

PUBLIC NOTICE:



Home Forward
BOARD OF COMMISSIONERS

will meet on
Tuesday, March 15, 2022
At 5:30 pm

Zoom Register here:

<https://homeforward.zoom.us/j/88426910049?pwd=OWRSZnVibE9sdkx6akxMbVZQM2JGUT09>



MEMORANDUM

To: Community Partners

Date: March 9, 2022

From: Ivory Mathews, Executive
Director

Subject: Home Forward Board of
Commissioners March
Meeting

The Board of Commissioners of Home Forward will meet on Tuesday, March 15 at 5:30 PM virtually using the Zoom platform. The meeting will be accessible to the public via phone and electronic device.

If you would like to provide public testimony or view the meeting, please use this link to sign up:

<https://homeforward.zoom.us/j/88426910049?pwd=OWRSZnVibE9sdkx6akxMbVZQM2JGUT09>

The commission meeting is open to the public.

AGENDA



BOARD OF COMMISSIONERS MEETING

HOME FORWARD
135 SW ASH STREET
PORTLAND, OREGON

VIA ZOOM

<https://homeforward.zoom.us/j/88426910049?pwd=OWRSZnVibE9sdkx6akxMbVZQM2JGU>
[T09](#)

MARCH 15, 2022, 5:30 PM

AGENDA

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 February 15, 2022 Board of Commissioners Virtual Meeting

RESOLUTIONS/REPORTS

Following Reports and Resolutions:			
22-03	Topic	Presenter/POC	Phone #
01	Authorize Submission of Moving to Work Twenty Second-Year Annual Report	Taylor Smiley Wolfe	503.802.8506
02	Authorize Contract for Architecture and Engineering Services for Peaceful Redevelopment Villa	April Berg Leslie Crehan	503.802.8326 503.802.8463

03	Authorize Contract for Construction Management/General Contractor Preconstruction Services for Peaceful Villa Redevelopment	April Berg Leslie Crehan	503.802.8326 503.802.8463
04	Authorize Issuance of Governmental Notes for Dekum Court Redevelopment	Jonathan Trutt Theresa Auld	503.802.8507 503.802.8319
05	Authorize Execution of Financing Documents for Dekum Court Redevelopment	Jonathan Trutt Theresa Auld	503.802.8507 503.802.8319
06	Authorize Amendments or Contracts for Construction Management/General Contractor Services for Dekum Court Redevelopment	Jonathan Trutt Lewis Lyles	503.802.8507 503.802.8484
07	Authorize Property Tax Exemption to Rockwood Village	Jonathan Trutt	503.802.8507

THE NEXT MEETING OF THE BOARD OF COMMISSIONERS

Home Forward is currently operating in a state of emergency. We will continue to conduct board-related business as it is currently scheduled but will update the public on the venue or forum by which it occurs as we assess the situation.

The next Board Work Session will be on Wednesday, April 6, 2022 at 5:30 PM. The next Board of Commissioners meeting will be Tuesday, April 19, 2022 at 5:30 PM.

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.

HOME FORWARD DEVELOPMENT ENTERPRISE CORPORATION BOARD

The Home Forward Development Enterprise Board will meet following the March 15, 2022, Board of Commissioners meeting.

ADJOURN

MINUTES



**BOARD OF COMMISSIONERS SPECIAL MEETING
HOME FORWARD
CONFERENCE CALL
135 SW Ash Street Portland, OR 97204
February 15, 2022**

COMMISSIONERS PRESENT

Chair Damien Hall, Vice Chair Matthew Gebhardt, Treasurer Jenny Kim, Commissioners TomiRene Hettman, Vivian Satterfield, Rakeem Washington

STAFF PRESENT

Elise Anderson, April Berg, Michael Buonocore, Ian Davie, Tonya Evans, Dena Ford-Avery, Monica Foucher, Biljana Jesic, Tara Messier, Kitty Miller, Kandy Sage, Amanda Saul, Kellie Shaw, Ian Slingerland, Celia Strauss, Jonathan Trutt, Linda Uppinghouse, Tony Villagran

Chair Damien Hall convened the meeting of the Board of Commissioners at 5:30 PM.

Cathy from Dahlke Manor presented public testimony regarding the ongoing construction at the property. Currently an extensive demolition of the parking lot and surrounding sidewalks involving hours of jackhammering. There is an anticipated electricity shut off for an eight-hour period. Millis has worked with management to post notices at each unit and has taken it upon herself along with another resident to talk individually with residents regarding the outage. She would like to know if there will be some reimbursement to residents for this extended outage. Chair Hall thanked Cathy for continuing to advocate for her fellow residents.

Alexander, neighbor to Medallion Apartments, returned to say thank you for the peace and quiet he and the surrounding neighborhood have experienced since Home Forward addressed a tenant situation at the Medallion. In follow up to understanding the process taken to remove someone from a property, he has made numerous phone calls with no follow up from staff that he engaged with during this process. Specifically, he is trying to understand how someone can violate a lease for four months before they are removed from the property. Not only does the exhibited behavior affect the residents at the property, but also the surrounding neighborhood. In his apartment complex, two tenants

broke their leases sighting the issues at the Medallion and the heightened concern for safety. Alex raised his concern that a similar situation could happen again, making his request to understand Home Forward's processes more paramount. He appreciated security that is in place, especially when issues tend to arise at night and is encouraged by the conversations he has with our residents. He will continue to be persistent in his request but would appreciate some feedback.

Chair Hall thanked Alex for his tenacity and assured him staff would follow up.

Carmen from Humboldt Gardens shared her overdue concerns with the board. As a 14-year resident at the property she is witnessing an ongoing downfall of her surroundings. Over the last six years there has been a notable decline to what was once was a well-cared for, safe and secure property. Today it is overrun and unsafe and she blames management. Since Covid, Carmen said the tenants stand alone. There is no management onsite full time and when they are there is no response to phone calls and the office shades are down. Presently, Resident Coordinator Tony is the one to fill the management shoes. Because of Carmen's tenure at Humboldt Gardens, residents look to her for support and in turn she looks to Tony. As she has tried to communicate to staff in the past, every rule continues to be broken and the building is out of control with no guidelines being followed. Examples she highlighted were the parking lot, trash everywhere, garbage shoots not being used, recycling not being picked up, pets leash less and overall unclean premises. She has taken it upon herself to clean the garbage room every morning. Without management on site, they are not aware of these daily lease infractions. Tenants know the importance of paying their rent, but since Covid have not received a rent receipt.

Speaking from her heart she would like someone high up to walk with her through the property. She no longer finds peace in where she lives and with increased drug activity, she is not safe. Chair Hall assured Carmen she is heard and will see that her concerns receive a response from staff. Chair Hall expressed an expectation that staff will work collaboratively with Carmen and the residents. He thanked Carmen for all she is doing.

MEETING MINUTES

Minutes of the December 8, 2021 and December 21, 2021 Board of Commissioners Conference Call Meeting and the January 28, 2022 Special Board Meeting

Chair Damien Hall requested a motion authorizing approval of the minutes for December 8 and December 21, 2021 Board of Commissioners meeting and the January 28, 2022 Special Board Meeting.

There being no discussion, Treasurer Jenny Kim moved to approve a motion for approval, and Commissioner TomiRene Hettman seconded the motion.

The vote was as follows:

Chair Damien Hall—Aye
Vice Chair Matthew Gebhardt—Aye
Treasurer Jenny Kim—Aye
Commissioner TomiRene Hettman—Aye
Commissioner Vivian Satterfield—Aye
Commissioner Rakeem Washington—Aye

RESOLUTIONS

RESOLUTION 22-02-01 Authorize Appointment of Kitty Miller as Interim Executive Director

There being no further discussion, Chair Damien Hall requested a motion to approve Resolution 22-02-01. Commissioner TomiRene Hettman moved to adopt Resolution 22-02-01. Commissioner Vivian Satterfield seconded the motion.

The vote was as follows:

Chair Damien Hall—Aye
Vice Chair Matthew Gebhardt—Aye
Treasurer Jenny Kim—Aye
Commissioner TomiRene Hettman—Aye
Commissioner Vivian Satterfield—Aye
Commissioner Rakeem Washington—Aye

RESOLUTIONS

RESOLUTION 22-02-02 Authorize Recognition of Michael Buonocore, Executive Director

Deputy Executive Director Ian Davie presented the resolution noting we will be losing our Executive Director in six hours and read Resolution 22-02-02.

Chair Damien Hall requested a motion to approve Resolution 22-02-02. Treasurer Jenny Kim moved to adopt Resolution 22-02-02. Commissioner TomiRene Hettman seconded the motion.

Before the final vote was cast, Chair Hall began by saying Buonocore played a huge part during the course of his seven years as Executive Director. He recalled many good times, lively retreat conversations, unique staff planning, the “One Plan” and Buonocore’s ability to keep a cool head. He has appreciated the opportunity to work together and to call him a friend.

Treasurer Jenny Kim thanked Buonocore for his leadership and help in learning complex processes. She appreciated his welcoming style and his inclusiveness, saying the senior leadership at Home Forward is a testament of his leadership style. She has enjoyed watching and learning from him and a little jealous of his fashion sense. Come visit at future events and return to a slower paced Portland, wishing Buonocore all the best as he pursues his creative endeavors.

Vice Chair Matthew Gebhardt had a long list of words that described Executive Director Buonocore. He highlighted Buonocore’s thoughtful ways, enjoyed their conversations and appreciated his personal connection and interest in people. Saying he added value, embodied empowerment, shared humor and responded to questions with forthright and honesty, navigated through shifting landscapes and empowering your team. You set the example of confronting racism leaving behind a strong legacy. Gebhardt will look forward to hearing about the next endeavor.

Commissioner Vivian Satterfield reflected on knowing Buonocore before Home Forward and the appreciated leadership style he brought to Home Forward. A key reason for her agreeing to join this incredible team you put together. Satterfield thanked Buonocore for the examples of leadership and photo tips and everything in between he has done.

Commissioner TomiRene Hettman was choked with emotion and could only say, “I love you to pieces.”

Their time hadn’t overlapped long, but Commissioner Rakeem Washington said hearing the accolades underscores Buonocore’s kindness, compassion, empowerment, and the authentic person he is. Washington appreciated how that felt the first time he spoke with him.

Chair Hall recognized the “love in the building” and thanked Buonocore for how he left the organization. There being no further discussion and the motion made, Chair Hall asked for a united vote from the Board of Commissioners and staff participating in the meeting.

The “unanimous” vote was as follows:

Chair Damien Hall—Aye
Vice Chair Matthew Gebhardt—Aye
Treasurer Jenny Kim—Aye
Commissioner TomiRene Hettman—Aye
Commissioner Vivian Satterfield—Aye
Commissioner Rakeem Washington—Aye
Home Forward Directors and Staff—Aye

Executive Director Michael Buonocore said that was amazing and was surprised to be emotional. He appreciated the recognition as he steps away from a role he loved. He said it was important to recognize Kitty Miller and the next Executive Director Ivory Mathews, feeling confident that we will be in good hands.

ADJOURN

There being no further business, Chair Damien Hall adjourned the meeting at 6:20 PM.

Celia M. Strauss
Recorder, on behalf of
Ivory N. Mathews, Secretary

ADOPTED: MARCH 15, 2022

Attest:

Home Forward:

Ivory N. Mathews, Secretary

Damien R. Hall, Chair

RESOLUTIONS



MEMORANDUM

To:	Board of Commissioners	Date:	March 15, 2022
From:	Taylor Smiley Wolfe, Director of Policy and Planning 503.802.8506	Subject:	Authorization to Submit Moving to Work Twenty Second-Year Annual Report Resolution 22-03-01

The Board of Commissioners is requested to authorize Home Forward to submit the Moving to Work (MTW) Twenty Second-Year Annual Report to the Department of Housing and Urban Development (HUD).

OVERVIEW

As a housing authority with MTW designation, Home Forward is obligated to submit an annual report detailing its progress toward objectives proposed in its prior year's annual MTW plan. This year's report corresponds to Home Forward's fiscal year 2021 (January 1, 2021 – December 31, 2021). The report demonstrates that Home Forward continues to utilize its MTW flexibilities to reduce costs, increase housing choices for low-income families, and help move households toward self-sufficiency.

As prescribed by HUD Form 50900, the report includes certifications that Home Forward serves primarily the same population as it would absent the MTW flexibility. These certifications are included in the report and are incorporated into the resolution.

ATTACHMENT

FY2021 Annual Moving to Work Report



RESOLUTION 22-03-01

RESOLUTION 22-03-01 AUTHORIZES HOME FORWARD STAFF TO SUBMIT THE MOVING TO WORK TWENTY SECOND-YEAR ANNUAL REPORT, WITH CERTIFICATIONS, TO THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

WHEREAS, Home Forward is obligated by its Moving to Work (MTW) agreement with HUD to submit an annual report detailing its progress toward objectives proposed in its prior year's annual MTW plan; and

WHEREAS, as part of its MTW reporting obligation, Home Forward certifies that more than 75% of families assisted by the Agency are very low-income families; that it continues to assist substantially the same total number of eligible low-income households as would have been served without MTW authority; and that it maintains a comparable mix of households as would have been served had the agency not participated in the MTW demonstration.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of Home Forward that staff is directed to submit this approved Moving to Work Twenty Second-Year Annual Report to the Department of Housing and Urban Development.

ADOPTED: MARCH 15, 2022

Attest:

Home Forward:

Ivory N. Mathews, Secretary

Damien R. Hall, Chair



homeforward

hope. **a**ccess. **p**otential.

YEAR 22

Moving to Work

A N N U A L R E P O R T

Original Submission:

March dd, 2022

HUD Approval Received:

TBD

Home Forward Board of Commissioners

Damien Hall, Chair
Matthew Gebhardt, Vice Chair
Jenny Kim, Treasurer
Vivian Satterfield, Commissioner
Rakeem Washington, Commissioner
Dina DiNucci, Commissioner
TomiRene Hettman, Resident Commissioner

Home Forward Executive Staff

Ivory Mathews, Executive Director
Kandy Sage, Deputy Executive Director, Finance
Ian Davie, Deputy Executive Director, Operations
Kitty Miller, Deputy Executive Director, Administration
Aimee Smith, Director of Human Resources
Biljana Jesic, Director of Community Services
Carolina Gomez, Director, Integrated Facilities Services and Safety
Dena Ford-Avery, Director, Housing Choice Vouchers
Elise Anderson, Director, Property Management
Ian Slingerland, Director, Supportive Housing and Homeless Initiatives
Jonathan Trutt, Director, Development and Community Revitalization
Taylor Smiley Wolfe, Director of Policy and Planning
Tonya Evans, Director, Asset Management
Monica Foucher, Associate Director of Public Relations
Kellie Shaw, Director of Equity
Linda Uppinghouse, Controller



YEAR 22

FY2021 Moving to Work ANNUAL REPORT

January 1, 2021 – December 31, 2021

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Section I. Introduction

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

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

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

Our Fiscal Year 2021 Moving to Work Report details how Home Forward has used this Moving to Work flexibility to achieve these goals and allowing us to respond quickly and specifically to the needs of our community.

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

Home Forward continues to implement our strategic plan to guide our work through 2021. The development of the strategic plan included input from staff, the board of directors, our Resident Advisory Committee and partners. The plan focuses on five key areas and includes an emphasis on equity, connection, unity and racial justice.

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

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

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

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

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

Home Forward began the planning process for our next strategic plan right before the COVID-19 public health emergency. We decided to pause strategic planning work in order to focus our efforts on COVID-19 response and will resume strategic planning as soon as it is practicable.

While Home Forward works towards housing our community with MTW flexibility, we also strive to hold ourselves accountable to our community, partners, and funders. Our goals reflect the significance and importance of serving our community, currently and for generations to come.

Overview of the Agency's MTW Goals and Objectives for the Year

The Portland metro region continues to experience a challenging housing market in terms of unprecedented rent increases and historically low vacancy rates. As a reaction to the state's housing rental crisis, the Oregon state legislature invested \$400 million in affordable housing and homelessness during the 2022 legislative session. Many households earning low-incomes have been economically impacted by COVID-19 in Multnomah County, and Black, Indigenous, and people of color households have been disproportionately impacted. The economic impacts of COVID-19 exacerbated deep disparities in housing stability by income and race.

Home Forward used our Moving to Work flexibility to respond to the COVID-19 public health emergency. We received approval in our 2021 Moving to Work plan to continue implementing flexibilities that HUD provided temporary waivers for during the pandemic, including: self certification of income (see Activity 21) and modernizing HCV/PBV oral briefings (see Activity 22).

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

Of the nineteen ongoing activities included in Home Forward's 2021 MTW Report, all have been implemented.

Home Forward's ongoing MTW activities continue to increase housing choice in our challenging rental market. The vacancy rate in the Portland metro region is up around 5.1% after hovering between 1-2% for several years while private market rents increase, on average, by 8.9%^[1]. Our broader payment standard range allows us to tailor payment standards more closely to the reality of the market in different neighborhoods. The number of families in FY2021 living in high opportunity neighborhoods increased by over 1,500 households from FY2016.

Based in part on Home Forward's MTW status and the flexibility it provides, A Home For Everyone, a regional coalition of jurisdictional and community partners that we are a part of, received certification from the U.S. Interagency Council on Homelessness' of meeting the White House Mayors Challenge to End Veterans Homelessness^[2]. We were the first west coast community to receive this certification.

Using single-fund flexibility, Home Forward continues to partner with a local non-profit, Metropolitan Public Defenders, to provide legal consulting to participants and residents. The Record Relief and Expungement program helps reduce barriers for communities that are historically and currently disproportionately affected by the criminal justice system. This Home Forward pilot project is now being replicated locally and recognized nationally.

^[1] Co Star Market Analysis, December 2021

^[2] The challenge asks communities to get to "functional zero" which means veterans experiencing homelessness are housed within 90 days of identification, no veterans are searching for housing in a 90-day period, and that the number of veterans entering housing exceeds the number becoming homeless.

Our Alternative Initial Housing Assistance Payment (HAP) Policy was never implemented. The policy was designed to attract new landlords to the program by making the lease up process easier but once we began vetting the activity for implementation, it became clear that it would be too administratively burdensome and confusing for participants and landlords to administer. This activity is now considered closed.

Overview of Home Forward's MTW Activities

01 Rent Reform	27
Home Forward has implemented large scale reform of our rent calculation.	
02 GOALS – Home Forward's family self-sufficiency program.....	37
Home Forward has aligned its self-sufficiency programs into one consolidated, locally tailored program.	
03 Local Blended Subsidy.....	42
Home Forward has created a local blended subsidy program, blending Section 8 and public housing funds to subsidize units.	
06 Alternate inspection requirements for partner-based programs	45
Home Forward uses alternate inspection standards for programs where we contract our resources to be administered by partners.	
07 Landlord self-certification of minor repairs	47
In cases where we deem it appropriate, Home Forward may accept an owner's certification that repairs have been made.	
08 Inspection and rent reasonableness at Home Forward-owned properties	49
Home Forward sets rent reasonableness and inspects the unit when a voucher holder selects a unit we own.	
09 Measures to improve the rate of voucher holders who successfully lease up.....	51
Home Forward has implemented measures to improve landlord acceptance of Section 8 vouchers in the community.	
10 Local Project-Based Voucher program.....	54
Home Forward has created a local project-based voucher program that is tailored to meet the needs of our community.	
11 Align utility allowance adjustment process.....	60
Home Forward has aligned the utility allowance adjustment process for public housing and Section 8.	
13 Broaden range of approved payment standards	62
Home Forward will have the flexibility to establish payment standards between 80% and 160% of Fair Market Rents.	
14 Program Based Assistance.....	65
Home Forward has designed a program that offers time limited rent assistance to help families access and/or retain stable housing.	
15 Tenant-Based Voucher Set Aside Policies	69
Home Forward sets aside vouchers with limited preferences which are aligned with supportive services for increased success.	
16 Affordable Housing General Obligation Bond Project Based Voucher Allocation	72
Home Forward allocated up to 400 project-based vouchers to support the 2016 Portland Housing General Obligation Bond.	
17 Mod Rehab and Mod Rehab SRO Rent Assistance Demonstration Rent Reform.....	74
Home Forward implemented a reform of rent calculations for Mod Rehab single room occupancy units.	
18 Transfer of Project-Based Voucher Contract to Support Local Preservation or Development of Affordable Housing	79
Home Forward will have the flexibility to permit property owners under a PBV contract to transfer their contract to another site.	
19 Local Inspection Policies.....	83
Temporary changes to inspection protocols during emergencies.	
20 Program Transfer Flexibility Bridge.....	85
Streamlines transfers between Public Housing and Housing Choice Voucher program.	
21 Self Certification of Income	87
Allows temporary self-certification of income during emergencies.	
22 Modernizing HCV/PBV Oral Briefings.....	90
During emergencies, HCV/PBV briefings may be done electronically.	

Overview of Non-MTW Activities

Home Forward's goals and objectives for FY2021 also included several activities that do not require MTW flexibility but are key to continuing to be innovative in the ways we serve our community.

Regional Efforts

Home Forward worked closely with our three neighboring housing authorities, as well as with the three local Workforce Investment Boards. The goal was to identify and pursue strategies that are regional in nature and increase residents' abilities to view the Portland Metro area as a single region with respect to housing, jobs, and education. We have several activities under this umbrella:

- **Mobility Counseling and Transportation Toolkit** – In 2013, Home Forward was awarded a grant from Metro, a regional governmental planning agency, to work collaboratively with the three metro-area housing authorities to develop tools to provide mobility counseling to Housing Choice Voucher participants. The goal is to help reduce participants' combined housing and transportation costs and assist them in identifying housing locations with affordable transit options to further Fair Housing goals. Since April 2014, each housing authority introduced the transportation toolkit to participants as a part of transfer briefings or attend the initial program orientation.
- **Expanding employment and training for housing authority residents** – Home Forward, in partnership with the three other local housing authorities and the three local Workforce Investment Boards in our region, received a \$5.5 million, multi-year Workforce Innovation Fund grant from the Department of Labor in 2012 to provide training and employment opportunities to housing authority residents. This grant built upon a model that Home Forward and Worksystems, Inc. had been operating for several years. Home Forward received \$1.1 million to fund case management staff to support 270 residents as they accessed training and employment opportunities through the local WorkSource system in high demand occupations. Funds were also available to provide employment supports (such as assistance with transportation and childcare) for participating families. This grant funded project ended in April 2016.

We will continue to consider ways to partner and collaborate with our regional housing authorities and other community providers to maximize resources and efficiency in programs to help our residents and participants increase opportunity in housing, jobs, and education.

A Home for Every Veteran

In January 2015, the Executive Committee of a Home for Everyone adopted a plan (A Home for Every Veteran) that aimed to achieve the goal of functionally ending veteran homelessness. This plan was rooted in a belief that local initiative coupled with a meaningful increase in federal supports for affordable housing can result in a system that has the capacity to ensure that when veterans in our community experience homelessness it is rare, brief, and one-time. On December 9th, 2016, the United States Interagency Council on Homelessness

(USICH) together with the US Department of Housing and Urban Development and the Department of Veteran Affairs confirmed the City of Portland and Multnomah County were the first community on the west coast to meet the USICH criteria and benchmarks for functionally ending Veteran homelessness. While this certification does not mean there are no Veterans experiencing homelessness in our community, it does mean that we have a system with 1) the capacity to quickly identify and engage Veterans experiencing homelessness; 2) the ability to ensure that every newly discovered veteran living on the streets is offered immediate access to shelter and crisis services, while permanent stable housing and appropriate supports are being secured; and 3) the ongoing capacity to place Veterans into permanent housing at a faster pace than new Veterans are becoming homeless in our community.

Home Forward, across departments, committed to working with our jurisdictional and community partners to achieve the goal of A Home for Every Veteran:

- Increased supply and utilization of Veterans Affairs Supportive Housing Vouchers (VASH): Home Forward started with 70 VASH vouchers in 2009. This number has steadily increased since our initial award. With the addition this year of 75 additional tenant-based VASH, we now have 1,045 authorized VASH vouchers, including 61 project-based VASH. Our average utilization for the year for VASH is 68%. Our utilization of VASH started the year at 70% but dropped with the addition of VASH vouchers in May. Our ability to aggressively utilize VASH vouchers in the face of increasingly challenging market conditions is the result of significant effort, investment, and coordination amongst our jurisdictional and community partners. Home Forward continues to provide security deposit assistance, and Multnomah County funds additional flexible placement and retention assistance which can be used for any costs related to removing barriers related to lease-up, such as application fees, utility and housing debt, and transportation costs associated with housing search.
- Access to Units in our Affordable Housing Portfolio for Veterans with Tenant-Based Subsidies: The bulk of new housing resources in our community for Veterans have been in the form of tenant-based subsidies that require Veterans to find units where they can utilize the assistance. In response to A Home for Every Veteran, Home Forward committed to provide priority access to 50 units within our affordable housing portfolio, as they became vacant, for veterans with VASH vouchers or other veteran assistance, such as Supportive Services for Veteran Families. We surpassed our initial commitment, opening nearly 100 units to Veterans through this effort.
- Prioritized Access to Low-Barrier Permanent Supportive Housing: Home Forward created prioritized access for five units at the Apartments at Bud Clark Commons. These units provide a necessary resource for highly vulnerable Veterans experiencing homelessness who would be unlikely to find success in less supported housing environments.
- Permanent Housing Assistance for Veterans ineligible for VASH: Home Forward implemented a limited preference for our Housing Choice Voucher program for veteran households ineligible for VA health care. This preference for fifty households is matched with resources from the City of Portland to provide supportive services for the assisted Veterans.

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

City of Portland GO Bond: In November 2016, Portland voters passed the city's first housing bond, dedicating \$258.4 million to create 1,300 units of permanently affordable homes. In early 2017, the Portland Housing Bureau began acquiring properties to transform into affordable homes for Portlanders. 2019 saw the most progress under the Bond so far, with nine new projects announced, another moving into predevelopment, and two more that are already providing hundreds of homes for Portlanders.

Over the next several years the Portland Bond will meet the following goals: 1424 new units, 600 units for households at or below 30% of Area Median Income (AMI), 658 family sized units, 313 Permanent Supportive Housing units. Most of the 400 vouchers Home Forward has dedicated to Bond funded units have been allocated to projects.

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

- 1) **Asset Management** – Home Forward's asset management team is overseeing third-party property management on behalf of the City of Portland. As of December 31, 2019, five properties have been included in Home Forward's asset management portfolio:
 - a) Ellington – 262 units
 - b) East Burnside – 51 units
 - c) Fairfield – 82 units
 - d) Westwind – 70 SRO units
 - e) Headwaters – 100 units

2) **Development of City- Purchased Site on SE 30th and SE Powell-** During a pre-development phase, Home Forward contracted with a design firm to provide analysis of options for development of a site at SE 30th and SE Powell in Portland. After confirming the viability of the site, Home Forward is proceeding as the owner/developer and has contracted with a design team and construction contractor. As of mid-July 2020, approximately 210 units are anticipated. At least 30 of the total units will be designated as Permanent Supportive Housing for families who have previously experienced homelessness. Financial closing and the start of construction are anticipated in August 2021, followed by approximately 22 months of construction.

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

As of July 2020, it is anticipated that Home Forward will receive allocations in two areas:

1) Redevelopment of Dekum Court – Approved as a “Phase 1 project” for use of Metro bond funds, Dekum Court. Home Forward selected Dekum Court as the site for major redevelopment which leverages the Section 18 disposition which HUD approved for the site (October 2018) and utilizes a proposed transfer of 27 units of RAD assistance from Cora Park, Chateau Apartments, and Scattered East A. Metro approved the Phase I project and an allocation of approximately \$22 million in bond funds in July 2019. Redevelopment will be completed in two phases, with Phase I ensuring that existing residents (40 units) have the choice to relocate into the new building (Spring 2022) prior to demolition of the current buildings. After completion of Phase II by fall 2023, a total of 187 apartments will be located on the site.

2) Troutdale property utilizing funds for Eastern Multnomah County projects – Due to smaller population sizes, the three cities in eastern Multnomah County did not qualify for individual allocations of bond funding. Instead, Multnomah County and Metro have designated Home Forward as the jurisdictional partner to receive the bond allocation to cover approximately 111 units of affordable housing in this area. Multnomah County has identified county-owned property in Troutdale that is in an area suitable for development as affordable housing. Home Forward is working from staff from the City of Troutdale to develop an initial design concept. Formal transfer of ownership from the County to Home Forward is anticipated during 2021 along with the beginning of an official design process.

The Louisa Flowers

Home Forward successfully completed construction of the Louisa Flowers in October 2019. Lease up continued into 2020.

Rents are affordable in the following income ranges:

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

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

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

Home Forward has selected a design team and construction contractor for the development of affordable housing on approximately one acre of a three-acre site owned by PCC. The college will be redeveloping an existing workforce training center and parking lot with the goal to include approximately 100 new apartment homes.

Hattie Redmond (formerly Baldwin Site) Redevelopment

Home Forward successfully competed for funding from the State of Oregon to redevelop 12 units of market-rate housing currently located on NE Interstate and Baldwin into 60 studio apartments which will serve as Permanent Supportive Housing for people who have experienced homelessness. Home Forward is partnering with the Urban League of Portland to ensure culturally sensitive services are provided on site. Construction began in 2021.

Public Housing Strategy

Home Forward operates 644 apartment homes as public housing, a specific subset of affordable housing that receives federal operating subsidy and capital funding. The buildings, and the deep rent subsidies they provide, are an important resource for Home Forward and the people we serve. Unfortunately, given waning federal support, mounting capital needs, and growing demand for affordable housing, the public housing program itself severely limits our ability to reinvest in these homes and meet the preservation challenges each apartment community faces. The reality is that the ongoing viability of this community resource is in jeopardy.

It is in the best interests of our residents, and the properties they call home, for Home Forward to pursue a transition from public housing subsidy to a type of Section 8 rent assistance for all of Home Forward's public housing communities. Section 8 provides more stable operating funding and allows Home Forward to use a conventional real estate model that leverages equity and debt to make vital and significant capital improvements. The process to convert public housing properties to Section 8 began with our **85 Stories** effort to preserve our ten high-rise public housing communities. The ten high-rises provide 1,232 housing units, which account for almost half of Home Forward's total public housing supply. They serve some of our most vulnerable community members: seniors and persons with disabilities. The buildings are well located and worthy of preservation. In May 2012, the critical needs in these ten high-rise buildings totaled \$80 million in capital improvements. If these properties were to continue to provide safe, decent, and affordable homes, work needed to begin soon and to continue at an accelerated pace.

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

Policy Guidelines for Subsidy Conversion

- 1) Continue to serve very low-income populations in these communities
- 2) Maintain ownership or control of the properties
- 3) Improve the physical and financial condition of the properties

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

Home Forward has formulated a financing strategy for the improvements, grouping the work into multiple phases with the most critical needs addressed first.

Phase 1: HUD approved our proposal to change the operating subsidy at four of the buildings from public housing to project-based Section 8 funding. This subsidy change occurred in September 2013 and transfer to the LIHTC partnership (and the accompanying affordable housing lease up) was completed during FY2015. Construction completed in FY2016 at each of the first four properties: Northwest Tower & Annex, Gallagher Plaza, Hollywood East, and Sellwood Center.

On-going Phases: We are continuing our plans to make the change for the rest of our public housing portfolio. Home Forward is proposing two options to convert the public housing properties to Section 8 rent assistance: HUD's Section 18 demolition and disposition process or the Rental Assistance Demonstration (RAD), which could transition properties to project-based vouchers.

Home Forward submitted RAD applications for six properties (285 units) in May 2015 and received approval for RAD conversion in September 2015. An additional application for 31 properties (1,008 units) was submitted in July 2015 and HUD-issued CHAPs (Commitments to Enter into a Housing Assistance Payment) were received in August and October 2016.

For seven of these 37 total properties, Home Forward also submitted Section 18 requests to the Special Applications Center (SAC). Six of these applications requested disposition approval based on a demonstration of obsolescence; these requests were a key element of plans to preserve the properties as affordable housing with rental subsidy. The seventh requested demolition/disposition approval, also based on a demonstration of obsolescence, to redevelop a site in a conjunction with Metro GO Bond discussed above.

The Special Applications Center (SAC) approved all seven applications in 2018. As of December 31, 2021, Home Forward completed Section 18 dispositions for Tamarack Apartments, Schunk Riverview Tower, Medallion Apartments, Williams Plaza Apartments, and Dekum Court. These dispositions, in conjunction with Low Income Housing Tax Credit in which Home Forward serves as the general partner, resulted in the rehabilitation and preservation of 544 units of affordable housing with rental subsidy.

Two of the six properties that received RAD approval in September 2015 are Bud Clark Commons (130 units) and Madrona Place (45 units). We propose to project-base 100% of the units at these properties since the units serve Qualifying Families. Bud Clark Commons provides permanent supportive housing for highly vulnerable, formerly homeless individuals, as screened by four medical clinics using a vulnerability index tool. Services include advocacy and case management; medical, mental health and substance abuse treatment; and vocational, employment, money management and life skills training. Madrona Place is a family property with many Spanish-speaking households that include many children as well as many single parent households. Home Forward provides a .5 FTE Resident and Community Service Coordinator with services focused on housing stability, increasing economic opportunity, and creating a sense of community for the entire family.

Remaining RAD Conversions Schedule

AMP (PH units)	Property Name	Total Public Housing Units in CHAPS	Conversion Post FY19	85 Stories Group
OR002000124	Lexington Court	20	20	Group 8
OR002000131	Slavin Court	24	24	Group 8
OR002000336	Cora Park	10	10	Group 8
OR002000436	Chateau Apt.	10	10	Group 8
OR002000705	Scattered East A	7	7	Group 8
OR002000108	Peaceful Villa	70	70	Group 8

Remaining RAD Section 18 Conversions

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

Section II. General Housing Authority Operating Information

A. Housing Stock Information

i. Actual New Project Based Vouchers

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

PROPERTY NAME	NUMBER OF VOUCHERS NEWLY PROJECT-BASED		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Alberta Alive	25	0	Committed	No	New construction with Community Development Partners. Will include 25 Project-Based VASH
Findley Project	20	0	Committed	No	New construction with Do Good Multnomah. Will include 20 Project-Based VASH
Las Adelitas	8	0	Committed	No	New construction with Hacienda CDC. Will include 8 Project-based Vouchers for families leaving homelessness and communities of color
Anna Mann House	12	0	Committed	No	Substantial Rehab and New construction with Innovative Housing Inc. Will include 12 Project-based Vouchers for low-income families and seniors
The Susan Emmons	48	0	Committed	No	New construction with Northwest Housing Alternatives. Will include 48 Project-based Vouchers for chronically homeless individuals, seniors with a disability
Joyce Hotel	66	0	Committed	No	New construction with CPAH. Will include 66 Project-based Vouchers for chronically homeless individuals
Westwind Apts	70	0	Committed	No	New construction with Central City Concern. Will include 70 Project-based Vouchers for chronically homeless individuals
NE Prescott	9	0	Committed	No	New construction with CDP/NAYA. Will include 9 Project-based Vouchers for low-income families and communities of color

Stark Street	16	0	Committed	No	New construction with Human Solutions. Will include 16 Project-based Vouchers for families experiencing homelessness
SE Powell	50	0	Committed	No	New construction with Home Forward. Will include 50 Project-based Vouchers for families experiencing homelessness
	324	0			

* Figures in the "Planned" column should match the corresponding Annual MTW Plan. ** Select "Status at the End of Plan Year" from: Committed, Leased/Issued

Please describe differences between the Planned and Actual Number of Vouchers Newly Project-Based:

All committed project-based vouchers have an executed AHAP contract in place and are currently under construction.

ii. Actual Existing Project Based Vouchers

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

PROPERTY NAME	NUMBER OF PROJECT-BASED VOUCHERS		STATUS AT END OF PLAN YEAR**	RAD?	DESCRIPTION OF PROJECT
	Planned*	Actual			
Fir Acres	32	32	Leased/Issued	Yes	RAD I PBV Conversion
Stark Manor	30	30	Leased/Issued	Yes	
Eastwood Court	32	32	Leased/Issued	Yes	
Dahlke Manor	115	115	Leased/Issued	Yes	Section 18 RAD Conversion
	206	206	Planned/Actual Total Existing Project-Based Vouchers		

* Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

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

Please describe differences between the Planned and Actual Existing Number of Vouchers Project-Based:

N/A

iii. Actual Other Changes to MTW Housing Stock in the Plan Year

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

ACTUAL OTHER CHANGES TO MTW HOUSING STOCK IN THE PLAN YEAR	
N/A	

iv. General Description of All Actual Capital Expenditures During the Plan Year

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

GENERAL DESCRIPTION OF ALL ACTUAL CAPITAL EXPENDITURES DURING THE PLAN YEAR								
<u>Community</u>	<u>Activity</u>	<u>Scattered Sites Sales Proceeds</u>	<u>Capital Fund</u>	<u>Asset Repositioning Fee</u>	<u>MTW Funds</u>	<u>% of Cap Fund</u>	<u>Total Expended</u>	<u>% of Total Expended</u>
PHA Wide	15% Administrative Allowance		\$973,529			10.04%	\$973,529	10.04%

Dekum Court	Sewer Line Repairs		\$24,501			0.25%	\$24,501	0.25%
Dekum Court	Abatement		\$10,427			0.11%	\$10,427	0.11%
Tamarack	Emergency Sewer Repairs		\$34,675			0.36%	\$34,675	0.36%
Tamarack	Flooring Abatement		\$20,278			0.21%	\$20,278	0.21%
Dahlke Manor	Appliances		\$20,256			0.21%	\$20,256	0.21%
Dahlke Manor	Asbestos Abatement		\$8,000			0.08%	\$8,000	0.08%
Holgate House	Appliances		\$5,507			0.06%	\$5,507	0.06%
Holgate House	Door Entry System		\$9,000			0.09%	\$9,000	0.09%
Schrunk Riverview Tower	Abatement		\$14,482			0.15%	\$14,482	0.15%
Schrunk Riverview Tower	Elevator Repair		\$50,000			0.52%	\$50,000	0.52%
Williams Plaza	Flooring Abatement		\$10,000			0.10%	\$10,000	0.10%
Williams Plaza	Appliances		\$16,703			0.17%	\$16,703	0.17%
Williams Plaza	Roofing Re-coat		\$4,000			0.04%	\$4,000	0.04%
Townhouse Terrace	New Fence		\$5,000			0.05%	\$5,000	0.05%
Lexington Court	New Fence		\$6,000			0.06%	\$6,000	0.06%
Demar Downs	Garbage Enclosure Repair		\$36,196			0.37%	\$36,196	0.37%
Medallion	Abatement		\$15,722			0.16%	\$15,722	0.16%
Medallion	Appliances		\$12,639			0.13%	\$12,639	0.13%
Ruth Haefner	Flooring and Abatement		\$24,000			0.25%	\$24,000	0.25%
Ruth Haefner	Roof Repair		\$5,000			0.05%	\$5,000	0.05%
Ruth Haefner	Door Entry System		\$20,000			0.21%	\$20,000	0.21%
Celilo Court	Sidewalk Repair		\$15,000			0.15%	\$15,000	0.15%
Celilo Court	Windows Replacement		\$10,280			0.11%	\$10,280	0.11%
Celilo Court	Parking Lot Restriping		\$5,100			0.05%	\$5,100	0.05%
Floresta	Office Furnace Replacement		\$6,000			0.06%	\$6,000	0.06%
Maple Mallory	Radon Mitigation		\$60,000			0.62%	\$60,000	0.62%
Maple Mallory	Boiler Replacement		\$9,000			0.09%	\$9,000	0.09%
Winchell Court	Radon Mitigation		\$30,000			0.31%	\$30,000	0.31%
Powellhurst	Sewer Line Repairs		\$5,000			0.05%	\$5,000	0.05%
Camelia Court	Radon Mitigation		\$30,000			0.31%	\$30,000	0.31%
Various Properties	PH Discretionary Project Funds		\$571,405			5.89%	\$571,405	5.89%
*Various Properties	Major Systems Upgrades - 85 Stories Projects		\$7,626,339			78.67%	\$7,626,339	78.67%
Total Capital Expenditures Budget			\$9,694,039			100%	\$9,694,039	100%

B. LEASING INFORMATION

i. Actual Number of Households Served

Snapshot and unit month information on the number of households the MTW PHA actually served at the end of the Plan Year.

NUMBER OF HOUSEHOLDS SERVED THROUGH:	NUMBER OF UNIT MONTHS OCCUPIED/LEASED*		NUMBER OF HOUSEHOLDS SERVED**	
	Planned^^	Actual	Planned^^	Actual
MTW Public Housing Units Leased	7,584	5,918	632	493
MTW Housing Choice Vouchers (HCV) Utilized	112,548	112,179	9,379	9,348
Local, Non-Traditional: Tenant-Based	1,464	2,100	122	175
Local, Non-Traditional: Property-Based	60	60	5	5
Local, Non-Traditional: Homeownership	0	0	0	0
Planned/Actual Totals	121,656	120,257	10,138	10,021

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

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

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

Please describe any differences between the planned and actual households served:

Public Housing unit months leased was lower than planned due to unit turnover, Public Housing averaged an occupancy rate of 97% for FY 2021. Housing Choice Vouchers unit months leased was lower than planned due to an aging waitlist and higher than expected voucher turnover for FY 2021. Local, Non-Traditional Tenant-Based unit months leased was higher than planned due to increased households assisted with rent arrears payments.

LOCAL, NON-TRADITIONAL CATEGORY	MTW ACTIVITY NAME/NUMBER	NUMBER OF UNIT MONTHS OCCUPIED/LESED*		NUMBER OF HOUSEHOLDS TO BE SERVED*	
		Planned^^	Actual	Planned^^	Actual
Tenant-Based	Program Based Assistance / 14	1,464	2,100	122	175
Project-Based	Program Based Assistance / 14	60	60	5	5
Homeownership	Program Based Assistance / 14	N/A	N/A	N/A	N/A
Planned/Actual Totals		1,524	2,160	127	180

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

^^ Figures and text in the "Planned" column should match the corresponding Annual MTW Plan.

HOUSEHOLDS RECEIVING LOCAL, NON-TRADITIONAL SERVICES ONLY	AVERAGE NUMBER OF HOUSEHOLDS PER MONTH	TOTAL NUMBER OF HOUSEHOLDS IN THE PLAN YEAR
14 Program Based Assistance / Client Services	Less Than 1	2

ii. Discussion of Any Actual Issues/Solutions Related to Leasing

Discussion of any actual issues and solutions utilized in the MTW housing programs listed.

HOUSING PROGRAM	DESCRIPTION OF ACTUAL LEASING ISSUES AND SOLUTIONS
MTW Public Housing	Due to the shortage of subsidized units throughout the county, we continue to have long waiting lists and subsequently have no issues leasing units. We consistently maintain a 98% occupancy rate.
MTW Housing Choice Voucher	<p>Several years of a tight rental market have made it difficult for voucher holders to find affordable housing. To support voucher holders in their search, we have been offering deposit assistance to participants that complete a tenant education class taught by a community organization.</p> <p>With the current rental market's low vacancy rates, participants continue to face barriers in utilizing their voucher; 89.5% of voucher holders were able to successfully utilize their voucher. Of those successfully able to utilize their voucher, 78.5% were able to do so in the initial 120 days provided by Home Forward. In 2020, HUD adopted new Fair Market Rents that allowed Home Forward to increase payment standards to increase leasing success. Additionally, Home Forward continued two pilot programs to help participants pay for Security Deposits; one program is a tenant education class, which provided a one-time payment toward a security deposit, and the other is a loan program available to households making more than 30% AMI.</p>

Local, Non-Traditional	There were no issues utilizing funds in our Local, Non-Traditional Programs. Due to escalating rent increases outpacing income gains, we are seeing households need longer periods of assistance to stabilize resulting in fewer unduplicated households being served.
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C. WAITING LIST INFORMATION

i. Actual Waiting List Information

Snapshot information on the actual status of MTW waiting lists at the end of the Plan Year. The “Description” column should detail the structure of the waiting list and the population(s) served.

WAITING LIST NAME	DESCRIPTION	NUMBER OF HOUSEHOLDS ON WAITING LIST	WAITING LIST OPEN, PARTIALLY OPEN OR CLOSED	WAS THE WAITING LIST OPENED DURING THE PLAN YEAR
MTW Public Housing	Site-based	3,161	Partially Open*	No
MTW Housing Choice Voucher	Community-Wide	776	Partially Open*	No
MTW Housing Choice Voucher	Site-Based	18,756	Partially Open*	No
Traditional MTW Program	Other	0	Closed	No
Traditional MTW Program	Site-Based	0	Closed	No

Please describe any duplication of applicants across waiting lists:

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

ii. Actual Changes to Waiting List in the Plan Year

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

WAITING LIST NAME	DESCRIPTION OF PLANNED CHANGES TO WAITING LIST
MTW Public Housing	Our MTW Public Housing waiting lists are currently closed except for households needing an ADA accessible unit or applicants who have a documented terminal illness with a life expectancy of less than 12 months. Several waiting lists also include a preference for referrals made by community partners. Another list includes a preference for people experiencing homelessness and a score on the Vulnerability Assessment Tool.
MTW Housing Choice Voucher (Community-Wide)	Our MTW Housing Choice Voucher tenant-based waiting list is community-wide and is closed except for applicants to the Family Unification Program and those who have a documented terminal illness with a life expectancy of less than 12 months.
MTW Housing Choice Voucher (Site-Based)	Our MTW Housing Choice Voucher project-based voucher waiting lists are site-based and are partially open. There are 94 lists in the community, maintained by

each building with its own preferences. Some of these lists are currently open, some are closed, and some are closed except to applicants needing an ADA accessible unit or who have a documented terminal illness with a life expectancy of less than 12 months.

D. INFORMATION ON STATUTORY OBJECTIVES AND REQUIREMENTS

i. 75% of Families Assisted Are Very Low Income

HUD will verify compliance with the statutory requirement that at least 75% of the households assisted by the MTW PHA are very low income for MTW public housing units and MTW HCVs through HUD systems. The MTW PHA should provide data for the actual families housed upon admission during the PHA's Plan Year reported in the "Local, Non-Traditional: Tenant-Based"; "Local, Non-Traditional: Property-Based"; and "Local, Non-Traditional: Homeownership" categories. Do not include households reported in the "Local, Non-Traditional Services Only" category.

INCOME LEVEL	NUMBER OF LOCAL, NON-TRADITIONAL HOUSEHOLDS ADMITTED IN THE PLAN YEAR
80%-50% Area Median Income	0
49%-30% Area Median Income	170
Below 30% Area Median Income	0
Total Local, Non-Traditional Households Admitted	170

Note: Households are required to be at or below 50% area median income to be eligible to receive assistance through Home Forward's local, non-traditional program. Referrals are made through partner agencies who verify eligibility, but Home Forward doesn't track household income levels and our partner agencies don't provide income data when submitting data for the households they serve as part of these programs.

ii. Maintain Comparable Mix

HUD will verify compliance with the statutory requirement that MTW PHAs continue to serve a comparable mix of families by family size by first assessing a baseline mix of family sizes served by the MTW PHA prior to entry into the MTW demonstration (or the closest date with available data) and compare that to the current mix of family sizes served during the Plan Year.

BASELINE MIX OF FAMILY SIZES SERVED (upon entry to MTW)					
FAMILY SIZE	OCCUPIED PUBLIC HOUSING UNITS	UTILIZED HCVs	NON-MTW ADJUSTMENTS*	BASELINE MIX NUMBER	BASELINE MIX PERCENTAGE
1 Person	1,411	1,964	0	3,375	42.4%
2 Person	410	1,296	0	1,706	21.4%
3 Person	342	925	0	1,267	15.9%
4 Person	232	608	0	840	10.5%
5 Person	136	292	0	428	5.4%
6+ Person	97	254	0	351	4.4%
TOTAL	2,628	5,339	0	7,967	100.0%

* "Non-MTW Adjustments" are defined as factors that are outside the control of the MTW PHA. An example of an acceptable "Non-MTW Adjustment" would include demographic changes in the community's overall population. If the MTW PHA includes "Non-MTW Adjustments," a thorough justification, including information substantiating the numbers given, should be included below.

Please describe the justification for any "Non-MTW Adjustments" given above:

MIX OF FAMILY SIZES SERVED (in Plan Year)				
FAMILY SIZE	BASELINE MIX PERCENTAGE**	NUMBER OF HOUSEHOLDS SERVED IN PLAN YEAR^	PERCENTAGE OF HOUSEHOLDS SERVED IN PLAN YEAR^^	PERCENTAGE CHANGE FROM BASELINE YEAR TO CURRENT PLAN YEAR
1 Person	42.4%	5,826	58.1%	37.1%
2 Person	21.4%	1,634	16.3%	-23.8%
3 Person	15.9%	966	9.6%	-39.4%
4 Person	10.5%	711	7.1%	-32.4%
5 Person	5.4%	429	4.3%	-20.7%
6+ Person	4.4%	455	4.5%	3.2%
TOTAL	100%	10,021	100.0%	

** The "Baseline Mix Percentage" figures given in the "Mix of Family Sizes Served (in Plan Year)" table should match those in the column of the same name in the "Baseline Mix of Family Sizes Served (upon entry to MTW)" table.

^ The "Total" in the "Number of Households Served in Plan Year" column should match the "Actual Total" box in the "Actual Number of Households Served in the Plan Year" table in Section II.B.i of this Annual MTW Report.

^^ The percentages in this column should be calculated by dividing the number in the prior column for each family size by the "Total" number of households served in the Plan Year. These percentages will reflect adjustment to the mix of families served that are due to the decisions of the MTW PHA. Justification of percentages in the current Plan Year that vary by more than 5% from the Baseline Year must be provided below.

Please describe the justification for any variances of more than 5% between the Plan Year and Baseline Year:

Several factors have created slight changes to the mixes of family sizes we serve. We increased our project-based vouchers, primarily in partnership with community agencies serving highly vulnerable people. We have also completed RAD conversions on the majority of our existing Single Room Occupancy/Mod Rehab program, which added over 350 1-person households in this plan year.

In addition, Home Forward's demographics relating to family size on the waitlist versus households leaving have changed, and as units turnover, smaller households sizes are selected from the waitlist as they make up a larger majority of waitlist households than in previous years. In 2019, 44% of households that left Home Forward were 1-person households, and 1-person households made up a combined 70% on all waitlists. There continues to be many 6+ person households represented on Public Housing and HCV waitlists that account for the increase in larger family size from the established baseline.

iii. Number of Households Transitioned to Self-Sufficiency in the Plan Year

Number of households, across MTW activities, that were transitioned to the MTW PHA's local definition of self-sufficiency during the Plan Year.

MTW ACTIVITY NAME/NUMBER	NUMBER OF HOUSEHOLDS TRANSITIONED TO SELF SUFFICIENCY*	MTW PHA LOCAL DEFINITION OF SELF SUFFICIENCY
Rent Reform / 01	475	Households that has earned or permanent income that results in area median income (AMI) above 50% and/or has voluntarily exited housing assistance
GOALS / 02	33	
MOD Rehab RAD / 17	27	
	535	(Households Duplicated Across MTW Activities)
	60	Total Households Transitioned to Self Sufficiency

* Figures should match the outcome reported where metric SS#8 is used in Section IV of this Annual MTW Report.

Section III. Proposed MTW Activities

All proposed activities that are granted approval by HUD are reported on in Section IV as "Approved Activities."

Section IV. Approved MTW Activities

A. Implemented Activities

01 RENT REFORM

Approved FY2012, Implemented FY2012, Amended FY2014, FY2015, FY2020 & FY2021

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

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

For **seniors and people with disabilities**, rent is calculated based on 28.5% of gross income. All deductions are eliminated, and this group will have triennial income re-certifications. We define those aged 55 and older as “senior”, and households fall into this population category if the head, co-head or spouse listed on the lease is 55 or older or is disabled under the current HUD definition used by Home Forward. This group has a \$0 minimum rent and utility reimbursements are allowed.

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

- **Years 1 and 2:** rent is based on 29.5% of gross income, with no minimum rent. Utility reimbursements are allowed.

MTW authorization:

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

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

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

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

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

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

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

- **Years 3 and 4:** rent is based on 29.5% of gross income. Utility reimbursements are allowed. (FY2021 Modification)
- **Years 5 and 6, and biennially thereafter:** rent is based on 31% of gross income. Utility reimbursements are allowed. (FY2021 Modification)

The following policies apply to all households:

- The proration of subsidy for mixed families is simplified so that a flat \$1 monthly reduction in assistance is applied to the household, regardless of the number of ineligible members.
- The ceiling rent for public housing is now automatically set to match Housing Choice voucher payment standards. There will be no flat-rent option.
- Home Forward has created a separate “release of information” form to supplement the HUD Form 9886, to obtain a release of information that covers the appropriate biennial or triennial review cycle.
- For Housing Choice voucher households where the gross rent of the unit exceeds the applicable payment standard, Home Forward will approve the tenancy at initial occupancy so long as the household share does not exceed 50 percent of the household’s gross income. (FY2017 Modification)
- When a Housing Choice voucher household is approved to move and the identified unit has a gross rent that exceeds the payment standard, Home Forward will use the existing income verification on file to test for affordability. Home Forward will not require a re-examination to verify income for this purpose unless the family requests it.
- *When a Housing Choice voucher household reports a change in family size, if the household has resided in their unit for at least 12 months, Home Forward will require an interim review. Any changes to voucher size, payment standard and subsidy calculation will be effective 120 days after the interim review. (FY2015 Modification)*
- The earned income disallowance is eliminated.
- All Family Self-Sufficiency (FSS) participants are included in the rent reform calculation.
- Home Forward will use actual past income to determine annual income for participant families. (FY2015 Modification)
- All income sources used to determine a household’s public housing rent or Housing Choice voucher assistance will be the same as currently defined by HUD, with the following exceptions:

- The value of any asset or the value of any income derived from that asset will not be used in the rent calculation, except when the asset makes regular payments (quarterly or more often) to the resident or participant. However, the value of assets or the value of any income derived from assets will be used to determine initial eligibility. Home Forward will allow households to self-certify assets with a net value of \$5,000 or less. (FY2015 Modification)
- All earned income of full-time students aged 18 and over will be excluded from the rent calculation, unless they are the head, co-head, or spouse of the household.
- Student financial assistance will be considered only for the purpose of determining eligibility. Student financial assistance will not be used to determine annual income for rent and subsidy calculation.
- All adoption assistance payments will be excluded from the rent calculation.
- Households will have the option to not report income that is not used in the rent calculation, such as foster care payments. However, Home Forward will accept income reporting of such sources for use in determining affordability of a unit. Home Forward permits families to rent units where the family share is up to 50% of their gross income.
- Households may apply for a hardship review if their total monthly shelter costs exceed 50% of the total monthly income used to determine their rent subsidy. Housing Choice voucher participants who choose to rent housing where the total shelter costs exceed 50% of total monthly income at the time of initial lease-up in that unit will not generally qualify for hardship review; however, all households have the right to request a hardship and exceptions may be made. The committee will have a menu of remedies to reduce a qualifying household's burden.
- Home Forward may deny all rent increase requests, or pause the processing of all rent increase requests, from landlords of tenant-based Housing Choice Voucher holders for reasons other than non-compliance with rent reasonableness in rent setting. Home Forward will implement this approach based upon a consideration of the following factors:
 - A consideration of financial and administrative impact on Home Forward;
 - Rent burden on tenants participating in the Housing Choice Voucher program;
 - Impact on participating landlords; and
 - Other compelling situations which may include the declaration of a state of emergency.

Rent reform has been fully implemented. Currently, all MTW public housing and Housing Choice voucher households, as well as VASH voucher holders, are on the rent reform calculation. The earliest group of work-focused households transitioned to the third level of rent payment beginning in FY2017. Home Forward continues to monitor hardship requests, household and agency financial impacts and staff feedback to prepare for any changes that may need to be made to the activity.

Home Forward temporarily denied all rent increase requests, or paused processing rent increase requests, from landlords of Tenant Based Voucher holders for rent increases that would go into effect during calendar year 2021 in response to the COVID-19 public health emergency. Home Forward implemented this modification by pausing processing rent increase requests from landlords of Tenant Based voucher holders that would have taken effect during calendar year 2021 in response to the COVID-19 public health emergency.

Home Forward implemented this approach based upon a consideration of the following factors:

- A consideration of financial and administrative impact on Home Forward;
- Rent burden on tenants participating in the Housing Choice Voucher program;
- Impact on participating landlords; and
- Other compelling situations which may include the declaration of a state of emergency.

Authority to implement this approach derives from Section D(2)(e) of Attachment C to the HUD-Home Forward MTW Agreement. Section D(2)(e): "The Agency is authorized to implement alternative review and/or approval procedures for rent increases."

Activity Metrics

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Agency cost savings (Standard Metric: CE#1)				
Total cost of task	FY2011: \$140,228	FY2021: \$105,723	\$93,354	Outcome Achieved
Staff time savings (Standard Metric: CE#2)				
Total time to complete the task	FY2011: 5,340 hours	FY2021: 4,026 hours	3,555	Outcome Achieved
Decrease in error rate of task execution (Standard Metric: CE#3)				
Note: Because Home Forward does not have a pre-implementation baseline for this metric, we are not able to show the historical impact of this activity. Through our quality control process, every error that is identified is corrected.				
Average error rate in completing task	FY2015: 7.5%	FY2021: 7.5%	4.2%	Outcome Achieved

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Increase in tenant share of rent (Standard Metric: CE#5)				
Total annual tenant share of rent	FY2012: \$25,342,942	FY2021: \$37,972,344	\$40,920,523	Outcome Achieved
Increase in household income (Standard Metric: SS#1)				
Average earned income of households	FY2011: \$3,324	FY2021: \$3,651	\$5,339	Outcome Achieved
Increase in positive outcomes in employment status (Standard Metric: SS#3) Note: Because Home Forward has implemented biennial and triennial review schedules, the number of households who report an increase in earned income each year is reduced.				
Number of heads of households who: 6) Other (defined as having an increase in earned income)	FY2011: 866 heads of households	FY2021: 525 heads of households	683 heads of household	Outcome Achieved
Percent of work-focused households who: 6) Other (defined as having an increase in earned income)	FY2011: 16% of work-focused households	FY2021: 16% of work-focused households	11% of work-focused households	Outcome Not Achieved
Households Removed from Temporary Assistance for Needy Families (TANF) (Standard Metric: SS#4)				
Number of households receiving TANF assistance	FY2012: 229 households receiving TANF (2.0%)	FY2021: 100 households receiving TANF (1.0%)	1,216 (9.5%) households	Outcome Not Achieved
Reducing the per unit subsidy costs for participating households (Standard Metric: SS#6)				
Average amount of subsidy per household	FY2012: \$524 per household	FY2021: \$780	\$822	Outcome Achieved
Households transitioned to self-sufficiency (Standard Metric: SS#8)				
Number of households transitioned to self-sufficiency (Defined as households that have earned or permanent income that results in area median income (AMI) above 50% and/or that have voluntarily exited housing assistance)	FY2014: 521 households	FY2021: 500 households	475 households	Outcome Not Achieved

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Displacement prevention (Standard Metric: HC#4) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not believe this metric is an accurate measure of this activity, but we have included it at HUD's request.				
Number of households at or below 80% AMI that would lose assistance or need to move	FY2011: 233 households	FY2021: 0 households	0 households	Outcome Achieved
Increase in resident mobility (Standard Metric: HC#5) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not use rent reform to impact mobility, but we have included it at HUD's request.				
Number of households able to move to a better unit and/or neighborhood of opportunity (defined as low poverty census tracts where poverty is below 17.1%)	FY2013: 3,092 (28.4%) households lived in better neighborhoods	FY2021: 2,904 (28.5%) households	3,527 (27.7%) households	Outcome Acheived

Agency Specific Metrics

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Maintain stability for seniors and people with disabilities				
Shelter burden (rent ¹ + utility allowance divided by gross income) for seniors and people with disabilities	Before implementation, shelter burden was 27%	FY2021: Shelter burden will remain below 29%	28%	Outcome Achieved
Increased contribution to rent				
Total tenant payment (rent ² + utility allowance) for work-focused households	Before implementation: Section 8 average - \$267 Public housing average - \$249	FY2021: Section 8 average - \$420 Public housing average - \$359	Section 8 average - \$538 Public housing average - \$471	Outcome Achieved
Increased income in work-focused households				
Average income for work-focused households, as percentage of Median Family Income (MFI)	Before implementation, average income for work-focused households was 16.4% MFI	FY2021: 18% MFI	18.8% MFI	Outcome Achieved

Home Forward's Yardi Voyager database continues to serve as the source for household income and total tenant rent payment information. The baseline data for hours required to conduct rent calculation and income reviews was collected through staff interviews and workflow analysis.

Hardship Requests

At the time of implementation, Home Forward offered a "phase-in" hardship for households who had high medical or childcare costs or had many dependents. On an annual basis, those households can apply for an extension to the phase-in hardship, which if approved, reduces their rent portion in proportion to the amount of expenses or the number of dependents. From January 2021 through December 2021

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

(FY2021), 7 households requested an extension of the phase-in hardship, and 7 of those were approved. The annual cost to the agency of the phase-in hardship is approximately \$3,500.

Households may apply for a hardship review if their total monthly shelter burden costs exceed 50% of the total monthly income used to determine their rent subsidy. In FY2021, 144 households applied for a hardship review and 109 requests were granted. The annual cost to the agency of these hardship requests is approximately \$91,176.

MTW Flexibility:

Home Forward has used our MTW flexibility to structure our rent reform calculation with several aspects that differ from the standard calculation (described above). This includes eliminating deductions, changing the percentage of income used to calculate rent, simplifying the calculation, and moving to triennial reviews save significant staff time. Additionally, Home Forward has exercised its authority to amend the definition of an elderly family to age 55. This supports the statutory objective of creating incentives for self-sufficiency by ensuring that households defined as work-focused can be reasonably expected to increase employment and earnings over time.

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward enacted several waivers from PIH Notice 2020-33 (COVID-19 Statutory and Regulatory Waivers and Alternative Requirements for the Public Housing, Housing Choice Voucher (including Mainstream and Mod Rehab), Indian Housing Block Grant and Indian Community Development Block Grant programs, Suspension of Public Housing Assessment System and Section Eight Management Assessment Program, Revision 2) that impact this activity:

PH and HCV-3: Family Income and Composition: Annual Examination; Income Verification Requirements (April 14, 2020 to June 30, 2021)

PH and HCV-4: Family Income and Composition: Interim Examinations (April 14, 2020 to June 30, 2021)

HCV-2: Information When Family is Selected: PHA Oral Briefing (April 14, 2020 to June 30, 2021)

HCV-3: Term of Voucher: Extensions of Term (April 14, 2020 to June 30, 2021)

HCV-4: PHA Approval of Assisted Tenancy: When HAP Contract is Executed (April 14, 2020 to June 30, 2021)

HCV-5: Absence from Unit (April 14, 2020 to June 30, 2021)

HCV-6: Automatic Termination of HAP Contract (April 14, 2020 to June 30, 2021)

HCV-10: Family Unification Program: FUP Youth Age Eligibility to Enter HAP Contract (December 7, 2020 to June 30, 2021)

HCV-11: Family Unification Program: Length of Assistance for Youth (December 7, 2020 to June 30, 2021)

HCV-12: Family Unification Program: Timeframe for Referral (December 7, 2020 to June 30, 2021)

These waivers enabled households to quickly submit reductions in income resulting from the COVID-19 pandemic and aimed to help assisted households remain in their unit during the public health emergency.

Home Forward also made a change to rent calculations for work-focused households in an effort to eliminate racial disparities and advance racial equity:

- 1) Minimum rent was set to \$0 for work-focused year 2 and onwards
- 2) Utility reimbursements are allowed for all work-focused households

When analyzing the impact of eliminating minimum rents on shelter burden by race/ethnicity and households with children, Home Forward saw significant decreases in shelter burden for everyone, but especially households of color, as a result of this single policy change. This change will increase housing choice by increasing housing stability and reduce cost efficiency by reducing administrative burden associated with implementing minimum rents and processing hardships and was fully implemented in November 2021.

Challenges in Achieving Benchmarks and Possible Strategies

The Portland metro area had an average increase of 8% in rents and a vacancy rate average of 5.1%, with some areas in the metro area experiencing vacancy rates below 3.6% during FY2021. To keep pace with the rental housing market and to ensure our voucher holders can find housing throughout our community, Home Forward continues to evaluate and raise payment standards. This has raised the average subsidy for our households and is necessary to continue to provide stable housing in this market. At this time, we are not considering a change of strategy, but will continue to maintain our payment standard structure to reflect the market as much as possible.

The COVID-19 pandemic caused significant income loss for households on rent reform. Through December 31, 2021, 946 households reported a loss in income directly due to COVID-19, reporting annual wage losses totaling \$18,474,548. Households on unemployment

and receiving TANF increased drastically from benchmarks established prior to the pandemic. The increase in temporary assistance as well as the reduction in earned income decreased the number of households able to transition into self-sufficiency.

02 GOALS – HOME FORWARD’S FAMILY SELF-SUFFICIENCY PROGRAM

Approved FY2014, Implemented FY2014

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

The key elements of the GOALS program are as follows:

- The rent reform calculation (Activity 01) is used for all GOALS participants.
- Participants who are engaged in a designated program intended to increase the family’s economic independence (such as an employment or training program) will receive a preference on the GOALS waiting list. 100% of the GOALS slots may be filled with participants utilizing this preference.
- Home Forward will allow the GOALS contract to be in the name of any adult member of the household.
- The traditional escrow account used in HUD Family Self-Sufficiency (FSS) programs has been replaced with a managed savings account. Any rent paid by a participant household above \$350 (known as the “strike point”) will be placed into the managed savings account. The monthly amount placed into a family’s managed savings account is limited to the difference between the strike point and the family’s ceiling rent (for public housing families) or voucher payment standard (for Section 8 families).
- The length of time on the program will be five years, with the opportunity to extend for an additional two years. Eligibility for the two-year extension follows current policy and HUD guidelines.
- Participants graduate and have access to the funds in their managed savings account when they have completed their training plan and fulfilled the obligations identified in their contract.
- Families who leave the program prior to graduation will forfeit any money accrued in their managed savings account.

MTW authorization:

Attachment C, Section E – Family Self Sufficiency Programs

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

Statutory objective:

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

- At properties where participation in GOALS was mandatory, the property will continue to utilize a site-based preference on the GOALS waitlist to encourage participation in the family self-sufficiency program at these sites.
- When funding is available, a safety net of \$1,500 (either in lump sum or \$250/month for six months) will be provided through MTW flexible funds for public housing families graduating from the site-based programs who move to non-subsidized units. The same safety net will be provided for Section 8 participants who give up their voucher prior to reaching zero assistance. Due to sequestration funding cuts, this safety net has not yet been announced or made available to families.
- When a public housing resident reaches ceiling rent, or a housing assistance payment for a voucher participant drops to zero, deposition into the family's managed savings account will cease. Families can continue to participate in the program for an additional six months, but no savings will accrue during this time. If the family is still at ceiling rent or zero assistance after six months, they will graduate from the program. If the family's income decreases to a level that housing assistance is reinstated during that six-month period, they may begin to earn escrow again, and continue participation in the program if the contract determines they are still eligible.
- Staff implementing the GOALS program will be funded by a combination of HUD-funded FSS Coordinator money, grant funding, and agency budgeting. FSS Coordinator funds will be used only for FSS Coordinator salaries, as directed by the respective NOFAs (Notice of Funding Availability).

Activity Metrics

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Agency cost savings (Standard Metric: CE#1) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not save costs through this activity, but we have included it at HUD's request.				
Total cost of task	FY2017: \$512,070	FY2021: \$779,731	\$577,400 ¹	Outcome Acheived
Staff time savings (Standard Metric: CE#2) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not save staff time through this activity, but we have included it at HUD's request.				

¹ Home Forward uses our MTW flexibility to include coordinators at our site-based programs in our overall GOALS FSS program. This is shown here as an increase in staffing costs and hours since we're now able to include these costs under the combined program. In addition to site-based coordinators, there are 8 traditional coordinators supported via HUD-funded FSS coordinator funds.

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Total time to complete task	FY2017: 18,509	FY2021: 18,928	16,867 ¹	Outcome Achieved
Decrease in error rate of task execution (Standard Metric: CE#3) Note: Because Home Forward does not have a pre-implementation baseline for this metric, we are not able to show the historical impact of this activity.				
Average error rate in completing task	FY2017: 2%	FY2021: 2%	2%	Outcome Achieved
Increase in resources leveraged (Standard Metric: CE#4)				
Amount of funds leveraged	FY2017: \$190,507	FY2021: \$191,500	\$413,750 ¹	Outcome Achieved
Increase in household income (Standard Metric: SS#1)				
Average earned income of households	FY2017: \$12,472	FY2021: \$12,750	\$22,808	Outcome Achieved
Increase in household savings (Standard Metric: SS#2)				
Average amount of escrow of households	FY2017: \$2,295	FY2021: \$2,350	\$5,013	Outcome Achieved
Increase in positive outcomes in employment status (Standard Metric: SS#3) ¹				
Number of heads of households:	FY2017:	FY2021:	FY2021:	
1) Employed full-time	187	187	197	Outcome Achieved
2) Employed part-time ²	120	120	87	Outcome Not Achieved
3) Enrolled in an educational program	129	130	40	Outcome Not Achieved
4) Enrolled in a job-training program	81	82	92	Outcome Achieved
5) Unemployed	155	155	119	Outcome Achieved
6) Other (defined as having completed an education or job training program)	54	55	95	Outcome Achieved

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

² Home Forward did not track full-time vs part-time employment prior to implementation. For the purposes of this baseline metrics, all employed households were counted as employed full-time. We have updated these metrics with the part-time employment statistics.

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Increase in positive outcomes in employment status (Standard Metric: SS#3) ¹				
Percentage of work-able households:	FY2017	FY2021	FY2021	
1) Employed full-time	40%	40%	49%	Outcome Achieved
2) Employed part-time ⁵	27%	27%	22%	Outcome Not Achieved
3) Enrolled in an educational program	28%	28%	10%	Outcome Not Achieved
4) Enrolled in a job-training program	18%	18%	23%	Outcome Achieved
5) Unemployed	33%	33%	30%	Outcome Achieved
6) Other (defined as having completed an education or job training program)	12%	12%	24%	Outcome Achieved
Households removed from TANF (Standard Metric: SS#4)				
Note: This metric is measured as a point in time count, which does not account for individual households who give up TANF assistance, graduate from the GOALS program, and are then replaced by income GOALS participants who have not yet given up TANF assistance.				
Number of households receiving TANF assistance	FY2017: 61 households	FY2021: 60 households	29 households	Outcome Achieved
Households assisted by services that increase self-sufficiency (Standard Metric: SS#5)				
Number of households enrolled in GOALS	FY2017: 462 households enrolled	FY2021: 462 households enrolled	403 households enrolled	Outcome Not Achieved
Reducing per unit subsidy costs for participating households (Standard Metric: SS#6)				
Average amount of subsidy per household	FY2017: \$671 per household	FY2021: \$671 per household	\$834 per household	Outcome Achieved
Increase in tenant share of rent (Standard Metric: SS#7)				

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

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Tenant share of rent	FY2017: \$1,926,589	FY2021: \$1,926,589	\$2,472,610	Outcome Achieved
Households transitioned to self-sufficiency (Standard Metric: SS#8)				
Number of households transitioned to self-sufficiency (Defined as households that have earned or permanent income that results in area median income (AMI) above 50% and/or that have voluntarily exited housing assistance)	FY2017: 27 households	FY2021: 28 households	33 households	Outcome Achieved

MTW Flexibility:

Home Forward has used MTW flexibility to create an economic opportunity program that is tailored to serve our community. Aspects that use MTW flexibility are described above, and include use of a strike point escrow system, use of the rent reform calculation for participants, and modifications to the graduation process.

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

Home Forward made no planned or unplanned significant changes to this activity in FY2021.

Actual Significant Changes

Home Forward made no planned or unplanned significant changes to this activity in FY2021.

Challenges in Achieving Benchmarks and Possible Strategies

The overall average enrollment earned income in FY2021 was higher than the previous years, making the difference between an enrollment and exit earned income smaller. Benchmarks for part-time employment and educational programs were not met but exceeded for full-time employment and job-training programs. At this time, we are not considering a change of strategy and remained focused on increasing each family's economic independence

03 LOCAL BLENDED SUBSIDY

Approved FY2012, Implemented FY2012

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

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

Home Forward has utilized the LBS program for 284 units at three properties. This includes 130 units at Bud Clark Commons, 45 units at Madrona Place, and 109 units at Stephens Creek Crossing. As part of our Public Housing Conversion Strategy, Bud Clark Commons and Madrona Place received RAD (Rental Assistance Demonstration) approval in September 2015. One of the first steps in the RAD conversion process is the Commitment to enter into a Housing Assistance Payment (CHAP), which was completed in October 2015 for these two properties. Stephens Creek Crossing was also included in the July 2015 RAD application and will convert only after HUD has confirmed a feasible conversion plan for Home Forward’s entire public housing portfolio.

MTW authorization:

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

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

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

Statutory objective:

Increase housing choice for low-income families

Activity Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Additional units of housing made available (Standard Metric: HC#1)				
Number of new housing units made available for households at or below 80% AMI	Before implementation, 0 units made available	FY2021: 239 units made available	239 units made available	Outcome Achieved
Units of housing preserved (Standard Metric: HC#2)				

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Number of housing units preserved for households at or below 80% AMI	Before implementation, 0 units preserved	FY2021: 45 units preserved after full implementation	45 units preserved	Outcome Achieved
Increase in resident mobility (Standard Metric: HC#5)				
Number of households living in better neighborhoods (defined as low poverty census tracts where poverty is below 17%)	Before implementation, 0 households	FY2021: 109 households	109 LBS households located in better neighborhoods	Outcome Achieved
Increase in resources leveraged (Standard Metric: CE#4)				
Amount of funds leveraged	Before implementation, \$0	FY2021: \$11,145,307	\$11,145,307 in leveraged debt, equity and increased services	Outcome Achieved

MTW Flexibility:

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

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

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward made no planned or unplanned significant changes to this activity in FY2021.

Challenges in Achieving Benchmarks and Possible Strategies

Home Forward had no challenges in achieving our benchmarks for this activity in FY2021.

06 ALTERNATE INSPECTION REQUIREMENTS FOR PARTNER-BASED PROGRAMS

Approved FY2012, Implemented FY2012

Home Forward aligns our housing resources with the services of jurisdictional and community partners to maximize impact and effectiveness. To reduce costs and increase efficiencies, Home Forward uses alternate inspection standards for programs where we contract out resources to be administered by partners. Rather than requiring full Housing Quality Standards (HQS) inspections, Home Forward requires that these units meet the habitability standards, unit inspection requirements, and lead-based paint visual assessment requirements required by the US Department of Housing and Urban Development's Homelessness Prevention and Rapid Re-Housing Program. Staff from jurisdictional and community providers can arrange for and conduct required inspections themselves, in conjunction with other required visits to the assisted units.

MTW authorization:

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Activity Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Agency cost savings (Standard Metric: CE#1)				
Total cost of task	Before implementation, \$35,500	FY2021: \$0	\$0	Outcome Achieved
Staff time savings (Standard Metric: CE#2)				
Total time to complete the task	Before implementation, 500 hours	FY2021: 0 hours	0 hours	Outcome Achieved
Decrease in error rate of task execution (Standard Metric: CE#3) Note: Because this metric was established after implementation, Home Forward does not anticipate a change in the error rate.				
Average error rate in completing a task	FY2014: 4%	FY2021: Less than 5%	Less than 1%	Outcome Achieved

MTW Flexibility:

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

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward made no planned or unplanned significant changes to this activity in FY2021.

Challenges in Achieving Benchmarks and Possible Strategies

Home Forward had no challenges in achieving our benchmarks for this activity in FY2021.

07 LANDLORD SELF-CERTIFICATION OF MINOR REPAIRS

Approved FY2013, Implemented FY2013

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

In FY2019 inspectors continued to use the option for landlords to self-certify minor repairs rather than completing a reinspection. The option continued to be used at the inspector's discretion. Out of 576 reinspections, 11 were completed with a landlord self-certification for minor repairs.

MTW authorization:

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Activity Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Agency cost savings (Standard Metric: CE#1)				
Total cost of task	Before implementation, \$140,092	FY2021: \$79,989	Less than \$40,010 to complete re-inspections	Outcome Achieved
Staff time savings (Standard Metric: CE#2)				
Total time to complete the task	Before implementation, 1,326 hours	FY2021: 978 hours	260 hours	Outcome Achieved
Decrease in error rate of task execution (Standard Metric: CE#3)				
Note: Because Home Forward does not have a pre-implementation baseline, we are not able to show the historical impact of this activity.				
Average error rate in completing a task	FY2015: 0%	FY2021: Less than 3%	Less than 1%	Outcome Achieved

MTW Flexibility:

This activity uses alternate criteria – in the form of an owner’s written certification – to verify the correction of deficiencies in a unit that failed its initial or annual Housing Quality Standards inspection as a result of four or fewer minor (as defined by Home Forward) deficiencies. This policy increases efficiencies and saves the agency the cost of these re-inspections.

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward enacted several waivers from PIH Notice 2020-33 (*COVID-19 Statutory and Regulatory Waivers and Alternative Requirements for the Public Housing, Housing Choice Voucher (including Mainstream and Mod Rehab), Indian Housing Block Grant and Indian Community Development Block Grant programs, Suspension of Public Housing Assessment System and Section Eight Management Assessment Program, Revision 2*) that impact this activity:

HQS-1: Initial Inspection Requirements (April 14, 2020 to June 30, 2021)

HQS-5: HQS Inspection Requirement: Biennial Inspections (April 14, 2020 to December 21, 2021)

HQS-6: HQS Interim Inspections (April 14, 2020 to June 30, 2021)

HQS-7: PBV Turnover Unit Inspections (April 14, 2020 to June 30, 2021)

HQS-8: PBV HAP Contract: HQS Inspections to Add or Substitute Units (April 14, 2020 to June 30, 2021)

HQS-9: HQS Quality Control Inspections (April 14, 2020 to June 30, 2021)

These waivers significantly reduced the number of inspections that were completed from April 14, 2020 to December 31, 2020, with deferrals in accordance with the waiver requirements. The use of these waivers reduced the cost to the agency of reinspections (standard metric CE#1), staff time savings (standard metric CE#2) and decrease in the error rate (standard metric CE#3).

Challenges in Achieving Benchmarks and Possible Strategies

Home Forward had no challenges in achieving our benchmarks for this activity in FY2021.

08 INSPECTIONS AND RENT REASONABLENESS AT HOME FORWARD-OWNED PROPERTIES

Approved FY2013, Implemented FY2013

Home Forward owns over 4,000 units of affordable housing in Multnomah County. Many of these units have project-based Section 8 vouchers attached, and additional units are rented to families that are utilizing tenant-based Section 8 vouchers. In cases where a voucher holder is renting a unit we own, Home Forward utilizes our own staff to perform inspections and determine rent reasonableness.

In cases where Home Forward both owns and manages the unit, we hire a third party to conduct quality control inspections and rent reasonableness testing at a sample of these units. This ensures standards are being met while mitigating any conflict of interest.

MTW authorization:

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

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Activity Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Agency cost savings (Standard Metric: CE#1)				
Total cost of task	Prior to implementation, \$17,750	FY2021: \$0	\$0	Outcome Achieved
Staff time savings (Standard Metric: CE#2)				
Total time to complete the task	Prior to implementation, 370 hours	FY2021: 0 hours	0 hours	Outcome Achieved
Decrease in error rate of task execution (Standard Metric: CE#3) Note: Because Home Forward does not have a pre-implementation baseline, we are not able to show the historical impact of this activity.				
Average error rate in completing a task	FY2015: 0%	FY2021: Less than 5%	Less than 1%	Outcome Achieved

MTW Flexibility:

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

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward made no planned or unplanned significant changes to this activity in FY2021.

Challenges in Achieving Benchmarks and Possible Strategies

Home Forward had no challenges in achieving our benchmarks for this activity in FY2021.

09 MEASURES TO IMPROVE THE RATE OF VOUCHER HOLDERS WHO SUCCESSFULLY LEASE-UP

Approved FY2010, Implemented FY2010

Since 2010, Home Forward has implemented a variety of measures to improve landlord acceptance of Housing Choice Vouchers in our community and the ability of voucher holders to successfully lease up. Based on much of Home Forward's work, the Oregon State Legislature passed HB2639 in July 2014. The legislation prohibits landlords from discriminating against renters who have vouchers and offers landlords access to a state-managed Landlord Guarantee Fund for financial damages when a voucher holder vacates a unit.

Home Forward has two additional initiatives focused on improving landlord participation and the leasing success of voucher holders:

- We provide vacancy loss payment to owners through the end of the month after the move-out month when vacancies are unforeseen or unexpected (such as a death or unannounced vacate) and the owners have not received proper notice of the intent to vacate. In FY2021, \$17,919 in vacancy loss payments were provided for 33 units. The average payment was \$543.
- The Landlord Incentive Payment targets new landlords. Home Forward makes a one-time payment of \$200 to new landlords, defined as those who have not worked in partnership with us for the past two years. In FY2021, 180 new landlords received incentive payments, totaling \$36,000.

In the last few years, leasing success rates have fallen because of an extremely tight rental market, rapidly rising rents, and an overall lack of affordable units. Even with the above measures in place and the new legislation preventing discrimination against voucher holders, leasing success rates have fallen below our 2009 baseline. To keep pace with the market and ensure neighborhood choice for voucher holders, Home Forward most recently increased payment standards in December 2020.

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

- Allowing flexible lease terms based on an individual landlord's standard practice (including month-to-month)
- Accepting electronic Requests for Tenancy Approval from landlords to speed the process

MTW authorization:

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

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

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

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

Statutory objective:

Increase housing choice for low-income
families

- Posting tools for landlords on our website so landlords can assess whether their unit is likely to pass rent reasonable and affordability tests

Finally, we are working to provide more support for voucher holders themselves. Our participant orientation places an increased focus on housing search, tenant rights and responsibilities, and opportunity neighborhoods, in hopes of helping voucher holders be better prepared for their housing search.

Activity Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Households assisted by services that increase housing choice (Standard Metric: HC#7)				
Number of households receiving services aimed at increasing housing choice	Before implementation, 0 households	FY2021: 160 households	177 households	Outcome Achieved

Additional Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Improve voucher success rate				
Issued voucher success rate	FY2009: 74%	FY2021: 80%	80%	Outcome Achieved
Decrease in lease-up time				
Average number of days for a voucher holder to lease up	Before implementation, 51 days	FY2021: 50 days	65 days	Outcome Not Achieved

MTW Flexibility:

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

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward enacted one waiver from PIH Notice 2020-33 (*COVID-19 Statutory and Regulatory Waivers and Alternative Requirements for the Public Housing, Housing Choice Voucher (including Mainstream and Mod Rehab), Indian Housing Block Grant and Indian Community Development Block Grant programs, Suspension of Public Housing Assessment System and Section Eight Management Assessment Program, Revision 2*) that impact this activity:

HQS-3: Term of Voucher: Extensions of Term (April 14, 2020 to June 30, 2021)

This waiver allowed extensions beyond the initial 120-day search term and 30-day extension identified in Home Forward's Admin Plan.

Challenges in Achieving Benchmarks and Possible Strategies

The ability of participants to search and find units continued to be severely impacted by the COVID-19 public health crisis, with some apartment buildings suspending the ability to tour units after Oregon declared a public health emergency on March 18, 2020. Other requirements for social distancing and limits on visitors increased the amount of time it takes participants to find a unit, but the total amount of participants successful in utilizing their voucher met our 2021 benchmark.

Home Forward continues to issue vouchers with an initial 120 days to search, in recognition of the competitive market and the length of time it is taking to lease up.

10 LOCAL PROJECT-BASED VOUCHER PROGRAM

Approved FY2012, Implemented FY2012, Amended FY2015 & FY2021

Home Forward has created a project-based voucher (PBV) program tailored to meet the needs of the local community. We currently administer over 2,400 PBVs in the community via 94 separate contracts. The program continues to represent our focus on coordinating with jurisdictional partners and enhancing the supply of permanent supportive housing for households with barriers to housing.

In FY2015, Home Forward changed the operating subsidy at four of our high-rise buildings from public housing to project-based Section 8 funding, as part of our preservation strategy to renovate ten buildings. These four buildings accounted for 654 units and serve seniors and persons with disabilities. The MTW flexibility to place project-based vouchers at these buildings, as well as through service providers and jurisdictional partners, has ensured that affordable housing remains available to some of the most vulnerable households in our community. The objective of the project-based voucher program is to provide housing certainty for low-income, high-barrier households who would be unlikely to succeed with a tenant-based voucher. With that in mind, we are focusing project-based vouchers on buildings with on-site services, ideally in opportunity areas, offering tenants affordable rents and access to community resources. Some of the original project-based voucher contracts expired in the past few years, and Home Forward has made it our policy to offer renewals only to owners who have agreed to set waiting list preferences for one or more vulnerable populations, and to make services available to those households. This will result in all project-based voucher buildings offering affordable housing with services to those most in need as contracts are renewed.

MTW authorization:

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

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

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

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

Statutory objective:

Increase housing choice for low-
income families

Reduce cost and achieve greater cost
effectiveness in Federal expenditures

Activity Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Additional units of housing made available (Standard Metric: HC#1)				
Number of new housing units made available for households at or below 80% AMI	FY2011: 1,100 units	FY2021: 1,820 units made available	1,820 units	Outcome Achieved
Units of housing preserved (Standard Metric: HC#2)				

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Number of units preserved for households at or below 80% AMI that would otherwise not be available	Prior to implementation: 0 units	FY2021: 654 units preserved	654 units preserved	Outcome Achieved
Decrease in wait list time (Standard Metric: HC#3) Note: Because Home Forward does not have a pre-implementation baseline for this metric, we are not able to show the historical impact of this activity				
Average applicant time on wait list in months	FY2014: 15 months	FY2021: 32 months	30 months	Outcome Achieved
Displacement prevention (Standard Metric: HC#4) Note: Because Home Forward does not have a pre-implementation baseline for this metric, we are not able to show the historical impact of this activity				
Number of households at or below 80% AMI that would lose assistance or need to move	FY2015: 904 households	FY2021: 900 households	1,508 households	Outcome Achieved
Increase in Resident Mobility (Standard Metric: HC#5)				
Number of households able to move to a better unit and/or neighborhood of opportunity (defined as low poverty census tracts where poverty is below 17%)	FY2011: 93 households	FY2021: 400 households	248 households	Outcome Not Achieved
Agency Cost Savings (Standard Metric: CE#1)				
Total cost of task in dollars	Prior to implementation: \$30,720	FY2021: \$24,500	\$9,215	Outcome Achieved
Staff time savings (Standard Metric: CE#2)				
Total time to complete the task	Prior to implementation, 917 hours	FY2021: 530 hours	225 hours	Outcome Achieved
Decrease in error rate of task execution (Standard Metric: CE#3) Note: Because Home Forward does not have a pre-implementation baseline, we are not able to show the historical impact of this activity				

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Average error rate in completing task	FY2015: 2%	FY2021: Less than 5%	Less than 1%	Outcome Achieved
Increase in tenant share of rent (Standard Metric: CE#5) Note: Because Home Forward does not have a pre-implementation baseline, we are not able to show the historical impact of this activity				
Total annual tenant share of rent	FY2014: \$3,570,859	FY2021: \$6,626,328	\$6,476,890	Outcome Not Achieved

MTW Flexibility:

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

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

- The local competitive process may be waived and PBVs may be awarded based on a formal approval and resolution process by Home Forward's Board of Commissioners when the property is owned directly or indirectly by Home Forward, subject to HUD's requirements regarding subsidy layering. The owned units would not be subject to any required assessments for voluntary conversion.
- Home Forward has adopted the local city and county site selection standards for PBV units to ensure alignment with jurisdictional partners regarding site selection for low-income housing aimed at ending homelessness. Site selection standards are designed to deconcentrate poverty and expand housing and economic opportunities in census tracts with poverty concentrations of 20% or less.
- Home Forward has modified subsidy standards regarding under- and over-housing to ensure full utilization of PBV units. Subsidy standards are the same for PBVs as those used for tenant-based vouchers, but exceptions are granted when there are no appropriately sized households on the waiting list to fill a vacant unit.
- Home Forward has modified lease terms, renewal options, and termination policies to limit owners' ability to terminate tenancy without cause, maximizing housing choice for the families in those units. After the initial term, PBV leases convert to a month-to-month agreement unless owners and tenants agree to a longer term, and owners may not refuse to renew leases without cause. Owners of PBV units may not terminate tenancy without cause, except as follows:
 - The owner of a PBV unit may terminate tenancy for a family if Home Forward terminates the family's assistance for any reason to ensure that another low-income applicant can be served. However, instead of terminating tenancy, the owner may request Home Forward's approval to amend the PBV contract to remove a unit occupied by a zero-subsidy family or amend the PBV contract to substitute a different unit with the same number of bedrooms in the same building.
- Home Forward modified the way contract rents are determined for PBV units by limiting PBV contract rents to a maximum of the payment standard less any applicable tenant paid utility allowance, ensuring that PBV units are affordable even to zero-income households.
- Home Forward adapted the timing of applying payment standard adjustments for PBV participants. Any increase in payment standards to the PBV units is applied on the next anniversary date of the PBV Housing Assistance Payments Contract, following the effective date of the increase. Any decrease in payment standards to the unit is applied beginning on the second anniversary date of the PBV Housing Assistance Payments Contract following the effective date of the decrease. Home Forward also applies any changes to the utility allowance at the same time as the payment standard adjustments.

- Home Forward uses an alternate rent setting policy that allows the Rent Assistance Director, with Board approval, to set exception payment standards that are greater than 110% (up to a maximum of 160%) of Fair Market Rents for service-enriched buildings entering into new project-based voucher contracts, without requesting HUD approval. The payment standard granted applies to any unit under the project-based voucher contract serving a highly vulnerable population with intensive services. Data is required of the owner to verify the value of the services being provided, and this cost will not be included when conducting rent reasonableness tests.
- Home Forward uses an alternate rent setting policy that allows the Rent Assistance Director to set exception payment standards up to a maximum of 160% of Fair Market Rents (pursuant to Activity 13 “Broaden Range of Approved Payment Standards”) without requesting HUD approval for:
 - Home Forward-owned units that utilize Rental Assistance Demonstration (RAD) PBVs, or
 - Units that utilize special purpose voucher PBVs.
- This authority, applicable only to specific projects or developments and not to the broader payment standard zone or geographic region, enables Home Forward to maximize the ability to leverage private investments in support of Home Forward’s affordable housing development and rehabilitation to address the ongoing affordable and supportive housing supply crisis.
- Home Forward allows Home Forward staff to conduct inspections, set rents and determine rent reasonableness for Home Forward-owned units that utilize PBVs. When Home Forward both owns and manages the unit, it hires a third party to conduct quality control testing of inspections and rent reasonableness determinations for a sample of these units. This activity is also described under Activity 08: Inspection and Rent Reasonableness at Home Forward-Owned Units.
- Home Forward has eliminated the cap limiting project-basing to up to 20% of the amount of budget authority allocated to the agency by HUD in the voucher program.

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward enacted several waivers from PIH Notice 2020-33 (*COVID-19 Statutory and Regulatory Waivers and Alternative Requirements for the Public Housing, Housing Choice Voucher (including Mainstream and Mod Rehab), Indian Housing Block Grant and Indian Community Development Block Grant programs, Suspension of Public Housing Assessment System and Section Eight Management Assessment Program, Revision 2*) that impact this activity:

PH and HCV-3: Family Income and Composition: Annual Examination; Income Verification Requirements (April 14, 2020 to June 30, 2021)

PH and HCV-4: Family Income and Composition: Interim Examinations (April 14, 2020 to June 30, 2021)

HQS-7: PBV Turnover Unit Inspections (April 14, 2020 to June 30, 2021)

HQS-8: PBV HAP Contract: HQS Inspections to Add or Substitute Units (April 14, 2020 to June 30, 2021)

HQS-9: HQS Quality Control Inspections (April 14, 2020 to June 30, 2021)

HCV-14: Mandatory Removal of Unit from PBV HAP Contract (April 14, 2020 to June 30, 2021)

Challenges in Achieving Benchmarks and Possible Strategies

The decrease in resident mobility to low-poverty census tracts reflects the overall affordability trends that have impacted the Portland metro area for the past several years. Since the baseline year of FY2013 to FY2021, Multnomah County low-poverty census tracts has decreased from 99 to 92. With the latest ACS data, 18 census tracts went from being categorized as high-poverty to low-poverty, while 9 went from low-poverty to high-poverty. While low-poverty census tracts increased, this coupled with an average 9.5% increase in rents and the low vacancy rate of an average 5% in the Portland metro area, has contributed to decreasing housing choice and resident mobility to access low-poverty census tract neighborhoods in FY2021. At this time, we are not considering a change of strategy, but will continue to maintain our payment standard structure to reflect the market as much as possible.

Through December 31, 2021, 269 households receiving Project-Based assistance lost income due to the COVID-19 pandemic. Of the 269 households, 191 (71%) of households lost all income, totaling a \$4,325,497 yearly reduction income; 78 (29%) of households lost some income, totaling a \$947,268 yearly reduction in income. In total, households receiving Project-Based assistance lost a combined \$4,780,135 in yearly wages. The loss in household income reduced the share of tenant rent, resulting in failing to achieve the benchmark.

11 ALIGN UTILITY ALLOWANCE ADJUSTMENT PROCEDURES

Approved FY2011, Implemented FY2011

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

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

MTW authorization:

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures.

Activity Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Agency cost savings (Standard Metric: CE#1)				
Total cost of task	Before implementation, \$8,000 per year	FY2021: \$0	\$0	Outcome Achieved
Staff time savings (Standard Metric: CE#2)				
Total time to complete task	Before implementation, approximately 393 hours	FY2021: 0 hours	0 hours	Outcome Achieved

MTW Flexibility:

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

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward made no planned or unplanned significant changes to this activity in FY2021.

Challenges in Achieving Benchmarks and Possible Strategies

Home Forward had no challenges in achieving our benchmarks for this activity in FY2021.

13 BROADEN RANGE OF APPROVED PAYMENT STANDARDS

Approved FY2015, Implemented FY2015, Amended FY2017

Regulations require that payment standards are set between 90% and 110% of Fair Market Rents, as defined by HUD for the geographic area in which the housing authority is operating. Multnomah County is a large geographic area with rents that differ throughout several submarkets. When rental market conditions tighten, it is not uncommon for 110% of Fair Market Rent to fall short of what is needed to rent a quality unit in large, and often higher opportunity, areas of Multnomah County. In addition, payment standards that are too high in particular neighborhoods can create concentrations of poverty. We will always need to balance the opportunity created with higher payment standards with the increased per family costs associated with higher payment standards. Higher payment standards can put limits on our ability to respond to the overwhelming need in our community but given the nature of the rental market in Multnomah County, the flexibility to set payment standards up to 160% of FMR may be necessary to create reasonable choice for participant families, particularly in lower-poverty, higher-opportunity areas. Home Forward received HUD approval to amend our activity in FY2017 to set payment standards between 80%-160% of Fair Market Rents (FMR) without prior HUD approval; an increase in previous MTW flexibility of FMR range of 80%-120%.

MTW authorization:

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

Statutory objective:

Increase housing choice for low-income families

Home Forward participants are on biennial and triennial recertification schedules, per Activity 01 Rent Reform. Because of this, there is sometimes a delay of several months or even years before the increased payment standard is applied to a participant's rent calculation. In the meantime, those participants may be experiencing a larger shelter burden as their landlords increase rent without the accompanying increase in payment standards. To address this delay, we also modified this activity in FY 2017 to allow us to apply updated payment standards at a participant's interim review.

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

Home Forward uses the following parameters to establish payment standards:

- Payment standards are broken down by nine separate neighborhoods as defined by ZIP codes. Each of these neighborhood payment standards is broken down by bedroom size.
- Payment standards are set at the market rate.

- Because data shows that market rents are significantly different for three-bedroom apartments and three-bedroom single-family homes and duplexes, Home Forward has established separate payment standards for the two housing types with three bedrooms.

Activity Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Increase in resident mobility (Standard Metric: HC#5)				
Number of households living in better neighborhoods (defined as low poverty census tracts where poverty is below 17%) ¹	FY2013: 1,896 (30%) households lived in better neighborhoods	FY2021: 2,000 (30%) households	2,788 households	Outcome Achieved
Agency cost savings (Standard Metric: CE#1) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not save costs through this activity, but we have included it at HUD's request				
Total cost of task	FY2014: \$48,597,556	FY2021: \$68,978,520	\$69,310,000	Outcome Achieved

Additional Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Average Housing Assistance Payment Expense				
Average annual HAP expense by household	FY2014: \$6,690	FY2021: \$10,086	\$10,512	Outcome Not Achieved

MTW Flexibility:

Home Forward used our MTW authority to expand the range for which Home Forward may set payment standards across the various submarkets of Multnomah County to between 80% and 160% of HUD-established Fair Market Rents, and to establish exception payment standards up to 160% of Fair Market Rents, without HUD approval. This ensures that payment standards are sufficient to allow all families, including those that need a reasonable accommodation, to choose to rent units in all nine of the defined areas in Multnomah County (so

¹ Data will be collected from Yardi Voyager, Home Forward's database, which tracks the census tract and Payment Standard used for each household.

long as Housing Choice Voucher funding is sufficient to permit this). During FY2021, 59 exception payment standards were approved. Home Forward may also choose to reduce payment standards in areas with lower market rents.

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward enacted several waivers from PIH Notice 2020-33 (*COVID-19 Statutory and Regulatory Waivers and Alternative Requirements for the Public Housing, Housing Choice Voucher (including Mainstream and Mod Rehab), Indian Housing Block Grant and Indian Community Development Block Grant programs, Suspension of Public Housing Assessment System and Section Eight Management Assessment Program, Revision 2*) that impact this activity:

HCV-6: Automatic Termination of HAP Contract (April 14, 2020 to June 30, 2021)

Challenges in Achieving Benchmarks and Possible Strategies

The metric of total cost was not met to payment standard increases in December 2020, which is reflected in the metric of total Housing Assistance Payments spent. Increasing the payments standards has been necessary to allow participants flexibility in the current rental market in Multnomah County. At this time, we are not considering a change of strategy, but will continue to maintain our payment standard structure to reflect the market as much as possible.

The number of zero income households sharply increased in 2021, from 832 households (8.1% of MTW HCV households) in 2020 to 1,288 (10.6% of MTW HCV households) in 2021, which also contributed to the increase in average subsidy per household.

14 PROGRAM BASED ASSISTANCE

Approved FY2015, Implemented FY2015

The need for rental assistance in Multnomah County far outstrips the supply. When Home Forward opened the Housing Choice Voucher waiting list in fall 2016, over 16,000 households applied for 3,000 waiting list slots.

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

To administer Program Based Assistance, Home Forward sets aside a pool of flexible rent assistance funds, that are administered by the Rent Assistance Department but do not operate like traditional vouchers. The funds serve targeted populations, in partnership with one or more local service providers who ensure that the families have access to the supportive services or resources they need to be stable and successful. Funds may be contracted to partner agencies to administer or may be administered by Home Forward on behalf of partner agencies. In both cases, partner agencies are responsible for identifying participating families and determining the amount and duration of the rental assistance, with some guidance from Home Forward.

Target populations for Program Based Assistance are families for whom: 1) success on the Section 8 Housing Choice Voucher program would be unlikely; 2) the delay in accessing rent assistance due to the Section 8 waitlist would most likely have devastating results (recidivism, relapse, death, homelessness, etc.); or 3) the need for rental subsidy is short term while the client is receiving the support needed to stabilize in permanent housing. Examples of target populations include families who are homeless or at risk of homelessness, families with children attending Alder Elementary School (which has one of the highest mobility rates in the County and was adopted by the I Have a Dream Foundation in order to improve outcomes), former foster youth as part of the New Doors program, survivors of domestic violence, and families with an adult who has recently been released from prison.

MTW authorization:

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

Attachment D – Use of MTW Funds

Statutory objective:

Increase housing choice for low-income families

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

Uses of Funds: Rental Assistance funds may be used for rental assistance, rent arrears with a current landlord, move-in fees and deposits, utility assistance and arrears, motel vouchers if housing is identified but not immediately available, and documented debt to a past landlord (other than a public housing authority).

Eligibility: Eligibility for Program Based Assistance is as low barrier as possible to provide housing access for hard-to-serve households. The only limitations on eligibility are: 1) the household must include at least one person who is a U.S. citizen, U.S. national, or noncitizen with eligible immigration status; 2) the household may not include any member who is subject to lifetime registration as a sex offender or has been convicted of production/manufacture of methamphetamine on premises of federally assisted housing; 3) no one in the household may owe Home Forward money; and 4) annual gross income cannot exceed 50% of area median income.

Subsidy Determination Method: Each partner is required to write clear policies and procedures for how subsidy amount and duration will be determined. These policies must be applied to all participants in that partner's program.

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

Program Based Assistance is a local, non-traditional rental subsidy program. Home Forward will comply with PIH Notice 2011-45 when administering this activity.

Activity Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Agency cost savings (Standard Metric: CE#1)				
Total cost of task	FY 2020: \$198,000	FY2021: \$75,000	\$75,000	Outcome Achieved
Staff time savings (Standard Metric: CE#2)				
Total time to complete the task	FY2020: 25 hours	FY2021: 0 hours	0 hours	Outcome Achieved
Decrease in error rate of task execution (Standard Metric: CE#3)				

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Average error rate in completing task	FY2019: 0%	FY2021: 0%	0%	Outcome Achieved
Increase in resources leveraged (Standard Metric: CE#4)				
Amount of funds leveraged	FY2019: \$198,000	FY2021: \$75,000	\$75,000	Outcome Acheived
Additional Units of Housing Made Available (Standard Metric: HC#1)				
Number of new housing units made available for households at or below 80% AMI	Before implementation, 0 units	FY2021: 5 units	5 units	Outcome Achieved
Increase in Resident Mobility (Standard Metric: HC #5)				
Number of households able to move to a better unit and/or neighborhood of opportunity	Before implementation, 0 households	FY2021: 47 unduplicated households	47 households	Outcome Achieved
Households Assisted by Services that Increase Housing Choice (Standard Metric: HC #7)				
Number of households receiving services aimed to increase housing choice	Before implementation, 0 households	FY2021: 76 unduplicated households	77 households	Outcome Achieved

MTW Flexibility:

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

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward made no planned or unplanned significant changes to this activity in FY2021.

Challenges in Achieving Benchmarks and Possible Strategies

Home Forward had no challenges in achieving our benchmarks for this activity in FY2021.

15 TENANT-BASED VOUCHER SET ASIDE POLICIES

Approved FY2017, Not Yet Implemented FY2017

Home Forward has not yet implemented this activity. During this past fiscal year, we focused on opening the waitlists for our Housing Choice Vouchers and fully utilizing the existing set-asides, administered through the Housing Choice Voucher waitlist. Vouchers available under the existing set-asides have all been issued. Escalating costs and funding uncertainty in the Housing Choice Voucher program led us delay continuing those set asides under this activity or initiating new partnerships and MOUs. We anticipate implementing this activity in the future.

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

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

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

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

Home Forward will model the referral and selection procedures after the existing VASH program. As with VASH, Home Forward will accept referrals from the specified partners and award those households the dedicated vouchers. Written documentation of the referral will be

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

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

maintained in the tenant file by Home Forward, but Home Forward will not add these households to the waiting list to be immediately selected. This flexibility will increase efficiency and may reduce the number of days a family has to wait between referral and issuance of the voucher

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

- Number of vouchers set aside for the preference,
- Eligibility criteria for the preference,
- Criteria for determining how families will be selected and referred to Home Forward by the partner(s),
- Type and duration of services the partner(s) will make available to the household, and
- Understanding that all referrals must be in writing and include a certification from the partner(s) that the family was selected and referred to Home Forward in accordance with the criteria outlined in the Memorandum of Understanding.

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

Activity Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Agency cost savings (Standard Metric: CE#1)				
Total cost of task	FY2016: \$875	FY2021: \$0	\$0	Outcome Achieved
Staff time savings (Standard Metric: CE#2)				
Total time to complete the task	FY2016: 29.5 hours	FY2021: 0 hours	0 hours	Outcome Achieved
Decrease in wait list time (Standard Metric: HC#3) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Because households are immediately pulled from the waiting list, this will have no impact on this metric; but we have included it at HUD's request				
Average applicant time on wait list in months	FY2016: 0 months	FY2021: 0 months	0 months	Outcome Achieved

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward made no planned or unplanned significant changes to this activity in FY2021.

Challenges in Achieving Benchmarks and Possible Strategies

Home Forward had no challenges in achieving our benchmarks for this activity in FY2021.

16 AFFORDABLE HOUSING GENERAL OBLIGATION BOND PROJECT BASED VOUCHER ALLOCATION

Approved FY2018, Implemented FY2018

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

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

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

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

MTW authorization:

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

Statutory objective:

Additional Units of Housing Made Available

Activity Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Additional units of housing made available (Standard Metric: HC#1)				
The Portland Housing Bond anticipates adding 1,300 units of affordable housing over a seven year period. The 400 vouchers will be used to leverage an additional 200 units being available for households earning between 0 and 30% median family income.	FY2018: 0	FY2021: 400 units	68 units	Outcome Not Achieved

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward made no planned or unplanned significant changes to this activity in FY2021.

Challenges in Achieving Benchmarks and Possible Strategies

City of Portland continues to work through building acquisition and construction for projects under the General Obligation bond. As projects are identified, Home Forward works with the City to determine appropriate allocation of project-based vouchers. Home Forward still projects 57-70 new project-based vouchers to be deployed each year.

17 MOD REHAB AND MOD REHAB SRO RENT ASSISTANCE DEMONSTRATION RENT REFORM

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

Home Forward administers project-based rent assistance for 517 units of housing assisted through the U.S. Department of Housing and Urban Development’s Section 8 Moderate Rehabilitation and McKinney Moderate Rehabilitation Single Room Occupancy programs. This housing is a critical component of our community’s housing stock available to people leaving homelessness. Owners of these properties have the opportunity to participate in the U.S. Department of Housing and Urban Development’s Rent Assistance Demonstration (RAD) in order to preserve and improve their properties.

Participation in RAD can involve the conversion of a properties existing subsidy contract into a Project Based Voucher contract that may operate under the program requirements of Home Forward’s Local Project Based Voucher MTW activity (page 38). Participants in Home Forward’s Local Project Based Voucher program are subject to Home Forward’s Rent Reform Activity.

MTW authorization:

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

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Increase housing choices for low-income families

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

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

- Eliminates all deductions in rent calculations. To offset the loss in deduction, rent will instead be calculated based on 28.5% of gross income. There is no minimum rent and utility reimbursements are allowed.

- Implements a triennial income re-certification schedule. For our existing Rent Reform activity, Home Forward created a separate “release of information” form to supplement the HUD Form 9886, in order to obtain a release of information that covers the appropriate biennial or triennial review cycle which will be utilized in this activity.
- Simplifies the proration of subsidy for mixed-families to a flat \$1 monthly reduction in assistance, regardless of the number of ineligible members.
- Requires an interim review for a household that reports a change in family size and has resided in their unit for at least 12 months. Any changes to voucher size, payment standard, and subsidy calculation will be effective 120 days after the interim review.
- Eliminates the earned income disallowance.
- Makes use of actual past income to determine annual income for participant families.
- Uses all income sources as currently defined by HUD to determine a household’s assistance, with the following exceptions:
 - The value of any asset or the value of any income derived from that asset is not used in the rent calculation, except when the asset makes regular payments (quarterly or more often) to the resident or participant. However, the value of assets or the value of any income derived from assets is used to determine initial eligibility. Home Forward allows households to self-certify assets with a net value of \$5,000 or less.
 - All earned income of full-time students age 18 and over is excluded from the rent calculation, unless they are the head, co-head or spouse of the household.
 - Student financial assistance is considered only for the purpose of determining eligibility. Student financial assistance is not used to determine annual income for rent and subsidy calculation.
 - All adoption assistance payments are excluded from the rent calculation.
 - Households have the option to not report income that is not used in the rent calculation, such as foster care payments. However, Home Forward will accept income reporting of such sources for use in determining affordability of a unit. Home Forward permits families to rent units where the family share is up to 50% of their gross income.

Activity Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Agency cost savings (Standard Metric: CE#1)				
Total cost of task	FY2018: \$1,660	FY2021: Less than \$1,500	\$1,200	Outcome Achieved
Staff time savings (Standard Metric: CE#2)				
Total time to complete the task	FY2018: 80 hours	FY2021: Less than 72 hours	70 hours	Outcome Achieved
Decrease in error rate of task execution (Standard Metric: CE#3)				
Average error rate in completing task	FY2018: 7.5%	FY2021: 7.5% or less	Less than 1%	Outcome Achieved
Increase in tenant share of rent (Standard Metric: CE#5)				
Total annual tenant share of rent	FY2018: \$17,344	FY2021: \$58,000	\$50,992	Outcome Not Achieved
Increase in household income (Standard Metric: SS#1)				
Average earned income of households	FY2018: \$1,228	FY2021: \$2,965	\$1,591	Outcome Not Achieved
Increase in positive outcomes in employment status (Standard Metric: SS#3) Note: Home Forward does not collect detailed employment data from SRO participants. The number provided reflects the total number of work-focused households.				
Number of heads of households who: (6) Other (increase in earned income)	FY2018: 32 households	FY2021: 101 households	59 households	Outcome Achieved
Percent of work-focused households who: (6) Other (increased in earned income)	FY2018: 16% of households	FY2021: 19% of households	14% of households	Outcome Achieved
Households Removed from Temporary Assistance for Needy Families (TANF) (Standard Metric: SS#4)				
Number of households receiving TANF assistance	FY2018: 1 households	FY2021: 0 households	0 households	Outcome Achieved

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Households transitioned to self-sufficiency (Standard Metric: SS#8) Note: Home Forward's SRO properties assist households transitioning from homelessness to permanent, stable housing. Rather than moving to self-sufficiency, Home Forward anticipates participant households will move from an SRO property into a long-term Home Forward subsidy program.				
Number of households transitioned to self-sufficiency (Defined as households that have earned or permanent income that results in area median income (AMI) above 50% and/or that have voluntarily exited housing assistance)	FY2018: 0 households	FY2010: 0 households	27 households	Outcome Achieved

MTW Flexibility:

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

Hardship Policy:

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

There were 0 hardship requests for this activity during FY2021.

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward made no planned or unplanned significant changes to this activity in FY2021.

Challenges in Achieving Benchmarks and Possible Strategies

Increases in tenant share of rent and earned income continue to be impacted the COVID-19 pandemic. Through December 31, 2021, 37 households lost income due to the COVID-19 pandemic. Of the 37 households, 29 (78%) of households lost all income, totaling a \$395,150 yearly reduction income; 8 (22%) of households lost some income, totaling a \$49,385 yearly reduction in income. In total, households lost a combined \$444,535 in yearly wages.

18 TRANSFER OF PROJECT-BASED VOUCHER CONTRACT TO SUPPORT LOCAL PRESERVATION OR DEVELOPMENT OF AFFORDABLE HOUSING

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

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

Home Forward proposes to create a local Project-Based Contract Transfer activity for all non-RAD PBV property owners. This activity balances the needs to provide a streamlined process for PBV Project Owners with the need to ensure existing households retain their subsidy without impacting our ability to serve new households.

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

- The agency or an affiliate holds ownership interest or manages the property;
- A transfer is needed sooner as a result of events such as eminent domain proceedings, natural disasters or unforeseen events;
or

MTW authorization:

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

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

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Increase housing choices for low-income families

- HUD provides approval of a transfer for any other reason.

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

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

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

- Rents and bedroom sizes must remain comparable between the assisted development and the new development to maintain stability in Housing Assistance Payment costs.

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

Activity Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Agency cost savings (Standard Metric: CE#1) Note: Home Forward is unable to calculate anticipated costs absent the activity.				
Total cost of task	FY2018: \$0	FY2021: \$0	\$0	Outcome Achieved
Staff time savings (Standard Metric: CE#2) Note: Home Forward is unable to calculate anticipated costs absent the activity.				
Total time to complete the task	FY2018: 0 hours	FY2021: 0 hours	0 hours	Outcome Achieved
Displacement prevention (Standard Metric: HC#4) Note: Number of households in a unit that has completed, or will complete, RAD conversion by December 31, 2018 used as a proxy for potential displacement absent the proposed activity.				
Number of households at or below 80% AMI that would lose assistance or need to move	FY2018: 903 households	FY2021: 0 households	0 households	Outcome Achieved

MTW Flexibility:

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

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward made no planned or unplanned significant changes to this activity in FY2021.

Challenges in Achieving Benchmarks and Possible Strategies

Home Forward had no challenges in achieving our benchmarks for this activity in FY2021.

19 PROGRAM TRANSFER FLEXIBILITY BRIDGE

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

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

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

MTW authorization:

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

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Activity Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Agency cost savings (Standard Metric: CE#1)				
Total cost of task	FY2020: \$6,007	FY2021: \$0	\$0	Outcome Achieved
Staff time savings (Standard Metric: CE#2)				
Total time to complete the task	FY2020: 229 hours	FY2021: 0 hours	0 hours	Outcome Achieved

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Decrease in error rate of task execution (Standard Metric: CE#3)				
Average error rate in completing task	FY2020: 7.5%	FY2021: 0	0%	Outcome Achieved

MTW Flexibility:

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

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward made no planned or unplanned significant changes to this activity in FY2021.

Challenges in Achieving Benchmarks and Possible Strategies

Home Forward had no challenges in achieving our benchmarks for this activity in FY2021.

20 LOCAL INSPECTION POLICIES

In the event of a local disaster, emergency, or other situation which affects the health and/or safety of Home Forward participants, residents, staff, and/or the general public, Home Forward may implement certain temporary changes to inspection protocols to ensure continuity of safe operations to the extent possible and practical. This modification is proposed in response to the current COVID-19 pandemic, which has created a need for physical and social distancing to protect against the spread of the disease. In compliance with the recommendations of the Centers for Disease Control (CDC), the “Stay Home Stay Safe” Executive Order issued by Oregon Governor Brown, and other guidance from local, state, and federal agencies, Home Forward is reducing contact between individuals, including closing offices to the public and reducing the number of employees in the office. As a result, Home Forward foresees that some operations may need to be modified and/or deferred to a later time. This activity will support the statutory objective: “Reduce cost and achieve greater cost effectiveness in federal expenditure” as demonstrated in the Activity Metrics section below.

MTW authorization:

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

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

The proposed inspection protocols which Home Forward may implement are:

- Home Forward may extend the validity of a family’s most recently completed biennial HQS inspection by one year.
- The due date of the family’s next biennial HQS inspection would be one year from the original due date, and subsequent inspections would occur on a regular biennial schedule based on the new adjusted biennial due date.
- Home Forward will continue to perform emergency inspections and initial HQS inspections in un-occupied units.

In response to the COVID-19 pandemic, Home Forward has implemented HUD waiver HQS-5, which allows a delay of biennial inspections, and is authorized in HUD Notice PIH 2020-33 (HA) Rev-2, which was preceded by HUD Notice PIH 2020-05, HUD Notice PIH 2020-13, and HUD Notice PIH 2020-33(HA). HUD approved this activity on January 21, 2021 and Home Forward is using the authority granted in this activity to delay biennial inspections as outlined above. These temporary changes will be ended or adjusted as soon as it is safe, feasible, and practical to do so in the context of the COVID-19 public health emergency.

Home Forward may temporarily enact these protocols in the future in response to another local disaster, emergency, or other crisis situation to protect the health and/or safety of Home Forward participants, residents, staff and/or the general public.

Activity Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Agency cost savings (Standard Metric: CE#1)				
Total cost of task	FY2020: \$744,190	FY2021: \$701,000	\$246,546.50	Outcome Achieved
Staff time savings (Standard Metric: CE#2)				
Total time to complete the task	FY2020: 7,730 hours	FY2021: 7,250 hours	2,525 hours	Outcome Achieved
Decrease in error rate of task execution (Standard Metric: CE#3)				
Average error rate in completing task	FY2020: 3.5%	FY2021: 3.5%	Less than 1%	Outcome Achieved

MTW Flexibility:

This activity is authorized under provisions of Attachment C, Section 5 Ability to Certify Housing Quality Standards and 7(d): Establishment of an Agency Section 8 Project-Based Program of the Amended and Restated MTW Agreement.

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward made no planned or unplanned significant changes to this activity in FY2021.

Challenges in Achieving Benchmarks and Possible Strategies

Home Forward had no challenges in achieving our benchmarks for this activity in FY2021.

21 SELF CERTIFICATION OF INCOME

As evidenced by the COVID-19 public health emergency, there are circumstances during which temporarily accepting self-certification of income is necessary to maintain efficient operations and promote housing stability. Home Forward implemented HUD waivers allowing self-certification of income in responses to the COVID-19 public health emergency provided in the current HUD Notice PIH 2020-33(HA) Rev-2 which was preceded by HUD Notices PIH 2020-05, PIH 2020-13, and PIH 2020-33 (HA). In the case that these waivers expire during the COVID-19 pandemic, Home Forward may continue to accept self-certification as the highest form of income verification to process annual and interim reexaminations. Home Forward may also accept self-certification of income as the highest form of income verification to process annual and interim reexaminations in response to future local, State, or National emergencies or disasters that result in significant barriers to households being able to access information from their employer to verify their income. This proposed activity will support the statutory objective: “Reduce cost and achieve greater cost effectiveness in federal expenditures” as demonstrated in the Activity Metric section below. The proposed protocols which Home Forward may temporarily implement in response to the COVID-19 and other local, state, or national emergencies or disasters are:

- **Annual Re-examination Income Verification (PH and HCV-3):** Home Forward may forgo third-party income verification requirements for annual reexaminations. Home Forward may consider self-certification as the highest form of income verification to process annual reexaminations. This may occur over the telephone (with a contemporaneous written record by a Home Forward staff person), through an email or postal mail with a self-certification form by the tenant, or through other electronic communications. After a period of temporarily using this alternative flexibility, Home Forward will be responsible for addressing any material discrepancies that may arise later. For example, if a tenant self-certified that the tenant lost their job, but later the EIV Income Validation Tool (IVT) shows that the tenant’s employment continued, Home Forward will take enforcement action in accordance with our policies and procedures. While HUD waives the use of EIV (e.g., HUD Notice PIH 2020-33 (HA) Rev-2, Home Forward may also forgo the use of EIV when doing annual re-examination income verification but must resume use of EIV when HUD waivers are no longer in effect.

The due date of the family’s next biennial HQS inspection would be one year from the original due date, and subsequent inspections would occur on a regular biennial schedule based on the new adjusted biennial due date.

MTW authorization:

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

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

- **Interim Re-examinations (PH and HCV-4):** Home Forward may forgo third-party income verification requirements for interim reexaminations. Home Forward may consider self-certification as the highest form of income verification to process interim reexaminations. This may occur over the telephone (with a contemporaneous written record by a Home Forward staff person), through an email with a self-certification form by the family, or through other electronic communications. After a period of temporarily using this alternative flexibility, Home Forward will be responsible for addressing any material discrepancies that may arise later. For example, if a tenant self-certified that the tenant lost their job, but later the EIV Income Validation Tool (IVT) shows that the tenant's employment continued, Home Forward will take enforcement action in accordance with our policies and procedures. While HUD waives the use of EIV (e.g., HUD Notice PIH 2020-33 (HA) Rev-2, Home Forward may also forgo the use of EIV when doing annual re-examination income verification but must resume use of EIV when HUD waivers are no longer in effect.

Activity Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Agency cost savings (Standard Metric: CE#1)				
Total cost of task	FY2021: \$127,195	FY2021: \$95,396	\$94,352	Outcome Achieved
Staff time savings (Standard Metric: CE#2)				
Total time to complete the task	FY2021: 3,027 hours	FY2021: 2,270 hours	2,293 hours	Outcome Achieved
Decrease in error rate of task execution (Standard Metric: CE#3)				
Average error rate in completing task	FY2021: 5.5%	FY2021: 3.5%	Less than 1%	Outcome Achieved
Increase in tenant share of rent (Standard Metric: CE#5) Note: Home Forward does not intend to have an agency cost savings from this activity.				
Total annual tenant share of rent	FY2021: \$37,942,344	FY2021: \$37,972,344	FY2021: \$41,689,620	Outcome Achieved

MTW Flexibility:

This proposed activity is authorized by MTW flexibility, specifically:

- Attachment C, Section D(3)(b): "The Agency is authorized to adopt and implement any reasonable policy for verifying family income and composition and for determining resident eligibility that differ from the currently mandated program requirements in the 1937 Act and its implementing regulations"; and

- Attachment C, Section C(2): "...the Agency is expressly authorized to adopt a local system of income verification in lieu of the current HUD system. For example, the Agency may implement alternate time frames for validity of verification or adopt policies for verification of income and assets through sources other than those currently allowed under the 1937 Act."

This activity allows Home Forward to provide efficient service to people earning low incomes as needed, including during local, state, or national disasters that pose a risk to the health and safety of residents, participants, staff, and the community.

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward made no planned or unplanned significant changes to this activity in FY2021.

Challenges in Achieving Benchmarks and Possible Strategies

Home Forward had no challenges in achieving our benchmarks for this activity in FY2021.

22 MODERNIZING HCV/PBV ORAL BRIEFINGS

Under 24 Code of Federal Regulations (CFR) 982.301, Public Housing Authorities are required to provide families eligible to participate in the voucher program with an “oral briefing”. During the COVID-19 public health emergency, Home Forward implemented HUD waiver HCV-2 provided in HUD Notice PIH 2020-05, which was extended and superseded by HUD Notice PIH 2020-13 and the current notice, HUD PIH Notice 2020-33(HA) Rev-2, allowing flexibility in how the required oral briefing for HCV and PBV households are conducted. Home Forward proposes conducting required oral briefings for new HCV and PBV households by other means in response to COVID-19 and in the future when necessary to protect the health and safety of participants and staff due to local, state, or national state of emergencies or disasters. Home Forward also proposed to use this flexibility on a case by case basis if an individual or household faces extenuating circumstances that prevent them from coming to an in person oral briefing. In these individual cases, Home Forward will note the extenuating circumstances in the tenant file. These other means may include: webcast, video call, or expanded information packet. Home Forward will ensure that the method of communication for the briefing effectively communicates with, and allows for equal participation of, each family member, including those with vision, hearing, and other communication-related disabilities, and ensures meaningful access for persons with limited English proficiency.

MTW authorization:

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

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

Statutory objective:

Reduce cost and achieve greater cost effectiveness in Federal expenditures

Activity Metrics:

Metric	Baseline	Benchmark	Final Outcome	Outcome Achieved?
Agency cost savings (Standard Metric: CE#1)				
Total cost of task	FY2021: \$14,177	FY2021: Less than \$8,861	\$4,090	Outcome Achieved
Staff time savings (Standard Metric: CE#2)				
Total time to complete the task	FY2021: 312 hours	FY2021: 195 hours	90 hours	Outcome Achieved

MTW Flexibility:

This proposed activity is authorized by MTW flexibility, specifically:

- Attachment C, Section B(1)(b): "...the Agency can carry out the purposes of the MTW Demonstration Program to provide flexibility in the design and administration of housing assistance to eligible families, to reduce cost and achieve greater cost effectiveness in Federal expenditures..." and
- Attachment C, Section B(1)(b)(iii): "The provision of housing or employment-related services or other case management activities, such as housing counseling in connection with rental or homeownership assistance, energy auditing, activities related to the provision of self-sufficiency and other services, employment counseling, education, training and other services related to assisting tenants, owners, contractors, and other persons or entities participating or seeking to participate in other housing or training and educational activities assisted pursuant to this section."

This allows Home Forward to provide efficient service to people earning low incomes as needed, including during local, state, or national disasters that pose a risk to the health and safety of residents, participants, staff, and the community.

Actual Non-Significant Changes

Home Forward made no planned or unplanned non-significant changes to this activity in FY2021.

Actual Changes to Metrics/Data Collection

No changes have been made to benchmarks, metrics, or data collection methodology.

Actual Significant Changes

Home Forward made no planned or unplanned significant changes to this activity in FY2021.

Challenges in Achieving Benchmarks and Possible Strategies

Home Forward had no challenges in achieving our benchmarks for this activity in FY2021.

Not Yet Implemented Activities

All Home Forward MTW activities have been implemented.

Closed Out Activities

No Home Forward MTW activities were closed out in FY2021.

Activities Closed in Previous Years

Name of Activity	Year Approved	Year Implemented	Year Closed Out	Reason for Close Out
Alternate Rent Calculation for Public Housing Units at Rockwood Station, Martha Washington, and Jeffrey	FY2011	FY2011	FY2012	This activity was discontinued on April 1, 2012 when our current Rent Reform activity was implemented and the units at those buildings shifted to the Rent Reform calculation.
Limits for Zero-Subsidy Participants	FY2010	FY2010	FY2012	This activity was discontinued on April 1, 2012 with the implementation of Rent Reform.
Limiting Portability in Higher Cost Areas	FY2013	Never implemented	--	Home Forward determined that the administrative costs to manage this activity would offset the proposed savings.
04 Bud Clark Commons	FY2010	FY2010	FY2014	Home Forward has determined that operations at Bud Clark Commons do not utilize MTW flexibility.
05 Biennial Inspections	FY2008	FY2008	FY2015	The FY2014 Appropriations Act allows all housing authorities to conduct inspections on a biennial basis. This activity no longer requires MTW flexibility.

Name of Activity	Year Approved	Year Implemented	Year Closed Out	Reason for Close Out
12 Alternative Initial Housing Assistance Payment Policy	FY2015	--	FY2017	Home Forward determined that the policy may be an administrative burden and may cause unintentional delays in household lease-ups.

Section V. Sources and Uses of Funding

Sources and Uses of MTW Funds

Actual Sources and Uses of MTW Funding for the Fiscal Year

Home Forward submits its unaudited and audited information in the prescribed FDS format through the Financial Assessment System – PHA (FASPHA), or its successor system.

Describe the Activities that Used Only MTW Single Fund Flexibility

Replacement Housing Factor Funds /Demolition or Disposition Transitional Funding

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

In September 2013, Home Forward proceeded with the disposition of four high-rise properties as part of our High-Rise Preservation Initiative. The properties are Hollywood East, Sellwood Center, Northwest Tower, and Gallagher Plaza, consisting of 654 public housing units. Home Forward anticipated receiving RHF or DDTF funds for these units and may utilize its MTW authority to determine the future use of these funds based upon the amount of the award and timing in which funds are received.

As of FY 2019, Home Forward received two (2) years of DDTF funds in the Capital Fund Program Grant and anticipates receiving three more years of DDTF funds for these public housing units. Home Forward may utilize its MTW authority to

Describe the Activities that Used Only MTW Single Fund Flexibility

determine the future use of these funds based upon the amount of the award and timing in which funds are received. To date, none of the DDTF funds have been expended.

MTW Initiative Funds

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

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

- Aligned Partner Network/Housing Works: Aligned Partner Network is a partnership between Home Forward, Worksystems, Inc., the Multnomah County Anti-Poverty system, and the State Department of Human Services. Each system leverages its resources by delivering core services and utilizing the other systems to provide wrap-around supports. With access to stable housing, the appropriate level of case management, and priority access to workforce services, we believe that a significant number of households will be able to develop the skills they need to gain employment within two years. Home Forward contributes rent assistance, in the form of PBA, which is contracted to agencies in the Anti-Poverty system who use it to help stabilize families who are engaged in training or employment programming.

In 2012, our local Workforce Investment Board (WIB) received a 3-year, \$5.5 million Workforce Innovation Fund grant in partnership with Home Forward and the other local housing authorities and WIBs in the Portland Metro area to pilot a program called Housing Works. This demonstration grant expanded on an existing partnership between Home Forward and the local WIB. Over the last three years, Home Forward received \$1.1 million to work with our Workforce Investment Board to serve 270 Home Forward residents with intensive training and employment services. As part of this grant, Home Forward contributed to the cost of a staff position that is shared between the WIB and Home Forward. This "liaison" provides technical assistance to Home Forward staff as they support clients in navigating the WorkSource system and helps build the partnership between the two organizations.

The Housing Works program ended on April 30, 2016, one month past the fiscal year end for this report. The program offered unified, seamless service delivery to participant where training and employment services were delivered using

Describe the Activities that Used Only MTW Single Fund Flexibility

a coaching approach tailored to the needs of individual participants. Service components included access to coaching; career and resource planning; ongoing access to career pathways; trainings linked to high-growth industries; job preparation; job-attachment services; and employment retention services.

The program served 314 individuals, of whom 145 earned industry-recognized credentials; 62 completed internships; 70 obtained employment that were not employed prior to entering the program; 48% of participants remained employed for at least 9 months. All participants had access to support service funds, which provided financial support to participants to reduce and/or remove identified barriers to successful job training completion, job search and retention. The Housing Works team created and strengthened partnerships with local community colleges, the local WorkSource system, and other local job-training providers in the region. This regional alliance, also involving three other local housing authorities, created new opportunities and will continue to collaborate in meaningful ways that benefit the organizations and our mutual participants.

- Families Forward: Families Forward is the umbrella name for our initiatives designed to help youth attain education success in order to alleviate or exit poverty, and to help adults make economic progress, with the ultimate goal of exiting poverty for those who are able. This initiative ties to our strategic plan under One System: We leverage our role as the largest provider of affordable housing in Oregon to improve collaboration and efficacy between systems impacting people in poverty.
 - For adults, the current priority is to create a single framework for all of the agency's Economic Opportunity efforts, integrating the following four strategies: collecting information about families through an Employment and Training Interest Inventory; aligning existing self-sufficiency programs into a single program called GOALS, with site-based and non-site based components; facilitating the hiring of low-income (Section 3) residents and participants by Home Forward and contractors; and integrating Housing Works/Aligned Partner Network (mentioned above) into Economic Opportunity work. Ultimately, the goals for this initiative include increases in resident/participant earned income, increases in residents'/participants' contribution to rent, and residents/participants reaching a living wage if they exit housing subsidy.
 - Education Initiatives: Last year Home Forward deepened connections with systems partners focused on early education and chronic absence. After utilizing data sharing agreements with the six school districts in the county to obtain and analyze school attendance data, we learned that Home Forward students are struggling with chronic school absence significantly more than the general population of students in Multnomah County. Home Forward continues to work with a cross sector group of partners (county human services,

Describe the Activities that Used Only MTW Single Fund Flexibility

school districts, DHS, non-profits) to amplify the community-wide attendance campaign and develop universal and site-based strategies for improving attendance.

Focus groups were conducted summer of 2016 across the county to get the insights of parents and caregivers on the challenges they face raising young children to be ready for kindergarten and getting kids to school every day, along with their ideas for what would help (from Home Forward and our partners). This input guides how we engage our partners in the work and how we adapt as a system to better support parents and their children to thrive. As a result, we are piloting alignment with our community schools system (called Schools Uniting Neighborhoods), with a specific focus on attendance and early childhood (Pre-school – 3rd grade), and the county library system, with a specific focus on early literacy.

- Aging at Home Strategies: Home Forward continues to develop and implement initiatives to increase independence and community at our properties that serve seniors and people with disabilities. Priority strategies include:
 - Focus on maintaining (through RAD conversion), strengthening and expanding the Congregate Housing Service Program in partnership with Impact Northwest, Multnomah County Aging, Disability and Veteran's Services, and Oregon State Department of Human Services.
 - Participating in Housing with Services, a systems alignment approach to improving the health outcomes, reducing health care costs, and to promoting community inclusion and self-determination for seniors and people with disabilities living in subsidized housing, which includes Cedar Sinai Park, Care Oregon, Cascadia and other partners.
 - Partnering with housing and healthcare partners to create cross-sector training modules to establish safe and secure discharge planning and ease transition back into independent housing. This initiative also strengthens communication and collaboration between housing and healthcare agencies.
 - Working with community clinics and coordinated care organizations to conduct on-site outreach and navigation events to ensure seniors are connected to healthcare and maximize available benefits and resources.
 - Partnerships with local nursing programs to bring triage and assessment services to Home Forward properties. Community health nursing students develop and launch health programming tailored to specific population health issues and social determinants of health within them.
- Staff Trainings: To support Home Forward's Strategic Plan to strengthen our relationship with the people we serve, Home Forward developed new trainings for staff. Several trainings were offered during FY2019 that focused on safety

Describe the Activities that Used Only MTW Single Fund Flexibility

in the workplace, managing stress, neurology-based trainings on leadership and resiliency, service focused (including de-escalation, trauma-informed approach) and supervisor specific trainings.

- Neighbor-to-Neighbor Grant Program: Home Forward has created a pilot grant program for resident groups from our public or affordable housing communities. Resident groups submit applications for grant funds to improve their community livability, build resident leadership, and reinforce community values. Past resident-led projects have included exercise classes, afterschool tutoring, social events, community gardens and the creation of a soccer field and youth sports team.
- Security Deposit Assistance: Home Forward uses single-fund flexibility to offer security deposit assistance to two populations in our community: participants leasing up with Veterans Affairs Supportive Housing (VASH) vouchers, and foster youth leasing up with Family Unification Program (FUP) vouchers. For homeless veterans, a lack of funds for security deposits is a serious barrier to successful use of VASH vouchers. Similarly, youth aging out of the foster care system often do not have the resources to pay for security deposits when trying to utilize FUP vouchers. Security deposit assistance is a key support to finding housing for veterans and youth leasing up in units requiring deposits. Home Forward's funds are to be used only when the service agencies working with these populations are not able to otherwise arrange for deposit assistance. In FY 2021, 19 households used security deposit assistance averaging \$769 per security deposit.
- Tenant Education Class and Deposit Assistance: Since May 2016, Home Forward has contracted with the Community Alliance of Tenants (CAT) to teach a tenant education class to voucher holders. Class graduates have access to up to \$200 to help with a security deposit in their housing search. This partnership grew out of concern that in the current, competitive rental market, and with recent changes in Oregon landlord/tenant law, voucher holders needed more education about how to be successful applicants and tenants. In FY 2021, 28 participants took the class and received the deposit assistance.
- Landlord Incentive Fund: Home Forward has implemented a landlord incentive program to attract new landlords to the Housing Choice Voucher (HCV) program and increase the number of units available to voucher holders. In the first year, Home Forward issued 460 payments of \$100 each, 35% of which went to landlords who were new to the HCV program. Starting in FY2017, we focused the fund more specifically to landlords new to the program. Home Forward makes a one-time payment of \$200 to new landlords, defined as those who have not worked in partnership with us for the past two years. This past fiscal year 180 landlords received the fund. This aligns with Oregon State Housing Bill

Describe the Activities that Used Only MTW Single Fund Flexibility

2639, which prohibits discrimination against renters and recruits new landlords to the Housing Choice Voucher program.

- Inter-jurisdictional Transfer Program for Survivors of Domestic Violence: In collaboration with other MTW-authorized housing authorities and the local domestic violence service system, Home Forward has implemented an inter-jurisdictional transfer program to assist participants who are survivors of domestic violence. The program ensures continued access to stable and safe housing when deemed necessary that the household move to another jurisdiction to avoid violence that is likely to become lethal or near lethal. A local domestic violence service provider has assigned two full-time advocates to work on-site with Home Forward residents. The advocates can recommend residents to this transfer program and provide advocacy and assistance with relocation to the new jurisdiction. Clients are connected with a local domestic violence agency in the new jurisdiction for support after their transfer. Home Forward allocates up to \$2,000 per household, for up to five households each year. In addition, Home Forward intends to absorb the vouchers of up to five families referred by partnering MTW agencies. This fund was not utilized in FY 2021, but the program remains an option for households needing to transfer due to domestic violence.
- Voucher Success Fund: Home Forward has an internal staffing position to provide housing search and placement assistance to HCV households. Along with case management supports, the Advocate can also provide a limited amount of financial assistance to help reduce barriers to housing such as security deposits, application fees, and transportation for the housing search.
- Record Relief & Criminal Expungement: Home Forward collaborates with Metropolitan Public Defender (MPD), a non-profit legal firm, to provide legal services to assist Home Forward residents, participants, and waitlist households with criminal record expungements along with consultation on any outstanding obligations to the court system. By reducing a barrier to housing and employment that is associated with a criminal background, Home Forward will help residents gain greater housing choice options in our community and ability for increased opportunity for work focused households to obtain employment. Home Forward also plans to see a decrease in administrative costs related to screening denials as an outcome of this project. Home Forward is using MTW Initiative Funds to support this program.
- Affordable Housing Opportunities: With incredibly low vacancy rates and a lack of affordable housing, Home Forward is dedicated to preserving and increasing the number of housing units in our community. Home Forward used MTW Initiative Funds to leverage additional funding for the preservation of existing affordable housing and development of

Describe the Activities that Used Only MTW Single Fund Flexibility

new affordable housing. By using methods such as site acquisition, predevelopment loans, and gap financing, Home Forward can invest in projects to expand the availability of housing that is affordable to families at different income levels in our community.

- Grant shortfalls: A large share of tenant/resident services are funded from grants and foundations. These funds augment local funds to provide supportive services and self-sufficiency services to residents. To optimize available services, any costs not eligible for state and local grants will be funded by single-fund flexibility.
- Emergency fund: In the event of an emergency that affects a public housing family's ability to live safely in their unit, Home Forward has created a fund to help the family temporarily find safe housing in a hotel.
- Landlord Portal: Home Forward has completed the requirements for a Landlord e-Center or Housing Provider Portal which will allow landlords and participants to electronically communicate with Home Forward. Home Forward deployed the first module in late 2019, providing landlords the ability to view their current units as well as financial and rental histories. Our overall objective is to improve processes and reduce the time required to lease an apartment or home to a voucher holder.
- MTW Operating Reserve: The U.S. Department of Housing and Urban Development (HUD) is required to control disbursement of funds to Public Housing Authorities (PHAs) in such a way as to ensure that PHAs do not receive federal funds before funds are needed. Currently, any Home Forward excess subsidy reserves are held by HUD and are distributed upon request to cover eligible MTW expenditures. Should the Federal cash management requirements change, Home Forward will set aside funds each year, as determined by the Board of Commissioners, towards building an Operating Reserve sufficient to fund four months of Operating Expenses plus one month of Housing Assistance Payments.

LOCAL ASSET MANAGEMENT PLAN

i. Is the MTW PHA allocating costs within statute?

No

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

Yes

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

Yes

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

Home Forward's Local Asset Management Plan has been implemented with two exceptions. Help Desk services are not billed as fees to programs but are allocated based on program FTE. Work by Home Forward Development staff for Public Housing Capital projects are charged directly to the project on a cost reimbursement basis rather than via a cost recovery fee.

Section VI. Administrative

A. Reviews, Audits, and Inspections

Public Housing – The chart below lists the Public Housing properties that had REAC inspections in FY2021.

No REAC inspections were completed during FY2021

The REAC inspection took place on February 14, 2020, prior to REAC inspections being suspended by HUD due to the COVID-19 pandemic. No other REAC inspections took place during 2020.

Annual Program/Financial A-133 Audit – Home Forward’s Board of Commissioners accepted and approved the independent audit findings for FY2020 (covering the period of January 1, 2020 to December 31, 2020) in August 2021. There were no financial statement findings, questioned costs, or compliance findings.

B. Evaluation Results

As mentioned in the section on Single-Fund Flexibility Activities, Home Forward participated in Housing Works: A Regional Workforce-Housing Alliance, which was awarded a Workforce Innovation Fund grant in 2012 by the US Department of Labor. A full evaluation is a required element of the grant. Home Forward contributed Moving to Work Initiative Funds to the program in the form of staff time, as well as co-funding the cost of the liaison position from 2013-2016.

The partnership behind the program consisted of a consortium of workforce investment boards (WIBs) and public housing authorities across Multnomah, Washington, and Clackamas counties in Oregon, and Clark County in Washington. The lessons learned from various prior regional workforce development efforts have been applied in building the model for this program. The program brought to scale a pilot that Home Forward and Worksystems, Inc. tested several years ago with funds from the Paul G. Allen Family Foundation and expands the geographic span of activities, increasing the number of housing authority residents and industries served, and aligning the formula funding from the lead agencies.

The Housing Works program was designed to provide residents the opportunity to enhance their skills to gain and retain employment in high-demand industries and to increase their employment income. Participants accessed case management and supports across each stage of the program: career and resource planning; skill development and occupational skills training; job preparation and soft skills development; job attachment services; and employment retention services. This multi-faceted program was also crafted to create system changes in the WIBs and housing authorities by aligning policies and encouraging the co-investment of resources. The approach to workforce development in this model was substantially altered to incorporate a role for housing authorities as case managers and coaches

to assist participants in navigating the array of workforce services and supports. The essential components of this model that speak to systems change consist of growing organizational capacity to align resources and policy more fully; co-investment of resources; and unified service delivery that is seamless to participants.

The final program evaluation by Public Policy Associates, Inc. will be published in May of 2017.

C. MTW Statutory Requirement Certification

[Insert signed board resolution]

D. MTW Energy Performance (EPC) Flexibility Data

Not applicable

Appendix

Local Asset Management Plan

Home Forward Asset Management Program

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

Home Forward's Local Asset Management Program

Home Forward has operated a property/project-based management, budgeting, accounting, and reporting system for the past five years. Our project-based management systems include:

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

Home Forward's Cost Objectives

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

- Public Housing properties - includes resident services and management staff directly supporting this program
- Rent Assistance programs - includes management staff directly supporting this program and Family Self Sufficiency staff (including those supporting Public Housing residents)
- Moving to Work - includes activities related to our MTW agreement and local programs
- Integrated Facilities Services – includes maintenance staff for specialized maintenance services including those supporting maintenance for Public Housing units
- Resident Services – Family Self Sufficiency staff including those supporting Public Housing residents
- Affordable Housing
- Development

Home Forward's Treatment of Certain Costs

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

- Integrated Facilities Services: Integrated Facilities Services is the operating group for Home Forward's specialized maintenance services. IFS Maintenance performs services covering plumbing and electrical repairs, painting, and pest control, as well as garbage and recycling. Although these maintenance functions are performed centrally, the decisions and control remain at the property level as it is the property manager and/or housing program manager who determines the level of service required from the CORE maintenance group. All services are provided on a fee for service basis.
- Procurement: Home Forward has adopted procurement policies that balance the need for expedient and on-site response through delegated authorization to site staff for purchases under \$5,000. Purchases greater than this limit requires engaging central procurement. The Procurement staff is well trained in the special requirements of procuring goods and services for a federal program and provides necessary contract reporting requirements as well. Central procurement services are part of Home Forward's indirect overhead allocation.
- Human Resources: Along with the public housing program and its Section 8 voucher program, Home Forward has non-federal affordable properties, a development group, and locally funded rent assistance programs. Home Forward's Human Resources department serves the entire agency and certain human resource activities that HUD would consider a direct cost, such as

recruitment and pre-employment drug testing and screening, are centralized and are part of Home Forward's indirect overhead allocation. Home Forward has determined that the cost of keeping extremely detailed records of HR activity for direct cost assignment exceeds the value received from such effort.

- Information Technology: Hardware and software costs will be directly charged to the appropriate cost objective when such costs are available and specific to that cost objective. When a reasonable measurement of such IT costs can be obtained, an allocation based on the number of users (computers, software applications, etc.) will be utilized to directly charge the cost objective.
- Resident Services: A large share of tenant/resident services are funded from grants and foundations and these funds augment local funds to provide supportive services and self-sufficiency services to residents. To optimize available services, any costs not eligible for state and local grants will be funded by Home Forward's public housing properties and housing choice voucher program.
- Rent: Home Forward charges rent to each cost objective based on the space they occupy in our central office building. Rent is based on estimated costs and adjusted for actual costs at year-end.

Home Forward's Treatment of Public Housing Operating Subsidy

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

Home Forward's Indirect Cost Allocations

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

Home Forward Indirect Costs

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

- Executive
- Policy & Planning
- Accounting & Finance

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

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

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

- HUD's asset management system and fee for service is limited in focusing only on a fee for service at the Public Housing (PH) property level and voucher program. Home Forward has implemented an indirect allocation methodology that is much more comprehensive than HUD's asset management system which includes all of Home Forward's cost objectives listed above.
- Home Forward has defined the treatment of direct and indirect costs differently than HUD's asset management program. From the agency perspective, we view the program operations management as direct costs of the program.
- These differences include, but are not limited to:
 - HUD Indirect/Home Forward Direct:
 - Portfolio and program ("regional") management, including hiring, supervision and termination of frontline staff is considered a direct cost. These costs are pooled and then allocated to each property based on units, vouchers, or other relevant metrics. Work with auditors and audit preparation by HCV and PH staff is considered a direct expense. Executive management is considered an indirect cost.
 - Storage of HCV and PH records and adherence to federal and/or state records retention requirements will be considered a direct cost of the program.
 - Development and oversight of office furniture, equipment and vehicle replacement plans will be considered a direct cost of the program.
 - Advertising (notification) costs specific to HCV, including applicants and landlords, will be considered a direct expense.
 - HUD Direct/Home Forward Indirect:
 - Advertising for new hires will be considered indirect and allocated to the program and properties.
 - Staff recruiting and background checks, etc. will be considered indirect and allocated to the program and properties.
 - Other:
 - Using MTW authority to improve efficiencies across programs, all staff associated with the Family Self Sufficiency program, regardless of serving public housing or housing choice voucher residents, will be considered a direct cost of the housing choice voucher program.
 - Preparation and submission of HCV and public housing program budgets, financial reports, etc. to HUD and others will be either direct or indirect, depending on the department from which the reports are prepared. If prepared by program staff, costs will be considered direct. If prepared by administrative department staff, costs will be considered indirect and allocated to the program and properties.

- Investment and reporting on HCV proceeds will be either direct or indirect, depending on the department from which the reports are prepared. If prepared by program staff, costs will be considered direct. If prepared by administrative department staff, costs will be considered indirect and allocated to the program and properties.
- HUD's rules limit the transfer of cash flow between projects, programs, and business activities. Home Forward intends to fully use its MTW resources and flexibility to move project cash flow among projects as locally determined and use MTW funding flexibility to provide additional funding to public housing properties when appropriate and necessary to provide for and preserve our public housing assets.
- HUD's rules provide that maintenance staff be maintained at the property level. Home Forward's asset management program reflects a cost-effective balance of on-site and central maintenance services for repairs, unit turnover, landscaping, and asset preservation work.
- HUD's rules provide that purchasing is performed at the property level. Home Forward's asset management program reflects a cost-effective balance of on-site and central purchasing, depending on the total cost of procurement and complexity of applicable procurement laws and reporting requirements.
- HUD intends certain property management activities to be at the property level. Home Forward has centralized selected property management functions, including but not limited to denial hearings, occupancy management, transfers, reasonable accommodations, auditing, training, compliance, and some waitlist management, and will allocate these costs as a direct expense to the properties based on a relevant metric such as units.
- Home Forward employs its own development staff. Any work on Public Housing Capital projects will be subject to a cost recovery fee paid from the capital fund to cover costs of development staff engaged in such capital projects.

Balance sheet accounts

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

- Cash
- Restricted Cash
- Petty Cash
- Investments
- Selected Prepaid Expenses and Deferred Charges
- Selected Accrued Liabilities
- Payroll Liabilities
- Compensated Absences
- Other Post-Employment Benefits (OPEB) Liability
- Pension Liability (GASB 68)
- Deferred Inflows of Resources – Pension (GASB 68)

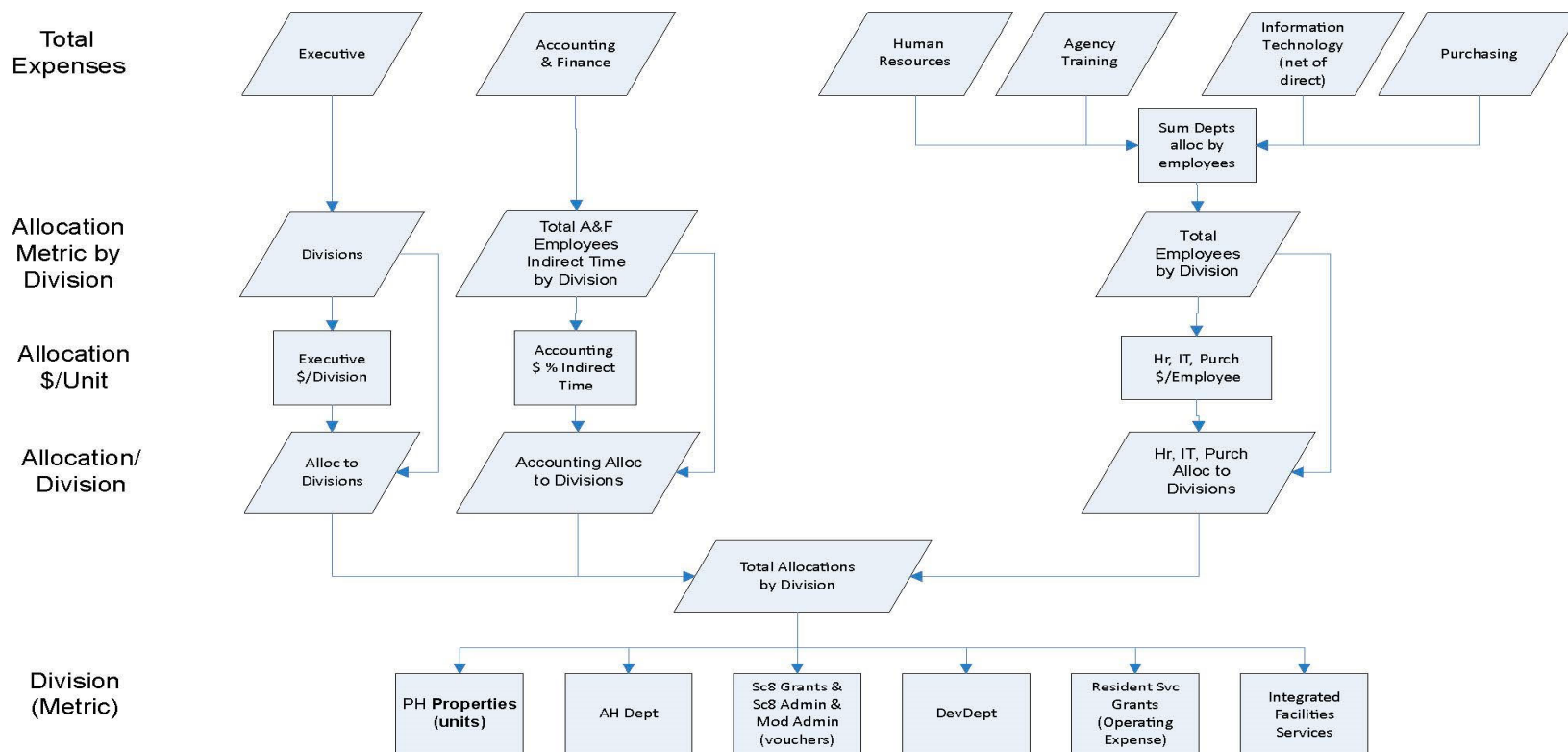
- Deferred Outflows of Resources – Pension (GASB 68)
- Unrestricted and Restricted Net Assets

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

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

Home Forward Allocation Process

Process Flow Diagram



APPENDICES Appendix 1

Recommended Relocation Plan Contents

Appendix 2

Sample RAD General Information Notice (GIN)

Appendix 3

Sample RAD Notice of Relocation (for relocation anticipated for a year or less)

Appendix 4

Sample RAD Notice of Relocation (for relocation anticipated for more than a year)

Appendix 5

Sample Notice of Eligibility for URA Relocation Assistance (for residents who have been temporarily relocated for more than a year)

Appendix 1: RECOMMENDED RELOCATION PLAN CONTENTS

While written Relocation Plans are not required under RAD or URA, the Department strongly encourages PHAs to document their relocation planning process and procedures in a written Relocation Plan. The following provides suggested content for Relocation Plans.

I. Project Summary

The Relocation Plan should provide a general description of and purpose for the project (e.g., year built, location, number of units, configuration, occupancy information, and funding sources).

The basic components of a plan include:

- A general description of the project and the site, including acquisition, demolition, rehabilitation, and construction activities and funding sources;
- A detailed discussion of the specific steps to be taken to minimize the adverse impacts of relocation, including when transferring the assistance to a new site;
- Information on occupancy (including the number of residents, residential owner-occupants and non-residential occupants, if any, to be permanently or temporarily relocated);
- Information on relocation needs and costs (including the number of residents who plan to relocate with Section 8 assistance);
- General moving assistance information;
- Temporary move assistance (including information on the duration of temporary moves);
- Permanent move assistance; and
- Appeals process.

II. Resident Return and Re-occupancy Policies

For residents that will be temporarily relocated, the plan should include the criteria that will be used to determine the priority for residents to re-occupy units at the project after rehabilitation, demolition, and/or construction is completed. For example, if units will come online in stages, the plan should outline how the PHA will determine when each resident will return to the project. PHAs should ensure that any written return or re-occupancy policy is compliant with related RAD requirements, such as the right-to-return policy and the “no re-screening upon conversion” policy, as described in the RAD Notice.

III. Summary of Moving Costs

The plan should include a summary of moving costs, identified by move types, including the following:

Temporary Moves

- Number of and cost amount for two-way moves (i.e., a move to another unit and then a return move) within the same building/complex.
- Number of and cost amount for two-way moves to a unit not in the same building/complex, carried out by the PHA.
- Number of and cost amount for two-way moves to a unit not in the same building/complex not carried out by the PHA.

Permanent Moves

- Number of and cost amount for one-time moves into another unit in the same building/complex.¹⁵
- Number of and cost amount for one permanent move to a unit not within the same building/complex, carried out by the PHA.

PHAs should note that if a residential move is carried out by the PHA at no cost to the resident, this per-household estimate must include the required dislocation allowance (currently \$100). The URA Fixed Residential Moving Cost Schedule lists the most current dislocation allowance:
http://www.fhwa.dot.gov/real_estate/practitioners/uniform_act/relocation/moving_cost_schedule.cfm
- Number of and cost amount for one permanent move to a unit not within the same building/complex that is not carried out by the PHA.

IV. Temporary Relocation Assistance

The PHA will assist residents who are required to move temporarily. At the Initiation of Negotiations (ION), the PHA will send a RAD Notice of Relocation to residents who will be relocated. Appendices 3 and 4 of this Notice contain sample RAD Notices of Relocation to be provided to residents that will be temporarily relocated.

The plan should detail the temporary relocation assistance the PHA will provide for residents (Paragraph 2-7 of HUD Handbook 1378). This assistance includes:

- Temporary Housing - The PHA will provide temporary housing that is decent, safe, and sanitary on a nondiscriminatory basis for residents who are relocated temporarily. The PHA will also pay for reasonable increased housing costs that the resident incurs in connection with the temporary relocation.

NOTE: If a resident's relocation exceeds one year, the PHA must then issue a *Notice of Relocation Eligibility* (49 CFR 24.203(b)) to the resident and offer the resident permanent

¹⁵ A resident who moved to another unit in the same building/complex may be considered a displaced person under URA if the resident moves from the building/complex permanently and was not offered reimbursement for all reasonable out-of-pocket expenses incurred in connection with the move within the same building/complex and/or if other conditions of the move within the building/complex were not reasonable.

relocation assistance and payments at URA levels. The PHA must provide this notice to affected residents as soon as the temporary relocation exceeds one year.

- **Packing and Moving Assistance** - Since most residents prefer to pack their own personal possessions and items of value, they should be provided packing instructions, boxes, markers, and tape for the move. If assistance in packing is needed, the PHA should provide the resident with information on how to request this assistance. The PHA is responsible for covering all reasonable moving expenses incurred in connection with temporarily relocating a resident. The PHA may reimburse the resident's out-of-pocket moving expenses and/or directly carry out the move.
- **Payment for Temporary Relocation Moving Expenses** - The plan should also indicate how the PHA intends to provide or reimburse for moving services and expenses. The PHA can choose to do one or more of the following:
 - Undertake the moves itself, using force account labor or a moving company;
 - Use PHA's contractor or moving company;
 - Carry out moves with employees of the PHA;
 - Reimburse residents for all actual and reasonable moving costs.

NOTE: The PHA will not make fixed payments since such payments may not be representative of actual reasonable costs incurred. However, in order for a resident to be sure of full reimbursement, the resident should submit a moving cost estimate to the PHA for approval prior to the move unless the PHA is directly carrying out the move and the resident will not incur any reasonable out-of-pocket moving expenses. Failure to do so may result in the resident not being fully reimbursed.

- **Utility Costs** - The PHA is responsible for covering the expenses relating to disconnection and reconnection of necessary utilities. If the resident has telephone, cable service or Internet access, the PHA is responsible for covering the expenses involved in transferring existing service. The PHA may also pay utility deposits, if required at the temporary relocation housing (HUD Handbook 1378, paragraph 2-7(A)(3)). If a resident is temporarily relocating from a public housing unit to a non-public housing unit, the resident must be reimbursed for reasonable increases in utility costs even if the PHA utility allowance is lower than the actual costs to the resident.

V. Permanent Relocation Assistance

Based on the local housing resources available, the PHA should identify the replacement housing options that will be available to meet the housing needs of residents to be permanently relocated. Replacement housing options for residents that meet the definition of a "displaced person" (49 CFR 24.2(a)(9)) under the URA include, but are not limited to:

- Other Public Housing;
- Section 8 Project-Based Voucher unit;
- Section 8 Housing Choice Voucher unit;
- Homeownership housing;

- Private-market rental housing (affordable, non-subsidized).¹⁶

The plan should describe each type of replacement housing projected to be available, including:

1. Number of units, by bedroom size, expected to be available, and discussion of whether available units will meet dwelling requirements of relocated residents;
2. General area or location of unit(s);
3. Criteria for receiving relocation assistance; and
4. Any other information that might benefit residents in their consideration of housing choices.

The plan should include a description of the permanent relocation assistance the PHA will provide to residents. This assistance includes:

- Availability of Comparable Replacement Housing – Under URA, no displaced resident will be required to move unless at least one comparable replacement dwelling (49 CFR 24.2(a)(6)) is made available at least 90 days before the required move (49 CFR 24.203(c)). Comparable replacement dwellings must contain the accessibility features needed by displaced persons with disabilities (49 CFR 24.2(a)(8)(vii); 49 CFR part 24, Appendix A, §24.2(a)(8)(vii)). If the comparable replacement dwelling is not subsidized housing, the PHA should contact the RAD staff for advice on replacement housing payment requirements.
- Referral to Housing Not Located in an Area of Minority Concentration - Whenever possible, minority persons shall be given reasonable opportunities to relocate to decent, safe, and sanitary replacement dwellings that are within their financial means and not located in areas of minority concentration (49 CFR 24.205(c)(2)(ii)(D)). However, this policy does not require a PHA to provide a person a larger payment than is necessary to enable a person to relocate to a comparable replacement dwelling unit.
- Permanent Relocation Moving Expenses from Public Housing to Public Housing - The PHA may choose one of the following options for covering the expenses involved in moving public housing residents that are relocated into other public housing:
 - Undertake the move itself, using force account labor or a moving company. Residents should incur no moving costs under this option, but if such expenses are incurred, the PHA is responsible for reimbursing the resident for any such actual and reasonable expenses. In such case, the resident is also entitled to a dislocation allowance (currently \$100). The URA Fixed Residential Moving Cost Schedule lists the current dislocation allowance and is available at:
http://www.fhwa.dot.gov/real-estate/practitioners/uniform_act/relocation/moving_cost_schedule.cfm

¹⁶ Every effort should be made to find another subsidized unit as replacement housing for a resident relocating from subsidized housing so that the resident will continue receiving the housing subsidy as long as it is needed.

NOTE: Residents who prefer to pack their own personal possessions and items of value may be provided packing instructions, boxes, markers, and tape for their move. If a resident needs assistance in packing, they should contact the PHA. It is the responsibility of the PHA to pack and move all their belongings and household goods, if so desired.

- Allow the resident to elect one of the following choices:
 - 1) The PHA will reimburse the resident for the cost of all actual reasonable and necessary moving and related expenses (49 CFR 24.301), such as:
 - Transportation of the resident and personal property. This may include reimbursement at the current mileage rate for personally owned vehicles that need to be moved. Transportation costs for a distance beyond 50 miles are not eligible, unless the PHA determines that relocation beyond 50 miles is justified.
 - Packing, crating, uncrating, and unpacking of personal property.
 - Storage of personal property for a period not to exceed 12 months, unless the PHA determines that a longer period is necessary.
 - Disconnecting, dismantling, removing, reassembling, and reinstalling relocated household appliances and other personal property.
 - Insurance for the replacement value of the property in connection with the move and necessary storage.
 - The replacement value of property lost, stolen, or damaged in the process of moving (not through the fault or negligence of the displaced person, his or her agent, or employee) where insurance covering such loss, theft, or damage is not reasonably available.
 - 2) The PHA will pay directly to the resident the applicable and current fixed moving cost payment according to the URA Fixed Residential Moving Cost Schedule (49 CFR 24.302), available at:
http://www.fhwa.dot.gov/real-estate/practitioners/uniform_act/relocation/moving_cost_schedule.cfm
- Permanent Relocation Moving Expenses for All Other Moves – Under URA, residents who are permanently displaced, except for those residents displaced from public housing and moving to other public housing, are entitled to the assistance described in the brochure *Relocation Assistance To Residents Displaced From Their Homes*, available in English at http://portal.hud.gov/hudportal/documents/huddoc?id=DOC_16280.doc and in Spanish at http://portal.hud.gov/hudportal/documents/huddoc?id=DOC_16281.doc. Residents may choose moving assistance from one of the following two options.
 - 1) The PHA will reimburse the resident for the cost of all actual reasonable moving and related expenses (49 CFR 24.301).
 - 2) The PHA will pay directly to the resident the applicable and current fixed moving cost payment according to the URA Fixed Residential Moving Cost Schedule (49

CFR 24.302), available at:
http://www.fhwa.dot.gov/real-estate/practitioners/uniform_act/relocation/moving_cost_schedule.cfm.

- Replacement Housing Payment - In addition to covering moving expenses, displaced residents may be entitled to a replacement housing payment (RHP). This payment is intended to cover the increase, if any, in monthly housing costs for a 42-month period.

When calculating the RHP, the PHA must consider the comparable replacement housing unit offered to the resident. Since the PHA is not required to pay an RHP amount that exceeds the amount of RHP calculated for the offered comparable replacement dwelling, residents are cautioned to work closely with the PHA prior to their move.

- Accessible Housing for Persons with Disabilities - Under the URA, persons with disabilities who will be permanently displaced must be relocated to a replacement dwelling that contains the accessibility features they need (49 CFR 24.2(a)(8)(vii); 49 CFR Appendix A, 24.2(a)(8)(vii)). A person with disabilities who has been relocated must be offered a comparable replacement dwelling unit that contains accessible features comparable to the housing from which the tenant has been displaced or relocated. This is so even if the tenant has paid for the acquisition and/or installation of accessible features in the housing from which he or she has been relocated; in such instances, the recipient must ensure that the replacement housing contains comparable accessible features or provide relocation assistance to the tenant in an amount that covers the cost of acquiring and/or installing comparable accessible features. Under the URA, an agency may use project funds to remove architectural barriers for displaced owners and tenants with disabilities or take other last resort housing measures if comparable replacement dwelling units are not available within the monetary limits prescribed under the URA regulations (49 CFR 24.404(c)(vii); HUD Handbook 1378, Paragraph 3-8).

VI. Relocation Budget

Based on the results of the planning process, the PHA should create a relocation budget that includes the following six components:

- 1) The cost of administering the plan and providing assistance and counseling.
- 2) Reasonable moving expenses for a person with disabilities, which may include the cost of moving assistive equipment that is the personal property of the residents, the furnishings and personal belonging of a live-in aide, and/or other reasonable accommodations (HUD Handbook 1378, Paragraph 3-2).
- 3) The cost of the physical move of the residents' belongings. (It is suggested that the move costs be broken down by average cost per move type multiplied by the number of moves.)
NOTE: This physical move cost total should be based on the move scenarios anticipated

or projected by the resident survey.

- 4) The cost estimated to pay for projected increases in monthly housing costs for temporary relocation.
- 5) The cost estimated to pay for the replacement housing payment (RHP) (42-month period for URA or 60-month period if section 104(d) applies).
- 6) Contingency costs estimated for carrying out the relocation process necessary to complete the proposed project. (The PHA should state where these costs are indicated in the application, or attach any other information required by HUD, to support these costs.)

VII. Appeal Process

If a resident disagrees with the PHA's decision as to the resident's eligibility to receive relocation assistance, the amount of a relocation payment, or the adequacy of a comparable replacement dwelling offered to a resident, the resident may file a written appeal to the PHA. The Relocation Plan should describe the specific appeal procedures to be followed consistent with 49 CFR 24.10 (and 24 CFR 42.390 if section 104(d) is involved). At a minimum, the resident will have 60 days to file an appeal with the PHA after receiving written notification of a claim or ineligibility determination.

VIII. Certification

The plan should contain a certification of compliance with the URA and, if applicable, section 104(d).

Technical Assistance

The PHA should direct questions on this Notice's relocation assistance requirements to their RAD Transaction Manager or [email rad@hud.gov](mailto:rad@hud.gov).

Appendix 2: SAMPLE RAD GENERAL INFORMATION NOTICE (GIN)

PHA LETTERHEAD

RENTAL ASSISTANCE DEMONSTRATION (RAD) GENERAL INFORMATION NOTICE (GIN)

[Date]

Dear [Resident Name],

The property you currently occupy is being proposed for participation in the Department of Housing and Urban Development's (HUD) Rental Assistance Demonstration (RAD) program. At this time, we expect that [the proposed acquisition, rehabilitation, or demolition, may require you to be relocated (temporarily or permanently) from your unit]. We will provide further details to you as plans develop. **This notice does not mean that you need to leave the property at this time. This is not a notice of eligibility for relocation assistance.** The remainder of this letter only applies to situations where you will need to be relocated from your unit.

This notice serves to inform you of your potential rights under the RAD program and a federal law known as the Uniform Relocation Assistance and Real Property Acquisition Policies Act (URA). If the proposed RAD project receives HUD approval and if you are displaced permanently as a result, you may become eligible for relocation assistance and payments under the URA, including:

- 1) Relocation advisory services that include referrals to replacement properties, help in filing payment claims and other necessary assistance to help you successfully relocate;
- 2) At least 90 days' advance written notice of the date you will be required to move;
- 3) Payment for moving expenses; and
- 4) Payments to enable you to rent a similar replacement home.

NOTE: Aliens not lawfully present in the United States are not eligible for URA relocation assistance, unless such ineligibility would result in exceptional and extremely unusual hardship to a qualifying spouse, parent, or child as defined at 49 CFR 24.208(h). All persons seeking relocation assistance will be required to certify that they are a United States citizen or national, or an immigrant lawfully present in the United States.

As a resident of a property participating in RAD, you have the right to return to the project after the project is complete. You will be able to lease and occupy a unit in the converted project when rehabilitation is complete.

If you are permanently displaced from your home, you will not be required to move until you are given at least 90-day advance written notice of any required move and at least one comparable replacement dwelling has been made available to you. If you are temporarily relocated and your temporary relocation lasts more than one year, you will be contacted and offered permanent relocation assistance as a displaced person under the URA. This assistance would be in addition

to any assistance you may receive in connection with temporary relocation and will not be reduced by the amount of any temporary relocation assistance you have already received.

If you are required to relocate from the property in the future, you will be informed in writing. [PHA] will inform you of what assistance and payments you are eligible for if you will be relocated because of RAD and how you will receive these payments. If you become a displaced person, you will be provided reasonable assistance necessary to complete and file any required claim to receive a relocation payment. If you feel that your eligibility for assistance is not properly considered, you will also have the right to appeal a determination on your eligibility for relocation assistance.

You should continue to pay your rent and meet any other requirements specified in your lease. If you fail to do so, [PHA] may have cause for your eviction. If you choose to move, or if you are evicted, prior to receiving a formal notice of relocation eligibility, you may become ineligible to receive relocation assistance. It is very important for you to contact us before making any moving plans.

You will be contacted soon so that we can provide you with more information about the proposed project. If the project is approved, we will make every effort to accommodate your needs. In the meantime, if you have any questions about our plans, please contact: [Name, Title, Address, Phone, Email Address]. This letter is important to you and should be retained.

Sincerely,

[Name]

[Title]

NOTES:

1. Files must indicate how this notice was delivered (e.g., personally served or certified mail, return receipt requested) and the date of delivery. (49 CFR 24.5 and Paragraph 2-3(J) of Handbook 1378)
2. This is a sample GIN. PHAs should revise it to reflect project-specific circumstances.
3. PHAs may provide residents with HUD brochure "Relocation Assistance to Residents Displaced from Their Homes" available at:
<http://www.hud.gov/offices/cpd/library/relocation/publications/1042.pdf>.

Appendix 3: SAMPLE RAD NOTICE OF RELOCATION (For relocation anticipated for a year or less)

***THIS IS A GUIDE FORM.
REVISE TO REFLECT THE PROJECT-SPECIFIC CIRCUMSTANCES.***

PHA Letterhead

(date)

Dear *[Resident Name]*,

The property you currently occupy is participating in the Department of Housing and Urban Development's (HUD) Rental Assistance Demonstration (RAD) program. On *[date]*, the *[Public Housing Authority]* (PHA) notified you of proposed plans to *[acquire/ rehabilitate/demolish]* the property you currently occupy at *[address]*. On *[date]*, HUD issued the RAD Conversion Commitment (RCC) and committed federal financial assistance to the project. *[In instances where a Notice of Intent to Acquire is applicable and this notice is being sent before the RCC is issued, in lieu of the previous sentence noting the RCC issuance date, insert: [Name of entity acquiring the property]* (Displacing Agency) intends to acquire the property you currently occupy. **This is a Notice of Intent to Acquire.]**

In order for PHA to complete the project, you will need to be relocated for *[anticipated duration of relocation]*. Upon completion of the project, you will be able to lease and occupy your present unit or another decent, safe and sanitary unit in the completed project under reasonable terms and conditions. You are eligible for relocation payments and assistance.

However, **you do not need to move now.** This notice informs you that a decent, safe, and sanitary dwelling unit, listed below, has been made available to you and you will be required to move by *[insert date at least 30 days after the date of this notice]*.

If your temporary relocation exceeds one year and you qualify as a "displaced person" under the Uniform Relocation Assistance and Real Property Acquisition Policies Act (URA), you may be eligible for further relocation assistance and payments under URA.

NOTE: Aliens not lawfully present in the United States are not eligible for URA relocation assistance, unless such ineligibility would result in exceptional and extremely unusual hardship to a qualifying spouse, parent, or child as defined at 49 CFR 24.208(h). All persons seeking relocation assistance will be required to certify that they are a United States citizen or national, or an alien lawfully present in the United States.

The relocation assistance to which you are entitled includes:

☐ **Payment for Moving Expenses.** You are entitled to be reimbursed for all reasonable out-of-pocket expenses incurred in connection with any temporary

move. *[PHA should list the form of payment for moving expenses selected in accordance with Appendix 1, Section 4 of this Notice.]*

☐ The location of your temporary replacement unit is *[address]*. This temporary housing has been determined to be decent, safe, and sanitary.

☐ *List appropriate relocation advisory services and any other services and assistance provided.]*

If you disagree with this determination, you may file a written appeal to the PHA in accordance with 49 CFR 24.10.

If you have any questions about this notice and your eligibility for relocation assistance and payments, please contact *[Name, Title, Address, Phone, Email Address]* before you make any moving plans. He/she will assist you with your move to a temporary unit and help ensure that you preserve your eligibility for any relocation payments to which you may be entitled.

Remember, do not move, or commit to the purchase or lease of a replacement home before we have a chance to further discuss your eligibility for relocation assistance. This letter is important to you and should be retained.

Sincerely,

Print name:

Title:

NOTE: The case file must indicate the manner in which this notice was delivered (e.g., personally served or certified mail, return receipt requested) and the date of delivery. (See 49 CFR 24.5 and Paragraph 2-3(J) of Handbook 1378.)

Appendix 4: SAMPLE RAD NOTICE OF RELOCATION (For relocation anticipated for more than a year)

**THIS IS A GUIDE FORM.
REVISE TO REFLECT THE PROJECT-SPECIFIC CIRCUMSTANCES.**

PHA Letterhead

(date)

Dear *[Resident Name]*,

The property you currently occupy is participating in the Department of Housing and Urban Development's (HUD) Rental Assistance Demonstration (RAD) program. On *[date]*, the *[Public Housing Authority]* (PHA), notified you of proposed plans to *[acquire/ rehabilitate/demolish]* the property you currently occupy at *[address]*. On *[date]*, HUD issued the RAD Conversion Commitment (RCC) and committed federal financial assistance to the project. *[In instances where a Notice of Intent to Acquire is applicable and this notice is being sent before the RCC is issued, in lieu of the previous sentence noting the RCC issuance date, insert: [Name of entity acquiring the property]* (Displacing Agency) intends to acquire the property you currently occupy. **This is a Notice of Intent to Acquire.]**

In order for PHA to complete the project, you will need to be relocated for *[anticipated duration of relocation]*. Upon completion of the project, you will be able to lease and occupy your present unit or another decent, safe, and sanitary unit in the completed project under reasonable terms and conditions. You are eligible for relocation assistance and payments. Because we expect your relocation to exceed one year, you have the choice to either:

- Receive temporary relocation assistance and return to a unit in the RAD project once it is complete; or
- Receive permanent relocation assistance and payments consistent with the URA instead of returning to the completed RAD project.

You must inform us of your choice within 30 days.

However, **you do not need to move now.** If you choose temporary relocation assistance, you will not be required to move sooner than 30 days after you receive notice that a temporary unit is available for you. If you choose permanent relocation assistance, you will not be required to move sooner than 90 days after you receive written notice that at least one comparable replacement unit is available to you in accordance with 49 CFR 24.204(a). *[Note to PHA: These time periods may start running as of the date of this Notice if the notice of relocation includes such information on the temporary and/or comparable replacement dwelling options, as applicable. In such circumstance, add applicable sentences to adequately notify the resident. For example: This notice informs you that a temporary unit, listed below, has been made available to you and, if you choose this option, you will be required to move by [date no sooner than 30 days after notice]. This notice informs you*

that a comparable unit, listed below, has been made available to you and, if you choose this option, you will be required to move by *[date no sooner than 90 days after notice]*.

If you choose temporary relocation, your relocation exceeds one year and you qualify as a “displaced person” under the Uniform Relocation Assistance and Real Property Acquisition Policies Act (URA), you may become eligible for further relocation assistance and payments under URA.

NOTE: Aliens not lawfully present in the United States are not eligible for URA relocation assistance, unless such ineligibility would result in exceptional and extremely unusual hardship to a qualifying spouse, parent, or child as defined at 49 CFR 24.208(h). All persons seeking relocation assistance will be required to certify that they are a United States citizen or national, or an alien lawfully present in the United States.

If you choose to receive temporary relocation assistance, this assistance will include:

- Payment for Moving Expenses. You are entitled to be reimbursed for all reasonable out-of-pocket expenses incurred in connection with any temporary move. *[PHA should list the form of payment for moving expenses selected in accordance with Appendix 1, Section 4 of this Notice.]*
- The location of your temporary replacement unit is *[address]*. This temporary housing has been determined to be decent, safe, and sanitary.
- *[List appropriate relocation advisory services and any other services and assistance provided.]*

If you elect to receive permanent relocation assistance, this assistance will include:

- Relocation Advisory Services. You are entitled to receive current and continuing information on available comparable replacement units and other assistance to help you find another home and prepare to move.
- Payment for Moving Expenses. *[PHA should list the form of payment for moving expenses selected in accordance with Appendix 1, Section 5 of this Notice.]*
- Replacement Housing Payment. You may be eligible for a replacement housing payment to rent or buy a replacement home. The payment is based on several factors including: (1) the monthly rent and cost of utility services for a comparable replacement unit, (2) the monthly rent and cost of utility services for your present unit, and (3) 30% of your average monthly gross household income. This payment is calculated on the difference between the old and new housing costs for a one-month period and multiplied by 42.
- *[PHA: list here any permanent relocation assistance offered, such as a Housing Choice Voucher.]*

- Listed below are three comparable replacement units that you may wish to consider for your replacement home. If you would like, we can arrange transportation for you to inspect these and other replacement units.

	Address	Rent & Utility Costs	Contact Info
1.			
2.			
3.			

We believe that the unit located at [address] is most representative of your original unit in the converting RAD project. The monthly rent and the estimated average monthly cost of utilities for this unit is [\$ amount] and it will be used to calculate your maximum replacement housing payment. Please contact us immediately if you believe this unit is not comparable to your original unit. We can explain our basis for selecting this unit as most representative of your original unit and discuss your concerns.

Based on the information you have provided about your income and the rent and utilities you now pay, you may be eligible for a maximum replacement housing payment of approximately [\$ (42 x monthly amount)], if you rent the unit identified above as the most comparable to your current home or rent another unit of equal cost.

Replacement housing payments are not adjusted to reflect future rent increases or changes in income. This is the maximum amount that you would be eligible to receive. If you rent a decent, safe, and sanitary home where the monthly rent and average estimated utility costs are less than the comparable unit, your replacement housing payment will be based on the actual cost of that unit. All replacement housing payments must be paid in installments. Your payment will be paid in [#] installments.

You may choose to purchase (rather than rent) a decent, safe, and sanitary replacement home. If you do, you would be eligible for a down-payment assistance payment which is equal to your maximum replacement housing payment, [\$amount.] *[PHAs should note that, at the agency's discretion, a down-payment assistance payment that is less than \$5,250 may be increased to any amount not to exceed \$5,250. (See 49 CFR 24.402(c)(1)).]* Let us know if you are interested in purchasing a replacement home and we will help you locate such housing.

Please note that all replacement housing must be inspected in order to ensure it is decent, safe, and sanitary before any replacement housing payments are made.

If you have any questions about this notice and your eligibility for relocation assistance and payments, please contact [Name, Title, Address, Phone, Email Address] before you make any moving plans. He/she will assist you with your move to a new home and help ensure that you preserve your eligibility for all relocation payments to which you may be entitled.

Remember. do not move or commit to the purchase or lease of a replacement home before we have a chance to further discuss your eligibility for relocation assistance. This letter is important to you and should be retained.

Sincerely,

Print name:

Title:

Enclosure/s

NOTE: The case file must indicate the manner in which this notice was delivered (e.g., personally served or certified mail, return receipt requested) and the date of delivery. (See 49 CFR 24.5 and Paragraph 2-3(J) of Handbook 1378.)

**Appendix 5: SAMPLE NOTICE OF ELIGIBILITY FOR URA RELOCATION ASSISTANCE
(For residents who have been temporarily relocated for more than a year)**

***THIS IS A GUIDE FORM.
IT SHOULD BE REVISED TO REFLECT THE CIRCUMSTANCES.***

PHA Letterhead

(date)

Dear [Resident]:

The property you formerly occupied at [address] is participating in the Department of Housing and Urban Development's (HUD) Rental Assistance Demonstration (RAD) program. You have been temporarily relocated from that property since [date.] Your temporary relocation has exceeded one year.

It has been determined that you qualify as a "displaced person" according to the Uniform Relocation Assistance and Real Property Acquisition Policies Act (URA). You are eligible for relocation assistance and payments under the URA.

You may choose to remain temporarily relocated and return to a unit in the RAD project once it is completed. It is currently estimated that you may return to the RAD project by [date]. If you choose to remain temporarily relocated, you will stay at your current location until the RAD project is completed.

Alternatively, you may choose permanent relocation assistance and payments for which you are eligible, as listed below. If you choose permanent relocation assistance, you give up your right to return to the completed RAD project. However, **you do not need to move now.** If you choose permanent relocation assistance instead of exercising your right to return to the completed RAD project, you will not be required to move sooner than 90 days from the date that at least one comparable replacement unit has been made available to you. [Alternatively: You will not be required to move sooner than 90 days from the date of this notice, which informs you of a comparable replacement unit that has been made available for you].

This is your Notice of Eligibility for relocation assistance.

The effective date of your eligibility is [insert date that relocation exceeds one year.]

NOTE: Aliens not lawfully present in the United States are not eligible for URA relocation assistance, unless such ineligibility would result in exceptional and extremely unusual hardship to a qualifying spouse, parent, or child as defined at 49 CFR 24.208(h). All persons seeking relocation assistance will be required to certify that they are a United States citizen or national, or an alien lawfully present in the United States.

Enclosed is a brochure entitled, "Relocation Assistance to Tenants Displaced from Their Homes." Please read the brochure carefully. It explains your rights and provides additional information on eligibility for relocation payments and what you must do in order to receive these payments.

The relocation assistance to which you are entitled includes:

- Relocation Advisory Services. You are entitled to receive current and continuing information on available comparable replacement units and other assistance to help you find another home and prepare to move.
- Payment for Moving Expenses. *[PHA should list the form of payment for moving expenses selected in accordance with Appendix 1, Section 5 of this Notice.]* This is in addition to any amounts received to reimburse for any reasonable out-of-pocket expenses incurred in connection with the temporary move.
- Replacement Housing Payment. You may be eligible for a replacement housing payment to rent or buy a replacement home. The payment is based on several factors including: (1) the monthly rent and cost of utility services for a comparable replacement unit, (2) the monthly rent and cost of utility services for your present home, and (3) for low-income persons, 30 percent of your average monthly gross household income. This payment is calculated on the difference between the old and new housing costs for a one-month period and multiplied by 42.
- *[PHA list here any other relocation assistance offered the resident, such as Housing Choice Voucher .]*

Listed below are three comparable replacement units that you may wish to consider for your replacement home. If you would like, we can arrange transportation for you to inspect these and other replacement units.

	Address	Rent & Utility Costs	Contact Info
1.			
2			
3			

We believe that the unit located at *[address]* is most representative of the original unit you occupied in the converting RAD project. The monthly rent and the estimated average monthly cost of utilities for this unit is *[\$amount]* and it will be used to calculate your maximum replacement housing payment. Please contact us immediately if you believe this unit is not comparable to your original unit. We can explain our basis for selecting this unit as most representative of your original unit and discuss your concerns.

Based on the information you have provided about your income and the rent and utilities you now pay; you may be eligible for a maximum replacement housing payment of approximately \$ [42 x \$Amount], if you rent the unit identified above as the most comparable to your current home or rent another unit of equal cost.

Replacement housing payments are not adjusted to reflect future rent increases or changes in income. This is the maximum amount that you would be eligible to receive. If you rent a decent, safe, and sanitary home where the monthly rent and average estimated utility costs are less than the comparable unit, your replacement housing payment will be based on the actual cost of that unit. All replacement housing payments must be paid in installments. Your payment will be paid in [#] installments.

Should you choose to purchase (rather than rent) a decent, safe and sanitary replacement home, you would be eligible for a down payment assistance payment which is equal to your maximum replacement housing payment, [\$ amount] *[PHAs should note that, at the agency's discretion, a down payment assistance payment that is less than \$5,250 may be increased to any amount not to exceed \$5,250. (See 49 CFR 24.402(c)(1)).]* Let us know if you are interested in purchasing a replacement home and we will help you locate such housing.

Please note that all replacement housing must be inspected in order to ensure it is decent, safe, and sanitary before any replacement housing payments are made.

If you have any questions about this notice and your eligibility for relocation assistance and payments, please contact [Name, Title, Address, Phone, Email Address] before you make any moving plans. He/she will assist you with your move to a new home and help ensure that you preserve your eligibility for any applicable relocation payments.

Remember, do not move or commit to the purchase or lease of a replacement home before we have a chance to further discuss your eligibility for relocation assistance. This letter is important to you and should be retained.

Sincerely,

Print

Name:

Title:

Enclosure/s

NOTE: The case file must indicate the manner in which this notice was delivered (e.g., personally served or certified mail, return receipt requested) and the date of delivery. (See 49 CFR 24.5 and Paragraph 2-3(J) of Handbook 1378.



MEMORANDUM

To:	Board of Commissioners	Date:	March 15, 2022
From:	Leslie Crehan Senior Project Manager 503.802.8463 April Berg Assistant Director of Development 503.802.8326	Subject:	Authorize Execution of a Contract for Professional Architecture and Engineering Services for the Redevelopment of Peaceful Villa Resolution 22-03-02 Authorize Execution of Contract for CM/GC Services for the Redevelopment of Peaceful Villa Resolution 22-03-03

Staff requests the Board of Commissioners to authorize two separate resolutions related to the redevelopment of Peaceful Villa. These resolutions authorize Home Forward to execute:

- 1) A contract in the not-to-exceed amount of \$3,400,000 for architecture and engineering services with Bora Architects.
- 2) A preconstruction Construction Management and General Contractor (CM/GC) services contract in the amount of \$449,770 with LMC Construction.

These actions support Home Forward's Strategic Plan Goal One Portfolio: Our real estate is stable for generations to come and meets the needs of the people and neighborhoods it serves.

BACKGROUND

Peaceful Villa is one of the public housing properties included in the 85 Stories Initiative. It will convert from Public Housing to Section 8 rental assistance via the Rental Assistance Demonstration (RAD) program.

Built in 1948, Peaceful Villa's 70 homes consist of 8 studios, 54 one-bedroom and 8 two-bedroom units. The property sits on four acres of land at the corner of SE 47th Avenue and SE Clinton Street. Home Forward has maintained the property with several renovations, but the structures have reached the end of their useful life.

Peaceful Villa is a prime opportunity for redevelopment as the current zoning allows Home Forward to develop significantly more affordable housing to serve the community. The redevelopment anticipates 160 – 200 units composed of studio, 1-bedroom and family-sized units, serving residents at or below 60% of area median income (AMI). Seventy of the new units will have rental subsidy. Some units may be set aside for seniors. The total estimated hard construction cost is approximately \$60,000,000.

Home Forward will act as the developer and general partner in a Low Income Housing Tax Credit (LIHTC) partnership entity that will own the Peaceful Villa Redevelopment. The redevelopment project is anticipated to leverage multiple state and local financing sources in addition to LIHTC—e.g. Oregon Housing and Community Services LIFT and Preservation funds and/or Metro General Obligation Bond proceeds. Prior to financial closing, Home Forward's line of credit will pay for design and engineering services and other pre-development expenses. After financial closing, the construction loan will reimburse Home Forward's line of credit.

OVERVIEW—ARCHITECTURE AND ENGINEERING

The first resolution following this memo authorizes architecture and engineering services with Bora Architects in an amount not-to-exceed \$3,400,000.

Home Forward's Procurement & Contracts Department issued a Request for Proposals for Architectural and Engineering Services in December 2021. We received seven proposals. A selection committee was comprised of four Home Forward employees. Evaluation criteria included:

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

- Social and Environmental Responsibility

The selection committee interviewed four firms: Ankrom Moisan Architects, Bora Architects, Hacker Architects and MWA Architects. Following interviews, the selection committee identified the team led by Bora Architects as the most qualified to undertake this project. Bora Architects plans to exceed our 28% COBID participation goals. Of Bora Architects' team of six engineers and consultants, all six are COBID-certified firms.

The full scope of work will include architecture and engineering services from programming through construction administration. Bora Architects will also support Home Forward during our community outreach efforts in the beginning phase of the project. Bora identified AB Cultural Drivers, as a consultant, to assist with community research and engagement. Construction is expected to start in May of 2024.

OVERVIEW—GENERAL CONTRACTOR

The second resolution following this memo authorizes pre-construction services from LMC Construction and its subcontractors in an amount not-to-exceed \$449,770.

The Board has previously authorized the use of the CM/GC alternative procurement and contracting method for the Peaceful Villa redevelopment under the class exemption for the 85 Stories properties (Resolution 17-02-03).

Home Forward's Procurement Department issued a Request for Proposals for CM/GC Services in January 2022. We received two proposals, one from Walsh Construction and one from LMC Construction. A selection committee composed of four Home Forward employees and the Home Forward Chair evaluated the proposals. Bora Architects also participated as a consulting non-voting member. Evaluation criteria included:

- Overall quality and experience of the team
- The team's portfolio of work
- Approach to executing the work, including community engagement
- COBID participation (Oregon's Certification Office for Business Inclusion & Diversity)
- Social and Environmental Responsibility
- Cost

The selection committee determined LMC Construction as the most qualified to undertake this project. LMC Construction plans to meet or exceed our 30% COBID participation goals.

Staff will present a contract amendment for the Guaranteed Maximum Price (GMP) of construction to the Board of Commissioners prior to the financial closing.

CONCLUSION

Home Forward staff requests that the Board of Commissioners authorize the execution of two resolutions, an architecture and engineering contract and a CM/GC preconstruction services contract for the Peaceful Villa Redevelopment.

The Real Estate and Development (READ) Committee of Home Forward's board reviewed a draft of this resolution at its March 4, 2022 meeting.



RESOLUTION 22-03-02

RESOLUTION 22-03-02 AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE A CONTRACT WITH BORA ARCHITECTS FOR ARCHITECTURE AND ENGINEERING SERVICES FOR THE PEACEFUL VILLA REDEVELOPMENT, AN AFFORDABLE HOUSING DEVELOPMENT

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

WHEREAS, Home Forward plans to build approximately 160-200 units of affordable housing on the Peaceful Villa Property; and

WHEREAS, prior to financial closing, Home Forward's line of credit will be used to pay for Peaceful Villa Redevelopment design services and other pre-development expenses; and

WHEREAS, at financial closing, a construction loan will reimburse Home Forward's line of credit for Peaceful Villa Redevelopment design and other pre-development expenses; and

WHEREAS, Home Forward staff managed a competitive procurement process to select and award Bora Architects the contract to undertake architecture and engineering services for Peaceful Villa Redevelopment; and

WHEREAS, Home Forward will work with Bora Architects to achieve 28% COBID participation; and

WHEREAS, pursuant to the needs of the project, Home Forward staff recommend executing a contract with Bora Architects and issuing a Notice to Proceed for all architecture and engineering service from programming through construction administration;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward authorizes and directs the Executive Director to execute a contract in a not-to-exceed amount of \$3,400,000 for architecture and engineering service with Bora

Architects for Peaceful Villa Redevelopment; and

BE IT FURTHER RESOLVED, that the Board of Commissioners of Home Forward authorizes the utilization of Home Forward's line of credit to pay all architecture and engineering-related costs during the Peaceful Villa predevelopment phase.

ADOPTED: MARCH 15, 2022

Attest:

Home Forward:

Ivory N. Mathews, Secretary

Damien R. Hall, Chair



MEMORANDUM

To: Board of Commissioners

Date: March 15, 2022

From: Leslie Crehan
Senior Project Manager
503.802.8463

Subject: Authorize Execution of a Contract
for Professional Architecture and
Engineering Services for the
Redevelopment of Peaceful Villa
Resolution 22-03-02

April Berg
Assistant Director of Development
503.802.8326

Authorize Execution of Contract
for CM/GC Services for the
Redevelopment of Peaceful Villa
Resolution 22-03-03

Staff requests the Board of Commissioners to authorize two separate resolutions related to the redevelopment of Peaceful Villa. These resolutions authorize Home Forward to execute:

- 1) A contract in the not-to-exceed amount of \$3,400,000 for architecture and engineering services with Bora Architects.
- 2) A preconstruction Construction Management and General Contractor (CM/GC) services contract in the amount of \$449,770 with LMC Construction.

These actions support Home Forward's Strategic Plan Goal One Portfolio: Our real estate is stable for generations to come and meets the needs of the people and neighborhoods it serves.

BACKGROUND

Peaceful Villa is one of the public housing properties included in the 85 Stories Initiative. It will convert from Public Housing to Section 8 rental assistance via the Rental Assistance Demonstration (RAD) program.

Built in 1948, Peaceful Villa's 70 homes consist of 8 studios, 54 one-bedroom and 8 two-bedroom units. The property sits on four acres of land at the corner of SE 47th Avenue and SE Clinton Street. Home Forward has maintained the property with several renovations, but the structures have reached the end of their useful life.

Peaceful Villa is a prime opportunity for redevelopment as the current zoning allows Home Forward to develop significantly more affordable housing to serve the community. The redevelopment anticipates 160 – 200 units composed of studio, 1-bedroom and family-sized units, serving residents at or below 60% of area median income (AMI). Seventy of the new units will have rental subsidy. Some units may be set aside for seniors. The total estimated hard construction cost is approximately \$60,000,000.

Home Forward will act as the developer and general partner in a Low Income Housing Tax Credit (LIHTC) partnership entity that will own the Peaceful Villa Redevelopment. The redevelopment project is anticipated to leverage multiple state and local financing sources in addition to LIHTC—e.g. Oregon Housing and Community Services LIFT and Preservation funds and/or Metro General Obligation Bond proceeds. Prior to financial closing, Home Forward's line of credit will pay for design and engineering services and other pre-development expenses. After financial closing, the construction loan will reimburse Home Forward's line of credit.

OVERVIEW—ARCHITECTURE AND ENGINEERING

The first resolution following this memo authorizes architecture and engineering services with Bora Architects in an amount not-to-exceed \$3,400,000.

Home Forward's Procurement & Contracts Department issued a Request for Proposals for Architectural and Engineering Services in December 2021. We received seven proposals. A selection committee was composed of four Home Forward employees. Evaluation criteria included:

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

- Social and Environmental Responsibility

The selection committee interviewed four firms: Ankrom Moisan Architects, Bora Architects, Hacker Architects and MWA Architects. Following interviews, the selection committee identified the team led by Bora Architects as the most qualified to undertake this project. Bora Architects plans to exceed our 28% COBID participation goals. Of Bora Architects' team of six engineers and consultants, all six are COBID-certified firms.

The full scope of work will include architecture and engineering services from programming through construction administration. Bora Architects will also support Home Forward during our community outreach efforts in the beginning phase of the project. Bora identified AB Cultural Drivers, as a consultant, to assist with community research and engagement. Construction is expected to start in May of 2024.

OVERVIEW—GENERAL CONTRACTOR

The second resolution following this memo authorizes pre-construction services from LMC Construction and its subcontractors in an amount not-to-exceed \$449,770.

The Board has previously authorized the use of the CM/GC alternative procurement and contracting method for the Peaceful Villa redevelopment under the class exemption for the 85 Stories properties (Resolution 17-02-03).

Home Forward's Procurement Department issued a Request for Proposals for CM/GC Services in January 2022. We received two proposals, one from Walsh Construction and one from LMC Construction. A selection committee composed of four Home Forward employees and the Home Forward Chair evaluated the proposals. Bora Architects also participated as a consulting non-voting member. Evaluation criteria included:

- Overall quality and experience of the team
- The team's portfolio of work
- Approach to executing the work, including community engagement
- COBID participation (Oregon's Certification Office for Business Inclusion & Diversity)
- Social and Environmental Responsibility
- Cost

The selection committee determined LMC Construction as the most qualified to undertake this project. LMC Construction plans to meet or exceed our 30% COBID participation goals.

Staff will present a contract amendment for the Guaranteed Maximum Price (GMP) of construction to the Board of Commissioners prior to the financial closing.

CONCLUSION

Home Forward staff requests that the Board of Commissioners authorize the execution of two resolutions, an architecture and engineering contract and a CM/GC preconstruction services contract for the Peaceful Villa Redevelopment.

The Real Estate and Development (READ) Committee of Home Forward's board reviewed a draft of this resolution at its March 4, 2022 meeting.



RESOLUTION 22-03-03

RESOLUTION 22-03-03 AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE A CONTRACT WITH LMC FOR CM/GC PRECONSTRUCTION SERVICES FOR THE PEACEFUL VILLA REDEVELOPMENT, AN AFFORDABLE HOUSING DEVELOPMENT

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

WHEREAS, Home Forward plans to build approximately 160-200 units of affordable housing on the Peaceful Villa Property; and

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

WHEREAS, prior to financial closing, Home Forward's line of credit will be used to pay for Peaceful Villa Redevelopment design services and other pre-development expenses; and

WHEREAS, at financial closing, a construction loan will reimburse Home Forward's line of credit for Peaceful Villa Redevelopment design and other pre-development expenses; and

WHEREAS, Home Forward staff managed a competitive procurement process to select and award LMC Construction the contract to undertake CM/GC preconstruction services for Peaceful Villa Redevelopment; and

WHEREAS, Home Forward will work with LMC Construction to achieve 30% COBID participation; and

WHEREAS, pursuant to the needs of the project, Home Forward staff recommend executing a contract with LMC Construction and issuing a Notice to Proceed for all CM/GC preconstruction services;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward authorizes and directs the Executive Director to execute a Contract with LMC

Construction in the amount of \$449,770 for CM/GC preconstruction services for the Peaceful Villa Redevelopment; and

BE IT FURTHER RESOLVED, that the Board of Commissioners of Home Forward authorizes the utilization of Home Forward's line of credit to pay all CM/GC Preconstruction Services.

ADOPTED: MARCH 15, 2022

Attest:

Home Forward:

Ivory N. Mathews, Secretary

Damien R. Hall, Chair



MEMORANDUM

To:	Board of Commissioners	Date:	March 15, 2022
From:	Jonathan Trutt, Director Development & Community Revitalization 503.802.8507 Theresa Auld Finance Manager 503.802.8319	Subject:	Authorize the Issuance of Governmental Notes in the Combined Principal Amount of up to \$51,000,000 to Finance the Construction and Equipping of Dekum Court Redevelopment Resolution 22-03-04

Staff requests the Board of Commissioners to approve Resolution 22-03-04 authorizing the issuance and sale of two governmental notes (together, the “Governmental Notes”) in an original combined principal amount not to exceed \$51,000,000. The Governmental Notes will finance a portion of the costs of constructing and equipping a multifamily rental housing complex to be located on an approximately 4.09 acre site in the vicinity of 7003 NE 27th Avenue, in Portland, Oregon, to be known as Dekum Court (the “Project”).

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

BACKGROUND

Pursuant to Resolution 20-10-05 adopted October 20, 2020, Home Forward declared its intent to sell bonds to provide financing for the Project. Dekum 2 Limited Partnership, an Oregon limited partnership of which Home Forward is the sole general partner (the “Borrower”) has requested that Home Forward issue the Governmental Notes for the purpose of providing part of the funds with which to pay the costs of the Project. The proceeds of the Governmental Notes will be used to make loans (the “Project Loans”) to the Borrower pursuant to a Project Loan Agreement (the “Project Loan Agreement”). Pursuant to the Project Loan Agreement, the Borrower will agree (1) to apply the proceeds

of the Project Loans to pay costs of the Project and, if applicable, certain costs of issuing the Governmental Notes, (2) to make payments sufficient to pay the principal of and interest on the Governmental Notes when due, and (3) to observe the other covenants and agreements and make the other payments set forth in the Project Loan Agreement.

OVERVIEW

Wells Fargo Bank, National Association is expected to offer to acquire the Governmental Notes upon terms set forth in the proposal letter dated September 27, 2021, as it may be amended from time to time. Each Governmental Note will bear interest at a variable rate, as is typical for construction financing. The Partnership, as Borrower, anticipates a taxable fixed-rate permanent loan and partner equity (described in Resolution 22-03-05 will pay off or take out the Governmental Notes when the property achieves stabilized operations.

In addition to serving as conduit issuer for the Governmental Notes and general partner of the Borrower, Home Forward will be required to guaranty certain of the Borrower's obligations with respect to the Project Loans and to be a party to an indemnification agreement. Home Forward and the Borrower will have ongoing obligations to maintain the tax-exempt status of the Governmental Notes. The Governmental Notes will be subject to acceleration at certain times and upon the occurrence of certain events, including occurrence of events of default.

This resolution will authorize Home Forward to execute all documents related to the issuance and sale of the Governmental Notes and the Project Loans, in order to advance the development of the Project. Completion of the Project will create approximately 187 affordable units in furtherance of Home Forward's overall mission to shelter those in need.

CONCLUSION

The Board of Commissioners is requested to authorize the issuance and sale of two of Governmental Notes in an original combined principal amount not to exceed \$51,000,000. The Multifamily Notes will finance a portion of the costs of constructing and equipping the Project.

The Real Estate and Development Committee (READ) reviewed this memo and resolution at its March 4, 2022, meeting.

The bracketed numbers in the memo and resolution stem from the need to post the board agenda prior to the finalization of the project's budget. Staff will provide final numbers at the March 15th, 2022 meeting.



RESOLUTION 22-03-04

DEKUM COURT GOVERNMENTAL NOTE FINANCING

RESOLUTION 22-03-04 OF THE BOARD OF COMMISSIONERS OF HOME FORWARD PROVIDING FOR THE ISSUANCE OF TWO SERIES OF MULTIFAMILY NOTES IN A COMBINED PRINCIPAL AMOUNT NOT TO EXCEED \$51,000,000, THE PROCEEDS OF WHICH WILL BE USED TO MAKE LOANS TO DEKUM 2 LIMITED PARTNERSHIP, TO PROVIDE FUNDS WITH WHICH TO FINANCE A PORTION OF THE COSTS OF CONSTRUCTING AND EQUIPPING A MULTIFAMILY RENTAL HOUSING PROJECT TO CONTAIN APPROXIMATELY 187 RESIDENTIAL UNITS AND TO BE LOCATED IN THE VICINITY OF 7003 NE 27TH AVENUE IN THE CITY OF PORTLAND, OREGON, ALL TO PROVIDE HOUSING FOR LOW INCOME PERSONS; DETERMINING THE TERMS AND COVENANTS OF THE MULTIFAMILY NOTES; AUTHORIZING THE EXECUTION AND DELIVERY OF A FUNDING LOAN AGREEMENT, A PROJECT LOAN AGREEMENT, A REGULATORY AGREEMENT, AND OTHER FINANCING DOCUMENTS; PROVIDING FOR THE SALE AND DELIVERY OF THE MULTIFAMILY NOTES TO WELLS FARGO BANK, NATIONAL ASSOCIATION; AUTHORIZING AND DIRECTING APPROPRIATE OFFICERS OF HOME FORWARD TO EXECUTE SUCH DOCUMENTS AS ARE USEFUL OR NECESSARY TO THE PURPOSES OF THIS RESOLUTION; AND DETERMINING RELATED MATTERS.

BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF HOME FORWARD as follows:

Section 1. Recitals and Findings. The Board of Commissioners (the “Board”) of Home Forward finds and determines:

(a) Statutory Authorization. Home Forward is a public body corporate and politic of the State of Oregon and a housing authority authorized by the Housing Authorities Law (ORS 456.005 to 456.235) to, among other things, to: (i) “[p]repare, carry out, acquire, lease and operate housing projects” (ORS 456.125(5)) and [p]rovide for the construction, reconstruction, improvement, alteration or repair of any housing project or any part thereof” (ORS 456.125(6)); (ii) “lease or rent any housing, land, buildings, structures or facilities embraced in any housing project and, subject to the limitations of the Housing Authorities Law, to establish and revise the rents or charges therefor” (ORS 456.120(8)) and “mortgage,

lease, rent, transfer, assign, pledge or otherwise dispose of any real property or any interest therein” (ORS 456.120(11)); (iii) “form, finance and have a nonstock interest in, and to manage or operate, partnerships . . . in order to further the purposes of the housing authority” (ORS 456.120(20)) and “enter into a partnership agreement with or loan money to an individual, partnership, corporation or other association to finance, plan, undertake, construct, acquire, manage or operate a housing project” (ORS 456.120(18)); (iv) “finance, develop, own, operate or manage a mixed income housing project” if certain requirements are met (ORS 456.120(19), ORS 456.153); (v) “issue bonds . . . for any of its corporate purposes” (ORS 456.175), which “bonds” include “any bonds, notes, interim certificates, debentures or other obligations” (ORS 446.055(3)), and in connection therewith “pledge all or any part of its . . . revenues to which its right then exists or thereafter comes into existence” (ORS 456.200(1)), “mortgage its real or personal property” (ORS 456.200(2)), and “make any covenants and do any acts and things necessary or convenient to secure its bonds, or, in the absolute discretion of said authority, tending to make the bonds more marketable” (ORS 456.200(22)); (vi) enter into intergovernmental agreements for the purpose of establishing areas of operation of a housing authority (ORS 456.060(3)); (vii) “make and execute contracts and other instruments necessary or convenient to the exercise of the powers of the authority” (ORS 456.120(4)); and (viii) “delegate to one or more of its agents or employees such powers or duties as it deems proper” (ORS 456.135). As used in the Housing Authorities Law, “housing project” includes any work or undertaking “[t]o provide decent, safe and sanitary urban or rural housing for persons or families of lower income” which may include “buildings, land, equipment, facilities and other real or personal property for necessary, convenient or desirable appurtenances” (ORS 456.065(2)), “mixed income housing” means “a housing project that houses tenants with a mixture of income levels, including those not of lower income, for the purpose of reducing the rents for tenants whose incomes are no greater than 60 percent of the area median income” (ORS 456.055(10)), and “person of lower income” or “family of lower income” means a person or a family residing in the State of Oregon “whose income is not greater than 80 percent of area median income, adjusted for family size” (ORS 456.055(14)).

(b) The Intergovernmental Agreement. The City of Portland, the City of Gresham, Multnomah County, and Home Forward (formerly known as the Housing Authority of the Portland), are parties to that certain Intergovernmental Agreement dated June 4, 1992, expanding Home Forward’s area of operation to all territory within the boundaries of Multnomah County.

(c) The Borrower. Pursuant to the authority provided by ORS 456.120(18) and (20), Home Forward caused Dekum 2 Limited Partnership (the “Borrower”) to be formed by

filing a certificate of limited partnership with the Oregon Secretary of State on January 28, 2021, and executing an Agreement of Limited Partnership dated as of January 28, 2021, with Home Forward Development Enterprises Corporation, an Oregon nonprofit corporation, for the purpose of acquiring (by ownership and/or long term lease), developing, rehabilitating, operating, managing, and maintaining the Project (as defined below). Wells Fargo Affordable Housing Community Development Corporation, or an affiliate thereof (the "Investor Limited Partner") is willing to be a limited partner in the Borrower and to make capital contributions to the Borrower.

(d) The Project. The Borrower has applied to Home Forward for financial assistance for the purpose of providing part of the funds with which to finance, acquire, construct, and equip an approximately 187-unit affordable rental housing project to be located in the vicinity of 7003 NE 27th Avenue, in the City of Portland, Oregon, to provide housing for low-income persons within Home Forward's area of operation and to be initially known as Dekum Court (the "Project"). In connection with the financing of the Project, Home Forward will lease the land on which the Project will be located to the Borrower and the Borrower will provide Home Forward with an option and right of first refusal to acquire the Borrower's interest in the Project at the end of the 15-year low-income housing tax credit "compliance period."

(e) Issuance of Governmental Notes Necessary and Advisable and in the Best Interests of Home Forward; Determination and Declaration of Need for Additional Housing. The Borrower has requested that Home Forward issue two series of multifamily notes in the combined principal amount of not to exceed \$51,000,000 for the purpose of assisting the Borrower in financing the Project. It is necessary and advisable, important for the feasibility of the Project, and in the best interest of Home Forward to issue the multifamily notes in a combined principal amount of not to exceed \$51,000,000, the proceeds of which will be used to make loans to the Borrower for the purposes described herein. The Board hereby determines that a substantial number of persons of eligible income in the area served by Home Forward cannot obtain housing for 30% of less of their income. Based on the foregoing determination, the Board hereby declares, on behalf of Home Forward, the need for additional housing for persons or families of lower income that can be addressed by Home Forward participating in the financing and development of the Project, which may be a mixed income housing project.

(f) Definitions. As used in this resolution, the following words have the following meanings:

“Agreement for Disbursement Prior to Recording” means the Agreement for Disbursement Prior to Recording to be executed by the Borrower and the Funding Lender, setting forth the agreement of such parties regarding disbursement by the Funding Lender of a portion of the proceeds of the Funding Loans prior to the recording of the Security Instrument, including any supplements or amendments thereto made in conformity therewith.

“Assignment” means the Assignment of Security Instrument and Loan Documents to be executed by Home Forward and the Funding Lender, and acknowledged by the Borrower and Home Forward, in its capacity as guarantor, assigning Home Forward’s interest in the Security Instrument and certain other Financing Documents to the Funding Lender, including any supplements or amendments thereto made in conformity therewith.

“Assignment of Architectural Agreement and Plans and Specifications” means the Assignment of Architectural Agreement and Plans and Specifications to be executed by the Borrower, relating to assignment to the Funding Lender of certain of the Borrower’s rights under certain agreements relating to the design of the Project, including any supplements or amendments thereto made in conformity therewith.

“Assignment of Construction Agreements” means the Assignment of Construction Agreements to be executed by the Borrower, relating to assignment to the Funding Lender of certain of the Borrower’s rights under certain agreements relating to the construction of the Project, including any supplements or amendments thereto made in conformity therewith.

“Assignment of Development Fee Agreement” means the Assignment and Subordination of Development Fee Agreement to be executed by the Borrower, the Funding Lender, and Home Forward, in its capacity as the developer for the Project, relating to assignment to the Funding Lender of certain of the Borrower’s interests in the development agreement with respect to the Project, including any supplements or amendments thereto made in conformity therewith.

“Assignment of Management Agreement” means the Assignment of Property Management Agreement to be executed by the Borrower, the Funding Lender, and Home Forward, in its capacity as the property manager for the Project, relating to assignment to the Funding Lender of certain of the Borrower’s interests in the management agreement with respect to the Project, including any supplements or amendments thereto made in conformity therewith.

“Authorized Officers” means the Chair of the Board, Home Forward’s Executive Director, Home Forward’s Deputy Executive Director - Finance, Home Forward’s Deputy Executive Director – Administration, and their respective designees.

“Board” means the Board of Commissioners of Home Forward.

“Borrower” means Dekum 2 Limited Partnership, an Oregon limited partnership of which Home Forward is the sole general partner.

“Code” means the Internal Revenue Code of 1986, as amended, and applicable rules and regulations promulgated thereunder.

“Construction Disbursement Agreement” means the Construction Disbursement Agreement to be entered into by and between the Borrower and the Funding Lender, as the same may be amended, modified or supplemented from time to time.

“Disbursement Instruction Agreement” means the Disbursement Instruction Agreement to be signed by the Borrower and delivered by the Borrower to the Funding Lender to designate individuals to request disbursements and provide other instructions to the Funding Lender, as the same may be amended, modified or supplemented from time to time.

“Financing Documents” means, collectively, the Funding Loan Agreement, the Governmental Notes, the Tax Certificate and Agreement, the Project Loan Documents, and all other documents or instruments evidencing, securing or relating to the Loans.

“Fiscal Agent” means the entity serving as fiscal agent under the Funding Loan Agreement.

“Funding Lender” means any person who is the holder of the Governmental Notes, initially Wells Fargo Bank, National Association.

“Funding Loans” means, together, the Series 2022A Funding Loan and the Series 2022B Funding Loan.

“Governmental Notes” means, together, the Series 2022A Governmental Note and the Series 2022B Governmental Note, so long as such note is outstanding.

“Guaranty” means, collectively the Repayment Guaranty and the Completion Guaranty, each to be executed by Home Forward in favor of the Funding Lender, collectively providing for a guaranty of certain of the Borrower’s obligations with respect to the construction of the Project and repayment of the Project Loans, including any supplements or amendments thereto made in conformity therewith.

“Home Forward” means Home Forward, a housing authority formed under the Housing Authorities Law, and a public body corporate and politic duly organized and existing under and by virtue of the laws of the State of Oregon.

“Indemnity Agreement” means the Hazardous Material Indemnity Agreement (Unsecured) to be executed by Home Forward, in favor of the Funding Lender, relating to environmental and other claims with respect to the Project, including any supplements or amendments thereto made in conformity therewith.

“Loans” means, together, the Project Loans and the Funding Loans.

“Pledge and Security Agreement” means the Pledge and Security Agreement to be entered into by the Borrower, Home Forward (in its capacity as general partner), for the benefit of the Funding Lender, relating to assignment to the Funding Lender of certain rights of Home Forward and the Borrower under the Borrower’s governing documents, including any supplements or amendments thereto made in conformity therewith.

“Priority Agreement” means a priority and subordination agreement to be among Home Forward, the Borrower, the Funding Lender, and any other parties named therein, including any supplements or amendments thereto made in conformity therewith.

“Project” means, depending on the context (1) construction and equipping of the approximately 187-unit multifamily residential housing project, located in the vicinity of 7003 NE 27th Avenue, in the City of Portland, Oregon, or (2) the multifamily residential housing project so constructed and equipped.

“Project Loans” means, together, the Series 2022A Project Loan and the Series 2022B Project Loan.

“Project Loan Agreement” means the Project Loan Agreement among the Borrower, Home Forward, and the Fiscal Agent, as amended, supplemented or restated from time to time.

“Project Loan Documents” means the Security Instrument, the Project Notes, the Project Loan Agreement, the Regulatory Agreement, the Agreement for Disbursement Prior to Recording, the Assignment, the Assignment of Architectural Agreement and Plans and Specifications, the Assignment of Construction Agreements, the Assignment of Development Fee Agreement, the Assignment of Management Agreement, the Construction Disbursement Agreement, the Disbursement Instruction Agreement, the Guaranty, the Indemnity Agreement, the Pledge and Security Agreement, the Priority Agreement, and any and all other instruments and other documents evidencing, securing, or otherwise relating to the Project Loans or any portion thereof.

“Project Notes” means, together, the Series 2022A Project Note and the Series 2022B Project Note, so long as such note is outstanding.

“Regulatory Agreement” means the Regulatory Agreement to be executed by the Borrower and Home Forward (in its capacities as Governmental Lender and ground lessor), governing the use of the Project, including any supplements or amendments thereto made in conformity therewith.

“Revenues” means (a) all payments made with respect to the Project Loans pursuant to the Project Loan Agreement, the Project Notes or the Security Instrument, including but not limited to all casualty or other insurance benefits and condemnation awards paid in connection therewith and all payments obtained through the exercise of remedies under the Financing Documents, and (b) all money and securities held by the Fiscal Agent in the funds and accounts established pursuant to the Funding Loan Agreement (excluding money or securities designated for deposit into and held in the Cost of Issuance Fund, the Administration Fund and the Rebate Fund), together with all investment earnings thereon.

“Security Instrument” means the Leasehold Construction Deed of Trust with Absolute Assignment of Leases and Rents, Security Agreement and Fixture Filing, to be made by the Borrower, granting a security interest in the Borrower’s interest in the Project to Home Forward to secure the repayment of the Project Loans and related obligations, which Security Instrument will be assigned by Home Forward to the Funding Lender pursuant to the Assignment as security for the Funding Loans, as the same may be further amended, supplemented or restated.

“Series 2022A Funding Loan” means the loan to be made to Home Forward by the Funding Lender pursuant to the Funding Loan Agreement, and evidenced by the Series 2022A Governmental Note.

“Series 2022A Governmental Note” means the Multifamily Note (Dekum Court), Series 2022A to be issued pursuant to this resolution and the Funding Loan Agreement, as the same may be amended, restated, supplemented, or otherwise modified from time to time.

“Series 2022A Project Loan” means the loan made by Home Forward to the Borrower pursuant to the Project Loan Agreement, as evidenced by the Series 2022A Project Note.

“Series 2022A Project Note” means the Series A Promissory Note Secured by Security Instrument to be made by the Borrower, including all riders and addenda thereto, evidencing the Borrower’s obligation to repay the Series 2022A Project Loan, which Series 2022A Project Note will be delivered to Home Forward and endorsed by Home Forward to the Funding Lender as security for the Funding Loans, as the same may be further amended, restated, supplemented or otherwise modified from time to time.

“Series 2022B Funding Loan” means the loan to be made to Home Forward by the Funding Lender pursuant to the Funding Loan Agreement, and evidenced by the Series 2022B Governmental Note.

“Series 2022B Governmental Note” means the Multifamily Note (Dekum Court), Series 2022B to be issued pursuant to this resolution and the Funding Loan Agreement, as the same may be amended, restated, supplemented, or otherwise modified from time to time.

“Series 2022B Project Loan” means the loan made by Home Forward to the Borrower pursuant to the Project Loan Agreement, as evidenced by the Series 2022B Project Note.

“Series 2022B Project Note” means the Series B Promissory Note Secured by Security Instrument to be made by the Borrower, including all riders and addenda thereto, evidencing the Borrower’s obligation to repay the Series 2022B Project Loan, which Series 2022B Project Note will be delivered to Home Forward and endorsed by Home Forward to

the Funding Lender as security for the Funding Loans, as the same may be further amended, restated, supplemented or otherwise modified from time to time.

“Servicer” means the entity, if any, appointed to serve as servicer in accordance with the Funding Loan Agreement.

“Tax Certificate and Agreement” means the Tax Certificate and Agreement to be executed by the Borrower and Home Forward in connection with the Governmental Note, including any supplements or amendments thereto made in conformity therewith.

All other capitalized terms used but not defined herein shall have the meanings assigned to them in the Funding Loan Agreement.

Section 1. Authorization of Governmental Notes and Application of Proceeds. Home Forward shall issue and sell the Governmental Notes in a combined principal amount not to exceed \$51,000,000 for the purpose of making loans to the Borrower to provide financing for a portion of the costs of the Project and, at the option of the Borrower, costs of issuing the Governmental Notes. All proceeds from draws on the Governmental Notes shall be lent to the Borrower for those purposes.

Section 2. Description of Governmental Notes. The Series 2022A Governmental Note shall be called the “Multifamily Note (Dekum Court), Series 2022A” and the Series 2022B Governmental Note shall be called the “Multifamily Note (Dekum Court), Series 2022B.” The Governmental Notes shall be dated their date of delivery, shall be issued in a combined principal amount of not to exceed \$51,000,000, and shall be issued in registered form. The Governmental Notes shall be in such principal amounts (subject to the preceding sentence) and denominations, shall bear interest payable on such dates and at such rates, shall mature at such times and in such amounts, shall have such prepayment or redemption provisions, and shall have such other provisions consistent with the purposes of this resolution as set forth in the Governmental Notes and the Funding Loan Agreement. The Authorized Officers, and each of them acting alone, are authorized to determine and approve the final terms of the Governmental Notes. The execution of the Financing Documents by any Authorized Officer shall be conclusive evidence of approval by Home Forward of the terms set forth therein.

Section 3. Draws on the Governmental Notes. The Board authorizes the Authorized Officers, and each of them acting alone, as authorized signors for Home Forward, in its capacity as general partner of the Borrower, and their respective designees, to make

draws on the Governmental Notes in such amounts and at such times as they may determine, those draws to be made in accordance with the terms and provisions set forth in the Financing Documents. Draws on each Governmental Note shall be limited to the not to exceed principal amount of such Governmental Note. In the event that Home Forward determines that it is in the best interest of Home Forward or the Borrower to convert either Governmental Note or both Governmental Notes into a fully funded obligation, Home Forward is authorized to draw amounts which have not been drawn to date (the "Remaining Authorized Amount") on such Governmental Note(s), and to take any other action and to execute such other documents as may be required to be taken or executed by Home Forward, on behalf of itself or as general partner of the Borrower, in connection therewith (including, without limitation, execution of agreements relating to the deposit and investment of such Remaining Authorized Amount prior to application to pay costs of the Project).

Section 4. Security for the Governmental Notes. The Funding Loans, the Governmental Notes, and the obligations of Home Forward in its capacity as Governmental Lender under the Funding Loan Agreement and the other Financing Documents shall be special obligations Home Forward payable solely from the Revenues and other funds and money and the Pledged Security, which shall include: (a) all right, title and interest of Home Forward in and to all Revenues; (b) all right, title and interest of Home Forward in and to the Project Loan Agreement, the Project Notes, the Security Instrument and the other Project Loan Documents (with certain reservations and exceptions noted in the Funding Loan Agreement); and (c) except for funds, money or securities in the Cost of Issuance Fund, the Administration Fund and the Rebate Fund, all funds, money and securities and any and all other rights and interests in property whether tangible or intangible from time to time conveyed, mortgaged, pledged, assigned or transferred as and for additional security under the Funding Loan Agreement for the Funding Loans by Home Forward or by anyone on its behalf or with its written consent to the Funding Lender.

No provision, covenant or agreement contained in the Funding Loan Agreement, the Governmental Note, or the other Financing Documents, nor any obligation therein imposed upon Home Forward, in its capacity as Governmental Lender, or the breach thereof, shall constitute an indebtedness of Home Forward within the meaning of any constitutional or statutory limitation, or shall constitute or give rise to a charge against the general credit of Home Forward. Home Forward does not have taxing power.

Neither the commissioners of Home Forward, nor any person executing the Funding Loan Agreement, the Governmental Notes, or any other Financing Document on behalf of Home Forward shall be liable personally on any obligation thereunder by reason of the issuance of the Governmental Notes or the execution of the Funding Loan Agreement or other Financing Documents.

None of the City of Portland, the State of Oregon, or any political subdivision thereof (except Home Forward, to the limited extent set forth herein and the Funding Loan Agreement) shall be liable for any obligation under the Funding Loan Agreement, the Governmental Notes, or any other Financing Documents. Nor, in any event, shall such obligations be payable out of any funds or properties other than Revenues and the Pledged Security pledged and assigned hereunder and under the Funding Loan Agreement.

Neither Home Forward nor any of the Commissioners, officers or employees of Home Forward shall be personally liable for the payment of the Funding Loan, the Governmental Notes, or the obligations of Home Forward under the Funding Loan Agreement or any other Financing Documents.

Section 5. Form and Execution of Governmental Notes. The Governmental Notes shall be in a form consistent with the provisions of this resolution, the Funding Loan Agreement, and state law, shall bear the manual or facsimile signatures of the Chair of the Board and the Executive Director of Home Forward and shall be impressed with the seal of Home Forward or shall bear a facsimile thereof. The Governmental Notes shall be authenticated by the Fiscal Agent as set forth in the Funding Loan Agreement. No Governmental Note shall be valid for any purpose until so authenticated. The authorized signing of a Certificate of Authentication shall be conclusive evidence that the Governmental Note so authenticated has been duly executed, authenticated and delivered and is entitled to the benefits of this resolution and the Funding Loan Agreement.

Section 6. Preservation of Tax Exemption for Interest on the Governmental Notes. Subject to the next succeeding paragraph, Home Forward covenants that it will take all actions necessary to prevent interest on the Governmental Notes from being included in gross income for federal income tax purposes, and it will neither take any action nor make or permit any use of proceeds of the Governmental Notes or other funds of Home Forward treated as proceeds of the Governmental Notes at any time during the term of the Governmental Notes that would cause interest on the Governmental Notes to be included in gross income for federal income tax purposes. Home Forward also covenants that, to

the extent arbitrage rebate requirements of Section 148 of the Code are applicable to the Governmental Notes, it will take all actions necessary to comply (or to be treated as having complied) with those requirements in connection with the Governmental Notes, including the calculation and payment of any penalties that Home Forward has elected to pay as an alternative to calculating rebatable arbitrage, and the payment of any other penalties if required under Section 148 of the Code to prevent interest on the Governmental Notes from being included in gross income for federal income tax purposes (but only from amounts received by Home Forward from the Borrower as payments for those purposes).

The Project Loan Agreement shall require the Borrower to reimburse Home Forward for all costs to Home Forward of its compliance with the covenants contained in this section, and Home Forward shall not be required to expend any funds, other than such amounts to be reimbursed or other money received under the terms of the Project Loan Agreement, in so complying.

Section 7. Approval of Issuance and Sale of Governmental Notes to the Funding Lender. It is anticipated that the Funding Lender will offer to lend the proceeds of the Funding Loans to Home Forward under the terms and conditions contained in this resolution and to be set forth in the Funding Loan Agreement and the Governmental Notes. The Board finds that such offer is in the best interest of Home Forward, and therefore approves the offer to make such financing available under the terms and conditions in this resolution. The Governmental Notes will be delivered to the Funding Lender with the approving legal opinion of Foster Garvey P.C. regarding the Governmental Notes.

Section 8. Authorization of Documents and Execution Thereof. The Board authorizes the Authorized Officers, and each of them acting alone, to negotiate and approve the Financing Documents and the forms of the Governmental Notes. The Board authorizes and approves the execution and delivery of, and the performance by Home Forward of its obligations contained in, the Governmental Notes, the Financing Documents to which it is a party, and this resolution, and the consummation by Home Forward of all other transactions contemplated by this resolution in connection with the issuance of the Governmental Notes. The Board authorizes and directs the Authorized Officers, and each of them acting alone, to execute on behalf of Home Forward and deliver the Governmental Notes, the Financing Documents to which Home Forward is a party, and such financing statements and other documents, instruments and agreements as may be necessary or desirable in connection with the issuance of the Governmental Notes or required by the Funding Lender as a condition the transactions contemplated by this resolution. The

Board further authorizes the Authorized Officers, and each of them acting alone, to do everything necessary or appropriate for the issuance, execution and delivery of the Governmental Notes, including, without limitation, appointing the Fiscal Agent, and to execute and deliver any other documents that may be useful or necessary to ensure the proper use and application of the proceeds from the sale of the Governmental Notes.

Section 9. Authorization of Borrower Documents and Execution Thereof. The Board authorizes and directs the Authorized Officers, and each of them acting alone, to negotiate, execute and deliver, on behalf of Home Forward in its capacity as general partner of the Borrower, the Financing Documents, and such other documents, instruments and agreements as may be necessary or desirable in connection with the issuance of the Governmental Notes, the Loans, and the transactions contemplated by this resolution.

Section 10. Acting Officers Authorized. Any action authorized or directed by this resolution to be taken by the Executive Director of Home Forward, may in the absence of such person, be taken by a duly authorized acting Executive Director of Home Forward or any other employee of Home Forward that has been designated by the Executive Director or the Board to act in the Executive Director's absence. Any action authorized or directed by this resolution to be taken by the Chair of the Board may, in the absence of such person, be taken by the duly authorized acting Chair of the Board. Any action authorized or directed by this resolution to be taken by the Deputy Executive Director - Finance of Home Forward may, in the absence of such person, be taken by the duly authorized acting Deputy Executive Director - Finance of Home Forward or any other employee of Home Forward that has been designated by the Deputy Executive Director - Finance to act in the Deputy Executive Director - Finance's absence. Any action authorized or directed by this resolution to be taken by the Deputy Executive Director - Administration of Home Forward may, in the absence of such person, be taken by the duly authorized acting Deputy Executive Director - Administration of Home Forward or any other employee of Home Forward that has been designated by the Deputy Executive Director - Administration to act in the Deputy Executive Director - Administration's absence.

Section 11. Supplemental Authorization. The Authorized Officers, and each of them acting alone, are authorized on behalf of Home Forward to: (i) execute and deliver and, if applicable, file (or cause to be delivered and/or filed) any government forms, applications, affidavits, certificates, letters, documents, agreements and instruments that such officer determines to be necessary or advisable to give effect to this resolution and to consummate the transactions contemplated herein; (ii) cause Home Forward to expend such funds as are necessary to pay for all filing fees, application fees, registration fees and

other costs relating to the actions authorized by this resolution; and (iii) create, accept, execute, send, use, and rely upon such tangible medium, manual, facsimile, or electronic documents, records and signatures under any security procedure or platform, as in such Authorized Officer's judgment may be necessary or desirable to give effect to this resolution and to consummate the transactions contemplated herein.

Section 12. Changes to Titles or Parties; Omission of Documents. While the titles of and parties to the various documents described herein may change, no change to such titles or parties shall affect the authority conferred by this resolution to execute, deliver, file (if required), enforce and perform the documents in their final form. The Authorized Officers, and each of them acting alone, in their discretion, may determine that any document authorized by this resolution is, at the time such document otherwise would be executed, no longer necessary or desirable and, based on such determination, cause Home Forward (acting on its own behalf and/or in its capacity as general partner of the Borrower) not to execute or deliver such document.

Section 13. Ratification and Confirmation. Any actions of Home Forward or its officers prior to the date hereof and consistent with the terms of this resolution are ratified and confirmed.

Section 14. Severability. If any provision in this resolution is declared by any court of competent jurisdiction to be contrary to law, then such provision shall be null and void and shall be deemed separable from the remaining provision of this resolution and shall in no way affect the validity of the other provisions of this resolution or the Governmental Notes.

Section 15. Effective Date. This resolution shall be in full force and effect from and after its adoption and approval.

ADOPTED: MARCH 15, 2022

Attest:

Home Forward:

Ivory N. Mathews, Secretary

Damien R. Hall, Chair

CERTIFICATE

I, the undersigned, the duly chosen, qualified and acting Executive Director and Secretary-Treasurer of Home Forward and keeper of the records of Home Forward, CERTIFY:

1. That the attached Resolution 22-03-04 (the "Resolution") is a true and correct copy of the resolution of the Board of Commissioners of Home Forward, as adopted at a meeting of Home Forward held on March 15, 2022, and duly recorded in the minute books of Home Forward.

2. That such meeting was duly convened and held in all respects in accordance with law, and, to the extent required by law, due and proper notice of such meeting was given; that a quorum was present throughout the meeting and a majority of the members of the Board of Commissioners of Home Forward present at the meeting voted in the proper manner for the adoption of the Resolution; that all other requirements and proceedings incident to the proper adoption of the Resolution have been duly fulfilled, carried out and otherwise observed, and that I am authorized to execute this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand this 15th day of March, 2022.

HOME FORWARD

Ivory N. Mathews, Executive Director



MEMORANDUM

To:	Board of Commissioners	Date:	March 15, 2022
From:	Jonathan Trutt, Director Development & Community Revitalization 503.802.8507 Theresa Auld Finance Manager 503.802.8319	Subject:	Authorize Execution of Documents in Connection with Financing, Transferring of Property Interests, Development, and Operation of Dekum Court Redevelopment Resolution 22-03-05

Staff requests the Board of Commissioners to approve Resolution 22-03-05 authorizing the execution and delivery of documents by Home Forward, on its own behalf and in its capacity as general partner of Dekum 2 Limited Partnership, an Oregon limited Partnership (the “Partnership”), in connection with the financing, development and operation of the Dekum Court Apartments (the “Project”), and to authorize the lending of money to said partnership.

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

BACKGROUND

The Project’s redevelopment replaces 40 residential units with 187-unit Low Income Housing Tax Credit (“LIHTC”) rental community while converting 67 units of public housing rental assistance to 40 units subsidized with Project-Based Voucher (“PBV”) program and 27 units subsidized with HUD’s Rental Assistance Demonstration (“RAD”) PBV program. The following key facts are relevant to the Project’s development:

- Home Forward will serve as bond issuer, lessor, developer, and sole general partner of the Partnership that will:
 - Lease the land underlying the Project for approximately 99 years; and

- Construct and own the 187 units in six buildings.
- As is typical for projects financed with LIHTCs, Home Forward and Home Forward Development Enterprises Corporation (“HFDEC”) formed the Partnership prior to financial close and construction start. A Secretary’s Certificate of the Resolution is typical for lender due diligence and is attached to the resolution. Exhibit A to the resolution includes a list of anticipated closing documents.
- A tax exempt construction bond financing from Wells Fargo Bank, National Association for approximately \$48,290,000. Taxable permanent loan from JPMorgan Chase Bank will include reduced interest charges with Oregon Affordable Housing Tax Credits on the approximately \$16,350,000 permanent loan.
- Home Forward has retained Walsh Construction Co./Oregon as contract manager/general contractor (“CM/GC”) and Lever Architects as the architect for the Project. Home Forward has assigned the architect and CM/GC contracts to the Partnership. Home Forward will assign any other development contracts to the Partnership at financial closing.
- The Project will have 67 PBV subsidized units. Home Forward will convert Dekum Court’s current 40-units of subsidy as a Section 18 Public Housing disposition property to voucher-based Housing Assistance Payment Contract under HUD’s PBV program. Additionally, Home Forward will convert to HUD’s RAD PBV program and transfer the rent assistance to Dekum from 27 units and three public housing sites: Cora Park, Chateau Apartments, and Scattered East A.
- Construction will proceed in separate stages (Stage 1 and Stage 2) to eliminate the need to relocate any current Dekum residents during the redevelopment process.

OVERVIEW

Home Forward is the general partner, and Wells Fargo Affordable Housing Community Development Corporation (“WFAHCDC”) will be equity investor Limited Partner for the Partnership. Home Forward will lease the land and existing residential buildings (the “Existing Units”) to the Partnership. Our schedule anticipates Stage 1 construction of 47 units in 2 buildings starting in March 2022, and completing construction in April and May 2023. Stage 2 construction of 140 units and community space in 4 buildings starts in April 2023 with demolition of the vacated Existing Units and completes in December 2024. Prior to the commencement of construction of the Stage 1 units, Home Forward will lease-back the Existing Units from the Partnership to allow current residents to stay in place until construction is completed in 2023.

Funding sources for the Project will include tax credit equity, long-term land leases, a tax-exempt construction loan, bonds issued by Home Forward, taxable permanent loan with

OAHTC reduced interest rates, equity contributions and one or more sponsor loan(s) composed of Metro Go Bond and Section 18 proceeds. Additionally, Home Forward will set aside approximately \$4.60 million in a reserve to ensure sufficient sources to support construction completion until the GMP Amendment for Stage 2 construction is drafted, bid, and accepted by Wells Fargo, WFAH CDC, and JPMorgan Chase. The Home Forward Construction Reserve may be used to balance the Project's budget if Stage 2 construction costs increase by the start of construction in April 2023. If the Stage 2 construction costs are maintained within Project budget, the Construction Reserve will be released to Home Forward.

We estimate the sources and timing in the table below:

Funders and Funding Amounts	Construction	Permanent
Investor Capital Contribution (Wells Fargo Affordable Housing Community Development Corporation via LIHTCs)	\$ 3,180,778	\$39,214,009
Deferred Developer Fee (Home Forward)	\$10,146,375	\$ 2,233,000
Tax-Exempt Construction Bond Loans issued by Home Forward and purchase by Wells Fargo Bank and JP Morgan Chase Taxable loan with OAHTCs by JP Morgan Chase	\$48,290,000	\$16,350,000
Home Forward Equity and sponsor loans, Including Sec. 18 sale proceeds (RE Reserves) and Metro Go Bond Proceeds	\$ 9,088,471 \$21,170,883	\$12,908,615 \$21,170,883
Home Forward land leases Estimated land value contribution (non-cash)	\$ 198 \$ 2,089,802	\$ 198 \$ 2,089,802]
Total Partnership Sources	\$93,966,506	\$93,966,506
Home Forward Stage 2 GMP Construction Reserve	\$ 4,600,000	\$ 4,600,000

Home Forward's estimated land value contribution is a recognition of land value for tax exempt bond and tax purposes. The land value may change as it will be based upon the appraised land value. The land value contribution is not a cash outlay. Home Forward will make a cash outlay for equity contributions and sponsor loans funded by real estate reserves established for this purpose.

The overall budget is \$4.6 million (Stage 2 Construction Reserve) plus \$94.0 million, including

acquisition costs estimated at \$2.1 million, construction costs of \$66.8 million including a construction contingency of \$3.2 million and soft costs (architecture and engineering, building permits, construction loan interest, and operating reserve and developer fee) of \$25.1 million.

All 187 of the units will serve households with incomes at or below 60% of Area Median Income (AMI). One hundred and one units will be affordable to households earning 30% AMI; 67 of these 101 units will provide rental subsidy. The full unit profile of the Project is as follows:

Units Affordable to Households Earning...			
30% AMI		60% AMI	
Studio	24	Studio	32
1BR	5	1BR	8
2BR	34	2BR	36
3BR	34	3BR	7
4BR	4	4BR	3
Total:	101	Total:	86

CONCLUSION

Staff requests the Board of Commissioners to authorize the execution and delivery of documents by Home Forward, on its own behalf and in its capacity as general partner of Dekum 2 Limited Partnership, in connection with the financing, development and operation of the Project, and to authorize the lending of money to said partnership.

Staff provided the Real Estate and Development (READ) Committee of Home Forward's board a draft copy of this memo and resolution at its March 4, 2022 meeting.

The bracketed numbers in the memo and resolution stem from the need to post the board agenda prior to the finalization of the project's budget. Staff will provide final numbers at the March 15th, 2022 meeting.

ATTACHMENTS

Exhibit A Project Documents
Certificate of Secretary



RESOLUTION 22-03-05

RESOLUTION 22-03-05 AUTHORIZING THE EXECUTION AND DELIVERY OF DOCUMENTS BY HOME FORWARD, ON ITS OWN BEHALF AND IN ITS CAPACITY AS GENERAL PARTNER OF DEKUM 2 LIMITED PARTNERSHIP, TO EFFECTUATE THE ACQUISITION, FINANCING, AND DEVELOPMENT OF THE HOUSING PROJECT KNOWN AS THE DEKUM COURT APARTMENTS LOCATED IN PORTLAND, MULTNOMAH COUNTY, OREGON

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

WHEREAS, ORS 456.120(18) provides that a housing authority may enter in a partnership agreement with or loan money to an individual, partnership, Housing Authority or other association to finance, plan, undertake, construct, acquire or operate a housing project; and

WHEREAS, ORS 456.065 defines “housing project” to include, among other things, “any work or undertaking ...to provide decent, safe, sanitary urban or rural housings for persons or families of lower income”; and

WHEREAS, ORS 456.055 and 456.175 provide that a housing authority may issue bonds, notes, interim certificates, debentures or other obligations for any of its corporate purposes; and

WHEREAS, Home Forward has determined that it is consistent with its purposes to develop a 187-unit affordable housing development known as the Dekum Court Apartments (the “**Project**”) located on an approximately 4.09 acre site in the vicinity of 7003 NE 27th Avenue in Portland, Oregon (the “**Property**”); and

WHEREAS, for the purpose of carrying out the Project, Home Forward has formed and is general partner of Dekum 2 Limited Partnership, an Oregon limited partnership (the “**Partnership**”); and

WHEREAS, Home Forward Development Enterprises Corporation (“**HFDEC**”) is the initial limited partner of the Partnership; and

WHEREAS, the Property is owned by Home Forward; and

WHEREAS, Home Forward has determined it to be in the best interests of Home Forward, the Partnership, and the Project to authorize Home Forward to ground lease the Property to the Partnership pursuant to two ground leases (collectively, the “**Ground Lease**”) in order for the Partnership to develop and operate the Project, for a term of approximately 99-years and at a rental rate of approximately one dollar per year, per ground lease (which amount may change based on appraisal of the Property and underwriting); and

WHEREAS, Home Forward has determined it to be in the best interests of Home Forward, the Partnership, and the Project to authorize Partnership to lease a portion of the Property (the “**HFDEC Leased Property**”) to HFDEC for the purpose of housing current residents of the Property prior to demolition of certain existing improvements on the Property, for a term of up to two years and at a rental rate of approximately one dollar for the term of the lease (the “**HFDEC Lease**”); and

WHEREAS, in connection with the HFDEC Lease, Home Forward will enter into a Property Management Agreement (the “**HFDEC PM Agreement**”) and Housing Assistance Payments Contract (the “**HFDEC HAP Contract**”) with HFDEC whereby Home Forward will manage the HFDEC Leased Property and provide Project-Based Section 8 rental subsidies to tenants living at the HFDEC Leased Property during the term of the HFDEC Lease; and

WHEREAS, Home Forward has determined it to be in the best interests of Home Forward, the Partnership, and the Project, for Home Forward to contribute the appraised value of the Property in excess of the Ground Lease rent to the Partnership in the amount of approximately **\$2,090,000** (the “**Land Value**”) (as such amount may change based on appraisal of the Property and underwriting); and

WHEREAS, Home Forward expects that the State of Oregon acting by and through its Housing and Community Services Department will award the Project a reservation of 4 percent low-income housing tax credits (“**LIHTC**”); and

WHEREAS, Wells Fargo Affordable Housing Community Development Corporation (“**WFAHCDC**”) or one or more of its affiliates is expected to offer to acquire a limited partner interest in the Partnership and Home Forward has determined it to be in the best interest of Home Forward, the Partnership and the Project, to admit WFAHCDC as an investor limited partner of the Partnership in exchange for the capital contributions to be made to the

Partnership in the estimated amount of **\$39,214,009** (which may change based on factors including, but not limited to, underwriting) (the “**LP Investment**”); and

WHEREAS, upon the admission of WFAHCDC as a limited partner of the Partnership, HFDEC shall withdraw from the Partnership; and

WHEREAS, as a condition to acquiring the limited partner interest in the Partnership and making the LP Investment, WFAHCDC requires that the current Agreement of Limited Partnership of the Partnership be amended and restated in its entirety to reflect the terms of the LP Investment (the “**Amended Partnership Agreement**”) and that Home Forward and the Partnership execute and deliver certain other agreements, certificates and other instruments relating to the Partnership and the Project; and

WHEREAS, Home Forward has determined it to be in the best interests of Home Forward, the Partnership, and the Project to take all actions reasonably necessary to facilitate the LP Investment in the Partnership by WFAHCDC by entering into all reasonably necessary agreements with WFAHCDC and the Partnership (collectively the “**Partnership Documents**”) and by taking such further actions as are reasonably necessary as to facilitate the LP Investment in the Partnership by WFAHCDC; and

WHEREAS, pursuant to Resolution No. 22-03-04 to be considered on March 15, 2022, Home Forward may authorize the issuance of two series of multifamily notes in the aggregate principal amount not to exceed **\$51,000,000** for the financing of the Project (the “**Governmental Notes**”); and

WHEREAS, Wells Fargo Bank, National Association (the “**Lender**”) has agreed to provide construction financing (the “**Construction Financing**”) for the Project in an amount not to exceed **\$51,000,000** through the purchase of the Governmental Notes issued by Home Forward; and

WHEREAS, Home Forward anticipates that a portion of the Construction Financing in the approximate amount of **\$2,915,000** and not to exceed **\$4,000,000** will be refinanced with permanent financing for the Project (the “**Phase 1 Permanent Loan**”) from JPMorgan Chase Bank, N.A. (the “**Permanent Lender**”); and

WHEREAS, Home Forward anticipates that a portion of the Construction Financing in the approximate amount of **\$13,435,000** and not to exceed **\$15,000,000** shall be converted to

permanent financing for the Project (the “**Phase 2 Permanent Loan,**” and together with the Phase 1 Permanent Loan, the “**Permanent Loan**”) from the Permanent Lender; and

WHEREAS, the Permanent Loan will be partially subsidized by Oregon Affordable Housing Tax Credits (“**OAHTC**”) and Home Forward has determined it to be in the best interest of Home Forward, the Partnership, and the Project to enter into an Oregon Affordable Housing Tax Credit Program Declaration of Land Use Restrictive Covenants with OHCS, and any other documents as are reasonably necessary to obtain the award of the OAHTC; and

WHEREAS, additional financing for the development of the Project will be in the form of a loan (or loans) from Home Forward to the Partnership in the approximate aggregate amount of up to **\$35,000,000** (collectively, the “**Home Forward Loan**”) (as such amount may change based on underwriting), which such Home Forward Loan shall include Metro General Obligation Bond funds distributed to Home Forward from Metro in the approximate amount of up to **\$22,000,000** (the “**Metro Funds**”) and Home Forward funds, which will include Home Forward’s Section 18 Disposition proceeds, in the approximate aggregate amount of up to **\$13,000,000** (the “**HF Funds**”); and

WHEREAS, in connection with the Metro Funds, Home Forward and the Partnership are required by Metro to enter into a regulatory agreement with the Portland Housing Bureau (“**PHB**”) governing the affordability of the Project units funded with Metro Funds (the “**PHB Metro Regulatory Agreement**”); and

WHEREAS, additional financing for the development of the Project will be in the form of a capital contribution from Home Forward in the approximate amount of **\$100** (the “**Home Forward Equity Contribution**”); and a deferred development fee in an approximate amount of **\$2,233,000** (the “**Deferred Fee**”) (as each such amount may change based on underwriting); and

WHEREAS, Home Forward has determined it to be in the best interests of Home Forward the Partnership, and the Project to convert 27 public housing units from the Cora Park project located at 4207 SE 37th Avenue, the Chateau Apartments project located at 1910 SE Stark Street, and the Scattered East project located at 2504-2606 SE 76th Avenue (collectively the “**Scattered Projects**”), to project-based Section 8 pursuant to the United States Department of Housing and Urban Development’s (“**HUD**”) Rental Assistance Demonstration program (the “**RAD Transaction**”); and to transfer the associated rental assistance to the Project; and

WHEREAS, Home Forward has determined it to be in the best interests of Home Forward the Partnership, and the Project for the Partnership to lease units in the PH Project from Home Forward (the “**Scattered Project Lease**”) for the purpose of providing temporary subsidized housing to tenants who will eventually have the opportunity to lease units in the Project; and

WHEREAS, Home Forward has determined it to be in the best interests of Home Forward the Partnership, and the Project to cause Home Forward to enter into an Agreement to Enter into Housing Assistance Payment Contract with the Partnership and a Housing Assistance Payment Contract with the Partnership (collectively the “**HAP Contract**”) to subsidize 40 units in the Project with Project-Based Section 8 rental subsidies; and

WHEREAS, Home Forward has determined it to be in the best interests of Home Forward the Partnership, and the Project to authorize the execution and delivery of certain documents pursuant to which the Project will be granted an exemption under the City of Portland’s System Development Charges Exemption Program (the “**SDC Exemption Agreements**”); and

WHEREAS, Home Forward has determined it to be in the best interests of Home Forward the Partnership, and the Project to authorize the execution and delivery of certain documents pursuant to which the Project will be subject to inclusionary housing covenants required in the City of Portland (collectively the “**IH Covenants**”); and

WHEREAS, Home Forward has determined it to be in the best interests of Home Forward, the Partnership, and the Project to engage Home Forward as the developer, property manager, and resident services provider for the Project; and

WHEREAS, Home Forward has determined it to be in the best interests of Home Forward, the Partnership, and the Project to authorize the execution and delivery of certain agreements for architectural, construction, property management, and technical related services related to the Project (the “**Project Documents**”); and

WHEREAS, Home Forward has determined it to be in the best interests of Home Forward, the Partnership, and the Project for Home Forward to assign to the Partnership certain Project Documents Home Forward entered into prior to the admission of WFAH CDC as the limited partner; and

WHEREAS, Home Forward has determined it to be in the best interests of Home Forward, the Partnership, and the Project for Home Forward to fund a construction reserve account in the approximate amount of up to **\$5,000,000** to cover potential construction cost overruns (the “**Home Forward Reserve Account**”); and

WHEREAS, Home Forward has determined it to be in the best interest of Home Forward to ground lease approximately 1 acre of land owned by Home Forward adjacent to the Property (the “**Land Bank Property**”) to HFDEC for approximately \$1 (the “**Land Bank Ground Lease**”); and

WHEREAS, the Board of Commissioners of Home Forward desires to authorize the transactions described above, authorize the negotiation, execution and delivery of documents in connection with such transaction, to delegate authority to certain individuals to execute documents on behalf of Home Forward in its own corporate capacity and as the general partner of the Partnership, and to ratify certain actions pertaining to these transactions taken prior to the date of this resolution; and

WHEREAS, ORS 456.135 authorizes Home Forward and/or the Partnership to delegate to one or more of its agents and employees such powers as it deems proper.

NOW, THEREFORE, THE BOARD OF COMMISSIONERS OF HOME FORWARD, IN ITS OWN CAPACITY AND ITS SEPARATE CAPACITY AS THE GENERAL PARTNER OF THE PARTNERSHIP, ADOPTS THE FOLLOWING RESOLUTIONS:

1. **RESOLVED**, that Home Forward ratifies and affirms its actions in the formation of the Partnership.
2. **RESOLVED**, that Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, is authorized and directed to enter into the Ground Lease between Home Forward and the Partnership with such terms and conditions as any single Authorized Officer (as hereinafter defined) shall approve (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents) and to contribute the Land Value to the Partnership.
3. **RESOLVED**, that Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, is authorized and directed to enter into the HFDEC Lease between HFDEC and the Partnership with such terms and

conditions as any single Authorized Officer shall approve (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents).

4. **RESOLVED**, that Home Forward, in its individual capacity, is authorized and directed to enter into the HFDEC PM Agreement and HFDEC HAP Contract with HFDEC with such terms and conditions as any single Authorized Officer shall approve (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents).
5. **RESOLVED**, that Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, is authorized and directed to execute and deliver such documents as may be required to receive the LIHTC, including but not limited to those documents listed in Exhibit A, in the form approved by any single Authorized Official (such approval to be conclusively demonstrated by the signature of any single Authorized Official on such documents).
6. **RESOLVED**, that Home Forward is authorized to negotiate, execute and deliver on behalf of Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, a letter of intent relating to an anticipated Amended Partnership Agreement of the Partnership among Home Forward as the general partner, HFDEC as the withdrawing limited partner, and WFAHCDC, in the form approved by any single Authorized Official (such approval to be conclusively demonstrated by the signature of any single Authorized Official on such documents).
7. **RESOLVED**, that Home Forward is authorized to negotiate, execute and deliver on behalf of Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, the Partnership Documents listed on the attached Exhibit A (whether bearing the name listed or names to similar effect) and such other documents as reasonably may be required in connection with the closing of the LP Investment by WFAHCDC, all in the form approved by any single Authorized Officer (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents).
8. **RESOLVED**, that Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, is authorized and directed to execute and deliver such documents as may be required to close on the Construction

Financing, Governmental Notes, and Permanent Loan, including those documents listed on the attached Exhibit A (whether bearing the name listed or names to similar effect) and such other documents as reasonably may be required in connection with the closing of the Construction Financing, Permanent Loan, and Governmental Notes, all in the form approved by any single Authorized Officer (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents).

9. **RESOLVED**, that Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, is authorized and directed to execute and deliver such documents as may be required to receive the OAHTC, including but not limited to those documents listed in Exhibit A, in the form approved by any single Authorized Official (such approval to be conclusively demonstrated by the signature of any single Authorized Official on such documents).
10. **RESOLVED**, that Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, is authorized and directed to execute and deliver such documents necessary to close on the Metro Funds including those documents listed on the attached Exhibit A, all in the form approved by any single Authorized Officer (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents).
11. **RESOLVED**, that Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, is authorized and directed to execute and deliver the PHB Metro Regulatory Agreement with PHB, all in the form approved by any single Authorized Officer (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents).
12. **RESOLVED**, that Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, is authorized and directed to execute and deliver such documents necessary to utilize the HF Funds for the benefit of the Project, including those documents listed on the attached Exhibit A, all in the form approved by any single Authorized Officer (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents).
13. **RESOLVED**, that Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, is authorized and directed to execute and deliver such documents as may be required to close on the Home Forward Loan

including but not limited to the execution and delivery of those documents set forth on Exhibit A (whether bearing the name listed or names to similar effect) and such other documents as reasonably may be required in connection with the closing of the Home Forward Loan, all in the form approved by any single Authorized Officer (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents).

14. **RESOLVED**, that Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, is authorized and directed to execute and deliver such documents as may be required to make and close on the Home Forward Equity Contribution.
15. **RESOLVED**, that Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, is authorized and directed to execute and deliver such documents necessary to close on the RAD Transaction, all in the form approved by any single Authorized Officer (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents).
16. **RESOLVED**, that Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, is authorized and directed to enter into the Scattered Project Lease between Home Forward and the Partnership with such terms and conditions as any single Authorized Officer (as hereinafter defined) shall approve (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents).
17. **RESOLVED**, that Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, is authorized and directed to execute and deliver such documents necessary to close on the HAP Contract, all in the form approved by any single Authorized Officer (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents).
18. **RESOLVED**, that Home Forward is authorized to negotiate, execute, and deliver on behalf of Home Forward or the Partnership, as the case may be, the SDC Exemption Agreements, all in the form approved by any Authorized Official (such approval to be conclusively demonstrated by the signature of any Authorized Official on such document).
19. **RESOLVED**, that Home Forward is authorized to negotiate, execute, and deliver on behalf of Home Forward or the Partnership, as the case may be, the IH Covenants;

and any other documents required by the City of Portland related to the IH Covenants, all in the form approved by any Authorized Official (such approval to be conclusively demonstrated by the signature of any Authorized Official on such document).

20. **RESOLVED**, that Home Forward is authorized to serve as the property manager and resident services provider of the Project and to negotiate, execute and deliver on behalf of Home Forward or the Partnership, as the case may be, the documents necessary to engage Home Forward as property manager and resident services provider of the Project, all in the form approved by any single Authorized Officer (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents).
21. **RESOLVED**, that Home Forward is authorized to serve as developer of the Project and to negotiate, execute and deliver on behalf of Home Forward or the Partnership, as the case may be, the documents necessary to engage Home Forward as developer and to defer the Deferred Fee, all in the form approved by any single Authorized Officer (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents).
22. **RESOLVED**, that Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, is authorized and directed to execute and deliver all contracts and other documents respecting the design, construction, and technical assistance for the Project, all in the form approved by any single Authorized Officer (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents).
23. **RESOLVED**, that Home Forward is authorized to assign to the Partnership and the Partnership is authorized to assume the Project Documents entered into by Home Forward before WFAH CDC was admitted as limited partner, all in the form approved by any single Authorized Officer (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents).
24. **RESOLVED**, that Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, is authorized and directed to fund the Home Forward Reserve Account and to execute and deliver all contracts and other documents related to the Home Forward Reserve Account, all in the form approved

by any single Authorized Officer (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents).

25. **RESOLVED**, that Home Forward, in its individual capacity, is authorized and directed to ground lease the Land Bank Property to HFDEC and to execute and deliver the Land Bank Ground Lease and all contracts and other documents related to the lease of the Land Bank Property to HFDEC, all for a rental rate and term approved by any single Authorized Officer (such approval to be conclusively demonstrated by the signature of any single Authorized Officer on such documents).
26. **RESOLVED**, that Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, is authorized and directed to execute, deliver and/or file (or cause to be delivered and/or filed) any affidavits, certificates, letters, government forms, documents, agreements and instruments determined to be necessary or desirable: (i) to give effect to this resolution and/or (ii) to consummate the transactions contemplated herein;
27. **RESOLVED**, that any action required by this Resolution is authorized to be taken by Ivory N. Matthews, Executive Director of Home Forward, Damien Hall, Chair of the Board, Kitty Miller, Deputy Executive Director of Home Forward, or Kandy Sage, Deputy Executive Director - Finance of Home Forward, or the respective successors or assigns of each (each individually, an “**Authorized Officer**”), and each of them acting alone, is authorized to take action as an Authorized Officer, and in the absence of such Authorized Officer, may be taken by the duly authorized acting Executive Director of Home Forward, Chair of the Board, acting Deputy Executive Director of Home Forward, or acting Deputy Executive Director - Finance of Home Forward, respectively.
28. **RESOLVED**, that Home Forward is authorized to expend such funds (and to cause the Partnership to expend such funds) as are necessary to pay for all filing fees, application fees, registration fees and other costs relating to the actions authorized by this resolution.
29. **RESOLVED**, that any Authorized Officer is authorized to negotiate, execute and deliver on behalf of Home Forward, in its individual capacity, as general partner of the Partnership and on behalf of the Partnership, as the case may be, such other agreements, certificates, and documents, and to take or authorize to be taken all such other actions any Authorized Officer shall deem necessary or desirable to carry

out the transactions contemplated by the foregoing resolutions (such determination to be conclusively demonstrated by the signature of any single Authorized Officer on such document); and

30. **RESOLVED**, that to the extent any action, agreement, document, or certification has heretofore been taken, executed, delivered, or performed by an Authorized Officer named in these Resolutions on behalf of Home Forward (whether in its own capacity, or as the General Partner) or the Partnership and in furtherance of the Project, the same is hereby ratified and affirmed.

This resolution shall be in full force and effect from and after its adoption and approval.

ADOPTED: MARCH 15, 2022

Attest:

Home Forward:

Ivory N. Mathews, Secretary

Damien R. Hall, Chair

EXHIBIT A
LIST OF TRANSACTION DOCUMENTS

Below is a list of the anticipated transaction documents for the financial closing of Dekum Court Apartments Project:

PARTNERSHIP DOCUMENTS

- (a) Letter of Intent
- (b) Amended and Restated Agreement of Limited Partnership
- (c) Development Agreement

CONVEYANCE & REAL ESTATE DOCUMENTS

- (a) Ground Lease (Phase I)
- (b) Ground Lease (Phase II)
- (c) Memorandum of Ground Lease (Phase I)
- (d) Memorandum of Ground Lease (Phase II)
- (e) HFDEC Lease
- (f) Scattered Project Lease
- (g) Land Bank Ground Lease
- (h) Priority and Subordination Agreement

LIHTC DOCUMENTS

- (a) 4% Low-Income Housing Tax Credit Declaration of Land Use Restrictive Covenants
- (b) 4% Tax Credit Indemnity and Hold Harmless Agreement
- (c) 4% Low-Income Housing Tax Credit Reservation and Extended Use Agreement
- (d) Tripartite Agreement

GOVERNMENTAL NOTES DOCUMENTS

- (a) Funding Loan Agreement
- (b) Project Loan Agreement
- (c) Multifamily Note (Dekum Court), Series 2022A
- (d) Multifamily Note (Dekum Court), Series 2022B
- (e) Regulatory Agreement
- (f) Federal Tax Exemption Certificate and Agreement

CONSTRUCTION FINANCING DOCUMENTS

- (a) Agreement for Disbursement Prior to Recording
- (b) Assignment of Security Instrument and Loan Documents
- (c) Assignment of Architectural Agreement and Plans and Specifications
- (d) Assignment of Construction Agreements
- (e) Assignment and Subordination of Development Fee Agreement
- (f) Assignment of Property Management Agreement
- (g) Construction Disbursement Agreement
- (h) Disbursement Instruction Agreement
- (i) Repayment Guaranty
- (j) Completion Guaranty
- (k) Hazardous Material Indemnity Agreement (Unsecured)

- (l) Pledge and Security Agreement
- (m) Leasehold Construction Deed of Trust with Absolute Assignment of Leases and Rents, Security Agreement and Fixture Filing
- (n) Promissory Note Secured by Security Instrument (with respect to Series 2022A loan)
- (o) Allonge to Series A Project Note
- (p) Promissory Note Secured by Security Instrument (with respect to Series 2022B loan)
- (q) Allonge to Series B Project Note
- (r) Limited Liability Company, Limited Partnership, Joint Venture or Association Borrowing Certificate by General Partner
- (s) Certificates Evidencing the Authorization of the Execution of Guaranty and Indemnity and Endorsement and Hypothecation of Property to be executed by Guarantor
- (t) Uniform Commercial Code National UCC Financing Statements (Form UCC1), naming Borrower as Debtor
- (u) Uniform Commercial Code National UCC Financing Statement (Form UCC1), naming General Partner as Debtor and Funding Lender as Secured Party.

PERMANENT LOAN DOCUMENTS

Phase 1

- (a) Tri Party Agreement
- (b) Rate Lock Agreement
- (c) Permanent Loan Agreement
- (d) Promissory Note
- (e) Guaranty
- (f) Leasehold Deed of Trust
- (g) Assignment and Subordination of Management Agreement
- (h) Lessor Estoppel and Agreement
- (i) Environmental Indemnity
- (j) Assignment of HAP Contract
- (k) Consent to Assignment of HAP
- (l) Replacement Reserve and Security Agreement

Phase 2

- (a) Tri Party Agreement
- (b) Rate Lock Agreement
- (c) Permanent Loan Agreement
- (d) Promissory Note
- (e) Guaranty
- (f) Leasehold Deed of Trust
- (g) Assignment and Subordination of Management Agreement
- (h) Lessor Estoppel and Agreement
- (i) Environmental Indemnity
- (j) Assignment of HAP Contract
- (k) Consent to Assignment of HAP
- (l) Replacement Reserve and Security Agreement

HOME FORWARD LOAN DOCUMENTS

- (a) Loan Agreement
- (b) Promissory Note(s)
- (c) Trust Deed(s)

HAP CONTRACT DOCUMENTS

- (a) Agreement to Enter Into Housing Assistance Payments Contract
- (b) Housing Assistance Payments Contract
- (c) HFDEC HAP Contract

RAD TRANSACTION DOCUMENTS

- (a) RAD Use Agreement
- (b) Release or Partial Release of Declaration of Trust
- (c) RAD Conversion Commitment

OTHER DOCUMENTS

- (a) Section 18 Use Agreement
- (b) PHB Metro Regulatory Agreement
- (c) Inclusionary housing Covenants
- (d) SDC Exemption Agreements
- (e) HFDEC PM Agreement
- (f) Oregon Affordable Housing Tax Credit Program Declaration of Land Use Restrictive Covenants

CERTIFICATE

I, the undersigned, the duly chosen, qualified and acting Executive Director and Secretary of Home Forward and keeper of the records of Home Forward, CERTIFY:

1. That the attached Resolution 22-03-05 (the "Resolution") is a true and correct copy of the resolution of the Board of Commissioners of Home Forward, as adopted at a meeting of Home Forward held on March 15, 2022, and duly recorded in the minute books of Home Forward.

2. That such meeting was duly convened and held in all respects in accordance with law, and, to the extent required by law, due and proper notice of such meeting was given; that a quorum was present throughout the meeting and a majority of the members of the Board of Commissioners of Home Forward present at the meeting voted in the proper manner for the adoption of the Resolution; that all other requirements and proceedings incident to the proper adoption of the Resolution have been duly fulfilled, carried out and otherwise observed, and that I am authorized to execute this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand this 15th day of March, 2022.

HOME FORWARD

Ivory N. Mathews, Secretary



MEMORANDUM

To:	Board of Commissioners	Date:	March 15, 2022
From:	Jonathan Trutt, Director Development & Community Revitalization 503.802.8507 Lewis Lyles Project Manager 503.802.8484	Subject:	Authorize Amendments or Contracts for Construction Management/General Contractor (CM/GC) Services with Walsh Construction for the Dekum Court Redevelopment Resolution 22-03-06

Staff requests the Board of Commissioners to authorize Home Forward to execute contracts and amendments between Home Forward and Walsh Construction Company for construction management and general contractor (CM/GC) services in the amount of \$18,913,245. This amount encompasses the Guaranteed Maximum Price developed by Walsh Construction Company for Stage 1 of Dekum Court's redevelopment and the standard owner's contingency which is controlled by Home Forward. Construction is anticipated to commence in early April 2022.

These actions support Home Forward's Strategic Plan Goal One Portfolio: Our real estate is stable for generations to come and meets the needs of the people and neighborhoods it serves.

BACKGROUND

Dekum Court is a public housing property on an under-utilized 5-acre parcel in Northeast Portland's Concordia neighborhood. The parcel provides Home Forward an opportunity to develop a new housing community that is more efficient to operate and, though its wide range of apartment sizes, more responsive community needs. Dekum Court's redevelopment will replace 40 physically obsolete affordable homes with 187 new affordable homes, ranging in size from studios to four-bedrooms. This new community will also include:

- A community room for social events and resident services delivery
- Office space for management and support services offices
- A common laundry room
- A computer lounge
- A children's play area
- A covered half-court basketball court
- Raised garden beds
- A sitting area
- A walking path through the site
- Barbeque spaces available to residents

Home Forward will redevelop Dekum Court in two stages. Stage 1, comprising 47 new homes, will allow the current 40 residents to remain in their current housing while their new homes are under construction. Stage 1 construction will begin in April 2022 and existing residents will move into their brand new Stage 1 apartments in the second half of 2023. Stage 2 will add 140 new apartments to the site. It is scheduled for completion in the Spring of 2025.

OVERVIEW

This requested authorization pertains only to Stage 1. Staff will return to the board with an authorization request for Stage 2's construction in approximately 14 months.

In February of 2020, Home Forward selected Walsh Construction Company (WCC), through a competitive proposal process to serve as the CM/GC for the project. WCC was engaged to perform preconstruction services and has worked with the architect and engineering team through the design process, which was authorized by Home Forward Resolution 20-02-04.

In late January 2022, WCC received bids from subcontractors and suppliers and developed a Guaranteed Maximum Price (GMP) to build Stage 1. Bid participation was excellent and the GMP came in under budget. The GMP price to build Stage 1 is \$18,003,768 and staff is requesting a GMP amendment in this amount. This amount includes the building, sitework and all public work improvements associated with the development.

In addition to the Stage 1 GMP Authorization, staff are requesting contract authorization for an owner-controlled contingency equal to 5% of the GMP amount: \$909,477. This contingency will be used for unexpected field conditions, increased scope of work, project

upgrades and potential delays stemming from COVID.

The total requested authorization for construction expenditures in the attached resolution equals the sum of the GMP Amendment and the owner-controlled contingency. (See below.)

GMP	\$18,003,768
Owner contingency	\$909,477
	\$18,913,245

This total contract amount is within the current development budget.

During Stage 1, WCC projects 30% from participation for firms that qualify as Certification Office for Business and Diversity (COBID) businesses.

CONCLUSION

This resolution will authorize

- Increasing WCC's contract for Dekum Court by \$18,003,768 to pay for Stage 1's construction
- The execution of future amendments between Home Forward and WCC for expenditures from the owner-controlled contingency in the amount of \$909,477 for Stage 1 of the Dekum Redevelopment.

The Real Estate and Development (READ) Committee of Home Forward's board reviewed a draft of this resolution at its March 4, 2022 meeting.



RESOLUTION 22-03-06

RESOLUTION 22-03-06 AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE AMENDMENTS OR CONTRACTS WITH WALSH CONSTRUCTION COMPANY FOR CONSTRUCTION MANAGER AND GENERAL CONTRACTOR (CM/GC) SERVICES FOR THE REDEVELOPMENT OF DEKUM COURT, A 187-UNIT, AFFORDABLE HOUSING DEVELOPMENT

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

WHEREAS, Home Forward staff managed a competitive procurement process to select and award Walsh Construction Company (WCC) the contract to undertake CM/GC services for redevelopment of Dekum Court; and

WHEREAS, WCC will redevelop Dekum Court in two stages to avoid displacing any of its current residents;

WHEREAS, Home Forward's preconstruction services with Walsh Construction for the redevelopment of Dekum Court are nearly complete and the first stage of construction ("Stage 1") is fully bid with a planned start date in April 2022; and

WHEREAS, WCC's Guaranteed Maximum Price for Stage 1's construction is \$18,003,768;

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

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward authorizes and directs the Executive Director to execute amendments with WCC for CM/GC services for Stage 1 of Dekum Court's redevelopment in the amount of \$18,003,768;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward hereby authorizes the Executive Director, or her designee, to execute amendments to the contracts with WCC to spend the Home Forward – controlled construction contingency for Stage 1 in the amount of \$909,477.

ADOPTED: MARCH 15, 2022

Attest:

Home Forward:

Ivory N. Mathews, Secretary

Damien R. Hall, Chair



MEMORANDUM

To:	Board of Commissioners	Date:	March 15, 2022
From:	Jonathan Trutt, Director Development & Community Revitalization 503.802.8507	Subject:	Authorize Actions Necessary to Provide Property Tax Exemption to Rockwood Village Resolution 22-03-07

Staff requests the Board of Commissioners to approve Resolution 22-03-XX authorizing the execution and delivery of documents by Home Forward, on its own behalf and in its capacity as the Housing Authority Limited Partner of Rockwood Ten Limited Partnership (the "Partnership"), to provide Rockwood Village with a property tax exemption.

These actions support Strategic Plan Goal, One System: We will work tirelessly to add more affordable housing in our community, regardless of our role or ownership stake, in alignment with other systems of care.

BACKGROUND

Per Oregon Revised Statutes (ORS) 307.092, housing developments are entitled to a full property tax exemption if

- They serve households earning 80% or less of area median income and
- Their ownership structure includes a housing authority

Home Forward has developed policy guidelines pursuant to which it will participate as a special limited partner within an ownership structure to enable projects to obtain a property tax exemption. Members of the Real Estate and Development (READ) Committee helped develop these policy guidelines.

Gresham and Home Forward into an Intergovernmental Agreement (IGA) in 2021. This IGA enumerates how and when Home Forward will utilize its statutory right to extend property tax exemptions within Gresham city limits.

This IGA was authorized by the Resolution 21-09-03.

OVERVIEW

The following key facts are relevant to the Rockwood Village:

- Rockwood Village is a 224 unit affordable housing development located at 783 SE 185th Avenue, Gresham Oregon.
 - Its construction is complete.
 - Its residents are households who meet Low Income Housing Tax Credit (LIHTC) income requirements.
 - LIHTC income requirements dovetail with the income requirements of ORS 307.092.
- Rockwood Village provides a mix of bedroom sizes, ranging from one to four-bedroom homes.
- Community Development Partners (CDP) and Hacienda CDC serve as the co-general partners of the Partnership.
- Hacienda CDC will deliver Rockwood Village's resident services programming.
- Sustained, robust funding for Hacienda CDC's resident services programming is contingent on Rockwood Village receiving a property tax exemption.
- Gresham and Home Forward have reviewed Rockwood Village's request for a property tax exemption pursuant to the terms of our IGA.
- Gresham and Home Forward concur that Rockwood Village meets the eligibility criteria enumerated in our IGA.
- Unlike LIHTC projects that are developed by Home Forward, Home Forward is not required to lend the Partnership money, to lease property to the Partnership, to provide financial guaranties to Rockwood Village's lenders or investor, or to operate Rockwood Village.

CONCLUSION

Staff requests the Board of Commissioners authorize the delivery and execution of documents to admit Home Forward as the Housing Authority Limited Partner to the Partnership.

Staff presented a draft of this memo and resolution to the READ committee on March 15, 2022.

ATTACHMENTS

Certificate of Secretary

Exhibit A: Resolution 2021-09-03 and Accompanying Memo



RESOLUTION 22-03-07

RESOLUTION 22-03-07 AUTHORIZES THE EXECUTION AND DELIVERY OF DOCUMENTS BY HOME FORWARD, ON ITS OWN BEHALF AND IN ITS CAPACITY AS HOUSING AUTHORITY LIMITED PARTNER OF ROCKWOOD TEN LIMITED PARTNERSHIP, IN CONNECTION WITH THE FINANCING, CONSTRUCTION AND OPERATION OF ROCKWOOD APARTMENTS

WHEREAS, Home Forward seeks to encourage the provision of long-term housing for low income persons residing in the City of Gresham, Oregon;

WHEREAS, ORS 456.120(20) authorizes Home Forward to have a nonstock interest in limited liability companies in order to further Home Forward's purposes;

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

WHEREAS, ORS 307.092 provides a property tax exemption for property of a limited partnership for which a housing authority is a partner, so long as the property is rented to persons of lower income for housing purposes, and the limited partnership complies with ORS 307.162;

WHEREAS, ORS 456.135 authorizes Home Forward to delegate to one or more of its agents and employees such powers as it deems proper;

WHEREAS, Rockwood Ten Limited Partnership (the "Partnership"), was formed by CDP ROCKWOOD 10 LLC (the "General Partner"), to develop own, construct and operate a 224 multifamily apartment building and 252 surface and tuck-under parking spaces apartment located at 783 SE 185th Ave., Gresham, OR 97233, (the "***Project***") which is intended to qualify for federal low-income housing tax credits ("***LIHTCs***") under Section 42 of the Internal Revenue Code of 1986, as amended (the "***Code***"). (the "Development");

WHEREAS, the current partners of the Partnership are the General Partner, Hacienda Rockwood LLC, an Oregon limited liability company, as a Co-general Partner (the "Co-

General Partner”)and Key Community Development as the limited partner (the “Limited Partner”).

WHEREAS, the Partnership is governed by a Second Amended and Restated Agreement of Limited Partnership (the “Partnership Agreement”);

WHEREAS, the Managing Member has asked that Home Forward be a non-managing member of the LLC, and that Home Forward provide certain development services with respect to the Development, in exchange for the payment of a fee to Home Forward, a commitment to maintain the Development as affordable rental housing for 60 years, and a subordinate right to purchase the Development at the end of the tax credit compliance period; and

WHEREAS, Home Forward’s Board of Commissioners (the “Board”) finds and determines that, as a result of Home Forward’s participation as a limited partner of the Partnership can qualify for a property tax exemption that will reduce the Development’s annual operating expense and allow the Partnership to serve its intended tenant population at rents restricted by the federal low income housing tax credit program;

NOW, THEREFORE, BE IT RESOLVED by the Board as follows:

1. Participation in Partnership. Home Forward is hereby authorized to acquire a limited partnership interest in the Partnership, a become a limited partner of the Partnership. Home Forward is further authorized to expend up to \$10 to make a capital contribution to the LLC upon the following terms and conditions:
 - An affordability covenant shall be recorded against the property restricting the Project to households with incomes at initial occupancy of 80% of the Area Median Income or less for a period of 60 years, provided that the average median income of all households at initial occupancy is 60% or less of the Area Median Income.
 - Home Forward shall provide no guarantees.
 - Home Forward shall accept no underwriting, operational or fiduciary responsibilities.
 - Sole recourse in the event of any default is limited to Home Forward’s partnership or member interest.

- Home Forward shall be fully indemnified by managing member and or an affiliate with net worth requirements acceptable to Home Forward for any and all claims arising from our participation in the project, including but not limited to any environmental claims.
 - The property tax exemption is necessary for the project's sources and uses to balance appropriately.
 - The property tax exemption is necessary for the project's economic feasibility.
 - Payment of a fee of \$1,000,000. The Fee is to be paid upon Home Forward's admission into the Partnership.
 - Home Forward's is granted a right of refusal to purchase the property- at the end of the fifteen-year federal compliance period at the Minimum Purchase Price as defined by U.S.C. 26 Section 42 (i)(7) subordinate to any option or right of first refusal granted to the managing member or an affiliate.
 - Home Forward shall have unilateral right to withdraw from the partnership under certain circumstances—e.g. non-compliance with affordability covenants, acts of fraud, gross negligence.
2. Approval of Documents. Home Forward will be presented with drafts of the following documents to be executed and delivered by Home Forward in connection with the LLC and the Development (the "Documents"), which documents will, upon request, be placed on file with Home Forward's Secretary:
- Third Amended and Restated Limited Partnership Agreement among the General Partner, Co-Partner, Limited Partner and Home Forward.
 - Indemnity Agreement between the Partnership, Community Development Partners, a California corporation and Eric Paine.
 - The Regulatory Agreement.
 - Such other documents as may be reasonably necessary to accomplish the foregoing.

Home Forward's authorized and directed to execute and deliver the Documents upon the review and approval of legal counsel and the Director of Development and Community Relations and any Authorized Officer's signature on the final Documents shall be construed as Home Forward's approval of such changes. While the titles of and parties to the Documents may change, no such change shall affect the authority conferred by this resolution to execute, deliver, file (if required), enforce and perform the Documents in their final form.

3. Execution of Documents. The Chair of the Board, Home Forward's Executive Director, Home Forward's Chief Financial Officer, and their respective designees (each, an "Authorized Officer" and, collectively, the "Authorized Officers"), and each of them acting alone, are authorized and directed to execute and deliver the Documents on behalf of Home Forward. The Authorized Officers (and each of them acting alone) are further authorized and directed to take any other action and to execute such other documents as may be required to be taken or executed by Home Forward under the provisions of or as necessary to carry out the transactions contemplated by the Documents and this resolution. From and after the date the Documents are executed, the Authorized Officers (and each of them acting alone) are authorized and directed, without further Board approval, to take such actions on behalf of Home Forward that are required to be taken by Home Forward in its capacity as a limited partner of the Partnership.
4. ORS 456.153 Determinations. On behalf of Home Forward, the Board finds and determines that a substantial number of persons of eligible income in the area served by Home Forward cannot obtain housing for 30% of less of their income. Based on the foregoing determination, the Board hereby declares, on behalf of Home Forward, the need for additional housing for persons or families of lower income that can be addressed by Home Forward participating in the financing, development, ownership, management and/or operation of mixed income housing projects.
5. Supplemental Authorization. The Authorized Officers, and each of them acting alone, are authorized on behalf of Home Forward to: (i) determine that any document authorized by this resolution is, at the time such document otherwise would be executed, no longer necessary or desirable and, based on such determination, cause Home Forward not to execute or deliver such document; and (ii) execute and deliver and, if applicable, file (or cause to be delivered and/or filed) any government forms, affidavits, certificates, letters, documents,

agreements and instruments that such officer determines to be necessary or advisable to give effect to this resolution and to consummate the transactions contemplated herein.

6. Execution of Duties and Obligations. The Board authorizes Home Forward's Executive Director to cause Home Forward to fulfill Home Forward's duties and obligations under the Documents and other instruments authorized by this resolution.
7. Acting Officers Authorized. Any action required by this resolution to be taken by the Chair of the Board, Home Forward's Executive Director, or Home Forward's Chief Financial Officer, may, in the absence of such person, be taken by the duly authorized acting Chair of the Board, acting Executive Director of Home Forward, or acting Chief Financial Officer, respectively.
8. Ratification and Confirmation. Any actions of Home Forward or its officers prior to the date hereof and consistent with the terms of this resolution are ratified and confirmed.

Effective Date. This resolution shall be in full force and effect from and after its adoption and approval.

ADOPTED: MARCH 15, 2022

Attest:

Home Forward:

Ivory N. Mathews, Secretary

Damien R. Hall, Chair

CERTIFICATE

I, the undersigned, the duly chosen, qualified and acting Executive Director and Secretary-Treasurer of Home Forward and keeper of the records of Home Forward, CERTIFY:

1. That the attached Resolution 22-03-07 (the "Resolution") is a true and correct copy of the resolution of the Board of Commissioners of Home Forward, as adopted at a meeting of Home Forward held on March 15th 2022, and duly recorded in the minute books of Home Forward.

2. That such meeting was duly convened and held in all respects in accordance with law, and, to the extent required by law, due and proper notice of such meeting was given; that a quorum was present throughout the meeting and a majority of the members of the Board of Commissioners of Home Forward present at the meeting voted in the proper manner for the adoption of the Resolution; that all other requirements and proceedings incident to the proper adoption of the Resolution have been duly fulfilled, carried out and otherwise observed, and that I am authorized to execute this Certificate.

IN WITNESS WHEREOF, I have hereunto set my hand this 15th day of March, 2022.

HOME FORWARD

Ivory N. Mathews, Secretary

EXHIBIT A



MEMORANDUM

To:	Board of Commissioners	Date:	September 21, 2021
From:	Jonathan Trutt, Director Development & Community Revitalization 503.802.8507	Subject:	Authorize Intergovernmental Agreement with City of Gresham for Property Tax Exemption Resolution 21-09-03

Staff requests the Board of Commissioners to authorize Home Forward to execute an Intergovernmental Agreement (IGA) with Gresham. The IGA outlines the terms under which Home Forward may elect to provide property tax exemption to new affordable housing developments within Gresham.

This action supports Forward's One System Strategic Plan Goal: We will work tirelessly to add more affordable housing in our community, regardless of our role or ownership stake, in alignment with other systems of care.

BACKGROUND

Property tax exemption is an effective affordable housing financing tool because it increases the private mortgage a project can obtain. For any given project, a larger private mortgage translates into less reliance on limited state and local funding sources such as general obligation bonds.

Oregon law allows for affordable housing property tax exemptions through a variety of methods.

- One common method—utilized by non-for-profit developers in Portland—relies on the approval of local taxing jurisdictions.

- Housing authority property ownership is another route to property tax exemption.
 - Affordable apartments in properties owned by Oregon housing authorities receive property tax exemption so long as they are income- and rent-restricted at or below the 80% of area median income level.
 - This exemption is available to a project even when a housing authority has an extremely limited role in its development and operations—e.g. a 0.01% ownership stake, no fiduciary responsibilities and no role in daily operations (a “Limited Partner Role.”)
 - Property tax exemption provided via a housing authority’s Limited Partner Role does not require approval by any local taxing jurisdictions.

OVERVIEW

In recent months, Gresham and Home Forward staff explored the idea of a property tax exemption for new affordable housing via a Limited Partner Role. Key discussion themes included:

- A commitment to work collaboratively as jurisdictional partners.
- The need to balance affordable housing financing benefits with the necessity of funding core city services.
- A desire to provide a transparent, mutually agreed-upon set of criteria to affordable housing developers pursuing projects within Gresham.

These discussions resulted in the attached IGA. Key elements of the IGA include:

- A lump sum payment in lieu of taxes shared by Gresham and Home Forward.
 - Gresham will receive 60% of this payment.
 - Home Forward will use its share of the payment towards resident services efforts within Gresham.
- An agreement that Home Forward will offer property tax exemption via a Limited Partner Role only to projects that meet both Home Forward and Gresham requirements.
- Limitations on time and extent. Property tax exemption will be available only to four new construction projects and the agreement expires on June 30, 2023.

CONCLUSION

Executing the IGA can help expand Gresham’s affordable housing supply without subjecting Home Forward to development or operational risk. Staff recommends that the Commissioners authorize Home Forward to enter into the attached IGA with Gresham.

ATTACHMENT

Exhibit 1 – Intergovernmental Agreement Between the City of Gresham and Home Forward



RESOLUTION 21-09-03

RESOLUTION 21-09-03 AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE AN INTERGOVERNMENTAL AGREEMENT WITH THE CITY OF GRESHAM REGARDING PROPERTY TAX EXEMPTION FOR AFFORDABLE HOUSING

WHEREAS, Multnomah County faces an affordable housing shortage;

WHEREAS, property tax exemptions are an effective affordable housing financing tool that decreases reliance on state and local capital funding sources;

WHEREAS, the City of Gresham recognizes property tax exemption's value as an affordable housing financing tool;

WHEREAS, per Oregon law, Home Forward can provide property tax exemptions to affordable housing efforts spearheaded by other organizations;

WHEREAS, consistent with Gresham's affordable housing development goals, Home Forward wishes to provide property tax exemption to new affordable housing developments within Gresham spearheaded by other organizations;

WHEREAS, Gresham and Home Forward have jointly drafted an Intergovernmental Agreement regarding property tax exemption for new affordable housing;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of Home Forward authorizes and directs the Executive Director to execute an Intergovernmental Agreement with the City of Gresham substantially in accordance with the document attached as Exhibit 1.

ADOPTED: SEPTEMBER 21, 2021

Attest:



Michael Buonocore, Secretary

Home Forward:



Damien R. Hall, Chair

STAFF REPORTS

Procurement & Contracts Department
MONTHLY CONTRACT REPORT
Contracts Approved 01/01/22 - 02/28/22

PUBLIC IMPROVEMENT
(CONSTRUCTION & MAINTENANCE SERVICES)

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2895	0	Fulcrum Construction & Building Services LLC	\$ 210,986.00	Unthank generator replacement	DCR	2/2/2022	1/31/2023
Subtotal			\$ 210,986.00				1

GOODS & SERVICES

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2935	0	Airwave Broadband & Data Solutions	\$ 48,726.00	Installation of CCTV cabling, conduit with provided devices at HWE	Property Management	1/31/2022	4/30/2022
C2936	0	Airwave Broadband & Data Solutions	\$ 44,228.00	Installation of CCTV cabling, conduit with provided devices at NWT	Property Management	1/31/2022	4/30/2022
C2946	0	MercuryPDX	\$ 10,000.00	Currier/mail Service for NMW	FAAM	2/7/2022	12/31/2022
Subtotal			\$ 102,954.00				3

PERSONAL SERVICE CONTRACTS

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2900	0	Impact Northwest	\$ 36,778.00	STRA ERAP-2 funds for rent assistance	Rent Assistance	1/3/2022	6/30/2022
C2903	0	JOIN	\$ 47,222.00	STRA ERAP-2 funds for rent assistance	Rent Assistance	1/3/2022	6/30/2022
C2927	0	Trash for Peace	\$ 38,576.00	Youth Services at the Ellington Apartments	Community Services	1/3/2022	12/31/2022

C2926	0	Rachel Langford	\$ 15,000.00	Meeting planning, facilitation, and construction on community engagement strategies	Executive	1/4/2022	12/31/2022
C2928	0	Cascade Radon Inc.	\$ 4,500.00	Design for radon mitigation systems at Killingsworth	DCR	1/6/2022	12/31/2025
C2929	0	Cascade Radon Inc.	\$ 7,500.00	Design for radon mitigation systems at Dekum	DCR	1/6/2022	12/31/2025
C2923	0	Carlson Testing, Inc.	\$ 6,000.00	Infiltration testing Grace Peck	DCR	1/10/2022	6/30/2022
C2906	0	NAYA	\$ 123,790.00	STRA ERAP-2 funds for rent assistance	Rent Assistance	1/18/2022	6/30/2022
C2917	0	Jean Ramirez	\$ 3,801.60	Artwork for the Hattie Redmond Building	DCR	1/21/2022	11/30/2022
C2930	0	PDX Nutrition Services	\$ 450,000.00	Comprehensive Meal Program for CHSP; Rule 46-0340	Community Services	1/24/2022	12/31/2022
C2934	0	Amanda Morris	\$ 29,671.00	Footcare clinics	Community Services	1/26/2022	12/31/2022
C2988	0	El Programa Hispana	\$ 172,424.00	STRA ERAP-2 funds for rent assistance	Rent Assistance	1/31/2022	6/30/2022
C2892	0	Bank of America	\$ -	General banking services; Rule 46-0340	FAAM	1/31/2022	12/31/2024
C2933	0	Impact Northwest	\$ 251,970.00	Case management for CHSP residents; Rule 46-0340	Community Services	1/31/2022	12/31/22
C2938	0	Pegasus Moving & Cleaning	\$ 423,280.00	Housekeeping services for CHSP properties	Community Services	1/31/2022	12/31/2022
C2940	0	Nancy Davis Consulting	\$ 7,500.00	In a partnership with Tierra Salmon, developing a plan to help engage residents throughout development process.	DCR	2/2/2022	6/30/2023
C2939	0	Nia Musiba	\$ 3,500.00	Artwork for the Hattie Redmond Building	DCR	2/4/2022	11/30/2022
C2944	0	Ideas42	\$ 60,000.00	Behavioral design program - content refinement, consultation, and education	Executive	2/10/2022	4/30/2023
C2948	0	Environmental Works	\$ 2,860.00	Radon testing at Dahlke Manor	DCR	2/11/2022	5/1/2023
Subtotal			\$ 1,684,372.60				19

PROFESSIONAL SERVICE CONTRACTS (A&E)

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2932	0	KPFF Consulting Engineers	\$ 22,000.00	Survey work for North Maryland site	DCR	1/27/2022	12/31/2024
C2942	0	KPFF Consulting Engineers	\$ 6,500.00	Group 5 ALTA/NSPS Land Title Survey to document a PGE easement line repair at Tamarack Apartments.	DCR	2/2/2022	7/1/2022
Total			\$ 28,500.00				2

AMENDMENTS TO EXISTING CONTRACTS

Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
C2165	5	Kay Reid	\$ 14,400.00	Provide classes for ESL residents at New Columbia; amended to extend contract	Community Services	1/3/2022	12/31/2022
C2660	1	Megan Ashlock	\$ -	Online Youth Leadership Academy for students aged 12-18; amended to extend contract	Community Services	1/3/2022	12/31/2022
C2763	1	Greenfield Geotechnical	\$ 5,673.00	Two additional geotech borings and associated testing at Troutdale site	DCR	1/3/2022	6/15/2022
C2077	3	Waste Management	\$ 388,000.00	Garbage & Recycling Services for Multiple Properties; amended to adjust scope for Carlton and Dekum	Prop Mgmt	1/5/2022	6/30/2022
C2109	8	Holst Architecture	\$ 13,155.00	Powell A&E scope amendment	DCR	1/6/2022	12/31/2023
C2533	6	KASA Architects, inc	\$ 11,150.00	Additional service agreement for the additional construction administration for Head Start Clegg Child Care Facility, 1425 NE Dekum.	DCR	1/6/2022	7/2/2022
C2669	1	American Heating, Inc	\$ 5,125.00	HVAC maintenance at SCC; amended to extend contract	Property Management	1/6/2022	12/31/2022
C2830	1	Trash for Peace	\$ 38,036.90	Environmental education workshops at New Columbia; amended to extend contract	Community Services	1/9/2022	12/30/2022
C2465	2	Elizabeth Bradley (E.B.) Ferdig	\$ 2,000.00	Weekly yoga classes at BCC; amended to add funds	Property Management	1/10/2022	6/30/2022
C2875	1	Environmental Works	\$ 4,025.00	Additional mitigation system install at Floresta, extending completion	DCR	1/10/2022	6/30/2022
C2230	4	AKS Engineering & Forestry, LLC	\$ 35,363.73	Additional boundary surveying for Powell	DCR	1/11/2022	12/31/2022

C2725	1	Human Solutions, Inc.	\$ 39,981.00	Resident Services at Gateway Park and Sequoia Square; amended to extend contract	Community Services	1/13/2022	12/31/2022
C2768	2	Peter Meijer Architect, PC	\$ 4,955.00	Adding structural engineering scope	DCR	1/21/2022	12/31/2022
C2662	1	Trash for Peace	\$ 5,600.00	Resident support and services for Clackamas County; amended to extend contract	Community Services	1/24/2022	12/31/2022
C2663	1	Trash for Peace	\$ 17,456.00	Resident support and services at Gateway, Gladstone, Multnomah Manor, and Sequoia; amended to extend contract	Community Services	1/24/2022	12/31/2022
C2668	1	Trash for Peace	\$ 17,874.00	Environmental Education and services at Fairview Oaks, Rockwood Station, and Madrona Place apartments; amended to extend contract	Community Services	1/24/2022	12/31/2022
C2412	2	Pegasus Moving & Cleaning	\$ 10,000.00	On-call housekeeping services for Home Forward residents; amended to extend contract	Community Services	1/26/2022	12/31/2022
C2505	3	Centric Elevator	\$ 4,860.00	Change to Stainless Steel Doors, Modify Schedule	DCR	1/26/2022	11/11/2022
C2660	2	Megan Ashlock	\$ 7,000.00	Online Youth Leadership Academy for students aged 12-18; amended to extend contract	Community Services	1/26/2022	12/31/2022
C2092	18	Lorentz Bruun Construction	\$ 113,228.00	Amending scope to Fountain Place Design build CO #16	DCR	1/31/2022	7/31/2022
C2554	1	Allied Universal Security Services	\$ 8,597.67	Stationed security at Dahlke Manor; amended to extend contract	Property Management	1/31/2022	7/31/2022
C2827	3	Paul Brothers	\$ 9,395.93	PCO #005 Window Revisions and PCO #006 Bamboo removal for Head Start Clegg Child Care Facility, 1425 NE Dekum.	DCR	1/31/2022	3/16/2022
C2774	2	KPFF Consulting Engineers	\$ -	Extending contract length	DCR	2/2/2022	12/31/2022
C2748	1	Imagine Energy	\$ -	Design Services for Grid-tied Photovoltaic System at Baldwin; amended to extend contract	DCR	2/4/2022	12/31/2022
C2441	2	Diana's Cleaning Professional Services	\$ 14,400.00	Custodial services of 1st floor bathroom; amended scope of work	IFSS	2/7/2022	2/2/2023
C2841	3	Prime Legacy	\$ 1,025.00	Deck rebuild at Madrona; amended to add siding material and sheetrock repair	Property Management	2/7/2022	12/31/2021
C2874	1	Environmental Works	\$ 8,325.00	Additional mitigation system install, fan replacements, extending completion date; Powellhurst	DCR	2/8/2022	6/30/2022
C2827	4	Paul Brothers	\$ 7,908.99	PCO #005.2 Window Revisions Per CD-02 and PCO #008 Materials Order Error for Head Start Clegg Child Care Facility, 1425 NE Dekum.	DCR	2/9/2022	4/11/2022
C2847	1	Cogan Consulting Partners LLC	\$ -	Re-design of employee orientation and onboarding program	Talent & Organizational Development	2/9/2022	7/1/2022
C2862	1	Cuenta Conmigo LLC	\$ -	Administrative support and executive assistance to the Director of Equity	Executive	2/10/2022	5/31/2022

C2884	1	TRC Environmental Corporation	\$ 1,195.00	Additional asbestos and lead testing locations, extending duration at Fairfield	DCR	2/11/2022	12/31/2022
Subtotal			\$ 788,730.22	31			

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

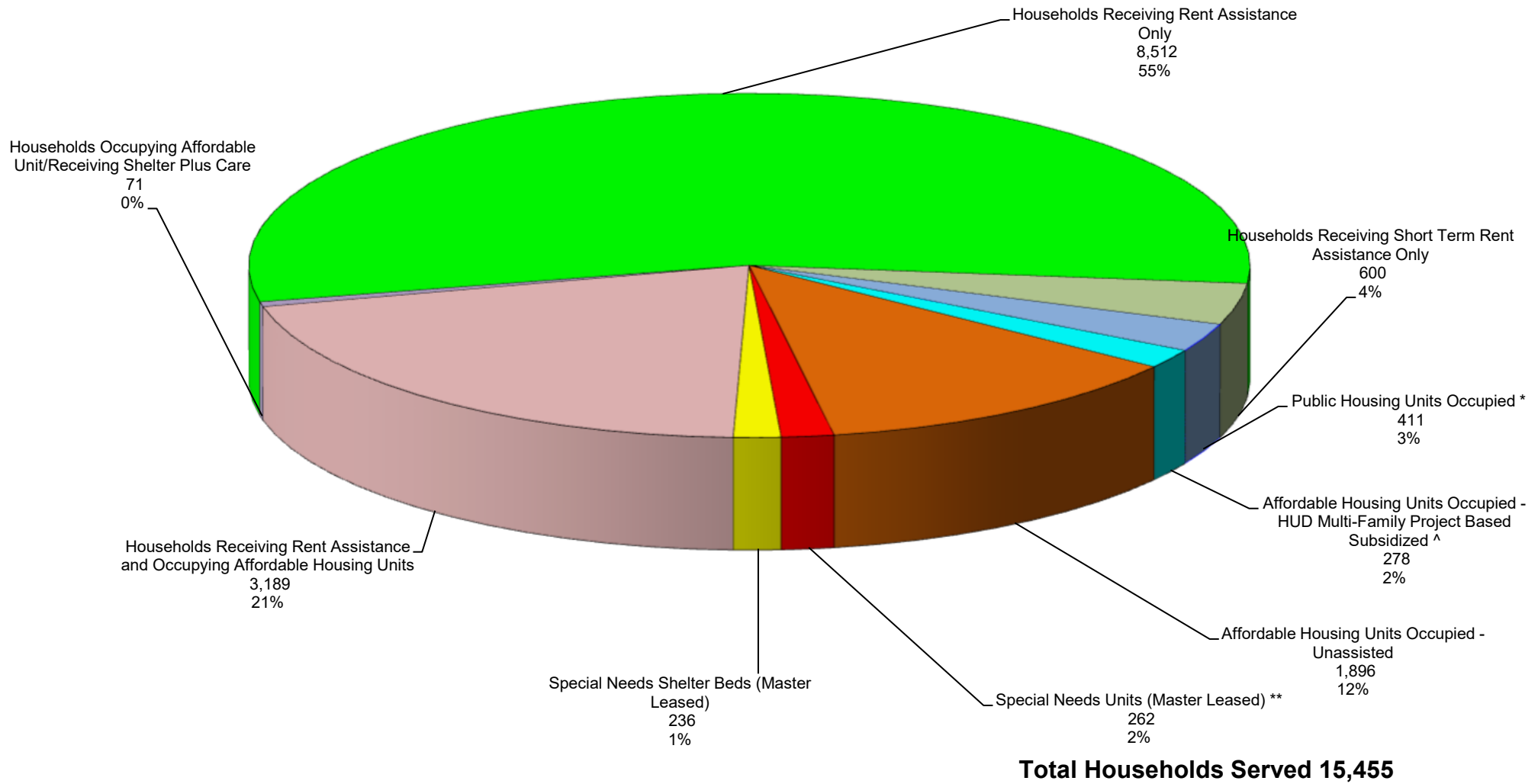
Contract #	Amend #	Contractor	Contract Amount	Description	Dept.	Execution Date	Expiration Date
Subtotal			\$ -	0			
Total			\$ 2,815,542.82	56			

**Procurement & Contracts Department
FUTURE FORMAL PROCUREMENTS
6-Month Look Ahead - March 2022**

Estimated Contract Amount	Description	Dept.	Solicitation Period
\$1.5 million	CHSP Housekeeping & Personal Care	Community Services	TBD

HOUSEHOLDS SERVED REPORT

Total Households Served: Rent Assistance and Occupied Housing Units February 2022



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

* Includes Local Blended Subsidy

** 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 February 2022

Rent Assistance	All Programs	Moving to Work Programs	Non-MTW Programs
Rent Assistance Vouchers - Home Forward Fundec	11,701	9,327	2,028
Tenant Based Vouchers	5,020	5,020	
Project Based Vouchers	1,785	1,785	
Hi Rise Project Based Vouchers	1,093	1,093	
RAD Project Based Vouchers SRO MOD	346		
RAD Project Based Vouchers	1,429	1,429	
Single Room Occupancy (SRO)/MODS	117		117
Family Unification Program	221		221
Mainstream Vouchers	131		131
Veterans Affairs Supportive Housing (VASH)	735		735
Rent Assistance - PORT IN From Other Jurisdiction	824		824
Short Term Rent Assistance Programs	671	56	615
Shelter + Care	463		463
Locally Funded Short Term Rent Assistance	152		152
Earl Boyles	-	-	
MIF Funded Short Term Rent Assistance	-	-	
Alder School	43	43	
New Doors	-	-	
Employment Opportunity Program	13	13	
Work Systems Inc. - Agency Based Rent Assistance	-	-	
Total Rent Assistance	12,372	9,383	2,643
Subsidized Housing Units			
Public Housing Units Occupied	411	411	-
Traditional Public Housing units Occupied	411	411	
Affordable Housing Units Occupied (excluding PH subsidized)	5,434		5,434
Affordable Housing Units - Tenant Based Vouchers	637		637
Affordable Housing Units - Shelter + Care	71		71
Affordable Housing Units - Project Based Vouchers			-
Affordable Housing Units - Hi Rise Project Based Vouchers	1,093		1,093
Affordable Housing Units - RAD Project Based Vouchers	1,429		1,429
^ Affordable Housing Units - HUD Multi-Family Project Based	278		278
Affordable Housing Units - VASH Vouchers	30		30
Affordable Housing Units - Family Unification Program	-		-
Affordable Housing Units - Section 8 Port In	-		-
Affordable Housing Units - Unassisted	1,896		1,896
Special Needs	498		498
Special Needs Units (Master Leased) **	262		262
Special Needs Shelter Beds (Master Leased)	236		236
Total Households Occupying Housing Units	6,343	411	5,932
Total Housing Supports Provided to Household	18,715	9,794	8,575
Household Occupying Affordable Unit/Receiving Home Forward Rent Assistance	(3,189)		(3,189)
Households Occupying Affordable Unit/Receiving Shelter Plus Care	(71)		(71)
Total Households Served	15,455	9,794	5,315

Notes:

- ^ Consists of Grace Peck Terrace, Multnomah Manor, Plaza Townhomes, Rosenbaum Plaza, Unthank Plaza
- ** Special Needs are physical units as occupancy levels that are not reported to Home Forward by service providers master leasing these properties.

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	13	436	426	15	96.5%	8	207	129	86	6	0	436
Affordable Owned	26	2401	2,387	88	96.3%	867	705	617	182	30	0	2,401
Tax Credit Partnerships *	41	3,392	3,268	133	95.9%	969	1,186	660	422	138	17	3,392
Total Affordable Housing	67	5,793	5,655	221	96.1%	1,836	1,891	1,277	604	168	17	5,793
Combined Total PH and AH	80	6,229	6,081	236	96.1%	1,834	2,098	1,406	690	174	17	6,219
Special Needs (Master Leased)	27	262	262									
Special Needs (Shelter Beds)	3	236	236									
Total with Special Needs	110	6,727	6,579									

* Excludes Louisa Flowers- has not fully leased up yet

Financial

Public Housing
Affordable Owned
Tax Credit Partnerships

Fiscal YTD ending 9/30/21				12/31/21				
# 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
12	416	1	20			20	1	5
23	1,430	4	971			9	7	25
26	1,647	10	748	997	5			

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 Islnd	Hispanic/ Latino
Public Housing Residents														
0 to 10% MFI	86	20.7%	2.3	2.0	50.0%	50.0%	22.1%	19.0%	26.7%	59.3%	5.8%	2.3%	1.2%	23.3%
11 to 20%	180	43.4%	1.6	1.4	82.2%	18.0%	67.8%	70.0%	20.6%	67.8%	2.2%	6.7%	1.1%	10.6%
21 to 30%	75	18.1%	2.0	1.7	72.0%	28.0%	60.0%	51.0%	17.3%	70.7%	1.3%	8.0%	1.3%	13.3%
31 to 50%	51	12.3%	2.9	2.2	56.9%	43.0%	45.1%	31.0%	27.5%	60.8%	3.9%	2.0%		17.7%
51 to 80%	20	4.8%	2.6	2.3	55.0%	45.0%	45.0%	40.0%	20.0%	70.0%		5.0%		20.0%
Over 80%	3	0.7%	3.0	2.3	66.7%	33.0%	66.7%	33.0%	33.3%	66.7%				33.3%
All	415	100%	2.0	1.7	69%	31%	53%	49.5%	22.2%	65.8%	2.9%	5.3%	1.0%	15.2%
Waiting List														
0 to 10% MFI	3,784	42.7%	2.2	0.4	4.7%	50.2%	31.0%	2.8%	1.5%	5.2%	6.2%	177.6%	5.2%	6.7%
11 to 20%	2,959	33.4%	2.1	0.5	12.0%	51.8%	28.9%	5.5%	1.1%	4.7%	4.6%	166.5%	4.6%	0.4%
21 to 30%	1,256	14.2%	2.4	0.3	12.3%	47.2%	26.7%	6.2%	1.1%	6.3%	9.8%	189.9%	6.1%	0.3%
31 to 50%	661	7.4%	2.7	0.3	13.2%	49.2%	23.6%	10.7%	3.0%	4.8%	6.8%	208.7%	5.1%	0.1%
51 to 80%	130	1.5%	2.7	0.2	7.5%	47.4%	22.6%	8.3%	2.3%	3.0%	9.8%	210.5%	5.0%	0.0%
Over 80%	78	0.9%	2.2	0.3	7.6%	35.4%	48.1%	6.3%	2.5%	3.8%	1.3%	175.9%	3.3%	0.0%
All	8,868	100.0%	2.2	0.4			29.2%	4.9%	1.4%	5.1%	6.2%	178.4%	5.1%	6.2%
Other Activity														
Public Housing														
Names pulled from Wait List	162													
Denials	2													
New rentals	4													
Vacates	4													
Evictions	0													

Rent Assistance Performance Measures

Utilization and Activity

	Current Month Status					Current Month Activity				Calendar Year To Date					
	Authorized Vouchers	Utilized Vouchers	Utilization	Average Voucher	HUD Subsidy Over / (Under)	Remaining Waiting List	Waiting List Names	New Vouchers Leased	Vouchers Terminated	Voucher Inspections Completed	Utilization	Average Voucher	HUD Subsidy Over / (Under)	New Vouchers Leased	Vouchers Terminated
Tenant Based Vouchers	5,789	5,020	87%	\$807	-964,114	875	0	9	3	351	87%	\$808	-1,872,639	21	15
Project Based Vouchers	3,168	2,878	91%	\$877	-212,243			6	3	42	91%	\$878	-409,994	19	19
VASH Vouchers	1,045	735	70%	\$771	-19,880			12	2	38	70%	\$772	-42,599	18	2
FUP Vouchers	244	221	91%	\$1,029	43,210			3	0	11	90%	\$1,035	87,159	8	0
Mainstream Vouchers	229	131	57%	\$958	-43,722			0	0	11	55%	\$498	-212,946	13	0
RAD Project Based Vouchers	1,419	1,429	101%	\$766	44,645			6	1	24	101%	\$383	-1,005,364	14	9
SRO/MOD Vouchers	130	117	90%	\$472	-5,606			1	0	29	90%	\$492	-7,083	2	0
Emergency Housing Vouchers	476	19	4%	\$478	-391,482			15	0	8	4%	\$478	-391,482	19	0
All Vouchers	12,500	10,550	84%	\$819	-1,157,710			37	9	506	88%	\$765	-3,463,466	95	45

Home Forward - Dashboard Report For February of 2022

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 Islnd	Hispanic/ Latino
Tenant Based Voucher Participants *														
0 to 10% MFI	1,166	17.6%	2.4	2.0	50.1%	50.0%	21.6%	30.0%	39.4%	47.3%	3.3%	2.0%	0.9%	9.3%
11 to 20% MFI	2,940	44.5%	1.8	1.7	79.2%	21.0%	62.3%	70.0%	33.2%	55.0%	1.8%	6.1%	0.4%	5.4%
21 to 30% MFI	1,324	20.0%	2.3	2.0	65.9%	34.0%	53.0%	56.0%	34.6%	55.1%	1.6%	3.9%	1.4%	7.2%
31 to 50% MFI	948	14.3%	2.8	2.3	50.2%	50.0%	37.0%	35.0%	44.2%	45.2%	2.2%	3.0%	1.6%	9.0%
51 to 80% MFI	211	3.2%	2.6	2.4	54.0%	46.0%	27.0%	30.0%	45.5%	43.1%	2.4%	2.8%	1.0%	8.5%
Over 80% MFI	20	0.3%	3.3	2.9	50.0%	50.0%	25.0%	20.0%	45.0%	40.0%		5.0%		5.0%
All	6,609	100%	2.2	1.9	66.3%	33.8%	48.4%	53.7%	36.6%	51.8%	2.1%	4.4%	0.9%	7.1%

* (Includes Tenant Based, FUP, VASH, Mainstream and Port In Vouchers)

Project Based Voucher Participants

	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 Islnd	Hispanic/ Latino
0 to 10% MFI	1,121	28.2%	2.0	1.2	62.8%	37.0%	28.8%	31.0%	22.1%	65.7%	4.3%	1.4%		16.2%
11 to 20%	1,885	47.4%	1.5	0.9	84.0%	16.0%	62.9%	70.0%	23.3%	66.0%	3.2%	3.3%	0.8%	9.1%
21 to 30%	578	14.5%	2.1	1.3	71.6%	28.0%	57.8%	54.0%	22.7%	67.8%	2.1%	2.9%	0.7%	10.0%
31 to 50%	323	8.1%	2.7	1.9	52.9%	47.0%	39.0%	29.0%	30.0%	57.9%	3.4%	1.6%	1.9%	22.3%
51 to 80%	63	1.6%	2.9	2.3	50.8%	49.0%	39.7%	22.0%	36.5%	50.8%	4.8%	4.8%		25.4%
Over 80%	8	0.2%	3.9	2.9	37.5%	63.0%	37.5%	13.0%	12.5%	87.5%				50.0%
All	3,978	100%	1.9	1.2	73%	27%	50%	52.5%	23.6%	65.3%	3.4%	2.6%	1.0%	12.6%

Waiting List

	Households				% Family Type (head of household)				Black African American	White	Native American	Asian	Hawaiian/ Pacific Islnd	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	224	32.2%	2.0				2.9%	26.0%	30.3%	56.3%	4.0%	2.3%	0.9%	7.0%	0.6%
11 to 20%	234	27.2%	1.9				17.6%	55.4%	26.0%	59.8%	2.0%	5.7%	1.4%	4.6%	0.7%
21 to 30%	136	20.3%	2.0				18.6%	43.0%	19.5%	67.9%	0.9%	3.6%	0.9%	5.3%	0.9%
31 to 50%	88	16.7%	2.5				9.9%	23.6%	27.5%	55.5%	3.9%	5.0%	1.1%	5.5%	0.8%
51 to 80%	9	2.9%	2.2				16.1%	19.4%	41.9%	35.5%		6.5%		10.3%	3.2%
Over 80%	2	0.6%	2.9						28.6%	42.9%			14.3%	4.6%	
All	695	100.0%	2.1				12.0%	38.8%	26.5%	59.4%	2.6%	4.1%	1.1%	5.7%	1.0%

Short Term Rent Assistance

	# of Households Participating	\$ Amount of Assistance Provided	Average Cost per Household
Shelter Plus Care	467	\$456,318.00	\$977.13
Short Term Rent Assistance	208	\$151,635.00	\$729.01

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

Resident Services Coordination

Public Housing

# Services	# of Programs	# Event Attendees	# Notice/Violation Meetings	# Eviction Notices	# Housing Stability Meetings
473	43	350	5	21	25

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

	Units	Construction Start	Construction End	Current Phase	Total Cost	Cost Per Unit
North Group Rehab Project	350	18-Dec	30-Sep	Post-Construction	\$101,323,805	\$289,496
East Group Rehab Project	315	19-Jun	21-Mar	Construction	\$79,925,247	\$253,731
Fountain Place Rehab Project	74	20-Mar	21-Dec	Construction	\$32,804,443	\$443,303

Capital Improvement

Gretchen Kafoury Windows Replacement	N/A	21-Mar	21-Sep	Pre-Construction	\$875,000	N/A
Sequoia Elevated Deck	N/A	21-Mar	21-Sep	Pre-Construction	\$1,822,000	N/A
Schiller Way Elevated Deck Project	N/A	21-Mar	21-Jun	Pre-Construction	\$204,000	N/A
Kelly Place Elevated Deck	N/A	21-Mar	21-Jun	Pre-Construction	\$136,016	N/A