current Rates and Fees			Renewal Rates and Fees		Annual Dollar Change		% Dollar Change	
	Total Annual Cost	Avg. No. EEs	Avg. Annual Cost/EE	Total Annual Cost	Avg. Annual Cost/EE	Total Annual Cost	Avg. Annual Cost/EE	Total Annual Cost	Avg. Annual Cost/EE
Providence Health Plans - Medical/Rx/Vision	\$1,134,200	112	\$10,127	\$1,182,632	\$10,559	\$48,432	\$432	4.3%	4.3%
Kaiser HMO - Medical/Rx/Vision	\$1,296,242	142	\$9,128	\$1,314,185	\$9,255	\$17,943	\$126	1.4%	1.4%
Medical/Rx/Vision Plan(s) Subtotal	\$2,430,442	254	\$9,569	\$2,496,817	\$9,830	\$66,375	\$261	2.7%	2.7%
MetLife Dental	\$99,296	33	\$3,009	\$99,296	\$3,009	\$0	\$0	0.0%	0.0%
Kaiser DMO Dental	\$287,813	90	\$3,198	\$250,386	\$2,782	(\$37,427)	(\$416)	-13.0%	-13.0%
Dental Plan(s) Subtotal	\$387,108	123	\$3,147	\$349,681	\$2,843	(\$37,427)	(\$304)	-9.7%	-9.7%
Subtotal: Combined Health Plans	\$2,817,551	254	\$11,093	\$2,846,498	\$11,207	\$28,948	\$114	1.0%	1.0%
Estimated Employee Contribution	-372,593			-400,576		(\$27,983)	\$0		
	-13.2%			-14.1%		(\$0)	\$0		
Subtotal: Net Employer Health Plan Cost	\$2,444,958	254	\$9,626	\$2,445,922	\$9,630	\$965	\$4	0.0%	0.0%
UNUM Basic Group Term Life/AD&D	\$29,182	259	\$113	\$29,182	\$113	\$0	\$0	0.0%	0.0%
UNUM STD	\$66,925	247	\$271	\$66,925	\$271	\$0	\$0	0.0%	0.0%
UNUM LTD	\$46,876	217	\$216	\$46,876	\$216	\$0	\$0	0.0%	0.0%
	-39.8%			-39.8%		\$0	\$0		
Subtotal: Net Employer Life/Disability Plan Cost	\$86,083	259	\$332	\$86,083	\$332	\$0	\$0	0.0%	0.0%
PERS Contributions	\$1,957,626	254	\$7,707	\$1,957,626	\$7,707	\$0	\$0	0.0%	0.0%
Subtotal: Net Health, Life/Disability Plan and PERS Cost	\$4,545,566	259	\$17,550	\$4,546,531	\$17,554	\$965	\$4	0.0%	0.0%
Allegiance 125 Plan Administrative Services	\$8,891	119	\$75	\$8,891	\$75	\$0	\$0	0.0%	0.0%
Allegiance Section 132 (CERA) Plan Administrative Services	\$1,184	21	\$56	\$1,184	\$56	\$0	\$0	0.0%	0.0%
Magellan EAP	\$4,410	250	\$18	\$4,410	\$18	\$0	\$0	0.0%	0.0%
CIGNA BTA	\$1,000	250	\$4	\$1,000	\$4	\$0	\$0	0.0%	0.0%
NET GRAND TOTAL: ALL PLANS	\$4,561,051	254	\$17,957	\$4,562,016	\$17,961	\$965	\$4	0.0%	0.0%

The avg. cost/employee in each plan is based on the number of current participants in each plan. The total avg. cost/employee for all plans is based on participant enrollment in the medical plan(s). Estimated plan costs above do not include voluntary/employee-paid benefit plans.

Employee Health Plan Contributions are 85/80 for Non-Rep, 85/85 for AFSCME. Trades is a flat \$53.71