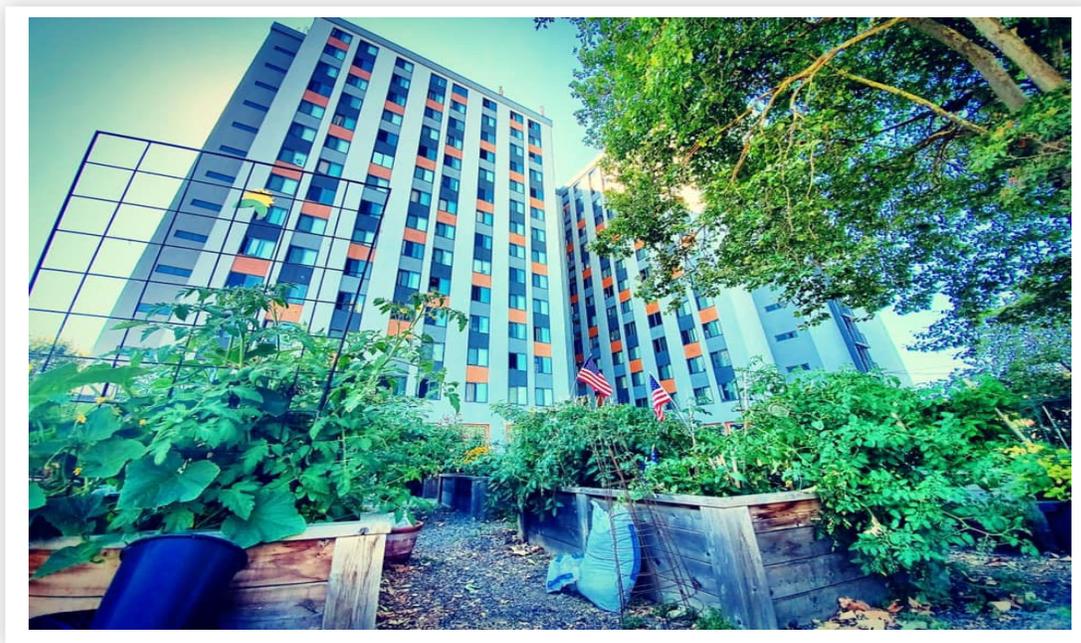




homeforward

hope. access. potential.



Home Forward's Community Gardens at Hollywood East.

Board of Commissioners Meeting

Location:

Multnomah County Building
501 SE Hawthorne Blvd.
Portland, Oregon 97214

Date & Time:

October 15, 2019
6:15 PM

PUBLIC NOTICE:



Home Forward
BOARD OF COMMISSIONERS
will meet on
Tuesday, October 15, 2019
At 6:15 pm
At the Multnomah County Building
501 SE Hawthorne Blvd.
In the Commissioners Board Room



MEMORANDUM

To: Community Partners

Date: October 9, 2019

From: Michael Buonocore, Executive
Director

Subject: Home Forward Board of
Commissioners October
Meeting

The Board of Commissioners of Home Forward will meet on Tuesday, October 15, 2019 at the Multnomah County Building, 501 SE Hawthorne Blvd., in the Commissioners Board Rooms, at 6:15 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 P.M. (noon), Friday, October 11, 2019.

AGENDA



BOARD OF COMMISSIONERS MEETING

**MULTNOMAH COUNTY BUILDING
COMMISSIONERS BOARD ROOM
501 SE HAWTHORNE BLVD.
PORTLAND, OREGON**

OCTOBER 15, 2019 6:15 PM

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.

MEETING MINUTES

Topic
Minutes of September 17, 2019 Board of Commissioners Meeting

MISSION MOMENT

Topic	Presenter
Resident Advisory Committee	Pamela Kambur TomiRene Hettman

CONSENT CALENDAR

Following Reports and Resolutions:			
19-10	Topic	Presenter/POC	Phone #
01	Authorize Amendment to Intergovernmental Agreement Establishing a Governance of A Home For Everyone	Ian Slingerland	503.802.8370

02	Authorize Fiscal Year 2020 Draft Moving To Work Plan	Tim Collier	503.802.8432
03	Authorize the Local Implementation Strategy for Development East of Gresham	Amanda Saul	503.802.8552

REPORTS / RESOLUTIONS

Following Reports and Resolutions:			
19-10	Topic	Presenter/POC	Phone #
REPORT	Resident Advisory Committee-Led Research Report	Pamela Kambur TomiRene Hettman	503.802.8508
04	Authorize a Contract Amendment for Professional Design Services for the Redevelopment of Dekum Court	Jonathan Trutt	503.802.8507

THE NEXT MEETING OF THE BOARD OF COMMISSIONERS

The next Board Work Session will be on Wednesday, November 6, 2019 at 5:30 PM. This meeting will take place at Home Forward, 135 SW Ash Street, in the Columbia Room. The next Board of Commissioners meeting will be Tuesday, November 19, 2019 at 6:15 PM. This meeting will take place at the Multnomah County Building, 501 SE Hawthorne Blvd, in the Commissioners Board Room.

EXECUTIVE SESSION

The Board of Commissioners of Home Forward 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.

ADJOURN

MINUTES



BOARD OF COMMISSIONERS MEETING
HOME FORWARD
GRESHAM CITY HALL
1333 NW EASTMAN PARKWAY
GRESHAM, OR 97030
September 17, 2019

COMMISSIONERS PRESENT

Treasurer Jenny Kim, Commissioners Richard Anderson, Matthew Gebhardt, TomiRene Hettman, Vivian Satterfield, David Widmark

STAFF PRESENT

Carolina Gomez, Melissa Arnold, Peter Beyer, Michael Buonocore, Tim Collier, Leslie Crehan, Ian Davie, Rosie George, Biljana Jesic, Pamela Kambur, Kitty Miller, Amanda Saul, Shannon Schmidt, Ian Slingerland, Jonathan Trutt, Elise Anderson

Treasurer Jenny Kim convened the meeting at 6:15 PM.

PUBLIC COMMENT

Deborah Olson provided public testimony to the Board of Commissioners. She resides at Gresham Station Apartments and reported concern for events at this property including concerns for Fire, Life and Safety issues including malfunctioning egress doors and ongoing concern for safety.

Treasurer Jenny Kim thanked Deborah Olson for her comment and advised concerns will be reviewed.

MEETING MINUTES

Minutes of the August 20, 2019 Board of Commissioners Meeting by Conference Call

Treasurer Jenny Kim requested a motion authorizing approval of the minutes to the August 20, 2019 Board of Commissioners Meeting. Commissioner Richard Anderson moved to the motion and TomiRene Hettman seconded the motion.

The vote was as follows:

Treasurer Jenny Kim—Abstained (due to absence)

Commissioner Richard Anderson —Aye
Commissioner Matthew Gebhardt—Abstained (due to absence)
Commissioner TomiRene Hettman—Aye
Commissioner Vivian Satterfield—Aye

MISSION MOMENT – CAMP ROSENBAUM

Leslie Crehan reported that 22 Home Forward staff volunteered participate in Camp Rosenbaum, which hosted 153 campers from Oregon and SW Washington 76 of these campers came from Home Forward properties. These numbers are lower this year than in years past, which is attributed to the system of relying on outreach by U.S. postal service. For the upcoming year, the group plans to adopt an online application and change outreach practices to increase participation. For the majority of campers, the experience represented their first sleep-away camp experience. Volunteers come from Portland Police Department, Oregon National Guard and housing authorities throughout Oregon. Also new this year is an increase in participation from community partners such as fire departments and police organizations. Next year will be Camp Rosenbaum’s 50th year in operation. Leslie Crehan added that in 1970 former Home Forward Chair, Fred Rosenbaum founded Camp Rosenbaum. He realized that many children, especially those living in low-income housing, would benefit from a citizenship camp. His vision to help youth has grown into an annual event for over 45 years. Camp Rosenbaum has volunteer hours exceeding 230,000, and has provided a free camp to over 6,500 youth.

Carolina Gomez shared a video of 2019 camp events. Concluding the report, an invitation was extended to a planned fundraising event and next year’s 50th anniversary or Camp Rosenbaum.

Commissioner TomiRene Hettman recounted her own experience with Camp Rosenbaum where during a visit a camper disclosed to her that the experience ensured they received three meals that day, noting the positive impact that Camp Rosenbaum provides.

Treasurer Jenny Kim thanked Leslie Crehan and Carolina Gomez for their report.

REPORT

Moving to Work Plan

Home Forward is one of a select number of housing authorities with Moving to Work status which grants the agency the ability to develop and pilot innovative, locally-designed housing and economic independence strategies for families by allowing exemptions from public housing and Housing Choice Voucher regulations. The purposes of the MTW

program are to give PHAs and HUD the flexibility to design and test various approaches for providing and administering housing assistance that achieve the goals of greater cost effectiveness, increase housing choice for participants and offer incentives where the head of household is working, seeking or is preparing for work by participating in job training, educational programs or programs that assist people to obtain economic self-sufficiency.

Treasurer Jenny Kim convened the public hearing.

There being no public comment. Tim Collier reported intention to return to the board and share any comments received through other avenues.

REPORT – EAST COUNTY UPDATE

Melissa Arnold introduced the geography of East County defined as areas east of 122nd Avenue including the cities of Wood Village, Troutdale, Gresham and Fairview. Of note, this is not a homogenous area, it is neighborhoods and individual jurisdictions. With this view in mind, all four jurisdictions are growing at a slower rate than Multnomah County as a whole. This indicates that Portland continues to drive growth. As a point of contrast, residents of Wood Village are significantly more likely to be living in poverty and less likely to have a high school diploma than the average Multnomah County resident whereas the population of Fairview is less diverse, older and less likely to live in poverty than the average Multnomah County resident. More than 40% of renters in these areas experience rent burden.

The percentage of Home Forward participants earning 30% of AMI or less increased from 77% in 2017 to 80% in 2019. Households served in East County are more likely to be from a community of color and have a female identified head of household.

Real estate assets in this area includes 19 properties, of which Home Forward manages 14, this includes the latest acquisition, The Alexis.

Community partnerships include the East County Economic Forum, East County Advocate for Youth Gathering, Child & Family Food Security Coalition, Permanent Housing Conveners, Gresham Police Partnership Meeting and EMSP.

Additionally, Home Forward leverages with numerous service provider agencies to address needs for participants. Partners include Worksystems Inc, Sunshine Division, Digital Equity and Summer Lunch and Reading Program. A highlight of these partnerships includes a working relationship with Comcast offering reduced internet access to promote digital

equity. Home Forward also participates in a Resource Fair, now in its third year, a one day event to bring together community members with service partners including activities such as on-site healthcare enrollment, record expungement and financial literacy. In the past year, Home Forward also distributed approximately 1,000 books to promote summer reading.

Home Forward on-site services include ongoing feedback between staff and residents with outcomes such as tutor recruitments and resident surveys. As an organization, Home Forward uses these surveys for data informed decision making. Access to resources and services to East County remain at a deficit and Home Forward continues to advocate to improve and increase access. A barrier remains of geographic travel times.

In relationship to the Metro Affordable Housing Bond, Home Forward has been charged to focus on East Multnomah County including land in Troutdale, which can be used for affordable housing, including the opportunity to develop a 111 home site.

Closing the report, the group (Melissa Arnold, Biliana Jesic, Pamela Kambur, Shannon Schmidt) shared intention to create a plan to increase access to services for residents with mindfulness to cultural competency. Home Forward is also restructuring staffing to expand access to services. Two focus groups are scheduled to occur in Fairview for current residents and GOALS participant to bring a friend experiencing housing vulnerability to research why these individuals are living in this community and how they are engaging services.

Commissioner Vivian Satterfield recognized how critical it is to deliver additional cultural specific access to service providers in this geographic area.

Commissioner Richard Anderson asked what cultural specific preferences are provided to Russian/Slavic communities. Biliana Jesic shared her personal knowledge that Slavic households live jointly and as a result are sometimes missed in being identified as needing services. Russian is the second most frequently spoken language of Home Forward participants in East County.

Commissioner Jenny Kim thanked the group for their report and expressed encouragement for future endeavors.

Resolution 19-09-01 Authorize Pre-Development loan with Portland Housing Bureau for SE Powell Development

Development Director Jonathan Trutt introduced a resolution to the Board of Commissioners requesting authorization and approval to borrow two million dollars in a pre-development loan for the site identified. Amanda Saul reported that there is an anticipated three million dollars in pre-development costs and in agreement with Portland Housing Bureau (PHB), Home Forward will provide one million dollars and PHB the remainder to be paid back at time of closing. The READ committee reviewed this resolution prior to request of the Board of Commissioners.

Commissioner Vivian Satterfield shared her excitement for the project noting its impact for the neighborhood.

There being no further discussion, Commissioner TomiRene Hettman moved to approve the resolution and Commissioner Matthew Gebhardt seconded the motion.

The vote was as follows:

- Treasurer Jenny Kim—Aye
- Commissioner Richard Anderson —Aye
- Commissioner Matthew Gebhardt—Aye
- Commissioner TomiRene Hettman—Aye
- Commissioner Vivian Satterfield—Aye

Resolution 19-09-02 Authorize Issuance, Execution, Delivery and Sale of Revenue Bond in Connection with Permanent Loan Financing of the Alexis property

Assistant Development Director Amanda Saul reported to the Board of Commissioners the use of our line of credit to purchase a 40-unit project named The Alexis with intent to apply a permanent loan. The resolution presented requests the Board to approve a permanent loan proposed with tax-exempt bonds to be purchased by Umpqua Bank. The line of credit will be paid back by this loan. The READ Committee reviewed this resolution prior to its presentation to the Board of Commissioners.

Commissioner Matthew Gebhardt asked for a greater explanation of issuing tax-exempt bonds. Saul reported that Home Forward can issue \$10 million dollars per year (rolling) in tax-exempt bonds in its capacity as a housing Authority.

Commissioner David Widmark asked what the intended interest rate will be. Amanda Saul stated that closing is stated within the next couple of weeks. The interest rate as of the time of this report is not locked but negotiated to be less than 3%.

Commissioner Richard Anderson asked what the loan terms included. Saul shared that the loan is an 11-year term with a 35-year amortization period. Home Forward selected these terms with refinancing in mind for the future.

There being no further discussion, Commissioner David Widmark moved to approve the resolution and Commissioner Matthew Gebhardt seconded the motion.

The vote was as follows:

- Treasurer Jenny Kim—Aye
- Commissioner Richard Anderson —Aye
- Commissioner Matthew Gebhardt—Aye
- Commissioner TomiRene Hettman—Aye
- Commissioner Vivian Satterfield—Aye

ADJOURN

There being no further business, Chair Miki Herman adjourned the meeting at 7:35 PM.

Celia M. Strauss
Recorder, on behalf of
Michael Buonocore, Secretary

ADOPTED: OCTOBER 15, 2019

Attest:

Home Forward:

Michael Buonocore, Secretary

Mary Ann Herman, Chair

CONSENT CALENDAR



MEMORANDUM

To: Board of Commissioners Date: October 15, 2019

From: Ian Slingerland, Director of Homeless Initiatives
503.802.8370 Subject: Authorize Amendment to Intergovernmental Agreement Establishing Governance of A Home for Everyone
Resolution 19-10-01

The Board of Commissioners is requested to authorize the Executive Director to execute an amendment to the intergovernmental agreement (IGA) establishing the governance structure for A Home for Everyone. The initial IGA has expired, though, the jurisdictional partners included in the IGA have continued their commitment to collaboration and shared planning through A Home for Everyone. The amendment to the IGA will extend the term of the initial IGA and make changes necessary to reflect the creation, by Multnomah County and the City of Portland, of the Joint Office of Homeless Services.

This activity supports the One System Goal of our Strategic Plan: *We leverage our role as the largest provider of affordable housing in Oregon to improve collaboration and efficacy between systems impacting people in poverty.*

A Home for Everyone is our community-wide effort to better assist people experiencing homelessness in Multnomah County. The governance of A Home For Everyone was established by a charter adopted by the cities of Portland and Gresham, Multnomah County and Home Forward, and implemented through an Intergovernmental Agreement. As outlined in the *Governance Charter for Portland/Gresham/Multnomah Continuum of Care*, A Home for Everyone is led by an Executive Committee comprised of jurisdictional and funding partners including the Mayor of Portland and the Multnomah County Chair. By charter, Home Forward has a seat on the A Home for Everyone Executive Committee.

Led by the Joint Office of Homeless Services, A Home for Everyone is engaged in a strategic planning process that will examine, among other things, the existing governance structure for A Home for Everyone.

Home Forward is significantly engaged, as both a funder and an implementer, in activities and planning tied to our community's efforts to end homelessness as organized through A Home for Everyone and is interested in renewal of our formal commitment to shared governance in A Home for Everyone.

The attached resolution will authorize the Executive Director to negotiate and execute an amendment to the IGA establishing governance for A Home for Everyone. The amendment will:

1. Extend the agreement for a period of time sufficient to complete strategic planning for A Home for Everyone; and
2. Reflect the creation of the Joint Office of Homeless Services and that office's role as Lead Agency as described in the *Governance Charter for Portland/Gresham/Multnomah Continuum of Care*.

ATTACHMENTS

1. Governance Charter for Portland/ Gresham/ Multnomah County Continuum of Care
2. Portland-Gresham-Multnomah County Continuum of Care IGA
3. Draft First Amendment to AHFE IGA



RESOLUTION 19-10-01

RESOLUTION 19-10-01 AUTHORIZES RENEWING COMMITMENT TO A GOVERNANCE FRAMEWORK WITH THE CITY OF GRESHAM, MULTNOMAH COUNTY, AND HOME FORWARD FOR THE CONTINUUM OF CARE PROGRAM

WHEREAS, The United States Department of Housing and Urban Development (HUD) operates the Continuum of Care (CoC) Program, which promotes communitywide investment to address homelessness; and

WHEREAS, In April 2013 the Home Forward Board of Commissioners adopted the framework prescribed in A Home for Everyone: A United Community Plan to End Homelessness in Portland and Multnomah County; and

WHEREAS, A Home for Everyone calls for the creation of a local governing body to oversee implementation of the plan, to make policy recommendation to local government and funders, and to coordinate local efforts with state and federal policies; and

WHEREAS, The United States Department of Housing and Urban Development recognizes the geography included within the City of Portland, City of Gresham, and Multnomah County as one community for purposes of the Continuum of Care Program; and

WHEREAS, Home Forward is the Public Housing Authority serving the City of Portland, City of Gresham and Multnomah County; and

WHEREAS, Home Forward, The City of Portland, City of Gresham, and Multnomah County desire to collaborate toward a shared agenda to address homelessness by creating the Home for Everyone Coordinating Board an intergovernmental entity established in accordance with Oregon Revised Statutes (ORS) Chapter 190; and

WHEREAS, Home Forward executed an intergovernmental agreement with the City of Portland, City of Gresham and Multnomah County to establish the Home for Everyone Coordinating Board and Executive Committee as described in the *Governance Charter for Portland/ Gresham/ Multnomah County Continuum of Care*, and

WHEREAS, the initial intergovernmental agreement establishing the Home for Everyone Coordinating Board and Executive Committee has expired; and

WHEREAS, Home Forward has continued, and wishes to continue, the collaboration to address homeless embodied in the expired IGA; and

WHEREAS, Since the adoption of the IGA, Portland and Multnomah County created a new office, the Joint Office of Homeless Services to support the A Home for Everyone Coordinating Board and serve as the Lead Agency, as defined in the expired IGA; and

WHEREAS, the Joint Office of Homeless Services is leading a strategic planning process that will make recommendations related to governance for A Home for Everyone;

NOW, THEREFOR, BE IT RESOLVED, the Board of Commissioners of Home Forward authorizes the Executive Director to negotiate and execute an amendment to the intergovernmental agreement with the City of Portland, City of Gresham and Multnomah County establishing the Home for Everyone Coordinating Board as described in the *Governance Charter for Portland/ Gresham/ Multnomah County Continuum of Care* that extends the agreement for a period of time sufficient to complete strategic planning for A Home for Everyone and reflects the existence of the Joint Office of Homeless Services.

ADOPTED: OCTOBER 15, 2019

Attest:

Home Forward:

Michael Buonocore, Secretary

Mary Ann Herman, Chair

Multnomah County/City of Portland/City of Gresham/Home Forward
INTERGOVERNMENTAL AGREEMENT No.

This Intergovernmental Agreement (this “Agreement”), dated this 24th day of June, 2014, (“Effective Date”) is made and entered into by and among the City of Portland, (the “Portland”), Multnomah County (the “County”), Home Forward (“Home Forward”) and the City of Gresham (“Gresham”)

RECITALS

- A. The United States Department of Housing and Urban Development (“HUD”) operates the Continuum of Care Program (the “Program”), which promotes communitywide investment to address homelessness;
- B. President Obama authorized the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act in May 2009, which regulates the Program;
- C. The HEARTH Act directs local governments to consolidate and coordinate efforts to address homelessness;
- D. In April 2013 the Portland City Council (“Council”), Multnomah County Board of Commissioners, and Home Forward Board of Commissioners adopted the framework prescribed in *A Home for Everyone: A United Community Plan to End Homelessness in Portland and Multnomah County* (the “Plan”);
- E. The Plan calls for the creation of a collaborative local body to oversee implementation of the Plan, to make policy recommendations to local government and funders, and to coordinate local efforts with state and federal policies;
- F. HUD recognizes the separate geographic areas within the boundaries of Portland, Gresham and all areas in the County outside of the boundaries of Portland and Gresham as a single geographic area in which a range of services are organized to prevent and end homelessness (collectively, the Portland/Gresham/Multnomah County Continuum of Care or “Continuum of Care”).
- G. The governments of Portland, Gresham, the County and Home Forward (as the local housing authority) (collectively, the “Continuum of Care Parties” or “Parties”) are the primary funding and policy making bodies for the Continuum of Care;
- H. Consequently, the Continuum of Care Parties desire to collaborate toward a shared agenda to address homelessness by creating the Home for Everyone Coordinating Board that will serve as the board of the Continuum of Care as described in 24 CFR 578 (the “Board”);

AGREEMENT

NOW, THEREFORE, in consideration of the mutual promises set forth herein and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties hereby agree as follows:

1. **PURPOSE.** The purpose of this Agreement is to create the Board, inclusive of its Executive Committee. The Board is solely an advisory board through which the Parties will collaborate toward a shared agenda to address homelessness, and it will function as the board of the Continuum of Care as contemplated by 24 CFR Part 578. The *Governance Charter for Portland/Gresham/Multnomah Continuum of Care* substantially in the form attached hereto as Exhibit A (the “Charter”), sets forth the vision, principles, responsibilities and framework of the Board.
2. **TERM.** This Agreement will commence on the Effective Date and will expire on June 30, 2017, unless extended or terminated in accordance with this Agreement.
3. **FUNCTIONS AND ACTIVITIES.** The Parties will act as the “chartering jurisdictions” as described in the Charter and will perform the functions and activities of the Parties described in the Charter.
4. **APPORTIONMENT OF FUNDING RESPONSIBILITIES.** The Board will make recommendations to HUD regarding allocation priorities for Program funds, but none of those funds will be directly received by the Board. The Parties will not apportion any funds to the Board. The Parties agree instead to equally share incidental costs associated with Board meetings.
5. **PERSONNEL/LEAD AGENCY.** The Board will not employ personnel and no personnel will transfer from the Parties to the Board. Beyond the direct participation of their respective representatives on the Board, the Parties will each make available the time of existing employees of the Parties to support the functions and activities of the Board. Employees will continue employment with their respective Party, but will work collaboratively as a team to support the functions and activities of the Board. Collectively, such employees will function as the “Lead Agency” as described in the Charter.
 - a. Portland, through its Housing Bureau, will make available approximately 2.0 full-time-equivalent employees, including approximately 0.25 full-time-equivalent program management staff to lead the collaborative work of the Lead Agency.
 - b. The County, through its Department of County Human Services, Community Services, will make available approximately 1.0 full-time-equivalent employees.
 - c. Home Forward will make available approximately 0.1 full-time-equivalent employees.

- d. Gresham, through its Community Development Department, Community Revitalization, will make available approximately 0.05 full-time-equivalent employees.
 - e. Each party will make available other employees to directly support their representatives on the Board as each party determines that it requires.
6. **REAL OR PERSONAL PROPERTY.** The Board will not possess or hold title to real or personal property.
7. **NOT AN INTERGOVERNMENTAL ENTITY.** The Parties to this Agreement do not intend to form an intergovernmental entity by this Agreement and no such entity is created by this Agreement.
8. **LIMITATION OF AUTHORITY.** The Board shall only have authority specifically enumerated in the Charter and shall not have the authority to enter into any legally binding agreements, including contracts, agreements, or leases, and it shall not have authority to incur any debt, liability, or obligation on its own behalf or on the behalf of any Party to this Agreement.
9. **NO COMPENSATION.** None of the Parties will receive compensation in connection with this Agreement.
10. **EARLY TERMINATION.** This Agreement may be terminated prior to June 30, 2017, at any time by unanimous vote of the Parties or upon ninety (90) days written notice by one party. Termination under any provision of this paragraph shall not affect any rights, obligations, or liabilities of the Parties that accrued prior to such termination.
11. **CHANGE AND CONFLICT RESOLUTION.** The Parties recognize that events and conditions may arise that result in a dispute. In such case, the Parties agree to exercise good faith in expeditiously resolving such dispute in the following manner:
- (1) All conflicts should first be discussed and resolved if at all possible by the team of employees designated by each Party to serve collectively as the Lead Agency.
 - (2) If the conflict cannot be resolved by the Lead Agency, then the conflict should be elevated to the Director of the Portland Housing Bureau, the Director of the Department of County Human Services or his or her designee, the Executive Director of Home Forward, and the Director of the Gresham Community Development Department for discussion and resolution.
 - (3) Any conflicts not resolved by the Director of the Portland Housing Bureau, the Director of the Department of County Human Services, the Executive Director of Home Forward, and the Director of the Gresham Community Development

Department will be elevated to the Executive Committee of the Board, as established in the Charter, for discussion and resolution.

12. **INDEMNIFICATION** Subject to the conditions or limitations of the Oregon Constitution and the Oregon Tort Claims Act, ORS 30.2260 through 30.300, each party shall indemnify, defend and hold harmless the other parties from and against all liability, loss and costs arising out of or resulting from its officers', employees' and agents' negligent acts or omissions in the performance of this Agreement.
13. **INSURANCE.** Each party shall each be responsible for providing workers' compensation insurance as required by law. No party shall be required to provide or show proof of any other insurance coverage.
14. **OREGON LAW AND FORUM.** This Agreement shall be construed according to the laws of the State of Oregon. Any action regarding this Agreement or work performed under this Agreement must be filed in Multnomah County or in the United States District Court for the District of Oregon.
15. **NON-DISCRIMINATION.** Each party shall comply with all requirements of federal and state civil rights and rehabilitation statutes and their respective local non-discrimination ordinances.
16. **ACCESS TO RECORDS.** Each party shall have access to the books, documents and other records of the others that are related to this Agreement for the purpose of examination, copying and audit, unless otherwise limited by law.
17. **SUBCONTRACTS AND ASSIGNMENT.** No party may subcontract any part of this Agreement.
18. **ENTIRE AGREEMENT.** This Agreement and its exhibits are the entire agreement between the Parties with regard to the subject matter herein. There is no other oral or written agreement between the Parties with regard to this subject matter.

CITY OF PORTLAND, OREGON:

Charlie Hales, Mayor

Date: _____

Approved: _____
LaVonne Griffin-Valade, City Auditor

MULTNOMAH COUNTY, OREGON:

Deborah Kafoury, Multnomah County Chair

Date: _____

Approved: _____
Department Director or Designee

CITY OF GRESHAM, OREGON:

Shane Bemis, Mayor

Date: _____

Approved: _____
Erik Kvarsten, City Manager

HOME FORWARD:

Steve Rudman, Executive Director

Date: _____

APPROVED AS TO FORM:

By: _____
Tracy Reeve,
Portland City Attorney

By: _____
David R. Ris,
Gresham City Attorney

By: _____
Patrick W. Henry
Assistant Multnomah County Attorney



CHARTER FOR PORTLAND/ GRESHAM/ MULTNOMAH COUNTY CONTINUUM OF CARE

The purpose of this Charter (this “Charter”) is to:

- confirm the vision and principles that will guide the Continuum of Care (CoC) towards ending homelessness
- establish the membership and responsibilities of the CoC and its board (the “Board”)
- establish the overall scope of responsibility of the CoC Board, including the general limitations of its budgetary and policy-making authority

This Charter will be incorporated into an Intergovernmental Agreement (“IGA”) by and among the chartering jurisdictions (Portland City Council, Multnomah County Board of Commissioners, Gresham City Council and Home Forward Board of Commissioners). This Charter will be reviewed annually by the Board. Any material proposed changes must be authorized by the chartering jurisdictions by an amendment to the IGA. Capitalized terms used herein without definition have the meaning ascribed to such term in the IGA.

VISION AND PRINCIPLES FOR THE CONTINUUM OF CARE

Over the past decade, national housing and service resources have gradually diminished. Communities across the country are struggling to help families and individuals experiencing homelessness to return to housing, and our resolve to end homelessness has grown even stronger. In 2012, a new committee was convened by the City of Portland, Multnomah County and Home Forward that brought together diverse stakeholders to review data, listen to the community and learn from effective practices, locally and nationally. The result of their work was *A Home for Everyone: A United Community Plan to End Homelessness in Multnomah County*. The Plan was adopted by the chartering jurisdictions in 2013, and includes the following vision and principles that will guide the work of the CoC.

Our vision:

No one should be homeless –everyone needs a safe, stable place to call home.

Our principles are to:

• Prioritize vulnerable populations

Homelessness has significant detrimental effects on everyone, yet there are some whose health and safety are placed at even greater risk for harm without a safe and stable place to call home. These groups include, but are not limited to: children, women fleeing from domestic

violence situations and people with disabilities. Strategies to identify and assist the most vulnerable groups will be prioritized.

- **Promote racial and ethnic justice**

To eliminate the disproportionate rates of homelessness among many communities of color, we will adopt strategies to achieve equity in both access and outcomes in all areas of housing and services. These strategies will include culturally specific services, using a racial equity lens across all program investments and dedicated funds to eliminate disparities by race and ethnicity.

- **Improve accessible housing options for people with disabilities**

- **Use data-driven assessment and accountability**

To best utilize our resources, we must understand the outcomes of our investments, evaluate progress and demonstrate accountability. We will continue to improve and expand our communitywide data system so funders and providers can efficiently collect data, share knowledge for better client outcomes and report outcomes against the goals of the plan.

- **Engage and involve the community**

Policy makers and community stakeholders must understand the magnitude of the challenge, the costs if we don't meet the challenge, our strategies for ending homelessness and the importance of obtaining and allocating resources equal to our aspirations. A Home for Everyone will ensure that the specific concerns and interests of our local, regional and national stakeholders are heard.

- **Strengthen system capacity and increase leveraging opportunities**

The longstanding solutions to prevent and end homelessness transcend multiples systems of care, foster care, domestic violence, community justice, health, mental health and addictions and available resources. To permanently end homelessness, we must strengthen efficiencies in our current system and better align other resources towards ending homelessness.

GENERAL MEMBERSHIP AND RESPONSIBILITIES OF THE CONTINUUM OF CARE

The Portland/Gresham/Multnomah County Continuum of Care (CoC) is the collective membership body of representative stakeholders engaged in ending homelessness in Multnomah County. Beyond its Board, as chartered herein, the general membership of the CoC shall be established as follows: Any individual interested in productively shaping the delivery of housing or homeless services in Multnomah County who annually attends at least one recognized meeting of the CoC and provides basic contact information will be recognized as a general member of the CoC. Recognized meetings of the CoC include the meetings of the Board, its Executive Committee and other chartered subcommittees, task forces, ad hoc workgroups, or other network groups. This shall not exclude, however, the Executive Committee from limiting participation in subcommittees, task forces, ad hoc workgroups and other network groups associated with the Board as it deems necessary to conduct the work of the CoC.

On behalf of the chartering jurisdictions and under direction of the Board and its Executive Committee, the responsibilities of the CoC may be completed by the membership at large, or through delegation to various subcommittees and task forces, a lead agency or other network

groups. Unless otherwise specified, the CoC's scope of responsibilities include oversight, organization, and implementation of a comprehensive, integrated approach to service delivery for people experiencing homelessness or at risk of becoming homeless in Multnomah County, consisting of six priority program areas as described in *A Home for Everyone*: housing; income and benefits; health; survival and emergency services; access to services; and system coordination.

While the CoC's work will focus, at a minimum, on those services funded through the U.S. Department of Housing and Urban Development's Continuum of Care and Emergency Solutions Grant ("ESG") programs, its work is intended to be generally inclusive of all housing and services for people experiencing homelessness or at risk of becoming homeless in Multnomah County ("Homeless Services"), regardless of the funding source associated with the services.

Specifically, the CoC will complete the following:

Operate the CoC

- Develop, follow, and annually recommend updates to this Charter.
- Identify an entity or entities that will establish and operate either a centralized or coordinated assessment system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services.
- In consultation with recipients of U.S. Department of Housing and Urban Development (HUD) Emergency Solutions Grant (ESG) funds, establish written standards for providing assistance and monitor to determine whether service providers consistently follow those standards.
- Consult with Homeless Services providers to establish performance targets appropriate for population and program type.
- Monitor performance of Homeless Services providers, specifically including HUD-funded CoC Program and ESG recipients and sub recipients.
- Evaluate the outcomes of Homeless Services within the CoC's geographic area (Multnomah County, or the "Area"), including those funded under HUD's ESG and CoC Programs.
- Work with Homeless Services projects that perform poorly to improve outcomes.
- Report the outcomes of Homeless Services projects to HUD annually.

Conduct Planning for the CoC

- Coordinate the implementation of a Homeless Services system within the Area that meets the needs of homeless individuals and families. At a minimum, such a system encompasses the following:
 - outreach, engagement, and assessment
 - shelter, housing, and supportive services
 - prevention strategies
- Plan for and identify an entity or entities that will conduct, at least biennially (i.e., every other year), a point-in-time count of homeless persons within the Area that meets HUD

requirements, including a housing inventory of shelters, transitional housing, and permanent housing reserved for homeless persons, in general, and chronically homeless persons and veterans, specifically, as HUD requires.

- Conduct an annual gaps analysis of the needs of homeless people, as compared to available Homeless Services within the Area.
- Provide information required to complete the Consolidated Plan (a required planning document that sets priorities for local uses of HUD formula funds, including HOME, ESG, HOPWA, and CDBG) within the Area.
- Consult with State and local government ESG recipients within the Area on the plan for allocating ESG funds and reporting on and evaluating the performance of ESG recipients and sub recipients.

Designate a Homeless Management Information System (“HMIS”)

- Designate a single HMIS for the Area, and an eligible applicant to serve as the CoC's HMIS lead agency.
- Review, revise and approve a HMIS data privacy plan, data security plan, and data quality plan.
- Ensure that the HMIS is administered in compliance with HUD requirements.
- Ensure consistent participation by CoC Program and ESG recipients and sub recipients in the HMIS.

Prepare an Application for HUD CoC Program Funds

- Design, operate, and follow a collaborative process for the development of a CoC Program application to HUD.
- Establish priorities that align with local and federal policies for recommending projects for HUD Homeless Assistance CoC Program Grant funding.
- Designate an eligible collaborative applicant to collect and combine the required application information from all applicants and review any agreements needed to specify responsibilities related to the application.
- Determine whether to select the collaborative applicant to apply for Unified Funding Agency designation (within the meaning at 24 CRF 578.3) from HUD.
- Approve the final submission of applications for HUD's consideration in response to the CoC Program Notice of Funding Availability.

Develop and Monitor Implementation of an Action Plan for *A Home for Everyone*

- Annually assess CoC funding from all sources and make recommendations for coordination of investments in safety net services and permanent solutions that will help “break down silos” among various systems (health, community justice, mental health).
- Recommend preservation of public and private investments with a commitment to align dollars to be used as effectively and efficiently as possible.
- Set ambitious goals and hold the CoC accountable to measuring and achieving them.

- Create strategies to leverage additional resources among public, philanthropic, business, faith and secular nonprofit sectors.
- Identify new resources and develop proactive strategies to meet CoC goals.
- Annually report to the chartering jurisdictions regarding the findings, goals, recommendations and accomplishments of the CoC.

MEMBERSHIP OF THE EXECUTIVE COMMITTEE AND CONTINUUM OF CARE BOARD

The Board will be known as the Home for Everyone Coordinating Board, and it will be led by an Executive Committee.

Executive Committee Leadership

The Board will have an Executive Committee comprised of seven voting members as follows (Collectively, the “Executive Committee”):

- The one (1) representative from Gresham will be the Mayor of the City of Gresham or a member of the Gresham City Council appointed by the Mayor.
- The two (2) representatives from Portland will be the Mayor of the City of Portland and the Portland City Commissioner in charge of the Portland Housing Bureau, or another Commissioner designated by the Mayor if the Mayor is in charge of the Portland Housing Bureau.
- The two (2) representatives from Multnomah County will be the County Chair and a County Commissioner appointed by the County Chair.
- The one (1) representative from Home Forward will be appointed by the Home Forward Board of Commissioners and shall be either the Executive Director or a member of the Home Forward Board of Commissioners.
- The one (1) representative of a private funder/convener will be jointly appointed by the Mayor of the City of Portland and the Multnomah County Chair.

The Executive Committee may, at its discretion, elect to expand its membership to include two (2) additional voting members as selected by the Executive Committee members. Two (2) representatives from the broader membership of the Board will participate in Executive Committee meetings as non-voting members.

The Executive Committee will annually elect a Chair. The duties of the Chair are described further below.

Executive Committee meetings will be conducted in accordance with Oregon’s Public Meetings Law and will be directed by the Executive Committee Chair. The Executive Committee Chair may designate other Executive Committee members to direct Executive Committee meetings if required due to Executive Committee Chair absence. Regular meetings will be held at least once per quarter. Additional meetings may be called by any member of the Executive Committee. At a duly called meeting of the Executive Committee, a majority of the Executive Committee or greater than 50% will constitute a quorum. All business of the Executive Committee will be transacted at a duly called meeting of the Executive Committee. Meeting dates, locations and agendas will be made public at least one week in advance of the meeting. Notes from the meeting will be posted publicly within seven business days of the meeting.

The Executive Committee will strive to make decisions through modified consensus. When consensus is not possible, decisions shall be made by a vote of the majority of Executive Committee members present. When an Executive Committee member is not able to attend a duly called meeting, he or she may, with prior notice to the Executive Committee, designate a proxy. Designations of proxies to conduct Executive Committee business should be rare. If an Executive Committee member assigned by chartered role is unable to routinely conduct Executive Committee business, his or her chartering jurisdiction should seek to amend the charter to assign Executive Committee representation through another role.

A Home for Everyone Coordinating Board Composition

The membership of the Board will be appointed by the Executive Committee and will include members of the Executive Committee. The Executive Committee will initially appoint a minimum of three (3) Board members from a group of up to six (6) individuals (“Community Nominees”) nominated by diverse stakeholder groups within the CoC through a process lead by the Steering Committee of the Coordinating Committee to End Homelessness. The Executive Committee will make future appointments to replace any of those three (3) Board members by selecting from up to six (6) Community Nominees elected by plurality vote of the CoC’s general membership.

The Executive Committee will identify and address membership gaps in essential sectors, from key providers or other vital stakeholders (see below). Executive Committee members will ensure that the Board has membership that is representative of the community and includes at least two (2) homeless peers or formerly homeless individuals. Board membership is specifically intended to bring broad representation from multiple service delivery systems and areas of expertise within the community. In general, the Board must include representation from all of the sectors or stakeholders listed below. The Board may, however, continue to operate for periods of up to six (6) months in duration during which it does not include representation from all sectors or stakeholders listed below, provided that the Executive Committee is engaged in good faith efforts to identify, recruit and appoint new members that achieve the required representation. To limit the size of the Board, individual board members may represent multiple sectors or stakeholders.

- Nonprofit homeless assistance providers
- Domestic violence victim service providers
- Culturally-specific service providers
- Faith-based organizations
- Governments
- Businesses and workforce development organizations
- Advocates
- Public housing agencies
- School districts
- Social service providers
- Behavioral health providers
- Hospitals and primary health care providers
- Coordinated Care Organizations
- Universities
- Affordable housing developers
- Law enforcement and criminal justice
- Organizations that serve veterans

- At least two (2) homeless or formerly homeless individuals
- Oregon Department of Human Services self-sufficiency and foster care programs
- Multnomah County residents of color
- Multnomah County residents with disabilities
- Multnomah County residents who rent
- Other relevant organizations within Multnomah County as determined by the Executive Committee

The members of the Board shall elect two Co-chairs that will act as primary liaisons between the Board and the Executive Committee and that will participate in Executive Committee meetings as non-voting members of the Executive Committee. Board meetings will be conducted in accordance with Oregon's Public Meetings Law and directed by the Board Co-chairs. The Board Co-chairs may designate other Board members to direct Board meetings if required due to Board Co-chairs' absence. Regular meetings will be held at least once per quarter, but generally on a monthly basis. Additional meetings may be called by the Board Co-chairs. At a duly called meeting of the Board, a majority of the Board or greater than 50% shall constitute a quorum. All business of the Board will be transacted at a duly called meeting of the Board. Meeting dates, locations and agendas will be made public at least one week in advance of the meeting. Notes from the meeting will be posted publicly within seven business days of the meeting.

The Board will make decisions by a vote of the majority of Board members present. An Executive Committee member may delegate his or her participation in the Board to a regular designee. When an Executive Committee member is not able to attend a duly called meeting, he or she may, with prior notice to the Board Co-chairs, be represented by his or her regular designee or by an alternate proxy. Other Board members may not designate proxies. If a Board member is unable to routinely conduct Board business, the Executive Committee should seek to assign Board representation to another appointed individual.

Terms of Service

Members of the Board, other than Executive Committee members, shall serve two-year terms. An individual may not be elected or appointed to serve more than three (3) consecutive two-year terms. Board members appointed by the Executive Committee may have their appointments revoked at any time and at the sole discretion of the Executive Committee. Members of the Executive Committee assigned to their position by role (e.g. the Commissioner in Charge of the Portland Housing Bureau) serve without specific term limit for the duration of time that they hold that role; when they cease to hold that role, the individual elected or appointed to that role will assume the assigned Executive Committee position. Appointed members of the Executive Committee serve without specific term limit and at the discretion of their designated appointer; their appointment may be revoked at any time by the individual(s) currently holding the role of their designated appointer.

Board Responsibilities

The Board, with oversight by the Executive Committee, will be responsible for providing input and recommendations regarding the following actions:

- Annually assess needs for housing and homeless services and recommend prioritization gaps in services to be filled through reallocation of existing resources and/or additional resource development

- Annually review shared homeless system budgeting analysis and recommend prioritized resource allocation scenarios to chartering jurisdictions and other system funders. These analyses should be inclusive of all CoC resources, including those from HUD, from chartering jurisdictions, and from private sectors.
- Directly make policy and funding decisions related to the following CoC resources:
 - HUD Continuum of Care Program funds
 - HUD Emergency Solutions Grant funds
- Develop and adopt *A Home for Everyone* Action Plan and associated annual updates
- Approve all portions of the regional HUD Consolidated Plan and associated Annual Action Plans as specifically related to the use of HUD Continuum of Care and Emergency Solutions Grant funds
- Approve annual HUD Continuum of Care Program application, including associated strategic plan goals and project ranking

Relationship between Executive Committee and A Home for Everyone Coordinating Board

As a subset of the Board, the Executive Committee will participate in the Board, either directly or through regular designees. The two co-chairs from the Board will attend Executive Committee meetings and present findings and recommendations from the Board. Unless otherwise designated by the Executive Committee or this Charter, all recommendations made by the Board must be forwarded to the Executive Committee for review. The Executive Committee, at its sole discretion, may either ratify the recommendation of the Board (in which case the recommendation stands) or reject the recommendation (in which case the recommendation is returned to the Board for further discussion and review). If, after further discussion and review, a second recommendation of the Board still conflicts with that of the Executive Committee:

- The recommendation of the Board will control when recommendations specifically focus on HUD CoC Program or ESG funding, policies related to the implementation of HUD CoC- or ESG-funded programs or the HUD CoC Program annual application.
- The recommendation of the Executive Committee shall control in all other matters.

Beyond the broader scope of duties of the Board, the Executive Committee will additionally:

- Recommend a lead agency structure to the chartering jurisdictions. The Executive Committee Chair will act as the primary liaison between the Executive Committee and the lead agency.
- Appoint other members of the Board and provide direction for the Board, including working with the Board Co-chairs to establish Board meeting agendas.
- Establish any associated committees, task forces, or ad hoc work groups, define their membership and provide direction regarding their work.

Subcommittees and Network Groups

The Executive Committee may charter subcommittees, task forces, ad hoc workgroups and other network groups associated with the Board as it deems necessary to conduct the work of the CoC, and may restrict or directly appoint the membership therein.

Conflict of Interest

No member of the Board or Executive Committee shall participate in or influence discussions or resulting decisions concerning the award of a grant other financial benefits to the member or the organization that the member represents. Board and Executive Committee members shall report such conflicts of interest to the Executive Committee and the Board, and recuse themselves from discussions or resulting decisions on issues where a conflict of interest exists.

TRANSPARENCY OF OPERATIONS

All meetings of the Board, its Executive Committee, and the various subcommittees and workgroups established by the Executive Committee will be public.

The work of the Board shall be published on a publicly available website, and relevant updates and announcements shall be distributed through a single publicly-accessible email distribution list to the full CoC membership. At least twice annually, the Board shall convene a general membership meeting of the full CoC. At a minimum, the meeting agenda will include nomination to fill any vacancies for the three (3) Board members selected from general membership nominees. That nomination process will occur through written ballot to document the majority vote of all CoC members in attendance.

Other forms of public communication may be used to communicate with the full CoC membership, generally in alignment with the principles and procedures outlined in the Consolidated Plan's Citizen Participation Plan and in accordance with Oregon Public Meetings Law.

FIRST AMENDMENT TO
Multnomah County/City of Portland/City of Gresham/Home Forward
INTERGOVERNMENTAL AGREEMENT No.

This FIRST AMENDMENT ("Amendment 1") to Multnomah County/City of Portland/City of Gresham/Home Forward INTERGOVERNMENTAL AGREEMENT No. _____ effective June 24, 2014 ("IGA"), is made effective as of the _____ day of _____ 2019, by and between Multnomah County ("County"), the City of Portland ("Portland"), the City of Gresham ("Gresham"), and Home Forward (collectively "Parties").

WHEREAS the Parties entered into the IGA for an initial three year term.

WHEREAS the Parties have continued, and desire to continue, the collaboration to address homelessness embodied in the IGA.

WHEREAS since the adoption of the IGA, Portland and Multnomah County created a new office, the Joint Office of Homeless Services, to support the Board and serve as the Lead Agency, as defined in the IGA.

THEREFORE, the Parties agree as follows:

1. Except as otherwise stated herein, all initially capitalized terms shall have the same meaning as set forth in the IGA. If there is any conflict between the terms of this Amendment 1 and the IGA, the terms of this Amendment 1 shall control.
2. The term of the IGA shall be extended until March 31st, 2021 unless extended or terminated in accordance with the IGA.
3. Paragraph 5 of the IGA shall be deleted in its entirety and replaced with the following:

“5. PERSONNEL/LEAD AGENCY. The Board will not employ personnel and no personnel will transfer from the Parties to the Board. Beyond the direct participation of their respective representatives on the Board, the Parties designate Multnomah County’s Joint Office of Homeless Services (JOHS) to support the functions and activities of the Board. JOHS will function as the “Lead Agency” as described in the Charter. Each party will make available other employees to directly support their representatives on the Board as each party determines that it requires.”

This Amendment 1 shall be effective as of the date first written above.

CITY OF PORTLAND, OREGON:

MULTNOMAH COUNTY, OREGON:

Ted Wheeler, Mayor

Deborah Kafoury, Multnomah County Chair

Date:

Date:

CITY OF GRESHAM, OREGON:

HOME FORWARD:

Shane Bemis, Mayor

Michael Buonocore, Executive Director

Date:

Date:

APPROVED AS TO FORM:

By:

Tracy Reeve,
Portland City Attorney

By:

Patrick W. Henry
Assistant Multnomah County Attorney

By:

Kevin McConnell
Acting City Attorney



MEMORANDUM

To: Board of Commissioners Date: October 15, 2019

From: Tim Collier, Communications Director
503.802.8432 Subject: Authorize Fiscal Year 2020 Draft
Moving to Work (MTW) Plan
Resolution 19-10-02

The Board of Commissioners is requested to authorize staff to submit the 21st Year Moving to Work (MTW) Annual Plan to the Department of Housing and Urban Development. This plan corresponds to Home Forward's fiscal year 2020.

Home Forward's designation as an MTW agency affords us regulatory relief in the administration of the Housing Choice Voucher program (Section 8) and Public Housing operating subsidies and capital allocations, as well as the ability to waive certain HUD regulations in favor of locally developed policies and initiatives for the benefit of our residents, participants and the community. All activities that use MTW authority must support at least one of three MTW objectives: (1) reduce costs and increase efficiencies, (2) increase housing choice for low-income families and, (3) provide incentives to families to become economically self-sufficient. Home Forward's current ten-year agreement with HUD preserves our MTW designation until 2028.

This year's MTW Plan has been posted to Home Forward's website, and presented to the Resident Advisory Committee and the Board of Commissioners at a public hearing. Any feedback and Home Forward responses are included in the MTW Plan and will be provided to HUD as part of our submission. Home Forward staff will continue to work closely with residents, participants and stakeholders as we refine and examine our existing activities, and as we consider any new activities to propose in future years.



RESOLUTION 19-10-02

RESOLUTION 19-10-02 AUTHORIZES HOME FORWARD STAFF TO SUBMIT THE 21ST YEAR ANNUAL MOVING TO WORK (MTW) PLAN TO THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

WHEREAS, the MTW Plan provides Home Forward with the authority to adopt new policies and to flexibly use HUD funding to maximize the effectiveness of this important resource; and

WHEREAS, the plan has been publicly noticed in the Oregonian on September 17, 2019, and posted to the Home Forward website; and

WHEREAS, on September 10, 2019 Home Forward staff met with members of the Resident Advisory Committee to review the draft plan; and

WHEREAS, on September 17, 2019 the Home Forward Board of Commissioners conducted a public hearing on the draft MTW plan; and

WHEREAS, HUD has requested that the Home Forward Board of Commissioners authorize the execution of its Twenty first-Year MTW Annual Plan.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of Home Forward that the Chair of the Board of Commissioners is authorized to enter into and execute the Twenty first-Year Annual MTW Plan with the Department of Housing and Urban Development.

ADOPTED: OCTOBER 15, 2019

Attest:

Home Forward:

Michael Buonocore, Secretary

Mary Ann Herman, Chair



homeforward

hope. access. potential.

Fiscal Year 2020

Moving to Work Plan

January 1, 2020 through December 31, 2020

Original Submission:
October 17, 2019



A. Home Forward Board of Commissioners

Miki Herman, Chair
Damien Hall, Vice Chair
Jenny Kim, Treasurer
Richard Anderson, Commissioner
Yesenia Delgado, Commissioner
Matthew Gebhardt, Commissioner
Vivian Satterfield, Commissioner
David Widmark, Commissioner
TomiRene Hettman, Resident Commissioner

B. Home Forward Executive Staff

Michael Buonocore, Executive Director
Peter Beyer, Chief Financial Officer
Ian Davie, Chief Operations Officer
Kitty Miller, Chief Administrative Officer
Carolina Gomez, Director, Integrated Facilities Services and Safety
Dena Ford-Avery, Director, Housing Choice Vouchers
Elise Anderson, Director, Property Management
Ian Slingerland, Director, Homeless Initiatives
Jonathan Trutt, Director, Development and Community Revitalization
Tonya Evans, Director, Asset Management
Taylor Smiley Wolfe, Director of Policy and Planning
Biljana Jesic, Director of Community Services
Tim Collier, Director, Communications

Table of Contents

Introduction	1
Introduction.....	1
Overview of the Agency’s Long-Term MTW Goals and Objectives.....	1
Overview of the Agency’s Moving to Work Goals and Objectives for the Year	2
Overview of Non MTW Activities.....	3
General Operating Information	9
A. Housing Stock Information	9
B. Leasing Information.....	11
C. Waiting List Information	12
Proposed MTW Activities	14
Flexible Site-Based Rent Assistance	14
Program Transfer Flexibility Bridge	16
Approved MTW Activities	17
Implemented Activities	17
01 Rent Reform	17
02 GOALS – Home Forward’s Family Self Sufficiency Program.....	22
03 Local Blended Subsidy	28
06 Alternative Inspection Requirements for Partner-Based Programs.....	30
07 Landlord Self-Certification of Minor Repairs	31
08 Inspections and Rent Reasonableness at Home Forward-Owned Properties	32
09 Measures to Improve the Rate of Voucher Holders Who Successfully Lease-Up	33
10 Local Project-Based Voucher Program.....	35
11 Align Utility Allowance Adjustment Procedures	39
13 Broaden Range of Approved Payment Standards.....	40
14 Program Based Assistance.....	43
15 Tenant-Based Voucher Set Aside Policies	45
16 Affordable Housing General Obligation Bond Project-Based Voucher Allocation.....	47
17 Mod Rehab and Mod Rehab SRO Rent Assistance Demonstration Rent Reform	49
Not Yet Implemented Activities.....	56
Closed Out Activities.....	56

Sources and Uses of MTW Funds **57**

A. Estimated Sources and Uses of MTW Funds..... 57

B. Local Asset Mangement Plan 60

C. Rental Assistance Demonstration (RAD) Participation 61

Administrative **62**

A. Board Resolution and Certifications of Compliance 62

B. Documentation of Public Process..... 65

C. Planned and Ongoing Evaluations 65

D. Lobbying Disclosures 66

Introduction

C. Introduction

Moving to Work (MTW) is a U.S. Department of Housing and Urban Development (HUD) demonstration program that offers public housing authorities (PHAs), like Home Forward, the opportunity to develop and pilot innovative, locally-designed housing and economic independence strategies for families by allowing exemptions from existing public housing and Housing Choice Voucher regulations. The program also permits PHAs to combine operating, capital, and tenant-based assistance funds into a single agency-wide funding source. The purposes of the MTW program are to give PHAs and HUD the flexibility to design and test various approaches for providing and administering housing assistance that accomplish three primary goals:

- Reduce cost and achieve greater cost effectiveness in Federal expenditures;
- Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient; and
- Increase housing choices for low-income families.

Home Forward has been designated an MTW agency since 1998. The recently approved 2016 Consolidated Appropriations Act extended the MTW demonstration through fiscal year 2028 for Home Forward. This allows Home Forward to continue to utilize MTW flexibility to support our mission of assuring that the people of the community are sheltered.

The following Fiscal Year 2020 Moving to Work Plan details how Home Forward intends to use our flexibility. We will continue to use our MTW authority to best meet the needs of our community, with thoughtful intent, and the ability to quickly respond to changes in our region's rental market and economy. Home Forward will continue to collaborate with local government and community service providers to expand and sustain housing resources for the community. These partnerships and Home Forward's MTW flexibility are more important than ever as the Portland Metropolitan Area continues to experience a housing crisis, a crisis the Portland City Council recently extended through at least April 2021.

D. Overview of the Agency's Long-Term MTW Goals and Objectives

Home Forward continues work on the current strategic plan to guide our work through 2020. The development of the strategic plan included input from staff, the board of directors, our Resident Advisory Committee and partners. The plan focuses on five key areas and includes an emphasis on equity, connection, unity and racial justice.

One Portfolio: We'll continue to build and acquire housing with a goal of adding 500 affordable housing units to Home Forward's portfolio by 2020. We will convert our public housing properties to a Section 8-based subsidy while performing critical rehabs to best position them to be stable for generations to come and to meet the needs of the people and neighborhoods they serve. We will also develop and implement performance standards at the property level and across the portfolio.

One Resource: We will work to create deeper connections and continuity between the types of housing assistance we provide to respond to the evolving needs of the people we serve. We'll make changes to the way we manage our waiting lists to better meet the needs of the community in the current housing market. In an effort to make ourselves more available to the community and to better align staff resources and processes, we'll explore a new model of service delivery that puts more of our staff in the neighborhoods we serve.

One Agency: We will build our skills and work together in ways that help us constantly evolve and improve our ability to serve our community. As we move forward with our public housing conversion through the Rental Assistance Demonstration (RAD) program, we will prepare ourselves for the implications of converting our portfolio to a Section 8-based platform. We will create and implement a values-based communications plan, increase the use of surveys, focus groups and other forms of outreach to get resident input, assess current practices to identify opportunities to integrate a trauma-informed lens to our work, and increase hard skills training and leadership development for staff at all levels of the organization.

One Community: We will continue to define our equity platform with a particular emphasis on racial justice. Identify opportunities and set goals to increase participation of Minority, Women and Emerging Small Businesses (MWESB) in our contracting processes. Optimize our use of technology to increase the community's ability to interact and transact with us, and work to increase resident access to technology. We'll deepen our focus on supporting the needs of East Multnomah County and ensure the region is included in all of our strategic initiatives.

One System: We will leverage our role as the largest provider of affordable housing in Oregon to improve collaboration and efficacy between systems impacting people in poverty. We'll strengthen our engagement with the education and health care systems, and we will work tirelessly to add more affordable housing in our community, regardless of our role or ownership stake.

As Home Forward moves toward the end of the current strategic plan period, we are beginning the planning process for our next strategic plan.

E. Overview of the Agency's Moving to Work Goals and Objectives for the Year

The Portland metro region continues to experience a challenging housing market in terms of unprecedented rent increases and historically low vacancy rates. As a reaction to the state's housing rental crisis, the Oregon state legislature passed several bills in 2016 related to housing and the City of Portland extended our declared housing emergency until at least April 2021.

Home Forward recognized the signs of the looming crisis years ago and proactively implemented Moving to Work activities to assist Housing Choice Voucher holders and residents in past MTW plans. We were able to optimize our MTW flexibility in critical ways early on in our region's housing emergency and we are closely monitoring those activities to ensure they are assisting our participants in the most effective ways possible. Our two proposed initiatives in this plan will help us to continue to address our local housing crisis by making sure people transitioning from homelessness into certain Single Room Occupancy (SRO) buildings will not be impacted by minimum rents while they work towards stability and by creating flexibility in our project-based voucher program to enhance the development of more affordable housing in our community.

Home Forward's strategic plan was developed during our region's housing emergency and every initiative was designed through the lens of this crisis. We have taken a bold yet thoughtful approach to the next three years and our staff and leadership will stretch their capacity to help our community through these difficult times.

We are also intentionally dedicating organizational capacity towards the U.S. Department of Housing and Urban Development's (HUD) Rental Assistance Demonstration (RAD) program. Home Forward is in the process of converting our public housing portfolio to a Section 8-based platform through RAD, a tool that enables the preservation of this critical affordable housing infrastructure for generations to come. This effort will create a significant body of work for the entire organization for years to come. The subsidy conversion transitions the public housing portfolio to a more stable funding source and will give Home Forward the ability to rehabilitate buildings and address long-standing capital needs while continuing to serve the same vulnerable population. We recognize RAD impacts our current residents who call our buildings home and additional organizational capacity will be required to effectively communicate and prepare them for the transition.

F. Overview of Non MTW Activities

Mobility Counseling and Transportation Toolkit

In 2013, Home Forward was awarded a grant from Metro, a regional governmental planning agency, to work collaboratively with the three metro-area housing authorities to develop tools to provide mobility counseling to Housing Choice Voucher participants. The goal is to reduce participants' combined housing and transportation costs and assist them in identifying housing locations with affordable transit options. This work also achieves goals to further Fair Housing goals. Since April 2014, each housing authority introduced the transportation toolkit to participants when they move or attend the initial program orientation. The online and paper toolkit includes a video, brochures for considering transportation costs when moving, a worksheet to compare transportation costs of housing choices, and a tutorial for using WalkScore. In August 2015, the evaluation of the project was completed. Due to the challenging rental market during the evaluation period, transportation costs and access did not show up as a significant indicator of housing choice. Nonetheless, participants that were shown the toolkit did report better access to transit in their new home and that their housing costs decreased. In December 2015, the Mobility Counseling grant was closed out with Metro. At the project's end, each housing authority made a commitment to maintain access to the toolkit on their website and continue to introduce the toolkit to new participants at program orientations and current participants at the time of moving. The online and paper toolkit includes a video, brochures for considering transportation costs when moving, a worksheet to compare transportation costs of housing choices, and a tutorial for using WalkScore.

VASH Households

Veterans Affairs Supportive Housing (VASH) vouchers are an important and valuable resource for homeless veterans in our community. Home Forward currently administers 855 VASH vouchers, up from our original award of 70 vouchers in FY2009. Most recently, Home Forward was awarded 159 new VASH vouchers with an effective date of March 1, 2019, and 32 new VASH vouchers with an effective date of May 1, 2019. We are proud to administer these vouchers for the veterans in our community.

Our March 2018 VASH utilization level was up to 96%. Starting with Home Forward's new VASH awards from April 2018 and including our 2019 awards, our utilization has dropped as we work with the VA and community partners to lease-up these new vouchers. As of June 2019, our utilization is at 70%. The lease-up success rate for VASH vouchers continues to be high, at 92% in June 2019 and leasing continues to increase at a steady pace.

Our ability to effectively increase the scale of our VASH program in the face of an incredibly tight rental market is testament to the success of our partnership with the local Veterans Administration Medical Center, Multnomah County, the City of Portland and a host of non-profit agencies including Transition Projects, our communities Supportive Services for Veteran Families recipient. Home Forward continues to provide security deposit assistance, and our jurisdictional partners, through the Joint Office for Homeless Services, funds additional flexible placement and retention assistance which can be used for any costs related to removing barriers related to lease-up, such as application fees, utility and housing debt, and transportation costs associated with housing search. Additionally, Home Forward is working with the VA and partners to increase the number of Project Based VASH, in order to increase access to housing for Veterans that face the greatest barriers to lease up in the private rental market. There are currently 17 Project Based VASH units, and we anticipate the lease up of 97 more Project Based VASH units in 4 properties in 2020.

In fall of 2014 we requested authorization from the HUD Voucher Office to include VASH voucher holders in the application of approved MTW activities.

In November and December 2014, we received approval to apply the requested MTW activities to VASH voucher holders. In August 2016, we requested authorization to apply to VASH aspects of our local MTW Project Based Voucher program together with new MTW activities included in our FY 2017 plan.

A Home for Everyone

A Home for Everyone is a community-wide effort to better assist people experiencing homelessness in Multnomah County. Established through a charter adopted by Home Forward, Multnomah County, and the cities of Portland and Gresham, A Home for Everyone is led by an executive committee comprised of jurisdictional and funding partners and supported by a coordinating board comprised of a diverse set of community, nonprofit and government stakeholders. By charter, Home Forward has a seat on the Home for Everyone Executive Committee. Through our participation in A Home for Everyone, Home Forward works to strategically align our resources with the community's larger efforts to address homelessness.

In 2014, the Home for Everyone Coordinating Board developed staged action plans related to community efforts to address homelessness. This included an actionable plan to end veteran homelessness, an assessment of housing needs and gaps for people experiencing homelessness, and a plan to reduce the gap by 50%. In response to action plans developed by a Home for Everyone, Home Forward committed to new targeting of Housing Choice Vouchers in two areas:

1. A limited preference for up to fifty vouchers for veteran families that are ineligible for Veterans Affairs Supportive Housing vouchers.
2. A limited preference for up to 200 vouchers for families assisted through Multnomah County's Homeless Family System of Care.

These preferences were fully utilized in FY 2017. An evaluation of these preferences showed their success at achieving strong lease-up, retention and resource alignment outcomes for families and individuals leaving homelessness. Home Forward may continue or expand these efforts utilizing the Tenant-Based Voucher Set Aside activity approved with our FY 2017 Moving to Work Plan. Starting in 2019, Home Forward has started evaluating the feasibility of renewing these preferences to lease back to their original levels, and will continue to do so in 2020.

In 2018, Home Forward was selected by A Home For Everyone and local government funders to administer the Long Term Rent Assistance (LRA) program. This pilot project serves 45 households with permanent rent assistance. Assisted households were either experiencing or in danger of homelessness at the outset of assistance and were selected by community non-profits to receive permanent rent assistance paired with housing retention supports.

General Obligation (GO) Bonds – City of Portland and Metro Regional Government

City of Portland GO Bond: In November 2016 voters in the city of Portland approved \$258.4 million in general obligation bonds to fund at least 1,300 units of newly affordable housing over the next five to seven years. As of December 2018, 634 total units have been met which include: 286 family-sized units, 281 units at 30%AMI and below; and 197 Permanent Supportive Housing Units. 215 Project-based Section 8 units have been allocated of the 400 vouchers set aside by the MTW amendment 16 approved by HUD – “Affordable Housing General Obligation Bond Project Based Voucher Allocation.”

Home Forward is participating in the Portland GO Bond in two ways:

- 1) Asset Management – Home Forward's asset management team is overseeing third-party property management on behalf of the City of Portland. As of December 2018, three properties have been included in Home Forward's asset management portfolio:
 - a. Ellington – 263 units
 - b. 105th & Burnside – 51 units

- c. Westwind – 70 SRO units
- 2) Pre-Development Assistance – Home Forward’s development and financing staff have contracted with a design firm to provide analysis of options for development of this site.
 - a. SE 30th and SE Powell – between 160-180 units of new construction anticipated.

Metro Regional GO Bond: Voters in the three-county area (including Multnomah County which is served by Home Forward) approved an affordable housing bond in November 2018. The Metro GO Bond plans to create 3,900 affordable unites with 1,600 of these homes deeply affordable to households at or below 30% AMI. Half of the homes created will have two or more bedrooms to ensure access by families.

As of September 2019, it is anticipated that Home Forward will receive allocations in two areas:

- 1) Phase I project within the City of Portland – Recognizing Home Forward’s role as the Housing Authority representing Multnomah County, Metro requested Home Forward staff to prepare a proposal known as a “Phase I” project that would be ready to go early in the bond funding process. Home Forward selected Dekum Court as the site for major redevelopment which leverages the Section 18 disposition which HUD approved for the site (October 2018). Metro approved the Phase I project and an allocation of approximately \$22 million in bond funds in July 2019. Redevelopment will be completed in two phases, with Phase I ensuring that existing residents (40 units) have the choice to relocated into the new building (Spring 2022) prior to demolition of the current buildings. After completion of Phase II by Fall 2023, a total of 200 apartments will be located on the site.
- 2) Eastern Multnomah County projects – Due to smaller population sizes, the three cities in eastern Multnomah County did not qualify for individual allocations of bond funding. Instead, Multnomah County and Metro have designated Home Forward as the jurisdictional partner to receive the bond allocation to cover approximately 111 units of affordable housing in this area. As of September 2019, Home Forward anticipates up to two properties will be developed - either new construction and/or acquisition of an existing property.) Initial community engagement to inform an implementation strategy started during 2019 and will continue into 2020.

Block 45/NE Grand Development (The Louisa Flowers)

Home Forward’s development team successfully competed in a City of Portland Notice of Funding Availability process to acquire property in NE Portland known as “Block 45”. 240 apartments have been constructed in a transit-oriented location in the central city. A groundbreaking event in January 2017 marked the beginning of construction. Certificate of Occupancy and initial resident move-ins will occur in October 2019. Initial lease up will continue into early 2020.

Rents will be affordable in the following income ranges:

- 217 homes for households with incomes at or below 60% Median Family Income (MFI), and
- 23 homes for households with incomes at or below 50% MFI.

Of the 240 total, 20 homes will also be assigned Section 8 project-based vouchers to assist with rental subsidy for those recovering from domestic violence.

Portland Community College (PCC) Partnership (NE 42nd and Killingsworth)

Home Forward is undertaking a feasibility study for the development of affordable housing on approximately one acre of a three-acre site owned by PCC. The college will be redeveloping an existing workforce training center and parking lot with the goal to include approximately 100 new apartment homes. A Memorandum of Understanding is under discussion and the feasibility study will be underway during 2020.

High Rise Preservation Efforts: 85 Stories

As part of our Strategic Plan goal, One Portfolio, we will increase the number of housing units for our community through preservation, development and acquisition. With approvals from HUD in both Section 18 and RAD, Home Forwards entire public housing portfolio will be transitioned to either project-based vouchers or project-based rental assistance.

Phase I (The first four high rise towers): HUD approved our proposal to change the operating subsidy at four of the buildings from public housing to project-based Section 8 funding (via a Section 18 disposition process). This subsidy change occurred during September 2013 and transfer to the LIHTC partnership (and the accompanying affordable housing lease up) happened during FY2015. The Phase I budget was approximately \$124.7 million. Because of the great importance of this work, the agency contributed a significant amount of its own resources to Phase I: \$13.6 million (11% of the total funding). Construction was completed during FY2017 at each of the first four properties (Group 1: Northwest Tower & Annex, plus Gallagher Plaza; and Group 2: Hollywood East, and Sellwood Center).

Phase II: RAD conversions focused in two groups occurred during Fall 2017. Group 3 included six mixed finance properties which were not in need of renovations. (Note: Originally the subsidy conversion for one of the properties, Madrona Place, was included in Group 3. Subsequently, over \$3 million in deferred maintenance has been uncovered and the redevelopment financing costs will now be included in Group 7 activities.) Group 4 included three HOPE VI properties which are also newer properties that were not in need of renovations

Phase III: To complete the RAD and Section 18 conversions, we have developed a financial strategy that allows the agency to complete the process by FY2021 by converting public housing in groups (or bundles) of properties. Group 5 includes two Section 18 properties and five RAD properties. Financial closing for Group 5 occurred in November 2018. Group 6 also includes two Section 18 properties along with seven RAD properties. Financial closing for Group 6 occurred in June 2019. Our remaining properties are broken into three more groups (Groups 7-9) and include four more Section 18 and 13 RAD conversions. The nine properties in Group 7 (see note above regarding Madrona Place) are scheduled for financial closing during September 2020.

Public Housing Strategy

Several important policies guide us as we undertake this complex and challenging initiative. We developed these policies through our work over the last 15 years, starting with our first HOPE VI redevelopment, to preserve this vital community resource.

Policy Guidelines for Subsidy Conversion

- 1) Continue to serve very low-income populations in these communities
- 2) Maintain ownership or control of the properties

3) Improve the physical and financial condition of the properties

4) Partner to optimize public and private resources on behalf of the properties and our residents

As described in the previous 85 Stories section, the subsidy conversion process uses a combination of HUD's RAD and Section 18 programs. The charts below summarize the conversion of properties by HUD program.

REMAINING RAD CONVERSIONS

AMP (PH units)	Property Name	Total Public Housing Units in CHAPS	Converted 2018	Conversion FY19	Conversion Post FY19	85 Stories Group
OR002000121	Fir Acres	32			32	Group 7
OR002000337	Alderwood	20		20		Group 6
OR002000251	Tillicum North	18		18		Group 6
OR002000151	Tillicum South	12		12		Group 6
OR002000252	Hunters Run	10		10		Group 6
OR002000123	Stark Manor	30			30	Group 7
OR002000124	Lexington Court	20			20	Group 8
OR002000125	Eastwood Court	32			32	Group 7
OR002000126	Carlton Court	24			24	Group 7
OR002000131	Slavin Court	24			24	Group 8
OR002000132	Demar Downs	18			18	Group 7
OR002000142	Celilo Court	28			28	Group 7
OR002000152	Harold Lee Village	10		10		Group 6
OR002000153	Floresta	20		20		Group 6
OR002000336	Cora Park	10			10	Group 8
OR002000436	Chateau Apt.	10			10	Group 8
OR002000705	Scattered East A	7			7	Group 8
OR002000108	Peaceful Villa	70				Group 8

Previous 85 Stories RAD Conversions

Group 3 converted using the RAD program and included The Jeffrey, Rockwood Station, Martha Washington, Bud Clark Commons, Madrona Place (see narrative regarding Groups 3 and 7), and Fairview Oaks and Woods,

Group 4, Home Forward’s three HOPE VI properties (containing seven mixed-finance partnerships) also converted to project-based Section 8 subsidy using the RAD program.

Group 5 conversions included two Section 18 properties (Tamarack and Schrunk Riverview Tower) plus five RAD properties: Camelia Court, Eliot Square, , Maple Mallory, Bel Park, and Winchell Court.

Section 18 Disposition – During 2018, Home Forward received approval from HUD for our remaining Section 18 conversions. These followed the successful first conversions comprised of Group 1 and 2 with four of our high-rise properties. Group 5 (above) also included two Section 18 properties).

REMAINING SECTION 18 CONVERSIONS

AMP	Property Name	Total Public Housing ACC Units	Units in Section 18	85 Stories Group
OR002000111	Dekum Court	40	40	Group 9
#N/A	Dekum Addition		20	Group 9
OR002000114	Dahlke Manor	115	115	Group 7
OR002000115	Holgate House	80	80	Group 8
OR002000140	Ruth Haefner Plaza	73	73	Group 8

General Operating Information

A. Housing Stock Information

i. Planned New Public Housing Units

New public housing units that the MTW PHA anticipates will be added during the Plan Year.

ASSET MANAGEMENT PROJECT (AMP) NAME AND NUMBER	BEDROOM SIZE						TOTAL UNITS	POPULATION TYPE*	# of Uniform Federal Accessibility Standards (UFAS) Units	
	0/1	2	3	4	5	6+			Fully Accessible	Adaptable
N/A	0	0	0	0	0	0	0	N/A	0	0
Total Public Housing Units to be Added in the Plan Year							0			

* Select "Population Type" from: General, Elderly, Disabled, Elderly/Disabled, Other

If "Population Type" is "Other" please describe:

N/A

ii. Planned Public Housing Units to be Removed

Public housing units that the MTW PHA anticipates will be removed during the Plan Year.

AMP NAME AND NUMBER	NUMBER OF UNITS TO BE REMOVED	EXPLANATION FOR REMOVAL
Fir Acres OR002000121	32	Rental Assistance Demonstration – received CHAPs (Commitment to Enter into a Housing Assistance Payment Contract) from HUD August 2016
Townhouse Terrace OR002000122	30	
Stark Manor OR002000123	30	
Eastwood Court OR002000125	32	
Carlton Court OR002000126	24	
Demar Downs OR002000132	18	
Celilo Court OR002000142	28	
Dahlke Manor OR002000114	115	
Total Public Housing Units to be Removed in the Plan Year		315

iii. Planned New Project Based Vouchers

Tenant-based vouchers that the MTW PHA anticipates project-basing for the first time during the Plan Year. These include only those in which at least an Agreement to enter into a Housing Assistance Payment (AHAP) will be in place by the end of the Plan Year. Indicate whether the unit is included in the Rental Assistance Demonstration (RAD).

PROPERTY NAME	NUMBER OF VOUCHERS TO BE PROJECT-BASED	RAD?	DESCRIPTION OF PROJECT
King Park Apartments	20	No	New construction with PCRI, Inc. Will include 20 project-based vouchers for families leaving homelessness
North Williams	40	No	New construction with Bridge Housing, Inc. Will include 40 project-based vouchers for families leaving homelessness
Kenton Project	18	No	New construction with Transition Projects. Will include 18 Project-Based VASH
Alberta Alive	25	No	New construction with Community Development Partners. Will include 25 Project-Based VASH
Findley Project	20	No	New construction with Do Good Multnomah. Will include 20 Project-Based VASH
Garfield Project	28	No	New construction with NW Ventures. Will include 28 Project-Based
	151	Planned Total Vouchers to be Newly Project-Based	

iv. Planned Existing Project Based Vouchers

Tenant-based vouchers that the MTW PHA is currently project-basing in the Plan Year. These include only those in which at least an AHAP is already in place at the beginning of the Plan Year. Indicate whether the unit is included in RAD.

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS	PLANNED STATUS AT END OF PLAN YEAR*	RAD?	DESCRIPTION OF PROJECT
Woody Guthrie	15	Leased/Issued	No	PBV NOFA of 2015, awarded in 2016, Home Forward RFP award process
RiverPlace	80	Leased/Issued	No	
Garfield	28	Leased/Issued	No	
Fir Acres	32	Committed	Yes	RAD I PBV Conversion
Townhouse Terrace	32	Committed	Yes	
Stark Manor	30	Committed	Yes	
Eastwood Court	32	Committed	Yes	
Carlton Court	24	Committed	Yes	
Demar Downs	18	Committed	Yes	
Celilo Court	28	Committed	Yes	
Dahlke Manor	115	Committed	Yes	Section 18 RAD Conversion
	434	Planned Existing Project-Based Vouchers		

* Select "Planned Status at the End of Plan Year" from: Committed, Leased/Issued

v. Planned Other Changes to MTW Housing Stock Anticipated During the Plan Year

Examples of the types of other changes can include (but are not limited to): units held off-line due to relocation or substantial rehabilitation, local, non-traditional units to be acquired/developed, etc.

PLANNED OTHER CHANGES TO MTW HOUSING STOCK ANTICIPATED IN THE PLAN YEAR

N/A

General Description of All Planned Capital Expenditures During the Plan Year

GENERAL DESCRIPTION OF ALL PLANNED CAPITAL EXPENDITURES DURING THE PLAN YEAR					
Community	Activity	Capital Fund	Percentage of Capital Fund	Total Expended	Percentage of Total Expended
PHA Wide	15% Administrative Allowance	833,671	7.95%	833,671	7.95%
PHA Wide	Radon testing and Mitigation	350,000	3.34%	350,000	3.34%
PHA Wide	PH Discretionary Project Funds	577,041	5.50%	577,041	5.50%
*Various Properties	Major Systems Upgrades – 85 Stories Projects Group 7	2,750,000	26.23%	2,750,000	26.23%
Total Capital Expenditures Budget		10,485,809	100%	10,485,809	100%

*Note: The Major Systems Upgrades titled 85 Stories is planned for Home Forward's public housing properties converting to HUD's RAD and/or Section 18 Disposition programs.

Group 5 received approval through HUD's RAD and Section 18 Disposition Programs. The group converted into a Tax Credit Limited Partnership in November 2018 and is currently in construction phase. This group consists of seven properties - Tamarack, Schunk Tower, Eliot Square, Maple Mallory, Bel Park, Winchell Court and Camelia Court.

Group 6 received approval through HUD's RAD and Section 18 Disposition Programs. The group converted into a Tax Credit Limited Partnership in June 2019 and is currently in construction phase. This group consists of nine properties - Medallion, Williams Plaza, Harold Lee, Floresta, Powellhurst, Tillicum North, Tillicum South Hunters Run and Alderwood.

Group 7 received approval through HUD's RAD and Section 18 Disposition Programs and are still in the planning phase. The work will be bundled into a Tax Credit Limited Partnership. Group 7 currently consists of nine properties - Dahlke Manor, Fir Acres, Eastwood Court, Stark Manor, Carlton Court, Demar Downs, Townhouse Terrace, Celilo and Madrona Place.

B. Leasing Information

i. Planned Number of Households Served

Snapshot and unit month information on the number of households the MTW PHA plans to serve at the end of the Plan Year.

PLANNED NUMBER OF HOUSEHOLDS SERVED THROUGH:	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED**
MTW Public Housing Units Leased	7,584	632
MTW Housing Choice Vouchers (HCV) Utilized	109,154	9,096
Local, Non-Traditional: Tenant-Based^	1,389	116

Local, Non-Traditional: Property-Based[^]	60	5
Local, Non-Traditional: Homeownership[^]	0	0
Planned Total Households Served	118,187	9,849

* “Planned Number of Unit Months Occupied/Leased” is the total number of months the MTW PHA plans to have leased/occupied in each category throughout the full Plan Year.

** “Planned Number of Households to be Served” is calculated by dividing the “Planned Number of Unit Months Occupied/Leased” by the number of months in the Plan Year.

[^] In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the MTW PHA should estimate the number of households to be served.

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED*
Tenant-Based	Program Based Assistance / 14	1,389	116
Property-Based	Program Based Assistance / 14	60	5
Homeownership	N/A	0	0

* The sum of the figures provided should match the totals provided for each local, non-traditional categories in the previous table. Figures should be given by individual activity. Multiple entries may be made for each category if applicable.

ii. Discussion of Any Anticipated Issues/Possible Solutions Related to Leasing

Discussions of any anticipated issues and solutions in the MTW housing programs listed.

HOUSING PROGRAM	DESCRIPTION OF ANTICIPATED LEASING ISSUES AND POSSIBLE SOLUTIONS
MTW Public Housing	There are no anticipated issues related to leasing public housing units.
MTW Housing Choice Voucher	We continue to experience a very tight rental market, making it difficult for voucher holders to find affordable housing. To support voucher holders in their search, we have been offering deposit assistance to participants that complete a tenant education class taught by a community organization.
Local, Non-Traditional	There are no anticipated issues related to local, non-traditional units.

C. Waiting List Information

i. Waiting List Information Anticipated

Snapshot information of waiting list data as anticipated at the beginning of the Plan Year. The “Description” column should detail the structure of the waiting list and the population(s) served.

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED	PLANS TO OPEN THE WAITING LIST DURING THE PLAN YEAR
MTW Public Housing	Site-Based	10,675	Partially Open	Yes
MTW Housing Choice Voucher	Community-Wide	2,850	Partially Open	No
MTW Housing Choice Voucher	Site-Based	13,021	Partially Open	Yes

Tenant-Based Local, Non-Traditional MTW Program	Other (see below)	0	Open	No
Project-Based Local, Non-Traditional MTW Program	Site Based	0	Closed	No

Please describe any duplication of applicants across waiting lists:

528 households are duplicated across the MTW Public Housing and MTW Housing Choice Voucher (Community-Wide) waitlists. The MTW Housing Choice Voucher (Site-Based) is a Project-Based voucher waitlist (see Activity 10), with waitlists kept by partner agencies administering the PBV contract. Additional households may be duplicated between MTW Public Housing, MTW Housing Choice Voucher (Community-Wide) and MTW Housing Choice Voucher (Site-Based).

Our MTW Public Housing waiting list is currently closed except for households needing an ADA accessible unit or applicants who have a documented terminal illness with a life expectancy of less than 12 months. Our Community-Wide MTW Housing Choice Voucher waitlist is currently closed except for applicants who have a documented terminal illness with a life expectancy of less than 12 months.

Our Tenant-Based Local, Non-Traditional program is our Program Based Assistance program (described in detail in Activity 14). This program largely contracts funds to partner agencies, which then manage the participant selection process, sometimes in partnership with Home Forward.

Each agency currently uses different methods for participant selection, but all programs target families who are homeless or at risk of homelessness.

In 2020, Home Forward will fund three tenant-based local, non-traditional programs. These three programs are administered by two partner agencies.

- The third tenant-based program, Economic Opportunity Program, does not utilize a waiting list. Rather, when funding becomes available, the STRA agency begins accepting referrals from their partner agency, Worksystems, until the available funding is obligated.

ii. Planned Changes to Waiting List in the Plan Year

Please describe any anticipated changes to the organizational structure or policies of the waiting list(s), including any opening or closing of a waiting list, during the Plan Year.

WAITING LIST NAME	DESCRIPTION OF PLANNED CHANGES TO WAITING LIST
N/A	N/A

Proposed MTW Activities

Flexible Site-Based Rent Assistance

Portland’s housing market has experienced significant pressure leading to an overall decline in affordable housing due to increases in market rents over the last ten years. Several initiatives by Home Forward and other housing providers have been implemented to help offset the impact of the shifting market on low-income households. However, often administrative costs and regulatory restrictions limited the agency’s ability to partner with some organizations using Home Forward’s traditional project-based voucher program.

In response, Home Forward is proposing a new Flexible Site-Based Rent Assistance program. This initiative permits Home Forward to provide project owners a set amount of annual funding to offset the amount a project requires to reduce rents in the project to an affordable level.

In exchange, the project owner agrees to serve a specific number of low-income households referred by Home Forward, or one of the project partners. Home Forward would also expect that eligibility, recertification, rent-setting, and Housing Quality Standards (HQS) requirements be performed by the project owner. Home Forward would oversee and audit to ensure compliance with program goals.

This initiative is not intended to replace the quite successful project-based voucher program but would instead offer an additional flexible approach which balances the agency’s desire to assist in the community’s efforts to increase affordable housing with the need for fiscal and administrative responsibility. By putting the administrative tasks of eligibility and HQS compliance on the project owner, Home Forward is eliminating the agency’s staff and administrative costs such a program would normally create while removing barriers that keep some project owners from being able to partner with the agency. This initiative will also allow Home Forward to dedicate a fixed amount to a development to reduce rents for low income individuals, instead of an uncertain fluctuating amount that depends on the incomes of individuals served in the traditional project-based voucher program. In this regard, it would allow Home Forward to constrain costs as necessary.

Activity Metrics

Metric	Baseline	Benchmark	Final Projected Outcome
Additional units of housing made available (Standard Metric: HC#1)			
Number of new housing units made available for households at or below 80% AMI	FY2019: 0 units	FY2020: 20 units	20 units
Increase in resident mobility (Standard Metric: HC#5)			
Number of households living in better neighborhoods	FY2019: 0 households	FY2020: 20 households	20 households
Increase in resources leveraged (Standard Metric: CE#4)			
Amount of funds leveraged	FY2019: \$0	FY2020: \$130,000	At least \$130,000

Cost Implications

The proposed Flexible Site-based Rental Assistance is anticipated to be budget neutral as the lower administrative and per unit costs of the program will be offset by the increased number of housing units available.

MTW Flexibility

This activity is authorized under the Use of Funds Amendment to Attachment D of the Amended and Restated MTW Agreement. This authorization is required because this rental subsidy program is outside of Section 8 and Section 9 of the 1937 Housing Act. In addition, Home Forward will comply with the requirements in PIH Notice 2011-45, Parameters for Local Non-Traditional Activities under the Moving to Work Demonstration Program.

Program Transfer Flexibility Bridge

Under current regulations, whenever an active household transfers from one Home Forward program to another (eg from Public Housing to a Housing Choice Voucher), agency staff is required to administer complicated waitlist preferences, assess eligibility, and perform a full certification of eligibility for that household. Depending on when the household’s regular recertification is due, this means staff could be recertifying the household’s continuing program eligibility shortly before or after the certification of eligibility for the new program, resulting in an expensive and unnecessary duplication of efforts. This issue has increased significantly with the agency’s Rental Assistance Demonstration (RAD) efforts, and has impacts on both staff and residents alike.

The new Program Transfer Flexibility Bridge removes the requirement that staff run a full eligibility certification for households transferring between Home Forward MTW programs. Instead, staff will use information from the household’s most recent recertification to determine eligibility. The household will retain their existing anniversary date, but otherwise be subject to all policies regarding income eligibility and recertifications in the new program. This initiative would also align waitlist preferences differently to ensure that program transfers occur more seamlessly without additional administrative burden.

In a sense, this is a temporary activity designed to bridge the time period until Home Forward has converted all public housing to a voucher-based model, at which time all potential transfers will occur within the voucher program. By waiving the need for a full eligibility certification and utilizing existing data, and by aligning waitlists between programs, Home Forward will reduce the staff time and costs of running the same data multiple times within a short period and streamline the transfer process.

Activity Metrics

Metric	Baseline	Benchmark	Final Projected Outcome
CE #1: Agency cost savings			
Total cost of task in dollars (decrease).	FY2020: \$6,007	FY2020: \$0	At least \$0
CE #2: Staff Time Savings			
Total time to complete the task in staff hours (decrease).	FY2019:	FY2020: 0 hours	0 hours
CE #3: Decrease in Error Rate of Task Execution			
Average error rate in completing task as a percentage (decrease).	FY2019: 7.5%	FY2020: 0%	0%

Cost Implications

Home Forward anticipates this activity will reduce the administrative and staff time costs of program transfers resulting in an overall savings of \$6,007 and 229 staff time hours in the initial year.

Justification for MTW Flexibility

This activity is authorized under provisions of Attachment C Section C(4) - Initial, Annual, and Interim Review Process (Public Housing), Section D(3) – Eligibility of Participants (HCV), and the Use of Funds Amendment to Attachment D of the Amended and Restated MTW Agreement.

Approved MTW Activities

G. Implemented Activities

01 Rent Reform

Approved FY2012, Implemented FY2012, Amended FY2014

This activity was originally approved and implemented in FY2012. In FY2014, an amendment to the activity was approved and implemented. Our FY2015 MTW Plan included three modifications, which have also been implemented. All amendments and modifications are included in the following full description of our rent reform activity:

In FY2012, Home Forward implemented a large-scale reform of rent calculation methods, applicable to all MTW public housing and Section 8 households, as well as VASH and FUP voucher holders. The simplified method distinguishes between the populations of seniors / people with disabilities and “work-focused” households. The fundamental premise is that deductions are eliminated from the subsidy calculation and the total tenant payment is determined using a percentage of gross income.

In early 2013, the federal government imposed sequestration: across-the-board reductions in federal funding. In response to these funding cuts, Home Forward amended the activity in FY2014 to increase the percentage of income used to calculate rent. The amended percentages are reflected below.

For **seniors and people with disabilities**, rent is calculated based on 28.5% of gross income. All deductions are eliminated and this group has triennial income re-certifications. We define those aged 55 and older as “seniors”, and households fall into this population category if the head, co-head or spouse listed on the lease is 55 or older, or is disabled under the current HUD definition used by Home Forward.

This group has a \$0 minimum rent and utility reimbursements are allowed.

All households that do not fall into the population category above are considered **work-focused households**. All deductions are eliminated and this group has biennial income re-certifications. The percentages of income used to calculate the tenant portion of rent are as follows:

- **Years 1 and 2:** rent is based on 29.5% of gross income, with no minimum rent. Utility reimbursements are allowed.
- **Years 3 and 4:** rent is based on 29.5% of gross income or \$100 minimum rent, whichever is greater. Utility allowances are factored in the assistance, but utility reimbursements are not allowed.

MTW authorization:

Attachment C, Section B(3) – Definition of Elderly Family

Attachment C, Section D(3)(b) – Eligibility of Participants

Attachment D, Section B(2) – Rent Structure and Rent Reform

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient

- **Years 5 and 6, and biennially thereafter:** rent is based on 31% of gross income or \$200 minimum rent, whichever is greater. Utility allowances are factored in the assistance, but utility reimbursements are not allowed.

The following policies apply to all households:

- Zero-income households meet with their public housing site manager or Section 8 case manager every six months, so that staff can provide referrals to community service providers and check on progress towards obtaining an income source.
- The proration of subsidy for mixed-status families is simplified so that a flat \$100 monthly reduction in assistance is applied to the household, regardless of the number of ineligible members.
- The ceiling rent for public housing is set to match Section 8 payment standards. There is no flat-rent option.
- Home Forward has created a separate “release of information” form to supplement the HUD Form 9886, in order to obtain a release of information that covers the appropriate biennial or triennial review cycle.
- For Section 8 households where the gross rent of the unit exceeds the applicable payment standard, Home Forward will approve the tenancy at initial occupancy so long as the household share does not exceed 50 percent of the household’s gross income.
- When a Section 8 household is approved to move and the identified unit has a gross rent that exceeds the payment standard, Home Forward will use the existing income verification on file to test for affordability. Home Forward will not require a re-examination to verify income for this purpose, unless the family requests it.
- When a Section 8 household reports a change in family size, if the household has resided in their unit for at least 12 months, Home Forward will require an interim review. Any changes to voucher size, payment standard and subsidy calculation will be effective 120 days after the interim review.
- The earned income disallowance is eliminated.
- All GOALS participants are included in the rent reform calculation.
- Home Forward uses actual past income to determine annual income for participant families.
- All income sources used to determine a household’s public housing rent or Section 8 assistance are the same as currently defined by HUD, with the following exceptions:
 - The value of any asset or the value of any income derived from that asset is not used in the rent calculation, except when the asset makes regular payments (quarterly or more often) to the resident or participant. However, the value of assets or the value of any income derived from assets is used to determine initial eligibility. Home Forward allows households to self-certify assets with a net value of \$5,000 or less.
- All earned income of full-time students age 18 and over is excluded from the rent calculation, unless they are the head, co-head or spouse of the household.
- Student financial assistance is considered only for the purpose of determining eligibility. Student financial assistance is not used to determine annual income for rent and subsidy calculation.
- All adoption assistance payments are excluded from the rent calculation.
- Households have the option to not report income that is not used in the rent calculation, such as foster care payments. However, Home Forward will accept income reporting of such sources for use in determining

affordability of a unit. Home Forward permits families to rent units where the family share is up to 50% of their gross income.

- Households may apply for a hardship review if their total monthly shelter costs exceed 50% of the total monthly income used to determine their rent subsidy. Section 8 participants who choose to rent housing where the total shelter costs exceed 50% of total monthly income at the time of initial lease-up in that unit will not generally qualify for hardship review; however, all households have the right to request a hardship and exceptions may be made. The committee has a menu of remedies to reduce a qualifying household's burden.

Rent reform has been fully implemented. At this time, all MTW public housing and Section 8 households, as well as VASH and FUP voucher holders, are on the rent reform calculation. The earliest group of work-focused households transitioned to the second level of rent payment beginning in FY2015, and is now subject to the \$100 minimum rent payment. Home Forward continues to monitor hardship requests, household and agency financial impacts and staff feedback to prepare for any changes that may need to be made to the activity.

Changes or Modifications:

Home Forward proposes removing the set subsidy proration amount for mixed-status families in this activity. The agency will replace the fixed proration amount with a proration to be determined after reviewing agency rents and payment standards based upon funding availability. Depending on funding availability and proceeds at properties owned by Home Forward, the agency will also determine whether to utilize unrestricted local funds in support of this modification.

The change is expected to provide Home Forward more flexibility in setting proration rates to support low income households – especially households with minor children – while also being responsive to the agency's fiscal responsibilities. This activity also brings Home Forward's practice in line with other agencies that do not set a fixed proration amount for rent-setting approaches.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	FY2011: \$140,228	FY2020: \$97,950	Less than \$130,000 annually
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	FY2011: 5,340 hours	FY2020: 3,730	Less than 4,000 hours annually
Decrease in error rate of task execution (Standard Metric: CE#3)			
Note: Because Home Forward does not have a pre-implementation baseline for this metric, we are not able to show the historical impact of this activity. Through our quality control process, every error that is identified is corrected.			
Average error rate in completing task	FY2015: 7.5%	FY2020: 7.5%	Maintain 7.5% or less
Increase in tenant share of rent (Standard Metric: CE#5)			
Total annual tenant share of rent	FY2012: \$25,342,942	FY2020: \$33,469,988	\$33,469,988
Increase in household income (Standard Metric: SS#1)			

Metric	Baseline	Benchmark	Final Projected Outcome
Average earned income of households	FY2011: \$3,324	FY2020: \$3,788	\$3,788
Increase in positive outcomes in employment status (Standard Metric: SS#3) Note: Because Home Forward has implemented biennial and triennial review schedules, the number of households who report an increase in earned income each year is reduced.			
Number of heads of households who: 6) Other (defined as having an increase in earned income)	FY2011: 866 heads of households	FY2020: 525 heads of households	At least 525 heads of households annually
Percent of work-focused households who: 6) Other (defined as having an increase in earned income)	FY2011: 16% of work-focused households	FY2020: 16% of work-focused households	At least 16% of work-focused households
Households Removed from Temporary Assistance for Needy Families (TANF) (Standard Metric: SS#4)			
Number of households receiving TANF assistance	FY2012: 229 households (2.0%)	FY2020: 320 households (2.5%)	At least 320 households (2.5%)
Reducing the per unit subsidy costs for participating households (Standard Metric: SS#6)			
Average amount of subsidy per household	FY2012: \$524 per household	FY2020: \$790	Less than \$800 per household
Households transitioned to self-sufficiency (Standard Metric: SS#8)			
Number of households transitioned to self-sufficiency (Defined as households that have earned or permanent income that results in area median income (AMI) above 50% and/or that have voluntarily exited housing assistance)	FY2014: 521 households	FY2020: 500 households	At least 500 households annually
Displacement prevention (Standard Metric: HC#4) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not believe this metric is an accurate measure of this activity, but we have included it at HUD's request.			
Number of households at or below 80% AMI that would lose assistance or need to move	FY2011: 233 households	FY2020: 0 households	0 households are required to move
Increase in resident mobility (Standard Metric: HC#5) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not use rent reform to impact mobility, but we have included it at HUD's request.			
Number of households able to move to a better unit and/or neighborhood of opportunity	FY2013: 3,092 (28.4%) households lived in better neighborhoods	FY2020: 3,073 households	3,073 (28.9%) households lived in better neighborhoods

Additional Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Maintain stability for seniors and people with disabilities			
Shelter burden (rent + utility allowance divided by gross income) for seniors and people with disabilities	Before implementation, shelter burden was 27%	FY2020: Shelter burden will remain below 29%	Seniors and people with disabilities will maintain stability, with a shelter
Increased contribution to rent			
Total tenant payment (rent + utility allowance) for work-focused households	Before implementation: Section 8 average - \$267 Public housing average - \$249	FY2020: Section 8 average \$428 Public housing average \$346	Maintain an average total tenant payment of at least \$400 for Section 8 and \$300 for Public Housing (15% above baseline)
Increased income in work-focused households			
Average income for work-focused households, as percentage of Median Family Income (MFI)	Before implementation, average income for work-focused households was 16.4% MFI	FY2020: 18% MFI	18% MFI

Home Forward’s YARDI database continues to serve as the source for household income and total tenant rent payment information. The baseline data for hours required to conduct rent calculation and income reviews was collected through staff interviews and workflow analysis. This process will be repeated in subsequent years to determine progress towards benchmarks and goals.

MTW Flexibility:

Home Forward has used our rent reform authorizations to eliminate deductions, simplify the rent calculation, change review schedules, and implement other policy adjustments that as a whole, make up our rent reform activity, as described above.

02 GOALS – Home Forward’s Family Self Sufficiency Program

Approved FY2014, Implemented FY2014

In our FY2014 Plan, Home Forward proposed an activity to align existing self-sufficiency programs into one consolidated program, which we refer to as the GOALS (Greater Opportunities to Advance, Learn and Succeed) program. This program is tailored to meet the needs of our community and be efficient for staff to administer. GOALS program requirements are the same regardless of funding source, program or property, with a few minor exceptions for site-based programs.

The key elements of the GOALS program are as follows:

- The rent reform calculation (Activity 01) is used for all GOALS participants.
- Participants who are engaged in a designated program intended to increase the family’s economic independence (such as an employment or training program) will receive a preference on the GOALS waiting list. 100% of the GOALS slots may be filled with participants utilizing this preference.
- Home Forward will allow the GOALS contract to be in the name of any adult member of the household.
- The traditional escrow account used in HUD Family Self-Sufficiency (FSS) programs has been replaced with a managed savings account. Any rent paid by a participant household above \$350 (known as the “strike point”) will be placed into the managed savings account. The monthly amount placed into a family’s managed savings account is limited to the difference between the strike point and the family’s ceiling rent (for public housing families) or voucher payment standard (for Section 8 families). Households participating in GOALS whose unit is converted under RAD are subject to policies consistent with the RAD program.
- The length of time on the program will be five years, with the opportunity to extend for an additional two years. Eligibility for the two-year extension follows current policy and HUD guidelines.
- Participants graduate and have access to the funds in their managed savings account when they have completed their training plan and fulfilled the obligations identified in their contract.
- Families who leave the program prior to graduation will forfeit any money accrued in their managed savings account.
- Staff implementing the GOALS program will be funded by a combination of HUD-funded FSS Coordinator money, grant funding and agency budgeting.
- FSS Coordinator funds will be used only for FSS Coordinator salaries, as directed by the respective NOFAs.
- At properties where participation in GOALS was mandatory, the property will continue to utilize a site-based preference on the GOALS waitlist to encourage participation in the family self-sufficiency program at these sites.
- When a public housing resident reaches ceiling rent, or a housing assistance payment for a voucher participant drops to zero, deposits into the family’s managed savings account will cease. Families can continue to participate

MTW authorization:

Attachment C, Section E – Family Self Sufficiency Programs

Attachment C, Section B(1) – Single Fund Budget with Full Flexibility

Statutory objective:

Give incentives to families with children where the head of household is working, is seeking work, or is preparing for work by participating in job training, educational programs, or programs that assist people to obtain employment and become economically self-sufficient

in the program for an additional six months, but no savings will accrue during this time. If the family is still at ceiling rent or zero assistance after six months, they will graduate from the program. If the family’s income decreases to a level that housing assistance is reinstated during that six-month period, they may begin to earn escrow again, and continue participation in the program as long as the contract determines they are still eligible.

- GOALS participants who enroll in the Individual Development Account (IDA) program will be able to withdraw from their managed savings account up to \$700 per year, for a maximum of 3 consecutive years or \$2,100. In order to utilize managed savings account for IDA deposits, participants will need to be co-enrolled in GOALS and IDA programs. If a participant withdraws from the IDA program before successfully completing the IDA program, the IDA provider will refund the full managed savings account to Home Forward. By allowing participants the option to apply more restricted funds towards their IDA, the intent is to allow households to use their more readily accessible, or unrestricted, funds such as earned income tax credit (EITC) returns, to meet more immediate financial needs. This would permit financially vulnerable households to continue working towards long term financial investment while maximizing choice in how to best apply unrestricted funds towards any current financial obligations.

Changes or Modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not save costs through this activity, but we have included it at HUD’s request.			
Total cost of task	FY2017: \$512,070	FY2020: \$769,342	
Staff time savings (Standard Metric: CE#2) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not save staff time through this activity, but we have included it at HUD’s request.			
Total time to complete task	FY2017: 18,509 hours	FY2020: 18,928	
Decrease in error rate of task execution (Standard Metric: CE#3) Note: Because Home Forward does not have a pre-implementation baseline for this metric, we are not able to show the historical impact of this activity.			
Average error rate in completing task	FY2017: 2%	FY2020: 2%	
Increase in resources leveraged (Standard Metric: CE#4)			
Amount of funds leveraged	FY2017: \$190,507	FY2020: \$191,500	
Increase in household income (Standard Metric: SS#1)			
Average earned income of households	FY2017: \$12,472	FY2020: \$12,750	
Increase in household savings (Standard Metric: SS#2)			
Average amount of escrow of households	FY2017: \$2,295	FY2020: \$2,350	

Metric	Baseline	Benchmark	Final Projected Outcome
Increase in positive outcomes in employment status (Standard Metric: SS#3)¹			
Number of heads of households:	FY2017:	FY2020:	
1) Employed full-time	1) 187	1) 187	
2) Employed part-time	2) 120	2) 120	
3) Enrolled in an educational program	3) 129	3) 130	
4) Enrolled in a job-training program	4) 81	4) 82	
5) Unemployed	5) 155	5) 155	
6) Other (defined as having completed an education or job training program)	6) 54	6) 55	
Increase in positive outcomes in employment status (Standard Metric: SS#3)¹			
Percentage of work-able households:	FY2017:	FY2020	
1) Employed full-time	1) 40%	1) 40%	
2) Employed part-time	2) 27%	2) 27%	
3) Enrolled in an educational program	3) 28%	3) 28%	
4) Enrolled in a job-training program	4) 18%	4) 18%	
5) Unemployed	5) 33%	5) 33%	
6) Other (defined as having completed an education or job training program)	6) 12%	6) 12%	
Households removed from TANF (Standard Metric: SS#4)			
Note: This metric is measured as a point in time count, which does not account for individual households who give up TANF assistance, graduate from the GOALS program, and are then replaced by income GOALS participants who have not yet given up TANF assistance.			
Number of households receiving TANF assistance	FY2017: 61 households	FY2020: 60	
Households assisted by services that increase self-sufficiency (Standard Metric: SS#5)			
Number of households enrolled in GOALS	FY2013: 462 households enrolled	FY2020: 462	
Reducing per unit subsidy costs for participating households (Standard Metric: SS#6)			

¹ Households may be counted in more than one category in the employment statuses shown above. For example, a household may be considered unemployed while enrolled in an educational program.

Metric	Baseline	Benchmark	Final Projected Outcome
Average amount of subsidy per household	FY2017: \$671 per household	FY2020: \$671	
Increase in tenant share of rent (Standard Metric: SS#7)			
Tenant share of rent	FY2017: \$1,926,589	FY2020: \$1,926,589	
Households transitioned to self-sufficiency (Standard Metric: SS#8)			
Number of households transitioned to self-sufficiency ²	FY2017: 27 households	FY2020: 28	

²Defined as households that have earned or permanent income that results in area median income (AMI) above 50% and/or that have voluntarily exited housing assistance

Additional Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not save costs through this activity, but we have included it at HUD's request.			
Total cost of task	FY2017: \$512,070	FY2020: \$769,342	
Staff time savings (Standard Metric: CE#2) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not save staff time through this activity, but we have included it at HUD's request.			
Total time to complete task	FY2017: 18,509 hours	FY2020: 18,928	
Decrease in error rate of task execution (Standard Metric: CE#3) Note: Because Home Forward does not have a pre-implementation baseline for this metric, we are not able to show the historical impact of this activity.			
Average error rate in completing task	FY2017: 2%	FY2020: 2%	
Increase in resources leveraged (Standard Metric: CE#4)			
Amount of funds leveraged	FY2017: \$190,507	FY2020: \$191,500	
Increase in household income (Standard Metric: SS#1)			
Average earned income of households	FY2017: \$12,472	FY2020: \$12,750	
Increase in household savings (Standard Metric: SS#2)			
Average amount of escrow of households	FY2017: \$2,295	FY2020: \$2,350	
Increase in positive outcomes in employment status (Standard Metric: SS#3) ²			
Number of heads of households:	FY2017:	FY2020:	

² Households may be counted in more than one category in the employment statuses shown above. For example, a household may be considered unemployed while enrolled in an educational program.

Metric	Baseline	Benchmark	Final Projected Outcome
1) Employed full-time	1) 187	1) 187	
2) Employed part-time	2) 120	2) 120	
3) Enrolled in an educational program	3) 129	3) 130	
4) Enrolled in a job-training program	4) 81	4) 82	
5) Unemployed	5) 155	5) 155	
6) Other (defined as having completed an education or job training program)	6) 54	6) 55	
Increase in positive outcomes in employment status (Standard Metric: SS#3)¹			
Percentage of work-able households:	FY2017:	FY2020	
1) Employed full-time	1) 40%	1) 40%	
2) Employed part-time	2) 27%	2) 27%	
3) Enrolled in an educational program	3) 28%	3) 28%	
4) Enrolled in a job-training program	4) 18%	4) 18%	
5) Unemployed	5) 33%	5) 33%	
6) Other (defined as having completed an education or job training program)	6) 12%	6) 12%	
Households removed from TANF (Standard Metric: SS#4)			
Note: This metric is measured as a point in time count, which does not account for individual households who give up TANF assistance, graduate from the GOALS program, and are then replaced by income GOALS participants who have not yet given up TANF assistance.			
Number of households receiving TANF assistance	FY2017: 61 households	FY2020: 60	
Households assisted by services that increase self-sufficiency (Standard Metric: SS#5)			
Number of households enrolled in GOALS	FY2013: 462 households enrolled	FY2020: 462	
Reducing per unit subsidy costs for participating households (Standard Metric: SS#6)			
Average amount of subsidy per household	FY2017: \$671 per household	FY2020: \$671	
Increase in tenant share of rent (Standard Metric: SS#7)			
Tenant share of rent	FY2017: \$1,926,589	FY2020: \$1,926,589	
Households transitioned to self-sufficiency (Standard Metric: SS#8)			
Number of households transitioned to self-sufficiency ²	FY2017: 27 households	FY2020: 28	

Metric	Baseline	Benchmark	Final Projected Outcome
--------	----------	-----------	-------------------------

²Defined as households that have earned or permanent income that results in area median income (AMI) above 50% and/or that have voluntarily exited housing assistance

MTW Flexibility:

Home Forward has used our authority to develop a family self-sufficiency program that meets the needs of our local community. This program is specifically designed to meet the statutory objective of giving incentive to our families to obtain employment and work towards becoming economically self-sufficient.

03 Local Blended Subsidy

Approved FY2012, Implemented FY2012

Home Forward has created a local blended subsidy (LBS) program to improve the financial viability of adding “banked” public housing units back into the portfolio. Public housing operating subsidy alone is often insufficient to support bringing these units back to properties. The LBS program uses a blend of MTW Section 8 and public housing operating funds to subsidize units reserved for families earning 80 percent or below of area median income. These units may be new construction, rehabilitated, or existing housing.

The LBS program combines tenant paid rent, Section 8 funds, and public housing funds, resulting in a total per unit rent amount. Rents are set by an internal process to determine the amount of subsidy that will meet property needs, and are subject to completion of rent reasonableness tests. Home Forward uses the payment standard as the maximum rent for LBS units, or up to 125% of Fair Market Rents in the case of service-enriched units. This leveraging of resources allows for a more adequate revenue stream and increases the number of households that can be served.

MTW authorization:

Attachment C, Section B(1) – Single Fund Budget with Full Flexibility

Attachment C, Section C(2) – Local Preferences and Admission and Continued Occupancy Policies and Procedures

Attachment D, Section B(3) – Local Unit Based Subsidy Program

Statutory objective:

Increase housing choice for low-income families

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Additional units of housing made available (Standard Metric: HC#1)			
Number of new housing units made available for households at or below 80% AMI	Before implementation, 0 units made available	FY2020: 239 units made available	239 units made available
Units of housing preserved (Standard Metric: HC#2)			
Number of housing units preserved for households at or below 80% AMI	Before implementation, 0 units preserved	FY2020: 45 units preserved after full implementation	45 units preserved
Increase in resident mobility (Standard Metric: HC#5)			
Number of households living in better neighborhoods	Before implementation, 0 households	FY2020: 109 households	109 LBS households located in better neighborhoods
Increase in resources leveraged (Standard Metric: CE#4)			
Amount of funds leveraged	Before implementation, \$0	FY2020: \$11,145,307	\$11,145,307 in leveraged debt, equity and increased services

MTW Flexibility:

This activity uses single fund budget flexibility and authorization to develop a local unit-based subsidy program in order to create the administrative and funding structure for LBS. This increases housing choice for low-income families by allowing Home Forward to add financially viable, subsidized units back into its portfolio. LBS has allowed Home Forward to leverage debt, equity and increased services at these three properties. Additionally, the ability to create local preferences, and admission and occupancy policies and procedures allows Home Forward to manage the units to provide similar protections as public housing and also adapt the rules for efficiency and local needs.

Home Forward understands and is committed to our obligation to continue to serve substantially the same number of families as if we had not participated in the MTW demonstration. We are aware of the pressure our LBS activity may place on the agency to continue to meet our baseline households served, and we carefully consider this information before moving forward with implementation strategies. We are continuing to explore and develop additional alternative options for local rent assistance programs that will serve a significant need in our community, and will also support our ability to meet our baseline households served once LBS is fully implemented.

06 Alternative Inspection Requirements for Partner-Based Programs

Approved FY2012, Implemented FY2012

Home Forward aligns our housing resources with the services of jurisdictional and community partners in order to maximize impact and effectiveness. In an effort to reduce costs and increase efficiencies, Home Forward uses alternate inspection standards for programs where we contract out resources to be administered by partners. Rather than requiring full Housing Quality Standards (HQS) inspections, Home Forward requires that these units meet the habitability standards, unit inspection requirement, and lead-based paint visual assessment requirements of the US Department of Housing and Urban Development’s Homelessness Prevention and Rapid Re-Housing Program. Staff from jurisdictional and community providers are able to arrange for and conduct required inspections themselves, in conjunction with other required visits to the assisted units, which is often more efficient and allows clients to move in faster than if they had to wait for a scheduled Home Forward inspection.

MTW authorization:
Attachment C, Section D(5) – Ability to Certify Housing Quality Standards

Statutory objective:
Reduce cost and achieve greater cost effectiveness in Federal expenditures

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	Before implementation, \$35,500	FY2020: \$0	\$0
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	Before implementation, 500 hours	FY2020: 0 hours	0 hours
Decrease in error rate of task execution (Standard Metric: CE#3) Note: Because this metric was established after implementation, Home Forward does not anticipate a change in the error rate.			
Average error rate in completing a task	FY2014: 4%	FY2020: Less than 5%	Less than 5%

MTW Flexibility:

Home Forward uses MTW authority to allow alternative inspection requirements for units assisted with rent assistance that we have contracted to community partners. These alternate inspection requirements ensure housing standards while increasing efficiency and cost effectiveness.

07 Landlord Self-Certification of Minor Repairs

Approved FY2013, Implemented FY2013

In many cases, units may fail an initial or biennial inspection due to minor items, such as cracked socket plates or closet doors that are off track. Requiring a Home Forward inspector to make a trip back to a unit to verify such minor repairs is inefficient and costly. Home Forward has implemented a policy that in cases where there are no more than four minor deficiencies, we may accept an owner’s certification that required repairs were made. This allowance is made at Home Forward’s discretion, and in cases where all deficiencies are minor items as determined by an approved list maintained by Home Forward.

MTW authorization:
Attachment C, Section D(5) – Ability to Certify Housing Quality Standards

Statutory objective:
Reduce cost and achieve greater cost effectiveness in Federal expenditures

Allowing a landlord to self-certify a minor repair is left to each individual inspector’s discretion, and inspectors remain cautious and thoughtful about when the option is best utilized. Because of this, the activity has not yet produced the level of savings hoped for. However, the inspections supervisor continues to work with inspectors on identifying situations where the strategy can be employed to save additional staff time. Home Forward believes this activity is still an effective strategy for saving time and money.

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	Before implementation, \$140,092	FY2020: \$93,380	Less than \$120,000 to complete re- inspections
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	Before implementation, 1,326 hours	FY2020: 900 hours	Less than 1,000 hours annually
Decrease in error rate of task execution (Standard Metric: CE#3) Note: Because Home Forward does not have a pre-implementation baseline, we are not able to show the historical impact of this activity.			
Average error rate in completing a task	FY2015: 0%	FY2020: Less than 3%	Less than 3%

MTW Flexibility:

This activity uses alternate criteria, in the form of an owner’s written certification, to verify minor repairs in a unit that failed its initial or biennial HQS inspection as a result of four or fewer minor deficiencies. This policy increases efficiency, and saves the agency the cost of these re-inspections.

08 Inspections and Rent Reasonableness at Home Forward-Owned Properties

Approved FY2013, Implemented FY2013

Home Forward owns over 5,000 units of affordable housing in Multnomah County. Many of these units have project-based Section 8 vouchers attached, and additional units are rented to families that are utilizing tenant-based Section 8 vouchers. In cases where a voucher holder is renting a unit we own, Home Forward utilizes our own staff to perform inspections and determine rent reasonableness.

In cases where Home Forward both owns and manages the unit, we hire a third party to conduct quality control inspections and rent reasonableness testing at a sample of these units. This ensures standards are being met while mitigating any conflict of interest. Since the implementation of this activity, 100% of quality control inspections reported the same result as the Home Forward inspection, and no problems have been identified with rent reasonableness.

MTW authorization:

Attachment C, Section D(5) – Ability to Certify Housing Quality Standards

Attachment C, Section D(2)(c) – Rent Policies and Term Limits

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	Prior to implementation, \$17,750	FY2020: \$0	\$0
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	Prior to implementation, 370 hours	FY2020: 0 hours	0 hours
Decrease in error rate of task execution (Standard Metric: CE#3) Note: Because Home Forward does not have a pre-implementation baseline, we are not able to show the historical impact of this activity.			
Average error rate in completing a task	FY2015: 0%	FY2020: Less than 5%	Less than 3%

MTW Flexibility:

Home Forward uses MTW authority to set rent reasonableness and inspect units we own, in place of contracting with a third party to do so. This results in cost savings for the agency.

09 Measures to Improve the Rate of Voucher Holders Who Successfully Lease-Up

Approved FY2010, Implemented FY2010

Since 2010, Home Forward has implemented a variety of measures to improve landlord acceptance of Housing Choice Vouchers in our community and improve the ability of voucher holders to successfully lease up. Based on much of Home Forward's work, the Oregon State Legislature passed HB2639 in July 2014. The legislation prohibits landlords from refusing rental applications of voucher holders only because they have a voucher and offers landlords access to a state-managed Landlord Guarantee Fund if a voucher holder vacates a unit and leaves financial damages, such as property damage, unpaid rent, or fees.

In addition, Home Forward has initiatives focused on improving landlord participation and the leasing success of voucher holders:

- **Vacancy Loss Payment** – We provide vacancy loss payment to owners through the end of the month after the move-out month when vacancies are unforeseen or unexpected (such as a death or an unannounced move-out) and the owners have not received proper notice of the intent to vacate.
- **Landlord Incentive Payment** – Since July 2014, the Landlord Incentive Payment focuses on new landlords. Home Forward makes a one-time payment of \$200 to new landlords, defined as those who have not worked in partnership with us for the past two years. At the time of receiving payment, landlords are also given the opportunity to complete a survey to provide feedback on their experience and Home Forward's lease-up process.
- **Tenant Education Class** – Since May 2016, Home Forward contracts with the Community Alliance of Tenants (CAT) to teach a tenant education class to voucher holders. Class graduates have access to up to \$200 to help with a security deposit in their housing search.

Despite these initiatives, leasing success rates have fallen as a result of an extremely tight rental market, rapidly rising rents and an overall lack of affordable units. Even with the above measures in place and the new legislation requiring landlords to accept Housing Choice Vouchers, leasing success rates have fallen below our 2009 baseline. In an attempt to keep pace with the market and ensure neighborhood choice for voucher holders, Home Forward increased payment standards most recently in December 2017.

In addition to the initiatives listed above, Home Forward began two new programs in FY2017, using single-fund flexibility, to help voucher holders lease up:

- **Security and Success Loan Program** – This is a partnership between Home Forward and Innovative Changes, a non-profit community-based lender, to offer low-interest loans for moving costs to voucher holders with a household income of at least 30% of the Area Median Income (AMI). With a qualifying income, a voucher holder can borrow up to \$1,200 to help with deposits, fees, and other moving costs. The program offers affordable monthly payments, extra incentives for financial education, and the opportunity for a household to build a positive credit history.

MTW authorization:

Attachment C, Section B(1) – Single Fund Budget with Full Flexibility

Attachment C, Section D(1)(d) – Operational Policies and Procedures

Attachment C, Section D(3)(b) – Eligibility of Participants

Attachment D, Section D(1) – Establishment of a Local Section 8 / Housing Choice Voucher Program

Statutory objective:

Increase housing choice for low-income families

- Housing Search Advocates** – This program is a partnership between Home Forward and two community partners, Human Solutions, Inc. and Transition Projects, Inc., who work with people experiencing low-incomes and homelessness. Three Housing Search Advocate positions have been funded at the organizations to help voucher holders lease up. If a voucher holder has not leased up within 90 days of receiving their voucher or have been identified by HCV staff as experiencing high barriers, they are referred to the Housing Search Advocates for additional support in their housing search.

We have continued with a variety of policy changes (which do not require MTW flexibility) to make the voucher program more appealing to landlords since the passage of HB2639. These include:

- Allowing flexible lease terms based on an individual landlord’s standard practice (including month-to-month)
- Accepting electronic Requests for Tenancy Approval from landlords to speed the process
- Posting tools for landlords on our website so landlords can assess whether their unit is likely to pass rent reasonable and affordability tests

In addition to the initiatives and new changes above, we continue to support voucher holders with an improved program orientation, with an increased focus on housing search, and utilizing the higher payment standards in opportunity neighborhoods. In hopes of helping voucher holders be better prepared for their housing search.

Changes or modifications:

We are not anticipating any changes to this activity. We will continue to evaluate both the lease-up rate and rental market data to determine if the current payment standards remain adequate or adjustments need to be made.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Households assisted by services that increase housing choice (Standard Metric: HC#7)			
Number of households receiving services aimed at increasing housing choice	Before implementation, 0 households	FY2020: 200 households	At least 200 households per year will benefit from the Landlord Incentive

Additional Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Improve voucher success rate			
Issued voucher success rate	FY2009: 74%	FY2020: 80%	At least 80%
Decrease in lease-up time			
Average number of days for a voucher holder to lease up	Before implementation, 51 days	FY2020: 50 days	Less than 50 days

MTW Flexibility:

Home Forward has made changes to operational policies and procedures and funds these activities through our single-fund budget flexibility. This activity works to increase landlord participation in the program, and therefore, increase housing choice for low-income households.

10 Local Project-Based Voucher Program

Approved FY2012, Implemented FY2012

Home Forward has created a project-based voucher (PBV) program tailored to meet the needs of the local community. We currently administer over 2,000 PBVs in the community via more than 87 separate contracts. The program continues to represent our focus on coordinating with jurisdictional partners and enhancing the supply of permanent supportive housing for households with barriers to housing.

In FY2015, Home Forward changed the operating subsidy at four of our high-rise buildings from public housing to project-based Section 8 funding, as part of our preservation strategy to renovate ten buildings. These four buildings accounted for 654 units, and serve seniors and persons with disabilities. The flexibility to place project-based vouchers at these buildings, as well as in other buildings through service provider and jurisdictional partnerships, ensures that affordable housing remains available to some of the most vulnerable households in our community.

The objective of the project-based voucher program is to provide housing certainty for low-income, high-barrier households who would be unlikely to succeed with a tenant-based voucher. With that in mind, we are focusing project-based vouchers on buildings with on-site services, ideally in opportunity areas, offering tenants affordable rents and access to community resources. Many of the original project-based voucher contracts have expired over the past year, and Home Forward has made it our policy to offer renewals only to owners who have agreed to set waiting list preferences for one or more vulnerable populations, and to make services available to those households. This will result in all project-based voucher buildings offering affordable housing with services to those most in need as contracts are renewed.

In the 2017 fiscal year (4/1/2016-3/31/2017), Home Forward received approval from their Board of Commissioners to set aside 500 vouchers from the Housing Choice Voucher pool to be assigned as Project Based Vouchers over the course of three to five years. Home Forward used two methods by which to assign these vouchers. First we issued our own Request for Proposals (RFP) in the winter of 2015 and allocated over 200 vouchers in the initial Request for Proposals. Awards were made to 12 individual projects across Multnomah County. Secondly, we committed another 100 vouchers in the Fall 2015 Portland Housing Bureau Notice of Funding Availability (NOFA). Through this process four individual projects were awarded the 100 vouchers. All in areas of high opportunity and low poverty census tracts.

In our 2019 fiscal year we have 130 vouchers yet to be assigned. Home Forward will continue on the current path as noted above and outlined in the Section 8 Administrative Plan to make the remaining awards until we exhaust the 500 voucher commitment made by the board of commissioners.

Home Forward has modified owner proposal selection procedures for PBV units in order to increase Permanent Supportive Housing in our community by awarding PBV units via a local competitive process in collaboration with the City of Portland and Multnomah County. This local process includes issuing a Notice of Funding Availability and accepting proposals from housing developers and owners across the County. This effort ensures that PBVs are aligned with capital and services funding made available from our jurisdictional partners.

MTW authorization:

Attachment C, Section D(7) – Establishment of an Agency MTW Section 8 Project-Based Program

Attachment C, Section D(4) – Waiting List Policies

Attachment C, Section D(2) – Rent Policies and Term Limits

Attachment C, Section D(1)(e) – Operational Policies and Procedures

Statutory objective:

Increase housing choice for low-income families

Reduce cost and achieve greater cost effectiveness in Federal expenditures

The local competitive process may be waived and PBVs may be awarded based on a formal approval and resolution process by Home Forward’s Board of Commissioners when the property is owned directly or indirectly by Home Forward, subject to HUD’s requirements regarding subsidy layering. The owned units would not be subject to any required assessments for voluntary conversion.

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Additional units of housing made available (Standard Metric: HC#1)			
Number of new housing units made available for households at or below 80% AMI	FY2011: 1,100 units	FY2020: 1,685 units made available	Maintain at least 1,100 units that have been made available through this activity
Units of housing preserved (Standard Metric: HC#2)			
Number of units preserved for households at or below 80% AMI that would otherwise not be available	Prior to implementation: 0 units	FY2020: 654 units preserved	654 units will be preserved through conversion from public housing to project-based vouchers
Decrease in wait list time (Standard Metric: HC#3)			
Note: Because Home Forward does not have a pre-implementation baseline for this metric, we are not able to show the historical impact of this activity			
Average applicant time on wait list in months	FY2014: 15 months	FY2020: 22 months	22 months
Displacement prevention (Standard Metric: HC#4)			
Note: Because Home Forward does not have a pre-implementation baseline for this metric, we are not able to show the historical impact of this activity			
Number of households at or below 80% AMI that would lose assistance or need to move	FY2015: 904 households	FY2020: 900 households	Over 800 additional project-based voucher units are available through our ability to exceed the 25% building cap
Increase in Resident Mobility (Standard Metric: HC#5)			
Number of households able to move to a better unit and/or neighborhood of opportunity	FY2011: 93 households	FY2020: 400 households	400 households
Agency Cost Savings (Standard Metric: CE#1)			
Total cost of task in dollars	Prior to implementation: \$30,720	FY2020: \$19,064	Less than \$24,575
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	Prior to implementation, 917 hours	FY2020: 420 hours	Less than 700 hours

Metric	Baseline	Benchmark	Final Projected Outcome
Decrease in error rate of task execution (Standard Metric: CE#3) Note: Because Home Forward does not have a pre-implementation baseline, we are not able to show the historical impact of this activity			
Average error rate in completing task	FY2015: 2%	FY2020: Less than 5%	Less than 5%
Increase in tenant share of rent (Standard Metric: CE#5) Note: Because Home Forward does not have a pre-implementation baseline, we are not able to show the historical impact of this activity			
Total annual tenant share of rent	FY2014: \$3,570,859	FY2020: \$6,626,328	Annual tenant rent share of \$6,500,000

MTW Flexibility:

The PBV program increases housing choice and affirmatively furthers fair housing by preserving existing affordable housing and focusing on the needs of populations that tend to be less successful in the tenant-based program, including participants with disabilities, extremely low incomes, or backgrounds that may create high barriers to housing. Most of the PBV buildings offer services for specific populations, which help households not only to obtain suitable housing, but also to access additional services that give the household stability in the community. Below is a list of the ways Home Forward utilizes MTW authority for the local PBV program:

- Home Forward exceeds the traditional 25% limit of PBVs in a single building, and allows project-based vouchers to be awarded to more than 25% of units in a given complex.
- Home Forward has modified waitlist policies to allow each PBV building to maintain its own site-based waiting list with its own preferences. It would not be practical or cost effective for Home Forward to manage so many separate PBV waiting lists with separate preferences. Multiple waitlists also ensure that there are almost always open waitlists at any point in time.
- Home Forward does not provide a preference on the tenant-based waiting list for PBV residents, and requires PBV residents to apply for and remain on the tenant-based waitlist in order to transfer to a tenant-based voucher unit.
- Home Forward modifies screening and eligibility requirements to differ from the traditional criteria at certain PBV properties which offer supportive services, therefore increasing housing choice for participants who might otherwise be ineligible for Section 8 housing. Home Forward determines an applicant’s eligibility for a specific PBV property based on the capacity of the service provider who owns or contracts to manage the property.
- Home Forward has modified owner proposal selection procedures for PBV units in order to increase Permanent Supportive Housing in our community by awarding PBV units via a local competitive process in collaboration with the City of Portland and Multnomah County. This local process includes issuing a Notice of Funding Availability and accepting proposals from housing developers and owners across the County. This effort ensures that PBVs are aligned with capital and services funding made available from our jurisdictional partners.
- The local competitive process may be waived and PBVs may be awarded based on a formal approval and resolution process by Home Forward’s Board of Commissioners when the property is owned directly or indirectly by Home Forward, subject to HUD’s requirements regarding subsidy layering. The owned units would not be subject to any required assessments for voluntary conversion.

- Home Forward has adopted the local city and county site selection standards for PBV units in order to ensure alignment with jurisdictional partners in regards to site selection for low-income housing aimed at ending homelessness. Site selection standards are designed to deconcentrate poverty and expand housing and economic opportunities in census tracts with poverty concentrations of 20% or less.
- Home Forward has modified subsidy standards regarding under- and over-housing in order to ensure full utilization of PBV units. Subsidy standards are the same for PBVs as those used for tenant-based vouchers, but exceptions are granted when there are no appropriately sized households on the waiting list to fill a vacant unit.
- Home Forward has modified lease terms, renewal options, and termination policies to limit owners' ability to terminate tenancy without cause, maximizing housing choice for the families in those units. After the initial term, PBV leases convert to a month-to-month agreement unless owners and tenants agree to a longer term, and owners may not refuse to renew leases without cause. Owners of PBV units may not terminate tenancy without cause, except as follows:
 - The owner of a PBV unit may terminate tenancy for a family if Home Forward terminates the family's assistance for any reason in order to ensure that another low-income applicant can be served. However, instead of terminating tenancy, the owner may request Home Forward's approval to amend the PBV contract to remove a unit occupied by a zero subsidy family or amend the PBV contract to substitute a different unit with the same number of bedrooms in the same building.
- Home Forward modified the way contract rents are determined for PBV units by limiting PBV contract rents to a maximum of the payment standard less any applicable tenant paid utility allowance, ensuring that PBV units are affordable even to zero-income households.
- Home Forward adapted the timing of applying payment standard adjustments for PBV participants. Any increase in payment standards to the PBV units is applied on the next anniversary date of the PBV Housing Assistance Payments Contract, following the effective date of the increase. Any decrease in payment standards to the unit is applied beginning on the second anniversary date of the PBV Housing Assistance Payments Contract following the effective date of the decrease. Home Forward also applies any changes to the utility allowances at the same time as the payment standard adjustments.
- Home Forward uses an alternate rent setting policy that allows the Rent Assistance Director, with Board approval, to set exception payment standards that are greater than 110% (up to a maximum of 150%) of Fair Market Rents for service-enriched buildings without requesting HUD approval. The payment standard granted applies to any unit under the project-based voucher contract serving a highly vulnerable population with intensive services. Data is required of the owner to verify the value of the services being provided, and this cost will not be included when conducting rent reasonableness tests.
- Home Forward allows Home Forward staff to conduct inspections, set rents and determine rent reasonableness for Home Forward-owned units that utilize PBVs. When Home Forward both owns and manages the unit, it hires a third party to conduct quality control testing of inspections and rent reasonableness determinations for a sample of these units. This activity is also described under Activity 08: Inspection and Rent Reasonableness at Home Forward-Owned Units.
- Home Forward has eliminated the cap limiting project-basing to up to 20% of the amount of budget authority allocated to the agency by HUD in the voucher program.

11 Align Utility Allowance Adjustment Procedures

Approved FY2011, Implemented FY2011

In our FY2011 MTW Plan, Home Forward received approval to align the public housing process for calculating and implementing utility allowance adjustments with that of Section 8. Previously, the public housing utility allowance process required Home Forward to conduct engineering surveys to determine energy consumption, which was cumbersome and costly. Additionally, public housing protocol required that a re-certification be completed for each resident when there were adjustments to the utility allowance.

MTW authorization:

Attachment C, Section C(11) – Rent Policies and Term Limits

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures.

Aligning the utility allowance adjustment process with that of Section 8 allows public housing to adopt the methodology of using HUD’s standard calculation, which is based on the type of utility and type of building. As in the Section 8 program, public housing staff will review the utility allowance adjustments annually, with the adjustment going into effect at the resident’s next regular review.

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	Before implementation, \$8,000 per year	FY2020: \$0	\$0 to complete survey
Staff time savings (Standard Metric: CE#2)			
Total time to complete task	Before implementation, approximately 393 hours	FY2020: 0 hours	0 hours

MTW Flexibility:

The standard public housing utility allowance process requires engineering surveys to determine energy consumption, and that a re-certification be completed for each resident when there is a utility allowance adjustment. Our MTW flexibility allows us to align the public housing process with that of Section 8, resulting in agency cost and staff time savings.

13 Broaden Range of Approved Payment Standards

Approved FY2015, Implemented FY2015, Amended FY2017

Regulations require that payment standards are set between 90% and 110% of Fair Market Rents (FMR), as defined by HUD for a Housing Authority’s jurisdiction. Home Forward serves all of Multnomah County, a large geographic area with rents that differ throughout several submarkets, i.e. downtown Portland and East County, which is more rural. When the rental market conditions tighten, it is not uncommon for 110% of Fair Market Rent to fall short of what is needed to rent a quality unit in large, and often higher opportunity, areas of Multnomah County. In addition, payment standards that are too high in particular neighborhoods can create concentrations of poverty.

MTW authorization:
Attachment C, Section D(2)(a) – Rent Policies and Term Limits

Statutory objective:
Increase housing choice for low-income families

In order to ensure that payment standards are sufficient to allow Housing Choice Voucher participants reasonable choice in neighborhoods, Home Forward has used MTW authority to broaden its “base range” for payment standards to between 80% and 160% of the Fair Market Rents without prior HUD approval. (In FY2015, Home Forward received authorization to set payment standards between 80% and 120% of Fair Market Rents. In FY2017, Home Forward received authorization to broaden that range between 80% and 160% of Fair Market Rents.)

Home Forward uses the following parameters to establish payment standards:

- Payment standards are broken down by nine separate neighborhoods as defined by ZIP codes. Each of these neighborhood payment standards is broken down by bedroom size.
- Payment standards are set at the market rate.
- Because data shows that market rents are significantly different for three-bedroom apartments and three-bedroom single-family homes and duplexes, Home Forward has established separate payment standards for the two housing types with three bedrooms.

In response to a FMR study commissioned by the local metro-area housing authorities, on February 3, 2016, HUD adopted revised FMRs for the Portland- Vancouver-Hillsboro, OR-WA, HUD Metropolitan Statistical Area (MSA). In March 2016, utilizing these new and substantially increased FMRs together with our existing authority, at the time, to set payment standards up to 120% of FMR. Home Forward’s Board of Commissioners adopted new payment standards to be effective April 1, 2016. These payment standards are set at up to 118% of FMR in some neighborhoods to reflect actual market costs in order to give participants a greater chance to lease up in low poverty, high-opportunity neighborhoods.

With these new payment standards, from April 1, 2016 – August 31, 2016, approximately 5,244 families (82% of Housing Choice Voucher participants) have units that benefitted from the implementation of the payment standards set beyond the basic range of 90-110% FMR. Even with the increased FMRs, continued rent increases have proven payment standards up to 120% are insufficient in many neighborhoods we serve, effectively barring low-income families from accessing housing in these areas without paying high market rents in excess of the payment standards. Despite setting payment standards at 118% of FMR, our April 1st, 2016 payment standards for studio apartments are not below 90% of actual market rate in three of the nine payment standard areas, the payment standards for 1-bedroom apartments are not below 90% of market in any of the nine payment standard areas, and the payment standards for 2-bedroom apartments are below 90% of market in two of the nine payment standard areas. The following table illustrates the shortfall in studios, one-bedrooms and two-bedrooms throughout the county:

Submarket	Studio		1 Bedroom		2 Bedroom	
	Avg Shelter Cost	Shelter Cost as FMR %	Avg Shelter Cost	Shelter Cost as FMR %	Avg Shelter Cost	Shelter Cost as FMR %
Downtown Portland	\$1,183	105%	\$1,629	132%	\$2,258	157%
NW Portland	\$1,310	116%	\$1,651	134%	\$1,694	118%
Gresham, Fairview, Troutdale	\$961	85%	\$1,151	93%	\$1,404	97%
Inner & Central NE	\$1,146	101%	\$1,292	105%	\$1,705	118%
Inner & Central SE	\$1,167	103%	\$1,361	110%	\$1,713	119%
N Portland & St. Johns	\$1,175	104%	\$1,305	106%	\$1,588	110%
Outer NE	\$887	78%	\$1,130	92%	\$1,317	91%
Outer SE	\$960	85%	\$1,173	95%	\$1,381	96%
SW Portland	\$1,282	113%	\$1,515	123%	\$1,751	121%

We will always need to balance the opportunity created with higher payment standards with the increased per family costs associated with higher payment standards. Higher payment standards can put limits on our ability to respond to the overwhelming need in our community, but given the nature of the rental market in Multnomah County, the flexibility to set payment standards up to 160% of FMR may be necessary to create reasonable choice for participant families, particularly in low-poverty, high-opportunity areas. We anticipate revising payment standards in FY2019, and depending on updated market survey data, utilization levels, and lease-up success, we may implement payment standards above 120% in some areas.

Home Forward has also been authorized to approve Exception Payment Standards up to 160% of Fair Market Rents in low-poverty areas or as a reasonable accommodation for a family that includes a person with disabilities.

Home Forward participants are on biennial and triennial recertification schedules, per Activity 01 Rent Reform. Because of this, there is sometimes a delay of several months or even years before the increased payment standard is applied to a participant’s rent calculation. In the meantime, those participants may be experiencing a larger shelter burden as their landlords increase rent without the accompanying increase in payment standards. To address this delay, Home Forward has been authorized to apply updated payment standards at a participant’s interim review.

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Increase in resident mobility (Standard Metric: HC#5)			
Number of households living in better neighborhoods	FY2013: 1,896 (30%) households lived in better neighborhoods	FY2020: 2,500 (30%) households	At least 2,500 households (30%)
Agency cost savings (Standard Metric: CE#1)			
Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not save costs through this activity, but we have included it at HUD’s request			
Total cost of task	FY2014: \$48,597,556	FY2020: \$67,626,000	\$66,300,000

Additional Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Average Housing Assistance Payment Expense			
Average annual HAP expense by household	FY2014: \$6,690	FY2020: \$9,571	\$9,571

MTW Flexibility:

Home Forward uses our MTW authority to expand the range for which Home Forward may set payment standards across the various submarkets of Multnomah County to between 80% and 160% of HUD-established Fair Market Rents, and to allow for exception payment standards up to 160% of Fair Market Rents, without HUD approval. This ensures that payment standards are sufficient to allow all families, including those that need a reasonable accommodation, to choose to rent units in all nine of the defined areas in Multnomah County (so long as Housing Choice Voucher funding is sufficient to permit this). Home Forward may also choose to reduce payment standards in areas with lower market rents. Home Forward may apply updated payment standards at a participant’s interim review.

14 Program Based Assistance

Approved FY2015, Implemented FY2015

The need for rental assistance in Multnomah County far outstrips the supply. When Home Forward opened the Section 8 waiting list in 2016 for the first time in 4 years, over 16,000 households applied for 3,000 waiting list slots.

In an attempt to increase the number of households served over a given period of time, Home Forward has

designed Program Based Assistance. This local, non-traditional rent assistance program offers time-limited rent assistance, paired with services, to help families access and/or retain stable housing. While the Housing Choice Voucher and public housing programs provide permanent subsidies in order to ensure long-term affordability for low-income families, the focus of Program Based Assistance is helping families achieve stability. These households will likely remain rent-burdened, but with services available to help families address other challenges in their lives, many will be able to avoid homelessness and remain permanently housed.

MTW authorization:

Attachment C, Section D(2)(a) – Rent Policies and Term Limits

Statutory objective:

Increase housing choice for low-income families

To administer Program Based Assistance, Home Forward sets aside a pool of flexible rent assistance funds to serve targeted populations, in partnership with one or more local service providers who ensure that the families have access to the supportive services or resources they need to be stable and successful. Target populations for Program Based Assistance are families for whom: 1) success on the Section 8 Housing Choice Voucher program would be unlikely; 2) the delay in accessing rent assistance due to the Section 8 waitlist would most likely have devastating results (recidivism, relapse, death, homelessness, etc.); or 3) the need for rental subsidy is short term while the client is receiving the support needed to stabilize in permanent housing. Examples of target populations include families who are homeless or at risk of homelessness, families with children attending Alder Elementary School (which has one of the highest mobility rates in the County and was adopted by the I Have a Dream Foundation in order to improve outcomes), and former foster youth.

Program Based Assistance partners work with Home Forward to set program policies that are specific to the target population they are serving. Home Forward ensures that policies are clear, equitably managed, and in compliance with Fair Housing laws. All programs have common elements which include:

- **Uses of Funds:** Rental Assistance funds may be used for rent assistance, rent arrears with a current landlord, move-in fees and deposits, utility assistance and arrears, motel vouchers if housing is identified but not immediately available, and documented debt to a past landlord (other than a public housing authority).
- **Eligibility:** Eligibility for Program Based Assistance is as low barrier as possible in order to provide housing access for hard-to-serve households. The only limitations on eligibility are: 1) the household must include at least one person who is a U.S. citizen, U.S. national, or noncitizen with eligible immigration status; 2) the household may not include any member who is subject to lifetime registration as a sex offender or has been convicted of production/manufacture of methamphetamine on premises of federally assisted housing; 3) no one in the household may owe Home Forward money; and 4) annual gross income cannot exceed 50% of area median income.
- **Subsidy Determination Method:** Each partner is required to write clear policies and procedures for how subsidy amount and duration will be determined. These policies must be applied to all participants in that partner's program.

- **Service Requirements:** Home Forward makes these funds available to target populations in partnership with one or more partners who are experts in providing the supports families may need to remain stably housed and move towards a stable, permanent housing situation. Therefore, partner agencies are required to make services available to all families accessing Program Based Assistance. Partner agencies will also have the discretion to discontinue rental assistance to households who violate their program policies or fail to engage in services after repeated attempts at engagement.

Changes or modifications:

We are not anticipating any changes to this activity. However, benchmarks are decreased; the disparity between per-unit Housing Choice Voucher funding and expenses means Home Forward has reduced ability to fund program based assistance.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Additional Units of Housing Made Available (Standard Metric: HC#1)			
Number of new housing units made available for households at or below 80% AMI	Before implementation, 0 units	FY2020: 5 units	5 additional units made available through the New Doors project for
Increase in Resident Mobility (Standard Metric: HC #5)			
Number of households able to move to a better unit and/or neighborhood of opportunity	Before implementation, 0 households	FY2020: 27 unduplicated households	27 formerly homeless households receive placement services annually
Households Assisted by Services that Increase Housing Choice (Standard Metric: HC #7)			
Number of households receiving services aimed to increase housing choice	Before implementation, 0 households	FY2020: 76 unduplicated households	76 households receive services annually through Program Based

Home Forward tracks this information through a combination of our YARDI database system, reporting by partner agencies, and the community’s Homeless Management Information System (HMIS) software.

MTW Flexibility:

Home Forward uses MTW flexibility to blend program funds into a single budget used to fund Program Based Assistance. This allows Home Forward to administer a form of non-traditional rent assistance that can target households in crisis and help them reach or maintain housing stability.

15 Tenant-Based Voucher Set Aside Policies

Approved FY2016, Implemented FY2016

Home Forward operates or participates in a number of programs that have been designed to align housing with supportive services in order to ensure success for participating families. These include local non-traditional rent assistance programs, our local project based voucher programs, and the Veterans Affairs Supportive Housing (VASH) program. In all cases, jurisdictional or community partners provide supports for families who access the housing, with target populations including families exiting homelessness, former foster youth, seniors, and people with disabilities.

MTW authorization:

Attachment C, Section D(4) – Waiting List Policies

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Home Forward has found that leveraging our housing resources with services from partners often results in better housing stability and success for families with barriers to succeeding with a voucher alone. In addition to the above programs, we have also established a series of limited preferences for tenant-based vouchers. Through these limited preferences, specific community partners refer target populations to Home Forward for housing as they provide services. Among the set aside programs we've instituted are:

- Home Forward sets aside up to 200 vouchers for families currently served by Multnomah County's Homeless Family System of Care.
- We also set aside up to 50 vouchers for families that include a veteran experiencing homelessness, who are ineligible for HUD-VASH vouchers. These families are referred by and received services from Transition Projects, Inc.

HUD regulations for tenant-based vouchers require a housing authority to select all participants from a waiting list. In order to adhere to regulations, current families served by the two set aside programs are chosen and referred to Home Forward by the community partner, added to the tenant based voucher waiting list, then immediately pulled from the waiting list to be served with the vouchers that are dedicated to the program. This process is inefficient, time-consuming and cumbersome.

Home Forward is proposing to instead model the referral and selection procedures after the existing VASH program. As with VASH, Home Forward will accept referrals from the specified partners and award those households the dedicated vouchers. Written documentation of the referral will be maintained in the tenant file by Home Forward, but Home Forward will not add these households to the waiting list to be immediately selected. This flexibility will increase efficiency and may reduce the number of days a family has to wait between referral and issuance of the voucher.

For each limited preference program, Home Forward will execute a Memorandum of Understanding with the partner specifying:

- Number of vouchers set aside for the preference;
- Eligibility criteria for the preference;
- Criteria for determining how families will be selected and referred to Home Forward by the partner(s);
- Type and duration of services the partner(s) will make available to the household; and

- Understanding that all referrals must be in writing and include a certification from the partner(s) that the family was selected and referred to Home Forward in accordance with the criteria outlined in the Memorandum of Understanding.

Home Forward will audit partner agencies to ensure that they adhere to selection criteria specified in the Memorandum of Understanding.

The initial lease-up of the current set aside programs Home Forward is complete. However, should they be renewed, Home Forward will shift to the referral system (with no waiting list) for these set aside programs as well.

Impact on Statutory Objective(s)

Since households are referred for set aside vouchers by community partners, it is inefficient and duplicative for Home Forward to maintain a waiting list of the families that partners have selected, only to immediately pull those families off the list. Accepting referrals from the partners of the set aside program, who have selected families based on the criteria outlined in the Memorandum of Understanding, will create efficiencies.

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	FY2016: \$875	FY2020: \$0	\$0
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	FY2016: 29.5 hours	FY2020: 0 hours	0 hours
Decrease in wait list time (Standard Metric: HC#3) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Because households are immediately pulled from the waiting list, this will have no impact on this metric; but we have included it at HUD's request			
Average applicant time on wait list in months	FY2016: 0 months	FY2020: 0 months	0 months

MTW Flexibility:

Home Forward uses MTW flexibility to blend program funds into a single budget used to fund Program Based Assistance. This allows Home Forward to administer a form of non-traditional rent assistance that can target households in crisis and help them reach or maintain housing stability.

16 Affordable Housing General Obligation Bond Project-Based Voucher Allocation

Approved FY2018, Implemented FY2018

Home Forward received approval to allocate up to 400 project based vouchers to support the goals of a \$258.4 million Portland Housing General Obligation Bond that was approved by voters in November of 2016. From time to time, local jurisdictions may issue general obligation bonds to acquire, develop and rehabilitate land and/or properties for affordable housing. Home Forward, as a Moving to Work agency, is granted the ability to support such local housing programs. This includes collaborating with local jurisdictions to provide affordable housing and services for low income and/or disabled households in our community.

MTW authorization:

Attachment C, Section D(7)(b) – Local Competitive Process

Statutory objective:

Additional Units of Housing Made Available.

Given that local jurisdictions may be the only owner of such housing when using general obligation bonds, for this specific financing situation, Home Forward is defining the ballot initiative as a competitive process. Ultimately, the local jurisdiction is competing for the use of vouchers and is seeking authorization from voters. If the voters elect to pass such a ballot measure, it is done so with the public’s knowledge that the sole owner of these properties must be the jurisdiction issuing the bonds. Home Forward will have permission to allocate project-based vouchers to such general obligation bond funded properties to ensure housing opportunities for very-low and extremely low-income families. Home Forward will measure the number of units made available to members of the community through utilization of this designation.

The Portland Housing Bond was designed to increase the affordable housing stock in a community with rapidly rising rents that limit choice for families living with low incomes. One of the location priorities of the Portland Housing Bond’s framework is to prioritize acquiring land for new housing in high opportunity areas with access to education and economic opportunities, among other amenities. The Portland Housing Bond’s framework includes recommendations for services related to “workforce skill development/employment resources and parenting resources, youth engagement and academic assistance” among other resident services’ priorities.

The Portland Housing Bond will create approximately 1,300 permanently affordable units throughout the City of Portland, with 600 designated for households earning 0-30% of the area median incomes. According to the City of Portland, the allocation of up to 400 vouchers to the affordable housing general obligation bond will leverage an additional 200 units of housing for families earning between 0-30% of the area median income, netting a total of 600 units of deeply affordable, permanent housing added to the City of Portland. These permanent units will increase choice across the city for families living with low and extremely low incomes. The vouchers will be allocated over five to seven years as properties are acquired and built. On average, Home Forward anticipates that 57-70 vouchers will be deployed each year.

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Additional units of housing made available (Standard Metric: HC#1)			

Metric	Baseline	Benchmark	Final Projected Outcome
The Portland Housing Bond anticipates adding 1,300 units of affordable housing over a seven year period. The 400 vouchers will be used to leverage an additional 200 units being available for households earning between 0 and 30% median family income.	FY2018: 0	FY2020: 400 units	600 units

Home Forward will measure the number of units made available to members of the community through the City of Portland’s Housing Bond reports to the community. Home Forward will measure the number of units made available to members of the community internally through utilization of this designation.

MTW Flexibility:

Home Forward designates voter-approved affordable housing general obligation bond ballot measures as a competitive process. This is an additional waiver of 24 CFR 983.51. In Oregon, local jurisdictions may issue general obligation bonds. These bonds are secured by tax levies and provide communities with access to debt at favorable interest rates. Unlike other states, however, the Oregon constitution has language that prohibits jurisdictions from raising money to aid parties other than the issuing jurisdiction. In other words, in the State of Oregon, jurisdictions may only use general obligation bonds for capital costs incurred and owned by the issuing jurisdiction. This happens through a popular vote of the citizenry and can leverage 200 additional units of affordable housing made available to the community.

17 Mod Rehab and Mod Rehab SRO Rent Assistance Demonstration Rent Reform

Approved FY2019, Implemented FY2019

Home Forward implemented its comprehensive Rent Reform activity in FY2012 (page 21). The Rent Reform activity eliminates deductions from the subsidy calculation, utilizes an alternative percentage calculation for total tenant payment, and implements a tiered subsidy structure for non-elderly, non-disabled (“work-focused”) households.

Home Forward administers project-based rent assistance for 517 units of housing assisted through the U.S. Department of Housing and Urban Development’s

Section 8 Moderate Rehabilitation and McKinney Moderate Rehabilitation Single Room Occupancy programs. This housing is a critical component of our community’s housing stock available to people leaving homelessness. Owners of these properties have the opportunity to participate in the U.S. Department of Housing and Urban Development’s Rent Assistance Demonstration (RAD) in order to preserve and improve their properties. Participation in RAD can involve the conversion of a properties existing subsidy contract into a Project Based Voucher contract that may operate under the program requirements of Home Forward’s Local Project Based Voucher MTW activity (page 38). Participants in Home Forward’s Local Project Based Voucher program are subject to Home Forward’s Rent Reform Activity.

While the Rent Reform activity has been successful in meeting its cost savings and self-sufficiency objectives, Home Forward recognizes that the tiered rent structure for work-focused households does not adequately meet the needs of certain households or programs. Specifically, analysis shows that implementing the full Rent Reform activity at our Section 8 Mod Rehab and Mod Rehab SRO properties, which serve significant numbers of households moving out of homelessness, may result in household displacement over time and have a significant effect on these properties’ ability to continue to serve these households. Home Forward instead proposes implementing an alternative rent reform initiative for these properties post-RAD to allow owners to take advantage of the Rent Assistance Demonstration while continuing to serve the same tenant population profile.

The SRO Mod Rehab Rent Reform initiative mirrors our existing previously approved Rent Reform activity but eliminates certain aspects of that activity, such as the tiered rent structure for work-focused households. Specifically the SRO Mod Rehab Rent Reform Activity implements the following policies:

- Eliminates all deductions in rent calculations. To offset the loss in deduction, rent will instead be calculated based on 28.5% of gross income. There is no minimum rent and utility reimbursements are allowed.
- Implements a triennial income re-certification schedule. For our existing Rent Reform activity, Home Forward created a separate “release of information” form to supplement the HUD Form 9886, in order to obtain a release of information that covers the appropriate biennial or triennial review cycle which will be utilized in this activity.
- Simplifies the proration of subsidy for mixed- status families to a flat \$100 monthly reduction in assistance, regardless of the number of ineligible members.
- Requires an interim review for a household that reports a change in family size and has resided in their unit for at least 12 months. Any changes to voucher size, payment standard, and subsidy calculation will be effective 120 days after the interim review.

MTW authorization:

Attachment C, Section D(3)(b) – Eligibility of Participants

Attachment D, Section B(2) – Rent Structure and Rent Reform

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Increase housing choices for low-income families

- Eliminates the earned income disallowance.
- Makes use of actual past income to determine annual income for participant families.
- Uses all income sources as currently defined by HUD to determine a household’s assistance, with the following exceptions:
 - The value of any asset or the value of any income derived from that asset is not used in the rent calculation, except when the asset makes regular payments (quarterly or more often) to the resident or participant. However, the value of assets or the value of any income derived from assets is used to determine initial eligibility. Home Forward allows households to self-certify assets with a net value of \$5,000 or less.
 - All earned income of full-time students age 18 and over is excluded from the rent calculation, unless they are the head, co-head or spouse of the household.
 - Student financial assistance is considered only for the purpose of determining eligibility. Student financial assistance is not used to determine annual income for rent and subsidy calculation.
 - All adoption assistance payments are excluded from the rent calculation.
 - Households have the option to not report income that is not used in the rent calculation, such as foster care payments. However, Home Forward will accept income reporting of such sources for use in determining affordability of a unit. Home Forward permits families to rent units where the family share is up to 50% of their gross income.

Changes or Modifications:

Home Forward proposes removing the set subsidy proration amount for mixed-status families. The agency will replace the fixed proration amount with an annual proration set when reviewing agency rents and payment standards based upon funding availability. Home Forward intends to utilize unrestricted funds should it become necessary to offset any negative budgetary impact caused by this change.

The change is expected to provide Home Forward more flexibility in setting proration rates to support low income households while also being responsive to the agency’s fiscal responsibilities. This activity also brings Home Forward’s practice in line with other agencies that do not set a fixed proration amount for rent-setting approaches.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	FY2018: \$6,656	FY2020: Less than \$6,500	Less than \$6,500 annually
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	FY2018: 320 hours	FY2020: Less than 320 hours	Less than 320 hours annually
Decrease in error rate of task execution (Standard Metric: CE#3)			
Average error rate in completing task	FY2018: 7.5%	FY2020: 7.5% or less	Maintain 7.5% or less

Metric	Baseline	Benchmark	Final Projected Outcome
Increase in tenant share of rent (Standard Metric: CE#5)			
Total annual tenant share of rent	FY2018: \$58,000	FY2020: \$59,160	\$59,160
Increase in household income (Standard Metric: SS#1)			
Average earned income of households	FY2018: \$1,360	FY2020:\$2,788	\$2,788
Increase in positive outcomes in employment status (Standard Metric: SS#3) Note: Home Forward does not collect detailed employment data from SRO participants. The number provided reflects the total number of work-focused households.			
Number of heads of households who: (6) Other	FY2018: 40 households	FY2020: 40 households	40 households
Percent of work-focused households who: (6) Other	FY2018: 40 households	FY2020: 40 households	40 households
Households Removed from Temporary Assistance for Needy Families (TANF) (Standard Metric: SS#4)			
Number of households receiving TANF assistance	FY2018: 0 households	FY2020: 0 households	0 households
Households transitioned to self-sufficiency (Standard Metric: SS#8) Note: Home Forward’s SRO properties assist households transitioning from homelessness to permanent, stable housing. Rather than moving to self-sufficiency, Home Forward anticipates participant households will move from an SRO property into a long-term Home Forward subsidy program.			
Number of households transitioned to self-sufficiency (Defined as households that have earned or permanent income that results in area median income (AMI) above 50% and/or that have voluntarily exited housing assistance)	FY2018: 0 households	FY2020: 0 households	0 households

Hardship Policy:

As with our standard Rent Reform activity, households may apply for a hardship review if their total monthly shelter costs exceed 50% of the total monthly income used to determine their rent subsidy. Section 8 participants who choose to rent housing where the total shelter costs exceed 50% of total monthly income at the time of initial lease-up in that unit will not generally qualify for hardship review; however, all households have the right to request a hardship and exceptions may be made. The committee has a menu of remedies to reduce a qualifying household’s burden. There were no hardship requests since implementation in June 2019.

MTW Flexibility:

Home Forward is using our rent reform authorizations to eliminate deductions, simplify the rent calculation, change review schedules, and implement other policy adjustments that, as a whole, make up our rent reform activity, as described above. The requested waiver authority will result in cost and time savings for the agency while ensuring the effected properties can continue to their mission of assisting households moving out of homelessness.

18 Transfer of Project-Based Voucher Contract to Support Local Preservation or Development of Affordable Housing

Approved FY2019, Implemented FY2019

Home Forward works closely with local affordable housing owners and developers to preserve and increase the affordable housing stock in the community. For many property owners participating in our Project-Based Voucher (PBV) program, the ability to transfer an existing PBV contract to a new location before its expiration would greatly increase the owner's ability to expand the number of affordable units in the region. Currently, only a project owner that has completed a RAD conversion may request a contract transfer. Non-RAD PBV Project Owners have no such recourse.

Home Forward believes this situation discourages some property owners from entering a HAP Contract as it limits the property owner's ability to engage in short- and long-term development and planning. In addition, Home Forward is concerned that with the extreme pressures on Portland's housing stock, property owners may opt to not renew a HAP Contract, as witnessed in similar tight housing markets. Such a situation would create a significant increase in the number of existing households switching to tenant-based assistance. This increase would tie up valuable staff resources and reduce our ability to help new households off the waiting list. Fiscally, an unanticipated increase in tenant-based vouchers reduces our ability to predict costs and may require us to redirect resources currently allocated to opportunity neighborhoods.

In response, Home Forward created the Transfer of Project-Based Voucher Contract to Support Local Preservation or Development of Affordable Housing activity for all non-RAD PBV property owners. This activity balances the needs to provide a streamlined process for PBV Project Owners with the need to ensure existing households retain their subsidy without impacting our ability to serve new households.

With Home Forward approval, a Project Owner may request a transfer of assistance after 5 years from the effective date of the initial HAP Contract. Home Forward may waive the 5-year requirement for properties for the following reasons:

- The agency or an affiliate holds ownership interest or manages the property;
- A transfer is needed sooner as a result of events such as eminent domain proceedings, natural disasters or unforeseen events; or
- HUD provides approval of a transfer for any other reason.

Home Forward may consider a partial or complete transfer of assistance to a new location if the new location complies with applicable site selection standards. If applicable, any lender and/or investor of the Covered Project must approve the transfer of the assistance. In the event of such transfer, the Project Owner may request, subject to Home Forward consent, that the original Project-Based Voucher Contract be modified or released to reflect such transfer of assistance.

Home Forward will only approve such a request where the following policy goals and technical requirements are met:

- The proposed new development must add or preserve affordable housing in the community;

MTW authorization:

Attachment C, Section B(2) – Partnerships with For-Profit and Non-Profit Entities

Attachment C, Section D(7) – Establishment of an Agency MTW Section 8 Project Based Program

Attachment D, Section B(3) – Local Unit Based Subsidy Program

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Increase housing choices for low-income families

- The proposed new development must otherwise comply with environmental review and subsidy layering review;
- Home Forward does not require a competitive process for the proposed new development as the initial PBV allocation removes the need for a subsequent competition. However, the proposed new development must meet all Home Forward’s Site Selection Standards as well as any appropriate laws and regulations.
- Tenants residing in subsidized units within the assisted development must be offered the option of retaining a project-based voucher subsidy pursuant to the following guidelines:
 - Tenants within the assisted development must be offered the option of moving to a comparable subsidized unit in the new or preserved development upon completion of purchase, rehabilitation, or construction, or to another comparable subsidized unit offered by the Project Owner;
 - Comparable units must adhere to all required rules and regulations regarding relocations and tenant moves. Home Forward will prioritize preventing moves to distant geographic areas and/or lower opportunity neighborhoods but believes this ultimate choice should be left to the tenant, as we recognize that they may have circumstances that make some areas more desirable.
 - If tenants decline to move, they may remain in the assisted development and the subsidy will remain in place until the subsidized tenant vacates the assisted unit, at which point the project-based voucher subsidy will be converted to the new development and added to the new Project-Based Voucher Contract;
 - Because the above requirements protect the ability of tenants to remain in their choice of Project-Based Voucher subsidized units, Choice-Mobility vouchers will not be available for tenants under this proposal as a result of the contract transfer.
- Rents and bedroom sizes must remain comparable between the assisted development and the new development to maintain stability in Housing Assistance Payment costs.

In addition to the criteria above, Home Forward retains full discretion to deny a transfer of project-based voucher assistance. The activity applies to all current and future properties under a Project Based Voucher HAP Contract

Changes or Modifications to Activity:

We do not anticipate any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1) Note: Home Forward is unable to calculate anticipated costs absent the activity.			
Total cost of task	FY2018: \$0	FY2020: \$0	\$0
Staff time savings (Standard Metric: CE#2) Note: Home Forward is unable to calculate anticipated costs absent the activity.			
Total time to complete the task	FY2018: 0 hours	FY2020: 0 hours	0 hours

Metric	Baseline	Benchmark	Final Projected Outcome
Displacement prevention (Standard Metric: HC#4) Note: Number of households in a unit that has completed, or will complete, RAD conversion by December 31, 2018 used as a proxy for potential displacement absent the proposed activity.			
Number of households at or below 80% AMI that would lose assistance or need to move	FY2018: 903 households	FY2020: 0 households	0 households

MTW Flexibility:

Home Forward is utilizing our MTW flexibilities to give the agency authority to provide a contract transfer option to non-RAD property owners under a PBV contract and require Project Owners requesting a contract transfer to provide the same or better unit upon completion, as described above. The requested waiver authority will increase or preserve the number of affordable housing units in the community and decrease the number of households forced to move due to the contract transfer.

H. Not Yet Implemented Activities

Home Forward does not have any approved activities yet to be implemented.

I. Closed Out Activities

12 Alternative Initial Housing Assistance Policy

Approved FY2015, Never Implemented

Home Forward determined that the administrative costs to manage this activity would offset the proposed savings.

Alternate Rent Calculation for Public Housing Units

Approved FY2011, Implemented FY2022, Closed Out FY2012

This activity was discontinued on April 1, 2012 when our current Rent Reform activity was implemented and the units at those buildings shifted to the Rent Reform calculation.

Limits for Zero-Subsidy Participants

Approved FY2012, Implemented FY2020, Closed out FY2012

This activity was discontinued on April 1, 2012 with the implementation of Rent Reform.

Limiting Portability in Higher Cost Areas

Approved FY2013, Never Implemented

Home Forward determined that the administrative costs to manage this activity would offset the proposed savings.

04 Bud Clark Commons

Approved FY2010, Implemented FY2010, Closed Out FY2014

Home Forward has determined that operations at Bud Clark Commons do not utilize MTW flexibility.

05 Biennial Insections

Approved FY2008, Implemented FY2008, Closed out FY2015

The FY2014 Appropriations Act allows all housing authorities to conduct inspections on a biennial basis. This activity no longer requires MTW flexibility.

Sources and Uses of MTW Funds

A. Estimated Sources and Uses of MTW Funds

i. Estimated Sources of MTW Funds

The MTW PHA shall provide the estimated sources and amount of MTW funding by Financial Data Schedule (FDS) line item.

FDS LINE ITEM NUMBER	FDS LINE ITEM NAME	DOLLAR AMOUNT
70500 (70300+70400)	Total Tenant Revenue	\$2,172,010
70600	HUD PHA Operating Grants	\$90,067,012
70610	Capital Grants	\$460,165
708000	Other Government Grants	\$-
70700 (70710+70720+70730+70740+ 70750)	Total Fee Revenue	\$-
71100+72000	Interest Income	\$--
71600	Gain or Loss on Sale of Capital Assets	\$--
71200+71300+71310+71400+7 1500	Other Income	\$11,465,889
70000	Total Revenue	\$104,165,076

ii. Estimated Uses of MTW Funds

The MTW PHA shall provide the estimated uses and amount of MTW spending by Financial Data Schedule (FDS) line item.

FDS LINE ITEM NUMBER	FDS LINE ITEM NAME	DOLLAR AMOUNT
91000 (91100+91200+91400+91500+ 91600+91700+91800+91900)	Total Operating - Administrative	\$4,863,094
91300+91310+92000	Management Fee Expense	\$--
91810	Allocated Overhead	\$2,954,973
92500 (92100+92200+92300+92400)	Total Tenant Services	\$ 324,698
93000 (93100+93600+93200+93300+ 93400+93800)	Total Utilities	\$ 1,140,779
93500+93700	Labor	\$--
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$10,387,200
95000 (95100+95200+95300+95500)	Total Protective Services	\$48,711
96100 (96110+96120+96130+96140)	Total Insurance Premiums	\$513,895

96000 (96200+96210+96300+96400+ 96500+96600+96800)	Total Other General Expenses	\$327,718
96700 (96710+96720+96730)	Total Interest Expense & Amortization Cost	\$--
97100+97200	Total Extraordinary Maintenance	\$--
97300+97350	HAP + HAP Portability-In	\$80,726,143
97400	Depreciation Expense	\$1,476,925
97500+97600+97700+97800	All Other Expense	\$--
90000	Total Expenses	\$ 102,764,137

Please describe any variance between Estimated Total Revenue and Estimated Total Expenses:

iii. Description of Planned Use of MTW Single Fund Flexibility

The MTW PHA shall provide a thorough narrative of planned activities that use only the MTW single fund flexibility. Where possible, the MTW PHA may provide metrics to track the outcomes of these programs and/or activities. Activities that use other MTW authorizations in Attachment C and/or D of the Standard MTW Agreement (or analogous section in a successor MTW Agreement) do not need to be described here, as they are already found in Section (III) or Section (IV) of the Annual MTW Plan. The MTW PHA shall also provide a thorough description of how it plans to use MTW single fund flexibility to direct funding towards specific housing and/or service programs in a way that responds to local needs (that is, at a higher or lower level than would be possible without MTW single fund flexibility).

PLANNED USE OF MTW SINGLE FUND FLEXIBILITY

Replacement Housing Factor Funds/Demolition or Disposition Transition Funding

Home Forward’s efforts to reposition its public housing portfolio can result in a formal disposition approval from HUD and then the sale of the asset. In these instances, Replacement Housing Factor (RHF) or Demolition or Disposition Transitional Funding (DDTF) funds are received by Home Forward as part of the Capital Fund Formula and used to create a new public housing unit. Home Forward utilizes MTW authority to use these RHF or DDTF funds within its single fund flexibility to create new public housing units in a mixed-finance project. In doing so, these funds provide a portion of the total development capital needed for a particular project. Given the development cash flow needs of any particular mixed-finance project, Home Forward may also use these funds to repay construction financing. This would be done without formally pledging the future RHF or DDTF funds to the lender as collateral.

MTW Initiative Funds

Home Forward has created MTW Initiative Funds, comprised of MTW reserve funds in their entirety. This is a funding source to support initiatives that will advance the goals and objectives of MTW and Home Forward’s Strategic Operations Plan. Some of these initiatives are aspects of our MTW Activities, described earlier in this Plan.

Listed below are initiatives that only use single-fund flexibility:

- Action for Prosperity: Action for Prosperity is a partnership between Home Forward, Worksystems, Inc., the Multnomah County Anti-Poverty system, and the State Department of Human Services. Each system leverages its resources by delivering core services and utilizing the other systems to provide wrap-around supports. With access to stable housing, the appropriate level of case management, and priority access to workforce services, we believe that a significant number of households will be able to develop the skills they need to gain employment within two years. Home Forward contributes rent assistance, in the form of Program Based Assistance, which is contracted to agencies in the Anti-Poverty system who use it to help stabilize families who are engaged in training or employment programming.
- Families Forward: Families Forward is the umbrella name for our strategic initiatives designed to help youth attain education success in order to alleviate or exit poverty, and to help adults make economic progress, with the ultimate goal of exiting poverty for those who are able.

- For adults, the current priority is to create a single framework for all of the agency's Economic Opportunity efforts, integrating the following four strategies: collecting information about families through an Employment and Training Interest Inventory; aligning existing self-sufficiency programs into a single program called GOALS, with site-based and non-site based components; facilitating the hiring of low-income (Section 3) residents and participants by Home Forward and contractors; and integrating Action for Prosperity (mentioned above) into Economic Opportunity work. Ultimately, the goals for this initiative include increases in resident/participant earned income, increases in residents'/participants' contribution to rent, and residents'/participants reaching a living wage if they exit housing subsidy.
- Youth Initiatives: Home Forward's youth and education work for the next fiscal year will largely focus on early childhood (children prenatally through age 8) in several key areas: improving school attendance, especially in the early grades; increasing our support of parents with children ages 0-5 to improve school readiness; and aligning our services with key educational and parent support partners to improve parent and child well-being and school readiness. These efforts will be coordinated with local sector partners and collective impact efforts focused on creating a more seamless early childhood system of support and addressing chronic school absence across Multnomah County.
- Aging at Home Strategies: Home Forward is developing and implementing initiatives to increase independence and a sense of community at our properties that serve seniors and people with disabilities. We have hired a Health & Support Services Coordinator to assist in the enhancement and development of partnerships and systems alignment with a variety of partners including Aging & Disability Services, Cedar Sinai Park, Care Oregon, Health Share and Family Care, clinics and educational bodies. In addition, we plan to continue administering the Congregate Housing Services Program at five properties and are evaluating expansion of this program and/or implementing certain aspects of this program at other properties.
- Staff Training: Home Forward's current strategic plan (2016-2020) recognizes that how our work is done matters to our community and staff. To strengthen our relationship with the people we serve and with each other, Home Forward continues to re-evaluate best practices and approaches to offer relevant information and training for staff. Training includes Trauma- Informed practice, a recognized model that recognizes the impact trauma can have on people and commits to not repeating traumatic experiences. The goal is to provide staff with knowledge and tools suitable for their position to recognizing symptoms of trauma and applying trauma informed awareness in engaging in the work and to support this by creating Trauma Informed policies and procedures that encourage healing and a sense of safety.
- Security Deposit Assistance: Home Forward uses single-fund flexibility to offer security deposit assistance to two populations: participants leasing up with Veterans Affairs Supportive Housing (VASH) vouchers, and former foster youth leasing up with Family Unification Program (FUP) vouchers. For homeless veterans, a lack of funds for security deposits is a serious barrier to successful use of VASH vouchers. Similarly, youth aging out of the foster care system often do not have the resources to pay for security deposits when trying to utilize FUP vouchers. Security deposit assistance is a key support to finding housing for veterans and youth. Home Forward's funds are to be used only when the service agencies working with these populations are not able to otherwise arrange for deposit assistance.
- Tenant Education Class and Deposit Assistance: During FY2016, Home Forward entered into a contract with a community- based tenant advocate organization, the Community Alliance of Tenants (CAT), to teach new and transferring Housing Choice Voucher holders about their rights and responsibilities as tenants. Upon completing the class, voucher holders are given one- time access to \$200 in deposit assistance for their housing search. This partnership grew out of concern that in the current competitive rental market, and with the recent changes in Oregon landlord/tenant law, voucher holders needed more education about how to be successful applicants and tenants.
- Inspection Related Moving Fund: As described in Activity 12, Home Forward has created a moving assistance fund to assist households in making deposit payments in the unlikely event that a landlord fails to make necessary repairs to their unit after the initial inspection. (Not yet implemented; see Activity 12)
- Inter-jurisdictional Transfer Program for Survivors of Domestic Violence: In collaboration with other MTW- authorized housing authorities and the local domestic violence service system, Home Forward has implemented an inter-jurisdictional transfer program to assist participants who are survivors of domestic violence. The program ensures continued access to stable and safe housing when it is deemed necessary that the household move to another jurisdiction to avoid violence that is likely to become lethal or near-lethal. A local domestic violence service provider has assigned two full-time advocates to work on-site with Home Forward participants and residents. The advocates can recommend voucher participants to this transfer program and provide advocacy and assistance with relocation to the new jurisdiction. Clients are connected

with a local domestic violence agency in the new jurisdiction for support after their transfer. Home Forward allocates up to \$2,000 per household for relocation costs, for up to five households each year. In addition, Home Forward intends to absorb the vouchers of up to five families referred by partnering MTW agencies.

- **Section 8 Success Fund:** Home Forward is testing two pilot programs in an effort to increase utilization rates and decrease the number of days to lease up for Housing Choice Voucher (HCV) households. The Success Fund is jointly funded by the City of Portland and Home Forward MTW Initiative Funds.
 - **Security and Success Loan:** HCV households of 30% AMI or more are offered low-interest loans with affordable re-payment terms in order to assist with moving related costs, such as security deposits. Home Forward has partnered with Local Community Development Financial Institution; Innovative Changes is serve as the lender. The loan is also an opportunity for credit building and financial education.
 - **Housing Search Advocates:** Home Forward contracts with three Housing Search Advocates to provide housing search and placement assistance to HCV households. The Advocates are employed by two non-profits who specialize in housing, Transition Projects Inc. and Human Solutions. Along with case management supports, the Advocates can also provide a limited amount of financial assistance to help reduce barriers to housing such as security deposits, application fees, and transportation for the housing search.
- **Expungement Partnership:** Home Forward is collaborating with Metropolitan Public Defender (MPD), a non-profit legal firm, to provide legal services to assist Home Forward residents, participants, and waitlist households with criminal record expungements along with consultation on any outstanding obligations to the court system. By reducing a barrier to housing and employment that is associated with a criminal background, Home Forward will help residents gain greater housing choice options in our community and ability for increased opportunity for work focused households to obtain employment. Home Forward also plans to see a decrease in administrative costs related to screening denials as an outcome of this project. Home Forward is using MTW Initiative Funds to support this program.
- **Affordable Housing Opportunities:** With incredibly low vacancy rates and a lack of affordable housing, Home Forward is dedicated to preserving and increasing the number of housing units in our community. Home Forward will use MTW Initiative Funds to leverage additional funding for the preservation of existing affordable housing and development of new affordable housing. By using methods such as site acquisition, predevelopment loans, and gap financing, Home Forward is able to invest in projects to expand the availability of housing that is affordable to families at different income levels in our community.
- **Grant shortfalls:** A large share of tenant/resident services are funded from grants and foundations. These funds augment local funds to provide supportive services and self-sufficiency services to residents. In order to optimize available services, any costs not eligible for state and local grants will be funded by single-fund flexibility.
- **Emergency fund:** In the event of an emergency that affects a public housing family’s ability to live safely in their unit, Home Forward has created a fund to help the family temporarily find safe housing in a hotel.
- **Landlord portal:** Home Forward is developing an e-Center which will allow landlords to electronically process a Request for Tenancy Approval, view and schedule inspections, view payment information, and communicate with Home Forward. It is our objective to streamline the entire process and reduce the time required to lease an apartment or home to a voucher holder. Our staff is working with stakeholders to identify critical requirements and to develop a roadmap to deploying a beneficial tool to both our landlords and Home Forward.
- **MTW Operating Reserve:** Home Forward will set aside funds each year, as determined by the Board of Commissioners, towards building an Operating Reserve sufficient for Operating Expenses and Housing Assistance Payments.

B. Local Asset Management Plan

- i. Is the MTW PHA allocating costs within statute? No
- ii. Is the MTW PHA implementing a local asset management plan (LAMP)? Yes

Yes

- iii. Has the MTW PHA provide a LAMP in the appendix?
- iv. If the MTW PHA has provided a LAMP in the appendix, please describe any proposed changes to the LAMP in the Plan Year or state that the MTW PHA does not plan to make any changes in the Plan Year.
Home Forward does not plan to make any changes to its Local Asset Management Plan in FY2020.

C. Rental Assistance Demonstration (RAD) Participation

i. Description of RAD Participation

The MTW PHA shall provide a brief description of its participation in RAD. This description must include the proposed and/or planned number of units to be converted under RAD, under which component the conversion(s) will occur, and approximate timing of major milestones. The MTW PHA should also give the planned/actual submission dates of all RAD Significant Amendments. Dates of any approved RAD Significant Amendments should also be provided.

RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION

Additional detail about Home Forward's RAD conversion can be found in Attachment R

- ii. Has the MTW PHA submitted a RAD Significant Amendment in the appendix? A RAD Significant Amendment should only be included if it is a new or amended version that requires HUD approval.
No
- iii. If the MTW PHA has provided a RAD Significant Amendment in the appendix, please state whether it is the first RAD Significant Amendment submitted or describe any proposed changes from the prior RAD Significant Amendment?
N/A

Administrative

A. Board Resolution and Certifications of Compliance

B. Board Resolution to be added in final document

CERTIFICATIONS OF COMPLIANCE

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT OFFICE OF PUBLIC AND INDIAN HOUSING

Certifications of Compliance with Regulations: Board Resolution to Accompany the Annual Moving to Work Plan

Acting on behalf of the Board of Commissioners of the Moving to Work Public Housing Agency (MTW PHA) listed below, as its Chairman or other authorized MTW PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the MTW PHA Plan Year beginning (01/01/2020), hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

- (1) The MTW PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the MTW PHA conducted a public hearing to discuss the Plan and invited public comment.
- (2) The MTW PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
- (3) The MTW PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1 (or successor form as required by HUD).
- (4) The MTW PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
- (5) The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
- (6) The Plan contains a certification by the appropriate state or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the MTW PHA's jurisdiction and a description of the manner in which the Plan is consistent with the applicable Consolidated Plan.
- (7) The MTW PHA will affirmatively further fair housing by fulfilling the requirements at 24 CFR 903.7(o) and 24 CFR 903.15(d), which means that it will take meaningful actions to further the goals identified in the Assessment of Fair Housing (AFH) conducted in accordance with the requirements of 24 CFR 5.150 through 5.180, that it will take no action that is materially inconsistent with its obligation to affirmatively further fair housing, and that it will address fair housing issues and contributing factors in its programs, in accordance with 24 CFR 903.7(o)(3). Until such time as the MTW PHA is required to submit an AFH, and that AFH has been accepted by HUD, the MTW PHA will address impediments to fair housing choice identified in the Analysis of Impediments to fair housing choice associated with any applicable Consolidated or Annual Action Plan under 24 CFR Part 91.
- (8) The MTW PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
- (9) In accordance with 24 CFR 5.105(a)(2), HUD's Equal Access Rule, the MTW PHA will not make a determination of eligibility for housing based on sexual orientation, gender identify, or marital status and will make no inquiries concerning the gender identification or sexual orientation of an applicant for or occupant of HUD-assisted housing.
- (10) The MTW PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
- (11) The MTW PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
- (12) The MTW PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
- (13) The MTW PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.

- (14) The MTW PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.
- (15) The MTW PHA will take appropriate affirmative action to award contracts to minority and women's business enterprises under 24 CFR 5.105(a).
- (16) The MTW PHA will provide HUD or the responsible entity any documentation needed to carry out its review under the National Environmental Policy Act and other related authorities in accordance with 24 CFR Part 58. Regardless of who acts as the responsible entity, the MTW PHA will maintain documentation that verifies compliance with environmental requirements pursuant to 24 Part 58 and 24 CFR Part 50 and will make this documentation available to HUD upon its request.
- (17) With respect to public housing and applicable local, non-traditional development the MTW PHA will comply with Davis-Bacon or HUD determined wage rate requirements under section 12 of the United States Housing Act of 1937 and the Contract Work Hours and Safety Standards Act.
- (18) The MTW PHA will keep records in accordance with 24 CFR 85.20 and facilitate an effective audit to determine compliance with program requirements.
- (19) The MTW PHA will comply with the Lead-Based Paint Poisoning Prevention Act and 24 CFR Part 35.
- (20) The MTW PHA will comply with the policies, guidelines, and requirements of OMB Circular No. A-87 (Cost Principles for State, Local and Indian Tribal Governments) and 24 CFR Part 200.
- (21) The MTW PHA will undertake only activities and programs covered by the Plan in a manner consistent with its Plan and will utilize covered grant funds only for activities that are approvable under the Moving to Work Agreement and Statement of Authorizations and included in its Plan.
- (22) All attachments to the Plan have been and will continue to be available at all times and all locations that the Plan is available for public inspection. All required supporting documents have been made available for public inspection along with the Plan and additional requirements at the primary business office of the PHA and at all other times and locations identified by the MTW PHA in its Plan and will continue to be made available at least at the primary business office of the MTW PHA.

Home Forward
MTW PHA NAME

OR002
MTW PHA NUMBER/HA CODE

I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802).

Mary Ann Herman

Chair

NAME OF AUTHORIZED OFFICIAL

TITLE

*** SIGNATURE** _____ **DATE** _____
Must be signed by either the Chairman or Secretary of the Board of the MTW PHA's legislative body. This certification cannot be signed by an employee unless authorized by the MTW PHA Board to do so. If this document is not signed by the Chairman or Secretary, documentation such as the by-laws or authorizing board resolution must accompany this certification.

D. Documentation of Public Process

E. Planned and Ongoing Evaluations

Home Forward is not participating in any third-party evaluations at this time.

Certification of Payments to Influence Federal Transactions

U.S. Department of Housing
and Urban Development
Office of Public and Indian Housing

Applicant Name

Program/Activity Receiving Federal Grant Funding

The undersigned certifies, to the best of his or her knowledge and belief, that:

(1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

(2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, Disclosure Form to Report Lobbying, in accordance with its instructions.

(3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all sub recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

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

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802)

Name of Authorized Official

Title

Signature

Date (mm/dd/yyyy)

Appendix A

G. Local Asset Management Plan

Home Forward Asset Management Program

The First Amendment to the Amended and Restated Moving to Work (MTW) Agreement allows Home Forward to develop a local asset management program for its Public Housing Program. The following describes Home Forward's asset management program and identifies where differences exist from HUD's asset management guidance.

Home Forward's Local Asset Management Program

Home Forward operates a property/project-based management, budgeting, accounting, and reporting system. Our project-based management systems include:

- Annual budgets are developed by on-site property managers. These budgets are reviewed and further consolidated into portfolio level budgets managed by housing program managers.
- Budgets at the property level are provided an allocation of public housing operating subsidy based on factors which differentiate subsidy based on building age, type, size, and relative poverty of the population of the various public housing properties.
- Weekly monitoring of occupancy by property, including notices, vacancies, and applicants, is published to the Public Housing management and Executive management.
- Monthly property-based financial reports comparing month-to date and year-to-date actual to budget performance for the current year are provided to site managers, portfolio managers, and the Director of Property Management. These reports are available to other management staff as needed to monitor specific properties.
 - Monthly reviews are held at the property level with Site Managers and their portfolio management.
 - Quarterly reviews of the Public Housing portfolio in its entirety are held at the division level with Property Management Director and Regional Property
 - Managers, as well as the Chief Operating Officer and Chief Financial Officer. This review covers each property Net Operating Income and Cash Flow.
- Home Forward applies the same project/program based budgeting system and financial performance review to its Housing Choice Voucher program, local MTW programs, and non-federal programs and properties.

Home Forward's Cost Objectives

OMB Circular A-87 defines cost objective as follows: Cost objective means a function, organizational subdivision, contract, grant, or other activity for which cost data are needed and for which costs are incurred. The Cost Objectives for Home Forward's asset management program are the organizational subdivisions:

- Public Housing properties - includes resident services and management staff directly supporting this program
- Rent Assistance programs - includes management staff directly supporting this program and Family Self Sufficiency staff (including those supporting Public

Housing residents)

- Moving to Work - includes activities related to our MTW agreement and local programs
- Affordable Housing
- Development

Home Forward's Treatment of Certain Costs

Under OMB Circular A-87, there is no universal rule for classifying certain costs as either direct or indirect under every accounting system. A cost may be direct with respect to some specific service or function, but indirect with respect to the Federal award or other final cost objective. Therefore, it is essential that each item of cost be treated consistently in like circumstances, either as a direct or an indirect cost. Consistent with OMB Circular A-87 cost principles, Home Forward has identified all of its direct costs and segregated all its costs into pools, as either a direct, direct allocated, or indirect allocated. We have further divided the indirect allocated pool to assign costs based on a relevant metric, as described in Attachment 1.

- **CORE Maintenance:** Home Forward is committed to a cost effective approach to managing our public housing assets. As such, Home Forward has developed a balance of on-site capacity to perform property manager functions and basic maintenance/handyman services, with more skilled services performed by a centralized group of trades and specialty staff (CORE maintenance). CORE maintenance performs services covering plumbing and electrical repairs, painting and pest control, as well as garbage and recycling. Although these maintenance functions are performed centrally, the decisions and control remains at the property level as it is the property manager and/or housing program manager who determines the level of service required from the CORE maintenance group. All services are provided on a fee for service basis.
- **Procurement:** Home Forward has adopted procurement policies that balance the need for expedient and on-site response through delegated authorization to site staff for purchases under \$5,000. Purchases greater than this limit requires engaging central procurement. The Procurement staff are well trained in the special requirements of procuring goods and services for a federal program and provides necessary contract reporting requirements as well. Central procurement services are part of Home Forward's indirect overhead allocation.
- **Human Resources:** Along with the public housing program and its Section 8 voucher program, Home Forward has non-federal affordable properties, a development group, and locally funded rent assistance programs. Home Forward's Human Resources department serves the entire agency and certain human resource activities that HUD would consider a direct cost, such as recruitment and pre-employment drug testing and screening, are centralized and are part of Home Forward's indirect overhead allocation. Home Forward has determined that the cost of keeping extremely detailed records of HR activity for direct cost assignment exceeds the value received from such effort.
- **Information Technology:** Hardware and software costs will be directly charged to the appropriate cost objective when such costs are available and specific to that cost objective. When a reasonable measurement of such IT costs can be obtained, an allocation based on the number of users (computers, software applications, etc.) will be utilized to directly charge the cost objective.
- **Resident Services:** A large share of tenant/resident services are funded from grants and foundations and these funds augment local funds to provide supportive services and self-sufficiency services to residents. In order to optimize available services, any costs not eligible for state and local grants will be funded by Home Forward's public housing properties and housing choice voucher program.

- Rent: Home Forward charges rent to each cost objective based on the space they occupy in our central office building. Rent is based on estimated costs and adjusted for actual costs at year-end.

Home Forward’s Treatment of Public Housing Operating Subsidy

Home Forward’s flexibility to use MTW funding resources to support its low-income housing programs is central to our Asset Management Program. Home Forward will exercise our contractual authority to move our MTW funds and project cash flow among projects and programs as the Authority deems necessary to further our mission and preserve our low income housing assets and local programs.

Home Forward’s Indirect Cost Allocations

Costs that can specifically and efficiently be identified to a cost objective are counted as direct costs to that objective. Costs that cannot be readily or efficiently identified as specifically benefiting a cost objective will be considered indirect and allocated. The Home Forward Allocation Process – Process Flow Diagram shown at the end of this policy is a graphic representation of Home Forward’s allocation methodology. Home Forward has determined that some costs, defined as “direct costs” by HUD for asset management, require effort disproportionate to the results achieved and have included those costs as part of the indirect cost pool allocated to cost objectives as overhead.

Home Forward Indirect Costs

OMB Circular A-87 defines indirect costs as those (a) incurred for a common or joint purpose benefiting more than one cost objective, and (b) not readily assignable to the cost objectives specifically benefitted, without effort disproportionate to the results achieved. Home Forward’s indirect costs include, but are not limited to:

- Executive
- Policy & Planning
- Accounting & Finance
- Purchasing
- Human Resources, including job applicant screening, payroll, labor negotiations & organization wide training
- Information Technology: costs not specifically identified and charged as a direct expense to a cost objective

Differences – HUD Asset Management vs. Home Forward Local Asset Management Program

Home Forward is required to describe in the MTW Annual Plan differences between our asset management program and HUD’s asset management program as described in HUD’s Financial Management Guidebook. Below are several key differences:

- HUD’s asset management system and fee for service is limited in focusing only on a fee for service at the Public Housing (PH) property level and voucher program. Home Forward has implemented an indirect allocation methodology that is much more comprehensive than HUD’s asset management system which includes all of Home Forward’s cost objectives listed above.
- Home Forward has defined the treatment of direct and indirect costs differently than HUD’s asset management program. From the agency perspective, we view the program operations management as direct costs of the program.
- These differences include, but are not limited to:

- HUD Indirect/Home Forward Direct:
 - Portfolio and program (“regional”) management, including hiring, supervision and termination of frontline staff is considered a direct cost. These costs are pooled and then allocated to each property based on units, vouchers, or other relevant metrics. Work with auditors and audit preparation by HCV and PH staff is considered a direct expense. Executive management is considered an indirect cost.
 - Storage of HCV and PH records and adherence to federal and/or state records retention requirements will be considered a direct cost of the program.
 - Development and oversight of office furniture, equipment and vehicle replacement plans will be considered a direct cost of the program.
 - Advertising (notification) costs specific to HCV, including applicants and landlords, will be considered a direct expense.
- HUD Direct/Home Forward Indirect:
 - Advertising for new hires will be considered indirect and allocated to the program and properties.
 - Staff recruiting and background checks, etc. will be considered indirect and allocated to the program and properties.
- Other:
 - Using MTW authority to improve efficiencies across programs, all staff associated with the Family Self Sufficiency program, regardless of serving public housing or housing choice voucher residents, will be considered a direct cost of the housing choice voucher program and managed by the HCV management.
 - Preparation and submission of HCV and public housing program budgets, financial reports, etc. to HUD and others will be either direct or indirect, depending on the department from which the reports are prepared. If prepared by program staff, costs will be considered direct. If prepared by administrative department staff, costs will be considered indirect and allocated to the program and properties.
 - Investment and reporting on HCV proceeds will be either direct or indirect, depending on the department from which the reports are prepared. If prepared by program staff, costs will be considered direct. If prepared by administrative department staff, costs will be considered indirect and allocated to the program and properties.
- HUD’s rules limit the transfer of cash flow between projects, programs, and business activities. Home Forward intends to fully use its MTW resources and flexibility to move project cash flow among projects as locally determined and use MTW funding flexibility to provide additional funding to public housing properties when appropriate and necessary to provide for and preserve our public housing assets.
- HUD’s rules provide that maintenance staff be maintained at the property level. Home Forward’s asset management program reflects a cost-effective balance of on-site and central maintenance services for repairs, unit turnover, landscaping, and asset preservation work.

- HUD's rules provide that purchasing is performed at the property level. Home Forward's asset management program reflects a cost-effective balance of on-site and central purchasing, depending on the total cost of procurement and complexity of applicable procurement laws and reporting requirements.
- HUD intends certain property management activities to be at the property level. Home Forward has centralized selected property management functions, including but not limited to denial hearings, occupancy management, transfers, reasonable accommodations, auditing, training, compliance, and some waitlist management, and will allocate these costs as a direct expense to the properties based on a relevant metric such as units.
- Home Forward employs its own development staff. Any work on Public Housing Capital projects will be subject to a cost recovery fee paid from the capital fund to cover costs of development staff engaged in such capital projects.

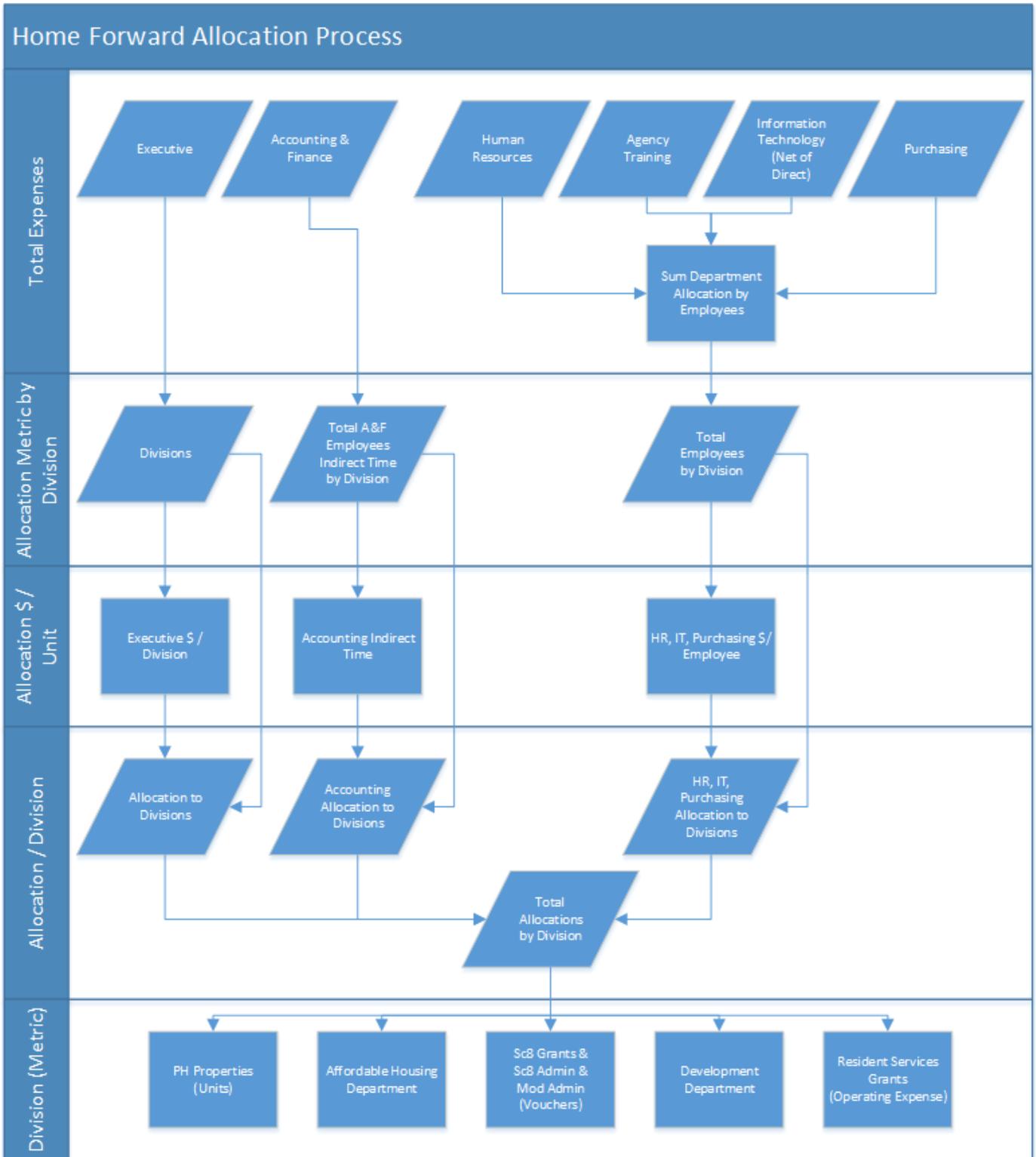
Balance Sheet Accounts

Most balance sheet accounts will be reported in compliance with HUD's Asset Management Requirements and some will deviate from HUD's requirements, as discussed below:

- Cash
- Restricted Cash
- Petty Cash
- Investments
- Selected Prepaid Expenses and Deferred Charges
- Selected Accrued Liabilities
- Payroll Liabilities
- Compensated Absences
- Other Post-Employment Benefits (OPEB) Liability
- Unfunded Pension Liabilities (GASB 68)
- Unrestricted and Restricted Net Assets

Home Forward's asset management program will maintain the above balance sheet accounts centrally. Maintaining these accounts centrally has proven to be the most cost effective and least labor intensive method ensuring efficient accounting operations and ultimately reducing costs charged to the programs. This deviates from HUD's asset management requirements as these accounts will not be reported at the AMP or program. Additionally, the centralization of cash and investments is in keeping with the single fund precept of our MTW authority. For those balance sheet accounts that are originated from expense entries, the related expenses will continue to be reported as an expense to the appropriate program, department and AMP-based income and expense statement through direct charges or allocations.

The agency is continually reviewing our asset management practices and will likely revise our approach over the coming years.



Appendix B

H. Resident Rights, Participation, Waiting List, and Grievance Procedures

Section 1.6 – Special Provisions Affecting Conversions to Project-Based Vouchers from PIH Notice 2013-23

C. PBV Resident Rights and Participation

1. **No Re-screening of Tenants upon Conversion.** Pursuant to the RAD statute, at conversion, current households are not subject to rescreening, income eligibility, or income targeting. Consequently, current households will be grandfathered for conditions that occurred prior to conversion but will be subject to any ongoing eligibility requirements for actions that occur after conversion. For example, a unit with a household that was over-income at time of conversion would continue to be treated as an assisted unit. Thus, 24 CFR § 982.201, concerning eligibility and targeting, will not apply for current households.³ Once that remaining household moves out, the unit must be leased to an eligible family. MTW agencies may not alter this requirement.
2. **Right to Return.** See section 1.4.A.4(b) regarding a resident's right to return.
3. **Renewal of Lease.** Since publication of the PIH Notice 2012-32 Rev 1, the regulations under 24 CFR § 983.257(b)(3) have been amended requiring Project. Owners to renew all leases upon lease expiration, unless cause exists. MTW agencies may not alter this requirement.
4. **Phase-in of Tenant Rent Increases.** If a tenant's monthly rent increases by more than the greater of 10 percent or \$25 purely as a result of conversion, the rent increase will be phased in over 3 or 5 years. To implement this provision, HUD is specifying alternative requirements for section 3(a)(1) of the Act, as well as 24 CFR § 983.3 (definition of "total tenant payment" (TTP)) to the extent necessary to allow for the phase-in of tenant rent increases. A PHA must create a policy setting the length of the phase in period at three years, five years or a combination depending on circumstances. For example, a PHA may create a policy that uses a three-year phase- in for smaller increases in rent and a five-year phase-in for larger increases in rent.

This policy must be in place at conversion and may not be modified after conversion. The method described below explains the set percentage-based phase-in a Project Owner must follow according to the phase-in period established. For purposes of this section "standard TTP" refers to the TTP calculated in accordance with regulations at 24 CFR §5.628 and the "most recently paid TTP" refers to the TTP recorded on line 9j of the family's most recent HUD Form 50058. If a family in a project converting from Public Housing to PBV was paying a flat rent immediately prior to conversion, the PHA should use the flat rent amount to calculate the phase-in amount for Year 1, as illustrated below.

Three Year Phase-in:

- Year 1: Any recertification (interim or annual) performed prior to the second annual recertification after conversion – 33% of difference between most recently paid TTP or flat rent and the standard TTP
- Year 2: Year 2 Annual Recertification (AR) and any Interim Recertification (IR) prior to Year 3 AR – 66% of difference between most recently paid TTP and the standard TTP

³ These protections (as well as all protections in this Notice for current households) apply when in order to facilitate repairs a household is relocated following the conversion and subsequently returns to the property, even if they are considered a "new admission" upon return.

- Year 3: Year 3 AR and all subsequent recertifications – Full standard TTP

Five Year Phase in:

- Year 1: Any recertification (interim or annual) performed prior to the second annual recertification after conversion – 20% of difference between most recently paid TTP or flat rent and the standard TTP
- Year 2: Year 2 AR and any IR prior to Year 3 AR – 40% of difference between most recently paid TTP and the standard TTP
- Year 3: Year 3 AR and any IR prior to Year 4 AR – 60% of difference between most recently paid TTP and the standard TTP
- Year 4: Year 4 AR and any IR prior to Year 5 AR – 80% of difference between most recently paid TTP and the standard TTP
- Year 5 AR and all subsequent recertifications – Full standard TTP

Please Note: In either the three-year phase-in or the five-year phase-in, once the standard TTP is equal to or less than the previous TTP, the phase-in ends and tenants will pay full TTP from that point forward. MTW agencies may not alter this requirement.

1. **Family Self Sufficiency (FSS) and Resident Opportunities and Self Sufficiency Service Coordinator (ROSS-SC) programs.** Public Housing residents that are current FSS participants will continue to be eligible for FSS once their housing is converted under RAD, and PHAs will be allowed to use any remaining PH FSS funds, to serve those FSS participants who live in units converted by RAD. Due to the program merger between PH FSS and HCV FSS that took place pursuant to the FY14 Appropriations Act (and was continued in the FY15 Appropriations Act), no special provisions are required to continue serving FSS participants that live in public housing units converting to PBV under RAD.

However, PHAs should note that there are certain FSS requirements (e.g. escrow calculation and escrow forfeitures) that apply differently depending on whether the FSS participant is a participant under the HCV program or a public housing resident, and PHAs must follow such requirements accordingly. All PHAs will be required to administer the FSS program in accordance with FSS regulations at 24 CFR Part 984, the participants' contracts of participation, and the alternative requirements established in the "Waivers and Alternative Requirements for the FSS Program" Federal Register notice, published on December 29, 2014, at 79 FR 78100.⁴ Further, upon conversion to PBV, already escrowed funds for FSS participants shall be transferred into the HCV escrow account and be considered TBRA funds, thus reverting to the HAP account if forfeited by the FSS participant.

Current ROSS-SC grantees will be able to finish out their current ROSS-SC grants once their housing is converted under RAD. However, once the property is converted, it will no longer be eligible to be counted towards the unit count for future ROSS-SC grants, nor will its residents be eligible to be served by future ROSS-SC grants, which, by statute, can only serve public housing residents.

⁴ The funding streams for the PH FSS Program and the HCV FSS Program were first merged pursuant to the FY 2014 appropriations act. As a result, PHAs can serve both PH residents and HCV participants, including PBV participants, with FSS funding awarded under the FY 2014 FSS Notice of Funding Availability (FSS NOFA) and any other NOFA under which the combination of funds remains in the applicable appropriations act. For PHAs that had managed both programs separately and now have a merged program, a conversion to PBV should not impact their FSS participants.

2. **Resident Participation and Funding.** In accordance with Attachment 1B, residents of Covered Projects with converted PBV assistance will have the right to establish and operate a resident organization for the purpose of addressing issues related to their living environment and be eligible for resident participation funding.
3. **Resident Procedural Rights.** The following items must be incorporated into both the Section 8 Administrative Plan and the Project Owner's lease, which includes the required tenancy addendum, as appropriate. Evidence of such incorporation may be requested by HUD for purposes of monitoring the program.
 1. Termination Notification. HUD is incorporating additional termination notification requirements to comply with section 6 of the Act for public housing projects that convert assistance under RAD. In addition to the regulations at 24 CFR § 983.257 related to Project Owner termination of tenancy and eviction (which MTW agencies may not alter) the termination procedure for RAD conversions to PBV will require that PHAs provide adequate written notice of termination of the lease which shall not be less than:
 - a. A reasonable period of time, but not to exceed 30 days:
 - i. If the health or safety of other tenants, PHA employees, or persons residing in the immediate vicinity of the premises is threatened; or ii. In the event of any drug-related or violent criminal activity or any felony conviction;
 - b. 14 days in the case of nonpayment of rent; and
 - c. 30 days in any other case, except that if a State or local law provides for a shorter period of time, such shorter period shall apply.
 2. Grievance Process. Pursuant to requirements in the RAD Statute, HUD is establishing additional procedural rights to comply with section 6 of the Act. For issues related to tenancy and termination of assistance, PBV program rules require the Project Owner to provide an opportunity for an informal hearing, as outlined in 24 CFR § 982.555. RAD will specify alternative requirements for 24 CFR § 982.555(b) in part, which outlines when informal hearings are not required, to require that:
 - a. In addition to reasons that require an opportunity for an informal hearing given in 24 CFR § 982.555(a)(1)(i)-(vi),⁵ an opportunity for an informal hearing must be given to residents for any dispute that a resident may have with respect to a Project Owner action in accordance with the individual's lease or the contract administrator in accordance with RAD PBV requirements that adversely affect the resident's rights, obligations, welfare, or status.
 - i. For any hearing required under 24 CFR § 982.555(a)(1)(i)-(vi), the contract administrator will perform the hearing, as is the current standard in the program. The hearing officer must be selected in accordance with 24 CFR § 982.555(e)(4)(i).
 - ii. For any additional hearings required under RAD, the Project Owner will perform the hearing.
 - b. There is no right to an informal hearing for class grievances or to disputes between residents not involving the Project Owner or contract administrator.

⁵ § 982.555(a) (1) (IV) is not relevant to RAD as the tenant-based certificate has been repealed.

- c. The Project Owner gives residents notice of their ability to request an informal hearing as outlined in 24 CFR § 982.555(c)(1) for informal hearings that will address circumstances that fall outside of the scope of 24 CFR § 982.555(a)(1)(i)-(vi).
- d. The Project Owner provides opportunity for an informal hearing before an eviction.

Current PBV program rules require that hearing procedures must be outlined in the PHA's Section 8 Administrative Plan.

- 4. **Earned Income Disregard (EID).** Tenants who are employed and are currently receiving the EID exclusion at the time of conversion will continue to receive the EID after conversion, in accordance with regulations at 24 CFR § 5.617. Upon the expiration of the EID for such families, the rent adjustment shall not be subject to rent phase-in, as described in Section 1.6.C.4; instead, the rent will automatically rise to the appropriate rent level based upon tenant income at that time.

Under the Housing Choice Voucher program, the EID exclusion is limited only to persons with disabilities (24 CFR § 5.617(b)). In order to allow all tenants (including non-disabled persons) who are employed and currently receiving the EID at the time of conversion to continue to benefit from this exclusion in the PBV project, the provision in section 5.617(b) limiting EID to disabled persons is waived. The waiver, and resulting alternative requirement, apply only to tenants receiving the EID at the time of conversion. No other tenant (e.g., tenants who at one time received the EID but are not receiving the EID exclusion at the time of conversion e.g., due to loss of employment; tenants that move into the property following conversion, etc.) is covered by this waiver.

- 5. **Jobs Plus.** Jobs Plus grantees awarded FY14 and future funds that convert the Jobs Plus target projects(s) under RAD will be able to finish out their Jobs Plus period of performance at that site unless significant re-location and/or change in building occupancy is planned. If either is planned at the Jobs Plus target project(s), HUD may allow for a modification of the Jobs Plus work plan or may, at the Secretary's discretion, choose to end the Jobs Plus program at that project.
- 6. **When Total Tenant Payment Exceeds Gross Rent.** Under normal PBV rules, the PHA may only select an occupied unit to be included under the PBV HAP contract if the unit's occupants are eligible for housing assistance payments (24 CFR §983.53(d)). Also, a PHA must remove a unit from the contract when no assistance has been paid for 180 days because the family's TTP has risen to a level that is equal to or greater than the contract rent, plus any utility allowance, for the unit (i.e., the Gross Rent)) (24 CFR §983.258). Since the rent limitation under this Section of the Notice may often result in a family's TTP equaling or exceeding the gross rent for the unit, for current residents (i.e. residents living in the public housing property prior to conversion), HUD is waiving both of these provisions and requiring that the unit for such families be placed on and/or remain under the HAP contract when TTP equals or exceeds than the Gross Rent. Further, HUD is establishing the alternative requirement that the rent to owner for the unit equal the family's TTP until such time that the family is eligible for a housing assistance payment. HUD is waiving as necessary to implement this alternative provision, the provisions of Section 8(o)(13)(H) of the Act and the implementing regulations at 24 CFR 983.301 as modified by Section 1.6.B.5 of this Notice.⁶ In such cases, the resident is considered a participant under the program and all of the family obligations and protections under RAD and PBV apply to the resident. Likewise, all requirements with respect to the unit, such as compliance with the HQS requirements, apply as long as the unit is under HAP contract.

⁶ For example, a public housing family residing in a property converting under RAD has a TTP of \$600. The property has an initial Contract Rent of \$500, with a \$50 Utility Allowance. Following conversion, the residents is still responsible for paying \$600 in tenant rent and utilities.

Assistance may subsequently be reinstated if the tenant becomes eligible for assistance. The PHA is required to process these individuals through the Form- 50058 submodule in PIC.

Following conversion, 24 CFR §983.53(d) applies, and any new families referred to the RAD PBV project must be initially eligible for a HAP payment at admission to the program, which means their TTP may not exceed the gross rent for the unit at that time. Further, a PHA must remove a unit from the contract when no assistance has been paid for 180 days. If units are removed from the HAP contract because a new admission's TTP comes to equal or exceed the gross rent for the unit and if the project is fully assisted, HUD is imposing an alternative requirement that the PHA must reinstate the unit after the family has vacated the property; and, if the project is partially assisted, the PHA may substitute a different unit for the unit on the HAP contract in accordance with 24 CFR §983.207 or, where "floating" units have been permitted, Section 1.6.B.10 of this Notice.

7. **Under-Occupied Unit.** If a family is in an under-occupied unit under 24 CFR 983.259 at the time of conversion, the family may remain in this unit until an appropriate-sized unit becomes available in the Covered Project. When an appropriate sized unit becomes available in the Covered Project, the family living in the under-occupied unit must move to the appropriate-sized unit within a reasonable period of time, as determined by the administering Voucher Agency. In order to allow the family to remain in the under-occupied unit until an appropriate-sized unit becomes available in the Covered Project, 24 CFR 983.259 is waived. MTW agencies may not modify this requirement.

D. PBV: Other Miscellaneous Provisions

1. **Access to Records, Including Requests for Information Related to Evaluation of Demonstration.** PHAs must agree to any reasonable HUD request for data to support program evaluation, including but not limited to project financial statements, operating data, Choice-Mobility utilization, and rehabilitation work. Please see Appendix IV for reporting units in Form HUD-50058.
2. **Additional Monitoring Requirement.** The PHA's Board must approve the operating budget for the covered project annually in accordance with HUD requirements.⁷
3. **Davis-Bacon Act and Section 3 of the Housing and Urban Development Act of 1968 (Section 3).** This section has been moved to 1.4.A.13 and 1.4.A.14.
4. **Establishment of Waiting List.** 24 CFR § 983.251 sets out PBV program requirements related to establishing and maintaining a voucher-wide, PBV program wide, or site-based waiting list from which residents for the Covered Project will be admitted. These provisions will apply unless the project is covered by a remedial order or agreement that specifies the type of waiting list and other waiting list policies. The PHA shall consider the best means to transition applicants from the current public housing waiting list, including:
 - i. Transferring an existing site-based waiting list to a new site-based waiting list. If the PHA is transferring the assistance to another neighborhood, the PHA must notify applicants on the wait-list of the transfer of assistance, and on how they can apply for residency at the new project site or other sites. Applicants on a project-specific waiting list for a project where the assistance is being transferred shall have priority on the newly formed waiting list for the new project site in accordance with the date and time of their application to the original project's waiting list.

⁷ For PBV conversions that are not FHA-insured, a future HUD notice will describe project financial data that may be required to be submitted by a PBV owner for purposes of the evaluation, given that PBV projects do not submit annual financial statements to HUD/REAC.

- ii. Informing applicants on the site-based waiting list on how to apply for a PBV program-wide or HCV program-wide waiting list.
- iii. Informing applicants on a public housing community-wide waiting list on how to apply for a voucher-wide, PBV program-wide, or site-based waiting list. If using a site-based waiting list, PHAs shall establish a waiting list in accordance with 24 CFR § 903.7(b)(2)(ii)-(iv) to ensure that applicants on the PHA's public housing community-wide waiting list have been offered placement on the converted project's initial waiting list. In all cases, PHAs have the discretion to determine the most appropriate means of informing applicants on the public housing community-wide waiting list given the number of applicants, PHA resources, and admissions requirements of the projects being converted under RAD. A PHA may consider contacting every applicant on the public housing waiting list via direct mailing; advertising the availability of housing to the population that is less likely to apply, both minority and non-minority groups, through various forms of media (e.g., radio stations, posters, newspapers) within the marketing area; informing local non-profit entities and advocacy groups (e.g., disability rights groups); and conducting other outreach as appropriate. Applicants on the agency's public housing community-wide waiting list who wish to be placed onto the newly-established site-based waiting list must be done so in accordance with the date and time of their original application to the centralized public housing waiting list. Any activities to contact applicants on the public housing waiting list must be conducted in accordance with the requirements for effective communication with persons with disabilities at 24 CFR § 8.6 and with the obligation to provide meaningful access for persons with limited English proficiency (LEP).⁸

A PHA must maintain any site-based waiting list in accordance with all applicable civil rights and fair housing laws and regulations unless the project is covered by a remedial order or agreement that specifies the type of waiting list and other waiting list policies.

To implement this provision, HUD is specifying alternative requirements for 24 CFR § 983.251(c)(2). However, after the initial waiting list has been established, the PHA shall administer its waiting list for the converted project in accordance with 24 CFR § 983.251(c).

- 5. **Mandatory Insurance Coverage.** The Covered Project shall maintain at all times commercially available property and liability insurance to protect the project from financial loss and, to the extent insurance proceeds permit, promptly restore, reconstruct, and/or repair any damaged or destroyed project property.
- 6. **Agreement Waiver.** This section has been moved to 1.6.(B)(7).
- 7. **Future Refinancing.** Project Owners must receive HUD approval for any refinancing or restructuring of permanent debt during the HAP contract term, to ensure the financing is consistent with long-term preservation. (Current lenders and investors are also likely to require review and approval of refinancing of the primary permanent debt.)
- 8. **Administrative Fees for Public Housing Conversions during Transition Period.** For the remainder of the Calendar Year in which the HAP Contract is effective (i.e. "transition period"), RAD PBV projects will be funded with public housing funds. For example, if the project's assistance converts effective July 1, 2015, the public housing Annual Contributions Contract (ACC) between the PHA and HUD will be amended to reflect the number of units under HAP contract, but will be for zero dollars, and the RAD PBV contract will be funded with public housing money for July through December 2015. Since TBRA is not the source of funds, PHAs

⁸ For more information on serving persons with LEP, please see HUD's Final guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons (72 FR 2732), published on January 22, 2007.

should not report leasing and expenses into VMS during this period, and PHAs will not receive section 8 administrative fee funding for converted units during this time.

For fiscal years 2014 and 2015, PHAs operating HCV program received administrative fees for units under a HAP contract, consistent with recent appropriation act references to "section 8(q) of the [United States Housing Act of 1937] and related appropriations act provisions in effect immediately before the Quality Housing and Responsibility Act of 1998" and 24 CFR § 982.152(b). During the transition period mentioned in the preceding paragraph, these provisions are waived, and PHAs will not receive section 8 ongoing administrative fees for PBV RAD units.

After this transition period, the section 8 ACC will be amended to include section 8 funding that corresponds to the units covered by the section 8 ACC. At that time, the regular section 8 administrative fee funding provisions will apply.

9. **Choice-Mobility.** One of the key features of the PBV program is the mobility component, which provides that if the family has elected to terminate the assisted lease at any time after the first year of occupancy in accordance with program requirements, the PHA must offer the family the opportunity for continued tenant based rental assistance, in the form of either assistance under the voucher program or other comparable tenant-based rental assistance.

If as a result of participation in RAD a significant percentage of the PHA's HCV program becomes PBV assistance, it is possible for most or all of a PHA's turnover vouchers to be used to assist those RAD PBV families who wish to exercise mobility. While HUD is committed to ensuring mobility remains a cornerstone of RAD policy, HUD recognizes that it remains important for the PHA to still be able to use tenant based vouchers to address the specific housing needs and priorities of the community. Therefore, HUD is establishing an alternative requirement for PHAs where, as a result of RAD, the total number of PBV units (including RAD PBV units) under HAP contract administered by the PHA exceeds 20 percent of the PHA's authorized units under its HCV ACC with HUD.

The alternative mobility policy provides that an eligible voucher agency would not be required to provide more than three-quarters of its turnover vouchers in any single year to the residents of Covered Projects. While a voucher agency is not required to establish a voucher inventory turnover cap, if such a cap is implemented, the voucher agency must create and maintain a waiting list in the order in which the requests from eligible households were received. In order to adopt this provision, this alternative mobility policy must be included in an eligible PHA's administrative plan.

To effectuate this provision, HUD is providing an alternative requirement to Section 8(o)(13)(E) and 24 CFR part 983.261(c). Please note that this alternative requirement does not apply to PBVs entered into outside of the context of RAD. MTW agencies may not alter this requirement.

10. **Reserve for Replacement.** The Project Owner shall establish and maintain a replacement reserve in an interest-bearing account to aid in funding extraordinary maintenance and repair and replacement of capital items in accordance with applicable regulations. The reserve must be built up to and maintained at a level determined by HUD to be sufficient to meet projected requirements. For FHA transactions, Replacement Reserves shall be maintained in accordance with the FHA Regulatory Agreement. For all other transactions, Replacement Reserves shall be maintained in a bank account covered under a General Depository Agreement (HUD-51999) or similar instrument, as approved by HUD, where funds will be held by the PHA.

I.

J. Attachment 1B: Resident Provisions in Conversions from Public Housing to PBRA and PBV

This Attachment contains two sections, describing:

- 1B.1 Summary of Resident Provisions
- 1B.2 Resident Participation and Funding

1B.1 Summary of Resident Provisions

The following is a summary of special provisions and alternative requirements related to tenants of public housing projects converting under RAD:

- Conversion will be considered a significant amendment to a PHA Plan (see Section 1.5(E) of this Notice);
- Notification of proposed conversion, meetings during the conversion process, written response to residents comments on conversion, and notification of conversion approval and impact (see Section 1.8 of this Notice);
- No rescreening at conversion (see Section 1.6(C)(1) of this Notice for conversions to PBV and Section 1.7(B)(1) for conversions to PBRA);
- Right to return after temporary relocation to facilitate rehabilitation or construction (see Section 1.6(C)(2) of this Notice for conversions to PBV and Section 1.7(B)(2) for conversions to PBRA);
- Phase-in of tenant rent increases (see Section 1.6(C)(4) of this Notice for conversions to PBV and Section 1.7(B)(3) for conversions to PBRA);
- Continued participation in the ROSS-SC and FSS programs (see Section 1.6(C)(5) of this Notice, for conversions to PBV and Section 1.7(B)(4) for conversions to PBRA);
- Continued Earned Income Disregard (see Section 1.6(C)(8) of this Notice, for conversions to PBV and Section 1.7.(B)(7) for conversions to PBRA);
- Continued recognition of and funding for legitimate residents organizations (see Section 1.6(C)(6) of this Notice for conversions to PBV, Section 1.7(B)(5) of this Notice for conversions to PBRA, and below in Attachment 1B.2 for additional requirements for both programs);
- Procedural rights consistent with section 6 of the Act (see Section 1.6(C)(7) of this Notice for conversions to PBV and Section 1.7(B)(6) of this Notice for conversions to PBRA); and
- Choice-mobility option allowing a resident to move with a tenant-based voucher after tenancy in the Covered Project (see 24 CFR § 983.260 for conversions to PBV and Section 1.7(C)(5) of this Notice for conversions to PBRA).
- For additional information, refer to Notice H2014-09; PIH 2014-17 for additional information on relocation requirements under RAD.

1B.2 Resident and Participation Funding⁹

The following provisions contain the resident participation and funding requirements for public housing conversions to PBRA and PBV, respectively.

A. PBRA: Resident Participation and Funding

Residents of Covered Projects converting assistance to PBRA will have the right to establish and operate a resident organization in accordance with 24 CFR Part 245 (Tenant Participation in Multifamily Housing Projects). In addition, a Project Owner must provide \$25 per occupied unit annually for resident participation, of which at least \$15 per occupied unit shall be provided to the legitimate tenant organization at the covered property. These funds must be used for resident education, organizing around tenancy issues, and training activities.

In the absence of a legitimate resident organization at a Covered Project:

1. HUD encourages the Project Owner and residents to work together to determine the most appropriate ways to foster a constructive working relationship, including supporting the formation of a legitimate residents organization. Residents are encouraged to contact the Project Owner directly with questions or concerns regarding issues related to their tenancy. Project Owners are also encouraged to actively engage residents in the absence of a resident organization; and
2. Project Owners must make resident participation funds available to residents for organizing activities in accordance with this Notice. Residents must make requests for these funds in writing to the Project Owner. These requests will be subject to approval by the Project Owner.

B. PBV: Resident Participation and Funding

To support resident participation following conversion of assistance, residents of Covered Projects converting assistance to the PBV program will have the right to establish and operate a resident organization for the purpose of addressing issues related to their living environment, which includes the terms and conditions of their tenancy as well as activities related to housing and community development.

1. **Legitimate Resident Organization.** A Project Owner must recognize legitimate resident organizations and give reasonable consideration to concerns raised by legitimate resident organizations. A resident organization is legitimate if it has been established by the residents of a Covered Project, meets regularly, operates democratically, is representative of all residents in the project, and is completely independent of the Project Owner, management, and their representatives.

In the absence of a legitimate resident organization at a Covered Project, HUD encourages the Project Owner and residents to work together to determine the most appropriate ways to foster a constructive working relationship, including supporting the formation of a legitimate residents organization. Residents are encouraged to contact the Project Owner directly with questions or concerns regarding issues related to their tenancy. Project Owners are also encouraged to actively engage residents in the absence of a resident organization; and

2. **Protected Activities.** Project Owners must allow residents and resident organizers to conduct the following activities related to the establishment or operation of a resident organization:

⁹ For the purposes of this Attachment, HUD uses the term “Project Owner” to refer to the owner of a converting or Covered Project. In some instances the owner of a project could be a public, non-profit, or for-profit, e.g., mixed finance projects).

- a. Distributing leaflets in lobby areas;
- b. Placing leaflets at or under residents' doors;
- c. Distributing leaflets in common areas;
- d. Initiating contact with residents;
- e. Conducting door-to-door surveys of residents to ascertain interest in establishing a resident organization and to offer information about resident organizations;
- f. Posting information on bulletin boards;
- g. Assisting resident to participate in resident organization activities;
- h. Convening regularly scheduled resident organization meetings in a space on site and accessible to residents, in a manner that is fully independent of management representatives. In order to preserve the independence of resident organizations, management representatives may not attend such meetings unless invited by the resident organization to specific meetings to discuss a specific issue or issues; and
 - i. Formulating responses to Project Owner's requests for:
 - ii. Rent increases;
 - iii. Partial payment of claims;
 - iv. The conversion from project-based paid utilities to resident-paid utilities;
 - v. A reduction in resident utility allowances;
 - vi. Converting residential units to non-residential use, cooperative housing, or condominiums;
 - vii. Major capital additions; and
 - viii. Prepayment of loans.

In addition to these activities, Project Owners must allow residents and resident organizers to conduct other reasonable activities related to the establishment or operation of a resident organization.

Project Owners shall not require residents and resident organizers to obtain prior permission before engaging in the activities permitted in this section.

3. **Meeting Space.** Project Owners must reasonably make available the use of any community room or other available space appropriate for meetings that is part of the multifamily housing project when requested by:
 - a. Residents or a resident organization and used for activities related to the operation of the resident organization; or
 - b. Residents seeking to establish a resident organization or collectively address issues related to their living environment.

Resident and resident organization meetings must be accessible to persons with disabilities, unless this is impractical for reasons beyond the organization's control. If the project has an accessible common area or areas, it will not be impractical to make organizational meetings accessible to persons with disabilities.

Project Owners may charge a reasonable, customary and usual fee, approved by the Secretary as may normally be imposed for the use of such facilities in accordance with procedures prescribed by the Secretary, for the use of meeting space. A PHA may waive this fee.

4. **Resident Organizers.** A resident organizer is a resident or non-resident who assists residents in establishing and operating a resident organization, and who is not an employee or representative of current or prospective Project Owners, managers, or their agents.

Project Owners must allow resident organizers to assist residents in establishing and operating resident organizations.

5. **Canvassing.** If a Covered Project has a consistently enforced, written policy against canvassing, then a non-resident resident organizer must be accompanied by a resident while on the property of the project.

If a project has a written policy favoring canvassing, any non-resident resident organizer must be afforded the same privileges and rights of access as other uninvited outside parties in the normal course of operations. If the project does not have a consistently enforced, written policy against canvassing, the project shall be treated as if it has a policy favoring canvassing.

A resident has the right not to be re-canvassed against his or her wishes regarding participation in a resident organization.

6. **Funding.** Project Owners must provide \$25 per occupied unit annually for resident participation, of which at least \$15 per occupied unit shall be provided to the legitimate resident organization at the covered property. These funds must be used for resident education, organizing around tenancy issues, and training activities.

In the absence of a legitimate resident organization at a Covered Project:

- a. HUD encourages the Project Owner s and residents to work together to determine the most appropriate ways to foster a constructive working relationship, including supporting the formation of a legitimate residents organization. Residents are encouraged to contact the Project Owner directly with questions or concerns regarding issues related to their tenancy. Project Owner are also encouraged to actively engage residents in the absence of a resident organization; and
- b. Project Owner s must make resident participation funds available to residents for organizing activities in accordance with this Notice. Residents must make requests for these funds in writing to the Project Owner. These requests will be subject to approval by the Project Owner.

Attachment R

K. Rental Assistance Demonstration

Home Forward is a successful applicant in the Rental Assistance Demonstration (RAD).

In May 2015 Home Forward submitted six Rental Assistance Demonstration (RAD) applications for six properties, with a total of 285 public housing units. We received six initial Commitments to enter into a Housing Assistance Payment (CHAPs) in September 2015, with amended CHAPS issued in March 2016 (RAD Phase 1). In addition, Home Forward received 24 additional CHAPs in August 2016, totaling 498 units (part of RAD Phase 2). Home Forward is currently working with HUD to determine the timeline of conversion for these properties (see section titled Public Housing Strategy).

Home Forward is converting to project-based vouchers under the guidelines of PIH Notice 2012-32, REV-1 and any successor Notices. Upon conversion to project-based vouchers, Home Forward will adopt the resident rights, participation, waiting list and grievance procedures listed in Section 1.6 of PIH Notice 2012-32, REV-2; and Joint Housing PIH Notice H-2014-09/PHI-2014-17. These resident rights, participation, waiting list and grievance procedures are appended to this attachment. Additionally, Home Forward certifies that it is currently compliant with all fair housing and civil rights requirements.

RAD was designed by HUD to assist in addressing the capital needs of public housing by providing Housing Authorities access to private sources of capital to repair and preserve its affordable housing assets. Please be aware that upon conversion, Home Forward’s Capital Fund Budget will be reduced by the pro rata share of Public Housing Developments converted as part of the Demonstration, and that Home Forward may also borrow funds to address their capital needs. Project-based voucher subsidy is sized to replace the reduction in Capital Funds and operating subsidy lost from the RAD conversions. Home Forward currently has debt under the Capital Fund Financing Program and will be working with Wells Fargo to address outstanding debt issues, which may result in additional reductions of capital funds. Regardless of any funding changes that may occur as a result of conversion under RAD, Home Forward certifies that it will maintain its continued service level.

Under HUD Notice PIH-2012-32, REV-2, Home Forward’s RAD conversion is detailed below as part of its Annual Moving to Work Plan.

The following are the remaining public housing properties that Home Forward anticipates RAD closing or Section 18 approval, with properties converting through FY2021. At time of this writing, Home Forward is working with HUD to identify the order properties will close.

L. Development #1

Development Name	Tillicum South		
PIC Development ID #	OR0020151		
Conversion Type	Project-Based Vouchers		
Total Current Units	12	Total Post-RAD Units	12
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$15,045.00		
Transfer of Assistance	None		

Pre-Conversion Bedroom Type	12 3-bedroom units	Post-Conversion Bedroom Type	12 3-bedroom units
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Tillicum South will be moved onto a Home Forward project based voucher site-based waiting list for Tillicum South. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Tillicum South.		
Other Information	CHAP awarded August 2016		

M. Development #2

Development Name	Powellhurst Woods		
PIC Development ID #	OR002000237		
Conversion Type	Project-Based Vouchers		
Total Current Units	34	Total Post-RAD Units	34
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$65,065.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	23 2-bedroom units 11 3-bedroom units	Post-Conversion Bedroom Type	23 2-bedroom units 11 3-bedroom units
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Powellhurst Woods will be moved onto a Home Forward project based voucher site-based waiting list for Powellhurst Woods. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Powellhurst Woods.		
Other Information	CHAP awarded August 2016		

N. Development #3

Development Name	Tillicum North		
PIC Development ID #	OR002000251		
Conversion Type	Project-Based Vouchers		
Total Current Units	18	Total Post-RAD Units	18
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family

Capital Fund Allocation	\$22,567.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	16 3-bedroom units 2 3-bedroom accessible units	Post-Conversion Bedroom Type	16 3-bedroom units 2 3-bedroom accessible units
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Tillicum North will be moved onto a Home Forward project based voucher site-based waiting list for Tillicum North. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Tillicum North.		
Other Information	CHAP awarded August 2016		

O. Development #4

Development Name	Hunters Run		
PIC Development ID #	OR002000252		
Conversion Type	Project-Based Vouchers		
Total Current Units	10	Total Post-RAD Units	10
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$12,545.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	8 3-bedroom units 2 3-bedroom accessible units	Post-Conversion Bedroom Type	8 3-bedroom units 2 3-bedroom accessible units
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Hunters Run will be moved onto a Home Forward project based voucher site-based waiting list for Hunters Run. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site- based waiting list for Hunters Run.		
Other Information	CHAP awarded August 2016		

P. Development #5

Development Name **Fir Acres**
PIC Development ID # **OR002000121**

Conversion Type	Project-Based Vouchers		
Total Current Units	32	Total Post-RAD Units	32
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$57,583.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	19 2-bedroom units 1 2-bedroom accessible unit 12 3-bedroom units	Post-Conversion Bedroom Type	19 2-bedroom units 1 2-bedroom accessible unit 12 3-bedroom units
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Fir Acres will be moved onto a Home Forward project based voucher site-based waiting list for Fir Acres. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Fir Acres.		
Other Information	CHAP awarded August 2016		

Q. Development #6

Development Name	Alderwood		
PIC Development ID #	OR002000337		
Conversion Type	Project-Based Vouchers		
Total Current Units	20	Total Post-RAD Units	20
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$36,332.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	13 2-bedroom units 7 3-bedroom units	Post-Conversion Bedroom Type	13 2-bedroom units 7 3-bedroom units
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Alderwood will be moved onto a Home Forward project based voucher site-based waiting list for Alderwood. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Alderwood.		
Other Information	CHAP awarded August 2016		

R. Development #7

Development Name	Medallion Apartments		
PIC Development ID #	OR002000139		
Conversion Type	Section 18 Project-Based Vouchers or RAD Project-Based Vouchers		
Total Current Units	90	Total Post-RAD Units	90
Pre-RAD Unit Type	Senior/People with Disabilities	Post-RAD Unit Type	Senior/People with Disabilities
Capital Fund Allocation	\$137,121.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	85 1-bedroom units 3 1-bedroom accessible units 2 2-bedroom accessible units	Post-Conversion Bedroom Type	85 1-bedroom units 3 1-bedroom accessible units 2 2-bedroom accessible units
De Minimus Reduction	None		
Transfer of Waiting List	If converted under RAD, applicants on Home Forward’s public housing site-based waiting list for Medallion Apartments will be moved onto a Home Forward project based voucher site-based waiting list for Medallion Apartments. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Medallion Apartments. If approved for Section 18 Home Forward will not pursue RAD conversion for Medallion Apartments.		
Other Information	Home Forward applied for Section 18 for Medallion Apartments prior to RAD and is anticipating a decision to be made by HUD. If approved for Section 18 Home Forward will not pursue RAD conversion for Medallion Apartments. CHAP awarded in October 2016.		

S. Development #8

Development Name	Ruth Haefner Apartments		
PIC Development ID #	OR002000140		
Conversion Type	Section 18 Project-Based Vouchers or RAD Project-Based Vouchers		
Total Current Units	73	Total Post-RAD Units	73
Pre-RAD Unit Type	Senior/People with Disabilities	Post-RAD Unit Type	Senior/People with Disabilities
Capital Fund Allocation	\$110,562.00		
Transfer of Assistance	None		

Pre-Conversion Bedroom Type	65 1-bedroom units 8 1-bedroom accessible units	Post-Conversion Bedroom Type	65 1-bedroom units 8 1-bedroom accessible units
De Minimus Reduction	None		
Transfer of Waiting List	If converted to RAD, applicants on Home Forward's public housing site-based waiting list for Ruth Haefner Apartments will be moved onto a Home Forward project based voucher site-based waiting list for Ruth Haefner Apartments. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Ruth Haefner Apartments. If approved for Section 18 Home Forward will not pursue RAD conversion for Ruth Haefner Apartments.		
Other Information	CHAP awarded August 2016. Home Forward applied for Section 18 for Ruth Haefner Apartments prior to RAD and is anticipating a decision to be made by HUD. If approved for Section 18 Home Forward will not pursue RAD conversion for Ruth Haefner Apartments.		

T. Development #9

Development Name	Townhouse Terrace		
PIC Development ID #	OR002000122		
Conversion Type	Project-Based Vouchers		
Total Current Units	32	Total Post-RAD Units	32
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$57,595.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	19 2-bedroom units 1 2-bedroom accessible unit 12 3-bedroom units	Post-Conversion Bedroom Type	19 2-bedroom units 1 2-bedroom accessible unit 12 3-bedroom units
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Townhouse Terrace will be moved onto a Home Forward project based voucher site-based waiting list for Townhouse Terrace. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Townhouse Terrace.		
Other Information	CHAP received August 2016		

U. Development #10

Development Name Stark Manor

PIC Development ID # OR002000123

Conversion Type	Project-Based Vouchers		
Total Current Units	30	Total Post-RAD Units	30
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$52,425.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	18 2-bedroom units 12 3-bedroom units	Post-Conversion Bedroom Type	18 2-bedroom units 12 3-bedroom units
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Stark Manor will be moved onto a Home Forward project based voucher site-based waiting list for Stark Manor. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site- based waiting list for Stark Manor.		
Other Information	CHAP received August 2016		

V. Development #11

Development Name Lexington Court

PIC Development ID # OR002000124

Conversion Type	Project-Based Vouchers		
Total Current Units	20	Total Post-RAD Units	20
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$35,885.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	12 2-bedroom units 8 3-bedroom units	Post-Conversion Bedroom Type	12 2-bedroom units 8 3-bedroom units
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Lexington Court will be moved onto a Home Forward project based voucher site-based waiting list for Lexington Court. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Lexington Court.		
Other Information	CHAP received August 2016		

W. Development #12

Development Name	Eastwood Court		
PIC Development ID #	OR002000125		
Conversion Type	Project-Based Vouchers		
Total Current Units	32	Total Post-RAD Units	32
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$57,728.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	19 2-bedroom units 12 3-bedroom units 1 3-bedroom accessible unit	Post-Conversion Bedroom Type	19 2-bedroom units 12 3-bedroom units 1 3-bedroom accessible unit
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Eastwood Court will be moved onto a Home Forward project based voucher site-based waiting list for Eastwood Court. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Eastwood Court.		
Other Information	CHAP received August 2016		

X. Development #13

Development Name	Carlton Court		
PIC Development ID #	OR002000126		
Conversion Type	Project-Based Vouchers		
Total Current Units	24	Total Post-RAD Units	24
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$43,363.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	14 2-bedroom units 10 3-bedroom units	Post-Conversion Bedroom Type	14 2-bedroom units 10 3-bedroom units
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Eastwood Court will be moved onto a Home Forward project based voucher site-based waiting list for Eastwood Court. The applicants will retain their		

original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Eastwood Court.

Other Information CHAP received August 2016

Y. Development #14

Development Name Slavin Court

PIC Development ID # OR002000131

Conversion Type Project-Based Vouchers

Total Current Units 24 Total Post-RAD Units 24

Pre-RAD Unit Type Family Post-RAD Unit Type Family

Capital Fund Allocation \$47,903.00

Transfer of Assistance None

Pre-Conversion Bedroom Type 18 3-bedroom units 6 4-bedroom units Post-Conversion Bedroom Type 18 3-bedroom units 6 4-bedroom units

De Minimus Reduction None

Transfer of Waiting List Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Slavin Court will be moved onto a Home Forward project based voucher site-based waiting list for Carlton Court. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site- based waiting list for Slavin Court.

Other Information CHAP received August 2016

Z. Development #15

Development Name Demar Downs

PIC Development ID # OR002000132

Conversion Type Project-Based Vouchers

Total Current Units 18 Total Post-RAD Units 18

Pre-RAD Unit Type Family Post-RAD Unit Type Family

Capital Fund Allocation \$31,569.00

Transfer of Assistance None

Pre-Conversion Bedroom Type 15 2-bedroom units 3 2-bedroom accessible units Post-Conversion Bedroom Type 15 2-bedroom units 3 2-bedroom accessible units

De Minimus Reduction None

Transfer of Waiting List Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Demar Downs will be moved onto a Home Forward project based voucher site-based waiting list for Demar Downs. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Demar Downs.

Other Information CHAP received August 2016

AA. Development #16

Development Name Eliot Square

PIC Development ID # OR002000138

Conversion Type Project-Based Vouchers

Total Current Units 30 Total Post-RAD Units 30

Pre-RAD Unit Type Family Post-RAD Unit Type Family

Capital Fund Allocation \$57,318.00

Transfer of Assistance None

Pre-Conversion Bedroom Type	11 2-bedroom units 1 2-bedroom accessible unit 14 3-bedroom units 4 4-bedroom units	Post-Conversion Bedroom Type	11 2-bedroom units 1 2-bedroom accessible unit 14 3-bedroom units 4 4-bedroom units
-----------------------------	--	------------------------------	--

De Minimus Reduction None

Transfer of Waiting List Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Eliot Square will be moved onto a Home Forward project based voucher site-based waiting list for Eliot Square. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site- based waiting list for Eliot Square.

Other Information CHAP received August 2016

BB. Development #17

Development Name Celilo Court

PIC Development ID # OR002000142

Conversion Type Project-Based Vouchers

Total Current Units 28 Total Post-RAD Units 28

Pre-RAD Unit Type Family Post-RAD Unit Type Family

Capital Fund Allocation \$51,390.00

Transfer of Assistance	None		
Pre-Conversion Bedroom Type	15 2-bedroom units 2 2-bedroom accessible units 11 3-bedroom units	Post-Conversion Bedroom Type	15 2-bedroom units 2 2-bedroom accessible units 11 3-bedroom units
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Celilo Court will be moved onto a Home Forward project based voucher site-based waiting list for Celilo Court. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site- based waiting list for Celilo Court.		
Other Information	CHAP received August 2016		

CC. Development #18

Development Name	Harold Lee Village		
PIC Development ID #	OR002000152		
Conversion Type	Project-Based Vouchers		
Total Current Units	10	Total Post-RAD Units	10
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$12,545.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	10 3-bedroom units	Post-Conversion Bedroom Type	10 3-bedroom units
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Harold Lee Village will be moved onto a Home Forward project based voucher site-based waiting list for Harold Lee Village. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Harold Lee Village.		
Other Information	CHAP received August 2016		

DD. Development #19

Development Name	Floresta
PIC Development ID #	OR002000153
Conversion Type	Project-Based Vouchers

Total Current Units	20	Total Post-RAD Units	20
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$23,473.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	7 2-bedroom units 2 2-bedroom accessible units 11 3-bedroom units	Post-Conversion Bedroom Type	7 2-bedroom units 2 2-bedroom accessible units 11 3-bedroom units
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Floresta will be moved onto a Home Forward project based voucher site-based waiting list for Floresta. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Floresta.		
Other Information	CHAP received August 2016		

EE. Development #20

Development Name	Maple Mallory		
PIC Development ID #	OR002000203		
Conversion Type	Project-Based Vouchers		
Total Current Units	48	Total Post-RAD Units	48
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$74,808.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	24 1-bedroom units 24 2-bedroom units	Post-Conversion Bedroom Type	24 1-bedroom units 24 2-bedroom units
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Maple Mallory will be moved onto a Home Forward project based voucher site-based waiting list for Maple Mallory. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Maple Mallory.		
Other Information	CHAP received August 2016		

FF. Development #21

Development Name **Bel Park**

PIC Development ID # **OR002000232**

Conversion Type Project-Based Vouchers

Total Current Units 10 Total Post-RAD Units 10

Pre-RAD Unit Type Family Post-RAD Unit Type Family

Capital Fund Allocation \$14,643.00

Transfer of Assistance None

Pre-Conversion Bedroom Type 2 studio units 8 1-bedroom units Post-Conversion Bedroom Type 2 studio units 8 1-bedroom units

De Minimus Reduction None

Transfer of Waiting List Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Bel Park will be moved onto a Home Forward project based voucher site-based waiting list for Bel Park. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Bel Park.

Other Information CHAP received August 2016

GG. Development #22

Development Name **Winchell Court**

PIC Development ID # **OR002000236**

Conversion Type Project-Based Vouchers

Total Current Units 10 Total Post-RAD Units 10

Pre-RAD Unit Type Family Post-RAD Unit Type Family

Capital Fund Allocation \$15,830.00

Transfer of Assistance None

Pre-Conversion Bedroom Type 8 1-bedroom units 2 2-bedroom units Post-Conversion Bedroom Type 8 1-bedroom units 2 2-bedroom units

De Minimus Reduction None

Transfer of Waiting List Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Winchell Court will be moved onto a Home Forward project based voucher site-based waiting list for Winchell Court. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Winchell Court.

Other Information CHAP received August 2016

HH. Development #23

Development Name	Camelia Court		
PIC Development ID #	OR002000332		
Conversion Type	Project-Based Vouchers		
Total Current Units	14	Total Post-RAD Units	14
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$21,045.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	14 1-bedroom units	Post-Conversion Bedroom Type	14 1-bedroom units
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Camelia Court will be moved onto a Home Forward project based voucher site-based waiting list for Camelia Court. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Camelia Court.		
Other Information	CHAP received August 2016		

II. Development #24

Development Name	Cora Park		
PIC Development ID #	OR002000336		
Conversion Type	Project-Based Vouchers		
Total Current Units	10	Total Post-RAD Units	10
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$18,166.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	6 2-bedroom units 4 3-bedroom units	Post-Conversion Bedroom Type	6 2-bedroom units 4 3-bedroom units
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Cora Park will be moved onto a Home Forward project based voucher site-based waiting list for Cora Park. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Cora Park.		
Other Information	CHAP received August 2016		

JJ.Development #25

Development Name	Chateau Apartments		
PIC Development ID #	OR002000436		
Conversion Type	Project-Based Vouchers		
Total Current Units	10	Total Post-RAD Units	10
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$17,107.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	10 2-bedroom units	Post-Conversion Bedroom Type	10 2-bedroom units
De Minimus Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for Winchell Court will be moved onto a Home Forward project based voucher site-based waiting list for Winchell Court. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Winchell Court.		
Other Information	CHAP received August 2016		

KK. Development #26

Development Name	Dahlke Manor		
PIC Development ID #	OR002000114		
Conversion Type	Section 18 Project-Based Vouchers or RAD Project-Based Vouchers		
Total Current Units	115	Total Post-RAD Units	115
Pre-RAD Unit Type	Senior/People with Disabilities	Post-RAD Unit Type	Senior/People with Disabilities
Capital Fund Allocation	\$168,059.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	115 1-bedroom units	Post-Conversion Bedroom Type	115 1-bedroom units
De Minimus Reduction	None		
Transfer of Waiting List	If converted to RAD, applicants on Home Forward’s public housing site-based waiting list for Dahlke Manor will be moved onto a Home Forward project based voucher site-based waiting list for Dahlke Manor. The applicants will retain their original date and		

time of application, and will be subject to the preferences available under the PBV site- based waiting list for Dahlke Manor. If approved for Section 18 Home Forward will not pursue RAD conversion for Dahlke Manor.

Other Information Home Forward applied for Section 18 for Dahlke Manor prior to RAD and is anticipating a decision to be made by HUD. If approved for Section 18 Home Forward will not pursue RAD conversion for Dahlke Manor. CHAP awarded in October 2016.

LL. Development #27

Development Name Holgate House

PIC Development ID # OR002000115

Conversion Type Section 18 Project-Based Vouchers or RAD Project-Based Vouchers

Total Current Units 80 Total Post-RAD Units 80

Pre-RAD Unit Type Senior/People with Disabilities Post-RAD Unit Type Senior/People with Disabilities

Capital Fund Allocation \$117,008.00

Transfer of Assistance None

Pre-Conversion Bedroom Type 80 1-bedroom units Post-Conversion Bedroom Type 80 1-bedroom units

De Minimus Reduction None

Transfer of Waiting List If converted to RAD, applicants on Home Forward’s public housing site-based waiting list for Holgate House will be moved onto a Home Forward project based voucher site-based waiting list for Holgate House. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site- based waiting list for Holgate House. If approved for Section 18 Home Forward will not pursue RAD conversion for Holgate House.

Other Information Home Forward applied for Section 18 for Holgate House prior to RAD and is anticipating a decision to be made by HUD. If approved for Section 18 Home Forward will not pursue RAD conversion for Holgate House. CHAP awarded in October 2016.

MM. Development #28

Development Name Williams Plaza

PIC Development ID # OR002000118

Conversion Type Section 18 Project-Based Vouchers or RAD Project-Based Vouchers

Total Current Units 101 Total Post-RAD Units 101

Pre-RAD Unit Type Senior/People with Disabilities Post-RAD Unit Type Senior/People with Disabilities

Capital Fund Allocation \$134,561.00

Transfer of Assistance None

Pre-Conversion Bedroom Type	67 studio units 29 1-bedroom units 5 1-bedroom accessible units	Post-Conversion Bedroom Type	67 studio units 29 1-bedroom units 5 1-bedroom accessible units
-----------------------------	---	------------------------------	---

De Minimus Reduction None

Transfer of Waiting List If converted to RAD, applicants on Home Forward's public housing site-based waiting list for Williams Plaza will be moved onto a Home Forward project based voucher site-based waiting list for Williams Plaza. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Williams Plaza. If approved for Section 18 Home Forward will not pursue RAD conversion for Williams Plaza.

Other Information Home Forward applied for Section 18 for Williams Plaza prior to RAD and is anticipating a decision to be made by HUD. If approved for Section 18 Home Forward will not pursue RAD conversion for Williams Plaza. CHAP awarded in October 2016.

Changes in policies that govern eligibility, admission, selection, and occupancy of units at the project after conversion, including any waiting list preferences that will be adopted for the converted project:

Home Forward presented to the Board of Commissioners requested changes to the Section 8 Administrative Plan to accommodate the RAD transition. This request was approved by the Board of Commissioners on April 19, 2016. The changes include adopting guidelines for choice mobility. At the time of this writing, Home Forward is continuing to review RAD requirements and may submit additional changes to the Section 8 Administrative Plan and the Admissions and Continued Occupancy Policy (ACOP) for public housing. All policy changes adhere to RAD requirements listed below under Appendix A, that informs resident rights, participation, waiting list and grievance procedures.

Compliance agreements: Home Forward is currently compliant with all fair housing and civil rights requirements and is not under a Voluntary Compliance Agreement.

Site selection: This conversion complies with all applicable site selection and neighborhood reviews standards. All appropriate procedures have been followed.

Substantial Deviation Definition: As part of the Rental Assistance Demonstration (RAD), Home Forward is redefining the definition of a substantial deviation from the PHA Plan to exclude the following RAD specific items:

1. The decision to convert to either Project Based Rental Assistance or Project Based Voucher Assistance;
2. Changes to the Capital Fund Budget produced as a result of each approved RAD conversion, regardless of whether the proposed conversion will include use of additional Capital Funds;
3. Changes to the construction and rehabilitation plan for each approved RAD conversion; and
4. Changes to the financing structure for each approved RAD conversion.

Information regarding use of MTW Fungibility as defined in PIH Notice 2012-32, REV-2: Impact on Capital Fund:

1. **Estimate the amount of the current Capital Fund grant that is associated with the proposed projects and the impact on the PHA's current Five-Year PHA Plan and Five-Year Capital Action Plan:** The current impact associated with the six CHAPS in this application is \$160,000. \$20,000 has been set aside for each CHAP and another \$40,000 set aside for Sequoia Square and Schiller Way, the two properties that will receive units for transfer of assistance (upon approval from HUD) from Rockwood Station and Fairview Oaks & Woods.
2. **If the RAD conversion will impact an existing CFFP or EPC, or if it proposes to utilize RHF funds to facilitate conversion, the PHA should also indicate the estimated impact of those activities:** Home Forward has submitted 31 additional RAD applications that total 1,008 public housing units. These additional applications are on the RAD waitlist and if approved, will impact our formula Capital Fund Grant allocation by approximately 56% of our current public housing unit count. We will not utilize RHF funds to facilitate conversion.

Special Provisions Affecting MTW Agencies: MTW agencies will be able to apply activities impacting the PBV program that are approved in its MTW Plan to those properties as long as they do not conflict with RAD requirements. RAD requirements include statutory requirements or specifically identified special provisions affecting conversions to PBVs, or other conditions and requirements, as detailed in PIH Notice 2012-32 REV-1, including, but not limited to, RAD contract forms or Riders. With respect to any existing PBV regulations that are waived or modified below in Appendix B, except where explicitly noted below in Appendix B, MTW agencies may modify these or other requirements to the PBV program if the activity is approved in its MTW Plan. All other RAD Requirements listed below in Appendix A or elsewhere in PIH Notice 2012-32 REV-1 shall apply to MTW agencies.

Appendix C

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

Part I: Summary		FFY of Grant: 2017 FFY of Grant Approval:			
PHA Name: Home Forward formerly known as Housing Authority of Portland		Grant Type and Number Capital Fund Program Grant No: OR16P00250117 Replacement Housing Factor Grant No: Date of CFFP:			
Type of Grant <input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/2020 <input type="checkbox"/> Reserve for Disasters/Emergencies		<input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Final Performance and Evaluation Report			
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost ¹	
		Original	Revised ²	Obligated	Expended
1	Total non-CPP Funds				
2	1406 Operations (may not exceed 20% of line 21) ³				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	3,604,251.50		3,699,846.50	
16	1495.1 Relocation Costs				
17	1499 Development Activities 1503 Rental Assistance Demonstration	0.00		78,606.00	
18a	1501 Collateralization or Debt Service paid by the PHA				
18b	9000 Collateralization or Debt Service paid Via System of Direct Payment	359,982.50		185,781.50	

¹ To be completed for the Performance and Evaluation Report.
² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
³ PHAs with under 250 units in management may use 100% of CPP Grants for operations.
⁴ RHF funds shall be included here.

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

Part I: Summary		FFY of Grant:2017	
PHA Name: Home Forward formerly known as Housing Authority of Portland		FFY of Grant Approval:	
Grant Type and Number Capital Fund Program Grant No: ORI6P00250117 Replacement Housing Factor Grant No: Date of CFFP:		<input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Final Performance and Evaluation Report	
Type of Grant <input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/2020 <input type="checkbox"/> Reserve for Disasters/Emergencies		Total Actual Cost 1	
Summary by Development Account		Total Estimated Cost	
Line	Original	Revised²	Obligated
19	1502 Contingency (may not exceed 8% of line 20)		
20	Amount of Annual Grant (sum of lines 2 - 19)	3,964,234.00	3,964,234.00
21	Amount of line 20 Related to LBP Activities		
22	Amount of line 20 Related to Section 504 Activities		
23	Amount of line 20 Related to Security - Soft Costs		
24	Amount of line 20 Related to Security - Hard Costs		
25	Amount of line 20 Related to Energy Conservation Measures		
Signature of Executive Director <i>[Signature]</i>		Signature of Public Housing Director	
Date 8/29/19		Date	

Annual Statement/Performance and Evaluation Report
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
 OMB No. 2577-0226
Expires 06/30/2017

Part II: Supporting Pages		Grant Type and Number		Federal FY of Grant: 2017		
PHA Name: Home Forward formerly known as Housing Authority of Portland		Capital Fund Program Grant No: OR16P00250117		CFPP (Yes/No):		
Development Number Name/PHA-Wide Activities		General Description of Major Work Categories		Replacement Housing Factor Grant No:		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Status of Work
				Original	Revised ¹	
Total Actual Cost		Funds Obligated ²	Funds Expended ²			
OR 2 - PHA Wide	PH Portfolio	1492		3,604,251.50	0.00	0.00
	Un-programmed					
OR 2 - PHA Wide	PH Portfolio	1492		0.00	156,706.50	FY19 Actuals
	15% Allowance to support operations					
OR 2 - PHA Wide	PH Portfolio	1492		0.00	350,000.00	FY20 MTW Plan
	Radon Testing and Mitigation					
OR 2 - 114	Dahlke Manor	1492	115	0.00	5,122.00	FY19 Actuals
	Elevator Door Repair					
OR 2 - 113	Tamarack - 85 Stories Group 5	1492	120	0.00	939,569.00	FY19 Actuals
	Preservation Initiative / Rehab					FY20 MTW Plan
OR 2 - 117	Schrunk Tower - 85 Stories Group 5	1492	118	0.00	1,034,215.00	FY19 Actuals
	Preservation Initiative / Rehab					FY20 MTW Plan
OR 2 - 138	Eliot Square - 85 Stories Group 5	1492	30	0.00	57,852.00	FY19 Actuals
	Preservation Initiative / Rehab					FY20 MTW Plan
OR 2 - 203	Maple Mallory - 85 Stories Group 5	1492	48	0.00	95,826.00	FY19 Actuals
	Preservation Initiative / Rehab					FY20 MTW Plan
OR 2 - 232	Bel Park - 85 Stories Group 5	1492	10	0.00	21,500.00	FY19 Actuals
	Preservation Initiative / Rehab					FY20 MTW Plan
OR 2 - 236	Winchell Court - 85 Stories Group 5	1492	10	0.00	20,297.00	FY19 Actuals
	Preservation Initiative / Rehab					FY20 MTW Plan
OR 2 - 332	Camelia Court - 85 Stories Group 5	1492	14	0.00	29,203.00	FY19 Actuals
	Preservation Initiative / Rehab					FY20 MTW Plan
OR 2 - 118	Williams Plaza - 85 Stories Group 6	1492	101	0.00	363,690.00	FY19 Actuals
	Preservation Initiative / Rehab					FY20 MTW Plan

¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

² To be completed for the Performance and Evaluation Report.

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

Part II: Supporting Pages		Grant Type and Number		Federal FFY of Grant: 2017		
PHA Name: Home Forward formerly known as Housing Authority of Portland		Capital Fund Program Grant No: OR16P00250117				
		CFPP (Yes/No):				
		Replacement Housing Factor Grant No:				
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Status of Work
				Original	Revised ¹	
			Funds Obligated ²	Funds Expended ²		
OR 2 - 139	Medallion - 85 Stories Group 6 Preservation Initiative / Rehab	1492	90	0.00	450,000.00	FY19 Actuals
OR 2 - 151	Tillicum South - 85 Stories Group 6 Preservation Initiative / Rehab	1492	12	0.00	26,310.00	FY20 MTW Plan
OR 2 - 152	Harold Lee - 85 Stories Group 6 Preservation Initiative / Rehab	1492	10	0.00	19,540.00	FY20 MTW Plan
OR 2 - 153	Floresta - 85 Stories Group 6 Preservation Initiative / Rehab	1492	20	0.00	22,418.00	FY20 MTW Plan
OR 2 - 237	Powellhurst - 85 Stories Group 6 Preservation Initiative / Rehab	1492	34	0.00	42,418.00	FY20 MTW Plan
OR 2 - 251	Tillicum North - 85 Stories Group 6 Preservation Initiative / Rehab	1492	18	0.00	23,342.00	FY20 MTW Plan
OR 2 - 252	Hunters Run - 85 Stories Group 6 Preservation Initiative / Rehab	1492	10	0.00	20,279.00	FY20 MTW Plan
OR 2 - 337	Alderwood - 85 Stories Group 6 Preservation Initiative / Rehab	1492	20	0.00	21,559.00	FY20 MTW Plan
OR 2 - 064	Madrona Place Rental Assistance Demonstration	1503	45	0.00	4,438.00	FY18 Actuals
OR 2 - 061	The Jeffrey Apartments Rental Assistance Demonstration	1503	20	0.00	2,308.00	FY18 Actuals
OR 2 - 062	Martha Washington Apartments Rental Assistance Demonstration	1503	25	0.00	2,316.00	FY18 Actuals
OR 2 - 063	Bud Clark Commons Rental Assistance Demonstration	1503	130	0.00	15,051.00	FY18 Actuals

¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

² To be completed for the Performance and Evaluation Report.

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

Part I: Summary		FFY of Grant: 2018 FFY of Grant Approval:	
PHA Name: Home Forward formerly known as Housing Authority of Portland Grant Type and Number: Capital Fund Program Grant No: OR16P00250118 Replacement Housing Factor Grant No: _____ Date of CFFP: _____			
Type of Grant <input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/2020 <input type="checkbox"/> Reserve for Disasters/Emergencies		<input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Final Performance and Evaluation Report	
Line	Summary by Development Account	Total Estimated Cost	Total Actual Cost ¹
		Original	Obligated
		Revised ²	Expended
1	Total non-CFP Funds		
2	1406 Operations (may not exceed 20% of line 21) ³		
3	1408 Management Improvements		
4	1410 Administration (may not exceed 10% of line 21)		
5	1411 Audit		
6	1415 Liquidated Damages		
7	1430 Fees and Costs		
8	1440 Site Acquisition		
9	1450 Site Improvement		
10	1460 Dwelling Structures		
11	1465.1 Dwelling Equipment—Nonexpendable		
12	1470 Non-dwelling Structures		
13	1475 Non-dwelling Equipment		
14	1485 Demolition		
15	1492 Moving to Work Demonstration	4,226,517.00	4,206,107.00
16	1495.1 Relocation Costs		
17	1499 Development Activities		
	1503 Rental Assistance Demonstration	0.00	20,410.00
18a	1501 Collateralization or Debt Service paid by the PHA		
18b	9000 Collateralization or Debt Service paid Via System of Direct Payment		

¹ To be completed for the Performance and Evaluation Report.
² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.
⁴ RHF funds shall be included here.

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

Part II: Supporting Pages		Grant Type and Number		Federal FY of Grant: 2018		
PHA Name: Home Forward formerly known as Housing Authority of Portland		Capital Fund Program Grant No: OR16P00250118				
		CFPP (Yes/No):				
		Replacement Housing Factor Grant No:				
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Status of Work
				Original	Revised ¹	
				Funds Obligated ²	Funds Expended ²	
OR 2 - PHA Wide	PH Portfolio Un-programmed	1492		4,226,517.00	0.00	0.00
OR 2 - PHA Wide	PH Portfolio 15% Allowance to support operations	1492		0.00	470,119.00	208,941.68 FY19 Actuals
OR 2 - PHA Wide	PH Portfolio Discretionary Funds	1492		0.00	206,391.00	0.00 FY20 MTW Plan
OR 2 - 113	Tamarack - 85 Stories Group 5 Preservation Initiative / Rehab	1492	120	0.00	1,169,632.00	0.00 FY20 MTW Plan
OR 2 - 117	Schrunk Tower - 85 Stories Group 5 Preservation Initiative / Rehab	1492	118	0.00	874,521.00	0.00 FY20 MTW Plan
OR 2 - 118	Williams Plaza - 85 Stories Group 6 Preservation Initiative / Rehab	1492	101	0.00	773,169.00	0.00 FY20 MTW Plan
OR 2 - 139	Medallion - 85 Stories Group 6 Preservation Initiative / Rehab	1492	90	0.00	712,275.00	0.00 FY20 MTW Plan
OR 2 - 138	Eliot Square Rental Assistance Demonstration	1503	30	0.00	6,380.00	6,380.00 FY19 Actuals
OR 2 - 203	Maple Mallory Rental Assistance Demonstration	1503	48	0.00	8,309.00	8,309.00 FY19 Actuals
OR 2 - 232	Bel Park Rental Assistance Demonstration	1503	10	0.00	1,625.00	1,625.00 FY19 Actuals

¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

² To be completed for the Performance and Evaluation Report.

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

Part I: Summary		FFY of Grant: 2019 FFY of Grant Approval:	
PHA Name: Home Forward formerly known as Housing Authority of Portland		Grant Type and Number Capital Fund Program Grant No: OR16P00250119 Replacement Housing Factor Grant No: Date of CFFP:	
Type of Grant <input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/2020		<input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Final Performance and Evaluation Report	
Line	Summary by Development Account	Original	Revised ¹ Total Estimated Cost
		Total Actual Cost ¹	
		Obligated	Expended
1	Total non-CFP Funds		
2	1406 Operations (may not exceed 20% of line 21) ³		
3	1408 Management Improvements		
4	1410 Administration (may not exceed 10% of line 21)		
5	1411 Audit		
6	1415 Liquidated Damages		
7	1430 Fees and Costs		
8	1440 Site Acquisition		
9	1450 Site Improvement		
10	1460 Dwelling Structures		
11	1465.1 Dwelling Equipment—Nonexpendable		
12	1470 Non-dwelling Structures		
13	1475 Non-dwelling Equipment		
14	1485 Demolition		
15	1492 Moving to Work Demonstration	3,816,629.00	3,693,144.00
16	1495.1 Relocation Costs		
17	1499 Development Activities 1503 Rental Assistance Demonstration		
18a	1501 Collateralization or Debt Service paid by the PHA	0.00	123,485.00
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment		

¹ To be completed for the Performance and Evaluation Report.
² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.
³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.
⁴ RHF funds shall be included here.

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
Expires 06/30/2017

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

Part II: Supporting Pages		Grant Type and Number		Federal FY of Grant: 2019	
PHA Name: Home Forward formerly known as Housing Authority of Portland		Capital Fund Program Grant No: OR16P00250119		CFPP (Yes/No):	
Development Number Name/PHA-Wide Activities		General Description of Major Work Categories		Replacement Housing Factor Grant No:	
Development Number Name/PHA-Wide Activities	Development Account No.	Quantity	Total Estimated Cost		Status of Work
			Original	Revised ¹	
			Funds Obligated ²	Funds Expended ²	
OR 2 - PHA Wide	1492		3,816,629.00	0.00	
OR 2 - PHA Wide	1492		0.00	572,494.00	FY20 MTW Plan
OR 2 - PHA Wide	1492		0.00	370,650.00	FY20 MTW Plan
OR 2 - 114	1492	115	0.00	2,062,500.00	FY20 MTW Plan
OR 2 - 121	1492	32	0.00	25,000.00	FY20 MTW Plan
OR 2 - 122	1492	32	0.00	25,000.00	FY20 MTW Plan
OR 2 - 123	1492	30	0.00	23,000.00	FY20 MTW Plan
OR 2 - 125	1492	32	0.00	25,000.00	FY20 MTW Plan
OR 2 - 126	1492	24	0.00	204,500.00	FY20 MTW Plan
OR 2 - 132	1492	18	0.00	13,000.00	FY20 MTW Plan
OR 2 - 142	1492	28	0.00	22,000.00	FY20 MTW Plan
OR 2 - 064	1492	45	0.00	350,000.00	FY20 MTW Plan

¹ To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

² To be completed for the Performance and Evaluation Report.



MEMORANDUM

To: Board of Commissioners
Date: October 15, 2019

From: Amanda Saul, Assistant Director
for GO Bond Development
503.802.8552
Subject: Authorize the Approval and
Execution of Home Forward's
Local Implementation Strategy, as
required by Metro, for
Development East of Gresham
Resolution 19-10-03

The Board of Commissioners is requested to approve Home Forward's Local Implementation Strategy (LIS) in order to receive approximately \$15.9 of Metro Bond funds for affordable housing development east of Gresham.

This action supports Strategic Plan Goal, One Portfolio: Our real estate is stable for generations to come and meets the needs of the people and neighborhoods it serves.

In November 2018, voters in Clackamas, Multnomah and Washington Counties passed the nation's first regional affordable housing bond. The \$652.8 million investment will create 3,900 permanently affordable homes for seniors, working families, veterans, and others who need them. When Metro, the tri-county regional government, referred the bond to voters, it also adopted a framework developed through months of engagement with partners and community members to guide the bond's implementation. Two of the core values of the framework are:

- Lead with racial equity to ensure access to affordable housing opportunities for historically marginalized communities
- Ensure long-term benefits and good use of public dollars with fiscally sound investments and transparent community oversight

Metro plans to allocate its bond funds to public entities—e.g. the Region’s three counties, four largest cities and/or housing authorities)—pursuant to a two-step process:

- 1) Joint adoption of LIS by a funding recipient’s governing board and Metro Council
- 2) Execution of an Intergovernmental Agreement (IGA) between Metro and a funding recipient

Multnomah County, with Metro’s agreement, has designated Home Forward to receive the county’s allocation of \$15.9 million of Metro bond funds and utilize them to develop and own 111 units of affordable housing. Home Forward has committed to use these funds in the “balance of County” (areas east of Gresham).

A key element of this commitment is the creation of the attached LIS covering Wood Village, Fairview, and Troutdale, which includes the following components:

- A Development Plan to achieve the Unit Production Targets, including criteria and selection process(es);
- Strategies for advancing racial equity throughout implementation;
- Engagement report summarizing how stakeholder input shaped the development of the Local Implementation Strategy; and
- Plan for ongoing community engagement to inform project implementation.

Metro’s Bond Oversight Committee will review the attached LIS on November 6 and, barring any requested changes, recommend that Metro Council adopt it at the November 21, 2019 Metro Council meeting. Metro and Home Forward staff will negotiate an IGA subsequent to Metro Council adoption of our LIS.

Staff provided the Real Estate and Development (READ) Committee a summary of the LIS on September 12, 2019 and reviewed the accompanying memo and resolution with READ member on October 4, 2019. The full board reviewed the LIS at its October 2, 2019 Work Session.



RESOLUTION 19-10-03

RESOLUTION 19-10-03 APPROVES THE LOCAL IMPLEMENTATION STRATEGY, AS REQUIRED BY METRO, TO OBTAIN FUNDING FROM THE METRO BOND AND DEVELOP AFFORDABLE HOUSING EAST OF GRESHAM

WHEREAS, in 2018 Metro passed a \$652.8 million bond measure for affordable housing; and

WHEREAS, Metro will allocate funding (“Metro Bond Funds”) and unit production targets to seven jurisdictions, including Multnomah County; and

WHEREAS, Multnomah County’s share of Metro Bond Funds is approximately \$15.9 million; and

WHEREAS, Home Forward, at Multnomah County’s request, will receive this \$15.9 million from Metro directly to develop and own 111 units of affordable housing east of Gresham; and

WHEREAS, Metro requires the governing boards of Metro Bond Fund recipients to adopt a Local Implementation Strategy outlining unit production methods, strategies for advancing racial equity and stakeholder engagement to inform development; and

WHEREAS, Home Forward staff has prepared the attached Local Implement Strategy and incorporated Commissioner feedback on its contents;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward adopts the attached Local Implementation Strategy.

ADOPTED: OCTOBER 15, 2019

Attest:

Home Forward:

Michael Buonocore, Secretary

Mary Ann Herman, Chair

Home Forward Local Implementation Strategy

Home Forward Housing Strategy through 2020

Guiding Principles

RACIAL EQUITY

address housing disparities faced by communities of color

POPULATIONS

focus on families and children, seniors, and persons with disabilities

GEOGRAPHY

improve East County housing and services to increase opportunity and stability

INCOME

balance household income levels to return revenue to the core mission of housing priority populations

SUPPORTIVE HOUSING

assist in inter-jurisdictional efforts to house the most vulnerable households in our community

SYSTEMS ALIGNMENT

leverage housing resources to improve effectiveness of programs addressing poverty

Introduction:

Home Forward, the federally recognized housing authority serving communities throughout Multnomah County, is the largest affordable housing provider in the state. We have over 100 properties providing 6,500 apartment homes and provide over 11,000 housing subsidy vouchers (Section 8) for use in the private housing market.

Three of our primary organizational values state:

- Housing is at the core of what we do and people are the reason it matters.
- We are stewards of public resources and champions for those who need them.
- We do our work in support of systemic change for racial and social justice.

Our current strategic plan and housing strategy emphasize construction of new properties and the preservation of our existing housing portfolio. In order to add 500 units by 2020, the housing strategy outlines plans to:

- Pursue new development opportunities east of 122nd Avenue which include 2- or 3-bedroom family options;
- Acquire and rehabilitate unregulated affordable housing with large unit counts and future development opportunities beyond 2020.

Implementing Metro's Affordable Housing Bond Goals:

In cooperation with Multnomah County leadership and in keeping with mutual values, goals and strategies, Home Forward will utilize funds from the regional affordable housing bond to either build or acquire apartment homes east of the City of Gresham.

Jurisdiction	Total Units	30% AMI	Family-Sized	Total Project Funds
Focus: Fairview, Wood Village, Troutdale	111	46	55	\$15.9 million

From Exhibit B – Breakdown of Unit Production, Metro Affordable Housing Bond Program Work Plan, January 2019

Anticipated Project Types: Home Forward is exploring two options to achieve targets outlined in the Metro work plan:

- **Option 1** – our primary option is to explore a site in Troutdale that leverages Multnomah County land for development of between 103-111 units; or
- **Option 2** – one new construction development plus one acquisition/rehab or some variation of these strategies.

Home Forward will achieve the unit production targets whether using Option 1 or 2. If using Option 1, all the targets will be met at a single site.

Cost Containment:

As the direct developer of the homes, Home Forward will ensure that costs are reasonable and appropriate to the project. Considerations will include: appropriate scale for target population and neighborhood, need for and cost of site work, costs of mixed-use development, quality of construction materials, costs associated with anticipated service needs, and reasonable fees and reserves.

Home Forward acknowledges the need to achieve an average Metro bond expenditure per unit of \$143,000. In order to meet the 30% area median income (AMI) targets without rental subsidy and insure a financially sustainable project(s), we intend to utilize 4% LIHTC, permanent debt, and additional resources to achieve the production goals. One of those resources is Metro’s Land Acquisition fund. In the balance of county the Land Acquisition funding will not be sufficient to build another project, nor will there be enough Metro bond funds to build more units. We will request that the Land Acquisition funds be used as gap funding through our Intergovernmental Agreement.

Distribution of Family-Sized Units:

If Home Forward pursues Option 1, 50% of the units will be family-sized. If Option 2 is the approach, we will attempt to purchase an existing market rate project that has close to 50% family size units and make up the difference, if needed, in the new construction project.

Distribution of 30% area median income (AMI) Units:

All projects will include approximately 41% of the units with rents at 30% AMI. In Multnomah County this may require additional resources since there is currently no rent assistance resources available.

Anticipated number, size, and range of project types (estimates are acceptable) and cost containment strategies to achieve local share of unit production targets (including 30% AMI and family-size unit goals and the cap on units at 61-80% AMI) using local share of eligible funding

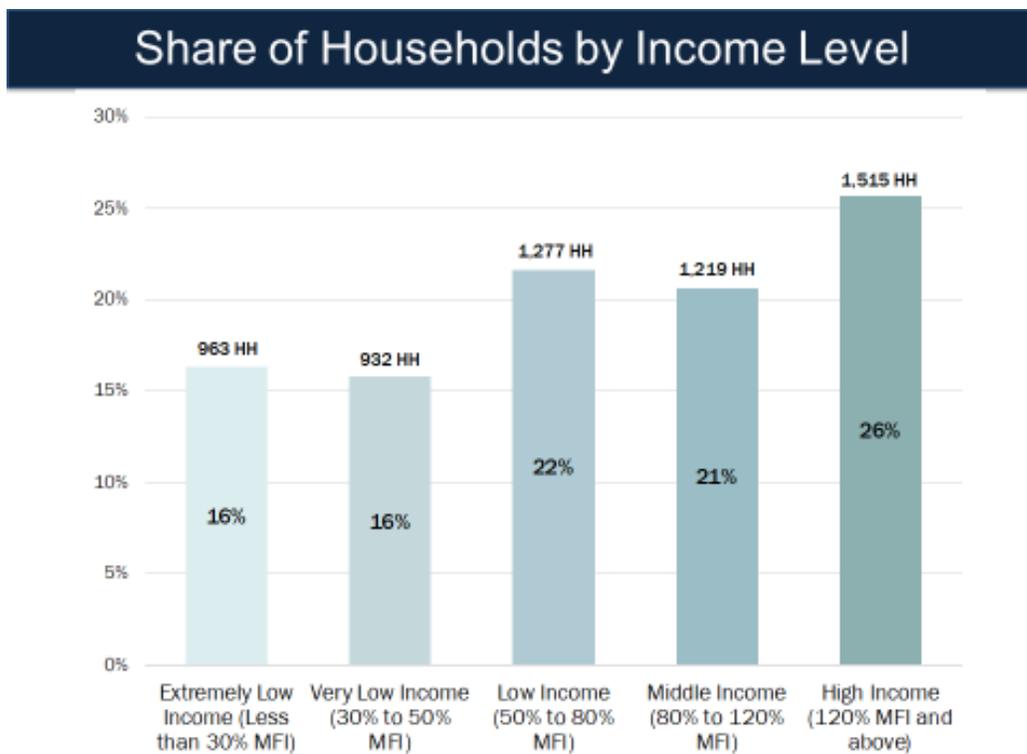
Summary of existing need and supply:

Currently the cities of Troutdale, Fairview and Wood Village have 955 regulated affordable housing units distributed across the three jurisdictions: Fairview has 524 regulated units (328 owned by Home Forward); Troutdale has 431 regulated units; and Wood Village has zero.

The current 431 regulated affordable housing units in Troutdale are located across three properties. These three existing regulated affordable housing communities are not located in the central business area. If Home Forward pursues Option 1, the site is located in the downtown business district near a new elementary school and easy access to the three bus lines.

Consideration for how new bond program investments will complement existing regulated affordable housing supply and pipeline

Our proposed project will help keep current Troutdale residents and other residents stably housed and begin to respond to the need for housing affordable for additional households below 60% AMI living across the Metro area.



Data above from EcoNorthwest’s 2019 preliminary housing needs analysis indicates that over 54% of Troutdale’s 5,906 households (above) have incomes below 50% Median Family Income (MFI).

Almost two out of three Renter Households in Troutdale earn less than \$50,000/year. [1454 out of 2244, 64.8%]. (US Census Fact Finder, 2013-2017 American Community

Survey 5-Year Estimates, Tenure by Household Income in the Past 12 Months, Universe: Occupied housing units, Table B25118, Troutdale City, Oregon.)

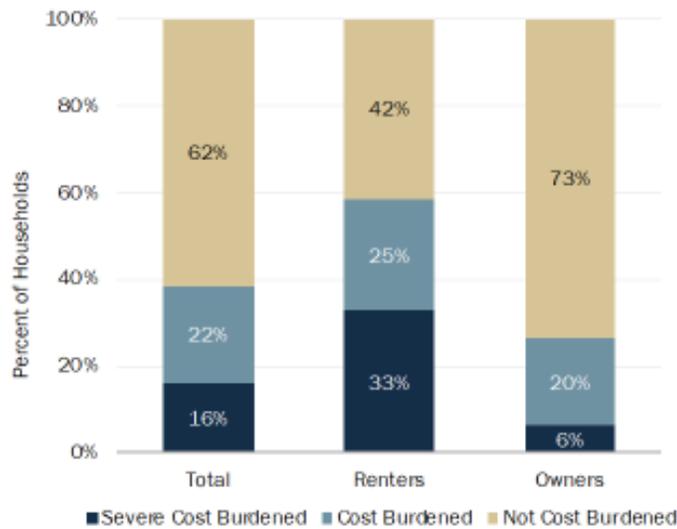
Troutdale has the largest population and is the most rent burdened of the three cities northeast of Gresham.

	Renter Cost Burden (over 30% paid toward housing costs)	Severe Cost Burden (over 50% paid toward housing costs)
Troutdale	58%	33%
Wood Village	49%	29%
Fairview	44%	23%
Portland MSA	50%	25%
Oregon	52%	27%

From 2013-2017 Factsheets prepared by ECONorthwest for Multnomah County

Cost Burden, Troutdale, 2017

Cost Burden and Severe Cost Burden by Tenure, Troutdale
Households paying 50% or more for housing costs are said to be **severely** cost burdened.



Source: U.S. Census, American Community Survey 2013-2017

Affordable Housing Pipeline:

We know of no other regulated affordable housing planned in the three jurisdictions.

Leveraged funding:

Home Forward anticipates leveraging 4% Low Income Housing Tax Credits (LIHTC), permanent loan and deferred developer fee. All of these anticipated funds are not competitive. The current budget shows a gap of approximately \$2M, which will need to be filled with state resources, Metro Land Acquisition gap funds or other resources.

The largest leveraging opportunity is available with Option 1 and the use of land provided free of cost by Multnomah County.

Leveraged services:

Home Forward will allocate a portion of a resident services time at the property, paid for from the property operating budget. We will also create partnerships based on the needs of the resident population and leverage existing services provided by other partners. If the project has vulnerable or formally homeless populations we intend to collaborate with the Joint Office of Homeless Services to provide ongoing funding for services.

Project selection process:

Home Forward will develop and own one to two projects in the balance of Multnomah County. We will select sites using the following criteria:

- Availability of free or discounted land
- Land that will hold approximately 111 units and is zoned appropriately
- Acquisition/rehabs that meet the unit mix criteria, are already occupied by low-income households, need minimal rehab
- High opportunity areas, as defined by access to transit, schools, jobs, parks, services and other amenities
- Opportunities to meet community development goals or develop beneficial service partnerships, and/or
- Opportunities that are aligned with funding resources

Home Forward will use its experienced development team to select projects. Potential projects will be reviewed by the Home Forward Board of Commissioners Real Estate and Development committee and will ultimately be approved by the Home Forward Board of Commissioners.

Prioritization criteria for site acquisition:

Similar to project selection process, site acquisition will use the following criteria:

Goals and/or initial commitments for leveraging additional capital and ongoing operating and/or service funding necessary to achieve the local share of Unit Production Targets

Description of project selection process(es) and prioritization criteria, including anticipated timing of competitive project solicitations and how existing or new governing or advisory bodies will be involved in decisions regarding project selection.

- Availability of free or discounted land
- Land that will hold approximately 111 units
- High opportunity areas, as defined by access to transit, schools, jobs, parks, services and other amenities
- Opportunities to meet community development goals or develop beneficial service partnerships, and/or
- Opportunities that are aligned with funding resources

Prioritization criteria for projects:

Not needed based on the fact that Home Forward will be the developer and owner.

Project selection process and role of governing/advisory bodies:

Home Forward is a public corporation and housing authority subject to local oversight with a long-standing role in affordable housing development, ownership, and management in the community. Home Forward will use its experienced development team to select projects. Potential projects will be reviewed by the Home Forward Board of Commissioner’s Real Estate and Development committee and will ultimately be approved by the Home Forward Board of Commissioners.

Affirmative Marketing, Tenant Selection & Lease-Up.

Home Forward will make concerted efforts to make apartments available to communities of color and historically marginalized populations using best practice strategies. In general, this will require:

- **Affirmative outreach and marketing to target populations.** Home Forward will engage in pro-active efforts to make disadvantaged populations aware of the availability of units, and the process and timeline for application. Home Forward will work with property managers and resident services to identify specific target populations for each project and will review the proposed outreach and marketing strategy for each project. This includes extensive outreach prior to lease up to organizations serving communities of color and agencies working with seniors, people with disabilities, veterans and other people experiencing housing instability.
- **Low barrier screening criteria** – Home Forward will use low barrier screening criteria that balances access to target populations, project operations, and community stability. Typical requirements may include less than standard market apartment income-to-rent ratios, reduced credit history requirements, and criminal history requirements that only consider an applicant’s recent convictions that are most directly tied to tenant success. Home Forward and our

Fair housing strategies and/or policies to eliminate barriers in accessing housing for communities of color and other historically marginalized communities, including people with low incomes, seniors and people with disabilities, people with limited English proficiency, immigrants and refugees, and people who have experienced or are experiencing housing instability

property manager will be required to review appeals to denials of standard screening criteria that take into consideration mitigating efforts of applicants that demonstrate stability and potential for tenant success.

MWESB Contracting

Since 2012 Home Forward has maintained a goal of ensuring that 20% of hard and soft costs are contracted to certified Minority, Women, and Emerging Small Business (MWESB) firms. We have consistently exceeded this goal and will continue our proven methods on the Bond projects. We will report on our ongoing project participation to Metro.

Strategies and/or policies, such as goals or competitive criteria related to diversity in contracting or hiring practices, to increase economic opportunities for people of color

Workforce and Apprenticeship Participation.

The Workforce Training and Hiring Program requires state-registered apprentices to work a minimum of 20% of the labor hours per trade on construction contracts over \$200,000 and subcontracts of no less than \$100,000. In addition to apprentice hours, Home Forward's program aims to increase the numbers of women and communities of color in the construction trades. To meet the goals and program requirements, Home Forward contracts with the City of Portland to monitor job hours and provide reporting. Labor hours are recorded by trade along with data showing hours worked by journey-level workers and apprentices and hours worked by minority and female tradespeople. We will report on our ongoing project participation to Metro.

Culturally specific programming selection consideration

Home Forward will take the following factors into consideration when developing/acquiring projects and creating services:

- Outreach, engagement, and ensuring participation of minority and women owned contractors in pre-development and construction of the project, as well as the on-going maintenance of the building;
- Engaging targeted and/or marginalized communities, communities of color as part of its leasing process;
- Creating an inclusive tenant screening criteria process, minimizing barriers to housing experience by communities of color;
- Providing culturally specific resources and services.

Requirements or competitive criteria for projects to align culturally specific programming and supportive services to meet the needs of tenants.

Home Forward plans that Resident Service Coordination will be provided at all projects, appropriate to the level of need of the target population. Resident Services will focus on eviction prevention, helping residents access services for which they may be eligible, and community building activities.

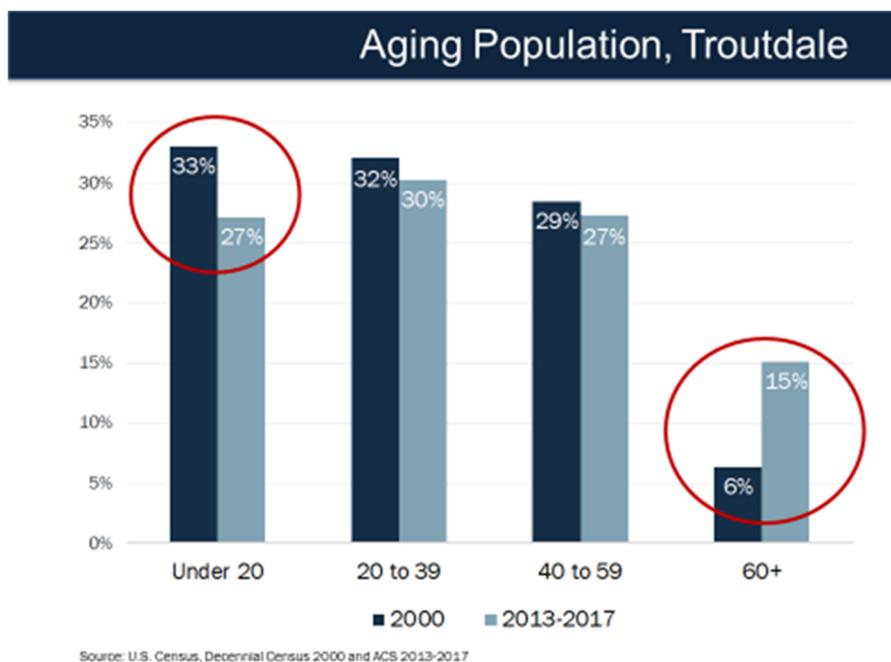
Engagement Summary and Outcomes

Home Forward's engagement process for major developments typically begins after a site has been determined (see following section). Our engagement prior to submitting this LIS has focused on getting to know the communities northeast of Gresham, including local elected officials and current residents who live on fixed and lower incomes.

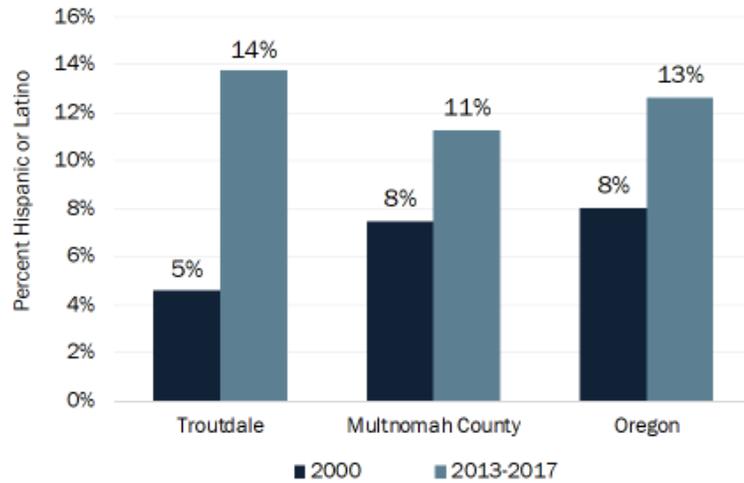
With the focus currently on "Option 1," the first steps in our engagement strategy have been to:

- 1) Provide introductory outreach to elected officials in each of the three local jurisdictions to clarify Home Forward's role in the Metro bond implementation (including presentation to Troutdale City Council);
- 2) Conduct a focus group utilizing Home Forward resident services staff working with residents in Home Forward apartment communities in East County;
- 3) Review Metro reports summarizing input from Communities of Color during Spring 2018 and Troutdale demographic trends (see charts below);
- 4) Conduct a large focus group with community service organizations serving east county (verifying, expanding and helping to prioritize Metro input from 2018 Communities of Color engagement); and
- 5) One-on-one discussions with service providers.
- 6) Conduct two focus groups with potential residents (one facilitated in English and one facilitated in Spanish).

Engagement activities focused on reaching communities of color and other historically marginalized communities, including people with low incomes, seniors and people with disabilities, people with limited English proficiency, immigrants and refugees, and people who have experienced or are experiencing housing instability



Growth in Latinx Population



Source: U.S. Census, Decennial Census 2000 and ACS 2013-2017, Table P008 and B03002.

The following table summarizes engagement and outreach efforts to date:

Date	Participants	Key Take-Aways
April 23, 2019	Focus Group with seven Home Forward resident services staff serving east county properties	Studios & 1-bedrooms are lacking in Home Forward's East County portfolio; balance with need for additional larger units for families. Barriers to access include complex procedures, translations and jargon. (Attachment 1)
May 3, 2019	Meeting with three Mayors, Metro Councilor, and County Commissioners	Troutdale – community concern with impacts of new multifamily development; Wood Village – issues with aging trailer parks and displacement of low income residents Fairview – interest in affordable home ownership models
May 29, 2019	Focus Group (workshop format) with 24 individuals representing 19 social service agencies serving East Multnomah County	See Executive Summary (Attachment 2) - co-hosted by Cities of Gresham and Portland - questions posed were based upon key topics identified in Communities of Color summary (Attachment 3)
May 21, 2019 and July 9, 2019	Home Forward Board of Commissioners meeting held at Troutdale (invitation to City Council members to join for dinner); Home Forward presentation to Troutdale City Council	Interest in senior housing opportunities; concerns about the capacity of schools to absorb additional students; availability of social services and Tri-Met frequency of service. Possible opportunity to increase jobs-housing balance by partnering with major employers.

July & August 2019	Mt. Hood Community College Head Start; Reynolds High School, El Programa Hispano; TriMet	Meetings with staff to identify barriers to services and opportunities for partnerships
September 25 and October 1, 2019	Community resident focus groups (two sessions with 20 participants at each group; 40 total participants)	See Attachment 4 – Focus Group Summaries
Upcoming Meetings		
Fall-Winter 2019-2020	Veterans, Senior and Disabled Services	
Fall-Winter 2019-2020	Amazon and FedEx employers & employees	

Local Implementation Strategy Goals

During the sessions described above, multiple themes were addressed which amplify input that has been heard throughout the region:

- **Development in Opportunity Neighborhoods** - Providing new affordable housing in high opportunity neighborhoods helps to achieve multiple Home Forward goals. These locations provide good access to transit, jobs, quality schools, commercial services, parks & open space, etc. **Option 1** (Troutdale downtown location) is consistent with community input that prioritizes proximity to transit and to schools. In particular, the newly constructed Troutdale Elementary is a short six blocks from the site.
- **Development in Existing Neighborhoods** – Input also emphasized the need to locate affordable housing in areas with existing underserved diverse populations. When considering **Option 2**, any new development and/or acquisition and rehab will strive to locate properties to address this goal.
- **Target Population Goals** – Families (especially Latinx and intergenerational immigrant households), seniors, veterans, people with disabilities, and people experiencing current housing instability have been identified as groups needing housing in eastern-most Multnomah County. We anticipate households representing each of these groups will be part of the diverse community housed by either Option 1 or Option 2.
- **Increased Opportunity for Greater Jobs-Housing Balance** – Large numbers of entry level jobs are available in eastern-most Multnomah County; many resulting in household incomes lower than 50% AMI. Both Amazon and FedEx facilities are located in Troutdale yet affordable rental housing for households earning less than 50% AMI is limited. Home Forward will seek and welcome opportunities to partner with large employers to increase local affordable housing opportunities for employees.

Summary of how the above themes are reflected in the Local Implementation Strategy.

- **Access to Services** – Input stressed that access to social service providers is a challenge throughout eastern Multnomah County. Driven by data, research and best practices, Home Forward, in collaboration with external stakeholders, is designing a framework so that individuals and families can thrive in ways they find most meaningful. The approach is person-centered, trauma-informed, and employs a racial justice lens. The model recognizes the need for enhanced access to social service providers and culturally sensitive programming in the East Multnomah County region and will continue to cultivate relationships to meet this need. Home Forward anticipates introducing and launching the effort in early 2020.

On-going Community Engagement Opportunities:

- **Community Advisory Committee (CAC)** – Home Forward’s successful experience in major developments has proven the value of this engagement model. The CAC will take shape as soon as the architectural design team is selected and work begins on a new development.

In Home Forward’s experience, the CAC model creates an effective forum for all stakeholders to hear and discuss with staff—and each other—issues ranging from physical design to equity in construction contracting to future supportive service programming. An “open house” community meeting will also be planned when initial design concepts are ready to share. As construction nears completion, the CAC will discuss marketing and lease-up strategies and work underway to forecast school enrollment increases.

Participants typically include: representatives from historically marginalized groups; neighbors immediately adjacent to the property; neighborhood/business association and faith-based representatives; school and social service agency representatives; Metro, Multnomah County and City of Troutdale partners; and members-at-large recruited from advocacy groups.

- **On-going Communication** — As the design begins to take shape with input from the CAC and design workshops, a newsletter will be sent to all households and businesses within a half-mile radius of the site. Since the design and construction will span multiple years, these periodic newsletters will keep people updated on the project schedule and point people to the project website for more information.
- **Lease up** – The property management team will conduct enhanced outreach to communities of color during the marketing phase for lease up of the 111 units funded with the Metro Housing Bond. Home Forward is currently piloting a new outreach model that includes an “outreach and equity navigator” position to ensure targeted outreach is occurring for new properties. We will continue to work to ensure access for all communities needing our assistance, especially those who have been disproportionately marginalized throughout the history of the community.

Strategies for ensuring that ongoing engagement around project implementation reaches communities of color and other historically marginalized community members, including:

- people with low incomes,
- seniors and
- people with disabilities,
- people with limited English proficiency,
- immigrants and refugees,
- existing tenants in acquired buildings, and
- people who have experienced or are experiencing housing instability

Attachment 1



Focus Group with Internal Community Services staff working in East County

Notes from April 23, 2019 discussion

Attending:

- Melissa Arnold, facilitating (RCSC manager)
- Odalis Perez-Crouse (Goals manager)
- Rebecca Enriquez, RCSC
- Jessica Rayos, Goals coordinator
- Nikki Long, Goals coordinator
- Anna Wilson, RCSC
- Tabetha Suda Opoka, RCSC

Observers: Gresham staff Brian Monberg (housing policy) and Alex Logue (community engagement); Pamela Kambur, Home Forward staff working on East County engagement

What are some of the most important locational factors for residents choosing their housing?

- Transportation (can take 2-3 buses to reach places)
 - Transit can be anxiety provoking (presents barriers for riders with mental health concerns or undocumented status)
 - Transit can be impossible for mom with 3 small children without stroller or car seats
- Grocery stores
- Proximity to services (example: food pantry)
- Proximity to youth programming

What do people look for at their apartment community? What type of housing is needed?

- Space for community gatherings (community rooms)
 - Balance bringing services to the property with encouraging people to self-advocate and go out into community
 - Central City Concern model is good with service providers on first floor
- Mixed communities: example of New Columbia with grocery, rentals and homeownership
- Biggest desire: single family homes or duplexes where there is a yard and they get practice of what it's like to be a homeowner (paying utilities, yardwork, etc.)
- Studios and 1-bedrooms are lacking in Home Forward's portfolio in East County
 - Needed by seniors and single parents whose kids have moved out
- Larger family units also needed (recognize need for a mix)
- Well insulated (need to avoid huge utility bills)
- Overall energy-efficient (appliances, insulation)

- Elevator access needed (not just for seniors and people with physical disabilities; helpful for families too)
- Desire for washer, dryers and air conditioners in units
- Outdoor space “that makes you proud of where you live”
- Durable flooring materials
- Focus on safety; adequate lighting
- Adequate space for garbage and recycling (larger properties need multiple locations for enclosures)
- Containers for pet waste disposal and needle disposal
- Seismic safety
- Recognition that noise from kids is natural

What are some of the most common barriers to accessing affordable housing?

- Money for security deposits
- Expenses related to moving
- Jargon is hard to navigate
- Leases are not easy to understand; even when translated into other languages
- Requirements related to standards for numbers of bedrooms household is eligible for (concern with having children of different genders or ages having to share rooms)
- Screening criteria regarding credit history and criminal backgrounds limit access
- People don't understand how to request reasonable accommodations

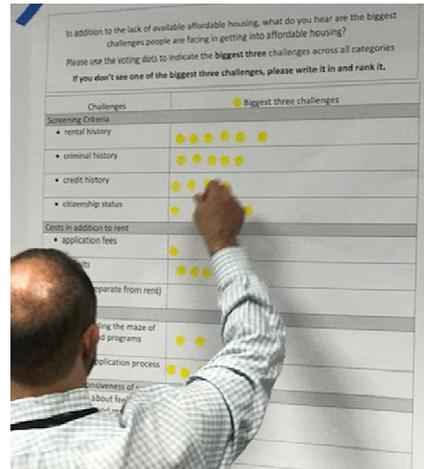
How do people find affordable housing?

- Finding information about current availability is difficult
- People have to try multiple methods
 - Events
 - Internet
 - Community partner agencies and non-profits
 - Especially housing case managers that help people fill out the paperwork
 - Culturally-specific advocacy groups

Initial take-aways: Brian and Alex thanked participants for their expert input. He noted a few things that struck him:

- Need for an east county “resource guide”
- Need for jurisdictions to consider how can we support housing case managers better help people access affordable housing
- Transit can be a barrier – can we consider using Metro’s “Regional Travel Options” grant program for innovative ride-share options to help for situations where transit is just not reasonable
- Need for more ADA accessible and visitable options
- Need to balance need for studios/1-bedrooms with need for larger 2+ bedroom apartments

Attachment 2 - Community Partners Focus Group



Input for Affordable Housing Planning in east Multnomah County

Executive Summary

During May 2019, 24 social service providers and affordable housing advocates representing 19 agencies serving areas of East Multnomah County (east of I-205) came together for a discussion in four key areas:

- 1) Housing location preferences;
- 2) Types of housing needs;
- 3) Social services needed; and
- 4) Barriers to access.

Agency participants included specialties in workforce training, healthcare, food insecurity, housing providers, crisis services, and advocates working with specific communities of color. Participants were asked to respond from the perspective of the people they serve in order to help decision-makers better understand priorities. The focus group questions were composed by the host agencies* as a way to verify, prioritize, and identify gaps from comments gathered through outreach by communities of color during Spring 2018 (prior to passing the regional affordable housing bond).

A series of questions at each “station” around the room allowed participants to respond with comments and/or “dots” (priority votes). After all participants had rotated to each station, a large group discussion gathered additional comments. Below are the primary themes that came through in each topic area during the stations and large group discussion:

1) Housing location preferences –

- a. Amenities - When given a wide range of community amenities, access to bus or MAX was the highest priority, followed by proximity to a school where students are already enrolled. Access to a grocery store came in as the third highest priority. Overall, safety and social connections were identified as drivers of location choice.

- b. Willingness to relocate for better services - When asked to choose between an existing neighborhood or moving to a similarly affordable home in an “opportunity neighborhood” (with higher school rankings, more amenities, etc.), more than half the participants (56%) believe their clients would choose to stay in their existing neighborhoods. There was a strong belief that closeness to social networks of friends and family were key determinants of choice, especially during times of economic stress.

2) Types of housing needs –

- a. Unit sizes - A continuum was provided that included small units (studio & 1-bedroom) on one end and larger units (2, 3, & 4 bedrooms) on the other. The majority of participants (64%) indicated larger units are the highest priority in order to accommodate larger families and intergenerational families from immigrant communities. A 50/50 mix of housing types was indicated by 21% and another 14% indicated a need for smaller units to house seniors and individuals previously experiencing homelessness.
- b. Homeownership opportunities – Advocates emphasized that options for affordable homeownership need to be considered as part of the Metro affordable housing bond implementation.
- c. Design features needed - better sidewalks & streetlights; safe and green areas for children to play outdoors; needs for greater ADA accessibility, better soundproofing & insulation; larger community rooms; laundry facilities; safer enclosures for recycling/refuse; and safe areas for walking pets.
- d. Populations needing assistance – Participants advocated for households at 30% MFI who need resident services support to be successful (i.e. Not only the current focus on the wrap-around supports needed as Permanent Supportive Housing); expressed needs for more culturally sensitive programming and staffing; identified needs of LGBTQ, foster kids, and survivors of trafficking/sex workers, plus people with a range of disabilities (in addition to populations typically served); and suggested congregate SRO (single-room occupancy) models for chronically homeless.
- e. Differences between jurisdictions in East County – In East Portland, lack of sidewalks is a key factor leading to needs for better pedestrian safety/lighting. Also needs for affordable grocery stores; more parks, and coordination with community-driven planning efforts. In Gresham, concerns about stabilizing rents and potential displacement were high, especially for the diverse population in Rockwood and the Rockwood Rising development. In Wood Village, issues around older trailer parks are impacting vulnerable immigrant families (many from indigenous areas of Mexico that are non-Spanish speaking). In Troutdale, workforce housing and rent burden (costs of housing) are issues. In Fairview, similar to all communities, transportation access was cited as a concern.

3) Social Services Needed –

- a. Four top priorities - The following services surfaced as the top four: (i) Financial assistance (subsidies such as vouchers, down payments, etc.); (ii) Culturally appropriate services and activities; (iii) Mental health and addiction services; and (iv) Childcare assistance.

- b. Permanent Supportive Housing (PSH) - In prioritizing populations who need PSH services, over 78% of the participants indicated that the East County focus should be on services for families who have experienced homelessness. When prioritizing the types of PSH services, access to Community Health Workers (a peer support model providing knowledge in criminal justice, mental health and substance abuse issues) were strongly supported and prioritized above more traditional counseling models. The need for culturally-specific services was also highlighted.

4) Barriers to Access –

- a. Screening criteria – Identified as the largest barrier during the voting process, 49% indicated issues of rental history, criminal background, credit history, and citizenship status seriously limit access to affordable housing.
- b. Racial discrimination and lack of cultural responsiveness – During the large group discussion, race was called out as a primary barrier to housing access for people of color. Along with lack of training for property management staff (including topics of racial justice, equity and trauma-informed practices), the lack of culturally responsive services was highlighted.
- c. Overall costs and navigation - Understanding the application process and maze of programs (navigation), plus the associated costs of deposits/fees also were identified as barriers (32% combined).
- d. Supporting access – Participants indicated a large number of staff positions in their agencies that provide housing advocacy, plus direct coaching and navigation supports for their clients. They indicated a need for better education so clients know their rights under fair housing and tenant laws.

In closing, on-going outreach to those most impacted by the lack of affordable housing is essential. In addition, continued collaboration between housing and social service providers is needed to address systemic barriers to initial access to affordable housing and on-going success.

<i>Name</i>	<i>Email</i>	<i>Agency Affiliation</i>
Sherry Gray	sgray@bridgehousing.com	Bridge Housing Corporation
Jim Hlava	jim_hlava@cascadiabhc.org	Cascadia Behavioral Health Center
Mary-Rain O'Meara	mary-rain_omeara@cccconcern.org	Central City Concern
Mercedes Elizalde	mercedes.elizalde@cccconcern.org	Central City Concern
Yesenia Delgado	ydelgado@elprograma.org	El Programa Hispano Catolico
Steve Lara	slara@elprograma.org	El Programa Hispano Catolico
Erika Kennel	erika@habitatportlandmetro.org	Habitat for Humanity Portland/Metro East
Jaime Johnson	jjohnson@humansolutions.org	Human Solutions
Sarah Schobert	sschobert@humansolutions.org	Human Solutions
Andy Miller	amiller@humansolutions.org	Human Solutions
RJ Stangland	rstangland@impact.org	Impact NW
Debbie D. Cabrases	debbie@latnet.org	Latino Network
David Dimatteo	david@latnet.org	Latino Network
Anne Sires	annes@mfs.email	Metropolitan Family Services
Natalie Martin	nmartin@naranorthwest.org	NARA NW
Tony Bethune	tbethune@newavenues.org	New Avenues for Youth
Michelle DePass	michelle.depass@portlandoregon.gov	Portland Housing Bureau
Tiana Hammon	thammon@portlandoic.org	Portland Opportunities Industrialization Center
Jackie Keogh	jackie@proudground.org	Proud Ground
Erik Pattison	erik@rosecdc.org	Rose CDC
Kirsten Wageman	kirsten@snowcap.org	Snowcap
Laura Gumpert	sustainabilitycoord@trashforpeace.org	Trash for Peace
Christine Sanders	christines@wallacemedical.org	Wallace Medical Concern
Victoria Libov	vlibov@worksystems.org	Worksystems

Attachment 3

Key topics identified by Communities of Color Outreach under contract to Metro – Spring 2018

Location criteria	<ul style="list-style-type: none"> Near schools, parks/pools, community centers, public transportation (LN) Near stores that have fresh food and produce; no liquor stores; near where the jobs are (BPI) Near areas where low-income families already live and have community ties (LN & V-LC) Do not assure preference for “opportunity zones” – instead remain in schools/areas people are already living (WH) Stabilize and strengthen where people already live – stop displacement of people of color (BPI)
Type of housing (# bedrooms; affordability goals, etc.)	<ul style="list-style-type: none"> At least 2-bedroom; preferably 3+ bedrooms (LN); 3+ bedrooms focus for new construction (WH & BPI) Multigenerational housing; housing for different sizes of families (V-LC & NAYA & APANO) Larger units have multiple bathrooms (especially of concern by youth; 11 in household getting ready for school) (LN & NAYA) Need community spaces with apartment buildings (LN); play areas (BPI) No charges for parking (LN) Mobile home park preservation and purchase for affordable housing (V-LC) Purchase existing market-rate buildings and assure existing residents are protected (V-LC) Housing that creates community: gardens, shared outdoor spaces (V-LC) Housing that creates culturally sensitive, Native community owned and operated housing development (NAYA) Ensure community-based and organizations of color develop and own properties developed by bond funds (WH) Serve low-income elderly, families w/kids in school, mental health challenges (BPI)
Resources needed for success	<ul style="list-style-type: none"> Culturally specific and responsive services (NAYA) Respond when people bring their issues to the attention of agency representatives (BPI)
Understanding and accessing affordable rentals	<ul style="list-style-type: none"> Demystify the housing systems (NAYA) Availability for undocumented households (V-LC) Education about screening criteria and how anti-discrimination is enforced (LN) Consider administrative preference policy for communities of color (WH) Address housing discrimination (BPI) and racial diversity access (BPI)
Engagement process	<ul style="list-style-type: none"> Desire to remain involved in decisions moving forward (LN) Get information out to where people are (BPI)
Other concerns	<ul style="list-style-type: none"> Landlord-tenant relations (respect, repairs, rent increases) (LN) Home ownership for undocumented families (V-LC); needed to build intergenerational wealth (APANO) Culturally responsive homeownership funding (NAYA) Funding to prevent displacement (NAYA)
Key: LN – Latino Network summary V-LC – Verde-Living Cully (Cully Housing Action Team) NAYA – Native American Youth and Family Center	WH – Welcome Home APANO – Asian Pacific American Network of Oregon BPI – Black Parent Initiative

Attachment 4



FOCUS GROUP SUMMARIES

English-speaking discussion at Fairview Oaks on September 25, 2019

- 9 Home Forward clients: 4 from east county properties; 8 with Section 8 vouchers
- 10 guests of clients: 4 from Gresham; 1 from Troutdale; 5 from Outer SE Portland; and 1 from Salem

Location

<p>What were the top two reasons you chose to live where you currently live?</p>	<ul style="list-style-type: none"> • On the MAX line • Close to work • Convenient / close to grocery stores • More affordable rental prices
<p>In addition to the above reasons, are there specific reasons you're located in east county?</p>	<ul style="list-style-type: none"> • Value diversity • Wanted to get away from Portland • Close to outdoors – gorge waterfalls, parks • Found a property with a close-knit community; we look out for one another
<p>Are you aware of families “doubling up” in crowded homes? Or “couch surfing” from friend to friend to stay sheltered? What do you think are the top reasons for this?</p>	<p>Overall, yes to awareness of doubling up... Due to:</p> <ul style="list-style-type: none"> • Lack of affordable options/ rents are too high • Criminal background or bad credit issues • Abusive relationships • Past evictions • Substance abuse
<p>If there were two identical apartments at the same price,</p> <ul style="list-style-type: none"> • one is close to where you currently live which is in an area that is struggling but is close to friends and family; and • one is where there are lots of great services (parks, library, good schools”... but it is in an unfamiliar part of town <p>Which location would you choose, and why?</p>	<p>Show of hands:</p> <ul style="list-style-type: none"> • 10 people would move to an opportunity neighborhood even if across town • 4 people would stay in the neighborhood where they are

Types of Housing Needed

<p>What are you looking for when you search for an apartment for your family? (give time for an open list; then follow up with specifics)</p>	<ul style="list-style-type: none"> • Safe location • Apartments with more space (larger rooms overall) • Community room onsite to allow for community building and trainings • Need more bathrooms in larger units • Washer/dryer in unit • Located in safe neighborhoods • More space for storage • Overall cleanliness of property • Good management • Sober housing • Prefer electric heating (only one bill to deal with)
<p>How many bedrooms do you think are needed?</p>	<ul style="list-style-type: none"> • More bedrooms (3 and more) for larger families
<p>What are your parking needs? How many cars does your household have?</p>	<p>Parking needs (show of hands):</p> <ul style="list-style-type: none"> • 1 parking space per unit: 10 (majority) • 2 parking spaces/unit: 4 • No parking spaces/unit: 4

Services Needed (social & health services, grocery stores)

<p>What services do you and your family use most often? (give time for an open list and then follow up with specifics)</p>	<ul style="list-style-type: none"> • Transportation (bus; MAX and Walmart shuttle service) • Local grocery stores • Food boxes • After school homework programs • Free lunch programs • Wallace health clinic • Parks and schools
<p>Are there specific services like addiction prevention that are especially hard to find?</p>	<ul style="list-style-type: none"> • Mental health services • Peer support services – mentors for addiction prevention • In general, more activities for families needed • Utility assistance needed (and help when garbage increases are suddenly imposed) • Emergency assistance • Computer skills training needed • Leads of jobs and “job fairs” • Higher education outreach; mentors for college advising

<p>What kind of barriers do you face in accessing these services (transportation, childcare, culturally sensitive staff, etc.)?</p>	<ul style="list-style-type: none"> • Childcare and high cost of care • Overall, not enough services since the need is so high • Not having a case worker is a barrier to getting services • Communication with case workers can be a barrier
<p>How far do you have to travel (or how long does it take you to get there)?</p>	<ul style="list-style-type: none"> • Range from 30 minutes by car to 90 minutes by MAX and bus from east county to OHSU

Challenges/ Problems Finding Affordable Housing

<p>Other than high costs and lack of affordable apartments, what are the top barriers you face in finding affordable housing in a neighborhood that meets your needs?</p>	<ul style="list-style-type: none"> • Application fees • Deposits, move-in costs, pet fees • Rental history • Discrimination (race, larger families, pets) • Criminal history
---	---

Resident Advisory Committee Report



MEMORANDUM

To: Board of Commissioners Date: October 15, 2019

From: Pamela Kambur, Community Relations Manager
503.802.8508 Subject: Resident Advisory Committee
Annual Report to the Board of Commissioners

Overview

The Resident Advisory Committee (RAC), approximately 20 members living at Home Forward properties and/or participating in the Section 8 rent assistance voucher program, meet monthly to discuss affordable housing policy-level issues. Often these issues are identified by staff and occur prior to the topic appearing on agendas for the Board of Commissioners (BOC); other times issues are identified by public comment at RAC meetings or identified as an advocacy topic by consensus of RAC members. A range of topics, including the Access to Resources and Opportunity (ARO) resident services redesign, emergency preparedness, and federal/state opportunities for advocacy, have been discussed during the past RAC year (September 2018 through August 2019).

During the public comment period at the March 2019 RAC meeting, residents and advocates testified about their experiences with on-site third-party property management companies serving residents at Home Forward properties. Home Forward contracts with third-party property management companies to operate approximately 60% of the homes within the agency's affordable housing portfolio. These third-party property management companies are Income Property Management, Affinity Property Management, Central City Concern, Quantum Residential, and Pinehurst Management. (Home Forward utilizes an in-house property management department to operate the remaining 40% of homes in its portfolio.)

Because RAC members do not get address specific property-level disputes, the discussion at subsequent RAC meetings focused on broader policy questions including:

How does a mission-driven agency such as Home Forward ensure a quality of service to residents that is consistent with agency values where services are provided under contracts with private, for-profit property management companies?

After meeting with Home Forward's asset management staff, RAC members were curious to learn more information about how other mission-driven agencies approach these issues. Fortunately, Emily Scott, a recent graduate of the Masters of Urban Planning program at Portland State University, was available to extend her internship in order to undertake a research project.

The attached report "**RAC – Led Research Summary 2019: Exploring the Third-Party Management – Agency – Tenant Relations**" summarizes the findings, initial comments from RAC members, and some ideas for next steps. RAC members are prepared to summarize the findings and preliminary recommendations during their October 15th BOC presentation.

Recommended Next Steps

RAC members are cognizant of the many policy and program issues that agency staff prioritize. With this sentiment in mind, during their recent meeting on October 8th, RAC members identified two initial recommendations:

- 1) Explore a relationship with Community Alliance of Tenants (CAT) to organize focus groups with a representative sample of properties managed by third-party property management companies. As identified during the research process, more input is needed to gather a wider range of tenant perspectives. CAT has contracted with Home Forward in the past. Additionally, RAC members have a high level of respect for the work done by CAT and hope that a trusted, neutral party will help residents speak freely about their concerns without fear of reprisal.
- 2) Establish a strategic planning group composed of RAC members, Home Forward staff (asset management, residents services, and property management), along with third-party property management representatives, to further explore the issues and preliminary recommendations. RAC members suggest convening the group at least three times each year to discuss solutions and review progress.

RAC members welcome Board comments and suggestions about the specifics outlined here, as well as any feedback you may have about how the committee can continue to be of value to the agency and assist in the important work Home Forward does in our community.



RAC-Led Research Summer 2019:

Exploring the Third Party Management – Agency – Tenant Relationship

Home Forward's Resident Advisory Committee (RAC) recently initiated a research project focused on affordable and public housing providers that contract with third party property management companies. RAC members wanted to learn more about the relationships that exist between three groups: 1) mission-driven affordable housing providers like Home Forward; 2) private, for-profit contracted property management companies; and 3) the tenants that reside in third party managed properties.

Following a facilitated brain-storming session with the RAC about the research project, members identified key elements of the relationship that they would like to survey to other mission-based housing providers. Members of the asset management and communications department also contributed desired study categories, and a survey was developed to best capture the perspectives of housing providers that maintain third party property management contracts. Emily Scott, a PSU Masters of Urban Planning intern, completed the phone survey during a three week period between July/August 2019. (See Appendix B: RAC Survey & Notes)

The primary categories of the survey included:

Context: What are the characteristics of the agencies' third party management portfolios, how many different companies do agencies contract with, how is the property management market experienced in the provider's area?

Grievances & Tools: How are complaints and issues monitored and processed, how is tenant satisfaction gauged, what are the characteristics of grievance communications?

Quality of the Relationship: How are the mission and values of the agency communicated to third party property management, what are opportunities or interventions explored or initiated to assist the tenant-third party relationship, and what is the agencies satisfaction with third party contractors?

SECTION 1: CONTEXT

The context portion of the survey sought to understand the characteristics of the different agencies surveyed. As expected, context varied across respondents. Some agencies like San Diego Housing Commission are 100% third party property managed, and others like REACH CDC have a minimal portfolio (1 property) managed by a third party. (See Appendix A: Summary Table)

Due to the various context of the surveyed respondents, generalizations and summarized responses are difficult to assess, and context should be considered when understanding grievance procedures and opportunities explored concerning the third party property management company and tenant relationship. A broad and common theme of respondents, regardless of portfolio context, was the difficulty of navigating the local property management market as an affordable housing provider.

Five of the seven respondents who addressed the question on market choice and quality for management companies expressed difficulty with finding companies able to meet their unique needs of compliance with affordable housing requirements, while also being socially and emotionally equipped to appropriately interact with tenants. Respondents explained that administrative ability and experience with financial compliance is critical to operations and there is limited choice of local companies equipped to handle those tasks.

Other reasons cited for lack of choice and availability in local markets across the country included:

- Unenticing management fees
- Lack of desire to extend portfolio to affordable housing
- Issues retaining and attracting staff

SECTION 2: GRIEVANCES & TOOLS

The second section of the survey sought to understand practices used to gauge, remedy, and understand complaints and issues from tenants specifically concerning third-party property management companies. Similar to context, respondents described various tools and processes for grievances, and the ways in which grievances were remedied typically fell into the following broad categories:

1. Designated individual staff member receives and manages grievance
 - a. Ombudsman
 - i. One respondent maintains a role for an “ombudsman” to specifically handle mediation, complaints, and issues from tenants. The Louisville Metropolitan Housing Authority created the role roughly four months ago after a job audit revealed a need for an ombudsman. Currently, LMHA is very satisfied with the creation of the position, and expressed the benefits of increased staff capacity to address issues, perform mediation, and manage follow up for tenant grievances.
 - ii. One respondent is currently exploring an ombudsman role
 - b. Discretionary role of asset management team (often the Director)
 - i. A few respondents expressed that the Director of Asset Management is the ultimate oversight and facilitator of any mediation or remediation of a grievance. Often the involvement of this staff member is only triggered when the third party’s internal property management grievance procedures have been utilized and a tenant continues to request assistance.
 - c. Discretionary role of resident services team (Director)
 - i. A few respondents expressed that the Director of Resident Services is the ultimate arbitrator of a grievance remediation. Again, this involvement is usually only triggered when third party’s internal property management grievance procedures have been utilized and a tenant continues to request assistance.

2. Written surveys

Surveys were the least utilized method for receiving and gauging grievances, however were widely considered a good idea or potential tool for capturing perceptions of third party managed tenants. A few respondents described that the current use of surveys, but only for self-managed properties; one respondent expressed they administer surveys agency wide to their entire portfolio as part of a tenant stability program, and one respondent was currently altering their survey process in an attempt to capture more qualitative components of the tenant experience like “comfortability” and how tenants “feel in their home.”

3. Mediation meetings, panels, one-on-one communication

The most common form of grievance remediation for tenants was case-by-case tenant communication that would typically take place through mediation meetings between the tenant, a third party property management staff member, and an agency staff member (typically Director level asset management or resident services). Cambridge Housing Authority maintains a “grievance panel” consisting of CHA staff, residents, and commissioners. Apart from CHA, “meeting style” remediation were largely inexplicit processes where triggers, format, proceedings, and follow up responsibility were exercised at the discretion of an agency staff member who was fielded the issue or complaint.

4. Process entirely self-managed by third party company

Three of the respondents yield discretion to the third party management company and their internal grievance procedures, and do not, or very rarely, get involved. Their responses also implied that major grievances necessitating intervention outside of the contracted grievance process have yet to be experienced by their agency thus far, which is likely the rationale for this response.

This second survey section also sought to understand volume and tracking of complaints, and for respondents that addressed the issue of quantity of grievances, the types of grievances fell into two major categories:

Property-based issues: maintenance issues, noise complaints, lease terms, etc.

Relationship issues: concerns of being treated fairly, not being listened to, and any issues between on-site staff and a tenant concerning treatment or communication.

The majority of property based issues are recorded and tracked in logs and software systems such as maintenance requests and lease violations. Relationship issues were not formally captured in a similar fashion – and therefore providers were only able to provide rough estimates of how often relationship issue complaints were communicated. For those that did provide descriptive responses, they estimated relationship issues occurring about twice a month, roughly 24 times a year.

Separating the typology of tenant complaints is a difficult component to this research, as satisfaction concerning listening, fairness, etc. are difficult to measure and quantify when compared to grievances fielded due to property based issues. Understanding and defining

relationship issues and how they differ from property based issues would be beneficial, and could support further communication on this topic within the third party – agency – tenant relationship.

SECTION 3: QUALITY OF THE RELATIONSHIP

The third section of the survey analyzed respondents' offered training, and sought to understand general perceptions of agencies and their satisfaction with their third party contractors.

Many agencies recognized that the on-site personnel is a critical component to service delivery, and the topic of qualified staff included issues from general staff shortages in the field, to a lack of "soft skills" required to satisfactorily perform the unique role of providing on-site property management services to vulnerable populations. On top of the difficulty of ensuring qualified personnel, agencies currently lack the ability to exert any oversight into the third party companies hiring practices or hiring decisions.

The topic of training for third party staff provided mixed results, and while no agencies currently *require* social-based trainings, like trauma-informed service delivery, some offer trainings, and some openly invite third party staff to existing agency trainings. A few agencies include recommended trainings and certifications in their contracts with third party companies as a resource. Overall, trainings were considered a good idea by respondents, and a few commented they would like to explore trainings as an opportunity to improve on-site staff operations in their agency.

When considering the overall satisfaction that agencies held with their third party contractors as business partners, most agencies were satisfied with their ongoing relationships. Some agencies were exploring opportunities to further assist the relationship and tenant experience of third parties including:

- Revisiting contracts and requirements where expectations may be outdated.
- Holding meetings, or "round-tables" twice a year between agency resident services and on-site staff (third party managed) to encourage communication and provide a space for dialogue on over-lapping areas of concerns.
- Agency-led analysis of the cost-benefits and historical relationship with third party management companies as compared to in-house management.
- Consideration of adding or hiring an "ombudsman" or advocate role for tenant issues or grievances.

OVERALL TAKEAWAYS

The common themes that emerged overall from the research include:

1. *The third party picture is complex and varies agency to agency.* Naturally, responses varied as percentage of portfolio managed, total units managed, and geographical area differed across agencies. Unique, agency appropriate interventions are important to consider.

2. *Mixed responses on whether there is a discrepancy between third party property management service delivery and in-house service delivery.* While the majority of respondents readily recognized the power dynamic that exists between residents and property management; only a handful of agencies were considering or exploring interventions or remediation to assist the relationship between tenants and third party property management.
3. *Interventions and solutions are in the “early stages”.* For those agencies exploring how to support the property management – tenant relationship, interventions (such as a dedicated “ombudsman” role within the agency, satisfaction surveys, or trainings) are in the early stages of initiation or research. The most commonly utilized intervention was the “mediation meeting” where issues that could not be contained to the third party contract grievance process due to severity or persistence, were being remedied during a discretionary case-by-case “mediation meeting” typically involving an individual at the director level of resident services or asset management.
4. *On-site staff is critical!* Majority interviewed identified relationship dynamics between tenants as imperative on the social, emotional, and workforce capacity of the on-site management staff that facilitates tenant interaction. Few respondents invite third party staff to agency trainings, like trauma informed service delivery and de-escalation, and two agencies recommend or suggest certifications or trainings beneficial to third party staff. No agency requires trainings or certifications, and one agency provides social support training directly to their third party partners.

RAC RESPONSE AND NEXT STEPS

At the August 2019 RAC meeting, members were able to receive and discuss the preliminary results of the survey. **Communication** emerged as an emphasized need within the third party – agency – tenant relationship including:

- Clearly written and easy to understand steps in the grievance process are posted and available to tenants (such as a flow chart for tenants explaining the grievance process)
- Opportunities for residents to talk directly with Home Forward when issues emerge with third party management companies (such as an anonymous survey done a couple of times each year and/or the ability to talk to a Home Forward decision-maker/mediator)
- Third party staff hiring procedures that include a screen for “soft skill” aptitudes (trauma-informed care, active listening skills, de-escalation, etc.) and have opportunities to increase their skills with trainings, certifications, conferences.

- Home Forward and third party management leadership develop clear expectations around goals and values as they relate to the agency's mission.

RAC members will be working together to formulate recommended next steps and are anticipating presenting the recommendations to the Board of Commissioners in October 2019.

ADDITIONAL RECOMMENDATIONS

While the RAC will continue to collaborate on recommendations, the report author (Emily Scott, intern) suggests the following recommendations:

- 1. *Incorporate tenant perspective:*** Colleagues at Community Alliance of Tenants (CAT) expressed interest in collaborating with our work to provide tenant perspective and to assist our understanding of this topic. Maintaining this relationship while exploring alternative ways to continue to capture resident voices on this topic could assist this research.
- 2. *Analyze interventions that at various levels of the third party – agency – tenant relationship, with an emphasis on addressing “discretionary grey zones”:*** Many elements of the third party – agency – tenant relationship typically rely on “discretionary grey zones” across agencies that do not explicitly identify expectations, processes, or staff responsibilities including:
 - Suggestions or encouragement vs. requirements or expectations for training or applicable workforce development for on-site staff
 - Case-by-case consideration for the provision of mediation outside of the third party contracted grievance process i.e. few formalized processes for when a grievance requires mediation.
 - Follow-up and feedback not formalized – who is accountable for determining if a remediation was satisfactory for the tenant?
- 3. *Continue communication with providers:*** For the brevity of this report, the responses received from affordable housing providers in the survey process were organized into common themes, however the individual relationships of affordable housing providers and their third party management contractors were unique and varied. Further and ongoing communication with housing providers could add significant context to this topic, and continue to evolve our understanding of the potential for various interventions. Providers polled were overall interested in learning more about this topic, and collaboration within the housing field would prove beneficial to addressing the RAC's research question.

CONCLUSION

The third party – agency – tenant relationship is a complex relationship that varies among affordable housing providers. The dynamics of the relationship are dependent on on-site staff, relationship expectations, communication formats and processes, and an understanding of the unique perspective of each member of the relationship. Supporting the third party – agency – tenant relationship includes opportunities for collaboration with other affordable housing providers, continued conversations with residents, and an exploration of workforce development options for third party staff

APPENDIX A – SUMMARY TABLE			
Housing Providers	Respondent's Role	Management Firms / Percentage of Portfolio / Units managed under contract	Level of Intervention
Housing Authorities			
Louisville Metropolitan Housing Authority Louisville, KY	Regional Director of Property Management	2 / 25% / 963	-Ombudsman
San Antonio Housing Authority, San Antonio, TX	Director of Policy and Planning & Executive Assistant to Director of Public Housing	7 / 10% / 564(PH only)	-Log of grievances for public housing only -Recommended trainings included in contracts -Invited to agency trainings -Currently re-analyzing contract requirements with third parties
Seattle Housing Authority Seattle, WA	Property Management Administrator & Property Management Coordinator	2 / 15% / 863	-Currently analyzing third party management use -Property Management Coordinator operates in “ombudsman” role -Disperse survey as part of their “Tenant Stability” work
Oakland Housing Authority Oakland, CA	Director of Asset Management	5 / 50% / 844	-Currently considering “ombudsman” role -Director of Asset Management performs “Executive Review” of any required grievance
Housing Development Partners – Subsidiary of San Diego Housing Commission San Diego, CA	Senior Asset Manager	5 / 100% / 1537	-Senior Asset Manager handles any grievance that continues past third party grievance procedure -annual “open house” held at properties for residents
Charlotte Housing Authority Charlotte, NC	Program and Policy Analyst	2 / 338 (owned by CHA) 1430 (partners with CHA)	-Asset Management team conducts follow up on resident: third party issues – “verbal confirmation”
Cambridge Housing Authority Cambridge, MA	Director of Operations	2 / 4% / 129	-Grievance Panel and Conference Panel of CHA staff, residents, and commissioners
CDC's			
Human Solutions, Portland, OR	Director of Asset Manager & Director of Resident Services	2 / 100% / 720	-Survey -Mediation provided by Director of Resident Services -All notices dispersed by third party to tenant, verbal and written, must be given to agency resident services -Trauma Informed Care training given to third party staff
REACH CDC Portland, OR	Director of Programs	1 / / 32	-Property Management resource line
*Information unavailable / limited respondent reply			
King County Housing Authority Seattle, WA	Director of Asset Management	6*	-Heavily reliant on 3 rd party grievance process
Alaska Housing Finance Corporation	Project Specialist	1*	-Third party is an Indian Housing Authority for PBV units only- all grievances deferred to that agency
Reno Housing Authority Reno, NV	MTW Coordinator	1*	-Executive Director fields complaints

Appendix B: Survey & Notes from Brainstorming Research Session

The group collaborated on defining goals and questions for researching how other affordable housing providers manage the third party property management relationship with tenants.

The group discussed what it means to hold property management companies “**accountable**”; with responses of how to define accountability including:

- Being “**measurable**” example given: how many grievances are submitted, and how many are solved with resident satisfaction? How is “resident satisfaction” measured?
- Being “**transparent**”: examples given: are the property management companies willing to acknowledge there is an issue/concern and do they share it? This particular response concerned considerations around “honesty” and what “shared understanding” looks like between Home Forward and third party property managers.
- Clearly defined evaluation criteria for property management performance
- Solutions that are considered or explored that are a) creative and/or b) agreeable to residents

The group also collaboratively came up with questions and topics they would like to poll other providers on, including:

- Have you ever done resident surveys on this relationship; if so what were issues, what was the consensus, and were they anonymous?
- Have you ever tried “service experience surveys” after an issue or grievance
 - Examples used here were similar to customer service surveys RAC members have utilized through OHP and private businesses
- What avenues and formats for dialogue are happening on this issue in your agency? Are there structured times or processes that encourage on-going communication between property management and residents?
- What have you tried that didn’t work? Why do you think it didn’t work?
- How do you manage being a non-profit or governmental agency that is “mission driven” and working with for-profit entities? What is that like? Are there common concerns or issues?
- (emailed after meeting:) What type of employee training, on-going as well, do you offer upon hiring and throughout employment with management company? Do you ever include 3rd party staff with your own staff trainings?
 - i.e. training topics such as tenant sensitivity, dealing with elderly issues, dealing with mental illness, dealing with hostile tenants (trauma informed practices)

Additional RAC questions that are specific to Home Forward included:

- What are the dynamics of the Home Forward/ third party property management relationship? How are communication or grievances discussed between the two?
- What are HF's rules and guidelines for third party property managers? In particular, does Home Forward have any "rules" or "expectations" that relate to resident treatment or sensitivity expectations? What are the requirements from Home Forward when it comes to resident interaction, grievances, etc?
- What is explicitly the responsibility of HF? How does HF view their role within the resident: third party property management relationship: as an "Enforcer" an "advocate" a "mediator", etc.
- What are HF's next steps after an issue comes up? Once guidelines are followed for handling a grievance or complaint, what is HF's internal process for follow-up, gauging the resident's satisfaction or experience, etc?

PHONE SURVEY – SUMMER 2019

Agency: _____

Location: _____

Contact: _____

Contact's Position: _____

Context

1. Roughly, how many units are under management by a third party property management company in your agency?

2. How many different property management companies does your agency contract with?
 - a. Would you say there is a suitable amount of property management companies available to your agency?

3. Is there a resident services presence at the properties that are managed by third party property management companies?
 - a. In your self-managed properties?

Grievances & Tools

The following section concerns the grievance process for tenants residing in properties managed by a third party property management company, and seeks to understand tenant satisfaction.

4. Roughly, in a year, how many complaints or grievances does your agency receive related to concerns or issues with third party property management companies?

5. What tool or format for collecting and analyzing resident complaints does your agency use? Is there an individual staff member or designated direct entity for receiving complaints and concerns?

6. After a complaint from a resident is received concerning a third party property management company, is there a follow up process, or format for recording resident satisfaction i.e. a survey?
 - a. If so: Who administers the follow up?

 - b. If satisfaction is being gauged i.e. survey: How would you rate overall satisfaction from your residents? (two elements)
 - i. Satisfaction with the process or tool used to absorb and manage grievances?: (accessible, convenient, understandable)

 - ii. Satisfaction with the outcomes or effectiveness?

7. Are there avenues for dialogue or ongoing communication within your agency concerning the third party property management and tenant relationship?

Quality of the Relationship

The following section seeks to understand how you ensure the quality of the relationship between third party property management and tenants. It also seeks to capture opportunities for ensuring/strengthening this relationship as positive and trusting.

8. Does your agency conduct any training for third party property management organizations?

- a. If so: what are the subjects of the training?
 - b. If so: who is the target audience of the trainings offered?
 - c. If so: are they voluntary or required?
 - d. If so: have you ever included 3rd party staff in trainings provided for your own staff?
9. Does your agency have rules and guidelines concerning the third party property managers you contract with, as they relate to resident interaction, advocacy, or issues?
- a. If so: how do they relate to your mission as an agency?
10. Finally, have you explored opportunities concerning the relationship between third party property management and tenants? Any additional programming, a staff position, etc. specifically to address dynamics of the relationship?
- a. If so: have they been successful? And why or why not?
11. Overall, how would you describe the relationship your agency has with third party property management companies as they relate to your goals and mission as an affordable housing provider?

RESOLUTIONS



MEMORANDUM

To: Board of Commissioners Date: October 15, 2019

From: Jonathan Trutt, Director,
Development & Community
Revitalization
503.802.8507 Subject: Authorize Execution of Contract
Amendment for Professional
Design Services for the
Redevelopment of Dekum Court (a
Metro Regional Housing Bond
Project)
Resolution 19-10-04

The Board of Commissioners is requested to authorize Home Forward to execute a contract for professional design services with Lever Architecture for the design and engineering of a new multi-family development at the Dekum Court public housing site.

This action supports Strategic Plan Goal, One Portfolio: Our real estate is stable for generations to come and meets the needs of the people and neighborhoods it serves. In November 2018, voters in Clackamas, Multnomah and Washington Counties passed the nation's first regional affordable housing bond. The \$652.8 million investment will create 3,900 permanently affordable homes for seniors, working families, veterans, and others who need them. When Metro, the tri-county regional government, referred the bond to voters, it also adopted a framework developed through months of engagement with partners and community members to guide the bond's implementation. Two of the core values of the framework are:

- Lead with racial equity to ensure access to affordable housing opportunities for historically marginalized communities
- Ensure long-term benefits and good use of public dollars with fiscally sound investments and transparent community oversight

Home Forward is one of the region's four implementation partners that has received a "Phase I project concept approval" from Metro. Home Forward's Phase 1 proposal is the redevelopment of Dekum Court, a public housing site on an under-utilized 5-acre parcel in Northeast Portland's Concordia neighborhood. The redevelopment will replace 40 physically obsolete public housing units with 200 new mixed-finance units. Home Forward will be the developer and the general partner in a Low Income Housing Tax Credit (LIHTC) partnership entity that will own the property for 15 years, and the sole owner following the dissolution of the LIHTC partnership.

Home Forward's Procurement & Contracts Department issued a Request for Proposals for Professional Design Services in August 2019. Ten proposals were received in September 2019 and evaluated by a selection committee comprised of three Home Forward employees, one former Home Forward Board member, a local developer, and a former Director of Portland Parks and Recreation. Evaluation criteria were:

- Overall quality and experience of the proposed team
- The proposed team's portfolio of work
- COBID participation (Oregon's Certification Office for Business Inclusion & Diversity)
- Actions to promote environmental & social responsibility
- Cost (hourly rates and a proposed fee to complete a masterplan process)

Four teams were short-listed for interviews: Bora Architects; a collaboration of Hacker Architects and Dao Architecture; Lever Architecture; and LRS Architects.

Following interviews, the selection committee identified the team lead by Lever Architects as the most qualified to undertake this significant project in a manner fully compliant with the bond framework.

Although Oregon Revised Statutes prohibit Home Forward from evaluating total project fees for professional design services, hourly rates for Lever Architecture and their team members are consistent with those found throughout the region. The first phase of Lever's work will be the development of a master plan, which will fall well under the \$1,000,000 threshold requiring Board approval. However, given that Lever's total contract will eventually exceed \$1 million, staff is seeking board approval for this initial master plan work. Staff will return to the Board for approval of a contract amendment for the full scope of services—schematic design through construction administration—following completion of the masterplan phase.

Staff provided the Real Estate and Development (READ) Committee of Home Forward's

board a draft copy of this resolution in advance of the publication of the agenda and packet for the October 2019 meeting.



RESOLUTION 19-10-04

RESOLUTION 19-10-04 AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE A CONTRACT WITH LEVER ARCHITECTURE FOR PROFESSIONAL DESIGN SERVICES FOR THE REDEVELOPMENT OF DEKUM COURT (A METRO REGIONAL HOUSING BOND PROJECT)

WHEREAS, The Metro Council approved the Phase 1 Concept Endorsement for the redevelopment of Home Forward’s Dekum Court site on July 11, 2019 through Resolution No. 19-5007; and

WHEREAS, The Phase 1 Concept Endorsement makes approximately \$23 million of Metro Regional Housing Bond funds available to support the redevelopment of Dekum Court; and

WHEREAS, through a competitive selection process managed by Home Forward, a team of architects and engineers lead by Lever Architecture was selected to design the site and buildings; and

WHEREAS, pursuant to the needs of the project, Home Forward staff recommend executing a contract with Lever Architecture and issuing a Notice to Proceed for the masterplan phase of the work; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward authorizes and directs the Executive Director to execute a Contract in an amount not to exceed \$150,000 for the masterplan phase of the redevelopment of Dekum Court.

ADOPTED: OCTOBER 15, 2019

Attest:

Home Forward:

Michael Buonocore, Secretary

Mary Ann Herman, Chair

STAFF REPORTS

**Procurement & Contracts Department
MONTHLY CONTRACT REPORT
Contracts Approved 08/01/19 - 09/30/19**

PUBLIC IMPROVEMENT
(CONSTRUCTION & MAINTENANCE SERVICES)

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2278	0	Walsh Construction Co.	\$ 9,559.00	Repair in Shower E at Bud Clark Commons	Property Management	8/9/2019	10/31/2019
C2307	0	Mcdonald & Wetle	\$ 220,163.00	Reroof at NW Tower Annex (West's LP signs contract)	DCR	8/22/2019	11/7/2019
C2314	0	Cascade Radon Inc.	\$ 6,080.00	Radon mitigation at Demar Downs	DCR	8/28/2019	12/31/2019
C2315	0	Cascade Radon Inc.	\$ 8,220.00	Radon mitigation at Stark Manor	DCR	8/28/2019	12/31/2019
C2316	0	Cascade Radon Inc.	\$ 8,060.00	Radon mitigation at Townhouse Terrace	DCR	8/28/2019	12/31/2019
C2317	0	Cascade Radon Inc.	\$ 5,515.00	Radon mitigation at Madrona Place	DCR	8/28/2019	12/31/2019
C2318	0	Cascade Radon Inc.	\$ 12,330.00	Radon mitigation at Celilo Court	DCR	8/28/2019	12/31/2019
C2319	0	Cascade Radon Inc.	\$ 8,060.00	Radon mitigation at Fir Acres	DCR	8/28/2019	12/31/2019
C2255	0	Walsh Construction Co.	\$ 93,750.00	Design Build for Dahlke Manor - programming phase only	DCR	9/3/2019	1/31/2022
Subtotal			\$ 371,737.00				9

GOODS & SERVICES

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2276	0	Environmental Works	\$ 8,995.00	Install radon mitigation system at NMW	IFSS	8/1/2019	9/19/2019

C2298	0	Pacific Furnishings	\$ 65,854.04	Furniture for NE Grand offices and community rooms	DCR	8/6/2019	10/31/2019
C2304	0	Regional Arts & Culture Council (RACC)	\$ 8,000.00	1600SF hand-painted mural at Schrunk	DCR	8/8/2019	6/30/2020
C2305	0	Telesphere Inc	\$ 5,000.00	Low voltage work at Schrunk	DCR	8/9/2019	10/31/2019
C2309	0	Stan the Hot Water Man	\$ 14,850.00	Replace water heater at Ruth Haefner	Property Management	8/12/2019	10/9/2019
C2306	0	Allied Universal Security Services	\$ 5,376.00	Security Services at Eliot Square	Property Management	8/20/2019	9/7/2019
C2311	0	Rose City Electric Co.	\$ 72,601.70	Rosenbaum heater replacement	DCR	8/20/2019	11/30/2019
C2324	0	RichArt Family, Inc.	\$ 41,482.56	Replace electrical panels at Madrona (C2324, C2325, C2326 all part of same project)	DCR	8/20/2019	12/31/2019
C2325	0	IRS Environmental	\$ 16,770.00	Asbestos abatement at Madrona (C2324, C2325, C2326 all part of same project)	DCR	8/20/2019	12/31/2019
C2326	0	North Face Drywall LLC	\$ 29,812.20	Office drywall repair at Madrona (C2324, C2325, C2326 all part of same project)	DCR	8/20/2019	12/31/2019
C2321	0	Anderson Heating & Cooling	\$ 15,340.00	Replace water heater at Richmond Place	Asset Management	8/21/2019	10/31/2019
C2329	0	ADP LLC	\$ 51,496.95	Workforce system for employees. Employee Benefits 47-288(6)	Executive	8/28/2019	8/28/2020
C2330	0	USA Mechanical	\$ 15,084.00	HVAC maintenance at BCC	Property Management	9/17/2019	10/31/2020
Subtotal			\$ 350,662.45				13

PERSONAL SERVICE CONTRACTS

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2303	0	Pegasus Moving & Cleaning	\$ 15,976.40	Packing, relocation, partial unpacking at Dahlke Manor	DCR	8/2/2019	9/30/2019
C2308	0	Center for Equity & Inclusion	\$ 200,000.00	on-call consulting services for equity and inclusion training for Home Forward staff	Executive	8/15/2019	8/31/2021

C2280	0	Helping Hands Home Care NW	\$ 15,000.00	Provides bathing assistance and personal care services for CHSP	Community Services	8/16/2019	12/31/2019
C2292	0	Home Instead	\$ 20,000.00	Provides housekeeping and personal care for CHSP residents	Community Services	8/16/2019	12/31/2019
C2310	0	Central City Concern	\$ 64,840.00	Westwind Housing Specialist	Asset Management	8/26/2019	8/11/2020
C2328	0	Cascade Radon Inc.	\$ 1,800.00	Radon testing at Grand Ave Apartments	DCR	8/28/2019	12/31/2019
C2333	0	Background Investigations, inc	\$ 16,000.00	Tenant screening services, extending contract C1476, new contract because it'd be over 5 years; vendor choice allowed per BFF rule 46-0340	Property Management	9/10/2019	4/30/2020
C2331	0	Community Design Partners	\$ 25,000.00	Meeting facilitation, coaching, process improvement and the co-creation of measures it assist with the implementation of Family Centered Coaching.	Community Services	9/11/2019	8/31/2020
C2332	0	Great Northwest Environmental	\$ 5,740.00	Asbestos monitoring at Madrona	DCR	9/13/2019	12/31/2019
Subtotal			\$ 364,356.40				9

PROFESSIONAL SERVICE CONTRACTS (A&E)

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2337	0	Gill Group, Inc.	\$ 73,850.00	CNA for Carlton, Celilo, Dahlke, Demar Downs, Eastwood, Fir Acres, Madrona, Stark Manor, Townhouse Terrace for the RAD e-tool CNA submittal	DCR	9/27/2019	3/31/2020
Total			\$ 73,850.00				1

AMENDMENTS TO EXISTING CONTRACTS

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C1940	13	MWA Architects Inc	\$ 7,064.00	Additional services at Schrunk	DCR	8/2/2019	5/31/2020
C2187	1	W.B. Wells & Associates, Inc	\$ -	Surveying at Fountain Place; amended to add time	DCR	8/2/2019	2/28/2020

C1968	6	Walsh Construction Co.	\$ (348,783.00)	Medallion deductive change order - remove elevators	DCR	8/5/2019	10/30/2020
C1968	7	Walsh Construction Co.	\$ (451,003.00)	Williams deductive change order - remove elevators	DCR	8/5/2019	10/30/2020
T1332	2	Kantor Taylor McCarthy PC	\$ 595,000.00	On-call legal services, extending time and adding funds	DCR	8/7/2019	7/31/2023
T1806	3	Phil-Am Enterprises DBA Environmental Resources Inc	\$ 97,500.00	On-call Hazardous Material Abatement. IRFP 12/16-326; amended to add funds and extend duration of contract	Prop Mgmt	8/7/2019	1/31/2021
C1847	2	Central City Concern	\$ 291,686.00	Case Management & Care Coordination services at the Apartments at Bud Clark Commons; amended to extend services	Community Services	8/7/2019	6/30/2020
C1960	7	LMC, Inc.	\$ 20,595.08	Change order for teal 2	DCR	8/7/2019	3/16/2020
C1964	7	LMC, Inc.	\$ 69,357.28	Amendment for Schrunk Tower Development, scope change	DCR	8/7/2019	3/16/2020
C2126	6	LMC, Inc.	\$ 220,278.11	Schrunk Tower maintenance, CO, misc changes	DCR	8/7/2019	10/30/2019
C2184	1	ACC Cost Consultants LLC	\$ -	Seismic Upgrade at Fountain Place Apartments; amended to add time	DCR	8/7/2019	10/31/2019
C2261	2	Pegasus Moving & Cleaning	\$ -	Packing and moving services for resident relocation; amended to extend contract duration	DCR	8/7/2019	12/31/2019
T1333	4	Foster Pepper LLC	\$ 271,000.00	On-call legal services, extending time and adding funds	DCR	8/9/2019	7/31/2023
C1864	1	Open Online	\$ -	Amending contract to extend duration	Rent Assistance	8/9/2019	8/31/2020
C1984	4	LMC, Inc.	\$ 144,923.23	Add back scope	DCR	8/9/2019	3/16/2020
C2235	1	NW Enforcement	\$ 7,000.00	Security Services at NMW, add funds and extend duration	Executive	8/9/2019	2/28/2020
GO2156	1	GTG Consultants, PC	\$ 10,500.00	Ellington, amending CAN contract to include electrical system investigation	DCR	8/12/2019	2/28/2020
C2270	1	Treecology Inc.	\$ 704.00	Tree pruning at Dahlke Manor; amended to add prevailing wage	Property Management	8/12/2019	8/13/2019
C2097	1	Innovative Changes	\$ 5,000.00	Financial workshops at Humboldt Gardens; amended to add time and funds	Community Services	8/16/2019	12/31/2019
C1952	4	Universal Lawncare Maintenance	\$ 6,000.00	Landscaping Maintenance for 20 Master-Leased Properties; add property to scope	Asset Mgmt	8/20/2019	3/31/2020

T1331	3	Ballard Spahr LLP	\$ 168,000.00	On-call legal services; amended to extend time and add funds	DCR	8/22/2019	7/31/2023
C1911	3	Nancy Davis Consulting	\$ 10,000.00	Design & adopt Home Forward's new service delivery model; amended to add funds and time	Executive	8/22/2019	8/31/2020
C2240	1	Geotechnical Resources, Inc. (GRI)	\$ 4,000.00	Additional infiltration testing and laboratory analysis at 3000 SE Powell	DCR	8/22/2019	12/31/2021
C2297	1	Affordable Electric Inc.	\$ -	Replacing electrical panels in 20 units at Cambridge Court; amended to add time	Asset Management	8/28/2019	9/30/2019
C2299	1	Robert Half International	\$ 3,264.00	Temp position: A/R specialist; extend duration	FAAM	8/28/2019	9/15/2019
C1719	23	O'Neill/Walsh Community Builders	\$ 117,451.00	GMP Amendment CO #21 - grand avenue apartments	DCR	9/3/2019	2/17/2020
C1939	11	KASA Architects, inc	\$ 48,160.00	Additional services at Tamarack	DCR	9/3/2019	2/11/2020
C1960	8	LMC, Inc.	\$ 203,335.82	Change order for teal 2	DCR	9/3/2019	3/16/2020
C1964	8	LMC, Inc.	\$ 172,041.68	Amendment for Schrunk Tower Development, scope change	DCR	9/3/2019	3/16/2020
C2092	2	Lorentz Bruun Construction	\$ 267,350.49	Fountain place design acceleration amendment	DCR	9/3/2019	3/30/2020
C2126	7	LMC, Inc.	\$ 17,566.45	Schrunk Tower maintenance, CO, misc changes	DCR	9/3/2019	2/28/2020
C2302	1	The Door Works Co.	\$ 5,329.00	Replace 12 new doors at NW Tower; amended scope	Property Management	9/5/2019	12/31/2019
C2152	1	Peregrine Relocations	\$ 40,016.70	Resident Relocation Services at Medallion and Williams Plaza; Change Order #2	DCR	9/6/2019	6/30/2020
T1509	4	Columbia West Engineering	\$ 3,302.00	On Call Special Inspection Services, IRFB 10/7-267, Add funds	DCR	9/10/2019	12/31/2019
C1968	8	Pacific Pro Services	\$ 7,480.00	Appliance relocation at Powellhurst	DCR	9/10/2019	10/30/2020
C1909	1	Novogradac & Co LLP	\$ -	Extending duration for on-call financial consulting	DCR	9/16/2019	8/31/2022
C1940	14	MWA Architects Inc	\$ 6,400.00	Additional electrical engineering and design at Schrunk	DCR	9/16/2019	5/31/2020
C2017	2	Family Essentials	\$ 10,000.00	Build and maintain partnerships with WorkSystems and NextGen; provide coaching and counseling to participants of NextGen; amended scope	Community Services	9/16/2019	6/30/2020

C2299	2	Robert Half International	\$ 7,180.80	Temp position: A/R specialist; extend duration	FAAM	9/16/2019	10/15/2019
C2221	1	Reliant Search	\$ 30,000.00	On-call Temporary Labor Staffing Firms & Direct Hire Recruiters; amended to add funds	DBS-HR	9/17/2019	4/30/2022
C1998	2	Megan Ashlock	\$ 10,000.00	Harvest Share program coordinator managing the New Columbia Youth Empowerment Program (YEP)	Community Services	9/18/2019	12/31/2019
C2230	1	AKS Engineering & Forestry, LLC	\$ 15,500.00	Additional surveying services for Powell	DCR	9/25/2019	12/31/2022
C2240	2	Geotechnical Resources, Inc. (GRI)	\$ 25,000.00	Additional infiltration testing and laboratory analysis at 3000 SE Powell	DCR	9/25/2019	12/31/2021
C1738	5	KPFF Consulting Engineers	\$ 2,000.00	WPCF permit for all Home Forward's UICs; amended scope for additional comments	DCR	9/26/2019	11/30/2019
C1968	9	Walsh Construction Co.	\$ 164,349.00	Williams CO #3, amending scope	DCR	9/27/2019	10/30/2020
Subtotal			\$ 2,284,548.64				45

OTHER AGREEMENTS (Revenue contracts, 3rd Party contracts, MOU's, IGA's)

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
Subtotal			\$ -				0
Total			\$ 3,445,154.49				77

**Procurement & Contracts Department
FUTURE FORMAL PROCUREMENTS
6 Month Look Ahead - October 2019**

Estimated Contract Amount	Description	Dept.	Solicitation Period
TBD (past contract amounted to be approx. \$900,000 over 3 years)	Financial Auditor	FAAM	October
\$38.2 million	CM/GC at Dekum	DCR	October
\$600,000	Window replacement at Gretchen Kafoury	DCR	Oct/Nov
\$1.5 million	Elevator Modernization - Grace Peck, Rosenbaum, Dahlke	DCR	Nov/Dec
TBD (past contracts amounted to be approx. \$1.2 million over 5 years)	Agency-wide Legal Services	Exec	Nov/Dec