



homeforward

hope. access. potential.



Medallion gets new exterior skin and windows under group 6 renovation.

Board of Commissioners Meeting

Location:

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

Date & Time:

February 18, 2020
6:15 PM

PUBLIC NOTICE:



Home Forward
BOARD OF COMMISSIONERS
will meet on
Tuesday, February 18, 2020
At 6:15 pm
At the Multnomah County Building
501 SE Hawthorne Blvd.
In the Commissioners Board Room



MEMORANDUM

To: Community Partners Date: February 11, 2020

From: Michael Buonocore, Executive Director Subject: Home Forward Board of Commissioners February Meeting

The Board of Commissioners of Home Forward will meet on Tuesday, February 18, 2020 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, February 14, 2020.

AGENDA



BOARD OF COMMISSIONERS MEETING

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

FEBRUARY 18, 2020 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 January 21, 2020 Board of Commissioners Conference Call Meeting

MISSION MOMENT

Topic	Presenter
Leadership Academy	Biljana Jesic, Megan Ashlock

REPORTS / RESOLUTIONS

Following Reports and Resolutions:			
20-02	Topic	Presenter/POC	Phone #
01	Authorize Home Forward Business Continuity Plan	Carolina Gomez Don King	503.280.3708 503.802.8458
02	Authorize Execution of Ground Lease Option for Killingsworth Housing	Jonathan Trutt	503.802.8507

03	Authorize Contract for Professional Design Services for Killingsworth Housing	Jonathan Trutt	503.802.8507
04	Authorize Construction Manager/General Contractor Services for the Redevelopment of Dekum Court	Jonathan Trutt	503.802.8507
05	Authorize Design Amendment for Design/Build Services Contract for Group 7	Jonathan Trutt Lewis Lyles	503.802.8507 503.802.8484
06	Authorize Bond Inducement for SE Powell Development	Jonathan Trutt Amanda Saul	503.802.8507 503.802.8552
07	Authorize Contract Amendment for Professional Design Services for SE Powell Development	Amanda Saul	503.802.8552

THE NEXT MEETING OF THE BOARD OF COMMISSIONERS

The next Board Work Session will be on Wednesday, March 4, 2020 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, March 17, 2020 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
CONFERENCE CALL
135 SW Ash Street Portland, OR 97204
January 21, 2020

COMMISSIONERS PRESENT

Chair Damien Hall, Vice Chair Matthew Gebhardt, Treasurer Jenny Kim, Chair Emeritus Miki Herman, Commissioners Richard Anderson, Vivian Satterfield, David Widmark

STAFF PRESENT

Elise Anderson, Peter Beyer, Michael Buonocore, Ian Davie, Dena Ford-Avery, Carolina Gomez, Kitty Miller, Kandy Sage, Amanda Saul, Ian Slingerland, Taylor Smiley Wolfe, Aimee Smith, Celia Strauss

Chair Damien Hall convened the meeting at 6:17 PM.

PUBLIC COMMENT

Deborah Olson provided testimony regarding rent increases at Gresham Station Apartments. As a voucher holder, she wants Home Forward aware of these increases, the timing of the notices and the discrepancy in rent increases. Olson continues to contend with what she said is illegal rent increases. She is asking Home Forward to look into the matter.

Chair Damien Hall thanked Olson for her testimony, saying the board hears her concern and requested staff to work with her to explore the options available. Executive Director Michael Buonocore assured Deborah that we will be following up.

MEETING MINUTES

Minutes of the December 17, 2019 Board of Commissioners Meeting

Chair Damien Hall requested a motion authorizing approval of the minutes to the December 17, 2019 Board of Commissioners Meeting. Commissioner Richard Anderson moved to adopt the minutes and Vice Chair Matthew Gebhardt seconded the motion.

The vote was as follows:

- Chair Damien Hall—Aye
- Vice Chair Matthew Gebhardt—Aye
- Treasurer Jenny Kim—Aye
- Chair Emeritus Miki Herman—Aye
- Commissioner Richard Anderson —Aye
- Commissioner Vivian Satterfield—Aye
- Commissioner David Widmark—Aye

CONSENT CALENDAR

RESOLUTION 20-01-01 Authorize Oregon Housing and Community Services Funding for Portland Community College Metro Development

RESOLUTION 20-01-02 Authorize Oregon Housing and Community Services Funding for Baldwin Permanent Supportive Housing

RESOLUTION 20-01-03 Authorize Updates to the Administrative Plan for Rent Assistance

RESOLUTION 20-01-04 Authorize Home Forward Building Naming Policy

RESOLUTION 20-01-05 Authorize Property Purchase Located at 3032 SE Powell Boulevard

There being no questions, Chair Damien Hall requested a motion to approve. Chair Emeritus Miki Herman moved to adopt the Consent Calendar, Treasurer Jenny Kim seconded the motion.

The vote was as follows:

- Chair Damien Hall—Aye
- Vice Chair Matthew Gebhardt—Aye
- Treasurer Jenny Kim—Aye
- Chair Emeritus Miki Herman—Aye
- Commissioner Richard Anderson —Aye
- Commissioner Vivian Satterfield—Aye
- Commissioner David Widmark—Aye

ADJOURN

There being no further business, Chair Damien Hall adjourned the conference call meeting at 6:29 PM.

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

ADOPTED: FEBRUARY 18, 2020

Attest:

Home Forward:

Michael Buonocore, Secretary

Damien R. Hall, Chair

RESOLUTIONS



MEMORANDUM

To: Board of Commissioners

Date: February 18, 2020

From: Carolina Gomez, Director
Integrated Facilities Services and
Safety
503.280.3708

Subject: Business Continuity Plan
Resolution 20-02-01

The Board of Commissioners is requested to approve an update to Home Forward's Business Continuity Plan. This action aligns with Home Forward's One Portfolio focus on improving our emergency and disaster preparedness.

Overview

Home Forward has undergone a complete review and revamp of its Business Continuity Plan. This Plan considers how a natural, human-caused, or public health disaster could affect our employees, participants, community, and workplace. Ultimately, this Plan provides useful and easy-to-implement information to assist our agency to be successfully prepared for any type of disaster, including the various stages of a potential disaster.

With the consulting assistance of Ready Northwest, Home Forward staff completed interviews with department Directors to gain information regarding each department's essential personnel and critical operations. This process identified interdependencies within Home Forward while gauging each department's readiness to respond to an event that may occur.

Knowing that entire communities may instantaneously lose access to adequate and affordable housing in the event of a disaster, the Business Continuity Plan helps us to prepare to continue operations depending on the scope and scale of a disaster. Recent disasters have shown that successful post-disaster plans require a comprehensive

understanding of the housing landscape pre-disaster, in order to accurately assess impacts and capabilities post-disaster. As part of ensuring business continuity, we will work on develop strong partnerships with community housing stock providers and property owners.

Meanwhile, we will begin putting this plan to use by providing training to staff to ensure that the agency is prepared to utilize this tool. Ultimately, this will provide a necessary step in our broader goal of mitigating potential disaster-related housing impacts for the entire Portland Region to help to ensure that the whole community is resilient and prepared.

Attachment: Home Forward Business Continuity Plan



RESOLUTION 20-02-01

RESOLUTION 20-02-01 ADOPTS A BUSINESS CONTINUITY PLAN FOR HOME FORWARD

WHEREAS, Home Forward owns and operates dozens of buildings and properties on behalf of thousands of residents throughout Multnomah County;

WHEREAS, Home Forward provides other vital services in pursuit of pursuing its mission of housing individuals and families throughout Multnomah County.

WHEREAS, Home Forward is a leader in the affordable housing field in the region and throughout the State of Oregon;

WHEREAS, Home Forward’s strategic plan aims to “improve our emergency and disaster preparedness” including by updating our business continuity plan;

WHEREAS, staff in consultation with Ready Northwest, have produced a plan which identifies essential personnel and critical operations to ensure business continuity in the event of a disaster;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward adopts a Business Continuity Plan.

ADOPTED: FEBRUARY 18, 2020

Attest:

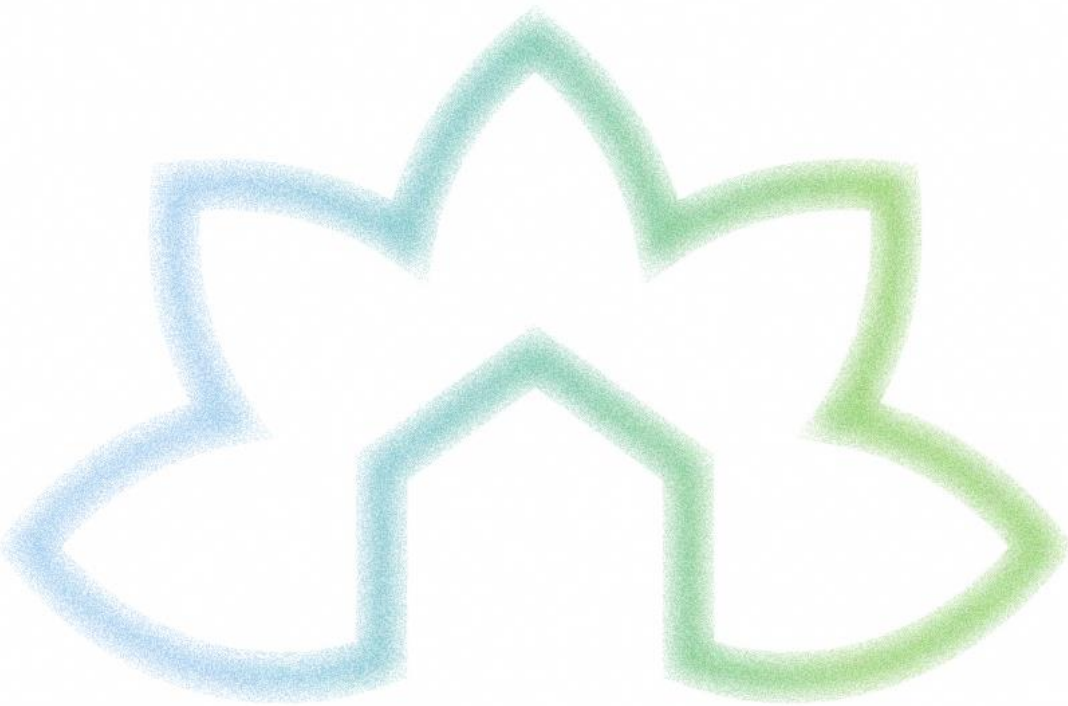
Home Forward:

Michael Buonocore, Secretary

Damien R. Hall, Chair



Business Continuity Plan



Developed by Ready Northwest Emergency Management

edward@readynorthwest.com

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Business Continuity Plan

PURPOSE STATEMENT

The mission of Home Forward is to assure that the people of the community are sheltered. With that view in mind, Home Forward must ensure its operations are performed efficiently with minimal disruption, especially in the case of an emergency. The Home Forward Business Continuity Plan (BCP) will provide the planning and program guidance to ensure that the agency is able to accomplish its mission and functions under any circumstances, threats, or conditions.

Home Forward leadership and key personnel who are identified in this plan will be tasked with enacting and operating under the BCP. Collectively they will be called the Incident Management Team (IMT). Upon notification and/or activation, these members will respond to either the primary and/or secondary location listed in this plan. If the facilities are unavailable, transportation methods inaccessible, or when operational needs dictate, the IMT can assemble remotely. Once assembled, the personnel will work to establish operational capability and perform essential functions within 12 hours from the time of activation of the BCP and for up to a 1-week period or when normal operations can be resumed. If due to the extent of the disaster, recovery efforts in the foreseeable future will exceed 1 week, the BCP will act as guidance for the extended recovery period.

Business Continuity Plan Stakeholders

All employees at Home Forward and especially those in a leadership or management role should be familiar with their department's specific role in the BCP as well as how it integrates into Home Forward's operations during this period

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Introduction and Overview

The Home Forward Business Continuity Plan (BCP) will provide the planning and program guidance to ensure that the agency is able to accomplish its mission and functions under any circumstances, threats, or conditions. While the severity and consequences of the emergency cannot always be predicted, effective planning can minimize the impact to Home Forward's mission, operations, employees and facilities.

Purpose

The BCP is the framework which Home Forward will use to continue to operate, or rapidly resume operations, in the event of an actual or forecasted emergency. The changing environment, threats from man-made hazards and recent natural disasters have highlighted the increased need for organizations to have viable continuity capabilities and plans in place that will enable them to continue to operate across an all-hazards environment and under a spectrum of emergencies. With this in mind, Home Forward has adopted the BCP to ensure the continuity and delivery of essential functions within the agency.

Scope

The BCP will apply to the functions, operations, and resources necessary for Home Forward to continue to conduct essential functions in the event its normal operations are disrupted or threatened with disruption. This plan applies to all Home Forward personnel. Home Forward staff must be familiar with continuity policies and procedures for their department that are outlined in the BCP.

This BCP will ensure that Home Forward will be capable of continuing its mission of providing the community with housing support under all threats and conditions, with or without warning.

Area Overview

Home Forward is the largest housing agency for Multnomah County, the City of Portland, and the City of Gresham. For the purpose of the BCP, the risks and hazards that have been outlined by both jurisdiction's emergency management agencies have been considered, as well as an internal survey with department directors on possible hazards and threats.

Identification of the hazards that are most likely to occur and affect Home Forward's locations and operations allows for the continuity planning to prepare for these events. Other factors included:

- Probability of occurrence
- History of hazard
- Severity of impact
- Ability to request outside assistance
- Impact to employees, operations, and locations vital infrastructure
 - Communications platforms

- Vital records and data
- Employee's ability to respond
- Vendor, client, and landlord operations
- Revenue and payment processing
- Regulatory compliance
- Social capital and agency reputation

The following hazards have been identified as the ones most likely to impact Home Forward:

- Earthquake (Cascadia/Portland Hills fault)
- Landslides
- Flooding
- Pandemic/Biological/Chemical Incident
- Active Threat/Terrorism
- Utility failure
- Cyber and Technological Threats
- Wildfires
- Volcano
- Winter storms
- Operational disruption from outside source, eg government shutdown, disaster outside of the Portland metro area.

Planning Assumptions

The BCP is developed with the following assumptions:

- Home Forward's whole community (residents and employees) reside in a geographical area that is susceptible to natural, technological, and man-made hazards that will impact normal operations. A hazard can present itself with or without warning.
- Any of Home Forward's essential functions that are impacted can/will impact other functions inside the agency.

- Any operational disruption that will have a negative effect on the continuity of Home Forward's operations will also have a negative effect on Home Forward's ability to support staff, residents, allied organizations, and the general community.
- Staff may also be affected by the disaster and not able to respond or support Home Forward's continuity operations.
- Depending on the nature of the emergency, normal means of communication may not be available.
- The event may adversely affect community resources, making them unavailable to support Home Forward.
- Home Forward will be able to utilize the framework of the BCP in the event that a physical location for operations is unavailable.
- Creation of the BCP represents Home Forward's meaningful development to put into place a policy that ensures business continuity.

Objectives

Home Forward's BCP will outline objectives that will support Home Forward continuity initiative while the BCP is active. The objectives will mirror the three priorities of:

- 1.) Life safety of Home Forward staff and residents
- 2.) Building and Infrastructure safety, security, and viability
- 3.) Minimum operational disruption

BCP Staff Readiness

Home Forward will participate in the full spectrum of preparedness and readiness activities available to ensure that all staff can be ready under an all-hazards approach. This is accomplished in two ways:

1. Agency readiness and preparedness
 - a. Notification updates from Multnomah County and City of Portland emergency management departments.
 - b. National Weather Service (NWS) updates and notifications
 - c. United States Geological Survey (USGS) updates and notifications

- d. Home Forward attendance with area emergency management working group (REMTEC)
 - e. Various news and reporting services
2. Staff readiness and preparedness
- a. Staff participation in preparedness efforts to become familiar with area hazards.
 - b. Encouraging staff to develop a personal preparedness plan, a 14 day go-kit, a desk kit and/or a car kit.
 - c. Install [Red Cross mobile apps](#) in all Home Forward owned phones and encourage installation in personal phones
 - d. Encourage sign up for [Public Alerts](#)

It is recommended that directors and staff who are involved in the BCP should have a “Go-Kit” ready and accessible wherever they are. Individual “Go-Kits” should contain the following supplies:

Typical “Go-Kit”	
<ul style="list-style-type: none"> <input type="checkbox"/> Identification and agency P-cards <input type="checkbox"/> Cell phone (personal/agency issued) <input type="checkbox"/> Include chargers <input type="checkbox"/> Emergency battery pack <input type="checkbox"/> Laptop(s) <input type="checkbox"/> Include charger <input type="checkbox"/> Cellular Hot Spot (if assigned) <input type="checkbox"/> Paper maps of the Portland metro area <input type="checkbox"/> List of Home Forward facilities <input type="checkbox"/> Spare pair of clothing (to include boots, disposable gloves, work gloves, hat) <input type="checkbox"/> Flashlight <input type="checkbox"/> Glow sticks / Flares <input type="checkbox"/> Duct Tape <input type="checkbox"/> Multi-tool <input type="checkbox"/> First Aid Kit <input type="checkbox"/> Whistle <input type="checkbox"/> Waterproof matches 	<ul style="list-style-type: none"> <input type="checkbox"/> Water purification straw or tablets <input type="checkbox"/> Small Cash (\$1s and \$5s) <input type="checkbox"/> Business and Personal contact phone numbers <input type="checkbox"/> Emergency Contact information <input type="checkbox"/> List of Properties/Offices <input type="checkbox"/> Toiletries <input type="checkbox"/> Small blanket <input type="checkbox"/> Towelettes <input type="checkbox"/> Garbage bags <input type="checkbox"/> Hand carried vital records <input type="checkbox"/> Bottled water and non-perishable food (granola bars, dried fruits, etc.) <input type="checkbox"/> Spare medication, both over-the-counter and prescription <input type="checkbox"/> Notebook, pen, pencil <input type="checkbox"/> Business Continuity Plan <input type="checkbox"/> Small/laminated BCP booklet or insert

In addition, Home Forward will conduct the following readiness and preparedness activities:

- Annual refresher training on BCP basics
- Annual assessment of agency laptop assignment for telecommuting
- At least one continuity focused exercise every two years
- See TESTING, TRAINING, EXERCISE Annex

Primary and Backup Center Facility Needs

Home Forward needs to have a facility with adequate space available to house the executive Team. The space would also double as the Emergency Operations Center that is capable of sustaining continuity of operations during the time that the BCP is active. While the primary location is the New Market West building and the backup is Hollywood East, if both of those locations were unable to be used a backup facility would need the following needs:

- A source of reliable power, preferably with a backup source as well
- A sufficient number of power outlets
- Building accessibility with ADA access
- Food, water, and restroom facilities enclosed or nearby
- Phone lines and high-speed internet access
- Area for at a minimum five desks large enough to support computers and equipment support.
- Enough chairs to support the department directors and executive team.

In addition to the facility, the supplies below should be brought to the EOC:

- Copy of the Business Continuity Plan
- Office supplies
 - Writing paper
 - Pens/pencils
 - Staplers
 - Tape and Paper Clips
 - File folders
 - Post-It notes
 - Dry erase board, markers, and erasers
- Flashlights/Glow sticks
- Batteries (AA/AAA/C/D/any other specific kind)
- Cell phone chargers and charging cords
- Spare battery packs
- Extra laptops and laptop cords

- Digital camera (if accessible)
- Satellite Phones (if available)
- Entertainment (Cards, books, games)

If staff are expected to maintain overnight shifts or presence, include items needed for sleeping such as cots, sleeping bags, and personal grooming items.

Food and drink arrangements should be met for staff who are working in the EOC or on extended shifts in order to meet Home Forward recovery objectives.

Business Continuity Plan Activation Process

The Business Continuity Plan activation is a scenario-driven process that allows for flexible and scalable responses to notice/no-notice events during or after work hours. BCP activation may not be required for all events, as other actions or plans may be more appropriate. The conditions for activation of the BCP will differ, but will remain consistent with Home Forward’s goals, objectives, and identified operational needs.

The BCP will be activated when internal and/or external conditions threaten to adversely impact Home Forward’s operations and critical functions. Actual conditions will determine the actions taken by the BCP. *The BCP is developed in a way as to provide a framework of critical and essential functions that need to be accounted for in the immediate and sustained response to the event.*

Not all departments will be affected in the same way or to the same extent as others. The BCP provides a checklist of a department’s critical functions. Any identified disruptions to their critical functions may have to be dealt with prior to moving to the next process. This may include cooperatively working with other departments or relying on outside support. It is understood that there may be delays in achieving pre-BCP operational status but all departments will work to minimize operational disruptions.

The authority for activation shall rest with the Executive Director, or designated alternate member of executive team

There are scenarios where delays or access to the Executive Director cannot occur in a timely manner. If the Executive Director has not been notified or cannot be reached within 30 minutes, the next in line is succession can activate the BCP (See Lines of Succession Annex).

Deactivation of the BCP shall occur after conditions have improved, hazards/threats have lessened, or normal operations are able to be resumed.

To support the decision-making process regarding the BCP activation, the following chart has been developed to assist the Executive Director or designated member of the Executive Team.

Decision Matrix for BCP Activation		
	Work Hours	After-Hours
Notice/Warning of Event	<ul style="list-style-type: none"> • Are Home Forward’s facilities or surrounding areas being directly threatened? • Are Home Forward’s staff being directly threatened? • Are staff unsafe by remaining in the facility/surrounding area? • Are essential and critical functions being conducted at an acceptable level? • Is leadership intact and able to give guidance and direction? 	<ul style="list-style-type: none"> • Are Home Forward’s facilities or surrounding areas being directly threatened? • Are Home Forward’s staff being directly threatened? • Is it safe for employees to return to work the next day? • Are essential and critical functions being conducted at an acceptable level? • Is leadership intact and able to give guidance and direction?
No Warning of Event	<ul style="list-style-type: none"> • Is a Home Forward facility affected? • Are staff affected? Has an evacuation occurred or are staff sheltering in place? • What are instructions from first responders? • How soon must the agency be operational? • Are essential and critical functions being conducted at an acceptable level? • Is leadership intact and able to give guidance and direction? 	<ul style="list-style-type: none"> • Is a Home Forward facility affected? • What are instructions from first responders? • How soon must the agency be operational? • Are essential and critical functions being conducted at an acceptable level? • Is leadership intact and able to give guidance and direction?

The Executive Director, as the decision-making authority, will be kept informed of the event/threat/scenario by all available means including internal and external communications.

The Executive Director or designee will evaluate all information relating to:

- 1.) Direction and guidance from higher authorities which can include
 - i. Emergency Management
 - ii. Federal housing guidance
 - iii. Elected officials

iv. Public Health

- 2.) The health and safety of staff and residents
- 3.) The ability to execute essential functions
- 4.) Changes in threat/event scenarios
- 5.) Intelligence reporting
- 6.) The potential or actual effects on communication systems, information technology systems, area infrastructure and/or other vital equipment
- 7.) The expected duration of the event.

Upon activation of the BCP, the Executive Director alongside the Executive Team will provide guidance to Home Forward staff on the BCP.

Communications and Notification Procedures

Alert Notification

Mass alert notifications will be done utilizing Mass Notification to reach all Home Forward staff and notify them of upcoming/immediate emergency events and incidents, response, and recovery procedures. Mass Notification is dependent on the communications infrastructure remaining intact, so it may not be operational for all staff in the event.

Any notification or message will be distributed by the Public Relations department, with assistance by Risk Management, IFS, IT, and Executive Team.

If normal communication methods are disrupted, the agency will notify staff with whatever means are available and accessible as to the status of the agency.

INTERNAL

Internal communications will continue to be conducted using the systems that are in place at the time of the BCP being activated. Phone, email, and text messaging will be used to coordinate response and recovery efforts. All communications will be conducted in the chain of authority established in the BCP or another layout designated by the EXECUTIVE DIRECTOR.

Status reporting for staff involved in the BCP and Executive Team will be established on the agency's intranet's SharePoint website. All directors must have current and up to date contact information loaded.

During work hours

The following procedures are to be implemented for an event with or without warning:

- IT will assess the functionality of digital and information technology systems needed for operations and will give a time estimate to repair/relocate/restore systems.
- All directors will assemble in the 6th floor Columbia Room in the New Market West (NMW) building unless the building is compromised in some way.
 - If staff need to be evacuated from the New Market West, staff will reconvene at Hollywood East or another location designated by the EXECUTIVE DIRECTOR.
- Directors will provide an update regarding their departments and notify their staff with additional instructions and safety precautions.

After work hours

The following procedures are to be implemented for an event with or without warning during non-working hours:

- IT will assess the functionality of digital and information technology systems needed for operations and will give a time estimate to repair/relocate/restore systems to the Executive Director and Incident Management Team.
- Directors will convene virtually to assess the status of the Agency's operations, facilities, and affected staff.
 - Either through email, text, conference call.
 - If requested, the EXECUTIVE DIRECTOR can request an in-person meeting at New Market West, Hollywood East, or an alternate location.
- Home Forward staff not assigned by the BCP will await at their homes for further instructions.

Home Forward staff may be required to replace or augment personnel who are working during a BCP activation. These activities will be coordinated by the EXECUTIVE DIRECTOR or designee with the replacement staff on a case-by-case basis. The EXECUTIVE DIRECTOR or designee will work with HR under these circumstances to ensure compliance (if able) with existing bargaining agreements.

EXTERNAL

Communication with external agencies and entities will be accomplished with established means already in place. As additional help is requested or brought on line, contact information will be collected and used for coordination of response and recovery efforts.

Notification of these external agencies and entities may include the following:

- City of Portland
- Multnomah County

- Special districts
- Area school districts
- Utility providers
- Media/FlashAlert
- Community Service Organizations and Non-Profits
- Emergency services and healthcare organizations

The Communications Director has been assigned as a liaison individual to coordinate with area emergency management for response and recovery efforts in the event of a large-scale regional disaster. This staff member may or may not be assigned to an area EOC.

Federal agencies responding to the disaster, including FEMA or HUD, may send regional assistance teams. These assistance teams may request to operate within Home Forward's building and/or EOC.

Residents & Participant Relations

Non-emergency communications with housing residents and participants during periods of business interruption should be taken as soon as practicable, using available direct and technology-based methods. Home Forward property managers will communicate with residents to provide status updates as necessary.

When communicating what has occurred, the following information should be disseminated:

- What has occurred
- Anticipated impact to residents and participants
- General plan of action
- Anticipated timelines
- Actions that residents/participants need to take during this time
- Contact information and any changes in business hours or location

Media Relations

Media relations will continue the same as they would be before the BCP would be activated. Communication to media personnel would come from the Communications Director or designee. Distribution of statements to the media would come only after consultation with the Executive Team and affected departments.

Template messaging is available in Mass Notification and custom messaging can be created for use during no-notice and notice events for the agency.

Regulatory Agencies & Corporate Partners

The EXECUTIVE DIRECTOR or designee will contact those state and federal agencies that have regulatory or oversight responsibility associated with public housing operations, administration, financing, or public assurance. These communications will be undertaken in accordance with the Agency and external organization protocols and processes. Communications will be done as soon as practicable and regular status updates will be given.

Home Forward will endeavor to provide the information which directly relates to the BCP including:

- Operational status in real time
- Actions being taken during the recovery process
- Current and projected operational and resource needs
- Timelines and associated schedules
- Potential associated events or impacts to operations
- Requested modification to agreements or requirements that may already be in place
- Any other matter deemed necessary and appropriate.

Portland HUD Director	Laure Rawson- Laure.Rawson@hud.gov 971-222-2666
Seattle HUD Director	Harlan Stewart- Harlan.Stewart@hud.gov 206-220-6220
FEMA Disaster Assistance	1-800-621-FEMA (3362) www.DisasterAssistance.gov

Budgeting, Resource Coordination, and Procurement

Home Forward may need to request outside resource assistance if the event exceeds the capabilities and resources of the agency’s internal response. Outside assistance may come in the form of emergency services, building and facilities services, disaster restoration companies, financial assistance, and recovery organizations.

Home Forward strives to maintain vendor agreements and standby contracts that can be activated in the event of a disaster or incident. If an area disaster declaration is announced by elected government officials, the standby contracts are automatically activated and are able to be called upon to support the agency’s response and recovery efforts.

Home Forward will work with area emergency management agencies in disaster response and recovery efforts as needed. Contact information for area emergency management agencies is found in the communication section.

Disaster assistance may be received from relief agencies responding to either Home Forward's facilities or to the region. Access to the assistance may be contingent on the EXECUTIVE DIRECTOR and/or Board approval.

Since a majority of funding is received from federal sources, Home Forward must maintain continuity of operations and communications with the Department of Housing and Urban Development (HUD). Federal resource assistance may come from HUD or from the Federal Emergency Management Agency (FEMA).

Requests for federal assistance can be made through current funding channels during a disaster or through communication channels that will be activated during a disaster. Notification of these standup numbers will come from HUD contacts already in place or through the HUD website.

Documentation of any outside assistance must be kept for accounting and insurance purposes. Include the following information:

- 1.) Agency or Company contacted
- 2.) Point of contact
- 3.) Time and phone number contacted
- 4.) Reason for resource request
- 5.) Any other pertinent information relating to the approval or deny of the request.

Utilize the incident forms in the BCP.

Emergency Procurement

All directors are issued P-Cards with pre-arranged limits on discretionary spending for normal operations. Depending on the incident, directors may need more authority for purchases needed to respond and stabilize an incident that may be occurring, with time being of critical importance. Home Forward has access to standby agreements and contracts that can be activated and this should be the primary option.

If the incident affects all of Home Forward's departments at the same time or greatly exceeds the capacity for a department to fulfill its core functions, emergency spending authorization can be declared.

The Executive Director, acting as the Contracting Officer for the Agency, can authorize purchases or expenditures to be made in excess of current limits. The procurement action including justification documentation will be submitted as a resolution to the Board for prior approval, or ratification if funds have been obligated by the Executive Director's action.

Home Forward owns, operates, and otherwise maintains a large selection of properties, structures, and critical infrastructure that service both residents and housing operations. Maintenance operations during the time the BCP is operating may include:

- Maintenance of Housing and administrative facilities
- Providing emergency repairs
- Conducting impact and damage assessments
- Working with private and public utilities in providing continuity or rapid restoration of services
- Providing engineering and technical specifications and information to contractors, vendors, and local authorities regarding impacted facilities
- Inspecting and preparing alternate locations for residents and staff

The supplies, resources, and materials needed during an emergency will be the same as required for normal operations. The ability to procure or obtain needed items will be dependent on the conditions of the event and the extent to which the facilities have been affected. Operating supplies that may need to be purchased in greater quantities may include:

- Administrative supplies and office equipment
- IT support materials and equipment
- Fuel for Agency vehicles
- Emergency equipment
- Maintenance tools
- Staff support materials and supplies which may include items such as food, water, shelter

Pay Periods and Timekeeping

Detailed timesheets in either digital or paper copy will be kept during the period that the BCP is in effect. As staff are called into work, which may occur outside normal business hours, staff are required to check in.

Current work schedules will continue unless operational needs change to meet the response and recovery demands of the incident. Work will be done in accordance with agreed upon contractual obligations and union contracts to the extent that they can be accommodated.

Any hours worked by non-exempt staff over 40 hours during the Local Emergency Declaration period (LED) will be paid at overtime rates in accordance with contractual and union contract obligations

already in place. Any overtime paid during the LED period will be requested for reimbursement by FEMA as allowed by Federal regulations.

Paychecks will continue to go out on scheduled paydays via ACH. If there is a delay or a disruption in the banking system that will prevent deposit, paper checks will be issued. Normal accounting procedure for paper check disbursement will be in effect.

In the event of a large-scale regional disaster that prevents both electronic and paper checks to be issued, Home Forward will attempt to provide short term funding assistance for employees until the systems are recovered and services resumed.

Plan development and maintenance

The plan will be reviewed by Home Forward staff on periodic basis to ensure accuracy and operability. The BCP will be updated when it has been deemed that modifications and corrections are necessary to ensure the plan's completeness, accuracy, and functionality. Substantive changes will be undertaken by staff, approved by the Executive Director, and presented to the Board for approval.

Department Response (In order of response)

All Departments

BCP

IMMEDIATE RESPONSE - 0 to 48 HOURS

Restoration and Reinstatement of Data and Applications

Data will be restored from the NMW server or Hollywood East server (if still operational) once IT has the capability (e.g. power, network connection) to perform these functions. The IT Department will be responsible for assessing the damage and recoverability of all computer, digitally stored data, any third-party application access and telecommunications equipment. Any media containing confidential material must be recovered immediately.

The IT Department will set up computer and telephones as needed in the designated alternate site at Hollywood East as soon as access and resources allow.

The Information Technology department aims to restore network capability within 24 hours but this is dependent on the magnitude and severity of the event. The IT department also aims to restore services including email, VoIP telephone, internet access, and all applications in order of importance to business operation. However, it should be noted that restoration of certain services that are dependent on external providers (for example internet access, telephone service & network connectivity) may take longer for as much time as the external provider takes to address their issues.

NOT all applications will be operational at the same time. Priorities will be determined in order of criticality for Home Forward to conduct operations. Content of information may be 1-3 weeks old at first. The NMW site holds the main server farm and routing equipment for the network infrastructure and the Hollywood East site holds backup server and routing capacity to operate as backup alternatives. If the main server goes down the whole organization will be affected.

Reassess after stabilization

- **Primary and Backup site:** Depending on the nature of the event that is affecting Home Forward, the primary site for normal operations may not be available. If the primary site is not available, the backup site will be made operational. Recovery operations for the agency will be conducted at that location.

- **Remote working:** Directors and staff may not be able to access the primary or backup site for work either due to infrastructure failure or other reasons. If this is the case, accommodations will be made to enact remote work capability. This is dependent on working telecommunications infrastructure, IT support, and ability to grant application and third-party program access.
 - IT's main priorities during a sustained response will be to restore and maintain network connectivity for Home Forward staff. Delays are to be expected if the event is regional/national in nature and disrupts the utility infrastructure.

- **Repair and rebuild of evacuated and damaged buildings:** The EXECUTIVE DIRECTOR / Incident Management Team will work with Development, Procurement, Finance, and Property/Asset Management to restore the damaged facilities to a sufficiently useable state for resident operations.
 - Rent Assistance and Community Services will work with affected residents in finding new housing. These departments may work with other housing agencies in the Portland Metro area or regional housing agencies.
 - IFS will form a Damage Assessment Team and conduct an inspection of the facility with the assistance of other departments such as Development and Rent Assistance inspectors. The results of that assessment will then be utilized to formulate a project plan for reconstruction.

All Departments - Evacuated Facility

If any Home Forward facility is evacuated, Home Forward staff on-site the facility will be tasked with safely evacuating the facility and if able, check and access the functionality of the building and its overall recoverability. All staff will cooperate with emergency services and will be allowed back in only after it has been cleared to do so. Inspection of the infrastructure will be done by Home Forward staff and/or building inspectors.

Recovery will proceed with each department handling aspects of the building recovery. Meanwhile, as necessary, staff or the crisis support team will support the mental health needs of other staff and implement trauma informed practices.

Executive Team

- Monitor progress and advise Board of Directors of status.
- If needed, declare Home Forward in “Disaster Operation” mode.

Information Technology

- Support operations with current/alternate IT structure
- Transition IT services to new location(s)
- Install needed communications/computer/network infrastructure
- Coordinate needed third-party services

Finance

- Initiate and coordinate with MARSH or other insurance agency regarding claims
- Acquire needed documentation
- Ensure continuity of funding from federal and other sources

Human Resources

- Assist any employees with immediate needs (injuries, support and assistance)
- Record any workplace compensation claims
- Adjust timekeeping methods as needed
- Ensure compliance with union contract and classifications

Rent Assistance

- Identify all displaced residents
- Continue to provide services for current and future residents

- Provide relocation assistance within Home Forward or other provider or emergency housing

Property and Asset Management

- Identify all displaced residents
- Ensure that payments and payment gateways are not affected
- Transfer to paper checks if necessary
- Provide ongoing updates regarding status and habitability of facilities

IMMEDIATE RESPONSE - 0 to 48 HOURS

Detect and determine disaster condition

Home Forward leadership available and with the ability to communicate will form the Incident Management Team. The priority in the first hours of an incident is to determine the magnitude of the event and timeline needed in recovery efforts. During this phase, Home Forward will mobilize appropriate resources and take action required to manage its response to an emergency.

In assessing the situation, each department and facility will report in as to whether they have power, phones, overall facilities operations such as heat, water, and the extent to which staff could safely report and residents could be served.

Checklist:

- Are there injuries to your staff?
 - No
 - Yes – Call 911 and administer first aid if trained and comfortable
- Is the EXECUTIVE DIRECTOR available to manager the event?
 - No
 - Transfer delegation of authority to a member of the Executive Team
 - Yes
- Do you have normal communications (phone/email/text) capability?
 - Yes
 - EXECUTIVE DIRECTOR to notify Directors that BCP activated.
 - Chair of the Board of Commissioners to be notified of BCP activation
 - No
 - Identify all means of communication internally/externally
 - EXECUTIVE DIRECTOR to notify Directors BCP activated.
- Did New Market West administrative building evacuate?
 - No
 - Yes
 - Directors to take a staff headcount at the evacuation site and identify staff who are missing

- Is Hollywood East able to be used as a backup site?
 - No
 - Yes
 - Notify Hollywood East staff that they are now the backup site
 - EXECUTIVE DIRECTOR to advise directors Hollywood East is now the backup site
 - Directors advise staff.
- EXECUTIVE DIRECTOR to receive a status report of all Home Forward from department directors regarding:
 - Department (including staff, residents, and participants)
 - Facilities and Operations

SUSTAINED RESPONSE - 48 HOURS – 1 WEEK

Home Forward is now operating in a sustained response mode. Critical actions and response priorities pertaining to the initial event have now transitioned to operating in either “Disaster Operation” mode or in a reduced operational mode. During the Sustained Response, the main priorities and objectives are to ensure the continuity of Home Forward operations, providing the basic services to Home Forward’s residents and the continued ability to receive and process payments to internal and external stakeholders.

To what extent Home Forward is affected will determine what priorities are needed to work forward. Earthquakes and disruption to funding sources will require different objectives, as well as different department workloads.

Checklist for Executive Team during the sustained response phase:

- Are you receiving regular updates on the status of Home Forward’s departments?
 - Information Technology
 - Staff safety and availability
 - Agency-wide network connectivity including data restoration
 - Remote work capability
 - Third-Party application access
 - Resources, space, and equipment availability
 - Finance
 - Federal and other funding streams uninterrupted or restored
 - Remote banking access uninterrupted or restored
 - Backup funding resources identified
 - Finance projections in progress and/or completed
 - Human Resources
 - Time-keeping access uninterrupted or restored
 - Third-party application access capability uninterrupted or restored
 - Worker’s Compensation claims processing
 - Employee assistance support services active
 - Includes injured/deceased employee assistance and visits

- Union and employee classification reviewed
- Property Management and Asset Management
 - Property communications access restored
 - Inventory of facility status conducted and/or completed
 - Provide guidance and recovery assistance to property managers
 - Utilization of standby contracts if needed
- Procurement
 - Disaster contracting and purchasing in effect
 - Financial spending authority given and/or increased
 - Access to capital
- Community Services
 - Coordinating with regional emergency management agencies
 - Receiving response and recovery support
 - Coordinating with property management in assisting residents during the recovery phase
 - Assist property managers in resuming operational functions for their properties
 - Assisting facilities management in repair and rehousing
- Development
 - Building inspection and recovery coordination, including the creation of basic capital needs assessments
 - Facility rebuilding and recovery, including timelines for rehabilitation of facilities
 - Coordinating with vendors
- Rent Assistance
 - Resumption or uninterrupted processing of vouchers
 - Coordinating relocation assistance for displaced residents
 - Working in conjunction with local, state, and regional housing agencies to relocate displaced residents.
 - Assign staff inspectors to work with development to assist building inspections

- Communications / Public Relations
 - Ensure consistent and clear crisis communications are being sent
 - Maintain communications with regional partners including Multnomah County, City of Portland, and City of Gresham
 - Utilize mass notification platform for staff updates regarding Home Forward status
 - Work with media partners in coordinating effective messaging

Detect and determine disaster condition

The priority in the first hours of an incident is to determine the magnitude of the event and timeline needed in recovery efforts. During this phase, Home Forward will mobilize appropriate resources and take action required to manage its response to an emergency.

In assessing the situation, each department and facility will report in as to whether they have power, phones, overall facilities operations such as heat, water, and the extent to which staff could safely report and residents could be served.

Checklist:

- Are there injuries to your staff?
 - No
 - Yes – Call 911 and administer first aid if trained and comfortable
- Do you have normal communications (phone/email/text) capability?
 - Yes
 - Respond/Notify receipt of BCP activation
 - No
 - Identify all means of communication internally/externally
 - Respond/Notify receipt of BCP activation
- Did New Market West administrative building evacuate?
 - No
 - Yes
 - Take a staff headcount at the evacuation site and identify staff who are missing
- Are you relocating to Hollywood East?
 - Yes
 - Advise staff of relocation
 - Begin process of transference of IT operations to Hollywood East
 - Bring supplies/documents/communications items as needed.

- Relay to EXECUTIVE DIRECTOR / Incident Management Team status of the following:
 - Department
 - Staff injuries
 - Identify staff able to continue to work
 - Facilities
 - Equipment damage to communications equipment
 - Expected downtimes and restoration of services
 - Operations
 - Ability to continue departmental priorities, objectives, and roles.
 - Ability to provide IT support to Home Forward
 - Connectivity and access to use third party applications
 - Office 365** and **Yardi** are priorities
 - Authorization of remote access capabilities

Home Forward is now operating in a sustained response mode. Critical actions and response priorities pertaining to the initial event have now transitioned to operating in either “Disaster Operation” mode or in a reduced operational mode. During the Sustained Response, the main priorities and objectives are to ensure the continuity of Home Forward operations, providing the basic services to Home Forward’s residents and the continued ability to receive and process payments to internal and external stakeholders.

To what extent Home Forward is affected will determine what priorities are needed to work forward. Earthquakes and disruption to funding sources will require different objectives, as well as different department workloads.

Checklist:

- Has Information Technology been negatively affected by the event?
 - No
 - Provide support to affected departments (if needed)
 - Yes
- Are there enough employees to fulfill the department’s critical functions?
- Are the Managers receiving regular updates from staff on the department’s status?
 - Yes
 - No
- Is network connectivity, third- party applications and communications restored?
- Does Information Technology have the space and equipment to fulfill its critical functions?
 - Can staff work remotely?
- Is Information Technology able to meet the needs of Home Forward’s current operations?
 - Equipment purchasing needed
 - Equipment installation needed
 - User training needed
- Has Information Technology been able recover needed data from its servers?
 - Has data been recovered from NMW or HWE locations?
 - Have backup servers been requested/activated/installed?

- Has Information Technology been able to grant access to remote users along with ability to use third party applications?
 - Yardi / ADP (payroll) / Office 365
- Has Information Technology been able to provide IT network support or workaround to:
 - Finance
 - Rent Assistance
 - Human Resources
 - Property Management and Asset Management

Detect and determine disaster condition

The priority in the first hours of an incident is to determine the magnitude of the event and timeline needed in recovery efforts. During this phase, Home Forward will mobilize appropriate resources and take action required to manage its response to an emergency.

In assessing the situation, each department and facility will report in as to whether they have power, phones, overall facilities operations such as heat, water, and the extent to which staff could safely report and residents could be served.

Checklist:

- Are there injuries to your staff?
 - No
 - Yes – Call 911 and administer first aid if trained and comfortable
- Do you have normal communications (phone/email/text) capability?
 - Yes
 - Respond/Notify receipt of BCP activation
 - No
 - Identify all means of communication internally/externally
 - Respond/Notify receipt of BCP activation
- Did New Market West administrative building evacuate?
 - No
 - Yes
 - Take a staff headcount at the evacuation site and identify staff who are missing
- Are you relocating to Hollywood East?
 - No
 - Yes
 - Advise staff of relocation
 - Bring supplies/documents/communications items as needed.

- Relay to EXECUTIVE DIRECTOR / Incident Management Team status of the following:
 - Department
 - Staff injuries
 - Off-site staff
 - Identify staff able to continue to work
 - Facilities
 - Equipment damage and communications equipment outages
 - Operations
 - Ability to continue departmental priorities, objectives, and roles.
 - Ability to connect to outside financial resources and internal departments
 - Connectivity to HUD, banking, insurance companies, and purchase cards
 - Authorization of remote access capabilities for funding

Home Forward is now operating in a sustained response mode. Critical actions and response priorities pertaining to the initial event have now transitioned to operating in either “Disaster Operation” mode or in a reduced operational mode. During the Sustained Response, the main priorities and objectives are to ensure the continuity of Home Forward operations, providing the basic services to Home Forward’s residents and the continued ability to receive and process payments to internal and external stakeholders.

To what extent Home Forward is affected will determine what priorities are needed to work forward. Earthquakes and disruption to funding sources will require different objectives, as well as different department workloads.

Checklist:

- Has Finance been negatively affected by the event?
 - No
 - Provide support to affected departments (if needed)
 - Yes
- Are there enough employees to fulfill the department’s critical functions?
- Is the Director receiving regular updates from staff on the department’s status?
 - Yes
 - No
- Is network connectivity, third-party applications and communications restored?
- Does Finance have the space and equipment to fulfill its critical functions?
 - Can staff work remotely?
- Is Finance able to meet the needs of Home Forward’s current operations?
 - Financial reserves are adequate for the next month
 - Funding streams are stable
 - Connectivity to financial institutions are intact
 - Financial institutions implemented Business Continuity Plans
- Does Finance have authority to approve necessary spending?
 - Two-Party approval on site

- Does Finance have access to non-electronic banking methods?
 - Paper stock
 - Printer
- Does Finance have access to CASH on hand for necessary spending?
 - Working with Human Resources for paychecks
 - Able to provide owners rent assistance payments?
- Has Finance been able to establish connection with HUD?
 - Has HUD provided assistance in any form (financial, technical, expertise)?
- Has a stopping point during recovery been identified when financial resources will no longer be viable to sustain a recovery to normal operations?

IMMEDIATE RESPONSE - 0 to 48 HOURS

Detect and determine disaster condition

The priority in the first hours of an incident is to determine the magnitude of the event and timeline needed in recovery efforts. During this phase, Home Forward will mobilize appropriate resources and take action required to manage its response to an emergency.

In assessing the situation, each department and facility will report in as to whether they have power, phones, overall facilities operations such as heat, water, and the extent to which staff could safely report and residents could be served.

Checklist:

- Are there injuries to your staff?
 - No
 - Yes – Call 911 and administer first aid if trained and comfortable
- Do you have normal communications (phone/email/text) capability?
 - Yes
 - Respond/Notify receipt of BCP activation
 - No
 - Identify all means of communication internally/externally
 - Respond/Notify receipt of BCP activation
- Did New Market West administrative building evacuate?
 - No
 - Yes
 - Take a staff headcount at the evacuation site and identify staff who are missing
- Are you relocating to Hollywood East?
 - No
 - Yes
 - Advise staff of relocation
 - Bring supplies/documents/communications items as needed.

- Relay to EXECUTIVE DIRECTOR / Incident Management Team status of the following:
 - Department
 - Staff injuries
 - Facilities
 - Equipment & communications equipment outages
 - Operations
 - Ability to update social media platforms
 - Access to mass communication messaging tools
 - Ability to push internal/external messaging to:
 - Staff
 - Residents

Home Forward is now operating in a sustained response mode. Critical actions and response priorities pertaining to the initial event have now transitioned to operating in either “Disaster Operation” mode or in a reduced operational mode. During the Sustained Response, the main priorities and objectives are to ensure the continuity of Home Forward operations, providing the basic services to Home Forward’s residents and the continued ability to receive and process payments to internal and external stakeholders.

To what extent Home Forward is affected will determine what priorities are needed to work forward. Earthquakes and disruption to funding sources will require different objectives, as well as different department workloads.

Checklist:

- Has Communications been negatively affected by the event?
 - No
 - Provide support to affected departments (if needed)
 - Yes
- Are there enough employees to fulfill the department’s critical functions?
- Is the Director receiving regular updates from staff on the department’s status?
 - Yes
 - No
- Is network connectivity, third-party applications and communications restored?
 - Login/Passwords
- Does Communications have the space and equipment to fulfill its critical functions?
 - Are staff able to work remotely?
- Is Communications able to meet the needs of Home Forward’s current operations?
 - Crisis Communications Plan activated
 - Notification Hotline activated
- Is Communications able to work with the necessary departments and leadership team to produce internal communications?
 - Employees

- Media
- Is Mass Communication being used to disseminate timely updates and information to staff?
 - Ad-hoc messaging
 - Scripted responses
- Is Public Relations working with area Public Information Officers and Joint Information Centers in producing coordinated messaging in response to a high-profile or large-scale regional event?

IMMEDIATE RESPONSE - 0 to 48 HOURS

Detect and determine disaster condition

The priority in the first hours of an incident is to determine the magnitude of the event and timeline needed in recovery efforts. During this phase, Home Forward will mobilize appropriate resources and take action required to manage its response to an emergency.

In assessing the situation, each department and facility will report in as to whether they have power, phones, overall facilities operations such as heat, water, and the extent to which staff could safely report and residents could be served.

Checklist:

- Are there injuries to your staff?
 - No
 - Yes – Call 911 and administer first aid if trained and comfortable
- Do you have normal communications (phone/email/text) capability?
 - Yes
 - Respond/Notify receipt of BCP activation
 - No
 - Identify all means of communication internally/externally
 - Respond/Notify receipt of BCP activation
- Did New Market West administrative building evacuate?
 - No
 - Yes
 - Check in all staff at New Market West.
 - Check in with all field staff and ensure their whereabouts
 - Are you relocating to Hollywood East?
 - No
 - Yes
 - Bring supplies/documents/communications items as needed.
- Relay to EXECUTIVE DIRECTOR / Incident Management Team status of the following:

- Department
 - Identify staff locations and availability
 - Triage properties
- Facilities
 - Equipment & communications status
 - Vehicle availability
- Operations
 - Response to properties needing essential trades or general support
 - Communications with property managers
 - Identify members of Damage Assessment Team(s)

Home Forward is now operating in a sustained response mode. Critical actions and response priorities pertaining to the initial event have now transitioned to operating in either “Disaster Operation” mode or in a reduced operational mode. During the Sustained Response, the main priorities and objectives are to ensure the continuity of Home Forward operations, providing the basic services to Home Forward’s residents and the continued ability to receive and process payments to internal and external stakeholders.

To what extent Home Forward is affected will determine what priorities are needed to work forward. Earthquakes and disruption to funding sources will require different objectives, as well as different department workloads.

Checklist:

- Has Integrated Facility Safety and Services been negatively affected by the event?
 - No
 - Provide support to affected departments (if needed)
 - Yes
- Is the Director receiving regular updates from staff on the department’s status?
 - Yes
 - No
- Are there enough employees to fulfill the department’s critical functions?
- Is network connectivity, third-party applications and communications restored?
- Does Integrated Facilities Services and Safety have the space and equipment to fulfill its critical functions?
 - Trucks fueled for assisting in coordination and delivery
 - Electricians and Plumbers assigned and able to respond to buildings
 - Debris dumpsters accessible
- Is Integrated Facility Safety and Services able to meet the needs of Home Forward’s current operations?
 - Working with Property Management to support facility maintenance
 - Coordinating with Development in damage assessment triage for facilities

Property Management

BCP

IMMEDIATE RESPONSE - 0 to 48 HOURS

Detect and determine disaster condition

The priority in the first hours of an incident is to determine the magnitude of the event and timeline needed in recovery efforts. During this phase, Home Forward will mobilize appropriate resources and take action required to manage its response to an emergency.

In assessing the situation, each department and facility will report in as to whether they have power, phones, overall facilities operations such as heat, water, and the extent to which staff could safely report and residents could be served.

Checklist:

- Are there injuries to your staff?
 - No
 - Yes – Call 911 and administer first aid if trained and comfortable
- Do you have normal communications (phone/email/text) capability?
 - Yes
 - Respond/Notify receipt of BCP activation
 - No
 - Property Managers on site to respond and survey immediate needs and actions taken and respond with receipt of BCP activation when communications restored.
- Relay to EXECUTIVE DIRECTOR / Incident Management Team status of the following:
 - Department
 - Staff injuries
 - Off-site staff
 - Identify staff able to continue to work
 - Facilities
 - Equipment & communications equipment outages
 - Ongoing system issues such as flooding, fire, etc.
 - Operations
 - Ability to continue departmental priorities, objectives, and roles.

- Access to pre-arranged contracts
- Access to communicate with property managers and staff for status
- If needed, request for increased spending authority approval
- High-level assessment of functionality of sites, facilities, and buildings

Home Forward is now operating in a sustained response mode. Critical actions and response priorities pertaining to the initial event have now transitioned to operating in either “Disaster Operation” mode or in a reduced operational mode. During the Sustained Response, the main priorities and objectives are to ensure the continuity of Home Forward operations, providing the basic services to Home Forward’s residents and the continued ability to receive and process payments to internal and external stakeholders.

To what extent Home Forward is affected will determine what priorities are needed to work forward. Earthquakes and disruption to funding sources will require different objectives, as well as different department workloads.

Checklist:

- Has Property Management been negatively affected by the event?
 - No
 - Provide support to affected departments (if needed)
 - Yes
- Are there enough employees to fulfill the department’s critical functions?
- Is the Director receiving updates from staff on who is accounted for and able?
 - Yes
 - No
- Is network connectivity, third-party applications and communications restored?
- Does Property and Asset Management have the space and equipment to fulfill its critical functions?
 - Are employees able to reach their properties?
 - If not, are they able to access other properties?
- Is Property Management able to meet the needs of Home Forward’s current operations?
 - Supporting property managers
 - Providing checklist for properties
 - Access to third-party applications with IT connectivity
 - Tools and resources are able to be used and accessible

- Is Property Management able to work with the necessary departments and receive updates from the field?
 - Communications available?
 - Implementing pre-established contracts
 - Working with contractors and disaster restoration teams

Detect and determine disaster condition

The priority in the first hours of an incident is to determine the magnitude of the event and timeline needed in recovery efforts. During this phase, Home Forward will mobilize appropriate resources and take action required to manage its response to an emergency.

In assessing the situation, each department and facility will report in as to whether they have power, phones, overall facilities operations such as heat, water, and the extent to which staff could safely report and residents could be served.

Checklist:

- Are there injuries to your staff?
 - No
 - Yes – Call 911 and administer first aid if trained and comfortable
- Do you have normal communications (phone/email/text) capability?
 - Yes
 - Respond/Notify receipt of BCP activation
 - No
 - Identify all means of communication internally/externally
 - Respond/Notify receipt of BCP activation
- Did New Market West administrative building evacuate?
 - No
 - Yes
 - Take a staff headcount at the evacuation site and identify staff who are missing
- Are you relocating to Hollywood East?
 - No
 - Yes
 - Advise staff of relocation
 - Bring supplies/documents/communications items as needed.

- Relay to EXECUTIVE DIRECTOR / Incident Management Team status of the following:
 - Department
 - Staff injuries
 - Identify staff able to continue to work
 - Facilities
 - Equipment & communications equipment outages
 - Operations
 - Ability to continue departmental priorities, objectives, and roles.
 - Ability to access needed vendor agreements
 - Connectivity to banking resources to provide access to capital
 - Authorization of increased spending limits to respond to event
 - EXECUTIVE DIRECTOR/Board authorization under emergency conditions

Home Forward is now operating in a sustained response mode. Critical actions and response priorities pertaining to the initial event have now transitioned to operating in either “Disaster Operation” mode or in a reduced operational mode. During the Sustained Response, the main priorities and objectives are to ensure the continuity of Home Forward operations, providing the basic services to Home Forward’s residents and the continued ability to receive and process payments to internal and external stakeholders.

To what extent Home Forward is affected will determine what priorities are needed to work forward. Earthquakes and disruption to funding sources will require different objectives, as well as different department workloads.

Checklist:

- Has Business Procurement been negatively affected by the event?
 - No
 - Provide support to affected departments (if needed)
 - Yes
- Are there enough employees to fulfill the department’s critical functions?
- Is the Director receiving regular updates from staff on the department’s status?
 - Yes
 - No
- Is network connectivity, third-party applications and communications restored?
- Does Business Procurement have the space and equipment to fulfill its critical functions?
 - Are staff able to work remotely?
 - Hotspots + Laptops issued and activated
- Has there been a disaster declaration issued by the Executive Director or designee?
- Is Business Procurement able to meet the needs of Home Forward’s current operations?
 - Activation and implementation of standby contracts from current vendors
 - Increased contractual limits
 - Request access to state contract support
 - Spending and capital limits increased

- Approval from Executive Director on limits
- RFP/RFQ issued
- Is Business Procurement working with outside agencies in response and recovery efforts?
 - Red Cross/Relief Agency
 - Other cross agency support

IMMEDIATE RESPONSE - 0 to 48 HOURS

Detect and determine disaster condition

The priority in the first hours of an incident is to determine the magnitude of the event and timeline needed in recovery efforts. During this phase, Home Forward will mobilize appropriate resources and take action required to manage its response to an emergency.

In assessing the situation, each department and facility will report in as to whether they have power, phones, overall facilities operations such as heat, water, and the extent to which staff could safely report and residents could be served.

Checklist:

- Are there injuries to your staff?
 - No
 - Yes – Call 911 and administer first aid if trained and comfortable
- Do you have normal communications (phone/email/text) capability?
 - Yes
 - Respond/Notify receipt of BCP activation
 - No
 - Identify all means of communication internally/externally
 - Respond/Notify receipt of BCP activation
- Did New Market West administrative building evacuate?
 - No
 - Yes
 - Take a staff headcount at the evacuation site and identify staff who are missing
- Are you relocating to Hollywood East?
 - No
 - Yes
 - Advise staff of relocation
 - Bring supplies/documents/communications items as needed.

- Relay to EXECUTIVE DIRECTOR / Incident Management Team status of the following:
 - Department
 - Staff injuries
 - Off-site staff
 - Identify and communicate with staff able to continue to work
 - Facilities
 - Equipment & communications equipment outages
 - Operations
 - Ability to continue departmental priorities, objectives, and roles.
 - Ability to accurately continue timeline documentation
 - Ability to process workers compensation claims
 - Ability to assist & process insurance claims

Home Forward is now operating in a sustained response mode. Critical actions and response priorities pertaining to the initial event have now transitioned to operating in either “Disaster Operation” mode or in a reduced operational mode. During the Sustained Response, the main priorities and objectives are to ensure the continuity of Home Forward operations, providing the basic services to Home Forward’s residents and the continued ability to receive and process payments to internal and external stakeholders.

To what extent Home Forward is affected will determine what priorities are needed to work forward. Earthquakes and disruption to funding sources will require different objectives, as well as different department workloads.

Checklist:

- Has Human Resources been negatively affected by the event?
 - No
 - Provide support to affected departments (if needed)
 - Yes
- Are there enough employees to fulfill the department’s critical functions?
- Is the Director receiving regular updates from staff on the department’s status?
 - Yes
 - No
- Is network connectivity, third-party applications and communications restored?
 - ADP running
 - Office 365 running
- Does Human Resources have the space and equipment to fulfill its critical functions?
 - Can staff work remotely?
 - Hotspots + laptops issued.
- Is Human Resources able to meet the needs of Home Forward’s current operations?
 - Timekeeping capability including overtime
 - Process employee reporting
 - Process worker’s compensation claims

- Working with Finance to process paychecks
- Is Human Resources working with union stewards to ensure compliance with current bargaining agreements in place?
- Is Human Resources able to contact employees/access to employee contact information?
 - Flash Drive
 - Employee injuries
 - Injury Incident Forms
 - Hospital location follow up
 - Family support
 - Next of kin support
 - Life insurance claims

IMMEDIATE RESPONSE - 0 to 48 HOURS

Detect and determine disaster condition

The priority in the first hours of an incident is to determine the magnitude of the event and timeline needed in recovery efforts. During this phase, Home Forward will mobilize appropriate resources and take action required to manage its response to an emergency.

In assessing the situation, each department and facility will report in as to whether they have power, phones, overall facilities operations such as heat, water, and the extent to which staff could safely report and residents could be served.

Checklist:

- Are there injuries to your staff?
 - No
 - Yes - Call 911 and administer first aid if trained and comfortable
- Do you have normal communications (phone/email/text) capability?
 - Yes
 - Respond/Notify receipt of BCP activation
 - No
 - Identify all means of communication internally/externally
 - Respond/Notify receipt of BCP activation
- Did New Market West administrative building evacuate?
 - No
 - Yes
 - Take a staff headcount at the evacuation site and identify staff who are missing
- Are you relocating to Hollywood East?
 - No
 - Yes
 - Advise staff of relocation
 - Bring supplies/documents/communications items as needed.

- Relay to EXECUTIVE DIRECTOR / Incident Management Team status of the following:
 - Department
 - Staff injuries and off-site staff
 - Identify staff able to continue to work
 - Facilities
 - Equipment & communications equipment outages
 - Operations
 - Ability to continue departmental priorities, objectives, and roles.
 - Access to pre-arranged contracts
 - Access to communicate with third-party property management companies and Asset Management staff for status
 - Remote work capability

Home Forward is now operating in a sustained response mode. Critical actions and response priorities pertaining to the initial event have now transitioned to operating in either “Disaster Operation” mode or in a reduced operational mode. During the Sustained Response, the main priorities and objectives are to ensure the continuity of Home Forward operations, providing the basic services to Home Forward’s residents and the continued ability to receive and process payments to internal and external stakeholders.

To what extent Home Forward is affected will determine what priorities are needed to work forward. Earthquakes and disruption to funding sources will require different objectives, as well as different department workloads.

Checklist:

- Has Asset Management been negatively affected by the event?
 - No
 - Provide support to affected departments (if needed)
 - Yes
- Are there enough employees to fulfill the department’s critical functions?
- Is the Director receiving regular updates from staff on the department’s status?
 - Yes
 - No
- Is the Director and staff receiving regular updates from third party property management companies on the status of Home Forward buildings and facilities?
 - Yes
 - No
- Is network connectivity, third-party applications and communications restored?
- Does Asset Management have the space and equipment to fulfill its critical functions?
 - Are staff able to work remotely
 - Hotspots issued
- Is Asset Management able to meet the needs of Home Forward’s current operations?
 - Supporting property management companies

- Access to third-party applications with IT connectivity
- Is Asset Management able to work with the necessary departments and receive updates from the field?
 - Communications available?
 - Property management companies
 - Enacted business continuity plans

Community and Resident Services

BCP

To include Education Services

IMMEDIATE RESPONSE - 0 to 48 HOURS

Detect and determine disaster condition

The priority in the first hours of an incident is to determine the magnitude of the event and timeline needed in recovery efforts. During this phase, Home Forward will mobilize appropriate resources and take action required to manage its response to an emergency.

In assessing the situation, each department and facility will report in as to whether they have power, phones, overall facilities operations such as heat, water, and the extent to which staff could safely report and residents could be served.

Checklist:

- Are there injuries to your staff?
 - No
 - Yes – Call 911 and administer first aid if trained and comfortable
- Do you have normal communications (phone/email/text) capability?
 - Yes
 - Respond/Notify receipt of BCP activation
 - No
 - Identify all means of communication internally/externally
 - Respond/Notify receipt of BCP activation
- Did any Home Forward staff evacuate their buildings?
 - No
 - Yes
 - Note buildings and staff who have evacuated and the status of the facility.
 - Utilize EVACUATION checklists
- Are staff supporting residents with emergency response activities?
 - No
 - Yes

- Identify particular distressed buildings or residents needing access/functional needs assistance.
- Bring supplies/documents/communications items as needed.
- Relay to EXECUTIVE DIRECTOR / Incident Management Team status of the following:
 - Department
 - Staff injuries
 - Off-site staff
 - Identify staff able to continue to work
 - Facilities
 - Equipment damage
 - Communications equipment outages
 - Operations
 - Ability to continue departmental priorities, objectives, and roles.
 - Ability to connect to outside resources i.e. NET for assistance
 - Ability to utilize vehicles and access to gas facilities.
 - Access to Home Forward facilities and provide status updates
 - Ability to support other departments as needed

Community and Resident Services

BCP

To include Education Services

SUSTAINED RESPONSE - 48 HOURS – 1 WEEK

Home Forward is now operating in a sustained response mode. Critical actions and response priorities pertaining to the initial event have now transitioned to operating in either “Disaster Operation” mode or in a reduced operational mode. During the Sustained Response, the main priorities and objectives are to ensure the continuity of Home Forward operations, providing the basic services to Home Forward’s residents and the continued ability to receive and process payments to internal and external stakeholders.

To what extent Home Forward is affected will determine what priorities are needed to work forward. Earthquakes and disruption to funding sources will require different objectives, as well as different department workloads.

Checklist:

- Has Community and Resident Services been negatively affected by the event?
 - No
 - Provide support to affected departments (if needed)
 - Yes
- Are there enough employees to fulfill the department’s critical functions?
- Is the Director receiving regular updates from staff on the department’s status?
 - Yes
 - No
- Is network connectivity and communications restored?
- Does Community and Resident Services have the space and equipment to fulfill its critical functions?
- Have Home Forward facilities been checked for damage and to ensure livability?
 - Begin relocation procedures if needed
- Is Community and Resident Services able to meet the needs of Home Forward’s current operations?
 - Enough equipment to support operations at facilities
 - Staff to support residents
 - Vehicles are accessible, running and able to be gassed

- Is Community and Resident Services working with outside agencies in response and recovery efforts?
 - NET/Emergency Management
 - Red Cross/Relief Agency
 - Another local/state agency support
- Does Community and Resident Services have the ability to record timesheets?
- Are Home Forward resident needs being addressed?
 - Food/Water
 - Hygiene/Sanitation
 - Health/Mental Health

Rent Assistance

BCP

IMMEDIATE RESPONSE - 0 to 48 HOURS

Detect and determine disaster condition

The priority in the first hours of an incident is to determine the magnitude of the event and timeline needed in recovery efforts. During this phase, Home Forward will mobilize appropriate resources and take action required to manage its response to an emergency.

In assessing the situation, each department and facility will report in as to whether they have power, phones, overall facilities operations such as heat, water, and the extent to which staff could safely report and residents could be served.

Checklist:

- Are there injuries to your staff?
 - No
 - Yes – Call 911 and administer first aid if trained and comfortable
- Do you have normal communications (phone/email/text) capability?
 - Yes
 - Respond/Notify receipt of BCP activation
 - No
 - Identify all means of communication internally/externally
 - Respond/Notify receipt of BCP activation
- Did New Market West administrative building evacuate?
 - No
 - Yes
 - Take a staff headcount at the evacuation site and check in with inspectors.
 - If able, assign inspectors to properties to await further instruction
- Are staff relocating to Hollywood East?
 - No
 - Yes
 - Advise staff of relocation
 - Bring supplies/documents/communications items as needed.

- Relay to EXECUTIVE DIRECTOR / Incident Management Team status of the following:
 - Department
 - Staff injuries
 - Off-site staff
 - Identify staff able to continue to work
 - Facilities
 - Equipment damage
 - Communications equipment
 - Operations
 - Ability to continue departmental priorities, objectives, and roles.
 - Ability to process vouchers and new requests
 - Ability and access to use third party applications

Rent Assistance

BCP

SUSTAINED RESPONSE - 48 HOURS – 1 WEEK

Home Forward is now operating in a sustained response mode. Critical actions and response priorities pertaining to the initial event have now transitioned to operating in either “Disaster Operation” mode or in a reduced operational mode. During the Sustained Response, the main priorities and objectives are to ensure the continuity of Home Forward operations, providing the basic services to Home Forward’s residents and the continued ability to receive and process payments to internal and external stakeholders.

To what extent Home Forward is affected will determine what priorities are needed to work forward. Earthquakes and disruption to funding sources will require different objectives, as well as different department workloads.

Checklist:

- Has Rent Assistance been negatively affected by the event?
 - No
 - Provide support to affected departments (if needed)
 - Yes
- Are there enough employees to fulfill the department’s critical functions?
- Is the Director receiving regular updates from your staff on the department’s status?
 - Yes
 - No
- Are IT, applications, and communications restored?
- Ability and access to use third party applications
- Does Rent Assistance have the space and equipment to fulfill its critical functions?
- Is Rent Assistance able to meet the needs of current and future residents?
 - Are housing inspectors able to inspect damaged properties?
- Has Rent Assistance been able to issue new vouchers or process new housing requests?
 - Received direction from FEMA, HUD, or another federal agency?
 - Requested additional employee support?
- Has Rent Assistance been able to reach out to area housing agencies for assistance?

IMMEDIATE RESPONSE - 0 to 48 HOURS

Detect and determine disaster condition

The priority in the first hours of an incident is to determine the magnitude of the event and timeline needed in recovery efforts. During this phase, Home Forward will mobilize appropriate resources and take action required to manage its response to an emergency.

In assessing the situation, each department and facility will report in as to whether they have power, phones, overall facilities operations such as heat, water, and the extent to which staff could safely report and residents could be served.

Checklist:

- Are there injuries to your staff?
 - No
 - Yes – Call 911 and administer first aid if trained and comfortable
- Do you have normal communications (phone/email/text) capability?
 - Yes
 - Respond/Notify receipt of BCP activation
 - No
 - Identify all means of communication internally/externally
 - Respond/Notify receipt of BCP activation
- Did New Market West administrative building evacuate?
 - No
 - Yes
 - Take a staff headcount at the evacuation site and identify staff who are missing
- Are you relocating to Hollywood East?
 - No
 - Yes
 - Advise staff of relocation
 - Bring supplies/documents/communications items as needed.

- Relay to EXECUTIVE DIRECTOR / Incident Management Team status of the following:
 - Department
 - Staff injuries
 - Off-site staff
 - Identify staff able to continue to work
 - Facilities
 - Equipment & communications equipment outages
 - Operations
 - Ability to continue departmental priorities, objectives, and roles.
 - Access and implementation of pre-arranged contracts
 - If needed, transition to recovery and facilities survey
 - Remote work ability

SUSTAINED RESPONSE - 48 HOURS – 1 WEEK

Home Forward is now operating in a sustained response mode. Critical actions and response priorities pertaining to the initial event have now transitioned to operating in either “Disaster Operation” mode or in a reduced operational mode. During the Sustained Response, the main priorities and objectives are to ensure the continuity of Home Forward operations, providing the basic services to Home Forward’s residents and the continued ability to receive and process payments to internal and external stakeholders.

To what extent Home Forward is affected will determine what priorities are needed to work forward. Earthquakes and disruption to funding sources will require different objectives, as well as different department workloads.

Checklist:

- Has Development been negatively affected by the event?
 - No
 - Provide support to affected departments (if needed)
 - Yes
- Are there enough employees to fulfill the department’s critical functions?
- Is the Director receiving regular updates from staff on the department’s status?
 - Yes
 - No
- Is network connectivity, third-party applications and communications restored?
- Does Development have the space and equipment to fulfill its critical functions?
 - Are staff able to work remotely
 - Hotspots issued
- Is Development able to meet the needs of Home Forward’s current operations?
 - Stopping current projects
 - Transitioning to response and recovery efforts
 - Providing building inspection services alongside IFS and rent assistance inspectors
 - Assigning priority to building assets and assessment
- Is Development able to work with architects and developers?

- RFP/RFQ issued?
- Implementing pre-established contracts
 - Working with contractors
- Ensuring compliance with building standards and approval from Board



INCIDENT MANAGEMENT LOG

Department: _____

Name: _____

Role: _____

Date	Time	Decision/Action/Communication

ANNEX: Vital Records Management

IDENTIFYING VITAL AND CRITICAL RECORDS

“Vital and Critical records” refers to information systems and applications, electronic and hard copy documents, references, and records, to include classified or sensitive data, needed to support essential functions during a continuity event. Home Forward has identified the following as vital to its operations, and has as assigned responsibility of records management to IT.

Technical support for Home Forward IT systems is provided internally using assigned staff. External support is available through commercial vendors under existing contracts. In the event of an immediate and short-term interruption of business operations, it is anticipated that technical support will be afforded by internal personnel. Should the term of the interruption extend beyond a few days, move beyond the capabilities of internal Agency personnel, or when internal staff is not available, external technical support may be required.

Emergency Operation Records	Legal & Financial Records
<ul style="list-style-type: none"> • Business Continuity Plan • Emergency Response Plan • Safety Manual and Plans 	<ul style="list-style-type: none"> • Personnel and Volunteer Records • Resident and Tenant information • Social Security information • Payroll records • Retirement records • Insurance records • Contract and vendor relation records

Home Forward has taken the following actions to ensure that vital records, and associated critical information management systems are protected so that potential damage or loss is minimized, even in catastrophic situations. Protection of vital records and data is a key component to safeguarding Agency operating information and administrative legacy files.

Protection of vital data includes the following measures:

- Off-site physical storage of hard copy records
- Multiple backups of electronic data
- Enhanced physical protection methods and capabilities
- Redundant points of secure data access
- Protection of proprietary software
- Protection of critical operating hardware
- Formalized data protection and security standards and protocols

PROTECTING VITAL RECORDS

The protection of vital records is essential to ensuring the records are available during a continuity event, thus enabling an organization to perform their essential functions. The IT Manager regularly assess vital records systems and databases to:

- Identify the risks involved if vital records are retained in their current locations and media, and the difficulty of reconstituting those records if they are destroyed
- Identify offsite storage locations and requirements
- Determine if alternative storage media are available
- Determine requirements to duplicate records and provide alternate storage locations to provide readily available vital records under all conditions

Appropriate protections for vital records will be provided by the IT Manager and will include disbursing those records to other organization locations or storing those records offsite.

ANNEX: Lines of Succession

ORDER OF SUCCESSION

Lines of succession are provisions for the orderly and predefined transition of leadership during an emergency when the incumbents are unable or unavailable to execute their official duties. The order specifies who is authorized to make decisions or act on behalf of Home Forward and are used for specific purposes during the BCP's activation, such as:

- Approving emergency policy changes
- Approving changes to the SOP's
- Making personnel management decisions
- Approving commitment of resources
- Signing contracts

Pre-identifying orders of succession is critical to ensuring effective leadership during an emergency. In the event an incumbent is incapable or unavailable to fulfill essential duties, successors have been identified to ensure no lapse in essential and critical decision-making authority.

Home Forward's orders of succession is:

- At least two positions deep where possible, giving sufficient depth to ensure the Agency's ability to manage and direct its essential functions and operations.
- Geographically dispersed where feasible
- Described by positions/titles, rather than by individual names
- Reviewed by an organization's legal department as changes occur
- Included as a vital record. As such, copies must be made accessible in this plan, digitally, and at both NMW and HWE locations

Position	Designated Successors
Executive Director	1.) Chief Financial Officer 2.) Chief Operating Officer 3.) Chief Administrative Officer

ANNEX: Testing, Training, and Exercise Program

Upon development, the BCP will be distributed internally to all staff possessing any level of involvement in continuity management for the Agency. In addition, Agency leadership will ensure that key staff are oriented on the Business Continuity Plan, including how it integrates with other Housing policies, guidelines, procedures, and documents.

TESTING

Periodic testing utilized to evaluate the capability and capacity of primary and back-up systems, such as emergency power or network transfer protocols. Tests will be conducted on a regular basis to assess system operability, reliability, responsiveness, and integration while under simulated stress conditions. Such tests will normally include:

- Initiation of personnel call back process
- Random selection of archival data for rapid access and utilization
- Test of alternate communications systems and networks
- Test of emergency power systems
- Test of resident/participant notification process
- Simulated restoration and recovery of damaged data
- Test of critical vendor contact roster
- Review of adopted plans and procedures to determine familiarization
- Test of backup information technology systems and networks

Tests will be monitored, evaluated, and documented. A realistic corrective action plan will be developed as necessary with staff assigned to address identified gaps.

TRAINING

In order for Agency personnel to become familiar with business continuity plans, protocols, and systems, staff training will be conducted on a regular basis. Training will be conducted with the following emphasis:

- Continuity Leadership training should be conducted:
 - When the Business Continuity Plan is initially developed
 - When a new member joins the team
 - Whenever the team's roles and responsibilities have changed
 - Annual review, thereafter

EXERCISES

Periodic emergency exercises will also be conducted to evaluate how all elements of the Agency's business continuity program would be activated, operated, and conducted under simulated emergency conditions. Exercises may be conducted in conjunction with other emergency exercises being conducted locally to assess interoperability between partnering agencies and organizations.

Post-event assessment and evaluation will be undertaken in accordance with Agency performance expectations, and in light of actual experience. Metrics must identify performance factors involving not only staff, but systems, policies, plans, resources, and how intervening conditions may impact their individual collective functioning.

In establishing evaluation metrics for post-event analysis, the following criteria should apply:

- Metrics will be based upon realistic expectations of performance under difficult conditions – not as expected during day-to-day operations.
- Metrics will utilize an integrated approach, formulated to address all applicable systems at play within the organization, and externally.

Following any formal activation of the Business Continuity Plan, an After-Action Review will be conducted to identify strengths and opportunities for improvement. The emphasis will be on understanding why business continuity operations were undertaken and how effective those efforts were, and to identify what improvements or adjustment can be made to strengthen the overall continuity capability.

The after-action process will employ the following general processes:

- Collective documentation and activity reports from involved Agency staff
- Correlate information and analyze pertinent data that identifies key activities and outcomes
- Apply established performance metrics to identify shortfalls and gaps
- Consider opportunities for improvement and develop corrective action plan
- Review findings with staff and management. Circulate among staff for additional feedback
- Formulate final After-Action Report (AAR) to be submitted to the Executive Director for approval before submission to Commission for consideration in adopting appropriate policy changes
- Establish timeline for implementation of appropriate corrective actions plan
- Distribute AAR internally as appropriate
- Implement improvement/corrective actions plan as needed and as feasible

Home Forward as an agency is working to integrate its emergency management and business continuity planning and response in accordance with national standards as found in the National Incident Management System (NIMS). Due to the nature of hazards that exist within Home Forward's jurisdiction, a large state and/or federal response may respond, necessitating Home Forward staff to coordinate efforts with agencies familiar with NIMS.

National Incident Management System (NIMS)

The National Incident Management System (NIMS) is a systematic, proactive approach to guide all levels of government, nongovernmental organizations (NGOs), and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. NIMS provides a consistent foundation for all incidents, ranging from daily occurrences to incidents requiring a coordinated Federal response.

NIMS guiding principles:

- Flexibility
- Standardization
- Unity of Effort

Emergency Operations Center (EOC)

EOCs are off site locations where staff from multiple departments/agencies come together to:

- Address imminent threats and hazards
- Provide coordinated support to incident command, on-scene personnel and/or other EOCs

The purpose, authorities, and composition of EOCs vary widely, but EOCs generally perform the following primary functions:

- Collecting, analyzing and sharing information
- Supporting resource needs and requests, including allocation and tracking
- Coordinating plans and determining current and future needs
- In some cases providing coordination and policy direction
- Some agencies and departments utilize operations centers. EOCs are multidisciplinary and in this aspect are different from operations centers employed by a single organization.
- EOCs can be fixed locations, temporary facilities or virtual structures with staff participating remotely.

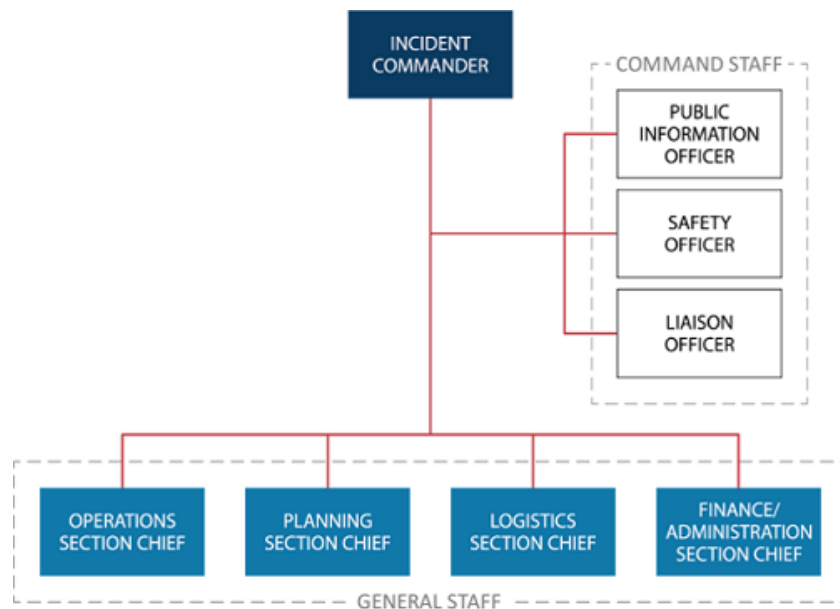
Current Home Forward locations identified as Emergency Operations Centers are the following:

PRIMARY	SECONDARY
New Market West 135 SW Ash St Portland, Oregon 97204	Hollywood East 4400 NE Broadway St. Portland, Oregon 97213

Incident Command System (ICS)

The Incident Command System (ICS) is a standardized approach to incident management that:

- Is used for all kinds of incidents by all types of organizations and at all levels of government; ICS is applicable to small incidents as well as large and complex ones.
- Can be used not only for emergencies, but also for planned events.
- Enables a coordinated response among various jurisdictions and agencies.
- Establishes common processes for incident-level planning and resource management.
- Allows for the integration of resources (such as facilities, equipment, personnel) within a common organizational structure.



[Click here to see ICS general information video](#)

Home Forward staff tasked with positions in the Business Continuity Plan will need to complete FEMA's Incident Command System training to prepare the agency for response and recovery activities after an incident which might or might not include a state or local response. All area emergency management agencies utilize Incident Command as the means to manage a response and recovery.

During a response and recovery to an event that activates the Business Continuity Plan, Home Forward staff will assume positions that are outlined in the Incident Command System chart as shown above. Home Forward agency staff will be trained and instructed in the duties and responsibilities of these positions as part of the training plan for the BCP.

NIMS Proposed Training

- ICS 100 – Introduction to the Incident Command System
- ICS 200 – Basic Incident Command Systems for Initial Response
- *ICS 300 – Intermediate ICS for Expanding Incidents (assigned to specific HF staff)*
- ICS 700 – An Introduction to the National Incident Management Systems
- ICS 800 – An Introduction to the National Response Framework

All ICS courses with the exception of ICS 300 are available for free online at FEMA's Emergency Management Institute: <https://training.fema.gov/emi.aspx>

ICS 300 is a 2-3-day course attended in person and offered by local area emergency management agencies.

Home Forward staff who are involved in communications or may be assigned a Public Information Officer role should take additional training that is sponsored by FEMA and it's partners that is specific to communicating in a disaster as well as working alongside Home Forward's partner agencies in a Joint Information Center.

Proposed training for Architects and Engineers:

- ATC-20 – Procedures for Post-Earthquake Evaluation of Building
- ATC-45 – Safety Evaluation of Buildings After Windstorms and Floods

- Making Mitigation work (National Hazard Center)

These trainings are held in person and classroom based. Home Forward staff will be scheduled to attend as these opportunities develop.

[Click here to see Enterprise Disaster Recovery and Rebuilding video series](#)



MEMORANDUM

To: Board of Commissioners
Date: February 18, 2019

From: Jonathan Trutt, Director,
Development & Community
Revitalization
503.802.8507
Subject: Authorize Execution of Ground
Lease Option for Killingsworth
Housing
Resolution 20-02-02

Staff requests that the Board of Commissioners authorize Home Forward to execute a ground lease option substantially in accordance with the document attached to the accompanying resolution as Exhibit A. This ground lease option would demonstrate site control for the purposes of an application for Oregon Housing and Community Services (OHCS) funding for approximately 100 units of affordable housing at the corner of NE 42nd Avenue and NE Killingsworth Street in Northeast Portland (“Killingsworth Housing”). The board authorized staff to submit applications for affordable housing funding sources via Resolution 20-01-01. Site control is a threshold requirement for all OHCS funding applications.

This action supports Home Forward’s 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 2017, voters in Portland Community College’s (PCC) service area passed a \$185 million bond to address repairs and modernization of certain PCC facilities. PCC will utilize a portion of these funds to redevelop its Metro Center, located at the corner of NE 42nd Avenue and NE Killingsworth Street. The Metro Center offers a wide range of employment and training programs designed to help people develop their job skills and position them to compete for family wage jobs.

In January 2020, Home Forward and PCC executed a Memorandum of Understanding (MOU) that acknowledges the shared goals of:

- expanding stable housing opportunities for low-income households,
- improving such households' earning potential, and
- assisting qualified Home Forward residents and rental assistance recipients in enrolling in job skills programs to improve their employment options.

This MOU outlines the terms of a collaboration that will deliver a modernized Metro Center and approximately 100 affordable housing units (Killingsworth Housing). It states that:

- PCC, the land owner, will make approximately one acre of the three-acre site available to Home Forward through a 50-year land lease (with an option to extend an additional 50 years), for \$10 per year.
- PCC will be the developer, owner and operator of the Metro Center.
- Home Forward will be the developer, owner, and operator of Killingsworth Housing.

In addition to our collaboration with PCC, one potentially innovative element of Killingsworth Housing is our plan to project base Family Unification Program (FUP) Vouchers in the project. These vouchers provide rental assistance and wrap around services to youth aging out of the foster care system and families needing stable housing to either (a) avoid foster care placement of their children or (b) reunite with children who were placed in foster care.



RESOLUTION 20-02-02

RESOLUTION 20-02-02 AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE AN OPTION FOR A PORTION OF THE PARCEL OWNED BY PORTLAND COMMUNITY COLLEGE LOCATED AT THE CORNER OF NE KILLINGSWORTH STREET AND NE 42ND AVENUE

WHEREAS, Portland Community College (PCC) owns an approximately three-acre site located at the corner of NE Killingsworth Street and NE 42nd Avenue in Portland (the “Site”); and

WHEREAS, the Site currently houses PCC’s Workforce Training Center; and

WHEREAS, Home Forward and Portland Community College have executed a Memorandum of Understanding (MOU) that outlines the terms of a collaborative redevelopment of the Site; and

WHEREAS, the MOU provides Home Forward the opportunity to develop, own and operate approximately 100 affordable apartments on the Site; and

WHEREAS, Home Forward staff plans to apply to Oregon Housing and Community (OHCS) for affordable housing funding in April, 2020; and

WHEREAS, OHCS funding applications require proof of site control; and

WHEREAS, Home Forward and PCC have negotiated an option providing site control as required by OHCS (attached as Exhibit A).

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward authorizes and directs the Executive Director, or his designee, to execute an

option substantially in accordance with the materials terms of Exhibit A; and

BE IT FURTHER RESOLVED, that the Board of Commissioners of Home Forward authorizes and directs the Executive Director, or his designee, to take all additional steps necessary to obtain site control of the portion of the Site that Home Forward will develop, own, and operate as affordable housing.

ADOPTED: FEBRUARY 18, 2020

Attest:

Home Forward:

Michael Buonocore, Secretary

Damien R. Hall, Chair

Exhibit A

OPTION TO LEASE AGREEMENT

This Option to Lease Agreement (“**Option**”) is made and entered into this 1st day of February, 2020 by and between **HOME FORWARD**, a public body corporate and politic of the State of Oregon (“**Home Forward**”), and **PORTLAND COMMUNITY COLLEGE**, a [REDACTED] (“**PCC**”) (collectively, the “**Parties**”).

RECITALS

- A. PCC is the owner of that certain real property located at an approximately three-acre site at 5600 NE 42nd Avenue in Portland, Oregon and as more particularly described on the attached Exhibit A (the “**Real Property**”), on which the Parties are jointly developing _____ to be located on the Property (the “**Project**”).
- B. The parties anticipate that the Project will be financed from a variety of local financing sources including federal low income housing tax credits.
- C. For purposes of utilizing the low income housing tax credits, the Project will be owned by a limited partnership in which Home Forward will serve as the general partner and a low income housing tax credit investor as the limited partner (the “**Partnership**”).
- D. PCC will retain ownership in the Real Property and enter into a long term ground lease (the “**Lease**”) with the Partnership.
- E. Pursuant to the Lease, the Partnership will own and operate the Project.
- F. The parties desire to enter into this Option to Lease Agreement to set forth the basic terms upon which the Partnership will own and operate the Project and to provide Home Forward, on behalf of the yet to be formed Partnership the exclusive Option to lease the Real Property.

AGREEMENT

NOW THEREFORE, and in consideration of the sum of Ten and 00/100 Dollars (\$10.00) cash in hand paid and other good and valuable consideration (the “**Option Reservation Payment**”), the receipt of which is hereby acknowledged, PCC does hereby grant, Home Forward the exclusive option to lease the Real Property on the following terms and conditions:

1. **Term of Option.** This Option shall remain in effect until 5:00 pm on January 31, 2022. The period between the date of this Option Agreement and January 31, 2021 is hereafter referred to as (the “**Initial Option Term**”). Home Forward shall have the right, upon thirty (30) days’ prior written notice, to extend the Initial Option Term for an additional one year until January 31, 2023 (the “**Extended Option Term**”, collectively with the Initial Option Term, the “**Option Term**”).

2. **Exercise of Option.** This Option may be exercised at any time during the Option Term by written notice to the Landlord delivered or mailed to the Landlord address set forth herein.

3. **General Terms of Lease.** The general terms of the Lease are as follows:
 - a. **Term of Lease.** The Lease shall have an initial 50 year term, to be extended for an additional 50 years upon the election of Home Forward.

 - b. **Rent.** Rent shall be in the amount of Ten and 00/100 Dollars a year payable in advance upon execution of the Lease.

 - c. **Improvements.** The Partnership shall be the owner of the Improvements.

 - d. **Encumbrances.** PCC acknowledges that financing for the Project will require low income housing covenants and restrictions which may be recorded against PCC’s fee interest in the Real Property.

 - e. **Mortgagee’s Protection Clauses.** The Lease will contain Mortgagee Protection Clauses required by the Project Lenders.

4. **Failure to Exercise Option:** If the Home Forward does not exercise the Option on or before expiration of the Option Term, the Option shall terminate and neither party shall have any further rights or claims against the other.

5. **Notices and Payment Address:** All notices shall be considered given (i) three days after being sent by certified U.S. Mail, (ii) one day after being sent by overnight courier service (e.g. FedEx), or (iii) upon hand delivery, at the addresses immediately below. Notice may be given concurrently with (i), (ii) or (iii) by email.

Home Forward: 135 SW Ash Street
 Portland, OR 97204

Attn: Jonathan Trutt
Director of Development
Email: jonathan.trutt@homeforward.org
Phone: 503-802-8507

PCC: 9700 SW Capitol Hwy, Suite 260
Portland, OR 97219
Attn: Linda Degman
Director, Planning and Capital Construction
Email: ldegman@pcc.edu
Phone: (971) 722-4423

6. **Assignment.** PCC acknowledges that Home Forward will assign this Option to the Partnership and no consent shall be required for such assignment.
7. **Successors and Assigns:** This agreement shall be binding on and shall inure to the benefit of Landlord and Tenant and their respective heirs, executors, administrators, successors and assigns.
8. **Counterparts.** This Option may be executed in multiple counterparts, each of which shall be an original but all of which, taken together, shall constitute a single instrument. Signatures transmitted by telecopy or as emailed PDF copies shall be binding as originals, and hereby waive any defenses to the enforcement of the terms of this Option based upon the form of signature. If telecopied signatures or emailed PDF copies are used to exchange signed documents, the Parties will each forward original counterpart signatures to the other promptly after delivery of the telecopied signatures or PDF copies, as set forth herein.

[Signatures on Following Page]

IN WITNESS WHEREOF this Option has been executed the date and year first above written.

Home Forward

A public body corporate and politic of the State of Oregon

By: _____
Michael Buonocore
Executive Director

Portland Community College

A _____

By: _____
Sylvia Kelly
Executive Vice President

EXHIBIT A

Real Property Legal Description



MEMORANDUM

To: Board of Commissioners Date: February 18, 2019

From: Jonathan Trutt, Director,
Development & Community
Revitalization
503.802.8507 Subject: Authorize Execution of Contract
C2448 for Professional Design
Services for Killingsworth Housing
Resolution 20-02-03

The Board of Commissioners is requested to authorize Home Forward to execute a contract for professional design services with Hacker Architects for the design and engineering of a new multi-family residential building to be co-located with Portland Community College's new Metropolitan Workforce Training Center (Metro Center) at NE 42nd Avenue and NE Killingsworth Street in Northeast Portland.

This action supports Home Forward's 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 2017, voters in Portland Community College's (PCC) service area passed a \$185 million bond to address repairs, modernization of certain PCC facilities. Metro Center will be redeveloped using these funds. The project will be catalytic for the Cully and Concordia neighborhoods and PCC acknowledges and supports the need for increased housing options in the area.

In January 2020, Home Forward and PCC executed a Memorandum of Understanding (MOU) that acknowledges the shared goals of:

- expanding stable housing opportunities for low-income households,
- improving such households' earning potential, and

- assisting qualified Home Forward residents and rental assistance recipients in enrolling in job skills programs to improve their employment options, and outlines the terms of a collaboration that will deliver Metro Center and approximately 100 affordable housing units (Killingsworth Housing).

The MOU commits PCC, the land owner, to making approximately one acre of the three-acre site available to Home Forward through a 50-year land lease with an option to extend an additional 50 years. PCC will be the developer, owner and operator of the training center, Home Forward will be the developer, owner, and operator of the housing. The housing will be financed with Low Income Housing Tax Credits (LIHTCs), private activity bonds, and other sources not yet determined.

Home Forward's Procurement & Contracts Department issued a Request for Proposals for Professional Design Services in November 2019. Twelve proposals were received and evaluated by a selection committee comprised of two Home Forward employees, a local developer, and a PCC representative. Evaluation criteria were:

- Overall quality and experience of the team
- The team's portfolio of work
- COBID participation (Oregon's Certification Office for Business Inclusion & Diversity)
- Actions to promote environmental & social responsibility

Four teams were short-listed for interviews: Bora Architects; Hacker Architects; a collaboration of Works Progress Architecture and Architecture Building Collaborative; and ZGF Architects.

Following interviews, the selection committee identified the team led by Hacker Architects as the most qualified to undertake this project. Oregon Revised Statutes prohibit Home Forward from evaluating total project fees for professional design services, but hourly rates for Hacker Architects and their team members are consistent with those found throughout the region.

The first phase of work is a coordinated development planning process and inclusive community involvement effort that will be led by PCC with the participation of Home Forward and the design teams of both Metro Center and Killingsworth Housing.

The Board is asked to authorize the contract and a sum adequate to support the development planning and community involvement work. Staff will return to the Board for

approval of a contract amendment for the full scope of services necessary to deliver the housing building (schematic design through construction administration).

The Real Estate and Development (READ) Committee of Home Forward's board reviewed a draft of this resolution prior to the publication of the agenda and packet for the February 2020 meeting.



RESOLUTION 20-02-03

RESOLUTION 20-02-03 AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE CONTRACT C2448 WITH HACKER ARCHITECTS FOR PROFESSIONAL DESIGN SERVICES FOR THE DEVELOPMENT OF KILLINGSWORTH HOUSING

WHEREAS, Portland Community College (PCC) owns an approximately three-acre site located at the corner of NE Killingsworth Street and NE 42nd Avenue in Portland (the “Site”); and

WHEREAS, the Site that currently houses PCC’s Workforce Training Center; and

WHEREAS, Home Forward and Portland Community College have executed a Memorandum of Understanding (MOU) that outlines the terms of a collaborative redevelopment of the Site; and

WHEREAS, the MOU provides Home Forward the opportunity to develop, own and operate approximately 100 affordable apartments on the Site pursuant to a fifty-year land lease with a fifty-year extension option; and

WHEREAS, Home Forward staff managed a competitive procurement process to select a professional design team led by Hacker Architects to participate in development planning and design the Site’s housing; and

WHEREAS, pursuant to the needs of the project, Home Forward staff recommend executing a contract with Hacker Architects and issuing a limited Notice to Proceed for the development planning phase; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward authorizes and directs the Executive Director to execute Contract C2448 in an amount not to exceed \$150,000 for the development planning phase of Killingsworth Housing.

ADOPTED: FEBRUARY 18, 2020

Attest:

Home Forward:

Michael Buonocore, Secretary

Damien R. Hall, Chair



MEMORANDUM

To: Board of Commissioners
Date: February 18, 2020

From: Jonathan Trutt, Director,
Development & Community
Revitalization
503.802.8507
Subject: Authorize Execution of Contract
C2446 for Construction
Manager/General Contractor
Services for the Redevelopment of
Dekum Court (a Metro Regional
Housing Bond Project)
Resolution 20-02-04

The Board of Commissioners is requested to authorize execution of a contract for construction management and general contracting (CM/GC) services with Walsh Construction Co. for the redevelopment of 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 department issued a Request for Proposals for CM/GC services in October 2019. Two proposals were received in December 2019 and evaluated by a selection committee comprised of one Home Forward Board member, three Home Forward employees, a representative of Metro, and a local developer. 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)
- Approach to executing the work
- Actions to promote environmental & social responsibility
- Cost (hourly rates and a proposed fee to complete pre-construction services)

Both proposers, LMC Construction and Walsh Construction Co., were interviewed, and the selection committee identified the Walsh team as most qualified to undertake this significant project in a manner fully compliant with the bond framework.

The cost for pre-construction services is \$120,000. A contract amendment for the Guaranteed Maximum Price (GMP) of construction will be presented to the Board of Commissioners after the project is bid and reconciled prior to the financial closing.

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 February 2020 meeting.



RESOLUTION 20-02-04

RESOLUTION 20-02-04 AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE CONTRACT C2466 WITH WALSH CONSTRUCTION CO. FOR CONSTRUCTION MANAGER/GENERAL CONTRACTOR 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, Home Forward issued a formal Request for Construction Manager/General Contractor Services in October 2019 and Walsh Construction Co. was recommended by the selection committee; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward authorizes and directs the Executive Director to execute Contract C2446 in an amount not to exceed \$120,000 for the pre-construction phase of the Dekum Court redevelopment.

ADOPTED: FEBRUARY 18, 2020

Attest:

Home Forward:

Michael Buonocore, Secretary

Damien R. Hall, Chair



MEMORANDUM

To: Board of Commissioners

Date: February 18, 2020

From: Jonathan Trutt, Director,
Development and Community
Revitalization
503-802-8507

Subject: Authorize Design Amendment to
LMC Construction Inc. Design/
Build Services Contract for the
Renovation of the Carlton Court,
Celilo Court, Demar Downs,
Eastwood Court, Fir Acres, Stark
Manor, and Townhouse Terrace
Apartments-Group 7
Resolution 20-02-05

Lewis Lyles,
Project Manager,
Development and Community
Revitalization
503.802.8484

The Board of Commissioners is requested to authorize the Executive Director or his designee to execute an amendment to the design/build contract between Home Forward and LMC Construction, Inc. for the design phase to rehabilitate Carlton Court, Celilo Court, Demar Downs, Eastwood Court, Fir Acres, Stark Manor, and Townhouse Terrace Apartments. LMC Construction Inc.'s design subcontractor is the design team of Bergsund DeLaney Architecture & Planning.

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.

Home Forward's preservation strategy is to preserve and rehabilitate the existing 196 public housing apartments at these six properties through significant capital investment. This investment will decrease maintenance costs and improve safety and residents' quality of life.

Carlton Court, Celilo Court, Demar Downs, Eastwood Court, Fir Acres, Stark Manor, and Townhouse Terrace Apartments are low-rise family properties within Group 7 of 85 Stories. Financing for all properties in Group 7 will utilize 4% Low Income Housing Tax Credits, tax exempt bonds and Home Forward equity.

In August 2019, the Home Forward Board of Commissioners authorized the design-build contract with LMC Construction Inc. (Resolution 19-08-04) to begin the programming phase for the renovation of the six family properties. The value of the initial authorization for programming was \$115,290. The value of this authorization is \$959,598 to support full design services. The design services phase will generate construction documents and coordinate permitting and bidding activities so that a GMP (Guaranteed Maximum Price) can be established for the construction work at the six family properties. After the design phase, staff anticipates a subsequent board resolution in the fourth quarter of 2020 to authorize the GMP for the full construction phase, which is currently estimated at \$17,000,000.



RESOLUTION 20-02-05

RESOLUTION 20-02-05 AUTHORIZES THE EXECUTIVE DIRECTOR OR HIS DESIGNEE TO EXECUTE A DESIGN AMENDMENT TO THE DESIGN/BUILD SERVICES CONTRACT WITH LMC CONSTRUCTION INC. FOR CELILO COURT, DEMAR DOWNS, EASTWOOD COURT, FIR ACRES, STARK MANOR, AND TOWNHOUSE TERRACE APARTMENTS

WHEREAS, Celilo Court, Demar Downs, Eastwood Court, Fir Acres, Stark Manor, and Townhouse Terrace Apartments, totaling 196 units, located in northeast Portland and southeast Gresham are in need of major system repairs and other renovations; and

WHEREAS, Home Forward previously undertook a formal competitive process for design/build services for the renovation of Celilo Court, Demar Downs, Eastwood Court, Fir Acres, Stark Manor, and Townhouse Terrace Apartments and selected LMC Construction Inc.; and

WHEREAS, the contract will be undertaken in phases, with the programming phase complete and the design phase now requiring authorization by contract amendment; and

WHEREAS, Home Forward contracting rules require approval of the Home Forward Board of Commissioners for contracts in excess of \$1,000,000 and contract amendments in excess of \$500,000.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward hereby authorizes the Executive Director, or his designee, to execute the design amendment to the design/build contract with LMC Construction Inc. in the amount not to exceed \$959,598, for full design services for Carlton Court, Celilo Court, Demar Downs, Eastwood Court, Fir Acres, Stark Manor, and Townhouse Terrace Apartments.

ADOPTED: FEBRUARY 18, 2020

Attest:

Home Forward:

Michael Buonocore, Secretary

Damien R. Hall, Chair



MEMORANDUM

To: Board of Commissioners
Date: February 18, 2020

From: Jonathan Trutt, Director,
Development and Community
Revitalization
503-802-8507
Subject: Authorize a Resolution Declaring
an Intent to Issue Bonds for SE
Powell Development
Resolution 20-02-06

Amanda Saul, Assistant Director
for GO Bond Development
503-802-8554

The Board of Commissioners is requested to approve an Inducement Resolution that declares its intention to issue and sell revenue bonds of Home Forward in a principal amount of not to exceed \$37 million. The bond issuance is a technical requirement for generating Low Income Housing Tax Credits (LIHTC) in the 4% LIHTC program. Home Forward intends to serve as the revenue bond issuer, at a development site commonly referred to as SE Powell which requires this inducement resolution. SE Powell will be developed by Home Forward and deliver 210 units of low-income housing.

Treasury Regulations Section 1.103-8(a)(5) requires that, in order for expenditures for an exempt facility (here, low-income housing) that are made before the issue date of bonds, to be reimbursed from bond proceeds, the issuer must declare an official intent to reimburse such expenditures from bond proceeds. This resolution is Home Forward's declaration of official intent to reimburse expenditures for the project made before the issue date from proceeds of tax-exempt private activity bonds.

Although this inducement resolution announces Home Forward's intent to issue the bonds, and to use bond proceeds to reimburse expenditures prior to the date of issue,

it does not obligate Home Forward to issue the bonds, or determine the specific terms of the bonds. Board of Commissioner approval of a separate “bond resolution” would be required prior to the issuance of any bonds to finance SE Powell.

Home Forward will also seek 4% LIHTC equity for the purposes of financing the development of SE Powell. Home Forward staff is preparing to request an allocation of Private Activity Bond Cap from the Private Activity Bond Committee of the Oregon State Treasury in 2021 for the financing of this project, pending this authorization.

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 February 18, 2020 board meeting.



RESOLUTION 20-02-06

RESOLUTION 20-02-06 DECLARING AN INTENT TO ISSUE NOT TO EXCEED \$37,000,000 OF REVENUE BONDS FOR THE SE POWELL PROJECT

WHEREAS, Home Forward is a public body corporate and politic of the State of Oregon and is empowered by ORS 456.005 to 456.235 (the “Act”) to issue revenue bonds for the purpose of financing housing projects; and

WHEREAS, Home Forward intends to form one or more Oregon limited partnerships of which Home Forward will be the general partner (the “Borrower”) to finance the acquisition, construction, and equipping of an approximately 210-unit apartment complex to be located at or around 3000 SE Powell Boulevard, in the City of Portland, Oregon, all to provide housing for low-income persons (collectively, the “Project”), the estimated cost of which is not expected to exceed \$69,000,000; and

WHEREAS, Home Forward anticipates that the Borrower will request that Home Forward issue and sell its revenue bonds (the “Bonds”), in an aggregate amount not to exceed \$37,000,000 pursuant to the Act to assist the Borrower in financing part of the costs of the Project; and

WHEREAS, Home Forward desires to provide such assistance, if certain conditions are met; and

WHEREAS, the use of the proceeds of the sale of the Bonds by the Borrower will permit the Borrower to finance the Project, thereby providing decent, safe, and sanitary housing for persons and families of lower income (as defined in the Act) for a period of not less than 15 years and otherwise promoting the general health and welfare of the inhabitants within the jurisdictional limits of Home Forward; and

WHEREAS, Home Forward deems it necessary and advisable that it take such action as

may be required under the Act to authorize and issue the Bonds in one or more series in a total amount not to exceed \$37,000,000, to finance part of the cost of the Project; and

WHEREAS, Treasury Regulations Section 1.103-8(a)(5) requires that, in order for expenditures for an exempt facility that are made before the issue date of bonds issued to provide financing for that facility to qualify for tax-exempt financing, the issuer must declare an official intent under Treasury Regulations Section 1.150-2 to reimburse any such expenditures from the proceeds of those bonds, and one of the purposes of this resolution is to satisfy the requirements of such regulations.

NOW, THEREFORE, BE IT RESOLVED:

1. To assist in the financing of the Project, with the public benefits resulting therefrom, Home Forward declares its intention, subject to the conditions and terms set forth herein, to issue and sell its revenue bonds or other obligations (the “Bonds”) in a principal amount of not to exceed \$37,000,000, and to reimburse itself or the Borrower from proceeds of the Bonds for expenditures for the Project made by Home Forward or the Borrower before the issue date of the Bonds.

2. The proceeds of the Bonds will be used to assist in financing the Project, and may also be used to pay all or part of the costs incident to the authorization, sale, issuance and delivery of the Bonds.

3. The Bonds will be payable solely from sources specified by resolution of the Board of Commissioners of Home Forward. The Bonds may be issued in one or more series, and shall bear such rate or rates of interest, payable at such times, shall mature at such time or times, in such amount or amounts, shall have such security, and shall contain such other terms, conditions and covenants as shall later be provided by resolution of the Board of Commissioners of Home Forward.

4. The Bonds shall be issued subject to the conditions that (a) Home Forward, the Borrower and the purchaser of the Bonds shall have first agreed to mutually acceptable terms for the Bonds and the sale and delivery thereof and mutually acceptable terms and conditions of the loan or other agreement for the Project, and (b) all governmental approvals and certifications and findings required by laws applicable to the Bonds first shall have been obtained. The Executive Director of Home Forward or his or

her designee is authorized to seek an allocation of volume cap for the Bonds from the Private Activity Bond Committee of the Debt Management Division of the Oregon State Treasury.

5. For purposes of applicable Treasury Regulations, the Borrower is authorized to commence financing of the Project and advance such funds as may be necessary therefor, subject to reimbursement for all expenditures to the extent provided herein out of proceeds, if any, of the issue of Bonds authorized herein.

6. The adoption of this resolution does not constitute a guarantee that the Bonds will be issued or that the Project will be financed as described herein. The Board of Commissioners of Home Forward shall have the absolute right to rescind this resolution at any time if it determines in its sole judgment that the risks associated with the issuance of the Bonds are unacceptable.

7. It is intended that this resolution shall constitute a declaration of official intent to reimburse expenditures for the Project made before the issue date of the Bonds from proceeds of the Bonds, for the purposes of Treasury Regulations Sections 1.103-8(a)(5) and 1.150-2.

8. Any actions of Home Forward or its officers prior to the date hereof and consistent with the terms of this resolution are ratified and confirmed.

9. Any action required by this resolution to be taken by the Executive Director of Home Forward may in the absence of such person be taken by the duly authorized acting Executive Director of Home Forward.

ADOPTED: FEBRUARY 18, 2020

Attest:

Home Forward:

Michael Buonocore, Secretary

Damian R. Hall, Chair



MEMORANDUM

To: Board of Commissioners

Date: February 18, 2020

From: Amanda Saul, Assistant Director
for GO Bond Development
503.802.8552

Subject: Authorize Execution of Amendment
02 to Contract C2109 for
Professional Design Services for SE
Powell Development (A Portland
Housing Bond Project)
Resolution 20-02-07

The Board of Commissioners is asked to authorize an amendment to the contract with Holst Architecture for professional design services for the SE Powell development.

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.

The Board of Commissioners approved a contract amendment in August 2019 (resolution 19-08-06) for the design development through construction administration phases. Efforts to secure the adjacent property, 3032 SE Powell Blvd, began before the amendment was executed and both parties to the contract agreed to delay the amendment until the full scope of the site and building program were known.

A Purchase & Sale Agreement for 3032 SE Powell Blvd was authorized in January 2020 (resolution 20-01-05). The site and program are now defined and the design team has amended their scope and fee proposal to reflect the larger site (from 1.15 acres to 2.5 acres), a larger housing program (from 180 units to 210 units), a second schematic design phase, and some additional subconsultant services (traffic engineer, acoustical engineer) that are now known to be necessary.

This is a summary of the full contract scope and fee, which is consistent with project budget projections:

ACTION	FEE	SCOPE
Base Contract Res 18-10-07	82,744	Feasibility Study (complete)
Amendment 01 Res 19-03-04	585,346	Schematic Design 1.0 (complete)
Amendment 02 Res 19-08-06	1,765,203 <i>-1,765,203</i>	Design Development thru Construction Administration <i>(amendment not executed)</i>
Amendment 02 <i>(revised)</i> Res 20-02-07	2,785,573	Schematic Design 2.0 thru Construction Administration
Total	\$3,453,663	

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 February 2020 meeting.



RESOLUTION 20-02-07

RESOLUTION 20-02-07 AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE AMENDMENT 02 TO CONTRACT C2109 WITH HOLST ARCHITECTURE FOR PROFESSIONAL DESIGN SERVICES FOR THE SE POWELL DEVELOPMENT (A PORTLAND HOUSING BOND PROJECT)

WHEREAS, The City of Portland, acting through the Portland Housing Bureau, owns an unimproved parcel at 3000 SE Powell Blvd; and

WHEREAS, Home Forward received an Award Letter from the Portland Housing Bureau that secures the unimproved parcel and project funding for the development of a new 210-unit affordable housing building; and

WHEREAS, Home Forward has purchased an adjacent parcel and increased the scope of design services to facilitate execution of the project; and

WHEREAS, through a competitive selection process completed in 2018, a team of architects and engineers led by Holst Architecture was selected to design the building; and

WHEREAS, pursuant to the needs of the project, an amendment to the contract with Holst Architecture is necessary to complete the schematic design through construction administration phases of work; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward authorizes and directs the Executive Director to execute Amendment 02 to Contract C2109 in the amount of \$2,785,573 for the schematic design through construction administration phases of the new building at 3000 SE Powell Blvd.

ADOPTED: FEBRUARY 18, 2020

Attest:

Home Forward:

Michael Buonocore, Secretary

Damien R. Hall, Chair

STAFF REPORTS

**Procurement & Contracts Department
MONTHLY CONTRACT REPORT
Contracts Approved 12/01/19 - 01/31/20**

PUBLIC IMPROVEMENT
(CONSTRUCTION & MAINTENANCE SERVICES)

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2255	0	Walsh Construction Co.	\$ 1,257,961.00	Design phase amendment for Dahlke Manor	DCR	12/3/2019	1/31/2022
C2385	0	Caughlan's Commercial Floor Covering, Inc.	\$ 3,877.00	Replace flooring in 3 elevators at HWE	Prop Mgmt	12/3/2019	12/31/2019
C2392	0	Environmental Works	\$ 9,139.00	Radon mitigation at Sellwood Center	Property Management	12/13/2019	1/31/2020
C2386	0	Fulcrum Construction & Building Services LLC	\$ 96,396.00	Rebuild deck and beams at Richmond Place	DCR	12/17/2019	4/30/2020
C2402	0	Lorentz Bruun Construction	\$ 25,000.00	Emergency truss repair in unit #417 & #414 at Headwaters	DCR	12/19/2019	3/31/2020
C2407	0	Lorentz Bruun Construction	\$ -	Headwaters emergency design-build	DCR	12/20/2019	9/15/2020
C2387	0	Dougherty Concrete Construction	\$ 10,000.00	Replace front entry steps at Sellwood Center	Prop Mgmt	1/13/2020	6/30/2020
C2406	0	Buffalo Welding	\$ 8,436.00	Handrail height extensions at Sellwood, Gallagher and Hollywood East	DCR	1/15/2020	8/16/2020
C2419	0	Kennedy Restoration	\$ 13,294.40	BCC flood emergency mitigation, unit 817	DCR	1/16/2020	3/31/2020
C2368	0	Buffalo Welding	\$ 7,834.00	Amending scope for railing work at Northwest Tower Annex Roof	DCR	1/31/2020	3/31/2020
Subtotal			\$ 1,431,937.40				10

GOODS & SERVICES

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2388	0	Metro Access Controls	\$ 7,237.00	Install ADA opener and access control on laundry room door at Sellwood Center	Prop Mgmt	12/10/2019	1/31/2020
C2389	0	Metro Access Controls	\$ 8,269.00	Install ADA opener and access control on laundry room door at Gallagher Plaza	Prop Mgmt	12/10/2019	1/31/2020
C2403	0	Snugs Services	\$ 10,000.00	On-call snow removal services	Prop Mgmt	12/18/2019	3/31/2020
C2415	0	Tonkin Wilsonville Nissan	\$ 39,851.28	2 Nissan Cargo Vans	IFSS	12/23/2019	2/29/2020
C2412	0	Pegasus Moving & Cleaning	\$ 8,000.00	On-call housekeeping services for Home Forward residents	Community Services	12/26/2019	12/31/2020
C2404	0	Allied Universal Security Services	\$ 23,040.00	Security services at Sellwood	Prop Mgmt	1/2/2020	12/31/2020
C2426	0	Telesphere Inc	\$ 7,435.00	Install new network cables at Schrunk Tower	DCR	1/9/2020	2/28/2020
C2413	0	Tekology Inc.	\$ 12,583.00	Security cameras at The Alexis	Property Management	1/10/2020	2/6/2020
C2401	0	Waste Management	\$ 24,683.04	Garbage services at Nathaniel's Way, Carriage Hill, and Project Open Door	Property Management	1/13/2020	12/22/2022
C2430	0	MercuryPDX	\$ 10,000.00	Mail Service for NMW	FAAM	1/21/2020	1/14/2021
C2429	0	Diana's Cleaning Professional Services	\$ 74,880.00	Custodial Services at NMW	IFSS	1/22/2020	2/13/2021
C2435	0	ValleyScapes Landscape Solutions	\$ 6,180.00	Landscaping at NW Tower	Property Management	1/28/2020	12/31/2020
Subtotal			\$ 232,158.32				12

PERSONAL SERVICE CONTRACTS

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2383	0	Domion Due Diligence Group	\$ 12,500.00	Peaceful Villa Section 18 Physical Needs Assessment	DCR	12/6/2019	7/31/2020
C2390	0	Great Northwest Environmental	\$ 5,000.00	Lead Air Monitoring during lead activities & lead wipe dust sampling after lead activities at Camelia Court Apartments.	DCR	12/6/2019	2/28/2020
C2366	0	A3 Acoustics	\$ 1,040.00	Acoustical services for the lounge and lobby at Grand Ave Apartments	DCR	12/9/2019	1/31/2020
C2364	0	YWCA	\$ 43,900.00	Resident services at Louisa Flowers	Community Services	12/10/2019	10/31/2020
C2384	0	Marjorie Killen Rosenberg	\$ 10,000.00	Public presentation workshops for residents	Community Services	12/10/2019	12/31/2020
C2393	0	TRC Environmental	\$ 3,995.00	surveys of additional building materials not previously tested at: Tillicum north & resident, Tillicum south, hunter's run	DCR	12/11/2019	3/31/2019
C2398	0	Partner Engineering	\$ 19,500.00	Property condition reports for Carlton, celilo, Demar, Eastwood, Fir Acres, Madrona, Stark Manor, Townhouse Terrace, Dahlke	DCR	12/12/2019	2/28/2020
C2400	0	Kenya Budd	\$ 5,000.00	Review and edit existing Home Forward Handbook policies	HR	12/16/2019	1/31/2020
C2233	0	Elevator Consulting Services	\$ 6,450.00	Construction administration for modernization at Schrunck	DCR	12/18/2019	12/31/2020
C2405	0	Esusu	\$ -	Tenant rent reporting to credit bureaus	Community Services	12/18/2019	6/30/2020
C2408	0	Cascade Radon Inc.	\$ 49,850.00	Radon testing at New columbia, Humboldt, rockwood landing, Rockwood station, BCC, Martha Washington, Stephens Creek crossing north & south, The Jeffrey, Fairview oaks/woods	DCR	12/19/2019	7/31/2020
C2410	0	Amanda Morris	\$ 1,920.00	Foot care clinic at BCC	Community Services	12/26/2019	12/31/2020
C2411	0	Amanda Morris	\$ 28,512.00	Foot care clinics at NW Tower, HWE, Gallagher Plaza, Medallion, Williams Plaza, Ruth Haefner, Sellwood, & Schrunck, The Jeffrey, Unthank, Grace Peck, Dahlke, Rosenbaum, Pearl Court, Holgate House	Community Services	12/26/2019	12/31/2020
C2397	0	Portland State University	\$ 50,000.00	Executive leadership trainings	Executive	12/30/2019	12/31/2020
C2399	0	Ideas42	\$ 90,000.00	Program consultation, design and outcome measurement	Executive	1/3/2020	12/31/2020

C2391	0	Michael Mangum Enterprises	\$ 46,902.93	Youth violence prevention at New Columbia and Humboldt Gardens	Community Services	1/8/2020	12/31/2020
C2423	0	Trash for Peace	\$ 5,200.00	Environmental education, community garden support, and community building services for Humboldt, SCC, New Columbia	Community Services	1/10/2020	12/31/2020
C2409	0	Stoel Rives LLP	\$ 500,000.00	Agency wide Legal Services; General Counsel, Procurement & Contracts, Real-Estate & Litigation; Rule 46-0340	Procurement	1/14/2020	12/31/2024
C2414	0	CSG Advisors, Inc.	\$ 15,000.00	Financial Consultant for 85 Stories Group 7 RFP	DCR	1/14/2020	6/30/2020
C2420	0	Victory Project PDX	\$ 405,313.00	Provides meals for CHSP; Rule 46-0340	Community Services	1/14/2020	12/31/2020
C2421	0	Pegasus Moving & Cleaning	\$ 264,864.00	Provides housekeeping, meal set up and delivery service for CHSP; Rule 46-0340	Community Services	1/14/2020	12/31/2020
C2425	0	CliftonLarsonAllen LLP (CLA)	\$ 595,100.00	Financial Audit Services	FAAM	1/16/2020	1/5/2023
C2424	0	Trash for Peace	\$ 33,000.00	Environmental education at: Rockwood Station, Humboldt Gardens, Dekum Court, Madrona Place, Fairview Oaks, Gateway Park, Gladstone Square, Eliot Square, and BCC	Community Services	1/17/2020	12/31/2020
C2238	0	Glumac	\$ 4,000.00	Additional scope for smoke control at NE Grand; system retesting	DCR	1/23/2020	2/28/2020
C2431	0	Transition Projects, Inc.	\$ 72,100.00	Resident Services at Peter Paulson, Gretchen Kafoury, and St. Francis; Rule 46-0340	Community Services	1/24/2020	12/31/2020
C2436	0	John Keating	\$ 50,000.00	On- call grant writing, consultation, and fund development	Community Services	1/24/2020	12/31/2021
C2422	0	Friendly House Inc.	\$ 60,000.00	Health and wellness programs at Dahlke, Grace Peck, Holgate House, Rosenbaum, and Unthank; Rule 46-0340	Community Services	1/27/2020	12/31/2020
C2433	0	Epic Land Solutions	\$ 49,975.00	Resident relocation at Powellhurst Woods	DCR	1/29/2020	8/30/2020
Subtotal			\$ 2,429,121.93				28

PROFESSIONAL SERVICE CONTRACTS (A&E)

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2394	0	KPFF	\$ 83,815.00	Boundary & Topo Surveys and ALTA/NSPS Land Title Surveys at Eastwood, Carlton, Celilo, Madrona	DCR	12/11/2019	10/31/2020

C2395	0	W.B. Wells & Associates, Inc	\$ 55,800.00	Boundary & Topo Surveys and ALTA/NSPS Land Title Surveys at Demar Downs, Fir Acres, Stark Manor, Townhouse Terrace	DCR	12/12/2019	10/31/2020
C2416	0	Forensic Building Consultants	\$ 25,260.00	Building enclosure condition assessment at Kelly Place	DCR	1/6/2020	1/2/2022
C2417	0	Forensic Building Consultants	\$ 26,160.00	Building enclosure condition assessment at Schiller Way	DCR	1/6/2020	1/2/2022
C2418	0	Forensic Building Consultants	\$ 4,460.00	Building enclosure condition assessment at Sequoia Square	DCR	1/6/2020	1/2/2022
C2428	0	R&W Engineering	\$ 25,000.00	Mechanical and electrical engineering services at Headwaters, needed	DCR	1/9/2020	3/31/2020
Total			\$ 220,495.00				6

AMENDMENTS TO EXISTING CONTRACTS

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2299	4	Robert Half International	\$ 7,180.80	Temp position: A/R specialist; extend duration	FAAM	12/2/2019	12/31/2019
C1939	12	KASA Architects, inc	\$ 13,290.00	Additional design and structural engineering services at Tamarack for Carport C	DCR	12/4/2019	2/11/2020
C1786	2	Apollo Drain & Rooter	\$ -	On-call plumbing services at HF-managed properties; amended to add time	Prop Mgmt	12/4/2019	11/28/2021
C1894	2	ValleyScapes Landscape Solutions	\$ 28,143.72	Landscaping at Stephen's Creek Crossing; amended to add time and funds	Prop Mgmt	12/4/2019	12/31/2020
C1968	16	Walsh Construction Co.	\$ 313,927.00	Williams CO #5	DCR	12/6/2019	10/30/2020
C2135	1	ValleyScapes Landscape Solutions	\$ 6,180.00	Landscaping at Gallagher Plaza; amended to extend contract	Property Management	12/9/2019	12/31/2020
C2136	1	ValleyScapes Landscape Solutions	\$ 6,612.60	Landscaping at Sellwood Center; amended to extend contract	Property Management	12/9/2019	12/31/2020
C1830	2	Jason Heglund	\$ -	On-call consultation, production, design and photography; amended to add time	Community Services	12/10/2019	12/31/2021
C1849	5	Merryman Barnes Architects	\$ 38,500.00	Additional Construction Administration work at Floresta, Alderwood, Powellhurst. T&M basis	DCR	12/10/2019	10/31/2020

C1918	2	American Heating, Inc	\$ 2,076.00	HVAC maintenance agreement for service every 90 days at Gallagher Plaza; amended to extend contract	Property Management	12/10/2019	12/31/2020
C1968	15	Walsh Construction Co.	\$ 47,525.00	Medallion CO #5	DCR	12/10/2019	10/30/2020
C2126	10	LMC, Inc.	\$ 45,452.36	Schrunk Tower maintenance, CO, misc changes	DCR	12/10/2019	2/28/2020
C2138	1	Great Northwest Environmental	\$ 14,047.00	Additional asbestos abatement oversight at Tamarack Apartments	DCR	12/10/2019	12/31/2019
C2145	1	Melles Counseling & Consulting	\$ 30,000.00	Youth Coordinator: Anti Bullying, Youth Empowerment, Skill Building at SCC; amended to extend contract	Community Services	12/10/2019	12/31/2020
C2363	1	PacificWRO	\$ -	Amendment for company name change	DCR	12/10/2019	1/31/2019
C1964	11	LMC, Inc.	\$ 43,578.56	Schrunk Tower Development; scope change	DCR	12/12/2019	3/16/2020
C1940	16	MWA Architects Inc	\$ 2,300.00	Additional design work at Eliot Square	DCR	12/13/2019	5/31/2020
C1998	3	Megan Ashlock	\$ 12,367.00	Harvest Share program coordinator managing the New Columbia Youth Empowerment Program (YEP); amended to extend contract	Community Services	12/13/2019	12/31/2020
C2017	3	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	12/13/2019	6/30/2020
C1920	2	Portland Mechanical Contractors	\$ 3,360.00	HVAC maintenance agreement for quarterly service at Sellwood tower	Property Management	12/17/2019	12/31/2020
C1984	7	LMC, Inc.	\$ 474,054.14	Teal 2: amending scope - discrepancy of \$0.25 between LMC value and our value; they left the \$0.25 off of the original contract amount starting amendment 3.	DCR	12/18/2019	3/16/2020
C1868	2	RFM, LLC	Revenue Contract	Cell Tower Management Services for Home Forward; amended to extend time	Prop Mgmt	12/20/2019	8/31/2022
C2381	2	Overland, Pacific, and Cutler LLC	\$ 35,000.00	Temporary relocation at Headwaters; amended scope, part of December 2019 headwaters emergency declaration	Asset Management	12/23/2019	12/31/2020
C2218	1	Staffing Solutions, LLC	\$ 60,000.00	On-call Temporary Labor Staffing Firms & Direct Hire Recruiters; amended to add funds	DBS-HR	12/26/2019	4/30/2022
C2299	5	Robert Half International	\$ 13,708.80	Temp position: A/R specialist; extend duration	FAAM	12/26/2019	2/29/2020
C2192	2	Worksystems, Inc.	\$ 23,750.00	Provides a WorkSource liaison for training and technical assistance to the APN career coach; amended to extend contract	Community Services	1/2/2020	12/31/2020
C2280	1	Helping Hands Home Care NW	\$ 30,000.00	Provides bathing assistance and personal care services for CHSP	Community Services	1/6/2020	12/31/2020

C2286	2	Meals on Wheels People	\$ 10,000.00	Provides frozen meals for residents in CHSP; amended to extend contract	Community Services	1/6/2020	12/31/2020
C2365	1	Brad Taylor Group	\$ 3,000.00	Staff retreat for Relocation Dept; amended scope for RAC retreat	DCR	1/8/2020	1/30/2020
C2160	1	NW Enforcement	\$ 8,820.00	Security services at BCC, extending thru 2020	Property Management	1/9/2020	12/31/2020
C2205	1	Trash for Peace	\$ 33,600.00	Youth Services Coordinator at The Ellington; amended to extend contract	Community Services	1/10/2020	12/31/2020
C2092	3	Lorentz Bruun Construction	\$ 47,850.00	Fountain place amendment during design phase, lead & asbestos, pile design	DCR	1/13/2020	3/30/2020
C2259	1	Merryman Barnes Architects	\$ -	Security Improvement Pre-planning phase work at New Market West; amended to add time	DCR	1/14/2020	12/31/2020
C2281	1	Impact Northwest	\$ -	Case management for CHSP; amended to add time	Community Services	1/14/2020	1/31/2020
C2283	1	Essential Quality Care (EQC)	\$ 58,284.92	Provides housekeeping for CHSP; Holgate House only	Community Services	1/14/2020	12/31/2020
C2287	1	Homewatch CareGivers of Portland	\$ 30,000.00	Provides bathing assistance and personal care services for CHSP	Community Services	1/14/2020	12/31/2020
C1968	17	Walsh Construction Co.	\$ 410,577.00	Williams CO #6	DCR	1/15/2020	10/30/2020
C2241	3	Bridgewater Group Inc	\$ 5,500.00	Follow-up lead and asbestos soil analysis for Powell	DCR	1/16/2020	12/31/2021
C1955	2	Floor Solutions, LLC	\$ 50,000.00	On-call flooring services; amended to extend contract duration and funds	Property Management	1/21/2020	2/3/2022
C1959	2	Thanh Do	\$ 50,000.00	On-call flooring services; amended to extend contract duration and funds	Property Management	1/22/2020	2/3/2022
C2292	1	Home Instead	\$ 40,000.00	Provides housekeeping and personal care for CHSP residents	Community Services	1/24/2020	12/31/2020
C1676	2	Innovative Changes	\$ (100,000.00)	Security Deposit Loan Program for HCV households; amending scope	Rent Assistance	1/27/2020	3/31/2021
C2296	1	Northwest Geotech, Inc	\$ 8,900.00	Infiltration testing at Dahlke; amending scope	DCR	1/28/2020	1/16/2021
C2129	1	Cascadia Behavioral Healthcare	\$ 25,718.00	Rent assistance for participants in the Shelter Plus Care (SPC) Program; amended to extend duration of contract	Homeless Initiatives	1/30/2020	3/31/2020
Subtotal			\$ 1,943,302.90				44

OTHER AGREEMENTS (Revenue contracts, 3rd Party contracts, MOU's, IGA's)

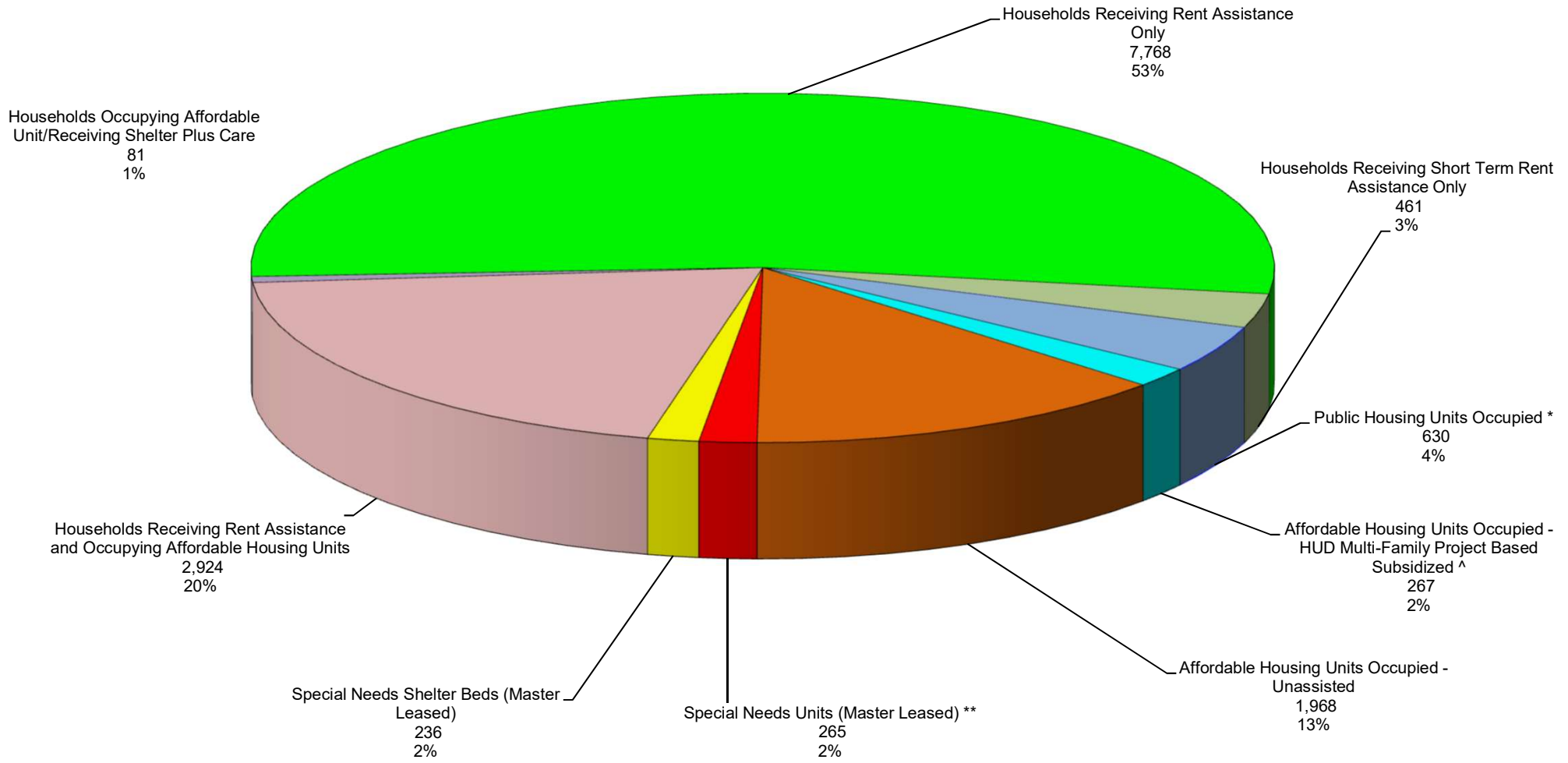
Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
GO2334	1	Northwest Infrastructure, LLC	\$ 17,706.93	Ellington Sewer Replacement at Building 26	DCR	12/9/2019	1/31/2020
R2396	0	Portland Housing Bureau	\$ 302,135.05	Revenue Contract: Asset management/resident services contract with PHB; youth services coordination, financial capabilities workshops, credit counseling; Rule 46-0340	Asset Management	1/14/2020	12/31/2021
GO2432	0	GTG Consultants, PC	\$ 9,500.00	CNA for Pearl Court	Asset Management	1/23/2020	7/31/2020
Subtotal			\$ 329,341.98				3
Total			\$ 6,586,357.53				103

**Procurement & Contracts Department
FUTURE FORMAL PROCUREMENTS
6 Month Look Ahead - February 2020**

Estimated Contract Amount	Description	Dept.	Solicitation Period
\$600,000	Window replacement at Gretchen Kafoury	DCR	Currently in Progress
\$18.5 million	CM/GC at Baldwin	DCR	Currently in Progress
\$24 million	CM/GC at Metro Center Housing Project	DCR	February
\$2 million	Elevator Modernization - Grace Peck, Rosenbaum, NMW, Dahlke	DCR	Feb/March

HOUSEHOLDS SERVED REPORT

Total Households Served: Rent Assistance and Occupied Housing Units January 2020



Total Households Served 14,600

^ Consists of Grace Peck Terrace, Multnomah Manor, Plaza Townhomes, Rosenbaum Plaza, Unthank Plaza

* Includes Local Blended Subsidy

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** Special Needs are physical units as occupancy levels that are not reported to Home Forward by service providers master leasing these properties.

Households Served

Households Served Through Housing Supports January 2020

Rent Assistance	All Programs	Moving to Work Programs	Non-MTW Programs
Rent Assistance Vouchers - Home Forward Funded	10,692	7,825	1,651
Tenant Based Vouchers	5,470	5,470	
Project Based Vouchers	1,815	1,815	
Hi Rise Project Based Vouchers	540	540	
RAD Project Based Vouchers	938		
Section 18 Project Based Vouchers	278		
Single Room Occupancy (SRO)/MODS	129		129
Family Unification Program	142		142
Mainstream Vouchers	47		47
Veterans Affairs Supportive Housing (VASH)	619		619
Rent Assistance - PORT IN From Other Jurisdiction	714		714
Short Term Rent Assistance Programs	542	-	542
Shelter + Care	481		481
Locally Funded Short Term Rent Assistance	61		61
Earl Boyles	-	-	
MIF Funded Short Term Rent Assistance	-	-	
Alder School	-	-	
New Doors	-	-	
Employment Opportunity Program	-	-	
Work Systems Inc. - Agency Based Rent Assistance	-	-	
Total Rent Assistance	11,234	7,825	2,193
Subsidized Housing Units			
Public Housing Units Occupied	630	630	-
Traditional Public Housing units Occupied	630	630	
Affordable Housing Units Occupied (excluding PH subsidized)	5,240		4,962
Affordable Housing Units - Tenant Based Vouchers	456		456
Affordable Housing Units - Shelter + Care	81		81
Affordable Housing Units - Project Based Vouchers	571		571
Affordable Housing Units - Hi Rise Project Based Vouchers	540		540
Affordable Housing Units - RAD Project Based Vouchers	938		938
Affordable Housing Units Section 18 Project Based Vouchers	278		
^ Affordable Housing Units - HUD Multi-Family Project Based	267		267
Affordable Housing Units - VASH Vouchers	106		106
Affordable Housing Units - Family Unification Program	14		14
Affordable Housing Units - Section 8 Port In	21		21
Affordable Housing Units - Unassisted	1,968		1,968
Special Needs	501		501
Special Needs Units (Master Leased) **	265		265
Special Needs Shelter Beds (Master Leased)	236		236
Total Households Occupying Housing Units	6,371	630	5,463
Total Housing Supports Provided to Household	17,605	8,455	7,656
Household Occupying Affordable Unit/Receiving Home Forward Rent Assistance	(2,924)		(2,924)
Households Occupying Affordable Unit/Receiving Shelter Plus Care	(81)		(81)
Total Households Served	14,600	8,455	4,651

Notes:

- ^A Consists of Grace Peck Terrace, Multnomah Manor, Plaza Townhomes, Rosenbaum Plaza, Unthank Plaza
 - ** Some of these are at the community levels that are not reported to Home Forward by service providers master leasing these properties.
- Home Forward Board of Commissioners
February 2020

DASHBOARD REPORT

Property Performance Measures

Occupancy

	Number of Properties	Physical Units	Rentable Units	Vacant Units	Occupancy Percentage	Unit Mix						
						Studio/SRO	1 Bdrm	2 Bdrm	3 Bdrm	4 Bdrm	5+ Bdrm	Total
Public Housing	17	645	634	15	97.6%	8	323	186	122	6	0	645
Affordable Owned	27	2471	2,401	69	97.1%	919	719	621	182	30	0	2,471
Tax Credit Partnerships	35	2,863	2,798	25	99.1%	807	952	563	385	138	17	2,863
Total Affordable Housing	62	5,334	5,199	94	98.2%	1,726	1,671	1,184	568	168	17	5,334
Combined Total PH and AH	79	5,979	5,833	109	98.1%	1,834	2,098	1,406	690	174	17	6,219
Special Needs (Master Leased)	28	265	265									
Special Needs (Shelter Beds)	3	236	236									
Total with Special Needs	110	6,720	6,587									

* property/unit counts also included in Affordable Housing Count

Financial

	Fiscal YTD ending 9/30/19					
	# of Properties/units Positive Net Operating Income (NOI)	# of Properties/units Negative Net Operating Income (NOI)	# of Properties/units Under Construction (NOI Does not Apply)	# of Properties meeting Debt Coverage Ratio (DCR)	# of Properties not meeting DCR	# of Properties DCR Not Applicable
Public Housing	17	645	0	0		
Affordable Owned	27	2,471	0	0	19	2
Tax Credit Partnerships	30	2,434	4	429	12	4

Public Housing Demographics

	Households				% Family Type (head of household)				Race % (head of household)						
	# of Households	% of Households	Average Family Size	Average Unit Size	Adults no Children	Family with Children	Elderly	Disabled Not Elderly	2156						
									Black African American	White	Native American	Asian	Hawaiian/ Pacific Island	Hispanic/ Latino	
Public Housing Residents															
0 to 10% MF1	109	18.0%	2.6	2.0	7.6%	10.4%	1.0%	3.3%	4.9%	8.5%	1.0%	0.2%	0.7%	2.8%	
11 to 20%	252	41.6%	1.6	1.4	32.5%	9.1%	17.3%	17.0%	8.2%	25.5%	1.4%	1.7%	0.5%	4.3%	
21 to 30%	127	21.0%	2.0	1.6	14.4%	6.6%	8.4%	5.8%	3.5%	11.8%	0.4%	1.3%	0.2%	4.0%	
31 to 50%	93	15.3%	2.8	2.1	5.6%	9.7%	3.1%	2.5%	3.3%	7.0%	0.2%	0.8%	0.2%	3.8%	
51 to 80%	21	3.5%	2.7	2.2	1.8%	1.7%	0.5%	0.3%	0.9%	1.5%	0.0%	0.3%	0.1%	0.7%	
Over 80%	4	0.7%	3.8	2.5	0.3%	0.3%	0.2%	0.2%	0.2%	0.2%	0.0%	0.3%	0.0%	0.0%	
All	606	11.4%	2.6	2.0	63.7%	36.3%	47.4%	50.9%	37.5%	49.0%	1.8%	5.0%	0.7%	6.6%	

Waiting List

0 to 10% MF1	6,462	40.4%	6.1	1.3			1.6%	12.1%	12.5%	18.9%	1.9%	0.9%	0.5%	3.8%	1.9%
11 to 20%	4,481	28.0%	1.9	1.3			3.6%	13.8%	8.6%	13.9%	1.2%	1.1%	0.4%	2.4%	0.4%
21 to 30%	2,476	15.5%	2.3	1.3			2.1%	4.9%	4.6%	7.6%	0.6%	0.7%	0.2%	1.5%	0.3%
31 to 50%	1,946	12.2%	2.5	1.2			1.2%	2.2%	3.9%	5.3%	0.4%	0.7%	0.2%	1.6%	0.1%
51 to 80%	479	3.0%	2.5	1.2			0.2%	0.4%	1.1%	1.1%	0.1%	0.2%	0.1%	0.3%	0.0%
Over 80%	150	0.9%	2.4	1.1			0.1%	0.2%	0.4%	0.3%	0.0%	0.0%	0.0%	0.1%	0.0%
All	11,156	100.0%	3.0	1.4			44.0%	10.0%	31.0%	47.1%	4.2%	3.9%	1.5%	10.0%	

Other Activity

Public Housing	
Names pulled from Wait List	729
Denials	5
New rentals	10
Vacates	7
Evictions	0
# of work orders received	478
# of work orders completed	423
Average days to respond	21.5
# of work orders emergency	9
Average response hrs (emergency)	17

Rent Assistance Performance Measures

Utilization and Activity

	Current Month Status						Current Month Activity				Calendar Year To Date				
	Authorized Vouchers	Utilized Vouchers	Utilization	Average Voucher	HUD Subsidy Over / (Under)	Remaining Waiting List	Waiting List Names	New Vouchers Leased	Vouchers Terminated	Voucher Inspections Completed	Utilization	Average Voucher	HUD Subsidy Over / (Under)	New Vouchers Leased	Vouchers Terminated
Tenant Based Vouchers	6,088	5,470	90%	\$837	-172,461	2,502	0	13	15	425	90%	\$837	-172,461	13	15
Project Based Vouchers	2,754	2,633	96%	\$823	14,334			25	13	130	96%	\$823	14,334	25	13
VASH Vouchers	855	619	72%	\$750	-108,342			1	2	26	72%	\$750	-108,342	1	2
FUP Vouchers	188	142	76%	\$1,016	-29,485			7	0	14	76%	\$1,016	-29,485	7	0
Mainstream Vouchers	99	47	47%	\$925	-28,102			5	0	10	47%	\$925	-28,102	5	0
RAD Project Based Vouchers	1,285	938	73%	\$622	-196,375			11	6	21	73%	\$622	-196,375	11	6
SRO/MOD Vouchers	130	129	99%	\$489	2,788			0	1	85	99%	\$489	2,788	0	1
All Vouchers	11,399	9,978	88%	\$806	-517,642			62	37	711	88%	\$806	-517,642	62	37

Home Forward - Dashboard Report For January of 2020

Demographics																	
	Households				% Family Type (head of household)				Race % (head of household)								
	# of Households	% of Households	Average Family Size	Average Unit Size	Adults no Children	Family with Children	Elderly	Elderly	Black African American	White	Native American	Asian	Hawaiian/ Pacific IsInd	Hispanic/ Latino			
Tenant Based Voucher Participants *																	
0 to 10% MFI	2,482	39.5%	1.7	1.8	31.1%	8.4%	16.3%	15.7%	13.1%	20.3%	0.9%	3.0%	0.1%		2.1%		
11 to 20%	1,410	22.5%	2.2	2.0	14.6%	7.8%	9.4%	6.5%	6.8%	12.7%	0.5%	1.1%	0.2%		1.3%		
21 to 30%	1,105	17.6%	2.8	2.3	7.5%	10.1%	3.6%	3.8%	7.6%	7.4%	0.5%	0.7%	0.1%		1.3%		
31 to 50%	274	4.4%	2.9	2.6	1.7%	2.7%	0.4%	0.7%	2.2%	1.7%	0.1%	0.1%	0.0%		0.2%		
51 to 80%	12	0.2%	3.0	2.8	0.1%	0.1%	0.0%	0.0%	0.1%	0.1%	0.0%	0.0%	0.0%		0.0%		
Over 80%	17	0.3%	2.3	2.2	82.4%	18.0%	29.4%	35.0%	64.7%	29.4%	5.9%				5.9%		
All	5,300	100%	2.5	2.3		36%	47%	51%	10%	15%	1%	2%	0%		2%		
* (Includes Tenant Based, FUP, VASH, Mainstream and Port In Vouchers)																	
Project Based Voucher Participants																	
0 to 10% MFI	882	24.7%	2.0	1.5	14.5%	5.4%	9.5%	4.5%	4.2%	13.1%	0.4%	0.6%	0.2%		1.5%		
11 to 20%	1561	43.7%	3.4	2.2	4.6%	6.4%	2.4%	1.3%	2.9%	4.9%	0.3%	0.5%	0.2%		2.3%		
21 to 30%	654	18.3%	2.7	2.1	0.7%	0.7%	0.2%	0.1%	0.5%	0.8%	0.1%	0.0%	0.0%		0.1%		
31 to 50%	389	10.9%	3.4	2.7	0.2%	0.2%	0.0%	0.1%	0.1%	0.1%	0.0%	0.0%	0.0%		0.1%		
51 to 80%	95	2.7%	3.6	2.7	0.2%	0.3%	0.0%	0.1%	0.1%	0.2%	0.0%	0.0%	0.0%		0.2%		
Over 80%	16	0.4%	3.9	2.8	42.9%	57.0%	21.4%		28.6%	71.4%					42.9%		
All	3,596	100%	3.1	2.3		28%	48%	54%	36%	91%	1%	1%	0%		47%		
Waiting List																	
0 to 10% MFI	1,048	33.4%	2.5														
11 to 20%	887	28.3%	1.8						3.2%	26.3%	30.3%	53.6%	4.8%	2.1%	1.2%	7.0%	1.2%
21 to 30%	587	18.7%	2.1						15.2%	61.2%	28.4%	56.6%	3.1%	5.4%	1.0%	4.6%	1.1%
31 to 50%	505	16.1%	2.4						17.6%	38.7%	23.7%	63.0%	2.4%	3.8%	1.0%	5.3%	0.9%
51 to 80%	87	2.8%	2.6						12.5%	24.2%	27.7%	57.6%	2.8%	4.8%	1.2%	5.5%	0.4%
Over 80%	22	0.7%	2.5						9.2%	17.2%	39.1%	43.7%	1.2%	3.5%	1.2%	10.3%	1.2%
All	3,136	100.0%	2.3						9.1%	27.3%	45.5%	36.4%	4.6%		9.1%	4.6%	0.0%
Short Term Rent Assistance																	
	# of Households Participating	\$ Amount of Assistance Provided	Average Cost per Household														
Shelter Plus Care	481	\$450,760	937														
Short Term Rent Assistance	61	\$28,601	469														

Resident Services

Resident Programs				
	Housing Program Served	Households Served/ 143	Monthly Funding Amount	Average Funds per Participant
Congregate Housing Services * as of previous month	Public Housing	146	\$80,273	\$549.81
535				
Resident Services Coordination	Public Housing			
		# Services	# of Programs	# Event Attendees
		733	121	1640
		# Notice/Violation Meetings	# Eviction Notices	# Housing Stability Meetings
			11	89
		# of Participants	Escrow \$ Held	New Enrollees
				# of Graduates
Nine months ending 12/31/2018	Public Housing	388	\$1,430,846	2
Twelve months ending 3/31/2019	Section 8	400	\$1,394,613	5
				Escrow \$ Disbursed
				Terminations or Exits
				Escrow \$ Forfeited
				Avg Annual Earned Income Increase Over Last Year
				\$0
				\$1,812
				\$30,649
				\$1,375
				\$2,617

Agency Six months ending 9/30/2019

Nine months ending 9/30/2019

The below data represents unaudited financial data.

	Fiscal Year to Date	Prior YTD	Increase (Decrease)
Subsidy Revenue	\$83,761,013	\$81,420,373	\$2,340,640
Grant Revenue	16,424,309	13,551,392	2,872,917
Property Related Income	16,158,864	16,015,491	143,373
Development Fee Revenue	7,847,025	2,117,457	5,729,567
Other Revenue	9,621,831	8,043,613	1,578,218
Total Revenue	\$133,813,042	\$121,148,326	\$12,664,715
Housing Assistance Payments	84,834,008	84,520,491	313,517
Operating Expense	30,502,652	32,168,746	-1,666,094
Depreciation	5,955,151	6,304,861	-349,709
Total Operating Expenses	121,291,811	122,994,098	-1,702,286
Operating Income	\$12,521,230	-\$1,845,772	\$14,367,002
Other Income(Expense)	11,009,280	-521,654	11,530,835
Capital Contributions	-833,359	3,775,135	-4,608,495
Increase(Decrease) Net Assets	22,697,151	5,846,746	21,289,342
Total Assets	\$ 564,591,343	\$ 462,641,905	\$ 101,949,438
Liquidity Reserves	35,025,023	28,449,050	6,575,973

Development/Community Revitalization

New Development / Revitalization

Lloyd Housing
North Group Rehab Project
East Group Rethab Project

Units	Construction Start	Construction End	Current Phase	Total Cost	Cost Per Unit
240	Dec-17	Oct-20	Construction	\$74,112,444	\$308,802
350	Dec-18	Oct-21	Construction	\$101,323,805	\$289,496
315	Jun-19	Dec-19	Construction	\$79,925,247	\$253,731

Capital Improvement

Fairview Woods Recladding

Units	Construction Start	Construction End	Current Phase	Total Cost	Cost Per Unit
N/A	Jun-17	Feb-19	Construction	\$3,900,000	N/A