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Home Forward's Michael Buonocore helps cut the ribbon at the Garlington Health Center grand opening.

Board of Commissioners Meeting

Location:

Multnomah County
501 SE Hawthorne Blvd.
Portland, Oregon 97214

Date & Time:

October 16, 2018
6:15 PM

PUBLIC NOTICE:



Home Forward
BOARD OF COMMISSIONERS
will meet on
Tuesday, October 16, 2018
At 6:15 pm
At the Multnomah County Building
501 SE Hawthorne Blvd.
In the Commissioners Board Room



MEMORANDUM

To: Community Partners

Date: October 11, 2018

From: Ian Davie, Acting Executive
Director

Subject: Home Forward Board of
Commissioners October
Meeting

The Board of Commissioners of Home Forward will meet on Tuesday, October 16, 2018 at the Multnomah County Building, 501 SE Hawthorne Blvd., in the Commissioners Board Rooms, at 6:15 P.M. The commission meeting is open to the public.

The meeting site is accessible, and persons with disabilities may call 503.802.8423 or 503.802.8554 (TTY) for accommodations (e.g. assisted listening devices, sign language, and/or oral interpreter) by 12:00 P.M. (noon), Friday, October 12, 2018.

AGENDA



BOARD OF COMMISSIONERS MEETING

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

OCTOBER 16, 2018 6:15 PM

INTRODUCTION AND WELCOME

PUBLIC COMMENT

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

MEETING MINUTES

Topic
Minutes of September 18, 2018 Board of Commissioners Meeting

MISSION MOMENT

Topic	Presenter
Sustainability Summer Camp	Zahra Pike Laura Kutner, Trash for Peace

BOARD OF COMMISSIONERS COMMENTS

Topic		Presenter
REPORT	Nominating Committee Report	Damien Hall, Vice Chair & Treasurer
	Election of Officers for 2019	Miki Herman, Chair

CONSENT CALENDAR

Following Reports and Resolutions:			
18-10	Topic	Presenter/POC	Phone #
01	Authorize Changes to the Administrative Plan for Rent Assistance	Ian Slingerland Dena Ford-Avery	503.802.8370 503.802.8568
02	Authorize a Personal Services Contract with Human Solutions Inc. for the Burnside Project	Biljana Jesic Amanda Saul	503.280.3741 503.802.8552
03	Authorize Execution of Management Agreements for Five City-owned Properties	Molly Rogers Donna Kelley	503.802.8437 503.802.8485
04	Authorize Real Estate Line of Credit with Beneficial Bank	Peter Beyer	503.802.8538

REPORTS / RESOLUTIONS

Following Reports and Resolutions:			
18-10	Topic	Presenter/POC	Phone #
05	Authorize Approval of the Fiscal Year 2019 Moving to Work Plan	Tim Collier	503.802.8432
06	Approve Findings and Authorize Alternative Contracting Methods for City of Portland General Obligation Bond Projects	Berit Stevenson	503.802.8541
07	Authorize Contract for Design Services for SE Powell Development	Jonathan Trutt Amanda Saul	503.802.8507 503.802.8552
08	Authorize Contract with Lorentz Bruun Construction Design/Build Services for Renovations of Fountain Place	Jonathan Trutt Patrick Rhea	503.802.8507 503.802.8311
09	Authorize Contract Amendment for 85 Stories, Group 5 Tamarack, Camelia Court and Winchell Court Apartments	Jonathan Trutt Lewis Lyles	503.802.8507 503.802.8484

EXECUTIVE SESSION

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

THE NEXT MEETING OF THE BOARD OF COMMISSIONERS

The next Board Work Session will be Wednesday, November 7 at 5:30 PM. The meeting will take place at Home Forward, 135 SW Ash Street, in the Columbia Room. The next Board of Commissioners meeting will be Tuesday, November 20, 2018 at 6:15 PM. This meeting will take place at the Multnomah County Building, 501 SE Hawthorne Blvd, in the Commissioners Board Room.

ADJOURN

MINUTES



BOARD OF COMMISSIONERS MEETING
HOME FORWARD
Gresham City Hall
1333 NW Eastman Parkway, Gresham, Oregon
September 19, 2018

COMMISSIONERS PRESENT

Chair Miki Herman, Vice Chair and Treasurer Damien Hall, Commissioners Richard Anderson, Matthew Gebhardt, TomiRene Hettman and David Widmark

STAFF PRESENT

Carolina Abdalah, April Berg, Peter Beyer, Michael Buonocore, Tim Collier, Leslie Crehan, Ian Davie, Betty Dominguez, Tonya Evans, Dena Ford-Avery, Kitty Miller, Kandy Sage, Amanda Saul, Shawnte Sims, Ian Slingerland, Celia Strauss, Jonathan Trutt

Chair Miki Herman convened the meeting at 6:15 PM.

PUBLIC COMMENT

None

MEETING MINUTES

Minutes of the August 21, 2018 Board of Commissioners Meeting by Conference Call

Chair Miki Herman requested a motion authorizing approval of the minutes to the August 21, 2018 Board of Commissioners Meeting. Commissioner Matthew Gebhardt moved to adopt the motion amending the August 21, 2018 to reflect his abstention from the vote and Commissioner David Widmark's absence from the August meeting. Commissioner Damien Hall moved to approve the motion and Commissioner TomiRene Hettman seconded the motion.

The vote was as follows:

Chair Miki Herman—Aye
Vice Chair/Treasurer Damien Hall—Aye
Commissioner Richard Anderson —Abstained
Commissioner Matthew Gebhardt—Aye

Commissioner TomiRene Hettman-Aye
Commissioner David Widmark—Aye

MISSION MOMENT

Camp Rosenbaum

Carolina Abdalah (Salsa) reported that 190 volunteers participate in Camp Rosenbaum, which hosted 177 campers from Oregon and SW Washington, 101 of these campers came from Home Forward properties. For the majority of campers, the experience represented their first sleep-away camp experience. Volunteers come from police and fire departments, Oregon National Guard and housing authorities throughout Oregon. Leslie Crehan (Moonglow) gave a history of the camp. In 1970 former Home Forward Chair, Fred Rosenbaum founded Camp Rosenbaum. He realized that many children, especially those living in low-income housing, would benefit from a citizenship camp. His vision to help youth has grown into an annual event for over 45 years. Camp Rosenbaum has volunteer hours exceeding 230,000, and has provided a free camp to over 6,500 youth.

Camper Destiny, reported her initial fear leaving for camp was quickly overcome after finding camp to be a fun and welcoming space. Staff were funny, and she recounted dancing with her camp counselors Tiptoe, Salsa and Peanut. Her favorite activity was arts and crafts and leather. Destiny's mother shared it was hard for her to let her child leave and that her daughter returned with invaluable life skills.

Fellow camper Brianna, shared that her favorite activity was riding horses and the campfire. She was nervous to attend camp, but once she overcame that she said it was fun and she was sad to leave her friends and counselors behind. Her mother disclosed a family history of negative police engagement and found camp to be a positive experience to repair this history. Her daughter returned from camp more independent and appreciated camp's experience. Additionally, she imparted that when her daughter started school a few weeks ago she had already established a relationship with the school resource officer.

Home Forward employee, Shawnte Sims (Selfie) noted similar hesitations as the campers about leaving for camp. When the campers arrived, camp became like magic. Reveal day gave him faith in humanity again. People from all backgrounds come together with the common goal of caring for the kids.

Melissa Sonsalla (Granola), Camp Rosenbaum Program Director, testified that Camp Rosenbaum is proud that it creates opportunities for low-income children to participate in camps. Overnight and day camps teach children new skills and create channels for

children to build confidence. Campers who go to Camp Rosenbaum from Home Forward are also eligible to participate in the Star Fund, a matching fund that allows campers to use saved dollars to go toward educational costs following high school.

Commissioner David Widmark stated that participation in camp is an invigorating opportunity and recognized Gresham Fire Department Chief Mathews' 17 years of volunteer participation and his efforts to ensure the fire department matches volunteers from the Gresham Police Department.

TomiRene Hettman added that through her time at camp she felt honored to meet counselors who had been campers themselves, and appreciated the feeling that camp is all about the kids.

Chair Miki Herman asked Leslie Crehan how many years she has participated in camp. Leslie Crehan reported that she has volunteered 25 years and counting to Camp Rosenbaum.

Chair Herman concluded the report thanking the presenters for their report and looks forward to visiting camp in future years.

CONSENT CALENDAR

RESOLUTION 18-09-01 Authorize Submission of 4% Low Income Housing Tax Credit Applications for 85 Stories Group 6

RESOLUTION 18-09-02 Intent to issue bonds for 85 Stories Group 6

Celia Strauss read the title of the resolutions on the Consent Calendar. There being no questions, Chair Miki Herman requested a motion to approve. Commissioner Richard Anderson moved to adopt the Consent Calendar, Commissioner Matthew Gebhardt seconded the motion.

The vote was as follows:

Chair Miki Herman—Aye
Vice Chair/Treasurer Damien Hall—Aye
Commissioner Richard Anderson —Aye
Commissioner Matthew Gebhardt—Aye
Commissioner TomiRene Hettman—Aye
Commissioner David Widmark—Aye

REPORT

Moving to Work Plan

Tim Collier, Communications Director presented the information for the public hearing, introduced April Buzby and provided a brief history of Home Forward's Moving to Work (MTW) status. Home Forward is one of 39 housing authorities nationally with Moving to Work status, which grants the agency the ability to develop and pilot innovative, locally-designed housing and economic independence strategies for families by allowing exemptions from public housing and Housing Choice Voucher regulations. The purposes of the MTW program are to give public housing authorities and HUD the flexibility to design and test various approaches for providing and administering housing assistance that achieve the goals of greater cost effectiveness, increase housing choice for participants and offer incentives where the head of household is working, seeking or is preparing for work by participating in job training, educational programs or programs that assist people to obtain economic self-sufficiency.

Collier shared two proposed activities for Home Forward's Moving to Work Plan. The first activity seeks to exempt SRO-MOD Section 8 Rehabilitation Section 8 participants affected by Home Forward Rent Reform activity.

The second activity allows project-based Section 8 contract holders the flexibility to relocate assistance to other properties within their holdings. A public notice was posted in the Oregonian on Sunday, September 16, 2018. Tim Collier requested the chair to open the public hearing for commentary on proposed activities.

Chair Miki Herman convened the public hearing.

There was no public comment and Chair Herman closed the public hearing. Collier reported intention to return to the board in October and share any comments received through other avenues.

RESOLUTION 18-09-03

Authorize Fiscal Year 2018 Audit

Chief Financial Officer Peter Beyer shared that this year's audit process was more challenging than years past, including early adoption of GASB Statement No. 75, property conversions and moving toward a new fiscal year calendar start. As audits also focus on compliance, Beyer thanked operating groups, Dena Ford-Avery, Elise Anderson and Tonya Evans, Ian Slingerland and Jennifer McMillan who experienced extensive audit testing.

Controller Kandy Sage highlighted the 2018 Audit, including early adoption of GASB Statement No. 75. This statement addresses reporting by governments that provide OPEB to their employees. Because Home Forward allows retirees to participate in COBRA insurance benefits after retirement resulting in an increase to the premium cost to Home Forward, this creates an implicit benefit to the retired employee and a liability to Home Forward's balance sheet.

Additional highlights include a year-15 Low Income Housing Tax Credit (LIHTC) property conversion for Fountain Place from a Tax Credit Partnership entity to a wholly owned Home Forward property. Home Forward Development Enterprises also acquired the interest of the limited partner for Gateway Park Apartments LP, which makes Gateway a Blended Component Unit of Home Forward consolidated financial statements.

There are three components of the audit: report to board of commissioners, basic financial statements, and the single audit report.

Home Forward received an unmodified opinion by MGO, which is the highest level of assurance that can be received in an auditing process.

The single-audit reports all federal programs, required per uniform grant guidance. The independent auditors tested three major federal programs. The single-audit also received an unmodified opinion with no financial statement or compliance findings for March 31, 2018.

This is the agency's first year of no financial statement or compliance findings of any kind in several years even in a year with significant staff turnover, property transitions, and change in fiscal year to a calendar year end.

Executive Director Michael Buonocore observed that he respects Home Forward staff in obtaining these results particularly in light of our stewardship to the community of an invaluable asset.

Vice Chair and Treasurer Damien Hall congratulated Home Forward staff on achieving an unmodified report.

Commissioner David Widmark felt extremely proud of the refined process coming to fruition in the form of an unmodified opinion.

Commissioner Matthew Gebhardt and Commissioner Richard Anderson also congratulated Home Forward staff on their success.

Chair Miki Herman concluded the report by stating that Home Forward is moving the needle to have no findings in consideration of the volume of complexity and large numbers managed by Home Forward. There being no questions, Chair Miki Herman requested a motion to approve. Vice Chair and Treasurer Damien Hall moved to adopt Resolution 18-09-03, Commissioner Richard Anderson seconded the motion.

The vote was as follows:

Chair Miki Herman—Aye
Vice Chair/Treasurer Damien Hall—Aye
Commissioner Richard Anderson —Aye
Commissioner Matthew Gebhardt—Aye
Commissioner TomiRene Hettman—Aye
Commissioner David Widmark—Aye

RESOLUTION 18-09-04

Recognize Betty Dominguez

Executive Director Michael Buonocore read Resolution 18-09-04 recognizing Betty Dominguez. Her decades of commitment strengthened ties within the community. Board members thanked Betty Dominguez for her advocacy for East County, passion and dedication to housing, social justice and beyond.

Betty Dominguez thanked Home Forward Board of Commissioners for their recognition. Coming from the banking industry, she fell in love with the mission. There is no place she can drive without recognizing an affordable project. She never tires of the work and commits to continuing the work and staying connected.

There being no questions, Chair Miki Herman requested a motion to approve. Commissioner David Widmark moved to adopt Resolution 18-09-04, Commissioner TomiRene Hettman seconded the motion.

The vote was as follows:

Chair Miki Herman—Aye
Vice Chair/Treasurer Damien Hall—Aye
Commissioner Richard Anderson —Aye
Commissioner Matthew Gebhardt—Aye

Commissioner TomiRene Hettman—Aye
Commissioner David Widmark—Aye

ADJOURN

There being no further business, Chair Miki Herman adjourned the meeting at 7:15 PM.

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

ADOPTED: OCTOBER 16, 2018

Attest:

Home Forward:

Ian Davie, For Secretary

Mary Ann Herman, Chair

CONSENT CALENDAR



MEMORANDUM

To: Board of Commissioners Date: October 16, 2018

From: Ian Slingerland, Director of Homeless Initiatives
503.802.8370 Subject: Authorize Changes to the Administrative Plan for Rent Assistance
Resolution 18-10-01

Dena Ford Avery, Director of Housing Choice Vouchers
503.802.8568

The Board of Commissioners is requested to authorize changes to the Administrative Plan which governs Home Forward's Housing Choice Voucher Program. These changes will implement a limited local preference in the Housing Choice Voucher program for families that include a non-elderly (age 18-61) person with disabilities who is transitioning out of institutional or other segregated settings.

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

ISSUE

Mainstream Voucher Award

The U.S. Department of Housing and Urban Development (HUD) awarded Home Forward ninety-nine "mainstream" vouchers. These vouchers will provide rent assistance valued at \$859,079 annually as part of the Section 811 Mainstream Housing Choice Voucher (HCV) Program. Home Forward was awarded these vouchers through a competitive process. Ninety-nine vouchers is the most vouchers any individual Public Housing Authority, regardless of size, received through the national competition.

Mainstream Voucher Eligibility and Local Preference

Eligibility for Mainstream HCV is restricted to families (including single-person households) that include a non-elderly (age 18 to 61) person with a disability.

Through our application for Mainstream vouchers, Home Forward committed to further targeting these vouchers, through local preference in our administrative plan, for families that include a non-elderly person with a disability in, at least, one of these categories:

1. Transitioning out of institutional or other segregated settings;
2. At serious risk of institutionalization;
3. Homeless; or
4. At risk of becoming homeless.

We are requesting adoption of a preference for non-elderly, persons with disabilities in the first category only—transitioning out of institutional and other segregated settings. Given the size of the award, we believe limiting the preference to this first category will best prioritize vouchers for those with greatest need/vulnerability, and will best align vouchers with leveraged services from partners.

Notably, the Department of Housing and Urban Development (HUD), in competitively offering these resources, requires the addition of a preference on the Housing Choice Voucher waitlist specific to these populations, and Home Forward committed to such a preference in applying for these vouchers. The preference will be limited to ninety-nine vouchers to correspond with our award of Mainstream vouchers.

Aligned Services

HUD's competition for these Mainstream vouchers awarded point to applicants with partnership commitments from health, human, and disability service agencies that have demonstrated capacity to:

- Coordinate outreach, recruitment and navigation of application process for eligible persons;
- Provide housing placement and retention supports for persons assisted with Mainstream vouchers;
- Coordinate voluntary services and supports after transition of persons assisted with mainstream vouchers to independent, permanent housing

Home Forward received commitments for aligned services and supports from:

- Multnomah County Department of County Human Services Adult Protective Services, Intellectual and Developmental Disability Services, and Long Term Services and Support program;
- Multnomah County Mental Health and Addiction Services;
- Multnomah County Department of Community Justice Assessment and Referral Center Transition Services;
- City of Portland / Multnomah County Joint Office of Homeless Services
- Oregon Housing and Community Services
- Real Choice Initiative

Capacity and Demonstrated Commitment

HUD's competition for these Mainstream vouchers awarded points to applicants with capacity and a demonstrated commitment to providing housing for persons with disabilities. Home Forward's application demonstrated this commitment by highlighting our significant work over many years with Veterans Affairs Supportive Housing, Family Unification Program, Congregate Housing Services Program, Bud Clark Commons and Shelter Plus Care.

ATTACHMENTS

Attachment 1: Revision table outlining the Administrative Plan Changes being recommended as compared to current language.

Attachment 2: Letters of Intent from service and support partners.



RESOLUTION 18-10-01

RESOLUTION 18-10-01 AUTHORIZES HOME FORWARD TO AMEND LANGUAGE IN THE ADMINISTRATIVE PLAN WHICH GOVERNS PROCESSES AND PROCEDURES IN THE HOUSING CHOICE VOUCHER PROGRAM

WHEREAS, Home Forward is committed to leveraging our role as the largest provider of affordable housing in Oregon to improve collaboration and efficacy between systems impacting people in poverty; and

WHEREAS, Home Forward recognizes that people living with disabilities are disproportionately impacted by the lack of rental subsidies and affordable housing in our community; and

WHEREAS, Home Forward seeks to effectively serve low income persons with disabilities in a more intentional way linking housing assistance with appropriate voluntary services; and

WHEREAS, Home Forward received commitments for aligned services and supports from Multnomah County, Oregon Housing and Community Services, and Real Choice Initiative; and

WHEREAS, Home Forward was awarded ninety nine Section 811 Mainstream Housing Choice Vouchers and anticipates competing for additional voucher offerings as they become available; and

WHEREAS, the Department of Housing and Urban Development (HUD), in competitively offering these resources, requires the addition of a preference on the Housing Choice Voucher waitlist specific to these populations, and Home Forward committed to such a preference in applying for these vouchers; and

WHEREAS, Home Forward wishes to target these vouchers towards areas of greatest need and aligned services;

NOW, THEREFORE, BE IT RESOLVED, the Board of Commissioners of Home Forward hereby authorizes the Executive Director to approve changes to the Administrative Plan for the Housing Choice Voucher program to implement a preference for ninety nine vouchers for families with a non-elderly (age 18 - 61) person with disabilities, as defined in 24 CFR 5.403, who is transitioning out of institutional or other segregated settings.

ADOPTED: OCTOBER 16, 2018

Attest:

Home Forward:

Ian Davie, For Secretary

Mary Ann Herman, Chair

Home Forward Summary of Proposed Revisions to the Section 8 Administrative Plan – DRAFT		
Chapter	Proposed Policy / Language	Current Policy / Practice
4	<p><u>The following preference will be ranked #2:</u></p> <ul style="list-style-type: none"> Families with a non-elderly (age 18 - 61) person with disabilities, as defined in 24 CFR 5.403, who is transitioning out of institutional or other segregated settings. The PHA will limit the number of vouchers set aside for this preference to 99. Families will be selected utilizing this preference only upon availability of a mainstream voucher for up to 99 vouchers. <p><i>Institutional or other segregated settings</i> include, but are not limited to:</p> <ul style="list-style-type: none"> Congregate settings populated exclusively or primarily with individuals with disabilities; Congregate settings characterized by regimentation in daily activities, lack of privacy or autonomy, policies limiting visitors, or limits on individuals' ability to engage freely in community activities and to manage their own activities of daily living; or Settings that provide for daytime activities primarily with other individuals with disabilities. <p><i>Transitioning</i> is defined as having a plan for exiting institutional or other segregated settings within three months.</p>	Not addressed in current policy
4	<p><u>The following preference will be ranked #3:</u></p> <ul style="list-style-type: none"> Families with a member who has a documented terminal illness with life expectancy of 12 months or less 	<p><u>The following preference will be ranked #2:</u></p> <ul style="list-style-type: none"> Families with a member who has a documented terminal illness with life expectancy of 12 months or less
4	<p><u>The following preference will be ranked #4:</u></p> <ul style="list-style-type: none"> Households residing in Multnomah County 	<p><u>The following preference will be ranked #3:</u></p> <ul style="list-style-type: none"> Households residing in Multnomah County
4	Households with no preference will be ranked #5.	Households with no preference will be ranked #4.

June 15, 2018

Michael Buonocore, Executive Director
Home Forward
135 Ash Street
Portland, Oregon 97204

Dear Mr. Buonocore:

Multnomah County is excited to partner with Home Forward to support up to 500 new Mainstream Housing Choice Vouchers (HCV) serving non-elderly, disabled individuals with a preference for people transitioning out of institutional or other segregated settings, and people at risk of institutionalization. We will leverage services from across four departments to serve people with all disability types across the county's full geographic area. This includes targeted programming serving people with mental health related disabilities and intellectual and developmental disabilities, along with programming that broadly serves people with all types of disabilities. All leveraged programs serve adults of all ages.

The following departments and programs are committed to serving as Mainstream HCV partners:

- **Department of County Human Services (DCHS)**
 - *Adult Protective Services (APS)*: protects seniors and adults with disabilities from abuse and neglect. Among other services, APS provides intensive short-term case management to vulnerable adults with physical disabilities, and/or cognitive impairments or behavioral health issues that are causing physical health concerns.
 - *Intellectual and Developmental Disabilities (IDD)*: provides individually focused care coordination and planning to children and adults with intellectual and/or developmental disabilities.
 - *Long Term Services and Support (LTSS)*: supports low-income adults who are medically in need of a nursing facility level of care and eligible for a Medicaid Title XIX Home and Community-Based Services Waiver. LTSS diverts consumers from institutions or long-term institutionalization, and transitions consumers to lower care level settings (including independent housing) with supports that meet their individual needs.
- **Health Department**
 - *Mental Health and Addiction Services Division (MHASD)*: delivers recovery-based mental health and addiction services to adults, children, and families. MHASD oversees a range of mental health programs that support individuals with persistent mental health diagnoses to live in the least restrictive setting possible.
- **Department of Community Justice (DCJ)**
 - *Assessment and Referral Center (ARC) Transition Services*: provides a comprehensive system of services designed to support adults in their transition from jail or prison back into the community. Services primarily focus on adults with special needs including those with a physical, behavioral health, and/or intellectual or developmental disability.
- **Joint Office of Homeless Services (JOHS)**: contracts with over 30 community-based nonprofit organizations serving people who are experiencing or at-risk of homelessness including substantial numbers of persons with disabilities leaving institutional settings into homelessness and persons at risk of institutionalization. Contracted services include a broad range of outreach, emergency shelter, permanent housing, and retention services. More than 38% of those served have one or more disabilities. The JOHS is the lead entity for the OR-501 Continuum of Care (CoC).

The above departments and programs are prepared to coordinate referral of eligible adults to the Mainstream HCV program. The County will work within and across these and other programs to assist voucher recipients with housing placement and retention. Housing placement services will include assistance locating appropriate housing; collecting documentation and completing housing applications; mitigating barriers and appealing denials; requesting reasonable accommodations and unit modifications; and coordinating and supporting move-in including the provision of flexible funds to help cover move-in costs (e.g. application fees, security deposits). Retention services will include individualized case management and support; connection to appropriate community-based services such as mental health, primary care, alcohol and drug treatment, money management, and day programs; care coordination; and tenancy supports and eviction prevention.

Our understanding is that the preference criteria for these Mainstream Vouchers will largely mirror eligibility criteria in our respective programs. We understand that some individuals not currently connected to our programs may receive a voucher and we are prepared to assist these individuals in obtaining and retaining housing. This includes a shared commitment to leverage existing resources and, where necessary, scale-up our collective capacity to provide needed housing placement and retention services as necessary.

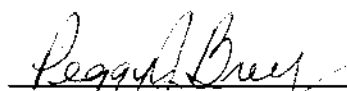
As identified above, each partnering program is designed and funded to serve one or more specific populations. These programs will leverage existing resources and help fund the necessary scale-up of our collective capacity to a degree that is proportional to the number of Mainstream Voucher recipients eligible for their specific set of services.

This shared commitment includes the leverage and potential scale-up of:

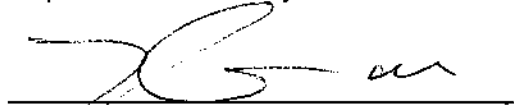
- **Flexible client assistance and lease-up funding:** Partnering programs from DCHS, the Health Department, and DCJ all have some access to existing funds that can be used to assist eligible voucher holders with housing placement costs such as application fees, security deposits, moving expenses, and furniture assistance. To the extent that existing resources are not sufficient to support all Mainstream Voucher recipients, County partners are committed to collectively scaling-up these funds. Where other partners lack such resources, JOHS is committed to providing flexible client assistance for up to 100 households who are homeless or at immediate risk of homelessness. We estimate the cost of such services at approximately \$200,000.
- **Staff to support unit identification:** Partnering programs from DCHS, the Health Department, and DCJ all have existing staff who can help identify appropriate housing for eligible Mainstream Voucher recipients. To the extent that existing staff are not able to support all recipients, County partners are committed to collectively scaling-up the CoC's Landlord Response and Recruitment Team by up to 3.0 additional full time employees (FTE). This scale-up would be resourced through a combination of department funding and reprogramed FTE. We estimate the cost of such staffing at approximately \$225,000.
- **Staff to support housing placement and retention:** Partnering programs from DCHS, the Health Department, and DCJ all have existing staff who can provide housing placement and retention services to eligible Mainstream Voucher recipients. It is our expectation that existing staff will provide housing placement and retention support for the vast majority of these recipients. The CoC's Mobile Permanent Supportive Housing Team has existing capacity to serve up to 50 new households and can help support recipients who cannot be served by other partners. In the event that housing placement and retention need exceeds the capacity of partnering programs and the Mobile PSH Team, the County will coordinate with other placement and retention programs to take on this work and/or scale-up housing placement and retention capacity.

We are also committed to engage in ongoing efforts to support training between Home Forward and county program partners, coordination of program implementation, and ongoing program evaluation. Each partnering county program will identify a point person for this work. The following representatives will serve in this role initially: Mohammad Bader, Deputy Director, DCHS; Lee Girard, Director, Aging, Disability and Veterans Services Division, DCHS; Neal Rotman, Senior Manager, Community Mental Health Program, MHASD, Health Department; Liv Jenssen, Manager, ARC Transition Services, DCJ; and Erin Pidot, Senior Program Specialist, JOHS.

Sincerely,



Peggy Brey, Director
Department of County Human Services



Neal Rotman, Senior Manager
Community Mental Health Program
Mental Health and Addiction Services Division
Health Department



Truls Neal, Director
Department of Community Justice



Marc Jolin, Director
City of Portland / Multnomah County Joint Office of Homeless Services



Real Choice Initiative

PEER MENTORS FOR INDEPENDENT LIVING

Real Choice Initiative
4975 SE Division St., #332
Portland, OR 97206

June 14, 2018

Michael Buonocore
Executive Director
Home Forward
135 SW Ash St.
Portland, OR 97204

Dear Mr Michael Buonocore,

Real Choice Initiative is an organization that supports people with disabilities to live in the community. Our knowledge of state-funded institutional settings and conducting outreach to the people who live in them will serve well in partnership with Home Forward to support independent living through the Mainstream Voucher program. RCI commits to engage in ongoing efforts to support training between Home Forward and program partners, coordination of program implementation, and ongoing program evaluation. I, Allen Hines, director of Real Choice Initiative, will be responsible for fulfilling these commitments.

The organization's peer supports, on-the-ground supports, and case management services will support lasting and sustainable transitions to independent living. To fulfill our commitment to this partnership, we will coordinate outreach and referral of people with disabilities who live in segregated settings and who are at serious risk of institutionalization. We will support our participants to apply to various housing programs and request reasonable accommodations where necessary. We will support our participants to locate and make reasonable modifications so they can fully enjoy their housing. Our program supports participants' search for housing and community and other resources to make a move to the rental market possible. RCI's case management provides tenancy support to augment participants' ability to maintain housing. Finally, our organization will support participants to move out of Multnomah County if they so decide.

Our organization provides services to people with disabilities in Multnomah County, Oregon, who want to transition to independent living. We serve people with a variety of disabilities and ages.

Sincerely,

Allen Hines



Oregon

Governor Kate Brown

Housing and Community Services

North Mall Office Building
725 Summer St NE, Suite B
Salem, OR 97301-1266
PHONE: (503) 986-2000
FAX: (503) 986-2020
TTY: (503) 986-2100
www.ohcs.oregon.gov

June 5, 2018

Attn: Department of Housing and Urban Development
Office of Strategic Planning and Management
Grants Management and Oversight Division

RE: Letter of Support and Commitment of Resources, 2017 Mainstream Voucher Program NOFA
Home Forward (abn. Housing Authority of Portland)

Oregon Housing and Community Services (OHCS) is pleased to support and provide a resource commitment to Home Forward in their application for the Department of Housing and Urban Development's 2017 Mainstream Voucher NOFA. OHCS will commit \$500 per Mainstream voucher awarded, up to \$25,000 total, in Barrier Removal Package funding specific to the 2017 Mainstream vouchers. This Barrier Removal Package will provide individuals receiving a Mainstream voucher from the 2017 award with rental security deposit and application fee assistance to ensure successful lease up. Barrier Removal Packages will be set aside for successful 2017 Mainstream Voucher NOFA applicants, and will be accessed through a collaborative arrangement with Multnomah County Department of County Human Services, who serves Multnomah County alongside Home Forward.

In addition to the Barrier Removal Package, resources to support this effort including case management services and assistance with paying arrearages in rent and utilities may also be accessed through the Multnomah County Department of County Human Services, as funding permits. These resources are made available by Community Action Agencies across Oregon who receive funding through OHCS.

Lastly, OHCS has an established Housing Choice Landlord Guarantee Fund that provides landlords with funding to cover damages to Housing Choice Voucher units that are in excess of normal wear and tear and above the security deposit amount. The Housing Choice Landlord Guarantee Fund has proven to be a successful tool to relieve any landlord hesitancy with leasing to HCV holders in Oregon. This tool will remain available to landlord's leasing to 2017 Mainstream voucher recipients.

An influx of Mainstream vouchers into Oregon communities will provide a valuable resource as we work to address housing insecurity for our most vulnerable community members. OHCS is grateful for the opportunity to support Home Forward's application and we look forward to its success. Do not hesitate to reach out to my office if there are any questions related to our agency support.

Best regards,



Home Forward Board of Commissioners
October 2018

Margaret Solle Salazar
Director



MEMORANDUM

To: Board of Commissioners

Date: October 16, 2018

From: Biljana Jesic, Community Services
Director
503.280.3741

Subject: Authorize a personal services
contract with Human Solutions
Inc. at City of Portland owned
Burnside property
Resolution 18-10-02

Amanda Saul, Assistant Director,
GO Bond Development
503-802-8552

The Board of Commissioners is requested to authorize Home Forward to enter into a personal services contract with Human Solutions, Inc. (HSI) for the City of Portland owned Burnside property. The contract totals \$157,636.00 (\$51,000 a year, escalating at 3% per year) for a three year period beginning on November 1, 2018 and ending on October 31, 2021.

This request supports Home Forward's Strategic Plan, One System Initiative: Use our capacities and expertise to support the creation of more affordable housing in our community, regardless of our role or ownership stake, in alignment with other systems of care.

ISSUE

Home Forward has entered into an intergovernmental agreement (IGA) with the City of Portland through the Portland Housing Bureau (PHB) to provide consulting services for the acquisition, development, asset management and coordination of services for the 1,300 City-owned housing units expected to be delivered with \$258.4 million Portland Housing Bond dollars.

In May of 2018, the City of Portland purchased a 51-unit project at 10506 E. Burnside and, pursuant to the terms of the IGA, has directed Home Forward to develop a plan and secure a contract for resident services at the property.

Home Forward Contracting Rules, Section 46-034, allows direct appointment through negotiation of certain personal service contracts when the nature of the work is not project-based but rather requires an ongoing, long-term relationship of knowledge and trust. In addition because of the short timeline required to have services in place PHB and Home Forward agreed to contract with HSI.

Human Solutions Inc. provides housing stability programs for families who are at risk of homelessness. Their supportive services engage families to stabilize their housing, further their education, increase income, improve health and wellness, create positive child development, and broaden their social and safety networks. HSI has demonstrated an ability to provide culturally responsive services, intensive resident services, structured group activities and child and family engagement programs and linkages to outside resources to ensure housing stability, economic growth and connections to community for both individuals and families. This proven record of proficiency allows staff to recommend approval of Resolution 18-10-02.



RESOLUTION 18-10-02

RESOLUTION 18-10-02 AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE A CONTRACT WITH HUMAN SOLUTIONS, INC. FOR RESIDENT SERVICES FOR THE 10506 E. BURNSIDE DEVELOPMENT (A PORTLAND HOUSING BOND PROJECT)

WHEREAS, Home Forward has entered into an intergovernmental agreement (IGA) with the City of Portland, acting through the Portland Housing Bureau, to provide consulting services for the acquisition, development and asset management of the 1,300 City-owned housing units expected be delivered with the \$258.4 million housing bond; and

WHEREAS, The City of Portland owns a 51-unit project at 10506 E. Burnside and, pursuant to the terms of the IGA, has directed Home Forward to develop a services plan and contract; and

WHEREAS, Home Forward Contracting Rules, Section 46-034, allows direct appointment through negotiation of certain personal service contracts when the nature of the work is not project-based but rather requires an ongoing, long-term relationship of knowledge and trust. In addition because of the short timeline required to have services in place PHB and Home Forward agreed to contract with Human Solutions, Inc.; and

WHEREAS, Home Forward will enter into a contract with Human Solutions to provide resident services for \$51,000 a year, escalating at 3% a year for three years at the Burnside project; and

WHEREAS, funding for the services will be covered by the Burnside operating budget, which has been approved by PHB;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward authorizes and directs the Executive Director to execute a contract with Human Solutions, Inc. for resident services at a new bond-funded project at 10506 E. Burnside.

ADOPTED: OCTOBER 16, 2018

Attest:

Home Forward:

Ian Davie, For Secretary

Mary Ann Herman, Chair



MEMORANDUM

To: Board of Commissioners

Date: October 16, 2018

From: Molly Rogers, Director, Asset
Management and Policy
503.802.8437

Subject: Authorize Execution of
Management Agreements for
Five City-owned Properties
Resolution 18-10-03

Donna Kelley, Asset Manager
503.802.8485

The Board of Commissioners is specifically requested to authorize Home Forward to enter into property management contracts for the following properties owned by the city of Portland: The Fairfield, The Ellington, The Headwaters and East Burnside Apartments for a three-year term each. We are also seeking authorization to enter into a property management contract for The Westwind, which is currently under a purchase and sale contract and is expected to be owned by the city as of November 1, 2018.

Property	Units	Location
Fairfield	82	Downtown Portland
Ellington	263	Northeast Portland
Headwaters	100	Southwest Portland
East Burnside	51	East Portland
Westwind	70	Downtown Portland

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 and PHB entered into an Intergovernmental Agreement (IGA) effective January 15, 2018, to provide asset management services for PHB's portfolio of properties. Pursuant to the terms of the IGA, Home Forward is to contract with property management companies, provided PHB has approved the selection of the property management firms, to provide day-to-day management of PHB's properties. Home Forward Contract Rules, at Section 46-034, allow direct appointment through negotiation of certain personal services contracts when the nature of the work is not project-based, but rather requires an ongoing, long-term relationship of knowledge and trust.

The table below sets out the properties, the property management firm and the expected annual costs for each contract. PHB has approved the firm selected for each property.

Property	Management Firm	Annual Cost (Payroll + Fees)
Fairfield	Income Property Management	\$275,943
Ellington	Affinity Property Management	\$476,468
Headwaters	Guardian Management	\$126,936
East Burnside	Income Property Management	\$78,076
Westwind	Central City Concern	\$276,122

The per unit per year (PUPY) costs for these properties vary based on location, populations served, whether 24-hour desk coverage is needed and whether resident services is included. Westwind (\$3,945 PUPY) and Fairfield (\$3,365 PUPY) are the highest; both have 24-hour staffing; Westwind also included resident services. The remaining three properties range between \$1,269 PUPY and \$1,811 PUPY, which is in line with costs at similar Home Forward properties. All costs associated with these contracts will be paid from City of Portland revenues.

Staff provided the Real Estate and Development (READ) Committee of Home Forward's board a draft copy of this resolution in advance of the publication of the agenda and packet for the October 2018 meeting.



RESOLUTION 18-10-03

RESOLUTION 18-10-03 AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE CONTRACTS WITH PROPERTY MANAGEMENT FIRMS FOR THE FOLLOWING PROPERTIES OWNED BY THE CITY OF PORTLAND: THE FAIRFIELD, THE ELLINGTON, THE HEADWATERS, THE WESTWIND, AND EAST BURNSIDE APARTMENTS

WHEREAS, Home Forward has entered into an intergovernmental agreement (IGA) with the City of Portland, acting through the Portland Housing Bureau (PHB), to provide asset management services for properties owned by the Bureau;

WHEREAS, The City of Portland owns the following apartment communities: The Fairfield, The Ellington, The Headwaters and East Burnside Apartments;

WHEREAS, The City has an executed Purchase and Sale Agreement to own the Westwind and the purchase is scheduled to be completed by November 1, 2018;

WHEREAS, The IGA authorizes Home Forward to contract with property management firms to provide property management at PHB-owned properties;

WHEREAS, PHB has approved the selected firm for each of its properties;

WHEREAS, Section 46-034 of Home Forward Contracting rules allow for direct appointment through negotiation of personal services contracts when the nature of the work is not project-based but rather requires an ongoing, long-term relationship of knowledge and trust;

WHEREAS, Property management is an area where the work requires an ongoing, long-term relationship of knowledge and trust; and

WHEREAS, funding for these contracts is secure and will be coming from city of Portland revenues.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward authorizes and directs the Executive Director to execute property management

contracts with Income Property Management for the Fairfield and East Burnside Apartments, Guardian Management for the Headwaters, Affinity Property Management for the Ellington and Central City Concern for the Westwind.

ADOPTED: OCTOBER 16, 2018

Attest:

Home Forward:

Ian Davie, For Secretary

Mary Ann Herman, Chair



MEMORANDUM

To: Board of Commissioners

Date: October 16, 2018

From: Peter Beyer, Chief Financial
Officer
503.802.8538

Subject: Authorize the Board Chair,
Executive Director or Chief Financial
Officer to establish a \$20,000,000
real estate line of credit with
Beneficial State Bank
Resolution 18-10-04

The Board of Commissioners is requested to approve a resolution authorizing the Board Chair, the Executive Director or the Chief Financial Officer to enter into an agreement with Beneficial State Bank to establish a \$20 million revolving line of credit. The line of credit will be used to provide capital for real estate development activities and 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.*

Home Forward is the largest provider of affordable housing in the state of Oregon, with a real estate portfolio of over 100 properties and an assessed value of approximately \$665 million.

Currently, Home Forward has an \$8 million working capital line of credit with Columbia Bank. That line allows the Agency to meet future cash needs on a timely basis and optimally manage available cash reserves and general Agency liquidity. The line of credit has been used for two main purposes:

- 1) To provide temporary funding for Home Forward's Rent Assistance program and related services to residents; and
- 2) To support the temporary financing for Home Forward's real estate housing projects.

To improve and expand the real estate portfolio either owned directly or indirectly by Home Forward, we identified a need for a multi-draw real estate revolving credit facility product that can be used:

- to provide short to mid-term financing for land and/or property acquisition(s)
- to provide bridge funding for capital construction/improvements to existing agency properties while awaiting funds from other funding sources
- to provide temporary financing while outstanding debt on existing agency properties is being refinanced

Unlike the working capital line of credit where draws may be outstanding from one day to a few months, this intent of this line will be to provide mid-term financing (i.e. from a few months up to three years).

Line of Credit Information

In February 2018, Home Forward issued a request for information to seven banks for a real estate line of credit on behalf of Home Forward and its related entities. Under this request, Home Forward sought a long term credit product of up to \$20 million with competitive interest rates, fees, collateral requirements, and the flexibility to pair with secondary financing tools. Of the seven banks contacted, three responded with their best credit product and based on the evaluation of each bank's product requirements, **Beneficial State Bank** was selected to be the most advantageous bank to provide Home Forward with a real estate line of credit. The proposal terms include:

Credit Facility

- \$20 million revolving line of credit
- Maturity of ten years with outstanding balance due at maturity
- Payments are interest only during the revolving period
- All draws are expected to be repaid within 36 months of the initial draw for that project; otherwise, the aggregate of draws for that project will be converted to a term loan provided by the Bank based upon a 10-year term, 25 year amortization at prevailing rates and minimum debt service requirements.

Fees

- Facility Fee (one time) is equal to .25% of commitment amount (\$50,000)
- Document fee (one time) is set at \$495
- No unused commitment fee

Interest Rate on Draws

The line has an option for a variable rate draw or a fixed rate draw at the following rates:

- Variable rate = Prime minus .75% (as listed in the Wall Street Journal)
- Fixed rate = Fixed at time of approval and held for 30 days to close, for 5 years upon the then 5-year Federal Home Loan Bank (FHLB) + 1.50% or 5-year Constant Maturity (CMT) + 1.75%; the fixed rate would reset for the subsequent 5 years at the same index and spread as initially used

Collateral Requirements

First deed of trust (and assignment of rents, if applicable) on a real estate collateral pool with a 75% maximum commitment to collateral value (75% LTV). As borrower, Home Forward will be able to swap out collateral provided other covenants are in compliance and subject to bank acceptance of appraisals and other property due diligence and approval of the new collateral.

Home Forward has identified that the three properties Grace Peck, Rosenbaum Plaza and Unthank will serve as the properties for the collateral pool.

Additional Requirements

For accounts that are wholly owned and/or controlled by Home Forward, Home Forward will aggregately maintain a minimum of \$12,500,000 in deposit balances at Beneficial State Bank during the term of the credit facility. Accounts and balances that qualify may be either non-interest or interest bearing, with interest paid on deposit balances of no more than 50 basis points.

Additionally, Home Forward will maintain a 5-year certificate of deposit of \$275,000 with Beneficial State Bank. This requirement will be waived if the appraised values of the properties exceeds the 75% LTV requirement.

Borrower Covenants

There are two borrower covenants:

- 1) Debt service coverage of 1.20 to be maintained and tested annually.

For this covenant, "Debt service coverage ratio" is calculated as: (Total Net ordinary business income plus depreciation plus amortization plus interest expense) divided by the sum of all principal and interest payments due for all indebtedness during the

respective period. The outstanding debt on this facility will have a principal and interest payments calculated on a 25 year amortization at the then current 5-year CMT rate + 1.75%.

- 2) Debt service coverage of 1.00 on pool of eligible collateral properties to be maintained and tested annually.

For this covenant, “Debt service coverage ratio” is calculated as: (Total Net ordinary business income plus depreciation plus amortization plus interest expense) divided by the sum of all principal and interest payments due for all indebtedness during the respective period for the collateral properties and ownership entity. The outstanding debt on this facility will have a principal and interest payments calculated on a 25 year amortization at the then current 5-year CMT rate + 1.75%.

Reporting requirements

Audited financial statements are due with 120 days of period end and company prepared quarterly financial statements are due within 45 days of period end.

Governance Considerations

Home Forward staff is required to obtain board approval for the acquisition of all new real estate. Planned draws from this line in connection to new real estate will be included in that approval process. For projects already approved by the board and for short term financing, draws will occur as part of normal treasury functions.

Additionally, Home Forward staff will provide the Audit and Finance committee with a quarterly Line of Credit Report, listing draw and repayment transaction information.



RESOLUTION 18-10-04

RESOLUTION 18-10-04 AUTHORIZES THE EXECUTIVE DIRECTOR OR CHIEF FINANCIAL OFFICER TO ESTABLISH A \$20,000,000 LINE OF CREDIT WITH BENEFICIAL STATE BANK

WHEREAS, Home Forward, a public body corporate and politic of the State of Oregon, seeks to encourage the provision of long term housing for low income persons residing in the Multnomah County, Oregon; and

WHEREAS, ORS 456.120 defines the powers Home Forward as a public corporation to include the power to “borrow money pursuant... from any sources, public or private, for the purpose of undertaking and carrying out housing projects”; and

WHEREAS, the Board of Commissioners of Home Forward deems it necessary and advisable and in the best interest of Home Forward to borrow money to provide financing for real estate activities; and

WHEREAS, Beneficial State Bank (the “Bank”), has offered to extend a \$20,000,000 revolving line of credit to Home Forward for use by Home Forward on behalf of itself and its related entities to provide money for such purposes; and

WHEREAS, the requirements of the line of credit include the following:

A) Credit Facility

- \$20 million revolving line of credit
- Maturity of ten years with outstanding balance due at maturity
- Payments are interest only during the revolving period
- All draws are expected to be repaid within 36 months of the initial draw for that project; otherwise, the aggregate of draws for that project will be converted to a term loan provided by the Bank based upon a 10-year term, 25 year amortization at prevailing rates and minimum debt service requirements.

B) Fees

- Facility Fee (one time) is equal to .25% of commitment amount (\$50,000)
- Document fee (one time) is set at \$495
- No unused commitment fee

C) Interest Rate on Draws

The line has an option for a variable rate draw or a fixed rate draw at the following rates

- Variable rate = Prime minus .75% (as listed in the Wall Street Journal)
- Fixed rate = Fixed at time of approval and held for 30 days to close, for 5 years upon the then 5-year Federal Home Loan Bank (FHLB) + 1.50% or 5-year Constant Maturity (CMT) + 1.75%; the fixed rate would reset for the subsequent 5 years at the same index and spread as initially used

D) Collateral Requirements

First deed of trust (and assignment of rents, if applicable) on a real estate collateral pool with a 75% maximum commitment to collateral value (75% LTV). As borrower, Home Forward will be able to swap out collateral provided other covenants are in compliance and subject to bank acceptance of appraisals and other property due diligence and approval of the new collateral. Home Forward has identified that the three properties Grace Peck, Rosenbaum Plaza and Unthank will serve as the properties for the collateral pool.

E) Additional Requirements

For accounts that are wholly owned and/or controlled by Home Forward, Home Forward will aggregately maintain a minimum of \$12,500,000 in deposit balances at Beneficial State Bank during the term of the credit facility. Accounts and balances that qualify may be either non-interest or interest bearing, with interest paid on deposit balances of no more than 50 basis points.

Additionally, Home Forward will maintain a 5-year certificate of deposit of \$275,000 with Beneficial State Bank. This requirement will be waived if the appraised values of the properties exceeds the 75% LTV requirement.

F) Borrower Covenants

There are two borrower covenants:

- 1) Debt service coverage of 1.20 to be maintained and tested annually. "Debt service coverage ratio" is calculated as: (Total Net ordinary business income

plus depreciation plus amortization plus interest expense) divided by the sum of all principal and interest payments due for all indebtedness during the respective period. The outstanding debt on this facility will have a principal and interest payments calculated on a 25 year amortization at the then current 5-year CMT rate + 1.75%.

- 2) Debt service coverage of 1.00 on pool of eligible collateral properties to be maintained and tested annually. "Debt service coverage ratio" is calculated as: (Total Net ordinary business income plus depreciation plus amortization plus interest expense) divided by the sum of all principal and interest payments due for all indebtedness during the respective period for the collateral properties and ownership entity. The outstanding debt on this facility will have a principal and interest payments calculated on a 25 year amortization at the then current 5-year CMT rate + 1.75%.

G) Reporting requirements

Audited financial statements are due with 120 days of period end and company prepared quarterly financial statements are due within 45 days of period end; and

WHEREAS, planned draws from this line in connection with new real estate will be included in the acquisition approval process by the Board and for projects already approved by the Board, draws related to temporary financing will occur as part of normal treasury functions; and

NOW, THEREFORE, BE IT RESOLVED: that the Board of Commissioners of Home Forward authorizes and directs the Chair of the Board, the Executive Director, or the Chief Financial Officer (or duly authorized person acting on their behalf) to execute the line of credit agreement with Beneficial State Bank, to provide the required payments connected with establishing the line of credit, to complete the related filings connected with the line of credit and to execute line of credit draws and repayments, as approved.

ADOPTED: OCTOBER 16, 2018

Attest:

Home Forward:

Ian Davie, For Secretary

Mary Ann Herman, Chair



MEMORANDUM

To: Board of Commissioners

Date: October 16, 2018

From: Tim Collier, Communications
Director
503.802.8432

Subject: Authorize Fiscal Year 2019 Draft
Moving to Work (MTW) Plan
Resolution 18-10-05

The Board of Commissioners is requested to authorize staff to submit the 20th Year Moving to Work (MTW) Annual Plan to the Department of Housing and Urban Development. This plan corresponds to Home Forward's fiscal year 2019.

ISSUE

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

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



RESOLUTION 18-10-05

RESOLUTION 18-10-05 AUTHORIZES HOME FORWARD STAFF TO SUBMIT THE 20TH YEAR ANNUAL MOVING TO WORK (MTW) PLAN TO THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

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

WHEREAS, the plan has been publicly noticed in the Oregonian on September 17, 2018, and posted to the Home Forward website; and

WHEREAS, on September 11, 2018 Home Forward staff met with members of the Resident Advisory Committee to review the draft plan; and

WHEREAS, on September 18, 2018 the Home Forward Board of Commissioners conducted a public hearing on the draft MTW plan; and

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

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

ADOPTED: OCTOBER 16, 2018

Attest:

Home Forward:

Ian Davie, For Secretary

Mary Ann Herman, Chair



homeforward

hope. access. potential.

Fiscal Year 2019

Moving to Work Plan

January 1, 2019 through December 31, 2019

Original Submission:
October 18, 2018

Home Forward Board of Commissioners

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

Home Forward Executive Staff

Michael Buonocore, Executive Director
Peter Beyer, Chief Financial Officer
Ian Davie, Chief Operations Officer
Kitty Miller, Chief Administrative Officer
Carolina Abdalah, Director, Integrated Facilities Services and Safety
Dena Ford-Avery, Director, Housing Choice Vouchers
Elise Anderson, Director, Property Management
Ian Slingerland, Director, Homeless Initiatives
Jonathan Trutt, Director, Development and Community Revitalization
Melissa Richardson, Director, Business Services
Molly Rogers, Director, Asset Management and Housing Policy
Biljana Jesic, Director of Community Services
Tim Collier, Director, Communications

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Introduction

Introduction

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

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

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

The following Fiscal Year 2019 Moving to Work Plan details how Home Forward intends to use our flexibility. We will continue to use our MTW authority to best meet the needs of our community, with thoughtful intent, and the ability to quickly respond to changes in our region's rental market and economy. Home Forward will continue to collaborate with local government and community service providers to expand and sustain housing resources for the community. These partnerships and Home Forward's MTW flexibility are more important than ever as the Portland Metropolitan Area continues to experience a housing crisis, a crisis the Portland City Council recently extended through at least October 2018.

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

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

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

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

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

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

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

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

The Portland metro region continues to experience a challenging housing market in terms of unprecedented rent increases and historically low vacancy rates. As a reaction to the state's housing rental crisis, the Oregon state legislature passed several bills in 2016 related to housing and the City of Portland extended our declared housing emergency until at least October 2018.

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

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

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

Overview of Non MTW Activities

Mobility Counseling and Transportation Toolkit

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

VASH Households

Veterans Affairs Supportive Housing (VASH) vouchers are an important and valuable resource for homeless veterans in our community. Home Forward currently administers 664 VASH vouchers, up from our original award of 70 vouchers in FY2009. Most recently, Home Forward was awarded 75 new VASH vouchers with an effective date of April 1, 2018. We are proud to administer these vouchers for the veteran men and women in our community.

Our March 2018 VASH utilization level was up to 96%. With the April 2018 award, our utilization has dropped as we work with the VA and community partners to lease-up these new vouchers. As of July 2018, our utilization is at 88%.

Our ability to effectively increase the scale of our VASH program in the face of an incredibly tight rental market is testament to the success of our partnership with the local Veterans Administration Medical Center, Multnomah County, the City of Portland and a host of non-profit agencies including Transition Projects, our communities Supportive Services for Veteran Families recipient. Home Forward continues to provide security deposit assistance, and our jurisdictional partners, through the Joint Office for Homeless Services, funds additional flexible placement and retention assistance which can be used for any costs related to removing barriers related to lease-up, such as application fees, utility and housing debt, and transportation costs associated with housing search. Additionally, Home Forward is working with the VA and partners to increase the number of Project Based VASH, in order to increase access to housing for Veterans that face the greatest barriers to lease up in the private rental market. There are currently twelve Project Based VASH units, and we anticipate the lease up of 80 more Project Based VASH units in four properties in 2019.

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

A Home for Everyone

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

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

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

These preferences were fully utilized in FY 2017. An evaluation of these preferences showed their success at achieving strong lease-up, retention and resource alignment outcomes for families and individuals leaving homelessness. Home Forward may continue or expand these efforts utilizing the Tenant-Based Voucher Set Aside activity approved with our FY 2017 Moving to Work Plan. Unfortunately, the disparity between voucher expenses and voucher funding levels has limited Home Forward's ability to issue vouchers and we have been unable, yet, to continue or expand these successful preferences.

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

High Rise Preservation Efforts: 85 Stories

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

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

Phase II: RAD conversions focused in two groups occurred during Fall 2017. Group 3 included six mixed finance properties which were not in need of renovations. Group 4 included three HOPE VI properties which are also newer properties that were not in need of renovations

Phase III: To complete the RAD and Section 18 conversions, we have developed a financial strategy that allows the agency to complete the process by FY2021 by converting public housing in groups (or bundles) of properties. Group 5 includes two Section 18 properties and five RAD properties. Financial closing for Group 5 is scheduled for November 2017, and followed by extensive renovation at the two Section 18 properties and moderate rehab at the remaining properties. Group 6 also includes two Section 18 properties along with seven RAD properties/ Financial closing for Group 6 is scheduled for March 2019. Our remaining properties are broken into three more groups (Groups 7-9) and include four more Section 18 and 13 RAD conversions.

Public Housing Strategy

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

Policy Guidelines for Subsidy Conversion

- 1) Continue to serve very low-income populations in these communities
- 2) Maintain ownership or control of the properties
- 3) Improve the physical and financial condition of the properties
- 4) Partner to optimize public and private resources on behalf of the properties and our residents

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

REMAINING RAD CONVERSIONS

AMP (PH units)	Property Name	Total Public Housing Units in CHAPS	Converted 2018	Conversion FY19	Conversion Post FY19	85 Stories Group
OR002000237	Powellhurst	34		34		Group 6
OR002000121	Fir Acres	32			32	Group 7
OR002000337	Alderwood	20		20		Group 6
OR002000251	Tillicum North	18		18		Group 6
OR002000151	Tillicum South	12		12		Group 6
OR002000252	Hunters Run *	10		10		Group 6
OR002000122	Townhouse Terrace	32			32	Group 7

OR002000123	Stark Manor	30		30	Group 7
OR002000124	Lexington Court	20		20	Group 8
OR002000125	Eastwood Court	32		32	Group 7
OR002000126	Carlton Court	24		24	Group 7
OR002000131	Slavin Court	24		24	Group 8
OR002000132	Demar Downs	18		18	Group 7
OR002000138	Eliot Square	30	30		Group 5
OR002000142	Celilo Court	28		28	Group 7
OR002000152	Harold Lee Village	10		10	Group 6
OR002000153	Floresta	20		20	Group 6
OR002000203	Maple Mallory	48	48		Group 5
OR002000232	Bel Park	10	10		Group 5
OR002000236	Winchell Court	10	10		Group 5
OR002000332	Camelia Court	14	14		Group 5
OR002000336	Cora Park	10		10	Group 8
OR002000436	Chateau Apt.	10		10	Group 8
OR002000705	Scattered East A	7		7	Group 8
OR002000108	Peaceful Villa	70			Group 8

Previous 85 Stories RAD Conversions - Group 3 converted using the RAD program and included The Jeffrey, Rockwood Station, Martha Washington, Bud Clark Commons, Madrona Place, and Fairview Oaks and Woods. As Group 4, Home Forward's three HOPE VI properties (containing seven mixed-finance partnerships) also converted to project-based Section 8 subsidy using the RAD program.

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

REMAINING SECTION 18 CONVERSIONS

AMP	Property Name	Total Public Housing ACC Units	Units in Section 18	85 Stories Group
OR002000111	Dekum Court	40	40	Group 9
#N/A	Dekum Addition		20	Group 9
OR002000114	Dahlke Manor	115	115	Group 7
OR002000113	Tamarack Apts.	120	120	Group 5
OR002000115	Holgate House	80	80	Group 8
OR002000117	Schrunk Rivertower	118	118	Group 5
OR002000118	Williams Plaza	101	101	Group 6
OR002000139	Medallion Apts.	90	90	Group 6
OR002000140	Ruth Haefner Plaza	73	73	Group 8

General Operating Information

A. Housing Stock Information

i. Planned New Public Housing Units

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

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

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

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

N/A

ii. Planned Public Housing Units to be Removed

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

AMP NAME AND NUMBER	NUMBER OF UNITS TO BE REMOVED	EXPLANATION FOR REMOVAL
Alderwood OR002000337	20	Rental Assistance Demonstration – received CHAPs (Commitment to Enter into a Housing Assistance Payment Contract) from HUD August 2016
Hunters Run OR002000252	10	
Tillicum South OR002000151	12	
Harold Lee Village OR002000152	10	
Floresta OR002000153	20	
Powellhurst OR002000237	34	
Tillicum North OR002000251	18	
Fir Acres OR002000121	32	
Townhouse Terrace OR002000122	32	
Stark Manor OR002000123	30	
Eastwood Court OR002000125	32	

Carlton Court OR002000126	24	
Demar Downs OR002000132	18	
Celilo Court OR002000142	28	
Dahlke Manor OR002000114	115	
Medallion Apts. OR002000139	90	Section 18
Williams Plaza OR002000118	101	Section 18
	626	Total Public Housing Units to be Removed in the Plan Year

iii. Planned New Project Based Vouchers

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

PROPERTY NAME	NUMBER OF VOUCHERS TO BE PROJECT-BASED	RAD?	DESCRIPTION OF PROJECT
The Rose	57	Yes	SRO Mod Rehab RAD II Conversion
Biltmore Hotel	75	Yes	SRO Mod Rehab RAD II Conversion
Kenton Neighborhood	18	No	New construction with Transition Projects. Will include 18 Project-Based VASH
NE 8th/Alberta Alive	25	No	New construction with Community Development Partners. Will include 25 Project-Based VASH
St. Mark's	20	No	New construction with Do Good Multnomah. Will include 20 Project-Based VASH
King Park Apts	20	No	New construction with PCRI, Inc. Will include 20 project-based vouchers for families leaving homelessness
N. Williams	40	No	New construction with Bridge Housing, Inc. Will include 40 project-based vouchers for families leaving homelessness
	255	Planned Total Vouchers to be Newly Project-Based	

iv. Planned Existing Project Based Vouchers

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

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS	PLANNED STATUS AT END OF PLAN YEAR*	RAD?	DESCRIPTION OF PROJECT
Tamarack	120	Leased/Issued	Yes	Section 18 RAD Conversion
Schrunk Riverview Tower	118	Leased/Issued	Yes	Section 18 RAD Conversion
Camelia Court	14	Leased/Issued	Yes	RAD I PBV Conversion

Eliot Square	30	Leased/Issued	Yes	
Maple Mallory	48	Leased/Issued	Yes	
Bel Park	10	Leased/Issued	Yes	
Winchell Court	10	Leased/Issued	Yes	
Beatrice Morrow	20	Committed	No	Portland Housing Bureau PBV NOFA of 2015, awarded in 2016, Home Forward RFP award process
NW Raleigh	40	Committed	No	
Woody Guthrie	15	Committed	No	
The Jade	12	Committed	No	
RiverPlace	80	Committed	No	
72 nd Foster	20	Committed	No	
NE Grand	20	Committed	No	New construction with Do Good Multnomah/NW Ventures. Will include 28 Project-Based VASH
Garfield	28	Leased/Issued	No	
	585	Planned Total Existing Project-Based Vouchers		

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

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

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

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

N/A

General Description of All Planned Capital Expenditures During the Plan Year

Narrative general description of all planned capital expenditures of MTW funds during the Plan Year.

GENERAL DESCRIPTION OF ALL PLANNED CAPITAL EXPENDITURES DURING THE PLAN YEAR					
Community	Activity	Capital Fund	Percentage of Capital Fund	Total Expended	Percentage of Total Expended
PHA Wide	15% Administrative Allowance	973,529	10.04%	973,529	10.04%
Dekum Court	Sewer Line Repairs	24,501	0.25%	24,501	0.25%
Dekum Court	Abatement	10,427	0.11%	10,427	0.11%
Tamarack	Emergency Sewer Repairs	34,675	0.36%	34,675	0.36%
Tamarack	Flooring Abatement	20,278	0.21%	20,278	0.21%
Dahlke Manor	Appliances	20,256	0.21%	20,256	0.21%
Dahlke Manor	Asbestos Abatement	8,000	0.08%	8,000	0.08%
Holgate House	Appliances	5,507	0.06%	5,507	0.06%
Holgate House	Door Entry System	9,000	0.09%	9,000	0.09%
Schrunk Riverview Tower	Abatement	14,482	0.15%	14,482	0.15%
Schrunk Riverview Tower	Elevator Repair	50,000	0.52%	50,000	0.52%
Williams Plaza	Flooring Abatement	10,000	0.10%	10,000	0.10%
Williams Plaza	Appliances	16,703	0.17%	16,703	0.17%
Williams Plaza	Roofing Re-coat	4,000	0.04%	4,000	0.04%
Townhouse Terrace	New Fence	5,000	0.05%	5,000	0.05%
Lexington Court	New Fence	6,000	0.06%	6,000	0.06%
Demar Downs	Garbage Enclosure Repair	36,196	0.37%	36,196	0.37%
Medallion	Abatement	15,722	0.16%	15,722	0.16%
Medallion	Appliances	12,639	0.13%	12,639	0.13%
Ruth Haefner	Flooring and Abatement	24,000	0.25%	24,000	0.25%
Ruth Haefner	Roof Repair	5,000	0.05%	5,000	0.05%
Ruth Haefner	Door Entry System	20,000	0.21%	20,000	0.21%
Celilo Court	Sidewalk Repair	15,000	0.15%	15,000	0.15%
Celilo Court	Windows Replacement	10,280	0.11%	10,280	0.11%
Celilo Court	Parking Lot Restriping	5,100	0.05%	5,100	0.05%
Floresta	Office Furnace Replacement	6,000	0.06%	6,000	0.06%
Maple Mallory	Radon Mitigation	60,000	0.62%	60,000	0.62%
Maple Mallory	Boiler Replacement	9,000	0.09%	9,000	0.09%
Winchell Court	Radon Mitigation	30,000	0.31%	30,000	0.31%
Powellhurst	Sewer Line Repairs	5,000	0.05%	5,000	0.05%
Camelia Court	Radon Mitigation	30,000	0.31%	30,000	0.31%
Various Properties	PH Discretionary Project Funds	571,405	5.89%	571,405	5.89%
*Various Properties	Major Systems Upgrades - 85 Stories Projects	7,626,339	78.67%	7,626,339	78.67%
Total Capital Expenditures Budget		9,694,038	100%	9,694,038	100%

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

Groups 1 & 2 have been approved for disposition and completed construction in December 2016. The work were bundled into two tax credit entities. Group 1 consist of Gallagher Plaza and Northwest Tower and Group 2 consist of Sellwood Center and Hollywood East.

Groups 3 & 4 received approval through the HUD's RAD Program and were converted to RAD in December 2017. Group 3 consist of six mixed finance properties - Fairview Oaks & Woods, Rockwood Station, The Jeffrey, Martha

Washington, Madrona Place and Bud Clark Commons. Group 4 consist of seven HOPE VI properties - Humboldt Gardens, Haven Limited Partnership, Cecelia Limited Partnership, Trouton Limited Partnership, Woolsey Limited Partnership, Stephen's Creek Crossing South and Stephen's Creek Crossing North.

Groups 5 & 6 received approval through HUD's RAD and Section 18 Disposition Programs and are still in the planning phase. The work will be bundled into two tax credit entities. Group 5 is planned to consist seven properties - Tamarack, Schunk Tower, Eliot Square, Maple Mallory, Bel Park, Winchell Court and Camelia Court. Group 6 is planned to consist nine properties - Williams Plaza, Medallion, Harold Lee, Floresta, Powellhurst, Tillicum North, Tillicum South, Hunter's Run and Alderwood.

B. Leasing Information

i. Planned Number of Households Served

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

PLANNED NUMBER OF HOUSEHOLDS SERVED THROUGH:	PLANNED NUMBER OF UNIT MONTHS OCCUPIED/LEASED*	PLANNED NUMBER OF HOUSEHOLDS TO BE SERVED**
MTW Public Housing Units Leased	11,172	931
MTW Housing Choice Vouchers (HCV) Utilized	103,524	8,627
Local, Non-Traditional: Tenant-Based^	1,389	116
Local, Non-Traditional: Property-Based^	60	5
Local, Non-Traditional: Homeownership^	0	0
Planned Total Households Served	116,145	9,679

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

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

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

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

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

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

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

HOUSING PROGRAM	DESCRIPTION OF ANTICIPATED LEASING ISSUES AND POSSIBLE SOLUTIONS
MTW Public Housing	There are no anticipated issues related to leasing public housing units.
MTW Housing Choice Voucher	We continue to experience a very tight rental market, making it difficult for voucher holders to find affordable housing. To support voucher holders in

	their search, we have been offering deposit assistance to participants that complete a tenant education class taught by a community organization.
Local, Non-Traditional	There are no anticipated issues related to local, non-traditional units.

C. Waiting List Information

i. Waiting List Information Anticipated

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

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED	PLANS TO OPEN THE WAITING LIST DURING THE PLAN YEAR
MTW Public Housing	Site-Based	7,034	Partially Open	Yes
MTW Housing Choice Voucher	Community-Wide	3,066	Partially Open	No
MTW Housing Choice Voucher	Site-Based	11,988	Partially Open	Yes
Tenant-Based Local, Non-Traditional MTW Program	Other (see below)	0	Open	No
Project-Based Local, Non-Traditional MTW Program	Site Based	0	Closed	No

Please describe any duplication of applicants across waiting lists:

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

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

In FY2019 we anticipate opening the waiting list for at least two of our buildings designated for seniors and people with disabilities, as well as waiting lists for at least one to two family properties.

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

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

In 2019, Home Forward will fund three tenant-based local, non-traditional programs. These three programs are administered by two partner agencies.

- Two of these tenant-based programs utilize waiting lists. These programs are for families with children at Alder School and at Earl Boyles Elementary School. These programs receive referrals to the waitlist during the school year.
- The third tenant-based program, Economic Opportunity Program, does not utilize a waiting list. Rather, when funding becomes available, the STRA agency begins accepting referrals from their partner agency, Worksystems, until the available funding is obligated.

ii. Planned Changes to Waiting List in the Plan Year

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

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

Proposed MTW Activities

Mod Rehab and Mod Rehab SRO Rent Assistance Demonstration Rent Reform

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

Home Forward administers project-based rent assistance for 517 units of housing assisted through the U.S. Department of Housing and Urban Development’s Section 8 Moderate Rehabilitation and McKinney Moderate Rehabilitation Single Room Occupancy programs. This housing is a critical component of our community’s housing stock available to people leaving homelessness. Owners of these properties have the opportunity to participate in the U.S. Department of Housing and Urban Development’s Rent Assistance Demonstration (RAD) in order to preserve and improve their properties. Participation in RAD can involve the conversion of a properties existing subsidy contract into a Project Based Voucher contract that may operate under the program requirements of Home Forward’s Local Project Based Voucher MTW activity (page 38). Participants in Home Forward’s Local Project Based Voucher program are subject to Home Forward’s Rent Reform Activity.

MTW authorization:

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

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Increase housing choices for low-income families

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

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

- Eliminates all deductions in rent calculations. To offset the loss in deduction, rent will instead be calculated based on 28.5% of gross income. There is no minimum rent and utility reimbursements are allowed.
- Implements a triennial income re-certification schedule. For our existing Rent Reform activity, Home Forward created a separate “release of information” form to supplement the HUD Form 9886, in order to obtain a release of information that covers the appropriate biennial or triennial review cycle which will be utilized in this activity.
- Simplifies the proration of subsidy for mixed-families to a flat \$100 monthly reduction in assistance, regardless of the number of ineligible members.

- Requires an interim review for a household that reports a change in family size and has resided in their unit for at least 12 months. Any changes to voucher size, payment standard, and subsidy calculation will be effective 120 days after the interim review.
- Eliminates the earned income disallowance.
- Makes use of actual past income to determine annual income for participant families.
- Uses all income sources as currently defined by HUD to determine a household's assistance, with the following exceptions:
 - The value of any asset or the value of any income derived from that asset is not used in the rent calculation, except when the asset makes regular payments (quarterly or more often) to the resident or participant. However, the value of assets or the value of any income derived from assets is used to determine initial eligibility. Home Forward allows households to self-certify assets with a net value of \$5,000 or less.
 - All earned income of full-time students age 18 and over is excluded from the rent calculation, unless they are the head, co-head or spouse of the household.
 - Student financial assistance is considered only for the purpose of determining eligibility. Student financial assistance is not used to determine annual income for rent and subsidy calculation.
 - All adoption assistance payments are excluded from the rent calculation.
 - Households have the option to not report income that is not used in the rent calculation, such as foster care payments. However, Home Forward will accept income reporting of such sources for use in determining affordability of a unit. Home Forward permits families to rent units where the family share is up to 50% of their gross income.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	FY2018: \$1,660	FY2019: Less than \$1,660	Less than \$1,660 annually
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	FY2018: 80 hours	FY2019: Less than 80 hours	Less than 80 hours annually
Decrease in error rate of task execution (Standard Metric: CE#3)			
Average error rate in completing task	FY2018: 7.5%	FY2019: 7.5% or less	Maintain 7.5% or less
Increase in tenant share of rent (Standard Metric: CE#5)			
Total annual tenant share of rent	FY2018: \$17,344	FY2019: \$17,344	\$17,344
Increase in household income (Standard Metric: SS#1)			

Metric	Baseline	Benchmark	Final Projected Outcome
Average earned income of households	FY2018: \$1,228	FY2019:\$1,228	\$1,228
Increase in positive outcomes in employment status (Standard Metric: SS#3) Note: Home Forward does not collect detailed employment data from SRO participants. The number provided reflects the total number of work-focused households.			
Number of heads of households who: (6) Other	FY2018: 32 households	FY2019: 32 households	32 households
Percent of work-focused households who: (6) Other	FY2018: 32 households	FY2019: 32 households	32 households
Households Removed from Temporary Assistance for Needy Families (TANF) (Standard Metric: SS#4)			
Number of households receiving TANF assistance	FY2018: 1 households	FY2019: 0 households	0 households
Households transitioned to self-sufficiency (Standard Metric: SS#8) Note: Home Forward's SRO properties assist households transitioning from homelessness to permanent, stable housing. Rather than moving to self-sufficiency, Home Forward anticipates participant households will move from an SRO property into a long-term Home Forward subsidy program.			
Number of households transitioned to self-sufficiency (Defined as households that have earned or permanent income that results in area median income (AMI) above 50% and/or that have voluntarily exited housing assistance)	FY2018: 0 households	FY2019: 0 households	0 households

Cost Implication:

Home Forward anticipates the proposed activity will result in some staff time savings upon implementation. The increased capacity will be used to allow Home Forward staff to provide additional resources for residents.

Need for MTW Flexibility:

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

Impact Analysis:

Home Forward completed an impact analysis for Biltmore Hotel (sc825) and The Rose (sc840), the two properties slated for Mod Rehab in 2019. Thirty-two households (24%) at the two properties fall under the work-focused

category while 100 (68%) fall under Senior/Disabled. Of the work-focused, 7 (22%) have income and 25 (78%) are zero income.

Under the proposed activity, analysis shows that 81 households (61%) will see a decrease or no change in their tenant rent at the Biltmore Hotel or The Rose. The remaining would see an average increase of \$3 or \$4 dollars, respectively, primarily due to the loss of deductions. Average monthly subsidy will increase by \$1 at the Biltmore Hotel and remain the same at The Rose.

Hardship Policy:

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

Annual Reevaluation:

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

Transition Period:

Home Forward currently provides assistance to households in nine SRO properties. Of those, two properties, Biltmore and Rose, are currently in the RAD process. Implementation of the activity will occur post-RAD conversion. We expect additional properties to begin the RAD process in the near future.

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

Home Forward works closely with local affordable housing owners and developers to preserve and increase the affordable housing stock in the community. For many property owners participating in our Project-Based Voucher (PBV) program, the ability to transfer an existing PBV contract to a new location before its expiration would greatly increase the owner's ability to expand the number of affordable units in the region. Currently, only a project owner that has completed a RAD conversion may request a contract transfer. However, they cannot do so until 10 years from the effective date of the initial Contract and such requests must be approved by HUD which can take a significant amount of time and effort to complete. Non-RAD PBV Project Owners have no such recourse.

MTW authorization:

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

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

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Increase housing choices for low-income families

Home Forward believes this situation discourages some property owners from entering a HAP Contract as it limits the property owner's ability to engage in short- and long-term development and planning. In addition, Home Forward is concerned that if HUD approves too many RAD property owners for a contract transfer, or if property owners opt to not renew a HAP Contract, the agency would see a large increase in the number of existing households switching to tenant-based assistance. This increase would tie up valuable staff resources and reduce our ability to help new households off the waiting list. Fiscally, an unanticipated increase in tenant-based vouchers reduces our ability to predict costs and may require us to redirect resources currently allocated to opportunity neighborhoods.

Home Forward proposes replacing the current process for contract transfers post-RAD with a local Project-Based Contract Transfer activity and expanding the option to include all PBV property owners. This activity balances the needs to provide a streamlined process for PBV Project Owners with the need to ensure existing households retain their subsidy without impacting our ability to serve new households.

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

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

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

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

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

- The proposed new development must otherwise comply with environmental review and subsidy layering review;
- Tenants residing in subsidized units within the assisted development must retain a project-based voucher subsidy pursuant to the following guidelines:
 - Tenants within the assisted development must be offered the option of moving to a comparable subsidized unit in the new or preserved development upon completion of purchase, rehabilitation, or construction, or to another comparable subsidized unit offered by the Project Owner;
 - If tenants decline to move, they may remain in the assisted development and the subsidy will remain in place until the subsidized tenant vacates the assisted unit, at which point the project-based voucher subsidy will be converted to the new development and added to the new Project-Based Voucher Contract;
 - Because the above requirements protect the ability of tenants to remain in their choice of Project-Based Voucher subsidized units, Choice-Mobility vouchers will not be available for tenants under this proposal as a result of the contract transfer.
- Rents and bedroom sizes must remain comparable between the assisted development and the new development to maintain stability in Housing Assistance Payment costs.

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

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1) Note: Home Forward is unable to calculate anticipated costs absent the activity.			
Total cost of task	FY2018: \$0	FY2019: \$0	\$0
Staff time savings (Standard Metric: CE#2) Note: Home Forward is unable to calculate anticipated costs absent the activity.			
Total time to complete the task	FY2018: 0 hours	FY2019: 0 hours	0 hours
Displacement prevention (Standard Metric: HC#4) Note: Number of households in a unit that has completed, or will complete, RAD conversion by December 31, 2018 used as a proxy for potential displacement absent the proposed activity.			
Number of households at or below 80% AMI that would lose assistance or need to move	FY2018: 903 households	FY2019: 0 households	0 households

Cost Implication:

Home Forward anticipates the proposed activity will be budget neutral. Instead we look to offset anticipated future costs which would occur should Project Owners choose to transfer, or not renew, their contract in the future. By

retaining the discretion to approve or deny a PBV contract transfer request, Home Forward is able to uphold fiscal discipline around maintaining PBV costs while preventing household displacement.

Need for MTW Flexibility:

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

Approved MTW Activities

Implemented Activities

01 Rent Reform

Approved FY2012, Implemented FY2012, Amended FY2014

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

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

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

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

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

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

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

MTW authorization:

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

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

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

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

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

The following policies apply to all households:

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

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

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

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

Changes or Modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	FY2011: \$140,228	FY2019: \$128,656	Less than \$130,000 annually
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	FY2011: 5,340 hours	FY2019: 3,740	Less than 4,000 hours annually
Decrease in error rate of task execution (Standard Metric: CE#3) Note: Because Home Forward does not have a pre-implementation baseline for this metric, we are not able to show the historical impact of this activity. Through our quality control process, every error that is identified is corrected.			
Average error rate in completing task	FY2015: 7.5%	FY2019: 7.5%	Maintain 7.5% or less
Increase in tenant share of rent (Standard Metric: CE#5)			
Total annual tenant share of rent	FY2012: \$25,342,942	FY2019: \$31,669,284	FY2019: \$31,669,284
Increase in household income (Standard Metric: SS#1)			
Average earned income of households	FY2011: \$3,324	FY2019: \$3,458	FY2019: \$3,827
Increase in positive outcomes in employment status (Standard Metric: SS#3) Note: Because Home Forward has implemented biennial and triennial review schedules, the number of households who report an increase in earned income each year is reduced.			
Number of heads of households who: 6) Other (defined as having an increase in earned income)	FY2011: 866 heads of households	FY2019: 525 heads of households	At least 525 heads of households annually

Metric	Baseline	Benchmark	Final Projected Outcome
Percent of work-focused households who: 6) Other (defined as having an increase in earned income)	FY2011: 16% of work-focused households	FY2019: 16% of work-focused households	At least 16% of work-focused households
Households Removed from Temporary Assistance for Needy Families (TANF) (Standard Metric: SS#4)			
Number of households receiving TANF assistance	FY2012: 1,859 households receiving TANF (17.7%)	FY2019: 1,780 households receiving TANF (16.5%)	Less than 1,780 (16.5%) households receiving TANF
Reducing the per unit subsidy costs for participating households (Standard Metric: SS#6)			
Average amount of subsidy per household	FY2012: \$524 per household	FY2019: \$776	Less than \$780 per household
Households transitioned to self-sufficiency (Standard Metric: SS#8)			
Number of households transitioned to self-sufficiency (Defined as households that have earned or permanent income that results in area median income (AMI) above 50% and/or that have voluntarily exited housing assistance)	FY2014: 521 households	FY2019: 550 households	At least 550 households annually
Displacement prevention (Standard Metric: HC#4) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not believe this metric is an accurate measure of this activity, but we have included it at HUD's request.			
Number of households at or below 80% AMI that would lose assistance or need to move	FY2011: 233 households	FY2019: 0 households	0 households are required to move
Increase in resident mobility (Standard Metric: HC#5) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not use rent reform to impact mobility, but we have included it at HUD's request.			
Number of households able to move to a better unit and/or neighborhood of opportunity (defined as low poverty census tracts where poverty is below 17.1%)	FY2013: 3,092 (28.4%) households lived in better neighborhoods	FY2019: 3,283 households	FY2019: 3,283 (30.4%) households lived in better neighborhoods

Additional Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Maintain stability for seniors and people with disabilities			

Metric	Baseline	Benchmark	Final Projected Outcome
Shelter burden (rent ¹ + utility allowance divided by gross income) for seniors and people with disabilities	Before implementation, shelter burden was 27%	FY2019: Shelter burden will remain below 29%	Seniors and people with disabilities will maintain stability, with a shelter
Increased contribution to rent			
Total tenant payment (rent ² + utility allowance) for work-focused households	Before implementation: Section 8 average - \$267 Public housing average - \$249	FY2019: Section 8 average - \$346 Public housing average - \$301	Maintain an average total tenant payment of at least \$307 for Section 8 and \$286 for Public Housing (15% above baseline)
Increased income in work-focused households			
Average income for work-focused households, as percentage of Median Family Income (MFI)	Before implementation, average income for work-focused households was 16.4% MFI	FY2019: 18% MFI	18% MFI

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

MTW Flexibility:

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

¹ For purposes of these metrics, Housing Choice Voucher rents are calculated with gross rent capped at payment standard.

02 GOALS – Home Forward’s Family Self Sufficiency Program

Approved FY2014, Implemented FY2014

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

The key elements of the GOALS program are as follows:

- The rent reform calculation (Activity 01) is used for all GOALS participants.
- Participants who are engaged in a designated program intended to increase the family’s economic independence (such as an employment or training program) will receive a preference on the GOALS waiting list. 100% of the GOALS slots may be filled with participants utilizing this preference.
- Home Forward will allow the GOALS contract to be in the name of any adult member of the household.
- The traditional escrow account used in HUD Family Self-Sufficiency (FSS) programs has been replaced with a managed savings account. Any rent paid by a participant household above \$350 (known as the “strike point”) will be placed into the managed savings account. The monthly amount placed into a family’s managed savings account is limited to the difference between the strike point and the family’s ceiling rent (for public housing families) or voucher payment standard (for Section 8 families).
- The length of time on the program will be five years, with the opportunity to extend for an additional two years. Eligibility for the two-year extension follows current policy and HUD guidelines.
- Participants graduate and have access to the funds in their managed savings account when they have completed their training plan and fulfilled the obligations identified in their contract.
- Families who leave the program prior to graduation will forfeit any money accrued in their managed savings account.
- Staff implementing the GOALS program will be funded by a combination of HUD-funded FSS Coordinator money, grant funding and agency budgeting.
- FSS Coordinator funds will be used only for FSS Coordinator salaries, as directed by the respective NOFAs.
- At properties where participation in GOALS was mandatory, the property will continue to utilize a site-based preference on the GOALS waitlist to encourage participation in the family self-sufficiency program at these sites.
- When a public housing resident reaches ceiling rent, or a housing assistance payment for a voucher participant drops to zero, deposits into the family’s managed savings account will cease. Families can continue to participate in the program for an additional six months, but no savings will accrue during this time. If the family is still at

MTW authorization:

Attachment C, Section E – Family Self Sufficiency Programs

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

Statutory objective:

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

ceiling rent or zero assistance after six months, they will graduate from the program. If the family's income decreases to a level that housing assistance is reinstated during that six-month period, they may begin to earn escrow again, and continue participation in the program as long as the contract determines they are still eligible.

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

Changes or Modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not save costs through this activity, but we have included it at HUD's request.			
Total cost of task	FY2013: \$186,400	FY2019: \$164,363	At least \$300,000 in staff costs dedicated to site-based GOALS ²
Staff time savings (Standard Metric: CE#2) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not save staff time through this activity, but we have included it at HUD's request.			
Total time to complete task	FY2013: 6,240	FY2019: 4,176	At least 10,000 staff hours dedicated to site-based GOALS ²
Decrease in error rate of task execution (Standard Metric: CE#3) Note: Because Home Forward does not have a pre-implementation baseline for this metric, we are not able to show the historical impact of this activity.			
Average error rate in completing task	FY2015: 2%	FY2019: 2%	Maintain 2% or less
Increase in resources leveraged (Standard Metric: CE#4)			
Amount of funds leveraged	FY2013: \$0	FY2019: \$164,363	At least \$300,000 in internal funding leveraged to staff site-based GOALS ²

² Home Forward uses our MTW flexibility to include coordinators at our site-based programs in our overall GOALS FSS program. This is shown here as an increase in staffing costs and hours, since we're now able to include these costs under the combined program. In addition to site-based coordinators, there are 8 traditional coordinators supported via HUD-funded FSS coordinator funds.

Metric	Baseline	Benchmark	Final Projected Outcome
Increase in household income (Standard Metric: SS#1)			
Average earned income of households	FY2013: \$9,277	FY2019: 11,500	FY2019: \$11,500
Increase in household savings (Standard Metric: SS#2)			
Average amount of escrow of households	FY2013: \$1,292	FY2019: \$1,350	FY2019: \$1,350
Increase in positive outcomes in employment status (Standard Metric: SS#3) ³			
Number of heads of households:	FY2013:	FY2019:	FY2019:
1) Employed full-time	1) 283	1) 185	1) 185
2) Employed part-time ⁴	2) N/A	2) 120	2) 120
3) Enrolled in an educational program	3) 113	3) 120	3) 120
4) Enrolled in a job-training program	4) 69	4) 75	4) 75
5) Unemployed	5) 281	5) 260	5) 260
6) Other (defined as having completed an education or job training program)	6) 38	6) 45	6) 45
Increase in positive outcomes in employment status (Standard Metric: SS#3) ³			
Percentage of work-able households:	FY2013:	FY2019:	FY2019:
1) Employed full-time	1) 53%	1) 37%	1) 37%
2) Employed part-time ⁵	2) N/A	2) 22%	2) 22%
3) Enrolled in an educational program	3) 20%	3) 20%	3) 20%
4) Enrolled in a job-training program	4) 12%	4) 15%	4) 15%
5) Unemployed	5) 47%	5) 41%	5) 41%
6) Other (defined as having completed an education or job training program)	6) 6%	6) 10%	6) 10%
Households removed from TANF (Standard Metric: SS#4)			
Note: This metric is measured as a point in time count, which does not account for individual households who give up TANF assistance, graduate from the GOALS program, and are then replaced by income GOALS participants who have not yet given up TANF assistance.			
Number of households receiving TANF assistance	FY2013: 126 households	FY2019: 118 households	FY2019: 118 households
Households assisted by services that increase self-sufficiency (Standard Metric: SS#5)			

³ Households may be counted in more than one category in the employment statuses shown above. For example, a household may be considered unemployed while enrolled in an educational program.

⁴ Home Forward did not track full-time vs part-time employment prior to implementation. For the purposes of this baseline metrics, all employed households were counted as employed full-time. We have updated these metrics with the part-time employment statistics.

Metric	Baseline	Benchmark	Final Projected Outcome
Number of households enrolled in GOALS	FY2013: 564 households enrolled	FY2019: 600 households enrolled	Maintain enrollment of at least 600 households
Reducing per unit subsidy costs for participating households (Standard Metric: SS#6)			
Average amount of subsidy per household	FY2013: \$490.65 per household	FY2019: \$485 per household	Less than \$490 per household
Increase in tenant share of rent (Standard Metric: SS#7)			
Tenant share of rent	FY2013: \$986,971	FY2019: \$1,305,000	At least \$1,100,000 annually
Households transitioned to self-sufficiency (Standard Metric: SS#8)			
Number of households transitioned to self-sufficiency (Defined as households that have earned or permanent income that results in area median income (AMI) above 50% and/or that have voluntarily exited housing assistance)	FY2014: 30 households	FY2019: 35 households	At least 30 households annually

Additional Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Increase in average income for exiting participants			
Increase in average participant earned income between enrollment and exit	Average earned income at time of GOALS enrollment for all current GOALS participants = \$8,745	Average earned income for all participants exiting (for any reason) in FY2019 - \$11,500	Increase in average participant earned income between enrollment and exit
Increase in average savings for exiting participants			
Increase in average participant managed savings account balance at exit from GOALS	Average managed savings account balance at entry to GOALS = \$0	Average managed savings balance disbursed to all participants exiting for any reason in FY2019 –\$2,350	Increase in average participant managed savings account balance at exit from GOALS
Increase in positive outcomes for exiting participants			

Metric	Baseline	Benchmark	Final Projected Outcome
Percentage of households: 1) Employed full-time 2) Employed part-time 3) Enrolled in educational program 4) Enrolled in job training program 5) Unemployed 6) Other (defined as having completed an educational or job training program)	For 81 households exited in FY2013: 1) 40% 2) N/A 3) 9% 4) 2% 5) 50% 6) 14%	By FY2019: 1) 42% 2) 21% 3) 10% 4) 8% 5) 37% 6) 15%	By FY2019: 1) 42% 2) 21% 3) 10% 4) 8% 5) 37% 6) 15%
Exiting participants removed from TANF			
Percent of households giving up TANF at exit	FY2013: 24% of households who had TANF during participation had given up TANF at exit	FY2019: 35% of exiting households	At least 30% of families who had TANF during participation will have given up TANF at exit ⁵

MTW Flexibility:

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

⁵ Households are required to give up TANF benefits in order to graduate. The percentage of households is pulled down due to families exiting the program without graduating.

03 Local Blended Subsidy

Approved FY2012, Implemented FY2012

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

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

MTW authorization:

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

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

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

Statutory objective:

Increase housing choice for low-income families

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Additional units of housing made available (Standard Metric: HC#1)			
Number of new housing units made available for households at or below 80% AMI	Before implementation, 0 units made available	FY2019: 239 units made available	239 units made available
Units of housing preserved (Standard Metric: HC#2)			
Number of housing units preserved for households at or below 80% AMI	Before implementation, 0 units preserved	FY2019: 45 units preserved after full implementation	45 units preserved
Increase in resident mobility (Standard Metric: HC#5)			
Number of households living in better neighborhoods (defined as low poverty census tracts where poverty is below 17%)	Before implementation, 0 households	FY2019: 109 households	109 LBS households located in better neighborhoods
Increase in resources leveraged (Standard Metric: CE#4)			

Metric	Baseline	Benchmark	Final Projected Outcome
Amount of funds leveraged	Before implementation, \$0	FY2019: \$11,145,307	\$11,145,307 in leveraged debt, equity and increased services

MTW Flexibility:

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

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

06 Alternative Inspection Requirements for Partner-Based Programs

Approved FY2012, Implemented FY2012

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

MTW authorization:

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	Before implementation, \$35,500	FY2019: \$0	\$0
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	Before implementation, 500 hours	FY2019: 0 hours	0 hours
Decrease in error rate of task execution (Standard Metric: CE#3) Note: Because this metric was established after implementation, Home Forward does not anticipate a change in the error rate.			
Average error rate in completing a task	FY2014: 4%	FY2019: Less than 5%	Less than 5%

MTW Flexibility:

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

07 Landlord Self-Certification of Minor Repairs

Approved FY2013, Implemented FY2013

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

MTW authorization:

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

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

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	Before implementation, \$140,092	FY2019: \$112,790	Less than \$120,000 to complete re-inspections
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	Before implementation, 1,326 hours	FY2019: 1,046 hours	Less than 2,000 hours annually
Decrease in error rate of task execution (Standard Metric: CE#3)			
Note: Because Home Forward does not have a pre-implementation baseline, we are not able to show the historical impact of this activity.			
Average error rate in completing a task	FY2015: 0%	FY2019: Less than 3%	Less than 3%

MTW Flexibility:

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

08 Inspections and Rent Reasonableness at Home Forward-Owned Properties

Approved FY2013, Implemented FY2013

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

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

MTW authorization:

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

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	Prior to implementation, \$17,750	FY2019: \$0	\$0
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	Prior to implementation, 370 hours	FY2019: 0 hours	0 hours
Decrease in error rate of task execution (Standard Metric: CE#3) Note: Because Home Forward does not have a pre-implementation baseline, we are not able to show the historical impact of this activity.			
Average error rate in completing a task	FY2015: 0%	FY2019: Less than 5%	Less than 3%

MTW Flexibility:

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

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

Approved FY2010, Implemented FY2010

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

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

MTW authorization:

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

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

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

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

Statutory objective:

Increase housing choice for low-income families

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

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

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

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

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

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

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

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

Changes or modifications:

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

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Households assisted by services that increase housing choice (Standard Metric: HC#7)			
Number of households receiving services aimed at increasing housing choice	Before implementation, 0 households	FY2019: 180 households	At least 180 households per year will benefit from the Landlord Incentive

Additional Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Improve voucher success rate			
Issued voucher success rate	FY2009: 74%	FY2019: 80%	FY2018: 80%
Decrease in lease-up time			
Average number of days for a voucher holder to lease up	Before implementation, 51 days	FY2019: 50 days	FY2018: less than 50 days

MTW Flexibility:

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

10 Local Project-Based Voucher Program

Approved FY2012, Implemented FY2012

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

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

MTW authorization:

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

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

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

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

Statutory objective:

Increase housing choice for low-income families

Reduce cost and achieve greater cost effectiveness in Federal expenditures

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

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

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

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

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

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Additional units of housing made available (Standard Metric: HC#1)			
Number of new housing units made available for households at or below 80% AMI	FY2011: 1,100 units	FY2019: 1,500 units made available	Maintain at least 1,100 units that have been made available through this activity
Units of housing preserved (Standard Metric: HC#2)			
Number of units preserved for households at or below 80% AMI that would otherwise not be available	Prior to implementation: 0 units	FY2019: 654 units preserved	654 units will be preserved through conversion from public housing to project-based vouchers
Decrease in wait list time (Standard Metric: HC#3) Note: Because Home Forward does not have a pre-implementation baseline for this metric, we are not able to show the historical impact of this activity			
Average applicant time on wait list in months	FY2014: 15 months	FY2019: 28 months	28 months
Displacement prevention (Standard Metric: HC#4) Note: Because Home Forward does not have a pre-implementation baseline for this metric, we are not able to show the historical impact of this activity			
Number of households at or below 80% AMI that would lose assistance or need to move	FY2015: 904 households	FY2019: 900 households	Over 800 additional project-based voucher units are available through our ability to exceed the 25% building cap
Increase in Resident Mobility (Standard Metric: HC#5)			
Number of households able to move to a better unit and/or neighborhood of opportunity (defined as low poverty census tracts where poverty is below 17%)	FY2011: 93 households	FY2019: 400 households	400 households
Agency Cost Savings (Standard Metric: CE#1)			
Total cost of task in dollars	Prior to implementation: \$30,720	FY2019: \$19,656	\$24,575
Staff time savings (Standard Metric: CE#2)			

Metric	Baseline	Benchmark	Final Projected Outcome
Total time to complete the task	Prior to implementation, 917 hours	FY2019: 500 hours	Less than 700 hours
Decrease in error rate of task execution (Standard Metric: CE#3) Note: Because Home Forward does not have a pre-implementation baseline, we are not able to show the historical impact of this activity			
Average error rate in completing task	FY2015: 2%	FY2019: Less than 5%	Less than 5%
Increase in tenant share of rent (Standard Metric: CE#5) Note: Because Home Forward does not have a pre-implementation baseline, we are not able to show the historical impact of this activity			
Total annual tenant share of rent	FY2014: \$3,570,859	FY2019: \$5,404,344	Annual tenant rent share of \$5,000,000

MTW Flexibility:

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

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

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

11 Align Utility Allowance Adjustment Procedures

Approved FY2011, Implemented FY2011

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

MTW authorization:

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures.

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

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	Before implementation, \$8,000 per year	FY2019: \$0	\$0 to complete survey
Staff time savings (Standard Metric: CE#2)			
Total time to complete task	Before implementation, approximately 393 hours	FY2019: 0 hours	0 hours

MTW Flexibility:

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

13 Broaden Range of Approved Payment Standards

Approved FY2015, Implemented FY2015, Amended FY2017

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

MTW authorization:

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

Statutory objective:

Increase housing choice for low-income families

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

Home Forward uses the following parameters to establish payment standards:

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

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

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

Submarket	Studio		1 Bedroom		2 Bedroom	
	Avg Shelter Cost	Shelter Cost as FMR %	Avg Shelter Cost	Shelter Cost as FMR %	Avg Shelter Cost	Shelter Cost as FMR %
Downtown Portland	\$1,282	125%	\$1,451	128%	\$1,789	135%
NW Portland	\$1,298	127%	\$1,538	136%	\$1,777	134%
Gresham, Fairview, Troutdale	\$825	80%	\$1,027	91%	\$1,183	89%
Inner & Central NE	\$1,336	130%	\$1,406	124%	\$1,672	126%
Inner & Central SE	\$1,313	128%	\$1,392	123%	\$1,337	101%
N Portland & St. Johns	\$1,334	130%	\$1,377	122%	\$1,238	93%
Outer NE	\$765	75%	\$1,041	92%	\$1,193	90%
Outer SE	\$908	88%	\$1,034	91%	\$1,148	86%
SW Portland	\$1,349	131%	\$1,468	130%	\$1,281	96%

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

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

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

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Increase in resident mobility (Standard Metric: HC#5)			

Metric	Baseline	Benchmark	Final Projected Outcome
Number of households living in better neighborhoods (defined as low poverty census tracts where poverty is below 17%) ⁶	FY2013: 1,896 (30%) households lived in better neighborhoods	FY2019: 2,600 (30%) households	FY2019: at least 2,600 households (30%)
Agency cost savings (Standard Metric: CE#1) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not save costs through this activity, but we have included it at HUD's request			
Total cost of task	FY2014: \$48,597,556	FY2019: \$66,300,000	FY2019: \$66,300,000

Additional Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Average Housing Assistance Payment Expense			
Average annual HAP expense by household	FY2014: \$6,690	FY2019: \$8,134	FY2019: \$8,133

MTW Flexibility:

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

⁶ Data will be collected from YARDI, Home Forward's database, which tracks the census tract and Payment Standard used for each household.

14 Program Based Assistance

Approved FY2015, Implemented FY2015

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

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

MTW authorization:

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

Statutory objective:

Increase housing choice for low-income families

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

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

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

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

Changes or modifications:

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

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Additional Units of Housing Made Available (Standard Metric: HC#1)			
Number of new housing units made available for households at or below 80% AMI	Before implementation, 0 units	FY2019: 5 units	5 additional units made available through the New Doors project for
Increase in Resident Mobility (Standard Metric: HC #5)			
Number of households able to move to a better unit and/or neighborhood of opportunity	Before implementation, 0 households	FY2019: 27 unduplicated households	27 formerly homeless households receive placement services annually
Households Assisted by Services that Increase Housing Choice (Standard Metric: HC #7)			
Number of households receiving services aimed to increase housing choice	Before implementation, 0 households	FY2019: 76 unduplicated households	76 households receive services annually through Program Based

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

MTW Flexibility:

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

15 Tenant-Based Voucher Set Aside Policies

Approved FY2016, Implemented FY2016

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

MTW authorization:

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

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

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

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

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

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

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

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

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

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

Impact on Statutory Objective(s)

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

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	FY2016: \$875	FY2019: \$0	\$0
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	FY2016: 29.5 hours	FY2019: 0 hours	0 hours
Decrease in wait list time (Standard Metric: HC#3) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Because households are immediately pulled from the waiting list, this will have no impact on this metric; but we have included it at HUD's request			
Average applicant time on wait list in months	FY2016: 0 months	FY2019: 0 months	0 months

MTW Flexibility:

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

16 Affordable Housing General Obligation Bond Project-Based Voucher Allocation

Approved FY2018, Implemented FY2018

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

MTW authorization:

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

Statutory objective:

Additional Units of Housing Made Available.

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

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

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

Changes or modifications:

We are not anticipating any changes to this activity.

Activity Metrics:

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

Metric	Baseline	Benchmark	Final Projected Outcome
The Portland Housing Bond anticipates adding 1,300 units of affordable housing over a seven year period. The 400 vouchers will be used to leverage an additional 200 units being available for households earning between 0 and 30% median family income.	FY2018: 0	FY2019: 400 units	600 units

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

MTW Flexibility:

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

Not Yet Implemented Activities

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

Closed Out Activities

12 Alternative Initial Housing Assistance Policy

Approved FY2015, Never Implemented

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

Alternate Rent Calculation for Public Housing Units

Approved FY2011, Implemented FY2022, Closed Out FY2012

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

Limits for Zero-Subsidy Participants

Approved FY2012, Implemented FY2020, Closed out FY2012

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

Limiting Portability in Higher Cost Areas

Approved FY2013, Never Implemented

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

04 Bud Clark Commons

Approved FY2010, Implemented FY2010, Closed Out FY2014

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

05 Biennial Insections

Approved FY2008, Implemented FY2008, Closed out FY2015

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

Sources and Uses of MTW Funds

A. Estimated Sources and Uses of MTW Funds

i. Estimated Sources of MTW Funds

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

FDS LINE ITEM NUMBER	FDS LINE ITEM NAME	DOLLAR AMOUNT
70500 (70300+70400)	Total Tenant Revenue	\$3,895,306
70600	HUD PHA Operating Grants	\$92,648,184
70610	Capital Grants	\$6,760,857
708000	Other Government Grants	\$-
70700 (70710+70720+70730 +70740+70750)	Total Fee Revenue	\$-
71100+72000	Interest Income	\$-
71600	Gain or Loss on Sale of Capital Assets	\$(7,852)
71200+71300+71310+ 71400+71500	Other Income	\$11,548,531
70000	Total Revenue	\$114,845,026

ii. Estimated Uses of MTW Funds

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

FDS LINE ITEM NUMBER	FDS LINE ITEM NAME	DOLLAR AMOUNT
91000 (91100+91200+91400+91500+91600+91700+918 00+91900)	Total Operating - Administrative	\$ 13,924,745
91300+91310+92000	Management Fee Expense	\$ -
91810	Allocated Overhead	\$ 4,628,577
92500 (92100+92200+92300+92400)	Total Tenant Services	\$ 379,714
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	\$ 2,171,394
93500+93700	Labor	\$ -
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	\$ 5,664,423
95000 (95100+95200+95300+95500)	Total Protective Services	\$ 86,761
96100 (96110+96120+96130+96140)	Total Insurance Premiums	\$ 597,120

96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	\$ 611,140
96700 (96710+96720+96730)	Total Interest Expense & Amortization Cost	\$ -
97100+97200	Total Extraordinary Maintenance	\$ -
97300+97350	HAP + HAP Portability-In	\$ 87,803,620
97400	Depreciation Expense	\$ 2,743,451
97500+97600+97700+97800	All Other Expense	\$ -
90000	Total Expenses	\$ 118,610,945

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

We have used preliminary estimates for our FY 19 operating budget as the basis for this schedule. Home Forward has commissioned Washington State to do an independent market rent survey. This data will hopefully be used to increase voucher funding for CY 19.

iii. Description of Planned Use of MTW Single Fund Flexibility

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

PLANNED USE OF MTW SINGLE FUND FLEXIBILITY

Replacement Housing Factor Funds/Demolition or Disposition Transition Funding

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

MTW Initiative Funds

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

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

- Action for Prosperity: Action for Prosperity is a partnership between Home Forward, Worksystems, Inc., the Multnomah County Anti-Poverty system, and the State Department of Human Services. Each system leverages its resources by delivering core services and utilizing the other systems to provide wrap-around supports. With access to stable housing, the appropriate level of case management, and priority access to workforce services, we believe that a significant number of households will be able to develop the skills they need to gain employment within two years. Home Forward contributes rent assistance, in the form of Program Based Assistance, which is contracted to agencies in the Anti-Poverty system who use it to help stabilize families who are engaged in training or employment programming.
- Families Forward: Families Forward is the umbrella name for our strategic initiatives designed to help youth attain education success in order to alleviate or exit poverty, and to help adults make economic progress, with the ultimate goal of exiting poverty for those who are able.
 - For adults, the current priority is to create a single framework for all of the agency's Economic Opportunity efforts, integrating the following four strategies: collecting information about families through an Employment and Training Interest Inventory; aligning existing self-sufficiency programs into a single program called GOALS, with site-based and non-site based components; facilitating the hiring of low-income (Section 3) residents and participants by Home Forward and contractors; and integrating Action for Prosperity (mentioned above) into Economic Opportunity work. Ultimately, the goals for this initiative include increases in resident/participant earned income, increases in residents'/participants' contribution to rent, and residents/participants reaching a living wage if they exit housing subsidy.
 - Youth Initiatives: Home Forward's youth and education work for the next fiscal year will largely focus on early childhood (children prenatally through age 8) in several key areas: improving school attendance, especially in the early grades; increasing our support of parents with children ages 0-5 to improve school readiness; and aligning our services with key educational and parent support partners to improve parent and child well-being and school readiness. These efforts will be coordinated with local sector partners and collective impact efforts focused on creating a more seamless early childhood system of support and addressing chronic school absence across Multnomah County.
- Aging at Home Strategies: Home Forward is developing and implementing initiatives to increase independence and a sense of community at our properties that serve seniors and people with disabilities. We have hired a Health & Support Services Coordinator to assist in the enhancement and development of partnerships and systems alignment with a variety of partners including Aging & Disability Services, Cedar Sinai Park, Care Oregon, Health Share and Family Care, clinics and educational bodies. In addition, we plan to continue administering the Congregate Housing Services Program at five properties and are evaluating expansion of this program and/or implementing certain aspects of this program at other properties.
- Staff Training: Home Forward's current strategic plan (2016-2020) recognizes that how our work is done matters to our community and staff. To strengthen our relationship with the people we serve and with each other, Home Forward continues to re-evaluate best practices and approaches to offer relevant information and training for staff. Training includes Trauma- Informed practice, a recognized model that recognizes the impact trauma can have on people and commits to not repeating traumatic experiences. The goal is to provide staff with knowledge and tools suitable for their position to recognizing symptoms of trauma and applying trauma informed awareness in engaging in the work and to support this by creating Trauma Informed policies and procedures that encourage healing and a sense of safety.

- Security Deposit Assistance: Home Forward uses single-fund flexibility to offer security deposit assistance to two populations: participants leasing up with Veterans Affairs Supportive Housing (VASH) vouchers, and former foster youth leasing up with Family Unification Program (FUP) vouchers. For homeless veterans, a lack of funds for security deposits is a serious barrier to successful use of VASH vouchers. Similarly, youth aging out of the foster care system often do not have the resources to pay for security deposits when trying to utilize FUP vouchers. Security deposit assistance is a key support to finding housing for veterans and youth. Home Forward's funds are to be used only when the service agencies working with these populations are not able to otherwise arrange for deposit assistance.
- Tenant Education Class and Deposit Assistance: During FY2016, Home Forward entered into a contract with a community-based tenant advocate organization, the Community Alliance of Tenants (CAT), to teach new and transferring Housing Choice Voucher holders about their rights and responsibilities as tenants. Upon completing the class, voucher holders are given one-time access to \$200 in deposit assistance for their housing search. This partnership grew out of concern that in the current competitive rental market, and with the recent changes in Oregon landlord/tenant law, voucher holders needed more education about how to be successful applicants and tenants.
- Inspection Related Moving Fund: As described in Activity 12, Home Forward has created a moving assistance fund to assist households in making deposit payments in the unlikely event that a landlord fails to make necessary repairs to their unit after the initial inspection. (Not yet implemented; see Activity 12)
- Inter-jurisdictional Transfer Program for Survivors of Domestic Violence: In collaboration with other MTW-authorized housing authorities and the local domestic violence service system, Home Forward has implemented an inter-jurisdictional transfer program to assist participants who are survivors of domestic violence. The program ensures continued access to stable and safe housing when it is deemed necessary that the household move to another jurisdiction to avoid violence that is likely to become lethal or near-lethal. A local domestic violence service provider has assigned two full-time advocates to work on-site with Home Forward participants and residents. The advocates can recommend voucher participants to this transfer program and provide advocacy and assistance with relocation to the new jurisdiction. Clients are connected with a local domestic violence agency in the new jurisdiction for support after their transfer. Home Forward allocates up to \$2,000 per household for relocation costs, for up to five households each year. In addition, Home Forward intends to absorb the vouchers of up to five families referred by partnering MTW agencies.
- Section 8 Success Fund: Home Forward is testing two pilot programs in an effort to increase utilization rates and decrease the number of days to lease up for Housing Choice Voucher (HCV) households. The Success Fund is jointly funded by the City of Portland and Home Forward MTW Initiative Funds.
 - Security and Success Loan: HCV households of 30% AMI or more are offered low-interest loans with affordable re-payment terms in order to assist with moving related costs, such as security deposits. Home Forward has partnered with Local Community Development Financial Institution; Innovative Changes is serve as the lender. The loan is also an opportunity for credit building and financial education.
 - Housing Search Advocates: Home Forward contracts with three Housing Search Advocates to provide housing search and placement assistance to HCV households. The Advocates are employed by two non-profits who specialize in housing, Transition Projects Inc. and Human Solutions. Along with case management supports, the Advocates can also provide a limited amount of financial assistance to help reduce barriers to housing such as security deposits, application fees, and transportation for the housing search.
- Expungement Partnership: Home Forward is collaborating with Metropolitan Public Defender (MPD), a non-profit legal firm, to provide legal services to assist Home Forward residents,

participants, and waitlist households with criminal record expungements along with consultation on any outstanding obligations to the court system. By reducing a barrier to housing and employment that is associated with a criminal background, Home Forward will help residents gain greater housing choice options in our community and ability for increased opportunity for work focused households to obtain employment. Home Forward also plans to see a decrease in administrative costs related to screening denials as an outcome of this project. Home Forward is using MTW Initiative Funds to support this program.

- **Affordable Housing Opportunities:** With incredibly low vacancy rates and a lack of affordable housing, Home Forward is dedicated to preserving and increasing the number of housing units in our community. Home Forward will use MTW Initiative Funds to leverage additional funding for the preservation of existing affordable housing and development of new affordable housing. By using methods such as site acquisition, predevelopment loans, and gap financing, Home Forward is able to invest in projects to expand the availability of housing that is affordable to families at different income levels in our community.
- **Grant shortfalls:** A large share of tenant/resident services are funded from grants and foundations. These funds augment local funds to provide supportive services and self-sufficiency services to residents. In order to optimize available services, any costs not eligible for state and local grants will be funded by single-fund flexibility.
- **Emergency fund:** In the event of an emergency that affects a public housing family's ability to live safely in their unit, Home Forward has created a fund to help the family temporarily find safe housing in a hotel.
- **Landlord portal:** Home Forward is developing an e-Center which will allow landlords to electronically process a Request for Tenancy Approval, view and schedule inspections, view payment information, and communicate with Home Forward. It is our objective to streamline the entire process and reduce the time required to lease an apartment or home to a voucher holder. Our staff is working with stakeholders to identify critical requirements and to develop a roadmap to deploying a beneficial tool to both our landlords and Home Forward.
- **MTW Operating Reserve:** Home Forward will set aside funds each year, as determined by the Board of Commissioners, towards building an Operating Reserve sufficient for Operating Expenses and Housing Assistance Payments.

B. Local Asset Management Plan

i. Is the MTW PHA allocating costs within statute? No

ii. Is the MTW PHA implementing a local asset management plan (LAMP)? Yes

iii. Has the MTW PHA provide a LAMP in the appendix? Yes

iv. If the MTW PHA has provided a LAMP in the appendix, please describe any proposed changes to the LAMP in the Plan Year or state that the MTW PHA does not plan to make any changes in the Plan Year.

Home Forward does not plan to make any changes to its Local Asset Management Plan in FY2019.

C. Rental Assistance Demonstration (RAD) Participation

i. Description of RAD Participation

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

RENTAL ASSISTANCE DEMONSTRATION (RAD) PARTICIPATION

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

ii. Has the MTW PHA submitted a RAD Significant Amendment in the appendix? A RAD Significant Amendment should only be included if it is a new or amended version that requires HUD approval.

No

iii. If the MTW PHA has provided a RAD Significant Amendment in the appendix, please state whether it is the first RAD Significant Amendment submitted or describe any proposed changes from the prior RAD Significant Amendment?

N/A

Administrative

A. Board Resolution and Certifications of Compliance

[insert board resolution here]

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

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

Acting on behalf of the Board of Commissioners of the Moving to Work Public Housing Agency (MTW PHA) listed below, as its Chairman or other authorized MTW PHA official if there is no Board of Commissioners, I approve the submission of the Annual Moving to Work Plan for the MTW PHA Plan Year beginning 01/01/2019, hereinafter referred to as "the Plan", of which this document is a part and make the following certifications and agreements with the Department of Housing and Urban Development (HUD) in connection with the submission of the Plan and implementation thereof:

- (1) The MTW PHA published a notice that a hearing would be held, that the Plan and all information relevant to the public hearing was available for public inspection for at least 30 days, that there were no less than 15 days between the public hearing and the approval of the Plan by the Board of Commissioners, and that the MTW PHA conducted a public hearing to discuss the Plan and invited public comment.
- (2) The MTW PHA took into consideration public and resident comments (including those of its Resident Advisory Board or Boards) before approval of the Plan by the Board of Commissioners or Board of Directors in order to incorporate any public comments into the Annual MTW Plan.
- (3) The MTW PHA certifies that the Board of Directors has reviewed and approved the budget for the Capital Fund Program grants contained in the Capital Fund Program Annual Statement/Performance and Evaluation Report, form HUD-50075.1 (or successor form as required by HUD).
- (4) The MTW PHA will carry out the Plan in conformity with Title VI of the Civil Rights Act of 1964, the Fair Housing Act, section 504 of the Rehabilitation Act of 1973, and title II of the Americans with Disabilities Act of 1990.
- (5) The Plan is consistent with the applicable comprehensive housing affordability strategy (or any plan incorporating such strategy) for the jurisdiction in which the PHA is located.
- (6) The Plan contains a certification by the appropriate state or local officials that the Plan is consistent with the applicable Consolidated Plan, which includes a certification that requires the preparation of an Analysis of Impediments to Fair Housing Choice, for the MTW PHA's jurisdiction and a description of the manner in which the Plan is consistent with the applicable Consolidated Plan.
- (7) The MTW PHA will affirmatively further fair housing by fulfilling the requirements at 24 CFR 903.7(o) and 24 CFR 903.15(d), which means that it will take meaningful actions to further the goals identified in the Assessment of Fair Housing (AFH) conducted in accordance with the requirements of 24 CFR 5.150 through 5.180, that it will take no action that is materially inconsistent with its obligation to affirmatively further fair housing, and that it will address fair housing issues and contributing factors in its programs, in accordance with 24 CFR 903.7(o)(3). Until such time as the MTW PHA is required to submit an AFH, and that AFH has been accepted by HUD, the MTW PHA will address impediments to fair housing choice identified in the Analysis of Impediments to fair housing choice associated with any applicable Consolidated or Annual Action Plan under 24 CFR Part 91.
- (8) The MTW PHA will comply with the prohibitions against discrimination on the basis of age pursuant to the Age Discrimination Act of 1975.
- (9) In accordance with 24 CFR 5.105(a)(2), HUD's Equal Access Rule, the MTW PHA will not make a determination of eligibility for housing based on sexual orientation, gender identify, or marital status and will make no inquiries concerning the gender identification or sexual orientation of an applicant for or occupant of HUD-assisted housing.
- (10) The MTW PHA will comply with the Architectural Barriers Act of 1968 and 24 CFR Part 41, Policies and Procedures for the Enforcement of Standards and Requirements for Accessibility by the Physically Handicapped.
- (11) The MTW PHA will comply with the requirements of section 3 of the Housing and Urban Development Act of 1968, Employment Opportunities for Low-or Very-Low Income Persons, and with its implementing regulation at 24 CFR Part 135.
- (12) The MTW PHA will comply with requirements with regard to a drug free workplace required by 24 CFR Part 24, Subpart F.
- (13) The MTW PHA will comply with requirements with regard to compliance with restrictions on lobbying required by 24 CFR Part 87, together with disclosure forms if required by this Part, and with restrictions on payments to influence Federal Transactions, in accordance with the Byrd Amendment and implementing regulations at 49 CFR Part 24.
- (14) The MTW PHA will comply with acquisition and relocation requirements of the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 and implementing regulations at 49 CFR Part 24 as applicable.

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

Home Forward

OR002

MTW PHA NAME

MTW PHA NUMBER/HA CODE

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

Mary Ann Herman

Chair

NAME OF AUTHORIZED OFFICIAL

TITLE

SIGNATURE

DATE

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

B. Documentation of Public Process



The Oregonian

LEGAL AFFIDAVIT

AD#: 0008791565

Total

\$283.86

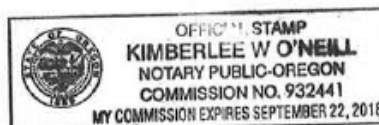
State of Oregon,) ss

County of Multnomah)

Justin Eubanks being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that The Oregonian is a public newspaper published in the city of Portland, with general circulation in Oregon, and this notice is an accurate and true copy of this notice as printed in said newspaper, was printed and published in the regular edition and issue of said newspaper on the following date(s):

The Oregonian 09/16/2018

Principal Clerk of the Publisher



Sworn to and subscribed before me this 17th day of September 2018

Notary Public

PUBLIC HEARING

Home Forward (formerly the Housing Authority of Portland) will hold a public hearing on Tuesday, September 18, 2018 @ 6:15 pm at Gresham City Hall, 1333 NW Eastman Parkway, Gresham, 97030, OR. The purpose of this meeting is to inform and seek input from the public, including current and potential residents / participants, concerning activities that Home Forward operates under the Federal Department of Housing and Urban Development's national demonstration program called "Moving to Work" (MTW). Home Forward's activities are outlined in the "Draft FY2019 MTW Annual Plan." The draft plan is available for viewing on Home Forward's website:

<http://www.homeforward.org/home-forward/moving-to-work>

Federal regulations under MTW authority emphasize cost-efficiency, resident self-sufficiency and increased housing choices.

Home Forward will be accepting written comments regarding the Annual Plan until October 15, 2018. Please submit written comments to the following address: Home Forward, Attn: Tim Collier, 135 SW Ash Street, Portland, OR 97204. Comments can also be emailed to Tim.Collier@homeforward.org

Total Attendees: 24

Public Comments

Question (from staff): Would Home Forward owned and managed PBV properties also be subject to the 5-year wait period under the PBV Contract Transfer activity? Specifically, how would the new activity be implemented for phased projects, such as Dekum, and under the proposed upcoming municipal bonds?

Comment: No, the 5-year wait period will not be applied to Home Forward owned and managed properties. The activity has been updated for clarity.

C. Planned and Ongoing Evaluations

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

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

Part I: Summary		Grant Type and Number Capital Fund Program Grant No: OR16P00250116 Replacement Housing Factor Grant No: Date of CFFP:		FFY of Grant: 2016 FFY of Grant Approval:
Type of Grant <input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/2019		<input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Final Performance and Evaluation Report		
Line	Summary by Development Account	Original	Revised ¹	Total Actual Cost ¹ Expended
1	Total non-CFP Funds			
2	1406 Operations (may not exceed 20% of line 21) ³			
3	1408 Management Improvements			
4	1410 Administration (may not exceed 10% of line 21)			
5	1411 Audit			
6	1415 Liquidated Damages			
7	1430 Fees and Costs			
8	1440 Site Acquisition			
9	1450 Site Improvement			
10	1460 Dwelling Structures			
11	1465.1 Dwelling Equipment—Nonexpendable			
12	1470 Non-dwelling Structures			
13	1475 Non-dwelling Equipment			
14	1485 Demolition			
15	1492 Moving to Work Demonstration			
16	1495.1 Relocation Costs			
17	1499 Development Activities ⁴			
		3,602,203.50		2,731,641.13

¹ To be completed for the Performance and Evaluation Report.

² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

³ PEAs with under 250 units in management may use 100% of CFP Grants for operations.

⁴ RHF funds shall be included here.

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

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

Part I: Summary		FFY of Grant: 2016	
PHA Name: Home Forward formerly known as Housing Authority of Portland	Grant Type and Number Capital Fund Program Grant No: OR16P00250116 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant Approval:	
<input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/2019 <input type="checkbox"/> Reserve for Disasters/Emergencies		<input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Final Performance and Evaluation Report	
Type of Grant	Summary by Development Account	Total Estimated Cost	Total Actual Cost ¹
Line	Original	Revised ²	Obligated
18a	1501 Collateralization or Debt Service paid by the PHA		
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment	360,818.50	1,231,380.87
19	1502 Contingency (may not exceed 8% of line 20)		
20	Amount of Annual Grant: (sum of lines 2 - 19)	3,963,022.00	3,963,022.00
21	Amount of line 20 Related to LBP Activities		
22	Amount of line 20 Related to Section 504 Activities		
23	Amount of line 20 Related to Security - Soft Costs		
24	Amount of line 20 Related to Security - Hard Costs		
25	Amount of line 20 Related to Energy Conservation Measures		
Signature of Executive Director		Signature of Public Housing Director	
Date 8/21/18		Date	

¹ To be completed for the Performance and Evaluation Report.

² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

³ PHAs with under 250 units in management may use 100% of CFFP Grants for operations.

⁴ RHF funds shall be included here.

U.S. Department of Housing and Urban Development
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Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

Part II: Supporting Pages			Grant Type and Number			Federal FFY of Grant: 2016		
PHA Name: Home Forward formerly known as Housing Authority of Portland			Capital Fund Program Grant No: OR16P00250116 CFEP (Yes/No): Replacement Housing Factor Grant No:					
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised ¹	Funds Obligated ²	Funds Expended ²	
OR 2 - PHA Wide	15% Allowance to support operations	1492		792,604.40	594,453.30		247,749.40	FY18 Actuals
OR 2 - PHA Wide	PH Portfolio	1492		2,128,461.43	0			FY18 MTW Plan
OR 2 - PHA Wide	Unidentified Future Projects	1492						FY18 MTW Plan
OR 2 - 060	Discretionary Project Funds							
	Rockwood Station	1492	25	0.00	3,323.26		3,323.26	FY18 Actuals
	RAD Conversion Costs							
OR 2 - 061	The Jeffrey	1492	20	0.00	831.20		831.20	FY18 Actuals
	RAD Conversion Costs							
OR 2 - 062	Martha Washington	1492	25	0.00	330.88		330.88	FY18 Actuals
	RAD Conversion Costs							
OR 2 - 063	Bud Clark Commons	1492	130	0.00	10,396.78		10,396.78	FY18 Actuals
	RAD Conversion Costs							
OR 2 - 064	Madrona Place	1492	45	0.00	595.58		595.58	FY18 Actuals
	RAD Conversion Costs							
OR 2 - 320	Fairview Oaks & Woods	1492	40	0.00	3,434.77		3,434.77	FY18 Actuals
	RAD Conversion Costs							
OR 2 - 058	Humboldt Gardens	1492	100	0.00	5,681.02		5,681.02	FY18 Actuals
	RAD Conversion Costs							
OR 2 - 305	Haven Limited Partnership	1492	29	0.00	5,815.58		5,815.58	FY18 Actuals
	RAD Conversion Costs							

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

² To be completed for the Performance and Evaluation Report.

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form HUD-50075.1 (07/2014)

U.S. Department of Housing and Urban Development
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Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
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Development Number	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
Name/PHA-Wide Activities				Original	Revised ¹	Funds Obligated ²	Funds Expended ²	
OR 2 - 310	Cecelia Limited Partnership	1492	72	0.00	7,792.03		7,792.03	FY18 Actuals
	RAD Conversion Costs							
OR 2 - 315	Trouton Limited Partnership	1492	125	0.00	7,982.25		7,982.25	FY18 Actuals
	RAD Conversion Costs							
OR 2 - 325	Woolsey Limited Partnership	1492	71	0.00	5,112.06		5,112.06	FY18 Actuals
	RAD Conversion Costs							
OR 2 - 065	Stephens Creek Crossing South	1492	45	0.00	7,417.41		7,417.41	FY18 Actuals
	RAD Conversion Costs							
OR 2 - 066	Stephens Creek Crossing North	1492	64	0.00	5,805.39		5,805.39	FY18 Actuals
	RAD Conversion Costs							
OR 2 - 111	Dekum Court	1492	40	0.00	9,809.80		9,809.80	FY18 Actuals
	Exterior Lighting Repair							
OR 2 - 113	Tamarack	1492	120	0.00	19,944.00		19,944.00	FY18 Actuals
	Mold Remediation							
OR 2 - 114	Dahlke Manor	1492	115	0.00	30,077.13		30,077.13	FY18 Actuals
	Radon Mitigation							
OR 2 - 114	Dahlke Manor	1492	115	0.00	37,512.60		37,512.60	FY18 Actuals
	Boiler Replacement							
OR 2 - 118	Williams Plaza	1492	101	0.00	72,950.58		72,950.58	FY18 Actuals
	Water Damage Restoration							
OR 2 - 140	Ruth Haefner Plaza	1492	73	0.00	25,050.54		25,050.54	FY18 Actuals
	Abatement							

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² To be completed for the Performance and Evaluation Report.

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form HUD-50075.1 (07/2014)

U.S. Department of Housing and Urban Development
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PHA Name: Home Forward formerly known as Housing Authority of Portland			Capital Fund Program Grant No: OR16P00250116 CFEP (Yes/No): Replacement Housing Factor Grant No:					
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised ¹	Funds Obligated ²	Funds Expended ²	
OR 2 - 152	Harold Lee Village	1492	10	0.00	18,040.00		18,040.00	FY18 Actuals
	Radon Mitigation							
OR 2 - 337	Alderwood	1492	20	0.00	15,410.00		15,410.00	FY18 Actuals
	Radon Mitigation							
OR 2 - 113	Tamarack	1492	120	0.00	4,692.00		4,692.00	FY18 Actuals
	Roof Repair							
OR 2 - 113	Tamarack	1492	120	0.00	5,753.00		5,753.00	FY18 Actuals
	Appliances							
OR - 152	Harold Lee Village	1492	10	0.00	120,259.10		120,259.10	FY18 Actuals
	Comprehensive Rehab							
OR 2 - 111	Dekum Court	1492	40	0.00	24,501.00		0.00	FY19 MTW Plan
	Sewer Line Repair							
OR 2 - 111	Dekum Court	1492	40	0.00	17,884.00		7,457.00	FY18 Actuals
	Abatement							FY19 MTW Plan
OR 2 - 113	Tamarack	1492	120	0.00	54,045.37		19,370.30	FY18 Actuals
	Emergency Sewer Repair							FY19 MTW Plan
OR 2 - 113	Tamarack	1492	120	0.00	32,000.00		11,722.00	FY18 Actuals
	Flooring Abatement							FY19 MTW Plan
OR 2 - 114	Dahlke Manor	1492	115	0.00	20,256.00		0.00	FY19 MTW Plan
	Appliances							
OR 2 - 114	Dahlke Manor	1492	115	0.00	8,000.00		0.00	FY19 MTW Plan
	Asbestos Abatement							

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Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost	Status of Work
				Original	Revised ¹	Funds Obligated ²	Funds Expended ²
OR 2 - 115	Holgate House Appliances	1492	80	0.00	5,507.00	0.00	FY19 MTW Plan
OR 2 - 115	Holgate House	1492	80	0.00	9,000.00	0.00	FY19 MTW Plan
OR 2 - 117	Door Entry System Schunk Riverview Tower Elevator Repair	1492	118	0.00	50,000.00	0.00	FY19 MTW Plan
OR 2 - 117	Schunk Riverview Tower Abatement	1492	118	0.00	17,500.00	3,018.00	FY18 Actuals FY19 MTW Plan
OR 2 - 118	Williams Plaza Appliances	1492	101	0.00	17,477.00	774.00	FY18 Actuals FY19 MTW Plan
OR 2 - 118	Williams Plaza	1492	101	0.00	4,000.00	0.00	FY19 MTW Plan
OR 2 - 118	Roofing Re-coat Williams Plaza	1492	101	0.00	12,600.00	2,600.00	FY18 Actuals FY19 MTW Plan
OR 2 - 122	Flooring Abatement Townhouse Terrace	1492	32	0.00	5,000.00	0.00	FY19 MTW Plan
OR - 124	New Fence Lexington Court	1492	20	0.00	6,000.00	0.00	FY19 MTW Plan
OR - 132	New Fence Demar Downs	1492	18	0.00	36,196.00	0.00	FY19 MTW Plan
OR - 139	Garbage Enclosure Repair Medallion Apartments	1492	90	0.00	26,680.00	10,958.00	FY18 Actuals FY19 MTW Plan
	Abatement						

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² To be completed for the Performance and Evaluation Report.

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Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised ¹	Funds Obligated ²	Funds Expended ²	
OR - 139	Medallion Apartments Appliances	1492	90	0.00	15,380.00		2,741.30	FY18 Actuals FY19 MTW Plan
OR - 140	Ruth Haefner Plaza Flooring & Abatement	1492	73	0.00	33,411.00		9,411.18	FY18 Actuals FY19 MTW Plan
OR - 140	Ruth Haefner Plaza Roof Repair	1492	73	0.00	5,000.00		0.00	FY19 MTW Plan FY19 MTW Plan
OR - 140	Ruth Haefner Plaza Door Entry System	1492	73	0.00	20,000.00		0.00	FY19 MTW Plan
OR - 142	Celilo Court Sidewalk Repair	1492	28	0.00	15,000.00		0.00	FY19 MTW Plan
OR - 142	Celilo Court Windows Replacement	1492	28	0.00	10,280.00		0.00	FY19 MTW Plan
OR - 142	Celilo Court Parking Lot Restripping	1492	28	0.00	5,100.00		0.00	FY19 MTW Plan
OR - 153	Floresta Office Furnace Replacement	1492	20	0.00	6,000.00		0.00	FY19 MTW Plan
OR - 203	Maple Mallory Radon Mitigation	1492	48	0.00	60,000.00		0.00	FY19 MTW Plan
OR - 203	Maple Mallory Boiler Replacement	1492	48	0.00	9,000.00		0.00	FY19 MTW Plan
OR - 236	Winchell Court Radon Mitigation	1492	10	0.00	30,000.00		0.00	FY19 MTW Plan

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Capital Fund Program, Capital Fund Program Replacement Housing Factor and
Capital Fund Financing Program

Part II: Supporting Pages			Grant Type and Number			Federal FFY of Grant: 2016		
PHA Name: Home Forward formerly known as Housing Authority of Portland			Capital Fund Program Grant No: OR16P00250116 CFPP (Yes/No): Replacement Housing Factor Grant No:					
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised ¹	Funds Obligated ²	Funds Expended ²	
OR - 237	Powellhurst	1492	34	0.00	5,000.00		0.00	FY19 MTW Plan
	Sewer Line Repairs							
OR - 332	Camelia Court	1492	14	0.00	30,000.00		0.00	FY19 MTW Plan
	Radon Mitigation							
Blended Component Unit	Northwest Tower - 85 Stories Group 1 Preservation Initiative / Rehab	1492		254,946.08	0.00		0.00	FY18 MTW Plan
Blended Component Unit	Hollywood East - 85 Stories Group 2 Preservation Initiative / Rehab	1492		276,191.59	0.00		0.00	FY18 MTW Plan
OR - 113	Tamarack - 85 Stories Group 5 Preservation Initiative / Rehab	1492	120	0.00	184,699.00		0.00	FY19 MTW Plan
OR - 117	Schrunk Tower - 85 Stories Group 5 Preservation Initiative / Rehab	1492	118	0.00	181,620.00		0.00	FY19 MTW Plan
OR - 138	Eliot Square - 85 Stories Group 5 Preservation Initiative / Rehab	1492	30	0.00	46,174.00		0.00	FY19 MTW Plan
OR - 203	Maple Mallory - 85 Stories Group 5 Preservation Initiative / Rehab	1492	48	0.00	73,879.00		0.00	FY19 MTW Plan
OR - 232	Bel Park - 85 Stories Group 5 Preservation Initiative / Rehab	1492	10	0.00	15,391.00		0.00	FY19 MTW Plan
OR -236	Winchell Court - 85 Stories Group 5 Preservation Initiative / Rehab	1492	10	0.00	15,391.00		0.00	FY19 MTW Plan

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

² To be completed for the Performance and Evaluation Report.

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OMB No. 2577-0226
Expires 06/30/2017

[illegible]

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

U.S. Department of Housing and Urban Development
Office of Public and Indian Housing
OMB No. 2577-0226
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[illegible]

¹ Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.

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

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

Part I: Summary		FFY of Grant: 2017 FFY of Grant Approval:	
PHA Name: Home Forward formerly known as Housing Authority of Portland Grant Type and Number Capital Fund Program Grant No: OR16P00250117 Replacement Housing Factor Grant No: Date of CFFP:			
Type of Grant <input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/2019		<input type="checkbox"/> Revised Annual Statement (revision no.) <input type="checkbox"/> Final Performance and Evaluation Report	
Line	Summary by Development Account	Original	Total Estimated Cost Revised ¹
		Obligated	Total Actual Cost ¹ Expended
1	Total non-CFP Funds		
2	1406 Operations (may not exceed 20% of line 21) ³		
3	1408 Management Improvements		
4	1410 Administration (may not exceed 10% of line 21)		
5	1411 Audit		
6	1415 Liquidated Damages		
7	1430 Fees and Costs		
8	1440 Site Acquisition		
9	1450 Site Improvement		
10	1460 Dwelling Structures		
11	1465.1 Dwelling Equipment—Nonexpendable		
12	1470 Non-dwelling Structures		
13	1475 Non-dwelling Equipment		
14	1485 Demolition		
15	1492 Moving to Work Demonstration	3,604,251.50	3,525,645.50
16	1495.1 Relocation Costs		
17a	1499 Development Activities 1503 – Rental Assistance Demonstration – Madrona Place	0.00	4,438.00
17b	1499 Development Activities 1503 – Rental Assistance Demonstration – The Jeffrey Apartments	0.00	2,308.00

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² To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

³ PHAs with under 250 units in management may use 100% of CFP Grants for operations.

⁴ RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report
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 OMB No. 2577-0226
 Expires 06/30/2017

Part I: Summary		FFY of Grant: 2017		FFY of Grant Approval:	
PHA Name: Home Forward formerly known as Housing Authority of Portland		Grant Type and Number Capital Fund Program Grant No: OR16P002-50117 Replacement Housing Factor Grant No: Date of CFFP:			
Type of Grant <input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/2019		<input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/2019		<input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Final Performance and Evaluation Report	
Line	Summary by Development Account	Original	Revised ²	Obligated	Total Actual Cost ¹ Expended
17c	1499-Development-Activities 1503 - Rental Assistance Demonstration - Martha Washington	0.00	2,316.00		
17d	1499-Development-Activities 1503 - Rental Assistance Demonstration - The Apartments at Bud Clark Commons	0.00	15,051.00		
17e	1499-Development-Activities 1503 - Rental Assistance Demonstration - Fairview Oaks & Woods	0.00	3,644.00		
17f	1499-Development-Activities 1503 - Rental Assistance Demonstration - Rockwood Station	0.00	2,331.00		
17g	1499-Development-Activities 1503 - Rental Assistance Demonstration - Woolsey Limited Partnership	0.00	6,967.00		
17h	1499-Development-Activities 1503 - Rental Assistance Demonstration - Stephens Creek Crossing South	0.00	4,674.00		
17i	1499-Development-Activities 1503 - Rental Assistance Demonstration - Humboldt Gardens	0.00	8,559.00		
17j	1499-Development-Activities 1503 - Rental Assistance Demonstration - Stephens Creek Crossing North	0.00	6,783.00		
17k	1499-Development-Activities 1503 - Rental Assistance Demonstration - Haven Limited Partnership	0.00	2,704.00		
17l	1499-Development-Activities 1503 - Rental Assistance Demonstration - Cecelia Limited Partnership	0.00	6,825.00		
17m	1499-Development-Activities 1503 - Rental Assistance Demonstration - Trouton Limited Partnership	0.00	12,006.00		

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Part I: Summary		FFY of Grant: 2017	
PHA Name: Home Forward formerly known as Housing Authority of Portland	Grant Type and Number Capital Fund Program Grant No: OR16P00250117 Replacement Housing Factor Grant No: Date of CFFP:	FFY of Grant Approval:	
Type of Grant <input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/2019 <input type="checkbox"/> Reserve for Disasters/Emergencies		<input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Final Performance and Evaluation Report	
Line	Summary by Development Account	Total Estimated Cost	Total Actual Cost¹
18a	1501 Collateralization or Debt Service paid by the PHA		
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment	359,982.50	359,982.50
19	1502 Contingency (may not exceed 8% of line 20)		
20	Amount of Annual Grant (sum of lines 2 - 19)	3,964,234.00	3,964,234.00
21	Amount of line 20 Related to LBP Activities		
22	Amount of line 20 Related to Section 504 Activities		
23	Amount of line 20 Related to Security - Soft Costs		
24	Amount of line 20 Related to Security - Hard Costs		
25	Amount of line 20 Related to Energy Conservation Measures		
Signature of Executive Director 		Signature of Public Housing Director 	
Date 8/21/18		Date 	

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Part II: Supporting Pages

PHA Name: Home Forward formerly known as Housing Authority of Portland

Grant Type and Number
Capital Fund Program Grant No: OR16P00250117
CFEP (Yes/No):
Replacement Housing Factor Grant No:

Federal FFY of Grant: 2017

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised ¹	Funds Obligated ²	Funds Expended ²	
OR 2 – PHA Wide	15% Allowance to support operations	1492		594,635.10	0.00		0.00	
OR 2 – PHA Wide	PH Portfolio	1492		3,009,616.40	0.00		0.00	
OR 2 - PHA Wide	Un-programmed PH Portfolio	1492		0.00	200,000.00		0.00	FY19 MTW Plan
	Discretionary Project Funds							
OR 2 - 113	Tamarack - 85 Stories Group 5	1492	120	0.00	1,263,643.00		0.00	FY19 MTW Plan
OR 2 - 117	Preservation Initiative / Rehab Schrunk Tower - 85 Stories Group 5	1492	118	0.00	1,242,583.00		0.00	FY19 MTW Plan
	Preservation Initiative / Rehab							
OR 2 - 138	Eliot Square - 85 Stories Group 5	1492	30	0.00	315,911.00		0.00	FY19 MTW Plan
	Preservation Initiative / Rehab							
OR 2 - 203	Maple Mallory - 85 Stories Group 5	1492	48	0.00	505,458.00		0.00	FY19 MTW Plan
	Preservation Initiative / Rehab							
OR 2 - 232	Bel Park - 85 Stories Group 5	1492	10	0.00	105,304.00		0.00	FY19 MTW Plan
OR 2 - 236	Preservation Initiative / Rehab Winchell Court - 85 Stories Group 5	1492	10	0.00	105,304.00		0.00	FY19 MTW Plan
	Preservation Initiative / Rehab							
OR 2 - 332	Camelia Court - 85 Stories Group 5	1492	14	0.00	147,425.00		0.00	FY19 MTW Plan
	Preservation Initiative / Rehab							
OR 2 - 064	Madrona Place	1503	45	0.00	4,438.00		4,438.00	FY18 Actuals
	Rental Assistance Demonstration							
OR 2 - 061	The Jeffrey Apartments	1503	20	0.00	2,308.00		2,308.00	FY18 Actuals
	Rental Assistance Demonstration							

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Part II: Supporting Pages

PHA Name: Home Forward formerly known as Housing Authority of Portland

Grant Type and Number
Capital Fund Program Grant No: OR16P00250117
CFFP (Yes/No):
Replacement Housing Factor Grant No:

Federal FFY of Grant: 2017

Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised ¹	Funds Obligated ²	Funds Expended ²	
OR 2 - 062	Martha Washington Apartments	1503	25	0.00	2,316.00		2,316.00	FY18 Actuals
OR 2 - 063	Rental Assistance Demonstration Bud Clark Commons	1503	130	0.00	15,051.00		15,051.00	FY18 Actuals
OR 2 - 320	Rental Assistance Demonstration Fairview Oaks & Woods	1503	40	0.00	3,644.00		3,644.00	FY18 Actuals
OR 2 - 060	Rental Assistance Demonstration Rockwood Station	1503	25	0.00	2,331.00		2,331.00	FY18 Actuals
OR 2 - 325	Rental Assistance Demonstration Woolsey Limited Partnership	1503	71	0.00	6,967.00		6,967.00	FY18 Actuals
OR 2 - 065	Rental Assistance Demonstration Stephens Creek Crossing South	1503	45	0.00	4,674.00		4,674.00	FY18 Actuals
OR 2 - 058	Rental Assistance Demonstration Humboldt Gardens	1503	100	0.00	8,559.00		8,559.00	FY18 Actuals
OR 2 - 066	Rental Assistance Demonstration Stephens Creek Crossing North	1503	64	0.00	6,783.00		6,783.00	FY18 Actuals
OR 2 - 305	Rental Assistance Demonstration Haven Limited Partnership	1503	29	0.00	2,704.00		2,704.00	FY18 Actuals
OR 2 - 310	Rental Assistance Demonstration Cecelia Limited Partnership	1503	72	0.00	6,825.00		6,825.00	FY18 Actuals
OR 2 - 315	Rental Assistance Demonstration Trouton Limited Partnership	1503	125	0.00	12,006.00		12,006.00	FY18 Actuals
OR 2 -	Debt Service – OR002D001B	9000		359,982.50	0.00		0.00	FY18 Actuals

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² To be completed for the Performance and Evaluation Report.

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form HUD-50075.1 (07/2014)

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[illegible]

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

U.S. Department of Housing and Urban Development
 Office of Public and Indian Housing
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Part I: Summary		FFY of Grant: 2018 FFY of Grant Approval:	
PHA Name: Home Forward formerly known as Housing Authority of Portland Grant Type and Number Capital Fund Program Grant No: OR16P00250118 Replacement Housing Factor Grant No: Date of CFFP:			
Type of Grant <input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/2019		<input type="checkbox"/> Revised Annual Statement (revision no.) <input type="checkbox"/> Final Performance and Evaluation Report	
Line	Summary by Development Account	Original	Total Estimated Cost Revised ¹
		Obligated	Total Actual Cost ¹ Expended
1	Total non-CFFP Funds		
2	1406 Operations (may not exceed 20% of line 21) ³		
3	1408 Management Improvements		
4	1410 Administration (may not exceed 10% of line 21)		
5	1411 Audit		
6	1415 Liquidated Damages		
7	1430 Fees and Costs		
8	1440 Site Acquisition		
9	1450 Site Improvement		
10	1460 Dwelling Structures		
11	1465.1 Dwelling Equipment—Nonexpendable		
12	1470 Non-dwelling Structures		
13	1475 Non-dwelling Equipment		
14	1485 Demolition		
15	1492 Moving to Work Demonstration		
16	1495.1 Relocation Costs		4,178,834.00
17	1499 Development Activities		

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Capital Fund Program, Capital Fund Program Replacement Housing Factor and
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Part I: Summary		FFY of Grant: 2018 FFY of Grant Approval:	
PHA Name: Home Forward formerly known as Housing Authority of Portland		Grant Type and Number Capital Fund Program Grant No: OR16P00250118 Replacement Housing Factor Grant No: Date of CFPP:	
Type of Grant <input type="checkbox"/> Original Annual Statement <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 12/2019		<input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Final Performance and Evaluation Report	
Line	Summary by Development Account	Total Estimated Cost	Total Actual Cost ¹
18a	1501 Collateralization or Debt Service paid by the PHA		
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment		
19	1502 Contingency (may not exceed 8% of line 20)		
20	Amount of Annual Grant (sum of lines 2 - 19)	4,178,834.00	
21	Amount of line 20 Related to LBP Activities		
22	Amount of line 20 Related to Section 504 Activities		
23	Amount of line 20 Related to Security - Soft Costs		
24	Amount of line 20 Related to Security - Hard Costs		
25	Amount of line 20 Related to Energy Conservation Measures		
Signature of Executive Director		Signature of Public Housing Director	
Date 8/21/18		Date	

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Part II: Supporting Pages								
PHA Name: Home Forward formerly known as Housing Authority of Portland			Grant Type and Number Capital Fund Program Grant No: OR16P00250118 CFEP (Yes/ No): Replacement Housing Factor Grant No:			Federal FFY of Grant: 2018		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised ¹	Funds Obligated ²	Funds Expended ²	
OR 2 – PHA Wide	15% Allowance to support operations	1492		626,825.00				FY19 MTW Plan
OR 2 - PHA Wide	PH Portfolio	1492		150,000.00				FY19 MTW Plan
	Discretionary Projects Funds							
OR 2 - 113	Tamarack - 85 Stories Group 5	1492	120	436,687.00				FY19 MTW Plan
	Preservation Initiative / Rehab							
OR 2 - 117	Schruk Tower - 85 Stories Group 5	1492	118	429,409.00				FY19 MTW Plan
	Preservation Initiative / Rehab							
OR 2 - 138	Eliot Square - 85 Stories Group 5	1492	30	109,171.00				FY19 MTW Plan
	Preservation Initiative / Rehab							
OR 2 -203	Maple Mallory - 85 Stories Group 5	1492	48	174,674.00				FY19 MTW Plan
	Preservation Initiative / Rehab							
OR 2 - 232	Bel Park - 85 Stories Group 5	1492	10	36,391.00				FY19 MTW Plan
	Preservation Initiative / Rehab							
OR 2 - 236	Winchell Court - 85 Stories Group 5	1492	10	36,391.00				FY19 MTW Plan
	Preservation Initiative / Rehab							
OR 2 - 332	Camelia Court - 85 Stories Group 5	1492	14	50,947.00				FY19 MTW Plan
	Preservation Initiative / Rehab							
OR 2 – 118	Williams Plaza - 85 Stories Group 6	1492	101	682,420.00				FY19 MTW Plan
	Preservation Initiative / Rehab							
OR 2 – 139	Medallion - 85 Stories Group 6	1492	90	608,097.00				FY19 MTW Plan
	Preservation Initiative / Rehab							

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² To be completed for the Performance and Evaluation Report.

Annual Statement/Performance and Evaluation Report
Capital Fund Program, Capital Fund Program Replacement Housing Factor and
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form HUD-50075.1 (07/2014)

**Annual Statement/Performance and Evaluation Report
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Expires 06/30/2017

[illegible]

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D. Lobbying Disclosures

Certification of Payments to Influence Federal Transactions

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

OMB Approval No. 2577-0157 (Exp. 01/31/2017)

Applicant Name

Home Forward

Program/Activity Receiving Federal Grant Funding

Moving to Work

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

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

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

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

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

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


Name of Authorized Official

Ian Davie

Title

Acting Executive Director

Signature



Date (mm/dd/yyyy)

10/10/2018

Previous edition is obsolete

form HUD 50071 (01/14)
ref. Handbooks 7417.1, 7475.13, 7485.1, & 7485.3

Appendix A

Local Asset Management Plan

Home Forward Asset Management Program

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

Home Forward's Local Asset Management Program

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

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

Home Forward's Cost Objectives

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

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

Housing residents)

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

Home Forward's Treatment of Certain Costs

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

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

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

Home Forward's Treatment of Public Housing Operating Subsidy

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

Home Forward's Indirect Cost Allocations

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

Home Forward Indirect Costs

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

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

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

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

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

- HUD Indirect/Home Forward Direct:

- Portfolio and program (“regional”) management, including hiring, supervision and termination of frontline staff is considered a direct cost. These costs are pooled and then allocated to each property based on units, vouchers, or other relevant metrics. Work with auditors and audit preparation by HCV and PH staff is considered a direct expense. Executive management is considered an indirect cost.
- Storage of HCV and PH records and adherence to federal and/or state records retention requirements will be considered a direct cost of the program.
- Development and oversight of office furniture, equipment and vehicle replacement plans will be considered a direct cost of the program.
- Advertising (notification) costs specific to HCV, including applicants and landlords, will be considered a direct expense.

- HUD Direct/Home Forward Indirect:

- Advertising for new hires will be considered indirect and allocated to the program and properties.
- Staff recruiting and background checks, etc. will be considered indirect and allocated to the program and properties.

- Other:

- Using MTW authority to improve efficiencies across programs, all staff associated with the Family Self Sufficiency program, regardless of serving public housing or housing choice voucher residents, will be considered a direct cost of the housing choice voucher program and managed by the HCV management.
- Preparation and submission of HCV and public housing program budgets, financial reports, etc. to HUD and others will be either direct or indirect, depending on the department from which the reports are prepared. If prepared by program staff, costs will be considered direct. If prepared by administrative department staff, costs will be considered indirect and allocated to the program and properties.
- Investment and reporting on HCV proceeds will be either direct or indirect, depending on the department from which the reports are prepared. If prepared by program staff, costs will be considered direct. If prepared by administrative department staff, costs will be considered indirect and allocated to the program and properties.

- HUD’s rules limit the transfer of cash flow between projects, programs, and business activities. Home Forward intends to fully use its MTW resources and flexibility to move project cash flow among projects as locally determined and use MTW funding flexibility to provide additional funding to public housing properties when appropriate and necessary to provide for and preserve our public housing assets.
- HUD’s rules provide that maintenance staff be maintained at the property level. Home Forward’s asset management program reflects a cost-effective balance of on-site and central maintenance services for repairs, unit turnover, landscaping, and asset preservation work.

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

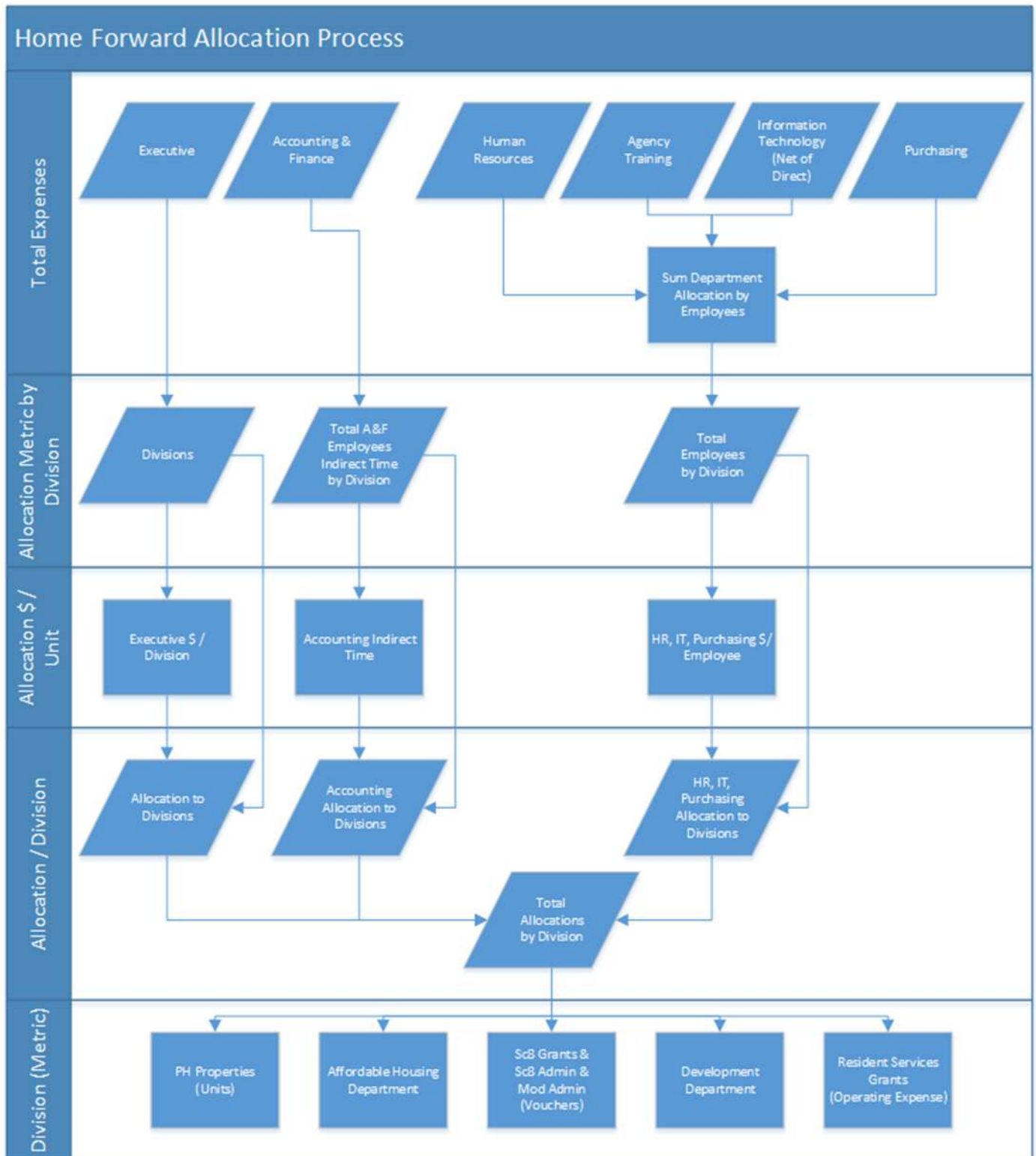
Balance Sheet Accounts

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

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

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

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



Appendix B

Resident Rights, Participation, Waiting List, and Grievance Procedures

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

C. PBV Resident Rights and Participation

1. **No Re-screening of Tenants upon Conversion.** Pursuant to the RAD statute, at conversion, current households are not subject to rescreening, income eligibility, or income targeting. Consequently, current households will be grandfathered for conditions that occurred prior to conversion but will be subject to any ongoing eligibility requirements for actions that occur after conversion. For example, a unit with a household that was over-income at time of conversion would continue to be treated as an assisted unit. Thus, 24 CFR § 982.201, concerning eligibility and targeting, will not apply for current households.⁷ Once that remaining household moves out, the unit must be leased to an eligible family. MTW agencies may not alter this requirement.
2. **Right to Return.** See section 1.4.A.4(b) regarding a resident's right to return.
3. **Renewal of Lease.** Since publication of the PIH Notice 2012-32 Rev 1, the regulations under 24 CFR § 983.257(b)(3) have been amended requiring Project Owners to renew all leases upon lease expiration, unless cause exists. MTW agencies may not alter this requirement.
4. **Phase-in of Tenant Rent Increases.** If a tenant's monthly rent increases by more than the greater of 10 percent or \$25 purely as a result of conversion, the rent increase will be phased in over 3 or 5 years. To implement this provision, HUD is specifying alternative requirements for section 3(a)(1) of the Act, as well as 24 CFR § 983.3 (definition of "total tenant payment" (TTP)) to the extent necessary to allow for the phase-in of tenant rent increases. A PHA must create a policy setting the length of the phase in period at three years, five years or a combination depending on circumstances. For example, a PHA may create a policy that uses a three-year phase-in for smaller increases in rent and a five-year phase-in for larger increases in rent.

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

Three Year Phase-in:

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

⁷ These protections (as well as all protections in this Notice for current households) apply when in order to facilitate repairs a household is relocated following the conversion and subsequently returns to the property, even if they are considered a "new admission" upon return.

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

Five Year Phase in:

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

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

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

However, PHAs should note that there are certain FSS requirements (e.g. escrow calculation and escrow forfeitures) that apply differently depending on whether the FSS participant is a participant under the HCV program or a public housing resident, and PHAs must follow such requirements accordingly. All PHAs will be required to administer the FSS program in accordance with FSS regulations at 24 CFR Part 984, the participants' contracts of participation, and the alternative requirements established in the "Waivers and Alternative Requirements for the FSS Program" Federal Register notice, published on December 29, 2014, at 79 FR 78100.⁸ Further, upon conversion to PBV, already escrowed funds for FSS participants shall be transferred into the HCV escrow account and be considered TBRA funds, thus reverting to the HAP account if forfeited by the FSS participant.

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

⁸ The funding streams for the PH FSS Program and the HCV FSS Program were first merged pursuant to the FY 2014 appropriations act. As a result, PHAs can serve both PH residents and HCV participants, including PBV participants, with FSS funding awarded under the FY 2014 FSS Notice of Funding Availability (FSS NOFA) and any other NOFA under which the combination of funds remains in the applicable appropriations act. For PHAs that had managed both programs separately and now have a merged program, a conversion to PBV should not impact their FSS participants.

2. **Resident Participation and Funding.** In accordance with Attachment 1B, residents of Covered Projects with converted PBV assistance will have the right to establish and operate a resident organization for the purpose of addressing issues related to their living environment and be eligible for resident participation funding.
3. **Resident Procedural Rights.** The following items must be incorporated into both the Section 8 Administrative Plan and the Project Owner's lease, which includes the required tenancy addendum, as appropriate. Evidence of such incorporation may be requested by HUD for purposes of monitoring the program.
 1. Termination Notification. HUD is incorporating additional termination notification requirements to comply with section 6 of the Act for public housing projects that convert assistance under RAD. In addition to the regulations at 24 CFR § 983.257 related to Project Owner termination of tenancy and eviction (which MTW agencies may not alter) the termination procedure for RAD conversions to PBV will require that PHAs provide adequate written notice of termination of the lease which shall not be less than:
 - a. A reasonable period of time, but not to exceed 30 days:
 - i. If the health or safety of other tenants, PHA employees, or persons residing in the immediate vicinity of the premises is threatened; or ii. In the event of any drug-related or violent criminal activity or any felony conviction;
 - b. 14 days in the case of nonpayment of rent; and
 - c. 30 days in any other case, except that if a State or local law provides for a shorter period of time, such shorter period shall apply.
 2. Grievance Process. Pursuant to requirements in the RAD Statute, HUD is establishing additional procedural rights to comply with section 6 of the Act. For issues related to tenancy and termination of assistance, PBV program rules require the Project Owner to provide an opportunity for an informal hearing, as outlined in 24 CFR § 982.555. RAD will specify alternative requirements for 24 CFR § 982.555(b) in part, which outlines when informal hearings are not required, to require that:
 - a. In addition to reasons that require an opportunity for an informal hearing given in 24 CFR § 982.555(a)(1)(i)-(vi),⁹ an opportunity for an informal hearing must be given to residents for any dispute that a resident may have with respect to a Project Owner action in accordance with the individual's lease or the contract administrator in accordance with RAD PBV requirements that adversely affect the resident's rights, obligations, welfare, or status.
 - i. For any hearing required under 24 CFR § 982.555(a)(1)(i)-(vi), the contract administrator will perform the hearing, as is the current standard in the program. The hearing officer must be selected in accordance with 24 CFR § 982.555(e)(4)(i).
 - ii. For any additional hearings required under RAD, the Project Owner will perform the hearing.
 - b. There is no right to an informal hearing for class grievances or to disputes between residents not involving the Project Owner or contract administrator.

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

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

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

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

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

5. **Jobs Plus.** Jobs Plus grantees awarded FY14 and future funds that convert the Jobs Plus target projects(s) under RAD will be able to finish out their Jobs Plus period of performance at that site unless significant re-location and/or change in building occupancy is planned. If either is planned at the Jobs Plus target project(s), HUD may allow for a modification of the Jobs Plus work plan or may, at the Secretary's discretion, choose to end the Jobs Plus program at that project.
6. **When Total Tenant Payment Exceeds Gross Rent.** Under normal PBV rules, the PHA may only select an occupied unit to be included under the PBV HAP contract if the unit's occupants are eligible for housing assistance payments (24 CFR §983.53(d)). Also, a PHA must remove a unit from the contract when no assistance has been paid for 180 days because the family's TTP has risen to a level that is equal to or greater than the contract rent, plus any utility allowance, for the unit (i.e., the Gross Rent)) (24 CFR §983.258). Since the rent limitation under this Section of the Notice may often result in a family's TTP equaling or exceeding the gross rent for the unit, for current residents (i.e. residents living in the public housing property prior to conversion), HUD is waiving both of these provisions and requiring that the unit for such families be placed on and/or remain under the HAP contract when TTP equals or exceeds than the Gross Rent. Further, HUD is establishing the alternative requirement that the rent to owner for the unit equal the family's TTP until such time that the family is eligible for a housing assistance payment. HUD is waiving as necessary to implement this alternative provision, the provisions of Section 8(o)(13)(H) of the Act and the implementing regulations at 24 CFR 983.301 as modified by Section 1.6.B.5 of this Notice.¹⁰ In such cases, the resident is considered a participant under the program and all of the family obligations and protections under RAD and PBV apply to the resident. Likewise, all requirements with respect to the unit, such as compliance with the HQS requirements, apply as long as the unit is under HAP contract.

¹⁰ For example, a public housing family residing in a property converting under RAD has a TTP of \$600. The property has an initial Contract Rent of \$500, with a \$50 Utility Allowance. Following conversion, the residents is still responsible for paying \$600 in tenant rent and utilities.

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

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

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

D. PBV: Other Miscellaneous Provisions

1. **Access to Records, Including Requests for Information Related to Evaluation of Demonstration.** PHAs must agree to any reasonable HUD request for data to support program evaluation, including but not limited to project financial statements, operating data, Choice-Mobility utilization, and rehabilitation work. Please see Appendix IV for reporting units in Form HUD-50058.
2. **Additional Monitoring Requirement.** The PHA's Board must approve the operating budget for the covered project annually in accordance with HUD requirements.¹¹
3. **Davis-Bacon Act and Section 3 of the Housing and Urban Development Act of 1968 (Section 3).** This section has been moved to 1.4.A.13 and 1.4.A.14.
4. **Establishment of Waiting List.** 24 CFR § 983.251 sets out PBV program requirements related to establishing and maintaining a voucher-wide, PBV program wide, or site-based waiting list from which residents for the Covered Project will be admitted. These provisions will apply unless the project is covered by a remedial order or agreement that specifies the type of waiting list and other waiting list policies. The PHA shall consider the best means to transition applicants from the current public housing waiting list, including:
 - i. Transferring an existing site-based waiting list to a new site-based waiting list. If the PHA is transferring the assistance to another neighborhood, the PHA must notify applicants on the wait-list of the transfer of assistance, and on how they can apply for residency at the new project site or other sites. Applicants on a project-specific waiting list for a project where the assistance is being transferred shall have priority on the newly formed waiting list for the new project site in accordance with the date and time of their application to the original project's waiting list.

¹¹ For PBV conversions that are not FHA-insured, a future HUD notice will describe project financial data that may be required to be submitted by a PBV owner for purposes of the evaluation, given that PBV projects do not submit annual financial statements to HUD/REAC.

- ii. Informing applicants on the site-based waiting list on how to apply for a PBV program-wide or HCV program-wide waiting list.
- iii. Informing applicants on a public housing community-wide waiting list on how to apply for a voucher-wide, PBV program-wide, or site-based waiting list. If using a site-based waiting list, PHAs shall establish a waiting list in accordance with 24 CFR § 903.7(b)(2)(ii)-(iv) to ensure that applicants on the PHA's public housing community-wide waiting list have been offered placement on the converted project's initial waiting list. In all cases, PHAs have the discretion to determine the most appropriate means of informing applicants on the public housing community-wide waiting list given the number of applicants, PHA resources, and admissions requirements of the projects being converted under RAD. A PHA may consider contacting every applicant on the public housing waiting list via direct mailing; advertising the availability of housing to the population that is less likely to apply, both minority and non-minority groups, through various forms of media (e.g., radio stations, posters, newspapers) within the marketing area; informing local non-profit entities and advocacy groups (e.g., disability rights groups); and conducting other outreach as appropriate. Applicants on the agency's public housing community-wide waiting list who wish to be placed onto the newly-established site-based waiting list must be done so in accordance with the date and time of their original application to the centralized public housing waiting list. Any activities to contact applicants on the public housing waiting list must be conducted in accordance with the requirements for effective communication with persons with disabilities at 24 CFR § 8.6 and with the obligation to provide meaningful access for persons with limited English proficiency (LEP).¹²

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

To implement this provision, HUD is specifying alternative requirements for 24 CFR § 983.251(c)(2).

However, after the initial waiting list has been established, the PHA shall administer its waiting list for the converted project in accordance with 24 CFR § 983.251(c).

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

¹² For more information on serving persons with LEP, please see HUD's Final guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons (72 FR 2732), published on January 22, 2007.

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

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

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

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

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

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

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

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

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

This Attachment contains two sections, describing:

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

1B.1 Summary of Resident Provisions

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

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



MEMORANDUM

To: Contract Review Board

Date: October 16, 2018

From: Berit Stevenson, Manager
Procurement and Contracts
503.802.8541

Subject: Authorize Adoption of Findings
based on the report of the
Hearings Officer and approval of
an exemption from competitive
bidding for a Class of Contracts
related to City of Portland General
Obligation (GO) Bond Projects
Resolution 18-10-06

The Contract Review Board is requested to consider and adopt findings on a proposed exemption from competitive bidding for a class of contracts for construction services for City of Portland General Obligation (GO) Bond Projects. Board action is necessary to conform to state statutes and Home Forward's Contracting Rules that require that Home Forward develop draft exemption findings, hold a public hearing to take testimony on the findings, and adopt findings to exempt a class of contracts from the standard bid process.

This request supports Home Forward's Strategic Plan, One System Initiative: Use our capacities and expertise to support the creation of more affordable housing in our community, regardless of our role or ownership stake, in alignment with other systems of care.

ISSUE

Voters in the City of Portland passed the \$258.4 million general obligation bond in November 2016 designed to deliver at least 1,300 newly affordable housing units. The Portland Housing Bureau (PHB) is responsible for bond implementation and have, in partnership with community stakeholders, developed the Housing Bond Framework

(Framework) to guide their work. Among the key goals of the Framework is to ensure meaningful and significant participation by disadvantaged, minority, women owned and emerging small business (DMWESB) and meaningful and significant workforce participation by women and minority individuals. In addition to these equity goals, the Framework recognizes that the bond funds are extremely limited and that cost containment throughout the development process is critical to ensure that the maximum number of units are delivered. Lastly, the Framework has identified resourcefulness as a goal - committing to deliver the community's investment in housing while embracing innovation and creativity.

To assist with this critical work, PHB has entered into an Intergovernmental Agreement (IGA) with Home Forward. Specifically, Home Forward has been contracted to provide both procurement and development services for a variety of future bond projects. At this point in the bond program, projects are just becoming into focus but will include approximately 2 to 3 major new construction projects and acquisition of existing apartment properties that may require renovation work ranging from minor to significant. As the bond project moves forward, these details will become more certain and will be based on market opportunities and realities. PHB expects to deliver the housing units by 2023.

The IGA provides that Home Forward, working in agency with PHB, will solicit, award and enter into contracts with design, engineering and construction firms. Home Forward will also manage the development process, from design through construction, similarly to a fee developer.

Staff of PHB and Home Forward have begun to identify possible GO Bond projects. These projects are likely to include both new construction and significant renovation work and are projects that will benefit from the use of an alternative contracting process that employs a proposal-based selection. These projects, primarily the new construction projects, will be larger developments with 70 to 200 units typically, and depending on zoning, active or commercial space requirements. Construction cost for new construction projects will range from \$20,000,000 to \$55,000,000. All of the projects, renovation or new construction, will be located throughout the boundaries of the City of Portland and could be in urban neighborhoods with difficult site access and neighborhood impact issues. All projects will require intense pre-construction planning and value engineering efforts to achieve the tight budgets established by the Framework. The renovation projects will likely involve occupied properties. Both new and renovation work will require experience and attention by the contractor to deliver successful equity participation envisioned by the Framework. For these and related reasons detailed below, Home

Forward Procurement and Development staff recommend a class exemption from traditional competitive-bid procurements for this clearly defined class of contracts to allow the alternative procurement of either Construction Manager/General Contractor (CM/GC) or Design/ Builder (D/B).

Both Home Forward public contracting rules and ORS require findings justifying the exemption from traditional bid contracting, a 14-day public notice and a public hearing at which public testimony is accepted related to the draft findings.

Notice of a September 28, 2018 public hearing to receive testimony on the findings in support of an exemption was published in the Daily Journal of Commerce on September 14, 2018. No public testimony was received at this Hearing. A copy of the notice and the requisite draft findings are attached.



RESOLUTION 18-10-06

RESOLUTION 18-10-06 ADOPTS THE FINDINGS, GRANTS A CLASS EXEMPTION FROM COMPETITIVE BIDDING AND ALLOWS THE USE OF EITHER THE DESIGN-BUILD OR CONSTRUCTION MANAGER/GENERAL CONTRACTOR (CM/GC) ALTERNATIVE CONTRACTING METHODS FOR USE ON CONSTRUCTION CONTRACTS FOR CITY OF PORTLAND'S GENERAL OBLIGATION BOND PROJECTS

WHEREAS, Home Forward and the City of Portland, through the Portland Housing Bureau, have entered into an agreement that authorizes Home Forward to provide procurement services for the design and construction services for the 3000 Powell project, the first new construction project of the 2016 City of Portland's General Obligation (GO) Housing Bond and expect to enter into a Intergovernmental Agreement (IGA) that will provide similar authorization for additional GO Bond projects; and

WHEREAS, Home Forward staff have begun the procurement planning process for the GO Bond projects and have determined that there are likely 2-3 new construction projects planned, with the Powell project being the first of the new construction projects, and possibly several renovation projects of existing occupied buildings; and

WHEREAS, establishing a class exemption from competitive bidding for this class of contracts is allowed by State of Oregon and Home Forward Public Procurement Rules upon review and approval of findings by Home Forward's Contract Review Board; and

WHEREAS, draft findings were prepared detailing the advantages of utilizing either the design/build or CM/GC contracting methods for the class of construction contracts related to the City of Portland's GO Housing Bond. These findings include that utilizing either design/build or CM/GC contracting methods for this class of contracts is unlikely to encourage favoritism and will likely result in cost savings and other public benefits; and

WHEREAS, a public hearing was held on September 28, 2018 to accept public comment related to the draft findings. No public comment was received at this hearing; and

WHEREAS, the Board has considered information related to financial implications, public benefits, value engineering, specialized expertise required, public safety, marketing conditions, technical complexity, and funding sources, as described in the findings; and

WHEREAS, after considering the findings, the Board concludes that it is unlikely that an exemption from competitive bidding will encourage favoritism or substantially diminish competition and that the class exemption will result in substantial cost savings and other public benefits.

NOW, THEREFORE, BE IT RESOLVED, that the Contract Review Board of Home Forward hereby adopts the findings and authorizes a class exemption from competitive bidding, allowing the use of either the design - build or CM/GC alternative contracting methods for construction contracts that result from the City of Portland's GO Housing Bond.

ADOPTED: OCTOBER 16, 2018

Attest:

Home Forward:

Ian Davie, For Secretary

Mary Ann Herman, Chair

Findings – Class Exemption
City of Portland General Obligation Housing Bond Projects

***FINDINGS IN SUPPORT OF USE OF REQUEST FOR PROPOSALS AND
ALTERNATIVE CONTRACTING METHODS***

A. Alternative Contracting Exemption under Oregon Law

Oregon law requires all contracts for public improvement projects be based on competitive bids unless the local contract review board grants an exemption under ORS 279C.335. ORS 279C.335 requires the public contract review board to approve two findings submitted by the agency: (1) that the exemption is unlikely to encourage favoritism in the awarding of public contracts or substantially diminish competition; and (2) awarding a public improvement contract under the exemption will likely result in substantial cost savings and other substantial benefits to the public agency.

For public improvement projects, ORS 279C.330 and 279C.335 provide that the agency must consider the type, cost and amount of the contract(s) and information regarding the following:

- a. Operational, budget and financial data;
- b. Public benefits;
- c. Value engineering;
- d. Specialized expertise required;
- e. Public safety;
- f. Market conditions;
- g. Technical complexity; and
- h. Funding sources.

The local contract review board also is required to consider the following items when evaluating whether award of a public improvement contract under the exemption will likely result in substantial cost savings and other substantial benefits to the public agency:

- 1. How many persons are available to bid;
- 2. The construction budget and the projected operating costs for the completed public improvement;
- 3. Public benefits that may result from granting the exemption;
- 4. Whether value engineering techniques may decrease the cost of the public improvement;
- 5. The cost and availability of specialized expertise that is necessary for the public improvement;
- 6. Any likely increases in public safety;
- 7. Whether granting the exemption may reduce risks to the contracting agency or the public that are related to the public improvement;
- 8. Whether granting the exemption will affect the sources of funding for the public improvement;

9. Whether granting the exemption will better enable the contracting agency to control the impact that market conditions may have on the cost of and time necessary to complete the public improvement;
10. Whether granting the exemption will better enable the contracting agency to address the size and technical complexity of the public improvement;
11. Whether the public improvement involves new construction or renovates or remodels an existing structure;
12. Whether the public improvement will be occupied or unoccupied during construction;
13. Whether the public improvement will require a single phase of construction work or multiple phases of construction work to address specific project conditions; and
14. Whether the contracting agency or state agency has and will use contracting agency personnel, consultants and legal counsel that have necessary expertise and substantial experience in alternative contracting methods to assist in developing the alternative contracting method that the contracting agency will use to award the public improvement contract and to help negotiate, administer and enforce the terms of the public improvement contract.

In addition, ORS 279C.335 allows for the exemption of a class of contracts when distinguishing characteristics clearly define the class. Examples cited in ORS include projects that have a common purpose, require completion on a related schedule, or share common characteristics such as methods of procurement.

B. Background Information

Voters in the City of Portland passed the \$258.4 million general obligation bond in November 2016 designed to deliver at least 1,300 newly affordable housing units. The Portland Housing Bureau (PHB) is responsible for bond implementation and has, in partnership with community stakeholders, developed the Housing Bond Framework (Framework) to guide their work. Among the key goals of the Framework is to ensure meaningful and significant participation by disadvantaged, minority, women owned and emerging small business (DMWESB) and meaningful and significant workforce participation by women and minority individuals. In addition to these equity goals, the Framework recognizes that the bond funds are extremely limited and that cost containment throughout the development process is critical to ensure that the maximum number of units are delivered. Lastly, the Framework has identified resourcefulness as a goal - committing to deliver the community's investment in housing while embracing innovation and creativity.

To assist with this critical work, PHB has entered into an Intergovernmental Agreement (IGA) with Home Forward. Specifically, Home Forward has been contracted to provide both procurement and development services for a variety of future bond projects. At this preliminary point in the bond program, projects are just becoming into focus but will include approximately 2 to 3 major new construction projects and acquisition of existing apartment properties that may require renovation work ranging from minor to significant.

As the bond project moves forward, these details will become more certain and will be based on market opportunities and realities. PHB expects to deliver the housing units by 2023.

The IGA provides that Home Forward, working in agency with PHB, will solicit, award and enter into contracts with design, engineering and construction firms. Home Forward will also manage the development process, from design through construction, similar to a fee developer.

The new construction and significant renovation work are all projects that will benefit from the use of an alternative contracting process that employs a proposal-based selection. These projects, primarily the new construction projects, will be larger developments with 70 to 200 units typically, and depending on zoning, active or commercial space requirements. Construction cost for new construction projects will range from \$20,000,000 to \$55,000,000. All of the projects, renovation or new construction, will be located throughout the boundaries of the City of Portland and could be in urban neighborhoods with difficult site access and neighborhood impact issues. All projects will require intense pre-construction planning and value engineering efforts to achieve the tight budgets established by the Framework. The renovation projects will likely involve occupied properties. Both new and renovation work will require experience and attention by the contractor to deliver successful equity participation envisioned by the Framework. For these and related reasons detailed below, Home Forward Procurement and Development staff recommend a class exemption from traditional competitive-bid procurements for this clearly defined class of contracts to allow the alternative procurement of either Construction Manager/General Contractor (CM/GC) or Design/ Builder (D/B).

C. Findings

1. Appropriate alternative contracting methods will be used.

The qualifications-based RFP process for selecting contractors for this class of contracts falls squarely within the purview of ORS 279C.335(2) because the process is competitive and contractors will be selected based not only on price but on their ability to best complete the projects. The qualifications-based RFP approach is widely used and recognized as one of the preferred approaches when the projects are technically complex, time and budget-constrained, often in difficult urban settings and are required to meet aggressive equity goals.

2. No favoritism or diminished competition.

To assure Home Forward's Board of Commissioners that this exemption does not encourage favoritism or substantially diminish competition, the Procurement and Contracts department will follow a well-defined, competitive procedure to select contractors for this class of public improvement contracts.

The steps taken to ensure maximum competition and fair opportunity for this class of public improvement contracts will include advertisements in the Daily Journal of Commerce or similar newspaper, local community newspapers, postings on Home Forward's internet web page, and State of Oregon procurement website (ORPIN). In addition, direct outreach to qualified design-build and/or CM/GC contractors will occur in conjunction with regular attendance at a variety of local trade associations, a pre-proposal conference will occur, and appointment of an unbiased evaluation committees that will consider the criteria identified in the RFP will encourage competition and guard against favoritism. Home Forward staff believes that market conditions are such that many of the same contractors who would bid the projects under a traditional competitive bid procurement will compete in the qualifications-based RFP process.

Additionally, during the subcontractor bidding phases of the projects, outreach to the disadvantaged, minority-owned, women-owned, and emerging small business ("DMWESB") and Section 3 community as required by project funding will be conducted to inform this audience of bidding opportunities. This outreach involves direct solicitation to firms certified with the State of Oregon and the City of Portland, and providing notices to all relevant business and support organizations. Home Forward will require good faith efforts in the outreach to DMWESB and Section 3 businesses for subcontracting opportunities. Home Forward anticipates meeting both Home Forward and the City of Portland's aspirational goals that range from of 20% to 22% participation depending on contract amount by DMWESB firms through these efforts. Historically, achievement of the Section 3 goals of 10% construction services and 3% professional services has been more difficult to achieve due to the limited number of Section 3 certified firms. Notwithstanding this challenge, Home Forward staff and project participants will continue to work diligently to accomplish maximum participation by Section 3 businesses.

By marketing these opportunities and working to notify all likely potential respondents, Home Forward will implement a process that does not encourage favoritism in the awarding of this class of public contracts nor substantially diminishes competition. Use of alternative contracting methods will also allow Home Forward to identify prime contractors prior to award of any construction subcontracts so that Home Forward can work with prime contractors to maximize opportunities for participation by all potential subcontractors, including disadvantaged, minority-owned, women-owned and Section 3 businesses.

In addition, Home Forward and PHB will form evaluation committees to review the prospective contractors' proposals in detail, conduct interviews if desired, and make selections based on specific evaluation criteria set forth in the RFP.

The evaluation criteria may include, among other things, consideration of the contractor's background, references, experience, personnel, client relations, schedule, quality control, and problem and solution identification. In addition, in the RFP phase, the evaluation committees will evaluate the contractors' fee proposals for

providing preconstruction services and overhead and profit fee rates for performing construction work. The evaluation criteria will be used by the committees to score proposals using a scoring system that quantifies the value for each criterion and assures that proposers are fairly evaluated based on criteria set forth in the RFPs.

3. Awarding a public improvement contract under the exemption will likely result in substantial cost savings and other substantial benefits to the public agency.

Home Forward's experience is that competitive-bid contracting for work of this nature is likely to result in numerous change orders and increased costs through claims. Construction delays can occur when the design requires "re-working" after a contractor is identified and when the maximum amount of benefits from value engineering are not realized. A competitive request for proposals procurement resulting in either a design-build or CM/GC contract will allow Home Forward to select contractors based upon criteria in addition to price. It will allow selection of a contractor whose proven experience matches the nature of the required work, in both the design and the construction phases. Design-build or CM/GC contracts are more easily structured to accommodate variable and changing conditions while minimizing costly, distracting, and disruptive change orders and claims.

By involving the contractor during design, Home Forward has the capacity to obtain real-time market pricing information. This pricing will facilitate more accurate assessment of design options and maximize opportunities for value engineering, resulting in cost savings that cannot be achieved by the traditional competitive-bid process. The single source of responsibility for both design and construction activities that is available when a design-build contract is employed will reduce claims and thus reduce costs. Finally, the involvement of the design-build or CM/GC contractors will allow phasing of the bidding and construction more effectively. This will significantly mitigate schedule impacts with a resulting cost savings in material/labor inflation and construction general conditions.

As the analysis of each of the below factors shows, award of this class of GO Bond contracts pursuant to an exemption will result in substantial cost savings and other substantial benefits to Home Forward.

4. How many persons are available to bid?

Beyond the finding that many of the same contractors would bid on the projects if they were competitively bid, this factor has no application because there are numerous contractors that would be interested in submitting bids or proposals for the projects.

5. The construction budget and the projected operating costs for the completed public improvement.

This exemption will address future Go Bond projects, one of which, the Powell project, is becoming more definite, and includes a construction budget of approximately \$50 million. In addition to the Powell project, preliminary planning associated with the GO Bond indicates there are likely to be 1 to 2 major new construction projects and 5 to 6 acquisition of existing apartment properties that may require renovation work ranging from minor to significant. Projects construction budgets will range between \$10,000,000 (significant renovation) to \$55,000,000 (200 unit new construction). As projects are developed and contracts are established, project budgets become fixed by a Guaranteed Maximum Price (GMP) negotiation (CM/GC or design-build). Funding for the projects is primarily from the GO Bond proceeds and may be supplemented by loans obtained by PHB. Home Forward will be able to minimize the risk of design changes, construction delays and claims to control the project budget more effectively with either CM/GC or design/build contractors. In addition, design-build contracts provide a single source of liability for both design and construction activities and a proven approach for containing costs by establishing a single point of responsibility for both design and construction services. Both alternative approaches allow the construction contractors' input simultaneous to design and will facilitate development of construction plans that minimize costs and impacts related to delayed construction schedules, bidding and materials procurement. Further, the contractors can provide real-time market pricing that will assist in design decisions. Lastly, in many instances the scope of work is uncertain and benefits from the close collaboration between the designer and the contractor during the design phase, resulting in a better and more complete scope of work that produces a more cost-effective final product.

Either a CM/GC or a design-build contract will involve the construction contractor during the design phase. Involving the contractors early in the design process encourages increased collaboration that results in a more efficient design; fewer change orders attributable to design issues, and faster progress with fewer unexpected delays. These benefits will allow Home Forward to better control costs because of real-time market pricing, constructability guidance and input from the contractors that will build the projects. Moreover, the ability to have the CM/GC do early work prior to completion of design shortens the overall duration of construction, resulting in less disruption to neighboring property owners. A shortened construction duration also will allow Home Forward to bring housing units into service more quickly, generally benefit the public by increasing the supply of affordable housing. Faster progress and an earlier completion date can potentially help Home Forward mitigate the risk of inflationary increase in materials and construction labor costs.

In addition, during constructability reviews, the selected contractors will review long-term operating costs and advise Home Forward regarding the operational advantages and disadvantages associated with design alternatives. An evaluation of these alternatives will result in projects with lower long-term operating and maintenance costs.

6. Public benefits that may result from granting the exemption.

Collaboration with a qualified design-build or CM/GC contractor early in a project's schedule allows the development of practical approaches that achieve high levels of participation by DMWESB and Section 3 businesses, and allows collaboration with pre-apprenticeship programs to grow workforce opportunities.

The use of alternative contracting methods will allow Home Forward to identify contractors who can work with the public and maximize public benefits for these projects. Design-build or CM/GC contracts allow the contractors to participate in the design process thereby resulting in the development of a safe and effective construction sequences that minimize disruptions to neighboring properties. Their valuable advice during design will result in better and more efficient affordable housing units. A shortened construction term will result in benefits to the community, nearby businesses and neighboring property owners. The public interests of maximizing participation of DMWESB and Section 3 businesses and significant participation of apprentices is enhanced by use of either the design-build or the CM/GC alternative process.

7. Whether value-engineering techniques may decrease the cost of the public improvement.

Construction contractor input during the early design phase will facilitate the value engineering process. Options can be considered while the design is being finalized and with minimal issuance of change orders during construction. Since the contractor is directly involved in value engineering evaluations, unrealistic or impractical options can be dismissed quickly when appropriate. When it occurs, value engineering on competitively bid projects typically results in increased design costs because the completed design must be revised to accommodate the changes that result from value engineering. These additional costs may be avoided or limited under the design-build and CM/GC delivery methods.

Construction contractor input during design will provide the optimal value engineering process. The design-build or CM/GC project delivery method allows the construction contractor to work directly with the design team during the design process to incorporate value-engineering ideas in the most timely and efficient manner, resulting in lower project costs to Home Forward.

8. The cost and availability of specialized expertise that is necessary for the public improvement.

Design-builder and/or CM/GC expertise in working with similar projects in size, scale, and complexity of the contemplated housing projects, working within constrained right of way and urban environments in some cases, and maintaining robust flexibility in daily planning are all requirements at these projects.

A design-build or CM/GC project delivery method will allow Home Forward to identify contractors with the special expertise required. The competitive-bid process does not ensure that the needed special expertise will be procured, because prospective bidders meet only limited responsibility criteria. Design-build or CM/GC contracts are the best methods to incorporate the flexibility needed to quickly respond to changing plans and conditions that are the hallmark of work within urban construction sites. The ability to consider each proposer's degree of expertise in these areas is an integral component of the proposal evaluation process.

9. Any likely increases in public safety.

These contracts will require the utmost attention to public safety as the risks associated with construction activities increase in urban neighborhoods, which are likely to be the sites of these future projects. It is likely that surrounding neighbors include dense residential buildings, critical social services, businesses, and busy transit ways. At these sites, the construction sequencing will require changes to existing pedestrian and vehicular traffic patterns. Constant attention to needs of neighbors, businesses, residents and construction crews is crucial to maintaining a safe working and living environment for the workers and the public.

The contractor's actual safety performance on similar past projects is critical and will be evaluated as part of the proposal review process. A competitive design-build or CM/GC procurement affords Home Forward the best opportunity to select contractors with proven, successful safety records.

10. Whether granting the exemption will affect the sources of funding for the public improvement.

Construction of the projects will be funded primarily by the GO Bond proceeds. The exemption will have no effect on this funding source.

11. Whether granting the exemption will better enable the contracting agency to control the impact that market conditions may have on the cost of and time necessary to complete the public improvement.

Market conditions for residential construction in the Portland metro area are extremely busy, with rising construction costs and a tight labor market. General contractors can be much more selective in the work they pursue. It is important to package work in the most attractive manner to draw quality contractors and to eliminate as many barriers as possible.

Competitive design-build or CM/GC procurements will better enable Home Forward to manage construction bid risks within a robust construction market. Home Forward is more likely to attract experienced and capable general contractors using alternative contracting methods. In addition, these alternative contracting methods provide the advantages of real-time market pricing during design to inform material and

equipment selection. In addition, alternative contracting methods will allow Home Forward to collaborate with the contractors concerning items such as subcontractor and supplier buy-out strategies and value engineering. Use of a competitive-bid approach in a tight or rising cost construction market increases the risk bids will exceed budget, with limited options to address overages through scope reductions. When bids exceed budget, it causes delay and budget problems as staff work to find solutions to make the project viable. Any delays translate into additional costs due to increasing construction material costs and other associated costs. Use of design-build or CM/GC delivery methods will enable Home Forward to better respond to market conditions in a manner that results in lower-cost projects.

12. Whether granting the exemption will better enable the contracting agency to address the size and technical complexity of the public improvement.

The work contemplated by the GO Bond projects as guided by the Framework may be complex in its investigatory phase and arrival at final scope, meeting equity contracting goals, likely urban settings, and the necessity for a highly effective construction safety and mitigation plan. There is consideration that the Powell project may involve the use of modular construction, an innovative building process that would introduce several new technical considerations. The contractors will be required to perform work daily in accordance with a schedule that meets contract deadlines driven by the needs of neighbors and the community and expectations of Portland voters. Selection of contractors with demonstrated experience and success on similar projects will result in substantially lower risk to Home Forward and the public generally.

Beyond the minimum requirements for bidder responsibility, a competitive-bid procurement does not permit an in-depth evaluation a contractor's technical qualifications or proven ability to address complex technical issues, such as meeting critical deadlines, addressing the needs of neighbors, and maximizing participation by target DMWESB and Section 3 businesses. Use of a request for proposals for the design-build and/or CM/GC methods—which will include several evaluation criteria in addition to price—allows Home Forward to evaluate a contractor's experience in similar work, including on-time performance, utilization of innovative construction techniques, community and governmental coordination, equity contracting requirements and the ability to successfully respond to work plan adjustments.

13. Whether the public improvement involves new construction, renovates, or remodels an existing structure.

Apart from the Powell project which is new construction, the specifics of the contemplated projects are unknown currently but both new construction and renovation projects are anticipated. If the project is a renovation project, there are a considerable number of uncertainties and technical complexities associated with this type of work due to the nature of renovating older buildings, some of which are on constrained sites. For example, renovation projects frequently involve work in areas

that were concealed or inaccessible during the design phase. When the work is performed, design and construction issues in these previously inaccessible areas may be revealed, requiring additional design work and re-sequencing of work while revised designs are being prepared.

Because of these uncertainties, the opportunity to select the most qualified contractors, considering many factors, will help anticipate and avoid project problems and, as a result, realize substantial cost savings over the traditional competitive bid procurements where bid price is the only factor. In addition, the ability to perform so-called “early work” under design-build and CM/GC contracts may uncover latent conditions at the project site, enabling project designers to efficiently address design changes during the design phase rather than the construction phase.

The qualifications-based RFP process will allow the Home Forward to give appropriate weight to proposers that are skilled and experienced in performing either new construction or renovation work. Due to the nature of the renovation work, including but not limited to the potential for encountering latent conditions and the occupied nature of these buildings, it is critical for Home Forward to select contractors with significant experience in renovation and remodel project, in addition to new construction.

15. Whether the public improvement will be occupied or unoccupied during construction.

As discussed above, the contemplated projects could be either new construction or renovation work on buildings occupied by residents. Accordingly, renovation projects must continue to operate safely and be open to residents during construction. Use of the design-build or CM/GC delivery method will enable these project contractors to work with project designers, property managers and Home Forward during the project’s design phase to identify and resolve potential conflicts and coordination issues related to occupation of the projects during construction. These efforts include without limitation developing construction staging plans, access corridors, and phasing plans to mitigate potential impacts on project occupants. Under a competitive-bid procurement, these types of pre-construction impact mitigation efforts on the part of the contractor are not possible. Home Forward expects that such mitigation efforts will increase efficiency and foster better relationships with building occupants, resulting in greater occupant satisfaction and cost savings.

16. Whether the public improvement will require a single phase of construction work or multiple phases of construction work to address specific project conditions.

Depending on the needs of each specific project, phasing of construction work may occur. For example, in renovation projects of buildings with multiple floors, construction may be phased so that floors or groups of floors undergo renovation during one phase, and other floors or groups of floors are renovated in later phases. Additionally, the ability of the parties to perform “early work” before the design is completed allows for earlier completion. Moreover, where appropriate, early work

may be performed to investigate concealed conditions and potentially uncover latent conditions that could affect the project's design, thus avoiding costly re-design work and change orders. In other instances, early work may be utilized to purchase long-lead items or to shorten the construction phase by allowing for early work on the structure while design is finalizing on the interior work on new construction projects.

17. Whether the contracting agency has retained under contract, and will use contracting agency personnel, consultants and legal counsel that have necessary expertise and substantial experience in alternative contracting methods to assist in developing the alternative contracting method that the contracting agency will use to award the public improvement contract and to help negotiate, administer and enforce the terms of the public improvement contract.

Home Forward staff has significant experience completing similar projects using the design-build and CM/GC project delivery methods. Home Forward also has retained legal counsel and will retain consultants and designers with the necessary qualifications and expertise to negotiate, administer and enforce the terms of the public improvement contracts.

18. Funding sources.

Construction of the projects will be funded primarily with GO Bond proceeds set at \$258.4 million. The commitment of the GO Bonds is that at least 1300 affordable housing units will be delivered. These parameters require the development team to work diligently to minimize the average construction cost per unit. Use of the design-build or CM/GC project delivery method is the best approach to maintain budget control throughout the 4 year building process.

D. Class Definition

In accordance with ORS 279C.335(3) and OAR 137-049-0630, following are the GO Bond projects' defining class characteristics. The class of anticipated projects:

1. Share a common purpose to increase the stock of affordable housing in the City of Portland;
2. Result from the 2016 City of Portland Affordable Housing General Obligation Bond (GO Bond);
3. Are all located in the City of Portland;
4. Will begin construction by December 31, 2023.
5. Will be procured using competitive requests for proposals in accordance with Oregon law and Home Forward requirements.
6. As discussed in detail above, share characteristics that meet the requirements of ORS 279C.335(2).

The GO Bond projects are distinguishable from Home Forward's other projects in Home Forward's construction program in that they do not involve Home Forward owned properties.

The contracts subject to the class exemption (1) have several defining characteristics, (2) are a limited and related class of public improvement contracts, (3) are distinguishable from Home Forward's overall construction program, (4) reasonably relate to the criteria set forth in Section C.3 above, and (5) are defined in a way that effectively meets Home Forward's objectives, while allowing for fair and open competition by using defined alternative contracting procurement methods under Oregon law and protecting the integrity of the exemption process.

E. Contract Terms and Conditions

The technical complexities and uncertainties of the projects make it critical for the contracts to contain specific terms and conditions that will increase efficiency and result in reduced costs. Legal counsel will prepare the project contracts. The contracts will contain, among other things, provisions for insurance, indemnification, payment and performance bonds, and requirements of Oregon Revised Statutes chapter 279C.

F. Reservation of Rights

ORS 279C.335(6) provides that the representations in and the accuracy of these findings are the bases for the class exemption if adopted by a Board of Commissioners resolution. These findings also describe, to some extent, anticipated features of the resulting public improvement contracts, but the final parameters of those contracts are those characteristics that will be announced in the solicitation documents, and Home Forward specifically reserves all of its rights in this regard.

G. Recommendation

A competitive RFP procurement for design-build or CM/GC contractors as outlined above is the preferred contracting option for this class of GO Bond projects. Competitive procurements will ensure that the selected contractors have the experience, expertise, and successful past performance to position for success each of the potential contracts that may result from the GO Bond. Having either the design-build or CM/GC contractors collaborate in the design effort will yield the most cost-effective and practical choices in design options while still allowing Home Forward to retain control of the design and costs. Design-build and/or CM/GC contracts provide the best opportunity to meet the Frameworks goals around equity and cost containment. Lastly, these competitive procurement processes will include practices to ensure that meaningful competition occurs and that favoritism is not an element of the selections. All these factors will assist Home Forward in achieving fair and equitable selections of contractors that will deliver both good design and successful construction services with minimal public impacts at the

least total construction costs and within the most beneficial schedule. Home Forward staff therefore recommends adoption of a resolution exempting the class of contracts defined herein from the competitive-bid requirements and authorizing the use of an alternative qualifications-based selection processes for public improvement contracts in the class described in these findings.



HEARINGS OFFICER'S REPORT

AS REQUIRED BY HOME FORWARD CONTRACT REVIEW BOARD RULES OAR 137-049-0600 AND ORS 279C.330 AND ORS 279C.335

REGARDING

Exemption from competitive bidding requirements for a class of contracts for Construction Services related to City of Portland's General Obligation Housing Bond

As required by ORS 279C.330 and ORS 279C.335, the undersigned duly appointed Hearing Officer convened a public hearing at 10:00 a.m., on Friday, September 28, 2018, at 135 SW Ash, 5th Floor, Metolius Room, Portland Oregon, 97204. The hearing was held to present and receive public comment on an exemption from competitive bidding requirements for a class of construction contracts resulting from the City of Portland's General Obligation Housing Bond. An affidavit of the Notice of Public Hearing is attached.

On September 14, 2018, Home Forward noticed the public hearing and made the proposed findings available to the public. The findings were also made available at the hearing. No members of the public attended the hearing or provided comment.

Dated:

Oct. 1, 2018

Attested:

B. Stevenson

Hearing Officer
Berit Stevenson

AFFIDAVIT OF PUBLICATION

DJC



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(503) 226-1311

STATE OF OREGON, COUNTY OF MULTNOMAH--ss.

I, **Nick Bjork**, being first duly sworn, depose and say that I am a **Publisher** of the **Daily Journal of Commerce**, a newspaper of general circulation in the counties of **CLACKAMAS, MULTNOMAH, and WASHINGTON** as defined by ORS 193.010 and 193.020; published at Portland in the aforesaid County and State; that I know from my personal knowledge that the Goods and Services notice described as

Case Number: NOT PROVIDED

GENERAL OBLIGATION HOUSING BOND

Home Forward; Bid Location Portland, OR, Multnomah County;

a printed copy of which is hereto annexed, was published in the entire issue of said newspaper for 1 time(s) in the following issues:

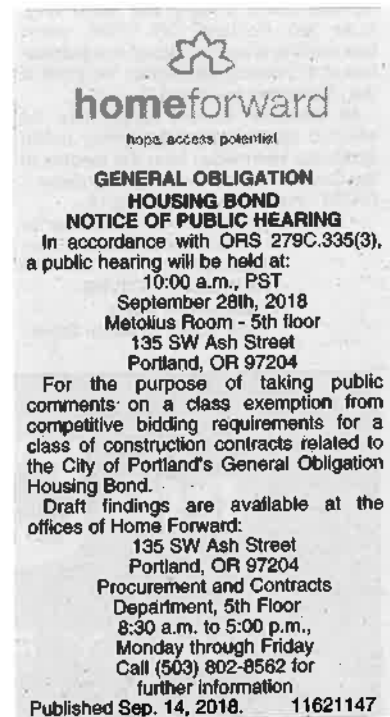
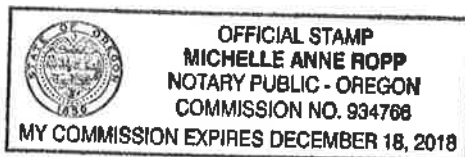
9/14/2018

State of Oregon
County of Multnomah

SIGNED OR ATTESTED BEFORE ME
ON THE 14th DAY OF **September**, 2018

Nick Bjork

Notary Public-State of Oregon



Dzana Hrustic
Home Forward
135 SW Ash St
Portland, OR 97204-3511

Order No.: 11621147
Client Reference No:



MEMORANDUM

To:	Board of Commissioners	Date:	October 16, 2018
From:	Jonathan Trutt, Director, Development & Community Revitalization 503.802.8507 Amanda Saul, Assistant Director for G.O. Bond Development 503.802.8552	Subject:	Authorize Execution of Contract for Professional Design Services for SE Powell Development (A Portland Housing Bond Project) Resolution 18-10-07

The Board of Commissioners is requested to authorize Home Forward to enter into a contract for professional design services with Holst Architecture for the design and engineering of a new multi-family building to be located at 3000 SE Powell Blvd.

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. This request also supports Home Forward's Strategic Plan, One System Initiative: Use our capacities and expertise to support the creation of more affordable housing in our community, regardless of our role or ownership stake, in alignment with other systems of care.

This building is a centerpiece of the Portland Housing Bond. The Portland Housing Bureau's development budget for this project is approximately \$61.5 million. Home Forward will earn a developer fee of approximately \$2.7 million.

Home Forward and the City of Portland, acting through the Portland Housing Bureau (PHB), have entered into an Intergovernmental Agreement (IGA) through which Home

Forward provides consulting services for acquisition, development and asset management of the 1,300 City-owned housing units expected be delivered with the \$258.4 million bond. This building is subject to the terms and conditions of that IGA. The land, currently vacant, is owned by the City of Portland. The building will be developed by Home Forward's Development & Community Revitalization Department, asset managed by Home Forward's Asset Management department, and financed by the Portland Housing Bond.

In accordance with IGA, Home Forward's procurement department issued a Request for Proposals in June 2018. The RFP envisioned design work would be completed in two phases: a feasibility phase to investigate the potential cost savings—if any—of modular construction, and a traditional full services phase.

Thirteen proposals were received in July 2018. A selection committee comprised of one Home Forward representative, two PHB representatives, and three community representatives—all with real estate development expertise—short-listed three firms for interviews that had significant relevant experiences with modular construction, multi-family housing design, public projects, and/or public engagement. Those firms were Bora Architects (Portland), Holst Architecture (Portland), and the team of Michael Maltzan (Los Angeles) and Architecture Building Culture (Portland). Following interviews the committee recommended Holst Architecture as best positioned to complete both phases of work. Holst leads a multi-disciplinary team that includes a landscape architect and civil, structural, mechanical, electrical and plumbing engineers.

Pursuant to the IGA, PHB has issued a task order that directs Home Forward to:

- Negotiate and execute a contract with Holst Architecture for the feasibility phase, later to be amended to include the full scope of services
- issue a Notice to Proceed for the feasibility phase
- pay Holst's fees directly or reimburse Home Forward for costs associated with the Holst contract.

The first phase of service will be a modular feasibility study. Cost for this first phase is approximately \$82,000. The second phase of the contract will be for full design services. The fee for the second phase is still to be determined and will be based on a percentage of the construction contract. A change order to the contract will be presented to the Board of Commissioners after the scope and fee for the full services phase are negotiated. We have included in the overall Powell budget a 7% fee for architectural services. If fees increase the amount of bond funds will increase accordingly to cover costs.

Per the IGA, Home Forward has prepared a task order stating that the Holst contract will be immediately assigned to PHB. If not, immediately assigned a task order lays out PHB's responsibilities to pay the invoices directly or reimburse Home Forward for any costs. When signed by PHB, which is anticipated before the board meeting, Home Forward will not be contractually responsible for paying Holst. Home Forward will review and approve all payment requests associated with this work before forwarding them to PHB for direct payment to Holst.

Staff provided the Real Estate and Development (READ) Committee of Home Forward's board a draft copy of this resolution in advance of the publication of the agenda and packet for the October 2018 meeting.



RESOLUTION 18-10-07

RESOLUTION 18-10-07 AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE A CONTRACT WITH HOLST ARCHITECTURE FOR PROFESSIONAL DESIGN SERVICES FOR THE SE POWELL DEVELOPMENT (A PORTLAND HOUSING BOND PROJECT)

WHEREAS, Home Forward has entered into an intergovernmental agreement (IGA) with the City of Portland, acting through the Portland Housing Bureau, to provide consulting services for the acquisition, development and asset management of the 1,300 City-owned housing units expected be delivered with the \$258.4 million housing bond; and

WHEREAS, The City of Portland owns an unimproved parcel at 3000 SE Powell Blvd and, pursuant to the terms of the IGA, has directed Home Forward to develop approximately 200 multi-generational housing units on the site; and

WHEREAS, Home Forward issued a Request for Professional Design Services in June 2018 and Holst Architecture was recommended by a selection committee consisting of one Home Forward representative, two PHB representatives, and three community representatives; and

WHEREAS, pursuant to the terms of the IGA the Portland Housing Bureau has issued a task order directing Home Forward to execute a contract with Holst Architecture and issue a Notice to Proceed for the initial feasibility phase of the work; and

WHEREAS, funding for the development is secure and will be provided by the Portland Housing Bond;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward authorizes and directs the Executive Director to execute a contract for professional services to support the development of a new building at 3000 SE Powell Blvd.

ADOPTED: OCTOBER 16, 2018

Attest:

Home Forward:

Ian Davie, For Secretary

Mary Ann Herman, Chair



MEMORANDUM

To:	Board of Commissioners	Date:	October 16, 2018
From:	Jonathan Trutt, Director, Development & Community Revitalization 503.802.8507 Patrick Rhea, Project Manager, Development and Community Revitalization 503.802.8311	Subject:	Authorize Contract with Lorentz Bruun Construction for Design/Build Services for the Renovation of Fountain Place Apartments Resolution 18-10-08

The Board of Commissioners is requested to authorize the Executive Director or his designee to execute a contract between Home Forward and Lorentz Bruun Construction for the initial design/build programming phase at the Fountain Place Apartments to support an affordable housing rehabilitation project. 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.

During the initial programming phase, the design/build team will assess the building's needs, acquire an understanding of Home Forward's rehabilitation goals and develop a scope of work. These efforts will allow Lorentz Bruun Construction to establish a budget for design services and estimated construction cost. With a scope of work and preliminary pricing, Home Forward staff will be able to determine rehabilitation scope within the anticipated funding.

The cost of the programming phase is \$99,394. After the programming phase, staff anticipates subsequent board resolutions to authorize the following design/build services work:

- (1) full design services phase, which will generate construction documents and permitting, and
- (2) construction phase,

The current budget for all design/build services and construction scope for the contemplated rehabilitation of Fountain Place Apartments is \$11,290,000.

Physical improvements to the Fountain Place Apartments supports the current Strategic Plan's One Portfolio Objective by using financing to leverage funds for preservation. Home Forward received \$5,000,000 from Oregon Housing and Community Services (OHCS) and is pursuing \$9,128,000 million of 4% tax credits. Gap financing includes a construction loan, re-financing, debt restructuring, deferred developer fee and Home Forward financing of \$2.4 million.

Home Forward's preservation strategy is to preserve and rehabilitate the existing 80 public housing apartments at this property through significant capital investment. Fountain Place Apartment is a designated Unreinforced Masonry (URM) building. The proposed rehabilitation will stabilize the structural components of the building and bring the building into current seismic code compliance. This investment will decrease maintenance costs and improve safety and residents' quality of life.

In July, Home Forward's Procurement and Contracting Department conducted a formal procurement process, issuing a Request For Proposals (RFP) to identify and select a design/build team to provide programming, design and construction services at the Fountain Place Apartments. On August 23, 2018, two proposals were received. A selection committee evaluated the proposals based on criteria identified in the RFP that included relevant experience, projected participation by minority, women owned and emerging small businesses (MWESB) and costs. Upon conclusion of their evaluation process, the selection committee recommended both proposers; LMC Construction and Lorentz Bruun Construction interview with the selection committee. Interviews were conducted on September 13th and 14th. At the conclusion of the interviews the selection committee recommended that Lorentz Bruun be selected as the most advantageous firm for the project and the Agency. Participation of MWESBs is projected to exceed 20% for the contract.

The work of the contract will be accomplished in three phases, with initial programming authorized by the attached resolution beginning immediately upon contract execution. After the scope of work has been determined at the conclusion of the programming phase, the design services phase will be initiated and subsequently a Guaranteed Maximum Price (GMP) construction contract will follow. Costs for these future phases will be negotiated with Lorentz Bruun Construction, resolutions will be presented to the Board of Commissioners and upon board approvals amendments to the contract executed.



RESOLUTION 18-10-08

RESOLUTION 18-10-08 AUTHORIZES THE EXECUTIVE DIRECTOR OR HIS DESIGNEE TO EXECUTE A CONTRACT WITH LORENTZ BRUUN CONSTRUCTION FOR DESIGN/BUILD SERVICES FOR FOUNTAIN PLACE APARTMENTS

WHEREAS, Home Forward Board of Commissioners previously authorized the submission of the Notice of Available Funding (NOFA) applications for Fountain Place Apartments; and

WHEREAS, Home Forward undertook a formal competitive process for design/build services for the renovation of Fountain Place Apartments properties; and

WHEREAS, Lorentz Bruun Construction was identified as the most advantageous proposer by the selection committee; and

WHEREAS, the contract will be undertaken in phases, with programming the initial phase and future phases (design and construction) authorized by contract amendments; and

WHEREAS, Home Forward identifies significantly important contracts that support the Home Forward Strategic Plan to be presented to the Board of Commissioners

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward hereby authorizes the Executive Director, or his designee, to execute a contract with Lorentz Bruun Construction in the amount of \$99,394, for design/build programming services for Fountain Place Apartments.

ADOPTED: OCTOBER 16, 2018

Attest:

Home Forward:

Ian Davie, For Secretary

Mary Ann Herman, Chair



MEMORANDUM

To:	Board of Commissioners	Date:	October 16, 2018
From:	Jonathan Trutt, Director, Development and Community Revitalization 503.802.8507 Lewis Lyles, Project Manager, Development and Community Revitalization 503.802.8484	Subject:	Authorize Contract Amendment for the Purchase of Construction Materials for 85 Stories, Group 5 Tamarack, Camelia Court, and Winchell Court Apartments Resolution 18-10-09

The Board of Commissioners is requested to authorize the Executive Director, or the Executive Director's designee, to amend current contract between Home Forward and LMC Construction, Inc., to secure long lead-time materials for the rehabilitation of the 85 Stories Group 5 properties of Tamarack, Winchell Court, and Camelia Court Apartments. This will be a commitment of funds ahead of financial closing and prior to receiving the Guaranteed Maximum Price amendment from LMC Construction, Inc. to begin construction. This is necessary to meet the construction schedule, with a start date of November 30, 2018 and which impacts resident relocation and project coordination.

Home Forward and LMC believe that this request is necessary due to the time of year in which the closing will take place, the fairly short time duration from closing to start of construction, the current economy, material shortages, and delays LMC is experiencing with other similar type projects.

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.

ISSUE

Since 2007, it has been a stated goal of Home Forward to reposition our existing portfolio of rental housing in order to maintain control of the properties, leverage outside investment to address capital improvements, and access a more stable operating subsidy. Over time, the Board has acted to authorize a variety of strategies and tactics aimed at accomplishing these goals. These strategies have included the 85 Stories renovation projects (Groups 1-9), aimed at preserving our public housing portfolio.

85 Stories Group 5 is the subject of this resolution and consists of 350 public housing units at the following properties:

- Bel Park (10 units)
- Camelia Court (14 units)
- Eliot Square (30 units)
- Maple Mallory (48 units)
- Schrunk Riverview Tower (118 units)
- Tamarack Apartments (120 units)
- Winchell Court (10 units)

The renovation work at these seven properties will address deferred capital needs, reduce long-term operating costs through improving building systems, enhance livability and services for residents, and preserve low-income housing by leveraging outside capital.

Home Forward will utilize 4% Low Income Housing Tax Credits (“LIHTC”) Investor equity and tax exempt bonds to leverage capital to address capital needs at these properties. The subsidy conversion and subsequent construction start is scheduled for November 28, 2018. A resolution seeking authorization to enter in the GMP with LMC Construction will be presented to the Board on November 20, 2018.

In March 2018, LMC Construction was selected through a competitive process to serve as the Construction Manager/General Contractor (CM/GC) for rehabilitation of the Group 5 properties. The existing GMP to perform the preconstruction services related to this CM/GC contract is \$68,646.25. Resolution 18-10-09 will amend the existing GMP to \$912,844.25 to include the long lead-time building materials. Also, once subcontractor bidding is complete, expected in October 2018, LMC will be submitting another GMP amendment for the remainder of the construction services.

LMC Construction worked extensively with the design teams to consult on the scopes of work for the Group 5 properties. In anticipation of a November construction start date, LMC identified the necessary long lead-time building materials required for Tamarack, Winchell Court, and Camelia Court Apartments. These include plumbing fixtures, flooring, doors, light fixtures, cabinetry, mechanical equipment, and early setup of a temporary office trailer for property management staff while their office is renovated. Resolution 18-10-09 authorizes purchase of these materials up to the amount of \$844,198. Attached is an estimated cost for each property and a brief explanation of each item. These are to be considered as committed costs and not necessarily costs which will be billed ahead of closing. While there is a chance that some items will be billed early, in the event that closing is delayed, some or all of these costs may need to be billed to Home Forward prior to closing.



RESOLUTION 18-10-09

RESOLUTION 18-10-09 AUTHORIZES THE EXECUTIVE DIRECTOR OR HIS DESIGNEE TO AMEND HOME FORWARD'S CONTRACT WITH LMC CONSTRUCTION, INC., UP TO \$912,844.25 TO SECURE LONG LEAD-TIME MATERIALS FOR THE REHABILITATION OF 85 STORIES GROUP 5 PROPERTIES OF TAMARACK, WINCHELL COURT, AND CAMELIA COURT APARTMENTS

WHEREAS, Home Forward, a housing authority and a public body corporate and politic of the State of Oregon, seeks to encourage the provision of long term housing for low-income persons residing in Multnomah County, Oregon; and

WHEREAS, ORS 456.065 defines "housing project" to include, among other things, "any work or undertaking . . . [t]o provide decent, safe and sanitary urban or rural housing for persons or families of lower income"; and

WHEREAS, Home Forward has long acknowledged the need to rehabilitate Tamarack, Winchell Court, and Camelia Court Apartments for the benefit of residents and the surrounding community, to improve the quality of Home Forward's traditional public housing stock and to provide more housing and supportive service opportunities for Home Forward's residents; and

WHEREAS, Home Forward awarded LMC Construction, Inc. the contract to undertake preconstruction services for Tamarack, Winchell Court, and Camelia Court Apartments; and

WHEREAS, Home Forward's contract with LMC Construction, Inc. for preconstruction services at Tamarack, Winchell Court, and Camelia Court Apartments is progressing on schedule for a November 30, 2018, construction start date; and

WHEREAS, Home Forward's resident meetings and relocation planning has commenced and is on schedule for a November 30, 2018, construction start date; and

WHEREAS, Home Forward's early purchase of construction materials is needed to support the construction schedule and the planned start date of November 30, 2018; and

WHEREAS, approval by the Board of Commissioners of Home Forward is required prior to the execution of Contracts over \$100,000; and

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward authorizes the executive director or his designee to amend the current GMP contract between Home Forward and LMC Construction, Inc., up to \$913,144.25 to secure long lead-time materials for the rehabilitation of 85 Stories Group 5 properties of Tamarack, Winchell Court, and Camelia Court Apartments.

WADOPTED: OCTOBER 16, 2018

Attest:

Home Forward:

Ian Davie, For Secretary

Mary Ann Herman, Chair



**Tamarack Apartments
Early Order Items Estimate
October 5, 2018**

Item #	Product	Description	Count	Cost per Item	Total for Product
1	DIVISION: "01" General				
2	Access & Staging	Place orders for Job Trailers and temp utility set up, pre-install of utility	1	\$ 6,400	6,400
3	DIVISION: "02" Existing Conditions				
4	Entry railings	Perform early testing for prep, process and product adhesion at railings	1	\$ 4,500	4,500
5	DIVISION: "03" Concrete				
6	Pre-Cast Concrete Treads	Secure contract for submittal and pre-order, long lead time item	50	\$ 175	8,750
7	DIVISION: "07" Thermal & Moisture Protection				
8	Traffic Coating	Test prep and product adhesions on site prior to submittal	1	\$ 1,350	1,350
9	DIVISION: "08" Doors/Windows				
10	Unit Entry Doors	Secure contract for submittal and pre-order at rated doors and select interior doors, long lead time item	34	\$ 750	25,500
11	DIVISION: "09" Finishes				
12	Flooring	Secure contract for submittal and pre-order at first buildings	36	\$ 2,500	90,000
13	DIVISION: "10" Specialties				
14	Bath Accessories	Secure contract for submittal and pre-order	36	\$ 705	25,380
15	DIVISION: "22" Plumbing				
16	Plumbing	Secure contract for submittal and pre-order	1	\$ 45,680	45,680
17	DIVISION: "23" HVAC				
18	Exhaust Fans	Secure contract for submittal and pre-order	40	\$ 715	28,600
19	DIVISION: "26" Electrical				
20	Lighting	Secure contract for submittal and pre-order, long lead time items	1	\$ 350,000	350,000
21	DIVISION: "33" Utilities				
22	Underground Utility Work	Secure contract for submittal and pre-order	1	\$ 195,218	195,218
Subtotal					781,378

**Winchell Court Apartments
Early Order Estimate
October 5, 2018**

Item #	Product	Description	Count	Cost per Item	Total for Product
1	DIVISION: "08" Doors/Windows				
2	Unit Doors	Secure contract and preorder doors and hardware	12	\$ 620	7,440
3	DIVISION: "09" Finishes				
4	Unit Flooring	Secure contract and preorder flooring	10	\$ 1,200	12,000
5	DIVISION: "10" Specialties				
6	Bath Accessories	Secure contract and preorder bath accessories	10	\$ 345	3,450
7	DIVISION: "26" Electrical				
8	Electrical Fixtures	Secure contract and preorder electrical fixtures	1	\$ 13,460	13,460
Subtotal					36,350

**Camelia Court Apartments
Early Order Estimate
October 5, 2018**

Item #	Product	Description	Count	Cost per Item	Total for Product
1	DIVISION: "26" Electrical				
2	Electrical Fixtures	Secure contract and preorder of electrical fixtures	1	Is	26,470
Subtotal					26,470

Grand Total all Teal 1 Properties

Total \$ 844,198

STAFF REPORTS

Procurement & Contracts Department
MONTHLY CONTRACT REPORT
Contracts Approved 08/01/18 - 09/30/18

PUBLIC IMPROVEMENT
(CONSTRUCTION & MAINTENANCE SERVICES)

Contract #	Amend #	Contract Type (Hide)	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2049	0	Public Improvement	Pioneer Waterproofing	\$ 215,527.00	Helen Swindells painting and masonry repair - IPM signs contract	DCR	8/23/2018	11/1/2018
C2078	0	Public Improvement	Environmental Works	\$ 11,945.00	Radon Mitigation at Winchell Court Apts	DCR	9/5/2018	11/30/2018
C2079	0	Public Improvement	Environmental Works	\$ 17,025.00	Radon mitigation at Camelia Court	DCR	9/5/2018	11/30/2018
C2095	0	Public Improvement	Interior Exterior Specialists (IES)	\$ 4,209.00	Remove window, Infill with framing, insulation, Sheathing, WB Excluded Demo of window at Cascadia Condos	DCR	9/26/2018	11/30/2018
C2055	0	Public Improvement	Kennedy Restoration	\$ 13,380.58	Emergency restoration of 4th-6th floors of Bud Clark Commons due to fire/flood damage; additional work	Property Management	9/27/2018	11/1/2018
Subtotal				\$ 262,086.58				5

GOODS & SERVICES

Contract #	Amend #	Contract Type (Hide)	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2018	0	Goods and Services	Eyes There	\$ 52,588.00	Security camera upgrade at Humboldt Gardens	Property Management	8/1/2018	9/30/2018
C2075	0	Goods and Services	General Sheet Metal	\$ 7,084.00	Fabrication of window infills at Cascadia Condo Building	DCR	8/23/2018	12/31/2018
C2074	0	Goods and Services	Johnson Controls Fire Protection	\$ 11,374.75	Replacing sprinkler heads at HWE	Prop Mgmt	9/25/2018	11/30/2018
C2100	0	Goods and Services	Charter Construction, Inc.	\$ 5,604.32	Emergency water mitigation at Hollywood East	Property Management	9/28/2018	10/12/2018
Subtotal				\$ 76,651.07				4

PERSONAL SERVICE CONTRACTS

Contract #	Amend #	Contract Type (Hide)	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2070	0	Personal Service	Pegasus Moving & Cleaning	\$ 50,000.00	Skills group and cleaning service focusing on the prevention of evictions related to housekeeping at BCC	Community Services	8/9/2018	6/30/2019
C2072	0	Personal Service	TRC Environmental Corporation	\$ 4,575.00	Lead paint harzard survey	DCR	8/16/2018	10/8/2018
C2052	0	Personal Service	Kayla Wilson	\$ 1,500.00	Office Assistant for New Columbia & Tamarack Summer Youth Employment Program	Community Services	8/17/2018	8/31/2018
C2054	0	Personal Service	Western Realty Advisors, Inc.	\$ 12,000.00	Market study for Gresham downtown area, Gateway, Troutdale east Airport catchment area, and Division Corridor (I-205 - 174th)	DCR	8/22/2018	9/18/2018
C2051	0	Personal Service	NiJae Burns	\$ 3,000.00	Program Coordinator for New Columbia & Tamarack Summer Youth Employment Program	Community Services	8/23/2018	8/31/2018
C2073	0	Personal Service	Carolson Testing, Inc	\$ 9,310.00	Limited geotechnical investigation and infiltration testing at Medallion apartments	DCR	8/24/2018	12/3/2018
C2069	0	Personal Service	ideas42	\$ 19,500.00	Designing the Leadership Academy program	Community Services	8/28/2018	10/31/2018
C2080	0	Personal Service	Human Solutions, Inc.	\$ 3,000.00	After-school academic and enrichment activities at Sequoia	Community Services	9/6/2018	6/30/2019
C2091	0	Personal Service	ACC Cost Consultants LLC	\$ 9,264.00	Construction cost analysis at Tamarack Apartments	DCR	9/18/2018	12/14/2018
Subtotal				\$ 112,149.00				9

PROFESSIONAL SERVICE CONTRACTS (A&E)

Contract #	Amend #	Contract Type (Hide)	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2071	0	Professional Services (A&E)	Lancaster Engineering	\$ 3,500.00	Loading zone analysis for Schrunck Tower	DCR	8/23/2018	12/17/2018
C1967	0	Professional Services (A&E)	Epic Land Solutions	\$ 1,498,770.00	Resident relocation services- Schrunck & Tamarack	DCR	8/30/2018	4/1/2020
C2081	0	Professional Services (A&E)	TRC Environmental Corporation	\$ 8,700.00	Lead paint testing at Williams Plaza and Medallion	DCR	9/6/2018	11/30/2018
C2083	0	Professional Services (A&E)	KPFF Consulting Engineers	\$ 7,900.00	ALTA surveying at Medallion	DCR	9/7/2018	11/30/2018
C2084	0	Professional Services (A&E)	KPFF Consulting Engineers	\$ 7,900.00	ALTA surveying at Williams Plaza	DCR	9/7/2018	11/30/2018

C2082	0	Professional Services (A&E)	W.B. Wells & Associates, Inc.	\$ 31,200.00	ALTA surveying at Tillicum North & Tillicum South	DCR	9/13/2018	12/15/2018
C2086	0	Professional Services (A&E)	KPFF Consulting Engineers	\$ 4,525.00	ALTA/NSPS land title survey at Eliot square	DCR	9/14/2018	12/31/2018
C2087	0	Professional Services (A&E)	KPFF Consulting Engineers	\$ 8,050.00	ALTA/NSPS land title survey at Bel Park	DCR	9/14/2018	12/31/2018
C2088	0	Professional Services (A&E)	KPFF Consulting Engineers	\$ 8,050.00	ALTA/NSPS land title survey at Schunk Tower	DCR	9/14/2018	12/31/2018
C2089	0	Professional Services (A&E)	KPFF Consulting Engineers	\$ 17,050.00	Control boundary and location survey and ALTA/NSPS land title survey at Maple mallory	DCR	9/14/2018	12/31/2018
Total				\$ 1,595,645.00				10

AMENDMENTS TO EXISTING CONTRACTS

Contract #	Amend #	Contract Type (Hide)	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C1952	1	Goods and Services	Universal Lawncare Maintenance	\$ 1,120.00	Landscaping Maintenance for 20 Master-Leased Properties; amended to add Chase House	FAAM	8/8/2018	3/31/2019
C2003	3	Public Improvement	Fulcrum Construction & Building Services LLC	\$ 80,000.00	Richmond Place window replacement; amended to repair extensive damage caused by water intrusion & rebuild unit 208 & 308 (emergency)	DCR	8/8/2018	9/30/2018
C1968	3	Public Improvement	Walsh Construction Co.	\$ 1,839,750.00	Design-Build Medallion Apartments and Williams Plaza Design Phase	DCR	8/8/2018	10/30/2020
C2015	1	Professional Services (A&E)	GEO Consultants Northwest	\$ 4,500.00	Design and evaluation of the proposed seismic retrofit, stormwater system, and pavement improvements at Schunk Tower	DCR	8/8/2018	12/31/2018
C1866	2	Personal Service	Michael Mangum Jr.	\$ 6,240.00	Youth mentorship and leadership services for SCC; amended to add funds	Community Services	8/9/2018	9/30/2018
C2030	1	Personal Service	TRC Environmental Corporation	\$ 877.25	Pre-Renovation Limited Asbestos Survey of window materials Maple Mallory Apartments	DCR	8/16/2018	9/30/2018
C1632	1	Public Improvement	Junk A Way Hauling, Inc	\$ -	On-Call Trucking Services; amended to extend duration	Prop Mgmt	8/17/2018	7/1/2019
C2044	1	Goods and Services	Pacific Lamp	\$ 213.00	LED lighting at Slavin Court; amended to add one more fixture	Property Management	8/17/2018	9/30/2018
C1942	8	Public Improvement	Endres Northwest Inc	\$ 8,683.00	Unit Remodel at Richmond Place; furnish and install insulated units on 3rd floor	DCR	8/20/2018	8/31/2018
C1849	1	Professional Services (A&E)	Merryman Barnes Architects	\$ 1,500.00	Renovations and Repairs at Alderwood, Floresta, Powellhurst; amended to add structural engineering services	DCR	8/28/2018	12/1/2018
C1719	8	Public Improvement	O'Neill/Walsh Community Builders	\$ 98,611.00	GMP Amendment CO #7 - grand avenue apartments	DCR	8/29/2018	2/17/2020

C1922	3	Goods and Services	Advanced Vertical Solutions (AVS)	\$ 38,500.00	Elevator Maintenance; amended to add time and funds	Property Management	8/29/2018	11/30/2018
T1331	1	Personal Service	Ballard Spahr LLP	\$ 100,000.00	On-call legal services; amended to extend time and add funds	DCR	9/6/2018	7/31/2019
C1933	4	Personal Service	EMG Corp	\$ -	RAD Physical Condition Assessments for Camelia Court, Eliot Square, Maple Mallory, Bel Park, & Winchell Court; amended to add time	DCR	9/6/2018	11/30/2018
C1629	1	IGA/MOU	Transition Projects, Inc.	\$ -	MOU agreement to Support low-income individuals who have a history of homelessness; amended to extend duration	Community Services	9/7/2018	6/30/2021
C1787	3	Goods and Services	Anytime Plumbing & Drain Cleaning Services	\$ 25,000.00	On-call plumbing services at HF-managed properties; amended to increase funds	Prop Mgmt	9/7/2018	11/27/2018
C1979	1	Personal Service	Rosanne Marmor	\$ 2,000.00	Resident Wellness at SCC	Community Services	9/10/2018	12/31/2018
C1579	4	Personal Service	Alternative Communications Services	\$ -	IT I-Net Connection between Buildings for the Agency. Resolution 15-05-02 not to exceed \$375,000	IT	9/12/2018	5/31/2020
C1855	2	Goods and Services	US Security	\$ (2,898.00)	Security Services for Shannon Schmidt, RPM portfolio of properties, amended to remove security patrols at Gallagher Plaza	Prop Mgmt	9/12/2018	8/14/2020
C1753	1	Personal Service	Wayne Scott	\$ -	Trauma-informed care training; amended to extend contract	Community Services	9/13/2018	8/31/2019
C2067	1	Public Improvement	Cascade Radon Inc.	\$ (25,488.00)	Radon mitigation at Maple Mallory - reduced scope	DCR	9/13/2018	10/31/2018
C1940	3	Professional Services (A&E)	MWA Architects Inc	\$ 31,500.00	Additional evaluation and design for seismic improvements and elevator electrofit at schrunk; electrical scope at Schrunk tower	DCR	9/17/2018	12/31/2019
C1738	3	Personal Service	KPFF, Inc	\$ -	WPCF permit for all Home Forward's UICs; amended to extend duration	DCR	9/20/2018	3/31/2019
C1748	2	Goods and Services	Central City Concern	\$ 7,000.00	Cleaning First Floor Public Bathroom at New Market West	Prop Mgmt	9/20/2018	8/14/2019
C1719	9	Public Improvement	O'Neill/Walsh Community Builders	\$ 99,864.00	GMP Amendment CO #8 - grand avenue apartments	DCR	9/21/2018	2/17/2020
C1840	2	Public Improvement	RichArt Family, Inc.	\$ 26,104.78	Emergency repairs at Fairview Woods; amended to add funds	DCR	9/21/2018	2/2/2019
C1942	9	Public Improvement	Endres Northwest Inc	\$ -	Unit Remodel at Richmond Place; amended to extend time	DCR	9/21/2018	10/31/2018
C2003	4	Public Improvement	Fulcrum Construction & Building Services LLC	\$ -	Richmond Place Window Replacement; amended to extend time	DCR	9/21/2018	11/15/2018
C2020	1	Personal Service	ABHT Structural Engineers LLC	\$ -	structural engineering - richmond place shearwall retrofit; amended to extend time	DCR	9/21/2018	10/31/2018
C2035	2	Personal Service	PBS Engineering & Environmental, Inc.	\$ 4,600.00	Indoor air sampling from basement at Camelia Court Apartments	DCR	9/21/2018	12/31/2018
C2068	1	Goods and Services	Advanced Vertical Solutions (AVS)	\$ -	Replacement of door rollers for Schrunk Tower elevator; amended to extend time	Property Management	9/21/2018	10/31/2018

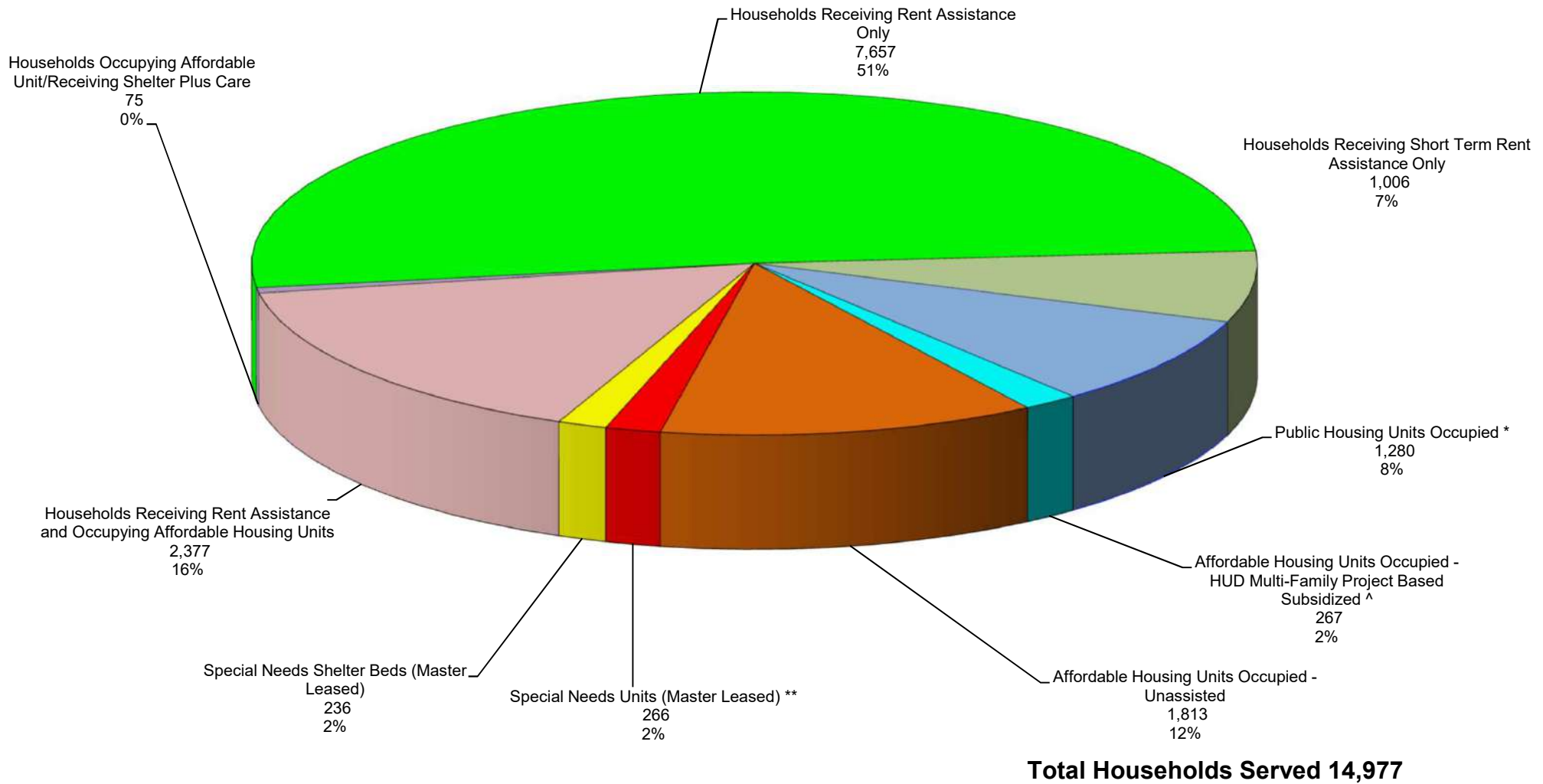
C1949	1	Professional Services (A&E)	KPFF Consulting Engineers	\$ -	Boundary and topographic survey for Eliot-Unthank; amended to extend duration	DCR	9/25/2018	12/31/2018
C1961	2	Goods and Services	Performance Systems Integration (PSI)	\$ 590.00	Fire safety services at 12 properties; amended to add services for Dahlke	Property Management	9/25/2018	5/6/2019
C1953	1	Professional Services (A&E)	KPFF Consulting Engineers	\$ -	Extending duration of contract for ALTA/NSPS Land Title Surveys proposals for Camelia Court, Tamarack Apartments and Winchell Court	DCR	9/26/2018	12/31/2019
C1993	1	Professional Services (A&E)	KPFF Consulting Engineers	\$ -	Extending duration of contract for Boundary and topographic survey at 9214 N Dwight (new Columbia)	DCR	9/26/2018	11/1/2018
C2065	1	Goods and Services	Alpha Environmental Services	\$ -	Asbestos testing at Williams Plaza	Property Management	9/26/2018	10/31/2018
C2054	1	Personal Service	Western Realty Advisors, Inc.	\$ -	Extending duration of contract: Market study for Gresham downtown area, Gateway, Troutdale east Airport catchment area, and Division Corridor (I-205 - 174th)	DCR	9/28/2018	3/30/2019
Subtotal				\$ 2,348,267.03				37

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

Contract #	Amend #	Contract Type (Hide)	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
Subtotal				\$ -				0
Total				\$ 4,394,798.68				65

HOUSEHOLDS SERVED REPORT

Total Households Served: Rent Assistance and Occupied Housing Units September 2018



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

* Includes Local Blended Subsidy

^^ Total Short Term Rent Assistance less the Households Occupying Affordable Units/Receiving Shelter Plus Care

** 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 September 2018			
Rent Assistance	All Programs	Moving to Work Programs	Non-MTW Programs
Rent Assistance Vouchers - Home Forward Funded	10,034	7,610	1,646
Tenant Based Vouchers	5,516	5,516	
Project Based Vouchers	1,448	1,448	
Hi Rise Project Based Vouchers	646	646	
RAD Project Based Vouchers	778		
Single Room Occupancy (SRO)/MODS	497		497
Family Unification Program	96		96
Veterans Affairs Supportive Housing (VASH)	576		576
Rent Assistance - PORT IN From Other Jurisdiction	477		477
Short Term Rent Assistance Programs	1,081	26	1,055
Shelter + Care	485		485
Locally Funded Short Term Rent Assistance	570		570
Earl Boyles	2	2	
MIF Funded Short Term Rent Assistance	-	-	
Alder School	14	14	
New Doors	5	5	
Employment Opportunity Program	5	5	
Work Systems Inc. - Agency Based Rent Assistance	-	-	
Total Rent Assistance	11,115	7,636	2,701
Subsidized Housing Units			
Public Housing Units Occupied	1,280	1,280	-
Traditional Public Housing units Occupied	1,280	1,280	
Affordable Housing Units Occupied (excluding PH subsidized)	4,532		4,532
Affordable Housing Units - Tenant Based Vouchers	505		505
Affordable Housing Units - Shelter + Care	75		75
Affordable Housing Units - Project Based Vouchers	332		332
Affordable Housing Units - Hi Rise Project Based Vouchers	646		646
Affordable Housing Units - RAD Project Based Vouchers	778		778
^ Affordable Housing Units - HUD Multi-Family Project Based	267		267
Affordable Housing Units - VASH Vouchers	75		75
Affordable Housing Units - Family Unification Program	2		2
Affordable Housing Units - Section 8 Port In	39		39
Affordable Housing Units - Unassisted	1,813		1,813
Special Needs	502		502
Special Needs Units (Master Leased) **	266		266
Special Needs Shelter Beds (Master Leased)	236		236
Total Households Occupying Housing Units	6,314	1,280	5,034
Total Housing Supports Provided to Household	17,429	8,916	7,735
Household Occupying Affordable Unit/Receiving Home Forward Rent Assistance	(2,377)		(2,377)
Households Occupying Affordable Unit/Receiving Shelter Plus Care	(75)		(75)
Total Households Served	14,977	8,916	5,283

Notes:

- ^ Consists of Grace Peck Terrace, Multnomah Manor, Plaza Townhomes, Rosenbaum Plaza, Unthank Plaza
- ** Special Needs are physical units as occupancy levels that are not reported to Home Forward by service providers master leasing these properties.
- Home Forward Board of Commissioners
October 2018

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	33	1,310	1,300	30	97.7%	77	664	331	228	10	0	1,310
Affordable Owned	25	2,351	2,351	49	97.9%	857	704	578	182	30	0	2,351
Tax Credit Partnerships	20	2,278	2,278	48	97.9%	812	620	413	282	134	17	2,278
Total Affordable Housing	45	4629	4629	97	97.9%	1669	1324	991	464	164	17	4,629
Combined Total PH and AH	78	5939	5929	127	97.9%	1746	1988	1322	692	174	17	5,939
Special Needs (Master Leased)	29	266	266									
Special Needs (Shelter Beds)	3	236	236									
Total with Special Needs	110	6441	6431									

* property/unit counts also included in Affordable Housing Count

Financial

Twelve months ending 3/31/2018

Fiscal YTD ending 6/30/2018				06/30/18		
# of Properties/units Positive Net Operating Income (NOI)		# of Properties/units Negative Net Operating Income (NOI)		# of Properties meeting Debt Coverage Ratio (DCR)	# of Properties not meeting DCR	# of Properties DCR Not Applicable
11	723	22	587			
19	1,903	6	448	16	4	5
	847	14	1,431	15	1	3

Public Housing Demographics

	Households				% Family Type (head of household)				2156 Race % (head of household)					
	# of Households	% of Households	Average Family Size	Average Unit Size	Adults no Children	Family with Children	Elderly	Disabled Not Elderly	Black African American	White	Native American	Asian	Hawaiian/ Pacific Islnd	Hispanic/ Latino
Public Housing Residents	276	21.5%	2.4	1.8	10.6%	10.9%	0.9%	5.8%	6.2%	9.9%	1.0%	0.5%	0.7%	3.2%
0 to 10% MFI	569	44.3%	1.6	1.4	35.4%	8.9%	15.3%	21.7%	10.2%	25.6%	1.6%	1.9%	0.6%	4.4%
11 to 20%	234	18.2%	2.0	1.6	12.5%	5.7%	7.0%	5.6%	2.6%	10.9%	0.5%	1.4%	0.3%	2.5%
21 to 30%	149	11.6%	2.6	2.0	4.8%	6.8%	3.0%	2.6%	3.3%	5.2%	0.5%	0.4%	0.1%	2.2%
31 to 50%	45	3.5%	2.6	2.3	1.5%	2.0%	0.5%	1.1%	0.4%	1.5%	0.2%	0.3%	0.0%	1.1%
51 to 80%	11	0.9%	2.6	2.3	0.8%	0.1%	0.2%	0.1%	0.2%	0.5%	0.0%	0.0%	0.0%	0.2%
Over 80%														
All	1,284	100.0%	321682.8	81268.3	65.7%	34.3%	26.8%	36.8%	22.9%	53.5%	3.8%	4.4%	1.7%	13.6%

Waiting List

0 to 10% MFI	6,903	41.0%	7.9	1.4			1.9%	13.7%	12.8%	19.7%	2.0%	0.9%	0.6%	3.7%	1.2%
11 to 20%	5,007	29.7%	2.0	1.4			3.7%	14.7%	9.0%	14.8%	1.4%	1.2%	0.4%	2.5%	0.5%
21 to 30%	2,638	15.7%	2.3	1.4			2.2%	4.9%	4.3%	7.9%	0.6%	0.7%	0.2%	1.6%	0.3%
31 to 50%	1,824	10.8%	2.6	1.4			1.2%	2.2%	3.2%	4.9%	0.3%	0.6%	0.2%	1.4%	0.2%
51 to 80%	330	2.0%	2.7	1.4			0.2%	0.3%	0.6%	0.8%	0.1%	0.1%	0.1%	0.2%	0.1%
Over 80%	134	0.8%	2.4	1.5			0.1%	0.2%	0.3%	0.3%	0.0%	0.0%	0.0%	0.1%	0.0%
All	16,836	100.0%	127.6	1.4			9.3%	35.9%	30.3%	48.4%	4.4%	3.6%	1.5%	9.6%	2.3%

Other Activity

Public Housing	330
Names pulled from Wait List	72
Denials	7
New rentals	7
Vacates	14
Evictions	1
# of work orders received	2,007
# of work orders completed	1,505
Average days to respond	12.1
# of work orders emergency	12
Average response hrs (emergency)	10

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	6,257	5,516	88%	\$787	-190,089	3,065	0	3	1	452	90%	\$780	-1,074,946	27	180
Project Based Vouchers	2,161	2,094	97%	\$791	90,202			23	6	276	98%	\$791	932,869	217	156
VASH Vouchers	664	576	87%	\$706	-49,543			8	0	32	88%	\$708	-364,570	59	46
FUP Vouchers	100	96	96%	\$906	5,166			0	0	12	96%	\$915	58,080	3	7
RAD Project Based Vouchers	791	778	98%	\$526	1,471			4	0	140	99%	\$537	255,979	68	53
SRO/MOD Vouchers	512	497	97%	\$427	-48,970			8	2	26	99%	\$443	-330,078	75	80
All Vouchers	10,485	9,557	91%	\$744	-191,763			46	9	938	93%	\$742	-522,666	449	522

Home Forward - Dashboard Report For September of 2018

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	Black	White	Native	Asian	Hawaiian/	Hispanic
Tenant Based Voucher Participants														
0 to 10% MFI	1044	17.3%	2.3	2.0	8.3%	9.0%	0.9%	4.5%	6.8%	8.1%	0.7%	0.4%	0.2%	1.2%
11 to 20%	2,479	41.1%	1.8	1.8	30.8%	10.3%	15.2%	17.1%	13.4%	21.0%	1.1%	3.1%	0.2%	2.3%
21 to 30%	1,367	22.6%	2.2	2.0	14.2%	8.4%	8.6%	6.8%	7.5%	12.2%	0.4%	1.1%	0.2%	1.2%
31 to 50%	953	15.8%	2.8	2.3	6.6%	9.2%	3.0%	3.4%	6.9%	6.7%	0.3%	0.7%	0.2%	1.1%
51 to 80%	179	3.0%	3.0	2.6	1.0%	2.0%	0.2%	0.4%	1.6%	1.0%	0.1%	0.1%	0.0%	0.2%
Over 80%	14	0.2%	3.1	2.4	0.1%	0.1%	0.0%	0.1%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%
All	6,022	100%	2.5	2.2	61%	39%	28%	32%	36%	49%	3%	5%	1%	6%
Project Based Voucher Participants														
0 to 10% MFI	719	24.9%	1.8	1.5	16.0%	9.0%	1.4%	8.6%	6.2%	14.4%	1.1%	0.5%	0.2%	2.5%
11 to 20%	1,246	43.2%	1.6	1.3	36.0%	7.3%	14.7%	20.4%	10.1%	26.7%	1.5%	1.3%	0.2%	3.5%
21 to 30%	539	18.7%	2.1	1.6	13.4%	5.3%	7.9%	5.0%	4.4%	11.6%	0.3%	0.5%	0.2%	1.7%
31 to 50%	314	10.9%	2.9	2.1	4.8%	6.1%	2.5%	1.8%	3.2%	4.7%	0.4%	0.2%	0.2%	2.3%
51 to 80%	54	1.9%	3.5	2.5	0.5%	1.4%	0.1%	0.0%	0.7%	0.5%	0.1%	0.0%	0.0%	0.6%
Over 80%	10	0.3%	2.5	1.8	0.2%	0.1%	0.1%	0.1%	0.2%	0.1%	0.0%	0.0%	0.0%	0.0%
All	2,872	100%	2.4	1.8	71%	29%	26%	36%	25%	58%	3%	2%	1%	10%
Waiting List														
0 to 10% MFI	1	100.0%	2.0											
11 to 20%	140	26.4%	2.5											
21 to 30%	70	13.2%	2.6											
31 to 50%	55	10.4%	2.7											
51 to 80%	13	2.4%	3.0											
Over 80%	8	1.5%	2.4											
All	287	153.9%	2.6											
Short Term Rent Assistance														
	# of Households Participating	\$ Amount of Assistance Provided	Average Cost per Household											
Shelter Plus Care	112	\$609,738	5,444											
Short Term Rent Assistance	596	\$410,309	344											

Resident Services

Resident Programs

	Housing Program Served	Households Served/ Participants	Monthly Funding Amount	Average Funds per Participant						
Congregate Housing Services * as of previous month	Public Housing	144	\$71,953	\$499.67						
					# HH Eviction Prevention	Health and Safety Stabilized appointments assisting residents to connect and utilize community	Unduplicated Number Served	# Events	# Event Attendees	
					# Interventions regarding lease violations			272	1067	244 4597
Resident Services Coordination	Public Housing									
		# of Participants	Escrow \$ Held	New Enrollees	# of Graduates	Escrow \$ Disbursed	Terminations or Exits	Escrow \$ Forfeited	Avg Annual Earned Income Increase Over Last Year	
Nine months ending 12/31/2017	Public Housing	158	\$327,168	1	3	\$6,866	4	\$0	\$1,191	
Twelve months ending 3/31/2018	Section 8	50	\$180,300	0	0	\$14,889	0	\$0	\$298	

Agency Financial Summary

Three months ending 6/30/2018	Fiscal Year to Date	Prior YTD	Increase (Decrease)
Subsidy Revenue	\$28,768,746	\$26,256,015	\$2,512,732
Grant Revenue	\$5,317,861	\$5,889,958	(\$572,096)
Property Related Income	\$5,407,426	\$5,281,124	\$126,302
Development Fee Revenue	\$423,024	\$0	\$423,024
Other Revenue	\$2,734,753	\$2,173,067	\$561,685
Total Revenue	\$21,370,858	\$21,267,348	\$103,510
Housing Assistance Payments	\$26,352,649	\$25,565,861	\$786,788
Operating Expense	\$11,756,323	\$11,473,816	\$282,508
Depreciation	\$2,153,804	\$2,122,362	\$31,442
Total Operating Expenses	\$28,768,746	\$26,255,043	\$2,513,704
Operating Income	\$4,026,599	\$4,187,647	-\$161,049
Other Income(Expense)	\$5,611,741	\$5,545,171	\$66,569
Capital Contributions	\$423,024	\$0	\$423,024
Increase(Decrease) Net Assets	\$1,923,364	\$1,334,955	\$588,409
Total Assets	\$461,765,893	\$454,873,356	\$6,892,538
Liquidity Reserves	\$21,048,576	\$20,996,584	\$51,992

Development/Community Revitalization**New Development / Revitalization**

	Units	Construction Start	Construction End	Current Phase	Total Cost	Cost Per Unit
Square Manor	48	Mar-17	Jan-18	Post Construction	\$11,191,518	\$233,157
Gladstone Square	N/A	Feb-18	Jul-18	Construction	\$288,000	N/A
Rockwood Landing Roof Replacement	21	Nov-17	Jun-18	Capital Improvement	\$600,000	\$28,571
Richmond Place Rehab	54	Aug-17	Jan-18	Capital Improvement	\$8,949,559	\$168,860
Multnomah Manor	240	Dec-17	Oct-20	Pre-Construction	\$76,923,525	\$320,515
NE Grand						

Capital Improvement

Fairview Woods Recladding	N/A	Jun-17	Jul-18	Construction	\$3,900,000	N/A
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