



## BOARD OF COMMISSIONERS MEETING

VIA CONFERENCE CALL  
DIAL IN NUMBER: 1.206.800.4749  
CONFERENCE ID: 889743850

NOVEMBER 19, 2019 6:15 PM

### INTRODUCTION AND WELCOME

### PUBLIC COMMENT

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

### MEETING MINUTES

Topic
Minutes of October 15, 2019 Board of Commissioners Meeting

### BOARD OF COMMISSIONERS COMMENTS

Topic		Presenter
REPORT	Nominating Committee Report	Damien Hall, Vice Chair
	Election of Officers for 2020	Miki Herman, Chair

### CONSENT CALENDAR

Following Reports and Resolutions:			
19-11	Topic	Presenter/POC	Phone #
01	Authorize Oregon Housing and Community Services Funding Applications for 85 Stories Group 7	Jonathan Trutt	503.802.8507

02	Authorize Construction Manager/ General Contractor Findings for Portland Community College Site	Celeste King	503.802.8541
03	Authorize Design Amendment to Walsh Construction Company Design/Build Services Contract for the Renovation of the Dahlke Manor Apartments	Jonathan Trutt	503.802.8507

## THE NEXT MEETING OF THE BOARD OF COMMISSIONERS

The next Board Work Session will be on Wednesday, December 4, 2019 at 5:30 PM. This meeting will take place at Home Forward, 135 SW Ash Street, in the Columbia Room. The next Board of Commissioners meeting will be Tuesday, December 17, 2019 at 6:15 PM. This meeting will take place at the Multnomah County Building, 501 SE Hawthorne Blvd, in the Commissioners Board Room.

## EXECUTIVE SESSION

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

## ADJOURN

# MINUTES



BOARD OF COMMISSIONERS MEETING  
HOME FORWARD  
MULTNOMAH COUNTY BUILDING  
501 SE Hawthorne Blvd Portland, OR 97214  
October 15, 2019

**COMMISSIONERS PRESENT**

Chair Miki Herman, Vice Chair Damien Hall, Treasurer Jenny Kim, Commissioners Richard Anderson, Matthew Gebhardt, TomiRene Hettman

**STAFF PRESENT**

Elise Anderson, Peter Beyer, Michael Buonocore, Tim Collier, Ian Davie, Tonya Evans, Dena Ford-Avery, Carolina Gomez, Biljana Jesic, Pamela Kambur, Kitty Miller, Kandy Sage, Amanda Saul, Ian Slingerland, Taylor Smiley Wolfe, Celia Strauss, Jonathan Trutt

**COUNSEL PRESENT**

Sarah Stauffer Curtiss

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

**PUBLIC COMMENT**

None

**MEETING MINUTES**

**Minutes of the September 17 2019 Board of Commissioners Meeting**

Chair Miki Herman requested a motion authorizing approval of the minutes to the September 17, 2019 Board of Commissioners Meeting. She noted that the minutes were updated and shared with the Commissioners. Commissioner Richard Anderson moved to adopt the minutes as corrected and Commissioner TomiRene seconded the motion.

The vote was as follows:

Chair Miki Herman—Aye

Vice Chair Damien Hall—Aye

Treasurer Jenny Kim—Aye

Commissioner Richard Anderson —Aye  
Commissioner Matthew Gebhardt—Aye  
Commissioner TomiRene Hettman—Aye

Chair Miki Herman thanked Treasurer Jenny Kim for chairing the September Board of Commissioners meeting in her absence.

## **MISSION MOMENT**

### **Resident Advisory Committee**

Pamela Kambur introduced members of the Resident Advisory Committee (RAC). Home Forward received 19 applications and interviewed 14 to fill nine vacancies. At present, the RAC is fully staffed at 20 members. Kambur invited members to introduce themselves and their proudest achievement. Of note, three members are also GOALS participants.

Steve Akers, Medallion Apartments resident, shared with the Board of Commissioners a recent period of homelessness and disclosed that his proudest moment was receiving his keys from Home Forward.

Thomas Aukland, resident of Hollywood East, shared pride in being a published poet and receiving his Bachelors of Science degree.

Brian Harvey, resident of The Yards, currently volunteers as Board member with the Old Town Community Association and participates in the Pearl-Old Town Homelessness Task Force. After suffering from severe mental health challenges, Brian's proudest moments stem from his willingness to seek treatment and support of his family.

Nicole Payne, Section 8 voucher recipient, volunteers with Friends of the Library and started a business through an IDA. One of her proudest moments was finishing her Bachelor's degree after 20 years of perseverance.

Carla Williams-Frison, resident of New Columbia, is active with the Community Clothes and Food Closet programs. Some of her proudest moments are giving birth to her children and knowing how to help others when you can.

Tonya Jones, Section 8 voucher participant, received her MSW from Portland State University and currently works for NARA. She is experienced as a certified peer support specialist and looks forward to helping Home Forward bring community voices to policy change. One of her proudest moments was completing her degree.

Justine Hamburg, Section 8 recipient and an active GOALS participant is currently saving toward homeownership. Her proudest moments are related to raising her son.

Amber Barker, Section 8 participant, works as a parent mentor with Morrison Child and Family Services. Having overcome domestic violence, addiction, homelessness and early involvement in foster care as a child, she knows how adversity can overshadow healthy life choices. She has grown to learn that “my voice matters” and her proudest moments are realizing that she has come through adversity with “light and passion.”

Claudia Claudio, Section 8 participant, is a first generation college graduate. One of her proudest moments has been serving as a project assistant to the Portland Committee on Community Engaged Policing.

The Board of Commissioners thanked the RAC members for sharing their amazing accomplishments and appreciation for their service. They look forward to future reports from RAC.

#### CONSENT CALENDAR

RESOLUTION 19-10-01 Authorize Amendment to Intergovernmental Agreement  
Establishing a Governance of A Home For Everyone

RESOLUTION 19-10-02 Authorize Fiscal Year 2020 Draft Moving to Work Plan

RESOLUTION 19-10-03 Authorize the Local Implementation Strategy for Development  
East of Gresham

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, Treasurer Jenny Kim seconded the motion.

The vote was as follows:

Chair Miki Herman—Aye  
Vice Chair Damien Hall—Aye  
Treasurer Jenny Kim—Aye  
Commissioner Richard Anderson —Aye  
Commissioner Matthew Gebhardt—Aye  
Commissioner TomiRene Hettman—Aye

## REPORT

### Resident Advisory Committee Led Research Project

Pamela Kambur introduced that the Resident Advisory Committee consists of 20 members participating in Home Forward programs who meet monthly to discuss affordable housing policy level issues. Efforts of RAC include the Access to Resources and Opportunity (ARO) resident services redesign, and emergency preparedness.

RAC co-chair, Nikiea Pankey reported to the Board of Commissioners that during the past year, the RAC worked on strategic planning initiatives and a grievance survey (property management research survey). The RAC initiated the grievance following public comment provided by residents of The Yards related to community safety. Yards residents requested improved security measures. Additionally, Yards residents and Portland Tenants United requested increased transparency in selection of third party property management agencies. They also requested a grievance process like that offered to Home Forward public housing participants. RAC members researched practices for engaging third party property management agencies and found that many housing authorities struggled with aligning values.

Francessca Lee, RAC member, added that in their research that many residents did not know their grievance rights. They also identified that residents may fear retaliation often precluding them from seeking resolution. Home Forward, operates a grievance process accessible to public housing participants, which entails a multi-step process that Lee described. The RAC identified that third party property management agents do not offer a grievance process. Additionally, the RAC advocated for adopting trauma informed care practices in its approach to developing grievance processes for other participants.

Resident Commissioner, TomiRene Hettman, concluded the report noting that RAC identified two improvement areas:

- 1) Explore a relationship with Community Alliance of Tenants to organize focus groups of third-party property managed participants.
- 2) Establish a strategic planning group composed of RAC members, Home Forward staff, resident services, and property management to review progress and challenges.

In closing, Commissioner TomiRene Hettman shared an inspirational quote.

Vice Chair Damien Hall thanked RAC members for their thorough report and appreciated their perspective of not assuming negative intent and that all involved parties are trying to do right by Home Forward and its participants.

Commissioner Richard Anderson thanked RAC members for their research and a meaningful and distilled information.

Commissioner Matthew Gebhardt thanked RAC members for taking a leading role in how to obtain honest feedback.

Chair Miki Herman thanked RAC members for their comprehensive report and for reaching out to other housing authorities across the country. She agreed with Commissioner Hettman and requested Home Forward staff to provide a quarterly update on these efforts to the Board of Commissioners. Chair Herman said it is important that residents feel safe, valued and heard.

#### **Resolution 19-10-04 Authorize a Contract Amendment for Professional Design Services the Redevelopment of Dekum Court**

Jonathan Trutt requested the Board of Commissioners to authorize Home Forward to execute a contract for professional design services with Lever Architecture for the design and engineering of a new multi-family development at the Dekum Court public housing site. He went onto say this ask is in the setting of a bond measure passed in 2018 to increase access to affordable housing. Dekum Court redevelopment represents a Phase 1 project in the efforts of this bond.

Dekum Court is located in North Portland at the corner of NE 27<sup>th</sup> and NE Saratoga sited on 5 acres. At present, the site only offers 40 homes. In addition, this site is near Faubion Elementary School.

Metro allocated approximately \$23 million dollars to Home Forward toward this Phase 1 effort. At its completion, redevelopment will offer 200 homes. Home Forward commits to existing residents in relocation. The resolution presented reviewed by the READ committee.

Treasurer Jenny Kim asked what the anticipated architectural fee to be. Trutt estimated costs to be \$2-\$3 million total in architectural fees.



Commissioner Richard Anderson asked if Home Forward built the original site. Jonathan Trutt answered that Home Forward built the site in 1971.

There being no further questions, Chair Miki Herman requested a motion to approve the resolution. Commissioner Matthew Gebhardt moved to approve the resolution and Commissioner Richard Anderson seconded the motion.

The vote was as follows:

Chair Miki Herman—Aye  
Vice Chair Damien Hall—Aye  
Treasurer Jenny Kim—Aye  
Commissioner Richard Anderson —Aye  
Commissioner Matthew Gebhardt—Aye  
Commissioner TomiRene Hettman—Aye

#### ADJOURN

There being no further business, Chair Miki Herman adjourned the meeting at 7:00 PM.

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

ADOPTED: NOVEMBER 19, 2019

Attest:

Home Forward:

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Michael Buonocore, Secretary

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Mary Ann Herman, Chair

# CONSENT CALENDAR



**MEMORANDUM**

To:	Board of Commissioners	Date:	November 19, 2019
From:	Jonathan Trutt, Director, Development and Community Revitalization 503.802.8507	Subject:	Authorize the Submission of 4% Low Income Housing Tax Credits and Funding Applications for 85 Stories Group 7 Resolution 19-11-01
	Theresa Auld, Development Finance Manager 503.802.8510		

The Board of Commissioners (“the Board”) is requested to approve a resolution authorizing the Executive Director, and/or any designee of the Executive Director, to execute and deliver such documents as may be required to enable Home Forward to submit to Oregon Housing and Community Services (“OHCS”) applications for 4% Low Income Housing Tax Credits (“LIHTC”) and all other potential OHCS funding resources, including but not limited to Weatherization Grants, Oregon Affordable Housing Tax Credits (OAHTC) and lottery-backed bond funds, for our 85 Stories Group 7 development.

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

85 Stories is the large-scale preservation effort of our public housing portfolio, located throughout Multnomah County. These multi-family housing buildings have operated as public housing for years. The existing public housing subsidy and regulations significantly restricted our options to finance needed repairs. The preservation effort consists of converting our public housing portfolio to a Section 8-based subsidy stream, performing critical rehabilitation where needed.

Home Forward has already converted 1,446 public housing units at the following properties:

- Gallagher Plaza and Northwest Tower and Annex (also known as 85 Stories Group 1)
- Hollywood East and Sellwood Center (also known as 85 Stories Group 2)
- Martha Washington Apartments, The Jeffrey, Bud Clark Commons, Madrona Place, Rockwood Station and Fairview Oaks and Woods (also known as 85 Stories Group 3)
- New Columbia, Humboldt Gardens and Stephens Creek Crossing (also known as 85 Stories Group 4)
- Bel Park, Camelia Court, Eliot Square, Maple Mallory, Schrunck Riverview Tower, Tamarack Apartments and Winchell Court (also known at 85 Stories Group 5)
- Alderwood, Floresta, Harold Lee Village, Hunter's Run, Medallion Apartments, Powellhurst Woods, Tillicum North, Tillicum South and Williams Plaza (also known as 85 Stories Group 6)

Since 2007, it has been a stated goal of Home Forward to reposition our existing portfolio of rental housing in order to preserve our ownership of existing units, improve the physical and financial condition of the portfolio, and to continue to serve households living with low and extremely low incomes. Over time, the Board has acted to authorize a variety of strategies and tactics aimed at accomplishing our broader goals. The table below illustrates a few of these prior authorizations.

Initiative	Description of Initiative and Goals	BOC Action
<b>Public Housing Preservation Initiative</b>	<ul style="list-style-type: none"> <li>• Replace units that are inherently inefficient to operate with more efficient housing stock.</li> <li>• Address unmet and unfunded capital needs across the portfolio.</li> <li>• Bring back unused public housing subsidy or “banked” units to increase the current public housing supply</li> </ul>	Resolution: 07-07-02, July 2007
<b>Conversion or Subsidy Change (Section 18 process combined with new project</b>	<ul style="list-style-type: none"> <li>• Affirmed the prior preservation goals</li> <li>• Increase the level of federal subsidy to a point viable to maintain our portfolio of rental housing that serves low-income households.</li> <li>• Home Forward will continue to own or control each of the properties involving these units.</li> </ul>	Resolutions: 09-01-03, January 2009; 11-03-02, March 2011

<b>based vouchers)</b>	<ul style="list-style-type: none"> <li>Existing residents will see no practical regulatory impact and will be held harmless financially as a result of this change of subsidy.</li> </ul>	
<b>American Recovery and Reinvestment Act (ARRA)</b>	<ul style="list-style-type: none"> <li>Accepted \$9,733,309 in ARRA funds for the preservation of existing family public housing projects and the creation of Haven.</li> </ul>	Resolutions: 09-04-01, April 2009; 09-06-02, June 2009
<b>Local Blended Subsidy</b>	<ul style="list-style-type: none"> <li>Local operating subsidy initiative designed to blend public housing and Section 8 resources into a single program for the purpose of creating reasonable and reliable operating support.</li> </ul>	Resolution: 10-12-02, December 2010
<b>HOPE VI Redevelopment of Hillside Terrace</b>	<ul style="list-style-type: none"> <li>Won a HOPE VI grant to leverage the redevelopment of Hillside Terrace, the remaining severely distressed public housing property suitable for razing and redeveloping.</li> </ul>	Resolution: 11-06-10, June 2011
<b>Rental Assistance Demonstration (RAD)</b>	<ul style="list-style-type: none"> <li>Affirmed the prior preservation goals</li> <li>Converts existing public housing to either Project-based Voucher or Project-based Rental Assistance</li> <li>Supports basic real estate development, finance and management concepts</li> </ul>	Resolutions: 13-12-09, December 2013; 15-07-01, July 2015; 16-10-05, October 2016

85 Stories Group 7 is the subject of this resolution, which consists of 311 public housing units and 45 existing RAD units (at Madrona Place) at the following properties:

- Carlton Court
- Celilo Court
- Dahlke Manor
- Demar Downs
- Eastwood Court
- Fir Acres
- Madrona Place (converted via RAD in 2017)
- Stark Manor
- Townhouse Terrace

The next step will be to submit an application for 4% LIHTC, which are noncompetitive, and can be applied for at any time. Based on a scheduled construction start in the fall of 2020, we anticipate submitting 4% LIHTC application materials to Oregon Housing and Community Services (OHCS) next month. The 4% LIHTC is critical for leveraging sufficient capital for this development. The risks associated with pursuing this award include (1) the reality that leveraging outside capital is dependent on the state of financial markets and (2) the assumption that Home Forward will be able to attract lenders and investors to the project. These risks are mitigated by Home Forward's strong history of attracting outside capital, and Home Forward's experience successfully operating and asset managing LIHTC housing. Home Forward possesses the internal capacity to write a 4% LIHTC application and to manage our role in this development process.

Multiple funding partners have expressed interest in working on 85 Stories Group 7. We will publish a Request for Proposals for investor and lender proposals to encourage competitive terms and pricing. We anticipate selecting financial partners in the first quarter of 2020.

OHCS makes other funding resources available which Home Forward anticipates pursuing in addition to the noncompetitive 4% LIHTC. For example, Home Forward applied for and received an allocation of OAHTC and lottery-backed bonds 85 Stories Group 6. These competitive resources, along with 4% LIHTC, debt, and Home Forward investment will generate the sources of funding for the project.

The budget for development of 85 Stories Group 7 is approximately \$93 million, of which LIHTC equity is expected to provide \$30 million.



## RESOLUTION 19-11-01

RESOLUTION 19-11-01 AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE AND DELIVER SUCH DOCUMENTS RELATED TO THE SUBMISSION OF APPLICATIONS TO THE STATE OF OREGON HOUSING AND COMMUNITY SERVICES DEPARTMENT (“OHCS”) SEEKING RESOURCES INCLUDING BUT NOT LIMITED TO LOW INCOME HOUSING TAX CREDITS FOR THE PRESERVATION AND REHABILITATION OF 356 UNITS OF HOUSING TO BE OWNED BY CENTRAL GROUP LIMITED PARTNERSHIP AND AUTHORIZING HOME FORWARD OFFICIALS TO EXECUTE DOCUMENTS RELATED TO FUNDS AWARDED BY OHCS FOR CARLTON COURT, CELILO COURT, DAHLKE MANOR, DEMAR DOWNS, EASTWOOD COURT, FIR ACRES, MADRONA PLACE, STARK MANOR, AND TOWNHOUSE TERRACE, ALSO KNOWN AS 85 STORIES GROUP 7

**WHEREAS**, Home Forward is a public body corporate and politic of the State of Oregon and is empowered by ORS 456.005 to 456.725 (“Housing Authority Laws”) to purchase any real property and to accept grants, loans or any other form of financial assistance from any source public or private for the purpose of developing a housing project; and

**WHEREAS**, Home Forward seeks to encourage the provision of long term housing for low-income persons residing in the City of Portland (“City”); and

**WHEREAS**, Home Forward has long acknowledged the need to rehabilitate Carlton Court, Celilo Court, Dahlke Manor, Demar Downs, Eastwood Court, Fir Acres, Madrona Place, Stark Manor, and Townhouse Terrace for the benefit of residents and the surrounding community, to improve the quality of Home Forward’s traditional public housing stock and to provide housing and supportive service opportunities for Home Forward’s residents; and

**WHEREAS**, Home Forward stands ready to proceed by having the capacity, experience and ability to complete the successful rehabilitation of Carlton Court, Celilo Court, Dahlke Manor, Demar Downs, Eastwood Court, Fir Acres, Madrona Place, Stark Manor, and Townhouse Terrace; and

**WHEREAS**, Section 456.135 of the Oregon Revised Statutes provides that an authority may

delegate to one or more of its agents or employees such powers or duties as it deems proper;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Commissioners of Home Forward authorizes and directs the Executive Director, or his designee, to execute and deliver such documents related to the submission of applications to the State of Oregon Housing and Community Services (OHCS) seeking resources including but not limited to Low Income Housing Tax Credits (LIHTC), Oregon Affordable Housing Tax Credits (OAHTC), Lottery-Backed Bonds (LBB), and General Housing Account Program (GHAP) for the preservation and rehabilitation of 356 units of housing to be owned by Central Group Limited Partnership, of which Home Forward will be the General Partner, and authorizes the Executive Director, or his designee, to execute any document related to the submission of applications to OHCS for Carlton Court, Celilo Court, Dahlke Manor, Demar Downs, Eastwood Court, Fir Acres, Madrona Place, Stark Manor, and Townhouse Terrace, also known as 85 Stories Group 7.

**ADOPTED: NOVEMBER 19, 2019**

**Attest:**

**Home Forward:**

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Michael Buonocore, Secretary

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Mary Ann Herman, Chair





## MEMORANDUM

To: Board of Commissioners

Date: November 19, 2019

From: Celeste King, Manager  
Procurement and Contracts  
503.802.8541

Subject: Adoption of Findings based on the  
report of the Hearings Officer and  
approval of an exemption from  
competitive bidding for the Metro  
Center Housing Project  
Resolution 19-11-02

The Contract Review Board is requested to consider and adopt findings on a proposed exemption from competitive bidding for the Metro Center Housing Project. 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 construction contract from the standard bid process.

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

In November 2017, voters in Portland Community College's ("PCC") service area passed a \$185 million bond to address repairs, modernization of certain PCC facilities. PCC's Metropolitan Workforce Training Center, located at the intersection of NE 42nd Avenue and NE Killingsworth Street in Portland, will be redeveloped using these funds. This project is expected to be catalytic for the Cully and Concordia neighborhoods, and PCC acknowledges the need for increased housing options in the area.

Because Home Forward and Portland Community College ("Parties") share the goals of (1) expanding stable housing opportunities for low-income households; (2) improving such households' earning potential; and (3) assisting qualified Home Forward residents and

rental assistance recipients in enrolling in job skills programs to improve their employment options, the Parties will execute a Memorandum of Understanding (“MOU”) in the first quarter of 2020.

The MOU will outline the terms of a collaboration that will deliver a new training center (“Metro Center”) and approximately 100 affordable housing units (“Metro Center Housing”), and will commit PCC, the owner of the site, to making an appropriate amount of the approximately three-acre site available to Home Forward through a 99-year land lease with an option to extend. PCC will be the developer of Metro Center and Home Forward will be developer of Metro Center Housing. The housing will be financed with Low Income Housing Tax Credits (“LIHTC”), private activity bonds, and other sources yet to be determined. It will be subject to income restrictions typical of LIHTC developments. Although there will be no specific set-aside for PCC students, Home Forward will work closely with PCC to maximize affordable housing opportunities for its students on the site.

A development plan process coordinated with PCC’s Office of Capital Planning & Construction will be followed by traditional design services for Metro Center Housing, from conceptual design through construction completion. Following the development plan phase, teams will proceed separately with design, pre-construction, and construction of the two projects. Close coordination will be required on issues related to site development, public and private utilities, public works, and construction phasing and staging. A coordinated community outreach effort will be conducted with PCC and the Architects of Metro Center and Metro Center Housing.

Both Home Forward’s public contracting rules and Oregon Revised Statutes (ORS) require findings justifying the exemption from traditional low- 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 November 1, 2019, public hearing to receive testimony on the findings in support of an exemption was published in the Daily Journal of Commerce on October 18, 2019. No public testimony was received at this Hearing. A copy of the draft findings, public notice and Hearings Officer’s Report are attached.

Home Forward staff recommend the Board adopt the findings and authorize an exemption from competitive bidding, allowing the Metro Center Housing Project, to utilize the Construction Manager/General Contractor (CM/GC) procurement method and associated contract.



## RESOLUTION 19-11-02

### RESOLUTION 19-11-02 ADOPTS THE FINDINGS, GRANTS AN EXEMPTION FROM COMPETITIVE BIDDING AND ALLOWS THE USE OF THE CONSTRUCTION MANAGER/GENERAL CONTRACTOR (CM/GC) ALTERNATIVE CONTRACTING METHOD FOR THE METRO CENTER HOUSING PROJECT

**WHEREAS**, Home Forward and Portland Community College (“Parties”) will execute a Memorandum of Understanding (“MOU”) in the first quarter of 2020. The MOU will outline the terms of a collaboration that will deliver of a new training center (“Metro Center”) and approximately 100 affordable housing units (“Metro Center Housing”), and will commit PCC, the owner of the site, to making an appropriate amount of the approximately three-acre site available to Home Forward through a 99-year land lease with an option to extend. PCC will be the developer of Metro Center, Home Forward will be developer of Metro Center Housing. The housing will be financed with Low Income Housing Tax Credits (“LIHTC”), private activity bonds, and other sources yet to be determined. It will subject to income restrictions typical of LIHTC developments and there will be no set-aside for PCC students. The anticipated construction budget is \$24 million; and

**WHEREAS**, State of Oregon contracting laws and Home Forward Public Procurement Rules allow construction projects to utilize the alternative procurement method known as the Construction Manager/General Contractor (CM/GC) if, after a public hearing at which public comment is accepted, the Commission, acting as the local contract review board, adopts findings in support of such action; and

**WHEREAS**, draft findings were prepared detailing the advantages of utilizing the CM/GC contracting method for the Metro Center Housing Project. These findings include that utilizing the CM/GC method for this construction project is unlikely to encourage favoritism and will likely result in cost savings and other public benefits; and

**WHEREAS**, a public hearing was held on November 1, 2019 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 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 an exemption from competitive bidding, allowing the use of the CM/GC alternative contracting method for Metro Center Housing Project.

**ADOPTED: NOVEMBER 19, 2019**

**Attest:**

**Home Forward:**

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Michael Buonocore, Secretary

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Mary Ann Herman, Chair



## **HEARING OFFICER REPORT**

### **AS REQUIRED BY HOME FORWARD ORS 279C.330 AND ORS 279C.335**

#### **REGARDING**

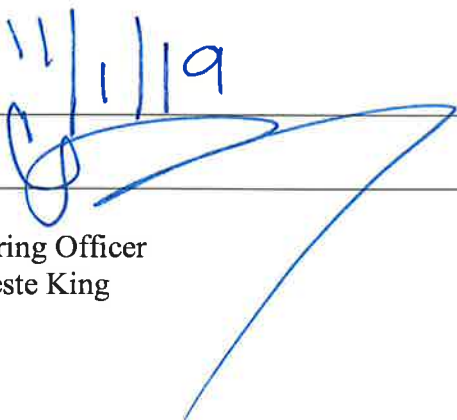
#### **Exemption from competitive bidding requirements for a CM/GC contract related to the Metro Center Housing Project.**

As required by ORS 279C.330 and ORS 279C.335, the undersigned duly appointed Hearing Officer convened a public hearing at 9:30 a.m., on November 01, 2019 at 135 SW Ash, 5<sup>th</sup> 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 CM/GC contract related to the Metro Center Housing Project. An affidavit of the due Publication of the Notice of Public Hearing is attached.

On October 18, 2019, Home Forward issued a notice of the public hearing and made the proposed findings available to the public. The findings were also made available at the hearing.

Dated:

Attested:

11/1/19  
  
\_\_\_\_\_  
\_\_\_\_\_  
Hearing Officer  
Celeste King

AFFIDAVIT OF PUBLICATION

# DJC



921 S.W. Washington St. Suite 210 / Portland, OR 97205-2810  
(503) 226-1311

STATE OF OREGON, COUNTY OF MULTNOMAH--ss.

I, **Michelle Ropp**, being first duly sworn, depose and say that I am a **Principal Clerk** 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**

**METRO CENTER HOUSING PROJECT**

**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:

10/18/2019

State of Oregon  
County of Multnomah

SIGNED OR ATTESTED BEFORE ME  
ON THE **18th** DAY OF **October**, 2019

  
\_\_\_\_\_  
**Michelle Ropp**

  
\_\_\_\_\_  
**Selah Michele Farmer**

Notary Public-State of Oregon



**Pete Garcia**  
**Home Forward**  
135 SW Ash St  
Portland, OR 97204-3540



**METRO CENTER HOUSING PROJECT  
NOTICE OF PUBLIC HEARING**

In accordance with ORS 279C.335(3),  
a public hearing will be held at:

9:30 a.m., PST  
November 1, 2019  
Metolius Room - 5th floor  
135 SW Ash Street  
Portland, OR 97204

For the purpose of taking public  
comments on an exemption from  
competitive bidding requirements for a  
CM/GC contract related to the Metro  
Center Housing project.

Draft findings are available at the  
offices of Home Forward:

135 SW Ash Street  
Portland, OR 97204  
Procurement and Contracts Department,  
5th Floor

8:30 a.m. to 5:00 p.m.,  
Monday through Friday  
Call (503) 802-8562 for  
further information

Published Oct. 18, 2019. 11805834

Order No.: 11805834  
Client Reference No:

**Findings – Exemption**  
**Metro Center Housing Project**

***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:

- a. How many persons are available to bid;
- b. The construction budget and the projected operating costs for the completed public improvement;
- c. Public benefits that may result from granting the exemption;
- d. Whether value engineering techniques may decrease the cost of the public improvement;
- e. The cost and availability of specialized expertise that is necessary for the public improvement;
- f. Any likely increases in public safety;
- g. Whether granting the exemption may reduce risks to the contracting agency or the public that are related to the public improvement;
- h. Whether granting the exemption will affect the sources of funding for the public improvement;

- i. 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;
- j. Whether granting the exemption will better enable the contracting agency to address the size and technical complexity of the public improvement;
- k. Whether the public improvement involves new construction or renovates or remodels an existing structure;
- l. Whether the public improvement will be occupied or unoccupied during construction;
- m. Whether the public improvement will require a single phase of construction work or multiple phases of construction work to address specific project conditions; and
- n. 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**

In November 2017, voters in Portland Community College’s (“PCC”) service area passed a \$185 million bond to address repairs, modernization of certain PCC facilities. PCC’s Metropolitan Workforce Training Center, located at the intersection of NE 42nd Avenue and NE Killingsworth Street in Portland, will be redeveloped using these funds. This project is expected to be catalytic for the Cully and Concordia neighborhoods, and PCC acknowledges the need for increased housing options in the area.

Because Home Forward and Portland Community College (“Parties”) share the goals of (1) expanding stable housing opportunities for low-income households; (2) improving such households’ earning potential; and (3) assisting qualified Home Forward residents and rental assistance recipients in enrolling in job skills programs to improve their employment options, the Parties will execute a Memorandum of Understanding (“MOU”) in the first quarter of 2020.

The MOU will outline the terms of a collaboration that will deliver of a new training center (“Metro Center”) and approximately 100 affordable housing units (“Metro Center Housing”), and will commit PCC, the owner of the site, to making an appropriate amount of the approximately three-acre site available to Home Forward through a 99-year land lease with an option to extend. PCC will be the developer of Metro Center, Home Forward will be developer of Metro Center Housing. The housing will be financed with Low Income Housing Tax Credits (“LIHTC”), private activity bonds, and other sources



yet to be determined. It will subject to income restrictions typical of LIHTC developments and there will be no set-aside for PCC students.

A development plan process coordinated with PCC's Office of Capital Planning & Construction will be followed by traditional design services for Metro Center Housing, from conceptual design through construction completion. Following the development plan phase, teams will proceed separately with design, pre-construction, and construction of the two projects. Close coordination will be required on issues related to site development, public and private utilities, public works, and construction phasing and staging. A coordinated community outreach effort will be conducted with PCC and the Architects of Metro Center and Metro Center Housing.

As a public agency, Home Forward is subject to Oregon Revised Statutes Chapter 279. The redevelopment of Metro Center Housing will benefit from the use of an alternative contracting process that employs a proposal-based selection. Evaluation criteria for developments at this scale—the anticipated construction budget is \$24 million—are broad and varied. In addition to a demonstrated ability to bond appropriately and be cost competitive, contractors will be evaluated on their plans to:

- Support the core values of the bond framework;
- Maximize economic participation through target business utilization;
- Implement the City of Portland's Workforce Training & Hiring Program requirements;
- Construct the new housing units well, quickly, and in a manner that supports investors' green building protocols;
- Provide exceptional pre-construction services and project controls;
- Operate a safe and secure job site; and
- Coordinate and communicate effectively with project stakeholders, neighbors and the neighborhood

For these and related reasons detailed below, Home Forward Procurement and Development staff recommend an 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 request for proposals ("RFP") process for selecting a contractor falls within the purview of ORS 279C.335(2) because the process is competitive and a contractor will be selected based on both price and ability to best complete the project. The qualifications-based RFP approach is widely used and recognized as one of the preferred alternative approaches where, as here, the project is technically complex, time-constrained, and includes rigorous equity goals. In addition, projects that are time-constrained and have difficult site conditions are often targeted for

a qualifications-base RFP process rather than the competitive bid process due to complex coordination intricacies. Home Forward anticipates using a one-step RFP process for this solicitation, contracting with a general contractor who will be responsible for both pre-construction and construction activities.

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 service-disabled veteran-owned business owners and emerging small businesses ("COBID") 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 COBID and Section 3 businesses for subcontracting opportunities. Home Forward anticipates meeting Home Forward's aspirational goals that range from of 20% to 22% participation depending on contract amount by COBID 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 service-disabled veteran-owned business owners, emerging small businesses and Section 3 businesses.

In addition, Home Forward will form an evaluation committee 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 contracts pursuant to an exemption will result in substantial cost savings and other substantial benefits to Home Forward.

*a. 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.

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

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 project is primarily from LIHTC's, private activity bonds, and other sources yet to be determined. 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.

*c. 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 COBID 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 COBID and Section 3 businesses and significant participation of apprentices is enhanced by use of either the design-build or the CM/GC alternative process.

*d. 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.

*e. 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.

*f. 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.

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

Construction of the project will be funded primarily by LIHTC, private activity bonds, and other sources yet to be determined. The exemption will have no effect on this funding source.

*h. 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.

- i. 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 this project will be complex due to equity contracting goals, tight budget parameters, the urban site, and the necessity for a highly effective construction safety and mitigation plan. The contractor will be required to perform work daily in accordance with a schedule that meets contract deadlines driven by financing and the needs of neighbors. Selection of a contractor 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 COBID 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.

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

As discussed above, this project is replacement of 40 public housing units that will be combined with new construction of approximately 160 units for a total of 200 units and associated active space. Because of the size of the project, some work may be identified as “early work” which can shorten the overall construction period and therefore overall costs. The CM/GC method is better than the traditional competitive bid method in pursuing “early work” due to the CM/GC contractor’s early participation on the development team. This allows the identification and implementation of “early work” opportunities in a timely manner.

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.

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

PCC will allocate to Home Forward, an appropriate amount of the approximately 3 acre site for this new construction project.

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

As discussed above, the project will benefit from a phased approach. A contractor will identify opportunities for “early work” bid packages during the pre-construction phase.

b. 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.

c. Funding sources.

Construction of this project will be funded primarily with LIHTC's, private activity bonds, and other sources yet to be determined at \$24 million.

**D. 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.

**E. 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.

**F. Recommendation**

A competitive RFP procurement for design-build or CM/GC contractors as outlined above is the preferred contracting option project. 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 this project. 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 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.



## MEMORANDUM

To:	Board of Commissioners	Date:	November 19, 2019
From:	Jonathan Trutt, Director, Development and Community Revitalization 503.802.8507  Michael Fu, Project Manager, Development and Community Revitalization 503.802.8499	Subject:	Authorize Design Amendment to Walsh Construction Company Design/Build Services Contract for the Renovation of the Dahlke Manor Apartments-Group 7 Resolution 19-11-03

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The Board of Commissioners is requested to authorize the Executive Director or his designee to execute an amendment to the design/build contract between Home Forward and Walsh Construction Co. for the design phase at the Dahlke Manor Apartments. The design team of Peter Meijer Architect, PC and Salazar Architect are Walsh Construction Co.'s design subcontractors.

Physical improvements to the Dahlke Manor Apartments supports the current Strategic Plan's One Portfolio Objective by using financing to leverage funds for the preservation of affordable housing.

Home Forward's preservation strategy is to preserve and rehabilitate the existing 115 public housing apartments at this property through significant capital investment. This investment will decrease maintenance costs and improve safety and residents' quality of life.

The Dahlke Manor Apartments is one property within Group 7 of 85 Stories. Financing for all properties in Group 7 will utilize 4% Low Income Housing Tax Credits, tax exempt bonds and Home Forward equity.

In May 2019, the Home Forward Board of Commissioners authorized the design-build contract with Walsh Construction Co (Resolution 19-05-03) to begin the programming phase for the renovation of the Dahlke Manor Apartments. The value of the initial authorization for programming was \$93,750. The value of this authorization is \$1,353,939 to support full design services. The design services phase will generate construction documents and coordinate permitting and bidding activities so that a GMP (Guaranteed Maximum Price) can be established for the construction work at the Dahlke Manor Apartments. After the design phase, staff anticipates a subsequent board resolution in the third quarter of 2020 to authorize the GMP for the full construction phase, which is currently estimated at \$14,000,000.



## RESOLUTION 19-11-03

**RESOLUTION 19-11-03 AUTHORIZES THE EXECUTIVE DIRECTOR OR HIS DESIGNEE TO EXECUTE A DESIGN AMENDMENT TO THE DESIGN/BUILD SERVICES CONTRACT WITH WALSH CONSTRUCTION CO. FOR THE DAHLKE MANOR APARTMENTS**

**WHEREAS**, Dahlke Manor, a 115 unit, nine story apartment building a located in northeast Portland are in need of major system repairs and other renovations; and

**WHEREAS**, Home Forward Board of Commissioners previously authorized the submission of the Section 18 Disposition applications for the Dahlke Manor Apartments; and

**WHEREAS**, Home Forward previously under took a formal competitive process for design/build services for the renovation of the Dahlke Manor Apartments and selected Walsh Construction Co.; and

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

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

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Commissioners of Home Forward hereby authorizes the Executive Director, or his designee, to execute the design amendment to the design/build contract with Walsh Construction Co. in the amount not to exceed \$1,353,939, for full design services for the Dahlke Manor Apartments.

**ADOPTED: NOVEMBER 19, 2019**

**Attest:**

**Home Forward:**

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Michael Buonocore, Secretary

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Mary Ann Herman, Chair

# STAFF REPORTS

**Procurement & Contracts Department  
MONTHLY CONTRACT REPORT  
Contracts Approved 09/01/19 - 10/31/19**

PUBLIC IMPROVEMENT  
(CONSTRUCTION & MAINTENANCE SERVICES)

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2255	0	Walsh Construction Co.	\$ 93,750.00	Design Build for Dahlke Manor - programming phase only	DCR	9/3/2019	1/31/2022
C2255	0	Walsh Construction Co.	\$ -	Design Build for Dahlke Manor - amendment to add builder's risk and waivers of subrogation	DCR	10/8/2019	1/31/2022
C2313	0	Cascade Radon Inc.	\$ 7,995.00	Radon mitigation at Carlton Court	DCR	10/8/2019	12/31/2019
C2320	0	Cascade Radon Inc.	\$ 11,930.00	Radon mitigation at Eastwood Court	DCR	10/8/2019	12/31/2019
C2344	0	KO Construction	\$ 7,880.00	Installation of supportive blocking and siding at Carlton Court and Eastwood Court	DCR	10/10/2019	12/31/2019
C2341	0	Professional Floorcovering Installations	\$ 29,825.00	Ruth Haeffner lobby floor replacement project	Property Management	10/11/2019	2/28/2019
C2336	0	Kennedy Restoration	\$ 37,219.83	Restoration services at BCC	Property Management	10/29/2019	12/31/2019
<b>Subtotal</b>			<b>\$ 188,599.83</b>				<b>7</b>

GOODS & SERVICES

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2330	0	USA Mechanical	\$ 15,084.00	HVAC maintenance at BCC	Property Management	9/17/2019	10/31/2020
C2347	0	G&R Painting Company	\$ 200,000.00	On-Call Painting Services	Property Management	10/17/2019	10/7/2024
C2348	0	Pacific Paint Northwest	\$ 200,000.00	On-Call Painting Services	Property Management	10/17/2019	10/7/2024

C2349	0	Bridge City Contracting	\$ 200,000.00	On-Call Painting Services	Property Management	10/17/2019	10/7/2024
C2350	0	DocuSign	\$ 8,552.50	Electronic document signing	Procurement	10/18/2019	10/15/2020
C2354	0	Legacy Wireless Services	\$ 6,000.00	Cable and conduit installation at Schrunck Roof	DCR	10/18/2019	2/1/2020
C2325	0	IRS Environmental	\$ 2,150.00	Additional asbestos abatement at madrona	DCR	10/22/2019	12/31/2019
C2358	0	NW Enforcement	\$ 700.00	Security services at Ruth Haefner	Property Management	10/22/2019	11/22/2019
C2355	0	Signal 88 Security	\$ 645.00	Security services at Celilo Court	Property Management	10/23/2019	12/31/2019
<b>Subtotal</b>			<b>\$ 633,131.50</b>				<b>9</b>

PERSONAL SERVICE CONTRACTS

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2323	0	Great Northwest Environmental	\$ 350.00	Asbestos testing at Gretchen Kafoury	DCR	8/20/2019	2/15/2020
C2333	0	Background Investigations, inc	\$ 16,000.00	Tenant screening services, extending contract C1476, new contract because it'd be over 5 years; vendor choice allowed per BFF rule 46-0340	Property Management	9/10/2019	4/30/2020
C2331	0	Community Design Partners	\$ 25,000.00	Meeting facilitation, coaching, process improvement and the co-creation of measures it assist with the implementation of Family Centered Coaching.	Community Services	9/11/2019	8/31/2020
C2332	0	Great Northwest Environmental	\$ 5,740.00	Asbestos monitoring at Madrona	DCR	9/13/2019	12/31/2019
C2339	0	Elevator Consulting Services	\$ 15,800.00	Consulting and project management for NMW elevator modernization	DCR	9/26/2019	12/31/2020
C2353	0	WDY	\$ 25,000.00	Structural engineering services at Headwaters apartments	DCR	10/21/2019	6/15/2020
C2359	0	Mayer/Reed	\$ 12,066.00	Landscape architecture at BCC	Asset Management	10/25/2019	4/30/2020
<b>Subtotal</b>			<b>\$ 99,956.00</b>				<b>7</b>



PROFESSIONAL SERVICE CONTRACTS (A&E)

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2337	0	Gill Group, Inc.	\$ 73,850.00	CNA for Carlton, Celilo, Dahlke, Demar Downs, Eastwood, Fir Acres, Madrona, Stark Manor, Townhouse Terrace for the RAD e-tool CNA submittal	DCR	9/27/2019	3/31/2020
C2340	0	MWA Architects	\$ 18,200.00	architectural services for Richmond Place	DCR	10/3/2019	7/31/2020
C2345	0	DCI Engineers	\$ 10,400.00	structural opinion at Dahlke Manor, Williams Plaza, and Holgate House.	DCR	10/7/2019	10/6/2020
C2352	0	PBS Engineering & Environmental, Inc.	\$ 7,600.00	Environmental Site Assessment at Fountain Place	DCR	10/21/2019	12/31/2019
<b>Total</b>			<b>\$ 110,050.00</b>				<b>4</b>

AMENDMENTS TO EXISTING CONTRACTS

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C1719	23	O'Neill/Walsh Community Builders	\$ 117,451.00	GMP Amendment CO #21 - grand avenue apartments	DCR	9/3/2019	2/17/2020
C1939	11	KASA Architects, inc	\$ 48,160.00	Additional services at Tamarack	DCR	9/3/2019	2/11/2020
C1960	8	LMC, Inc.	\$ 203,335.82	Change order for teal 2	DCR	9/3/2019	3/16/2020
C1964	8	LMC, Inc.	\$ 172,041.68	Amendment for Schunk Tower Development, scope change	DCR	9/3/2019	3/16/2020
C2092	2	Lorentz Bruun Construction	\$ 267,350.49	Fountain place design acceleration amendment	DCR	9/3/2019	3/30/2020
C2126	7	LMC, Inc.	\$ 17,566.45	Schunk Tower maintenance, CO, misc changes	DCR	9/3/2019	2/28/2020
C2302	1	The Door Works Co.	\$ 5,329.00	Replace 12 new doors at NW Tower; amended scope	Property Management	9/5/2019	12/31/2019

C2152	1	Peregrine Relocations	\$ 40,016.70	Resident Relocation Services at Medallion and Williams Plaza; Change Order #2	DCR	9/6/2019	6/30/2020
T1509	4	Columbia West Engineering	\$ 3,302.00	On Call Special Inspection Services, IRFB 10/7-267, Add funds	DCR	9/10/2019	12/31/2019
C1968	8	Pacific Pro Services	\$ 7,480.00	Appliance relocation at Powellhurst	DCR	9/10/2019	10/30/2020
C1909	1	Novogradac & Co LLP	\$ -	Extending duration for on-call financial consulting	DCR	9/16/2019	8/31/2022
C1940	14	MWA Architects Inc	\$ 6,400.00	Additional electrical engineering and design at Schunk	DCR	9/16/2019	5/31/2020
C2017	2	Family Essentials	\$ 10,000.00	Build and maintain partnerships with WorkSystems and NextGen; provide coaching and counseling to participants of NextGen; amended scope	Community Services	9/16/2019	6/30/2020
C2299	2	Robert Half International	\$ 7,180.80	Temp position: A/R specialist; extend duration	FAAM	9/16/2019	10/15/2019
C2221	1	Reliant Search	\$ 30,000.00	On-call Temporary Labor Staffing Firms & Direct Hire Recruiters; amended to add funds	DBS-HR	9/17/2019	4/30/2022
C1998	2	Megan Ashlock	\$ 10,000.00	Harvest Share program coordinator managing the New Columbia Youth Empowerment Program (YEP)	Community Services	9/18/2019	12/31/2019
C1719	24	O'Neill/Walsh Community Builders	\$ 74,370.00	GMP Amendment CO #23 - grand avenue apartments	DCR	9/24/2019	2/17/2020
C2230	1	AKS Engineering & Forestry, LLC	\$ 15,500.00	Additional surveying services for Powell	DCR	9/25/2019	12/31/2022
C2240	2	Geotechnical Resources, Inc. (GRI)	\$ 25,000.00	Additional infiltration testing and laboratory analysis at 3000 SE Powell	DCR	9/25/2019	12/31/2021
C1738	5	KPFF Consulting Engineers	\$ 2,000.00	WPCF permit for all Home Forward's UICs; amended scope for additional comments	DCR	9/26/2019	11/30/2019
C1968	9	Walsh Construction Co.	\$ 164,349.00	Williams CO #3, amending scope	DCR	9/27/2019	10/30/2020
C2225	1	Summit Reconstruction		Deck demolition at Richmond Place; amended to add time	DCR	10/1/2019	10/31/2019
C2192	1	Worksystems, Inc.	\$ -	Provides a WorkSource liaison for training and technical assistance to the APN career coach; amended scope	Community Services	10/2/2019	12/31/2019
C1968	11	Walsh Construction Co.	\$ 55,230.00	Medallion CO #2, executed copy was not received by procurement before so this is a later amendment # despite being an earlier CO #.	DCR	10/3/2019	10/30/2020
C1964	9	LMC, Inc.	\$ 33,165.96	Amendment for Schunk Tower Development, scope change	DCR	10/7/2019	3/16/2020

C2126	8	LMC, Inc.	\$ 97,618.74	Schrunk Tower maintenance, CO, misc changes	DCR	10/7/2019	2/28/2020
C2225	2	Summit Reconstruction	\$ 10,000.00	Deck demolition at Richmond Place; amended to add time	DCR	10/7/2019	10/31/2019
C1960	9	LMC, Inc.	\$ 122,993.06	Changer order 8 for teal 2	DCR	10/8/2019	3/16/2020
C1960	10	LMC, Inc.	\$ -	Teal 2, amending to specify prevailing wage determination	DCR	10/8/2019	3/16/2020
C1968	10	Walsh Construction Co.	\$ -	Medallion Williams builder's risk & waivers of subrogation amendment	DCR	10/8/2019	10/30/2020
C1968	13	Walsh Construction Co.	\$ -	Amendment to Medallion/Williams contract to specify prevailing wage determination.	DCR	10/8/2019	10/30/2020
C1968	12	Walsh Construction Co.	\$ 244,738.00	Williams CO #4, amending scope	DCR	10/8/2019	10/30/2020
C2267	1	The Door Works Co.	\$ -	Installation of ADA door operators at Jean's Place; amended to add time	Asset Mgmt	10/8/2019	9/30/2019
C2315	1	Cascade Radon Inc.	\$ 23,805.00	Additional radon mitigation at Stark Manor	DCR	10/8/2019	12/31/2019
C2316	1	Cascade Radon Inc.	\$ 35,555.00	Additional radon mitigation at Townhouse Terrace	DCR	10/8/2019	12/31/2019
C2319	1	Cascade Radon Inc.	\$ 48,450.00	Additonal radon mitagation work at Fir Acres	DCR	10/8/2019	12/31/2019
C2128	1	MercuryPDX	\$ 2,500.00	Mail Service for NMW; amended to add funds	FAAM	10/10/2019	12/31/2019
C1974	2	LMC, Inc.	\$ -	red group, hunter's run, tillicum north, tillicum south; amending to specify prevailing wage determination	DCR	10/11/2019	5/1/2020
C1984	5	LMC, Inc.	\$ -	Teal 1; amending to specify prevailing wage determination	DCR	10/11/2019	3/16/2020
C1994	2	LMC, Inc.	\$ -	Floresta, Powellhurst, Alderwood; amending to specify prevailing wage determination	DCR	10/11/2019	5/1/2020
C2241	1	Bridgewater Group Inc	\$ 4,250.00	ESA Updates, Hazardous Materials Investigation, Radon Engineering, and Soil Vapor Engineering at 3000 SE Powell. - sole source	DCR	10/11/2019	12/31/2021
C2304	1	Regional Arts & Culture Council (RACC)	\$ 2,800.00	1600SF hand-painted mural at Schrunk; amended to add committee member honorarium	DCR	10/15/2019	6/30/2020
T1804	3	IRS Environmental	\$ 97,500.00	On-call Hazardous Material Abatement. IRFP 12/16-326; extending duration	Prop Mgmt	10/17/2019	1/31/2021

C1968	14	Walsh Construction Co.	\$ 163,581.00	Medallion CO #4, amending scope	DCR	10/17/2019	10/30/2020
C2299	3	Robert Half International	\$ 10,771.20	Temp position: A/R specialist; extend duration	FAAM	10/17/2019	11/29/2019
C2314	1	Cascade Radon Inc.	\$ 400.00	Radon mitigation at Demar Downs	DCR	10/17/2019	12/31/2019
C2320	1	Cascade Radon Inc.	\$ 23,850.00	Radon mitigation at Eastwood Court; amended scope	DCR	10/17/2019	12/31/2019
C2326	1	North Face Drywall LLC	\$ 1,382.00	Office drywall repair at Madrona (C2324, C2325, C2326 all part of same project) additional funds	DCR	10/17/2019	12/31/2019
C2221	2	Reliant Search	\$ 55,000.00	On-call Temporary Labor Staffing Firms & Direct Hire Recruiters; amended to add funds	DBS-HR	10/24/2019	4/30/2022
C2340	1	MWA Architects	\$ 3,850.00	amending scope at Richmond Place to include RDH as envelope consultant	DCR	10/28/2019	7/31/2020
C1719	25	O'Neill/Walsh Community Builders	\$ 127,085.00	GMP Amendment CO #24 - grand avenue apartments	DCR	10/29/2019	2/17/2020
C2337	1	Gill Group, Inc.	\$ (16,205.00)	CNA for Carlton, Celilo, Dahlke, Demar Downs, Eastwood, Fir Acres, Madrona, Stark Manor, Townhouse Terrace for the RAD e-tool CNA submittal; amended scope	DCR	10/30/2019	3/31/2020
C1710	5	The Giving Tree	\$ 11,360.00	Resident Services at Fountain Place; amended to extend contract	Community Services	10/31/2019	3/31/2020
<b>Subtotal</b>			<b>\$ 2,386,512.90</b>				<b>53</b>

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

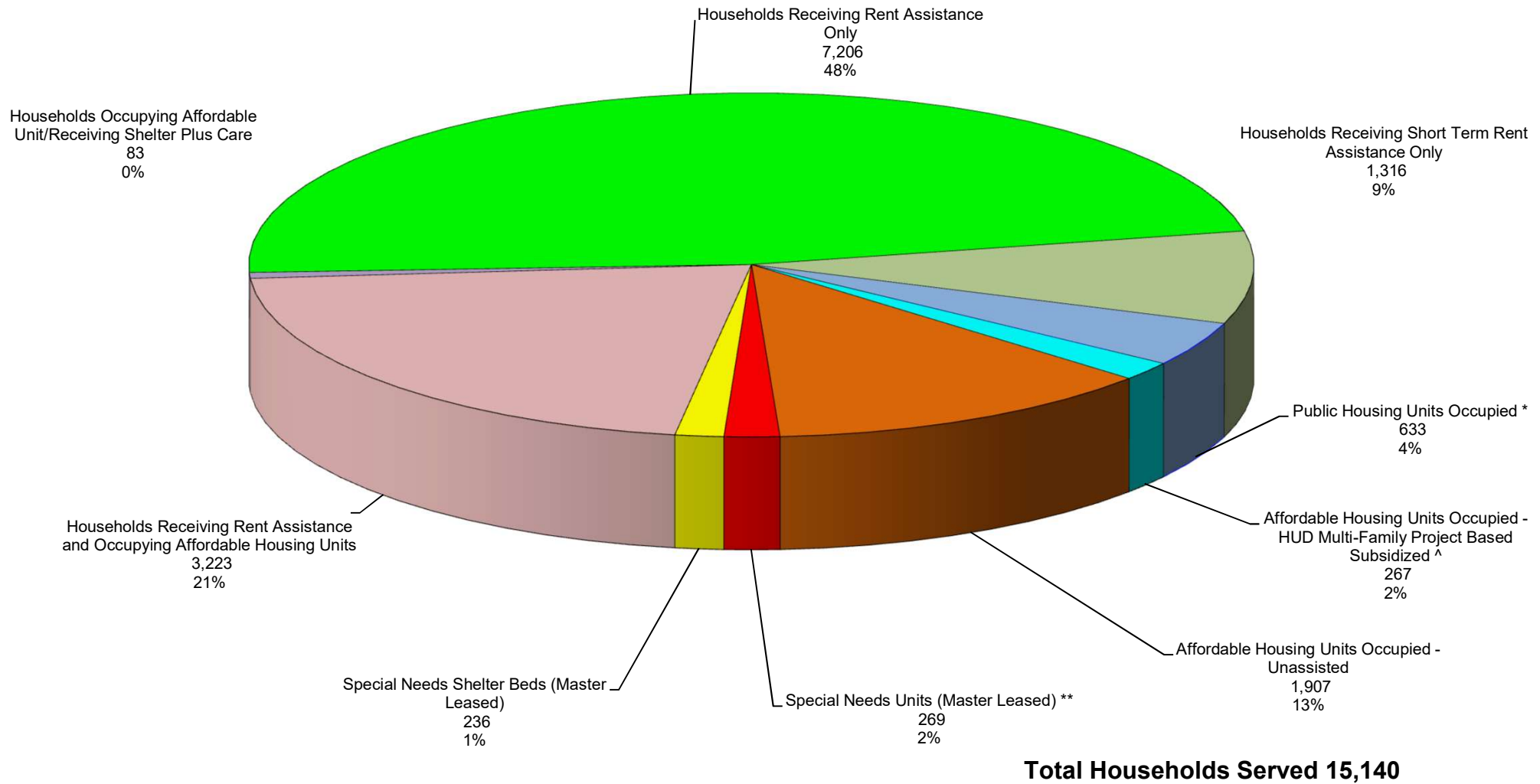
Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
GO2334	0	Northwest Infrastructure, LLC	\$ 78,200.00	Ellington Sewer Replacement at Building 26	DCR	9/17/2019	10/20/2019
<b>Subtotal</b>			<b>\$ 78,200.00</b>				<b>1</b>
<b>Total</b>			<b>\$ 3,496,450.23</b>				<b>81</b>

**Procurement & Contracts Department  
FUTURE FORMAL PROCUREMENTS  
6 Month Look Ahead - November 2019**

Estimated Contract Amount	Description	Dept.	Solicitation Period
TBD (past contract amounted to be approx. \$900,000 over 3 years)	Financial Auditor	FAAM	November
\$24 million	CM/GC at Metro Center Housing Project	DCR	November
TBD (past contracts amounted to be approx. \$1.2 million over 5 years)	Agency-wide Legal Services	Exec	Nov/Dec
\$38.2 million	CM/GC at Dekum	DCR	December
\$600,000	Window replacement at Gretchen Kafoury	DCR	Dec/Jan
\$1.5 million	Elevator Modernization - Grace Peck, Rosenbaum, NMW	DCR	January
\$18.5 million	CM/GC at Baldwin	DCR	January

# HOUSEHOLDS SERVED REPORT

## Total Households Served: Rent Assistance and Occupied Housing Units October 2019



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

\* Includes Local Blended Subsidy

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

# Households Served

## Households Served Through Housing Supports October 2019

Rent Assistance	All Programs	Moving to Work Programs	Non-MTW Programs
Rent Assistance Vouchers - Home Forward Funded	10,429	7,400	1,671
Tenant Based Vouchers	5,080	5,080	
Project Based Vouchers	1,784	1,784	
Hi Rise Project Based Vouchers	536	536	
RAD Project Based Vouchers	1,077		
Section 18 Project Based Vouchers	281		
Single Room Occupancy (SRO)/MODS	241		241
Family Unification Program	113		113
Mainstream Vouchers	18		18
Veterans Affairs Supportive Housing (VASH)	619		619
Rent Assistance - PORT IN From Other Jurisdiction	680		680
Short Term Rent Assistance Programs	1,399	37	1,362
Shelter + Care	509		509
Locally Funded Short Term Rent Assistance	853		853
Earl Boyles	10	10	
MIF Funded Short Term Rent Assistance	-	-	
Alder School	19	19	
New Doors	5	5	
Employment Opportunity Program	3	3	
Work Systems Inc. - Agency Based Rent Assistance	-	-	
<b>Total Rent Assistance</b>	<b>11,828</b>	<b>7,437</b>	<b>3,033</b>
<b>Subsidized Housing Units</b>			
<b>Public Housing Units Occupied</b>	<b>633</b>	<b>633</b>	<b>-</b>
Traditional Public Housing units Occupied	633	633	
Affordable Housing Units Occupied (excluding PH subsidized)	5,480		5,199
Affordable Housing Units - Tenant Based Vouchers	455		455
Affordable Housing Units - Shelter + Care	83		83
Affordable Housing Units - Project Based Vouchers	708		708
Affordable Housing Units - Hi Rise Project Based Vouchers	536		536
Affordable Housing Units - RAD Project Based Vouchers	1,077		1,077
Affordable Housing Units Section 18 Project Based Vouchers	281		
Affordable Housing Units - HUD Multi-Family Project Based	267		267
Affordable Housing Units - VASH Vouchers	107		107
Affordable Housing Units - Family Unification Program	12		12
Affordable Housing Units - Section 8 Port In	47		47
Affordable Housing Units - Unassisted	1,907		1,907
Special Needs	505		505
Special Needs Units (Master Leased) **	269		269
Special Needs Shelter Beds (Master Leased)	236		236
<b>Total Households Occupying Housing Units</b>	<b>6,618</b>	<b>633</b>	<b>5,704</b>
<b>Total Housing Supports Provided to Household</b>	<b>18,446</b>	<b>8,070</b>	<b>8,737</b>
Household Occupying Affordable Unit/Receiving Home Forward Rent Assistance	(3,223)		(3,223)
Households Occupying Affordable Unit/Receiving Shelter Plus Care	(83)		(83)
<b>Total Households Served</b>	<b>15,140</b>	<b>8,070</b>	<b>5,431</b>

### Notes:

- <sup>A</sup> Consists of Grace Peck Terrace, Multnomah Manor, Plaza Townhomes, Rosenbaum Plaza, Unthank Plaza
- \*\* Home Forward Board of Commissioners levels that are not reported to Home Forward by service providers master leasing these properties.
- Home Forward Board of Commissioners  
November 2019



# DASHBOARD REPORT

## Property Performance Measures

## Occupancy

	Number of Properties	Physical Units	Rentable Units	Vacant Units	Occupancy Percentage	Unit Mix						
						Studio/SRO	1 Bdrm	2 Bdrm	3 Bdrm	4 Bdrm	5+ Bdrm	Total
Public Housing	17	645	635	12	98.1%	8	323	186	122	6	0	645
Affordable Owned	27	2471	2,442	54	97.8%	919	719	621	182	30	0	2,471
Tax Credit Partnerships	35	3,103	3,033	40	98.7%	907	1,056	599	386	138	17	3,103
<b>Total Affordable Housing</b>	<b>62</b>	<b>5574</b>	<b>5475</b>	<b>94</b>	<b>98.3%</b>	<b>1826</b>	<b>1775</b>	<b>1220</b>	<b>568</b>	<b>168</b>	<b>17</b>	<b>5,574</b>
<b>Combined Total PH and AH</b>	<b>79</b>	<b>6,219</b>	<b>6,110</b>	<b>106</b>	<b>98.3%</b>	<b>1,834</b>	<b>2,098</b>	<b>1,406</b>	<b>690</b>	<b>174</b>	<b>17</b>	<b>6,219</b>
Special Needs (Master Leased)	29	269	269									
Special Needs (Shelter Beds)	3	236	236									
<b>Total with Special Needs</b>	<b>111</b>	<b>6,724</b>	<b>6,615</b>									

\* property/unit counts also included in Affordable Housing Count

## Financial

Public Housing  
Affordable Owned  
Tax Credit Partnerships

Fiscal YTD ending 9/30/19				09/30/19		
# of Properties/units Positive Net Operating Income (NOI)	# of Properties/units Negative Net Operating Income (NOI)	# of Properties/units Under Construction (NOI Does not Apply)	# of Properties meeting Debt Coverage Ratio (DCR)	# of Properties not meeting DCR	# of Properties DCR Not Applicable	
17	645	0	0			
27	2,471	0	0	19	2	6
30	2,434	4	429	15	2	1

Property Counts and in the Occupancy section are presented as individual properties while Financial Data is presented on the Tax Credit Partnership level.

## Public Housing Demographics

	Households				% Family Type (head of household)				Race % (head of household)					
	# of Households	% of Households	Average Family Size	Average Unit Size	Adults no Children	Family with Children	Elderly	Disabled Not Elderly	Black African American	White	Native American	Asian	Hawaiian/ Pacific IsInd	Hispanic/ Latino
Public Housing Residents														
0 to 10% MFI	113	18.1%	2.8	2.1	7.0%	11.0%	1.0%	3.2%	4.8%	8.5%	0.8%	0.2%	0.9%	3.0%
11 to 20%	265	42.4%	1.6	1.4	33.0%	9.4%	17.1%	17.9%	8.5%	25.8%	1.5%	1.5%	0.6%	4.5%
21 to 30%	138	22.1%	2.1	1.7	14.4%	7.7%	8.3%	5.8%	3.4%	12.0%	0.8%	1.8%	0.2%	3.9%
31 to 50%	82	13.1%	2.8	2.1	4.3%	8.8%	2.9%	2.4%	3.0%	5.8%	0.2%	0.5%	0.2%	3.4%
51 to 80%	23	3.7%	2.7	2.2	2.2%	1.4%	0.5%	0.3%	0.8%	1.8%	0.0%	0.3%	0.0%	0.8%
Over 80%	4	0.6%	3.5	2.5	0.3%	0.3%	0.2%	0.2%	0.2%	0.2%	0.0%	0.3%	0.0%	0.0%
All	625	9.8%	2.6	2.0	63.7%	36.3%	47.4%	50.9%	37.5%	49.0%	1.8%	5.0%	0.7%	6.6%

## Waiting List

0 to 10% MFI	5,375	41.1%	9.6	1.3			1.8%	12.4%	13.1%	18.7%	1.9%	1.0%	0.6%	3.8%
11 to 20%	3,826	29.2%	2.0	1.3			3.7%	14.0%	9.0%	14.2%	1.3%	1.2%	0.4%	2.6%
21 to 30%	2,071	15.8%	2.3	1.4			2.1%	4.8%	4.5%	7.8%	0.6%	0.8%	0.2%	1.7%
31 to 50%	1,440	11.0%	2.6	1.4			1.2%	2.1%	3.3%	4.9%	0.3%	0.7%	0.2%	1.5%
51 to 80%	274	2.1%	2.6	1.3			0.2%	0.3%	0.7%	0.8%	0.1%	0.2%	0.1%	0.2%
Over 80%	96	0.7%	2.5	1.3			0.1%	0.2%	0.3%	0.3%	0.0%	0.0%	0.0%	0.1%
All	11,156	100.0%	3.6	1.4			44.0%	10.0%	31.0%	47.1%	4.2%	3.9%	1.5%	10.0%

## Other Activity

Public Housing	
Names pulled from Wait List	538
Denials	7
New rentals	4
Vacates	4
Evictions	0
# of work orders received	2,802
# of work orders completed	1,880
Average days to respond	11.4
# of work orders emergency	18
Average response hrs (emergency)	7

## Rent Assistance Performance Measures

## Utilization and Activity

	Current Month Status						Current Month Activity				Calendar Year To Date				
	Authorized Vouchers	Utilized Vouchers	Utilization	Average Voucher Cost	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	6,172	5,080	82%	\$810	-606,563	3,065	0	5	10	440	85%	\$812	-4,838,532	27	257
Project Based Vouchers	2,670	2,601	97%	\$812	58,039			21	18	150	94%	\$799	-444,731	524	241
VASH Vouchers	855	619	72%	\$751	-99,186			7	5	51	75%	\$743	-807,323	84	45
FUP Vouchers	188	113	60%	\$1,035	-54,933			12	2	39	58%	\$1,008	-538,595	56	12
Mainstream Vouchers	99	18	18%	\$1,083	-52,092			14	0	15	4%	\$453	-696,402	30	0
RAD Project Based Vouchers	1,172	1,077	92%	\$607	-55,165			108	7	33	97%	\$71	-4,798,928	394	84
SRO/MOD Vouchers	243	241	99%	\$452	758			4	111	5	96%	\$440	-74,721	78	438
All Vouchers	11,399	9,749	86%	\$779	0			171	153	733	86%	\$719	-12,199,232	1193	1077

# Home Forward - Dashboard Report For October of 2019

## Demographics

	Households				% Family Type (head of household)				Black African American	White	Native American	Asian	Hawaiian/ Pacific IsInd	Hispanic/ Latino
	# of Households	% of Households	Average Family Size	Average Unit Size	Adults no Children	Family with Children	Elderly	Disabled Not Elderly						
<b>Tenant Based Voucher Participants *</b>														
0 to 10% MFI	1017	16.1%	2.4	2.0	48.0%	52.0%	21.5%	27.0%	39.3%	47.5%	3.7%	1.5%	1.5%	8.6%
11 to 20%	2,548	40.2%	1.9	1.8	77.1%	23.0%	61.2%	69.0%	34.5%	54.0%	1.5%	7.0%	0.3%	5.9%
21 to 30%	1,427	22.6%	2.3	1.9	68.2%	32.0%	57.1%	57.0%	32.2%	58.6%	1.3%	4.5%	0.8%	6.1%
31 to 50%	1,101	17.0%	2.8	2.3	50.0%	50.0%	36.8%	34.0%	44.7%	45.0%	1.8%	3.9%	1.1%	7.0%
51 to 80%	253	3.9%	3.0	2.6	46.6%	53.0%	22.3%	20.0%	49.4%	42.2%	0.8%	4.0%	0.8%	5.2%
Over 80%	15	0.3%	2.3	2.2	82.4%	18.0%	29.4%	35.0%	64.7%	29.4%	5.9%			5.9%
All	6,361	100%	2.4	2.1	64%	36%	47%	51%	37%	52%	2%	5%	1%	7%

\* (Includes Tenant Based , FUP, VASH and PortIn Vouchers)

## Project Based Voucher Participants

	Households				% Family Type (head of household)				Black African American	White	Native American	Asian	Hawaiian/ Pacific IsInd	Hispanic/ Latino
	# of Households	% of Households	Average Family Size	Average Unit Size	Adults no Children	Family with Children	Elderly	Disabled Not Elderly						
0 to 10% MFI	811	24.7%	1.9	1.5	13.6%	4.8%	8.2%	5.4%	4.1%	11.8%	0.4%	0.6%	0.3%	1.3%
11 to 20%	1,431	43.7%	2.9	2.1	5.0%	5.4%	2.8%	1.8%	3.1%	4.3%	0.4%	0.3%	0.2%	2.2%
21 to 30%	596	18.3%	2.9	2.3	1.1%	1.3%	0.3%	0.2%	0.7%	0.8%	0.1%	0.0%	0.1%	0.7%
31 to 50%	348	10.9%	3.4	2.7	0.2%	0.2%	0.0%	0.1%	0.1%	0.1%	0.0%	0.0%	0.0%	0.1%
51 to 80%	81	2.7%	3.6	2.7	0.2%	0.3%	0.0%	0.1%	0.1%	0.2%	0.0%	0.0%	0.0%	0.2%
Over 80%	11	0.4%	3.9	2.8	42.9%	57.0%	21.4%		28.6%	71.4%				42.9%
All	3,278	100%	3.1	2.3	72%	28%	48%	54%	37%	89%	1%	1%	0%	47%

## Waiting List

	Households				% Family Type (head of household)				Black African American	White	Native American	Asian	Hawaiian/ Pacific IsInd	Hispanic/ Latino	Not Reported
	# of Households	% of Households	Average Family Size	Average Unit Size	Adults no Children	Family with Children	Elderly	Disabled Not Elderly							
0 to 10% MFI	1,048	33.4%	2.5				3.2%	26.3%	30.3%	53.6%	4.8%	2.1%	1.2%	7.0%	1.2%
11 to 20%	887	28.3%	1.8				15.2%	61.2%	28.4%	56.6%	3.1%	5.4%	1.0%	4.6%	1.1%
21 to 30%	587	18.7%	2.1				17.6%	38.7%	23.7%	63.0%	2.4%	3.8%	1.0%	5.3%	0.9%
31 to 50%	505	16.1%	2.4				12.5%	24.2%	27.7%	57.6%	2.8%	4.8%	1.2%	5.5%	0.4%
51 to 80%	87	2.8%	2.6				9.2%	17.2%	39.1%	43.7%	1.2%	3.5%	1.2%	10.3%	1.2%
Over 80%	22	0.7%	2.5				9.1%	27.3%	45.5%	36.4%	4.6%		9.1%	4.6%	0.0%
All	3,136	100.0%	2.3				11%	38%	28%	56.3%	3.5%	3.8%	0.8%	5.8%	1.0%

## Short Term Rent Assistance

	# of Households Participating	\$ Amount of Assistance Provided	Average Cost per Household
Shelter Plus Care	509	\$474,787	344
Short Term Rent Assistance	890	\$761,385	855

## Resident Services

### Resident Programs

	Housing Program Served	Households Served/	Monthly Funding Amount	Average Funds per Participant
Congregate Housing Services * as of previous month	Public Housing	146	\$80,273	\$549.81

	Public Housing				# Notice/Violation Meetings	# Housing Stability Meetings
		# Services	# of Programs	# Event Attendees		
Resident Services Coordination		766	126	2072	90	102

	# of Participants	Escrow \$ Held	New Enrollees	# of Graduates	Escrow \$ Disbursed	Terminations or Exits	Escrow \$ Forfeited	Avg Annual Earned Income Increase Over Last Year	Escrow \$ Forfeited	Avg Annual Earned Income Increase Over Last Year
Nine months ending 12/31/2018	Public Housing	388	\$1,430,846	2	1	\$24,120	1	\$0	\$1,812	
Twelve months ending 3/31/2019	Section 8	400	\$1,394,613	5	1	\$30,649	2	\$1,375	\$2,617	

**Agency Financial Summary**

Nine months ending 9/30/2019

The below data represents unaudited financial data.

	Fiscal Year to Date	Prior YTD	Increase (Decrease)
	1/-19 to 9/19	1/18 to 9/18	
Subsidy Revenue	\$83,761,013	\$81,420,373	\$2,340,640
Grant Revenue	16,424,309	13,551,392	2,872,917
Property Related Income	16,158,864	16,015,491	143,373
Development Fee Revenue	7,847,025	2,117,457	5,729,567
Other Revenue	9,621,831	8,043,613	1,578,218
<b>Total Revenue</b>	<b>\$133,813,042</b>	<b>\$121,148,326</b>	<b>\$12,664,715</b>
Housing Assistance Payments	84,834,008	84,520,491	313,517
Operating Expense	30,502,652	32,168,746	-1,666,094
Depreciation	5,955,151	6,304,861	-349,709
<b>Total Operating Expenses</b>	<b>121,291,811</b>	<b>122,994,098</b>	<b>-1,702,286</b>
<b>Operating Income</b>	<b>\$12,521,230</b>	<b>-\$1,845,772</b>	<b>\$14,367,002</b>
Other Income(Expense)	11,009,280	-521,554	11,530,835
Capital Contributions	-833,359	3,775,135	-4,608,495
Increase(Decrease) Net Assets	<b>22,697,151</b>	<b>5,846,746</b>	<b>21,289,342</b>
Total Assets	<b>\$ 564,591,343</b>	<b>\$ 462,641,905</b>	<b>\$ 101,949,438</b>
Liquidity Reserves	35,025,023	28,449,050	6,575,973

**Development/Community Revitalization****New Development / Revitalization**

Lloyd Housing  
North Group Rehab Project  
East Group Rehab Project

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

**Capital Improvement**

Fairview Woods Recladding

N/A	Jun-17	Feb-19	Construction	\$3,900,000	N/A
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