



# **HOUSING AUTHORITY OF PORTLAND**

## **Year 10 HUD's "MOVING TO WORK" (MTW) Demonstration Program**

### **Annual Plan FY 2009 April 1, 2008 to March 31, 2009**

Adopted  
January 22, 2008

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Margaret Van Vliet, Deputy Executive Director  
Brenda Carpenter, Director, Human Resources and Administration  
Shelley Marchesi, Director, Public Affairs  
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## Introduction

### **HAP's Planning Process and Moving to Work (MTW) Annual Plan**

**HAP's Planning Process** –The agency's MTW Annual Plan corresponds to HAP's next budget cycle: FY 2009 (April 2008 through March 2009). Since it is prepared over five months ahead of the start of the fiscal year, it includes both specific plans for implementation and those that are still in a more preliminary planning stage. Stating these preliminary initiatives in the Plan (those beginning with verbs such as “explore”, “analyze” and “examine”) allows us to begin the planning process and helps to signal to U.S Department of Housing and Urban Development (HUD), local jurisdictional partners, community stakeholders and residents a direction we are considering.

In addition to the HUD programs described below, HAP's strategic planning process focuses on local programs that align with local priorities. These include initiatives related to HAP's affordable (non-public) housing portfolio, short-term rent assistance programs, community revitalization efforts, and organizational effectiveness.

During the past few years, HAP has placed an increasing emphasis on collaboration, both internally between departments and externally with partner agencies. Working on behalf of our clients and in concert with HAP's mission, this strategy of collaboration is key in order to better leverage our increasingly scarce funding sources and better integrate HAP's resources with other local systems of support.

This planning document is intended to help weave together a HUD-required planning process and an overall agency planning process in order to create a comprehensive look forward. The objectives outlined in the following pages are intended as further steps towards achieving the agency's mission:

*The Housing Authority of Portland's mission is to assure that the people of the community are sheltered. HAP has a special responsibility to those who encounter barriers to housing because of income, disability, or special need.*

*HAP will continue to promote, operate, and develop affordable housing that engenders stability, self-sufficiency, self-respect, and pride in its residents and represents a long-term community asset.*

*HAP will be a community leader to create public commitment, policy, and funding to preserve and develop affordable housing.*

**HAP as a “Moving to Work” Agency** - MTW is a federal program administered by HUD that allows a Housing Authority (HA) to intermingle its operating subsidies, capital allocations and Section 8 tenant-based assistance as long as it houses essentially the same resident profile as pre-MTW.

HAP has been operating as a MTW agency since April 1, 1999. In a prescribed outline, an annual MTW Plan covers HAP's federal programs in the following areas:

- Public Housing (Owned Rental)
- Capital Fund Program (for Public Housing)
- Section 8 / Rent Assistance (Leased Housing)
- Family Self-Sufficiency/GOALS Program (Resident Services).

**MTW Goals** - MTW agreements between HUD and approximately 24 housing authorities across the country were authorized under three broad goals established in the 1996 Appropriations Act when the MTW demonstration program was established. HAP's agreement with HUD provides additional definitions that are indicated below under each of the three federal goals.

**1. Reduce cost and achieve greater cost effectiveness in federal expenditures.**

- To drive down the unit cost of administering federally subsidized housing towards the unit cost of comparable private sector housing.
- To record the methodology (and identify critical factors) that drive down the unit cost.
- To use MTW savings to offset federal funding reductions.

**2. Give incentives to families with children where the head of household is working, 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.**

- To use MTW savings to expand self-sufficiency opportunities and housing choice.

**3. Increase housing choices for low-income families.**

- To continue to serve the same income levels served prior to MTW.
- To use MTW flexibility to respond to local housing needs and community priorities.

**MTW Authorization**

During the 2006 federal appropriations process, HUD received authorization to grant three-year extensions to some MTW agencies. HAP requested, and received, an extension until March 31, 2009. This extension recognizes past successes of the MTW demonstration program as well as the additional reforms that can take place in future years.

## Summary of FY 2009 Key Initiatives

HAP continues to benefit from the extension of our MTW authority. We will use this time to continue the work we have recently initiated (included in the Plan as “On-going Activities”). The following key initiatives address MTW goals and/or local goals incorporated into HAP’s planning process. Objectives are grouped under six key initiatives: Local Initiatives, Public Housing Preservation, Rent and Occupancy Policies, Development, Opportunity Housing Initiative, and Organizational Effectiveness.

### **Local Initiatives**

HAP intends to support key community initiatives by more closely aligning the agency’s resources with goals outlined by Multnomah County, the cities of Portland and Gresham, and other jurisdictional partners. With greater systems alignment between partners, the agency believes that widely-embraced local goals, such as ending homelessness, will be more readily achieved.

***Support local initiatives for ending homelessness*** - HAP is supporting the City of Portland and Multnomah County as they develop housing that includes services for people experiencing homelessness. In particular, HAP is supporting the City of Portland and Multnomah County’s Ten Year Plan to End Homelessness with a commitment to:

- 1) Continue using the Project-Based Section 8 program as a tool for increased availability of Permanent Supportive Housing (PSH) - During FY 2007, HAP committed to provide 150 additional project-based vouchers (50 each year over three years) for PSH to serve both chronically homeless single adults and homeless families. As of October 2007, 98 vouchers have been committed to housing providers for supportive housing units. During FY 2009, the agency expects to pledge the remainder of the 150 vouchers committed.
- 2) Continue to participate in Bridges to Housing (B2H) – B2H is a regional project focusing on homeless families that need housing as well as community services. HAP has committed to designate 100 units over five years to this effort, with 87 units committed as of October 2007. In FY2009, HAP will continue to identify units for this program. Notably, 20 units at Humboldt Gardens have been set aside for participants of Bridges to Housing when it opens in August 2008.

***Set aside additional Section 8 and public housing units in support of jurisdictional programs for underserved populations to ensure greater alignment of countywide social housing systems*** - The intent of this redesign is to align admissions policies with two major goals:

- Increased availability of HAP's subsidized units for housing that also provides the resident with supportive services; and
- Increased support of economic opportunity and poverty reduction programs that help participants leave public assistance with greater self-sufficiency.

HAP intends to expand our current focus on these goals by looking at site-based preferences (such as units at certain properties dedicated to particular groups of clients) and program-based set-asides (such as the 150 project-based vouchers HAP has set aside for PSH units.)

HAP is considering working with its jurisdictional partners to set new admissions policies that could establish numeric goals for the number of priority households. For example, in HAP's public housing and Section 8 programs, the following thresholds might be phased in over time:

- provide 20% of all units for households receiving supportive services;
- provide 20% of all units for households actively engaged in self-sufficiency programs; and
- provide the remaining 60% of all units for eligible applicants on the centralized (Section 8) or site-specific (public housing) waiting lists.

***Explore opportunities to take part in Portland and Gresham urban renewal area (URA) revitalization efforts*** – Portland's 30% set aside in tax increment financing (TIF funds) for affordable housing will enable new development opportunities throughout the City, including such areas as the South Waterfront and Gateway URAs. In Gresham, HAP will seek to support the City's efforts for redevelopment in the Rockwood URA.

***Expand collaboration with jurisdictions serving East Multnomah County to address affordable housing and poverty issues*** – With data continuing to indicate a migration of poverty east of 82<sup>nd</sup> Avenue in Portland, HAP plans to increase efforts to work with local jurisdictions to ensure housing affordability for low income residents in these areas.

***Upon the request of local jurisdictions, assist with preservation initiatives*** – If asked, HAP will explore opportunities to serve as developer of new affordable housing utilizing expiring project-based Section 8 properties, tax credit properties, and mobile home parks.

## **Public Housing Preservation**

During FY 2008, the agency developed implementation plans to ensure the preservation of multifamily rental properties that house our most vulnerable residents. Three key preservation objectives are underway and will remain a top priority during FY 2009:

- Replace public housing units that are inherently inefficient to operate with more efficient public housing stock.
- Address unmet and unfunded capital needs across the portfolio.
- Bring back unused public housing subsidy (or “banked units”) to increase the current public housing supply.

The following four objectives are designed to reconfigure HAP’s public housing portfolio and begin to meet this high priority initiative.

***Continue disposition of scattered site public housing*** – A disposition application for the entire 160 unit scattered site portfolio was submitted to HUD in September 2007. Assuming HUD approval is received early in 2008, the first of the vacant homes may be sold during FY 2008. HAP intends to market approximately 60 units during “Phase 1” and sell approximately 37 houses during FY 2009. Depending upon market interest and the timing of relocation progress, the number of units sold could increase or decrease in any given year.

***Continue efforts to develop replacement housing*** – HAP has identified three primary tools to assist in implementation of this objective:

- Conversion of units in HAP’s affordable housing portfolio to public housing - Similar to the “Fairview Conversion Project” described in the FY 2008 Plan, HAP intends to utilize this model to bring back unused public housing units at existing HAP affordable properties. Units at HAP’s affordable properties Pine Square and Rockwood Station are identified for potential conversion during FY 2009.

The agency will continue to evaluate revenue sources, including potential disposition of underperforming affordable housing properties that might be leveraged for additional development opportunities. Overall, HAP’s objective is to utilize smart business practices throughout the agency’s real estate portfolio: blending public housing and affordable properties where it makes sense while achieving the agency’s mission and increasing financial stability.

- Infill on the site of existing public housing properties – Potential development projects are under preliminary consideration at sites with excess land that are suitable for new construction.
- Pursuit of new development or acquisition rehabilitation – This objective is discussed in more detail under the following section titled “Development.” HAP is actively seeking these opportunities through relationships with public sector partners, non-profit partners, and private developers. These efforts are focused

on areas where HAP can align development opportunities with the housing goals of our jurisdictional partners.

***Continue plans to address unmet capital needs in public housing*** – HAP has developed a capital needs planning tool that prioritizes capital needs according to HAP’s social and fiscal priorities in order to better allocate scarce resources. The matrix developed includes: 1) life safety concerns; 2) building envelope and major systems needs; 3) operational efficiency goals; and 4) quality of life values. HAP intends to investigate mixed financing opportunities as a means to leverage capital investments. As proceeds from scattered site sales and leveraging opportunities become available (described in Section VI – Capital Planning), these tools will help prioritize capital needs.

***Analyze alternative financing scenarios*** – As part of our efforts to preserve this valuable resource for very low income households, the agency will consider options other than the public housing operating subsidy and public housing capital fund for the financing of these units. This analysis might lead to converting the financing of public housing units to mixed finance, tax credits, and/or project-based Section 8.

These alternatives are intended to serve as a companion to HAP’s efforts to leverage capital investment for this portfolio. We believe this change may improve our ability to create sustainable operating and capital financing for these assets. In addition to financial sustainability, HAP would structure refinancing activities to provide increased resident services at our properties.

## **Rent and Occupancy Policies**

During FY08, HAP has continued with its internal analysis of potential rent policy changes for both public housing and Section 8. The following measures are being considered for implementation:

***Continue to implement rent simplification measures*** – HAP is analyzing changes to how rent is calculated that are intended to:

- Simplify the process and lessen our staff administrative burden while reducing the opportunity for error and fraud;
- Lessen the intrusiveness into clients’ personal situations of our current income verification process;
- Make rent calculations transparent and easy to understand for all concerned;
- Free up staff time – especially for public housing site personnel – to provide better customer service; and
- Better align HAP’s Section 8 and public housing rent policies with other assisted housing models (such as tax credit properties and other multifamily subsidy models.)

The following guidelines are being used to develop options for consideration and to analyze potential impacts:

- Minimize the number of residents and participants who would face an increase in rent, and allow any such increases to be phased in over time;
- Institute a hardship policy and establish a forum to review individual unique cases;
- Retain existing asset-building opportunities;
- Maintain revenue neutrality to HAP.

***Consider a smoke-free housing policy for a portion of public housing and affordable housing units*** – HAP will consider policy changes to implement a no smoking policy within living units and interior common areas at additional properties in our Real Estate Operations portfolio (public housing and affordable housing properties).

***Explore working household preferences in HOPE VI developments*** – In order to help ensure the mixed income community goal is achieved at HOPE VI sites, HAP will investigate options to set aside affordable housing units for working households.

***Explore the development of a working household preference policy*** – As a part of the larger look at rent and occupancy policy, HAP may consider the development of a working household preference for admission to a select number of public housing developments and a set aside of a small percentage of Section 8 tenant-based vouchers for working households.

## **Development**

HAP's development efforts will be focused on the following objectives. The agency will pursue including public housing replacement units in new development undertakings:

***Complete the construction of Humboldt Gardens (a HOPE VI redevelopment)***

- Construction is well underway and the first residents are scheduled for return in August 2008.

***Continue development and redevelopment efforts that support local initiatives to end homelessness*** – HAP responded to the City of Portland's request for assistance on two properties in the Old Town area during the fall of 2007 and is developing plans for the redevelopment of another downtown property. These activities will continue into FY 2009:

- Acquisition of the Grove Hotel – The City of Portland requested that HAP purchase this downtown property in order for immediate health and safety concerns to be addressed and the location is preserved for affordable housing. In the near term (i.e. the next three to five years), plans call for Permanent Supportive Housing; longer term, the location could present a range of

affordable housing redevelopment opportunities. Building renovations will continue into FY09 in preparation for the Bridgeview Program to begin on-site operations on July 1, 2008 (described in more detail in Section XI – Additional Local Strategic Initiatives).

- Development of the Resource Access Center - The City also requested HAP to serve as the master developer of the downtown resource access center, a critical component in the plan to end homelessness. As currently envisioned, the center, which would provide daytime services to persons who are homeless, would be combined with a shelter and more permanent housing in a multi-story, multi-purpose building.
- Redevelopment of University Place – HAP intends to redevelop this 28-unit building located in downtown’s west end near Portland State University. The apartments were purchased in 2002 as a redevelopment opportunity, given the age of the building (1908), and the magnitude of its deferred capital needs. After an analysis of options, staff determined that razing the building and replacing it with a six story building with 50 units of permanent supportive housing was the most feasible strategy. Current financing projections support housing for a very low income population (potentially 15 public housing units and 35 units of project-based Section 8).

***Continue to pursue potential redevelopment of sites in southwest Portland –***

Two large redevelopment opportunities are currently planned in southwest Portland

- Sears military base redevelopment – HAP understands that the Portland Development Commission (lead agency for the Department of Defense redevelopment) will make recommendations to the Portland City Council by June 2008. If HAP’s proposal is selected, work will proceed on a more extensive design. Actual construction is not anticipated until September 2011 when the current military operations vacate the site.
- Redevelopment of Hillsdale Terrace - HAP’s public housing development, Hillsdale Terrace, is within a mile of the military base closure site and also is at the top the agency’s list for redevelopment. HAP’s initial concept includes a redevelopment effort that might include both properties. If HOPE VI grant applications are accepted during FY 2009, HAP anticipates submitting a collaborative proposal to redevelop and expand affordable housing opportunities.

**Opportunity Housing Initiative (OHI)**

Building upon HAP’s successful Family Self-Sufficiency program (known as the GOALS Program), HAP’s Opportunity Housing Initiative will continue to increase the number of households working toward economic independence with a goal of leaving housing assistance. These initiatives clearly align with the MTW goal of family self-sufficiency.

***Implement the Humboldt Gardens OHI Pilot*** - When Humboldt Gardens, HAP's second HOPE VI redevelopment project, opens to residents in August 2008, all working-able public housing and Section 8 voucher-holding residents will participate in OHI.

***Develop an OHI Pilot for New Columbia*** – HAP is working on a proposal to designate approximately 50 OHI households at New Columbia (public housing, plus project-based and tenant-based Section 8 voucher holders).

***Continue operations and monitor the progress of the OHI Pilots implemented during FY 2008*** – Preliminary evaluations will be conducted to assess the progress of the OHI pilots associated with the Fairview Conversion Project and the collaborative, program-based model involving Section 8 vouchers for participants selected by the Oregon Department of Human Services.

### **Organizational Effectiveness**

Other key initiatives over the next five years are related to the ways that HAP's Board and staff approach the work we do: thinking strategically, acting collaboratively, and providing leadership in the creation and operation of social housing.

***Examine opportunities for increased systems alignment in social housing -***

The agency is participating in a study of the social housing delivery system sponsored by the cities of Portland and Gresham, Multnomah County, Portland Development Commission and HAP. The resulting analysis will examine whether further alignment around social housing programs and policies could result in a more efficient service delivery system and more effective use of available resources.

***Institutionalize HAP's emergency preparedness system*** – Although HAP residents would participate in city, county and regional disaster relief programs in the event of a regional emergency, access to HAP's services would remain a key concern. An interdepartmental team with representatives from Real Estate Operations, Finance and Accounting, and Information Technology is developing plans to respond to disasters that affect the agency's ability to house residents and/or conduct necessary operations.

***Continue to expand human resources and administrative initiatives to increase overall effectiveness*** - Activities already under development for further implementation in FY 2009 include: a series of essential information technology (IT) improvements; continued agency wide focus on training and diversity development; and contract talks with both AFSCME and Trades bargaining groups.

## Section I: Households Served

The data in this section is compiled from the HAP database and provides information including unit size, family and housing type, income group, and race and ethnicity on all households served by HAP under the HUD-funded MTW program. This type of data collection and analysis is not done in HAP's affordable housing portfolio, which is managed by private property management firms. Under MTW, HAP must continue to serve essentially the same number of households as well as a similar mix of family type and household/unit size. In both public housing and Section 8, HAP continues to be committed to serving a high proportion of households with incomes that are less than 30% of median income.

### **A. Households Served at Beginning of Period**

Within the public housing program, HAP projects that it will meet or exceed an occupancy level of 97%. In the Section 8 Housing Voucher Program, HAP intends to use our total Annual Contribution Contract to house as many families as the budget allows within HUD's new funding formulas. HAP projects that it will maintain maximum lease-up of Section 8 units during the next fiscal year.

Updated statistical information for the fiscal year ending March 31, 2007 will be included in HAP's Year Nine MTW Annual Report to be completed after the end of the fiscal year. Summary information on households served at the time of MTW plan development (November 2007) is provided below.

**Table 1: Households Served by Income Group 11/1/2007**

	<b>&lt;30% AMI</b>	<b>30-50% AMI</b>	<b>50-80% AMI</b>	<b>&gt;80% AMI</b>	<b>Totals</b>
<b>Public Housing</b>					
Family/ Scattered Site Developments	899	153	49	6	1,107
Elderly/ Adult Developments	1,192	109	8	6	1,315
<b>Public Housing Total</b>	<b>2,091</b>	<b>262</b>	<b>57</b>	<b>12</b>	<b>2,422</b>
Pct of Total	86.3%	10.8%	2.4%	0.5%	
<b>Section 8 Total</b>	<b>6,143</b>	<b>927</b>	<b>58</b>		<b>7,128*</b>
Pct of Total	86.2%	13.0%	0.8%	0.0%	
<b>Combined Totals</b>	<b>8,236</b>	<b>1,189</b>	<b>115</b>	<b>12</b>	<b>9,550</b>
Pct of Totals	86.2%	12.5%	1.2%	0.1%	

\* 208 households are not included in this total because they were issued vouchers (new or move) but had not yet leased a unit. (These "Type A" records in the database do not have income data attached.)

**Table 2: Public Housing Households Served by Unit Size and Family Type, 11/1/2007**

Program	Total Households	Bedroom Size			
		Studio/1 BR	2 BR	3 BR	4+ BR
<b>Public Housing</b>					
Family/ Scattered Site Developments	1,107	137	424	477	69
Elderly/ Adult Developments	1,315	1,301	14		
<b>TOTAL</b>	<b>2,422</b>	<b>1,438</b>	<b>438</b>	<b>477</b>	<b>69</b>

**Table 3: Households Served in Section 8 by Family Size on 11/1/2007**

Family Size	Total Vouchers
1	3,189
2	1,435
3	1,213
4	727
5	369
6	199
7	101
8	55
9	20
10 or more	28
<b>Totals</b>	<b>7,336</b>

**Table 4: Public Housing Households: Race/Ethnicity 11/1/2007**

	Hispanic	Not Hispanic	Totals
White	284	1,390	1,674
Black	9	532	541
American Indian/ Alaska Native	11	54	65
Asian	1	95	96
Hawaii/Pacif Isl	1	14	15
Multi-Race	5	26	31
Race Not Specified	0	0	0
<b>Totals</b>	<b>311</b>	<b>2,111</b>	<b>2,422</b>

**Table 4 - continued**

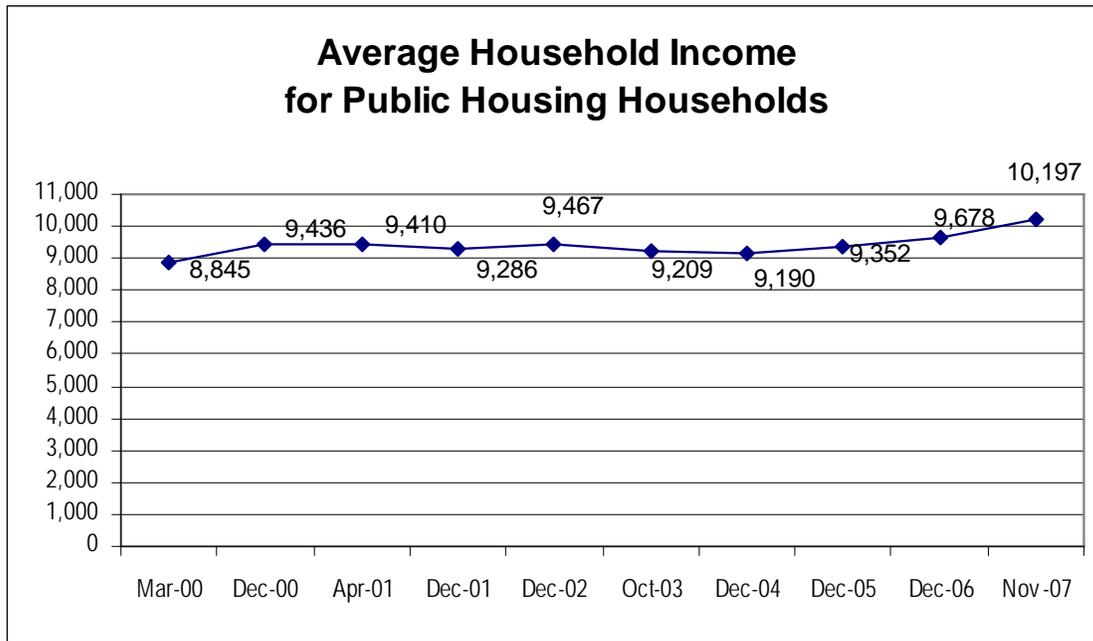
Percents	Hispanic	Not Hispanic	
White	11.7%	57.4%	
Black	0.4%	22.0%	
Amer Ind/Alaska Native	0.5%	2.2%	
Asian	0.0%	3.9%	
Hawaii/Pacif Isl	0.0%	0.6%	
Multi-Race	0.2%	1.1%	
Race Not Specified	0.0%	0.0%	
<b>Totals</b>	<b>12.8%</b>	<b>87.2%</b>	<b>100.0%</b>

**Table 5: Section 8 Race/Ethnicity, 11/1/2007**

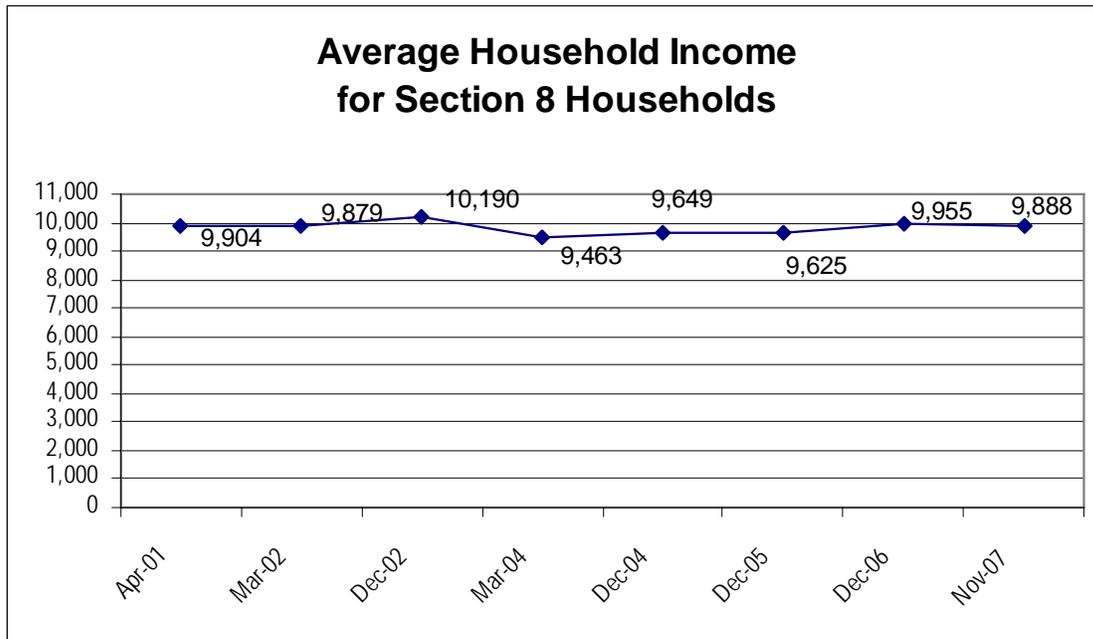
	Hispanic	Not Hispanic	Totals
White	332	3,859	4,191
Black	39	2,442	2,481
American Indian/ Alaska Native	13	115	128
Asian	1	388	389
Hawaii/Pacif Isl	2	18	20
Multi-Race	14	113	127
Race Not Specified	0	0	0
<b>Totals</b>	<b>401</b>	<b>6,935</b>	<b>7,336</b>

Percents	Hispanic	Not Hispanic	
White	4.5%	52.6%	
Black	0.5%	33.3%	
Amer Ind/Alaska Native	0.2%	1.6%	
Asian	0.0%	5.3%	
Hawaii/Pacif Isl	0.0%	0.2%	
Multi-Race	0.2%	1.5%	
Race Not Specified	0.0%	0.0%	
<b>Totals</b>	<b>5.5%</b>	<b>94.5%</b>	<b>100.0%</b>

**CHART 1: Average Household Income for Public Housing Households**



**CHART 2: Average Household Income for Section 8 Households**



Some data is missing. In the earliest years, HAP did not have Section 8 income data. HAP is also missing data from the plan from October 2003.

## **B. Characteristics of Households on Waiting Lists**

The tables below show the number and characteristics of applicants currently on the public housing and Section 8 waiting lists. Public housing operates site-based waiting lists that open and close depending on each community. The waiting list is analyzed every month to determine which communities, and which specific unit sizes within a given community, will be open. Lists are closed when the estimated wait time exceeds two years. Public housing waiting lists were closed during the majority of FY 2008.

HAP uses a random drawing (or “lottery”) for Section 8 applicants and opens the waiting list when the pool is low. The most recent opening occurred during November 2006 when over 9,700 applications were received for 3,000 positions on the waiting list.

Applicant data on incomes and race/ethnicity will be submitted with HAP’s FY08 MTW Annual Report to be completed during May 2007. Public housing applicant data on family type will also be provided in the MTW Annual Report.

**Table 6: Waiting List Data for Public Housing**

<b>Public Housing Applicants by Bedroom Size, 10/31/2007</b>							
			<b>Bedroom Size</b>				
	<b>Total Applicant Households</b>	<b>Percent Applicant Households</b>	<b>Studio/ 1 Bedroom</b>	<b>2 Bedroom</b>	<b>3 Bedroom</b>	<b>4 Bedroom</b>	<b>5 Bedroom</b>
<b>Public Housing</b>							
Family	1453	51%	181	571	541	147	13
Elderly	56	2%	43	6	3	4	0
Disabled	825	29%	726	48	46	4	1
Single	536	19%	531	5	0	0	0
<b>Total</b>	<b>2870</b>	<b>100%</b>	<b>1481</b>	<b>630</b>	<b>590</b>	<b>155</b>	<b>14</b>

Note: Table 6 data includes New Columbia public housing and Fairview Oaks (PH) waiting list applicants.

**Table 7: Waiting List Data for Section 8 as of October 5, 2007**

			Bedroom Size*						
	Total Applicant Households	Percent Applicant Households	Studio/ 1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	5+ Bedroom	Unknown	
<b>Section 8</b>									
Family	1,141	42%	456	519	122	30	11	3	
Elderly	121	4%	118	1		1		1	
Disabled	869	32%	742	93	25	6		3	
Single	587	22%	580	2				5	
<b>Total</b>	<b>2,718**</b>	<b>100%</b>	<b>1,896</b>	<b>615</b>	<b>147</b>	<b>37</b>	<b>11</b>	<b>12</b>	

\* Bedroom sizes assume 2-persons per bedroom

\*\* 400 of these households were pulled as a group from the waiting list on 10/11/2007

**C. Number Projected to be Served this Year**

Improvements for occupancy continue under the site-based admissions model. HAP's public housing will operate at full capacity over the next year, serving 2,422 households.

Section 8 will lease 100% of MTW voucher funds and projects to serve over 7,300 MTW families (not including the Single Room Occupancy and Moderate Rehabilitation Vouchers described in Section VIII Leased Housing).

**D. Discussion of Changes**

More than 86% of HAP's Section 8 and public housing households are living at 30% or below the median family income for the region. This continues to reflect the tremendous need in our community for affordable housing for very low income families.

The largest change in data is the decrease in disabled households on the public housing waiting list (38% in November 2006 decreasing to 29% in October 2007). The public housing wait list has been closed most of the year. Disabled households have a priority for available units, resulting in more of these households removed from the waiting list.

Additional data analysis will be conducted while compiling the Annual Report.

## Section II: Occupancy Policies

This section explains eligibility, admissions, selection, unit assignment, deconcentration policies, and rent policies for HAP's Section 8, public housing and affordable housing portfolios.

### **A. Eligibility and Admissions Policies**

#### **Income Qualifications (On-going activities)**

Public Housing - applicant household incomes must be less than 80% of the Median Family Income (MFI) for the Portland Metropolitan Area.

Section 8 - applicant household income must be less than 50% MFI.

Affordable Housing Portfolio – Including the properties designed for special needs households, applicant household income ranges from 0% - 80% MFI, depending on the individual property.

#### **Service-based set asides (On-going activities)**

Public Housing – Admissions to HAP's high rise buildings is reserved for elderly and disabled populations. These represent 1202 units at ten properties. Of these units, 120 units at three properties are eligible to receive services the Congregate Housing Services Program.

Section 8 – The majority of HAP's initial Project-based Section 8 vouchers (summarized in Section III – Changes in Housing Stock) were intended as a set aside to help households that have had trouble with successful rental tenancy. To build upon that model, HAP committed in FY 2007 to provide 150 additional project-based vouchers for Permanent Supportive Housing.

Affordable Housing – Special Needs – The special needs portfolio serves specific client groups with a range of disabilities under contracts with service providers.

#### **Waiting Lists (On-going activities) - HAP maintains separate waiting lists for each of the programs.**

Public Housing - waiting lists are maintained at the site level.

Section 8 – the centralized list opened in November 2006 for three weeks with 9,780 applications submitted. A random lottery selected 3,000 households for the waiting list. This list is anticipated to last for two to three years and will reopen when names have been exhausted.

Affordable Housing Portfolio - six HAP-owned Project-based (PB) Section 8 properties maintain waiting lists at the site level. Properties financed by bonds or tax credits typically do not have waiting lists. In a mixed finance property such as New Columbia that includes Public Housing and Project Based Section 8 units, waiting lists are maintained for units by specific bedroom sizes at the property site.

**Admissions** (On-going activities)

Public Housing – In 2005 HAP implemented a site-based application and waiting list system and closed the central intake office. Applications are accepted at site offices, and applicants may apply and submit applications at up to three properties of their choice, OR request placement on a First Available list.

Site managers conduct marketing activities, undertake turnover responsibilities and assist in the screening process. HAP contracts with a third party screening company to screen applications. HAP conducts criminal background checks, and obtains landlord and/or professional references for all households. HAP also obtains credit reports onto check on outstanding balances to landlords; however, credit scores are not used to determine eligibility.

Applicants are admitted according to date and time of application and priority. Public Housing priorities are as follows:

- 1) **Special Needs** - Elderly or disabled households, and eligible for the Congregate Housing Services Program (CHSP). The CHSP is available in three high-rise towers with 120 units set-aside.
- 2) **Terminal Illness** - Eligible family and elderly households and a member of the household has a documented terminal illness.
- 3) **Local Preferences** – HAP currently has three categories of local preference:
  - a. Bridges to Housing – units set aside for homeless families with services provided by partner agencies
  - b. Director’s Discretion (transfers between public housing and Section 8 programs)
  - c. Opportunity Housing Initiative (OHI) – Fairview and Humboldt Gardens have an eligibility overlay that requires new applicants to agree to participation in OHI.
- 4) **Family and Special Needs** - All other eligible family and elderly or disabled households (in date and time order).
- 5) **Single Households** – Eligible single persons (in date and time order.)

Section 8 - Section 8 admits the majority of voucher applicants by random selection. HAP conducts criminal background checks on prospective Section 8 households. In the basic tenant-based Housing Choice Voucher program, priority is given for:

**Terminal Illness** - Households with a member of the household having a documented terminal illness (life expectancy 12 months or less).

The remaining applicants, including Single Room Occupancy (SRO) and Project-Based Assistance (PBA), are admitted according to date and time of application. Targeted vouchers include:

**Special Needs** - Households that are special need populations, and for which targeted vouchers are available; or clients of special agencies, or households that are participating in the Witness Protection Program;

**Rental Rehabilitation** - Households that are currently residing in units receiving funds for rental rehabilitation receive temporary vouchers to assist with their relocation during construction;

**HAP Clients Unable to be Housed Otherwise** - Households that are receiving HAP assistance, but can no longer be appropriately served by other voucher or public housing programs. For example, if a resident was living in a Project-Based Section 8 unit serving a special needs population and no longer needed the services, they would be eligible for a transfer to a regular Section 8 tenant- based voucher.

Affordable Housing Portfolio –Site-based admissions processes, administered by private fee managers. Applicants apply at the properties.

**FY 2009 objectives** – (included with overall Rent Policy objectives)

## **B. Rent Policies**

Public Housing (On-going) - Public Housing residents pay 30% of their household's monthly adjusted income for rent.

**Eligibility for units by bedroom size in public housing** - HAP has implemented unit size determination policies that more closely follow standard industry practices, allowing families to determine how their children should share or not share bedrooms. Minimum and maximum household sizes for each unit size have remained the same.

**Transfers in public housing** - HAP has implemented a Resident Transfer Option, using a Transfer Fee. The Transfer Fee Option allows Public Housing residents to transfer to another Public Housing community without the need to request a reasonable accommodation or a transfer through the GOALS program. The resident establishes themselves on the site-based waiting list of their choice, waits their turn, without a preference, and pays the Transfer Fee at the time of transfer. Transfers are still an option when required by Reasonable Accommodation or family changes. GOALS program incentive transfers that support family self-sufficiency remain available

Section 8 (On-going) – After extensive public process, HAP utilized its MTW authority to exceed typical Section 8 rents (30% of income) between April 2005 and September 2007. With excess subsidy due to lower lease ups caused by an aging wait list in FY 2006 and FY 2007, HAP returned funds in the form of “rebates” to participants. In December of each year, checks were mailed that resulted in a return to the 30% of income level in 2006 and a 32.25% of income level in 2007. Due to increased funding during FY 2008, HAP was able to return to the 30% of income standard as of September 2007.

HAP was also able to readjust bedroom subsidy standards to allow one bedroom to the head of the household and one bedroom for each two persons thereafter. (This is in contrast to the cost savings measure undertaken previously which granted one bedroom for every two household members.)

***Deconcentrate poverty via Section 8 voucher choices*** - During the admissions orientation, staff explain the benefits and rules surrounding portability and the benefits of moving to areas with lower concentrations of poverty.

- Maps of HAP’s jurisdiction are available to help participants explore areas with lower concentrations of poverty.
- HAP actively recruits landlords with units in lower poverty census tracts.

Affordable Housing Portfolio (On-going) – Maximum rents are governed by financing criteria. Households living in bond-financed properties must be 80% MFI and below; households living in tax credit properties must be 60% MFI and below. However, the housing rental market does not support these maximum rents and the vast majority of the affordable portfolio properties have rents set at levels affordable to households between 45-50% MFI.

## **FY 2008 objectives**

### **Local Initiatives**

***Support local initiatives for ending homelessness*** - HAP is supporting the City of Portland and Multnomah County as they develop housing that includes services for people experiencing homelessness. In particular, HAP is supporting the City of Portland and Multnomah County’s Ten Year Plan to End Homelessness with a commitment to:

- 1) Continue using the Project-Based Section 8 program as a tool for increased availability of Permanent Supportive Housing (PSH) - During FY 2007, HAP committed to provide 150 additional project-based vouchers (50 each year over three years) for PSH to serve both chronically homeless single adults and homeless families. As of October 2007, 98 vouchers have been committed to housing providers for supportive housing units. During FY 2009, the agency expects to pledge the remainder of the 150 vouchers committed.
- 3) Continue to participate in Bridges to Housing (B2H) – B2H is a regional project focusing on homeless families that need housing as well as community

services. HAP has committed to designate 100 units over five years to this effort, with 87 units committed as of October 2007. In FY2009, HAP will continue to identify units for this program. Notably, 20 units at Humboldt Gardens have been set aside for participants of Bridges to Housing when it opens in August 2008.

***Set aside additional Section 8 and public housing units in support of jurisdictional programs for underserved populations to ensure greater alignment of countywide social housing systems*** - The intent of this redesign is to align admissions policies with two major goals:

- Increased availability of HAP's subsidized units for housing that also provides the resident with supportive services; and
- Increased support of economic opportunity and poverty reduction programs that help participants leave public assistance with greater self-sufficiency.

HAP intends to expand our current focus on these goals by looking at site-based preferences (such as units at certain properties dedicated to particular groups of clients) and program-based set-asides (such as the 150 project-based vouchers HAP has set aside for PSH units.)

HAP is considering working with its jurisdictional partners to set new admissions policies that could establish numeric goals for the number of priority households. For example, in HAP's public housing and Section 8 programs, the following thresholds might be phased in over time:

- provide 20% of all units for households receiving supportive services;
- provide 20% of all units for households actively engaged in self-sufficiency programs; and
- provide the remaining 60% of all units for eligible applicants on the centralized (Section 8) or site-specific (public housing) waiting lists.

### Rent and Occupancy Policies

During FY08, HAP has continued with its internal analysis of potential rent policy changes for both public housing and Section 8. The following measures are being considered for implementation:

***Continue to implement rent simplification measures*** – HAP is analyzing changes to how rent is calculated that are intended to:

- Simplify the process and lessen our staff administrative burden while reducing the opportunity for error and fraud;
- Lessen the intrusiveness into clients' personal situations of our current income verification process;
- Make rent calculations transparent and easy to understand for all concerned;

- Free up staff time – especially for public housing site personnel – to provide better customer service; and
- Better align HAP’s Section 8 and public housing rent policies with other assisted housing models (such as tax credit properties and other multifamily subsidy models.)

The following guidelines are being used to develop options for consideration and to analyze potential impacts:

- Minimize the number of residents and participants who would face an increase in rent, and allow any such increases to be phased in over time;
- Institute a hardship policy and establish a forum to review individual unique cases;
- Retain existing asset-building opportunities;
- Maintain revenue neutrality to HAP.

***Consider a smoke-free housing policy for a portion of public housing and affordable housing units*** – HAP will consider policy changes to implement a no smoking policy within living units and interior common areas at additional properties in our Real Estate Operations portfolio (public housing and affordable housing properties).

***Explore working household preferences in HOPE VI developments*** – In order to help ensure the mixed income community goal is achieved at HOPE VI sites, HAP will investigate options to set aside affordable housing units for working households.

***Explore the development of a working household preference policy*** – As a part of the larger look at rent and occupancy policy, HAP may consider the development of a working household preference for admission to a select number of public housing developments and a set aside of a small percentage of Section 8 tenant-based vouchers for working households.

### Opportunity Housing Initiative (OHI)

Building upon HAP’s successful Family Self-Sufficiency program (known as the GOALS Program), HAP’s Opportunity Housing Initiative will continue to increase the number of households working toward economic independence with a goal of leaving housing assistance. These initiatives clearly align with the MTW goal of family self-sufficiency.

As described in more detail in Section IX - Resident Services, HAP is testing models to assist residents achieve greater self-sufficiency: pilots that focus on site-based models in HAP communities and a program-based model focused on Section 8 vouchers in collaboration with partner agencies. Outcomes emphasize benefits to individual participants.

In addition, HAP believes that there will be a secondary benefit in that greater numbers of residents may be served as participants graduate from the program to make room for new participants. However, no one will lose their housing as a result of participating in the OHI self-sufficiency pilots. Instead, staff will assist residents to successfully graduate. A household that is not yet ready to complete their self-sufficiency goal after five years might choose to stay in an affordable housing unit (with no subsidy) at either property or choose to relocate to another public housing site and continue to use their public housing subsidy. Under no circumstance will a participating household be terminated from all housing subsidy programs due solely to OHI program-related time limits.

For purposes of the discussion of occupancy policies intended in this section of the plan, the impacts of the five-year OHI time frame are outlined below.

***Implement the Humboldt Gardens OHI Pilot*** - When Humboldt Gardens, HAP's second HOPE VI redevelopment project, opens to residents in August 2008, all working-able public housing and Section 8 residents will participate in OHI.

**In the Humboldt Gardens OHI model**, a household that is not yet ready to complete their self-sufficiency goal after five years might choose to stay in an affordable housing unit (with no subsidy) at Humboldt Gardens, or choose to relocate to another public housing site and continue to use their public housing subsidy.

***Continue operations and monitor the progress of the OHI Pilots implemented during FY 2008*** – Preliminary evaluations will be conducted to assess the progress of the OHI pilots associated with the Fairview Conversion Project and the collaborative, program-based model involving Section 8 vouchers for participants selected by the Oregon Department of Human Services.

**In the Fairview conversion project's OHI model**, enriched OHI services and public housing subsidy will last five years. However, residents not yet ready to complete their self-sufficiency goals might choose to stay in an affordable housing unit (with no subsidy) at Fairview or choose to relocate to another public housing site and continue to use their public housing subsidy.

**In the Department of Human Services program-based model**, the OHI pilot project will designate 25 Section 8 vouchers. After graduation, the voucher will recycle back to the DHS pool to be available for more participants. If a household is not able to graduate from OHI, the subsidy will transition to become a non-programmed tenant-based Section 8 voucher. After three years of program implementation, HAP will conduct an evaluation to determine interim program results and assess the availability of funds to support the revolving voucher pool.

***Develop an OHI Pilot for New Columbia*** – HAP is working on a proposal to designate approximately 50 OHI households at New Columbia (public housing,

plus project-based and tenant-based Section 8 voucher holders). Details of the five-year OHI timeframe will be addressed at the time the pilot is taken to the HAP Board for approval.

Section III:  
Changes in the Housing Stock

**A. Number of units in inventory at beginning of planning period (April 2008)**

**Public Housing** - As of April 1, 2007, HAP had **2,498** total public housing units on the Annual Contributions Contract (ACC) with HUD.

**Section 8 (MTW Vouchers)** – As of April 1, 2007, HAP managed 7,463 MTW Housing Choice Vouchers. (With the addition of 562 SRO and Moderate Rehabilitation vouchers, HAP’s total vouchers equaled 8,025.)

**Affordable Housing Portfolio** – As of April 1, 2007, HAP’s affordable portfolio included 3303 units with an additional 412 units of special needs housing, totaling **3,715**.

**B. Projected number at the end of the planning period**

	<u>Public Housing units</u>	<u>Section 8 MTW vouchers</u>	<u>Affordable Housing units (including Special Needs)</u>
<b><u>Beginning Balance as of March 31, 2007 (FY 2007 Report)</u></b>	<b>2498</b>	<b>7463</b>	<b>3686</b>
<b><u>Changes during FY 2008</u></b>			
Fairview conversion project (use of "banked units")	40		-40
HUD disposition of Humboldt Gardens homeownership units*	-21		
Sales of scattered sites via Achieving the American Dream (AAD) Program	-4		
Addition of Humboldt Garden scattered site relocation vouchers		13	
Openings of The Morrison (140) & Clark Center Annex (22)			162
Sale of Affordable Housing (La Tourelle)			-80
Sale of Affordable Special Needs Housing (Chautauqua House)			-5
Purchase of Affordable Housing Special Needs Housing (The Grove)			70
<i>Subtotal AH balance as of November 2007</i>			<u>3793</u>
<b><u>Projected Changes during FY 2009</u></b>			
Humboldt Gardens HOPE VI-mixed finance redevelopment completed	100		30
HUD disposition of Public Housing Preservation scattered sites**	-158		
Potential Rockwood (20) & Pine Square (25) conversion projects	45		-45
Remodeling Slavin Court	-1		
Begin redevelopment of University Place			-28
<b><u>Projected Ending Balance (March 31, 2009)</u></b>	<b>2,499</b>	<b>7,476</b>	<b>3,750</b>
* HAP projects sales of these HG properties to be completed in FY2008			
** HAP projects the sale of 37 of these properties during FY2009 (total HUD disposition equaled 160; 2 units included in AAD total above)			

To project data in this table, HAP has included:

- actual changes from April 1 thru October 31, 2007 (7 months of FY 2008)
- projected changes from November 1, 2007 thru March 31, 2008 (5 months of FY 2008)
- projected changes during 12 months of FY 2009 (April 1, 2008 thru March 31, 2009).

**FY 2009 objectives**

***Opening of Humboldt Gardens (HOPE VI mixed finance redevelopment)***

130 units will be available in August 2008: 100 public housing and 30 affordable housing units.

***Scattered-Site Sales - Public Housing Preservation Initiative***

HAP anticipates sale of approximately 37 scattered sites. See Section VI Capital Planning/Disposition and Section VII – Owned and Managed Units for more details.

***Potential Rockwood Station & Pine Square Conversion Projects***

Similar to the “Fairview Conversion Project” described in the FY 2008 Plan, HAP intends to utilize this model to bring back unused public housing units at existing HAP affordable properties. Units at HAP’s affordable properties Pine Square and Rockwood Station are identified for potential conversion during FY 2009.

***Renovation at Slavin Court***

This property will lose one public housing unit in order to increase resident livability with the addition of a community room.

***Redevelopment of University Place***

HAP intends to redevelop this 28-unit affordable housing property and replace it with a six story building with 50 units of permanent supportive housing. (Forecasted for completion in FY 2010, current programming projects 15 public housing units and 35 units of project-based Section 8.)

Unused yet Authorized Public Housing Units - The chart on the following page is a summary of the ACC units indicated above, including those resulting from the two HOPE VI redevelopment projects. The table serves as both a historical overview and a projection for the total number of “banked units” in the ACC.

Also included below is a new tally intended to track planning efforts for the Public Housing Preservation Initiative’s one to one replacement efforts after the sale of the larger scattered site portfolio.

<b>Tally of Public Housing Preservation Initiative 1:1 Replacement Efforts</b>	
<b>Beginning Balance as of July 2007 –</b>	<b>160</b>
overall Public Housing Preservation scattered site sales through FY2011 (includes 2 of the 4 AAD sales* during FY08)	
<b><i>Additional conversion projects projected in FY2009 (Rockwood &amp; Pine Sq)</i></b>	<b><i>(45)</i></b>
<b><i>Additional conversion projects currently identified in FY 2010 (Univ. Place)</i></b>	<b><i>(15)</i></b>
<b><i>UNITS REMAINING FOR 1:1 REPLACEMENT</i></b>	<b><i>100</i></b>

\* 2 of the 4 AAD sales in FY2008 occurred after adoption of the PH Preservation Initiative and are included in accounting of scattered site sales.

**ACC PUBLIC HOUSING PORTFOLIO\***  
**Planning Projections for Banked Units**

**Authorized Public Housing Subsidy Units Currently  
Unused (“Banked Units”)**

HOPE VI Redevelopments

<b>Columbia Villa</b>	462
(adding back New Columbia build-out completed - Dec 2006)	(297)
<i>subtotal</i>	165

**Iris Court Cluster** (4 properties totaling **105 ACC** units; see below for 21 associated Humboldt Gardens scattered sites)

Iris Court	51
Royal Rose Court	36
Royal Rose Annex	9
Sumner Court	9
(adding back Humboldt Gardens build-out by August 2008)	(100)
<i>subtotal</i>	5

Completed Merged Units\*\*

NW Tower (6), Hollywood East (13), Medallion (2)	21
--	----

Available Units from Sales of Scattered Sites

3 prior to 4/1/2005	3
1 during 12/2005	1
21 Humboldt Gardens scattered sites (anticipated sales between March 07 and December 08)	21
2 (of 4) AAD sales during FY 2008***	2
<i>subtotal</i>	27

**Subtotal unused (“banked”) units      218**

**Fairview Conversion Project (add-back of 40 unused units)      (40)**

**TOTAL REMAINING BANKED UNITS      178**

\* The baseline number of public housing units is 2,793. This includes employee units and non-residential units

\*\* Merged units are studio units that were merged to create larger units for ADA accommodation. When 2 units are merged into 1 living space, 1 unit remains unused on the ACC for future use as public housing.

\*\*\* 2 of the 4 AAD sales occurred between April and July of 2007. Since these closed prior to the July adoption of the Public Housing Preservation Initiative, they are accounted for in the tally of Banked Units.

## Section IV: Sources and Amounts of Funding

This section, in accordance with Attachment B of the Amended and Restated MTW Agreement, identifies (A) forecasted sources by MTW program; (B) forecasted sources for non-MTW programs; (C) the Consolidated Forecasted Statement; and (D) benefits of MTW funding fungibility.

Due to the timing of HAP's annual budget cycle, the forecasts below are only PRELIMINARY. HAP's annual budget is presented to the Board for adoption at the March Board meeting each year. In order to meet HUD guidelines, the annual MTW Plan is presented for initial review in December and then adoption in January. Thus, these preliminary forecasts are projected three months prior to adoption of the budget and often require changes during the budget process.

### A. (Preliminary) Forecasted Sources by MTW programs for FY 2009

The MTW demonstration programs include Public Housing, Capital Fund, and portions of the Section 8 voucher program.

	Public Housing	Section 8 - MTW	MTW Consolidated
<b>PLANNED SOURCES FY 2009</b>			
Rental Revenue	5,072,871		5,072,871
Section 8 Subsidy		53,256,150	53,256,150
Operating Subsidy	7,397,087		7,397,087
HUD Grants	1,228,080		1,228,080
Other Revenue	229,362	31,940	261,301
HUD NonOperating Contributions	3,446,131		3,446,131
<b>Total Sources</b>	<b>17,373,531</b>	<b>53,288,090</b>	<b>70,661,621</b>

### B. Forecasted Sources of Special Purpose Funds (outside MTW Consolidated)

Sources below are utilized to fund resident services, Section 8 Mod-Rehab vouchers and short-term rent assistance, re/development activities, affordable housing, and administration.

	NonMTW Consolidated
<b>PLANNED SOURCES FY 2009</b>	
Rental Revenue	9,111,555
Section 8 Subsidy	4,456,444
Operating Subsidy	261,993
HUD Grants	2,354,547
Development Fee	4,474,181
Non-HUD Grants	1,637,483
Other Revenue	3,264,236
HUD NonOperating Contributions	4,035,148
Other Nonoperating Contributions	1,453,052
<b>Total Sources</b>	<b>31,048,638</b>

### C. The Consolidated Forecasted Statement for FY 2009

Consolidated Statement (All HAP )	Forecasted
<b>Operating Revenues</b>	
Dwelling Rental	12,956,537
Non-dwelling Rental	1,227,889
<i>Total Rental Revenues</i>	<u>14,184,426</u>
HUD Subsidies -Housing Assistance	57,712,594
HUD Subsidies -Public Housing	7,659,079
HUD Grants	3,582,627
Development Fee Revenue, Net	4,474,181
State, Local & Other Grants	1,637,483
Other Revenue	3,525,538
<i>Total Operating Revenues</i>	<u>92,775,928</u>
<b>Operating Expenses</b>	
PH Subsidy Transfer	670,272
Housing Assistance Payments	54,153,102
Administration	16,373,481
Tenant Services	3,418,405
Maintenance	7,313,587
Utilities	3,581,773
Depreciation	4,547,046
General	890,343
<i>Total Operating Expenses</i>	<u>90,948,009</u>
<i>Operating Income (Loss)</i>	<u>1,827,919</u>
<b>Other Income (Expense)</b>	
Investment Income	1,013,526
Interest Expense	(4,149,028)
Change in Derivative Contract Value	46,710
Amortization	(46,402)
Gain (Loss) on Sale of Assets	6,567,303
<i>Net Other Income (Expense)</i>	<u>3,432,108</u>
<b>Capital Contributions</b>	
HUD Nonoperating Contributions	7,481,279
Other Nonoperating Contributions	1,453,052
<i>Net Capital Contributions</i>	<u>8,934,331</u>

### D. Benefits of MTW Fungibility

MTW authority enables HAP to combine funds for Public Housing, Capital Fund, and Section 8 housing choice vouchers. HAP is currently utilizing Section 8 subsidy for the benefit of Public Housing capital needs as part of our Public Housing Preservation Initiative.

Section V:  
Uses of Funds

This section, in accordance with Attachment B of the Amended and Restated MTW Agreement, identifies (A) Previous Year Expenditures; (B) Planned Expenditures; (C) Descriptions & Change; (D) Reserves.

**A. Previous Year Expenditures**

	Public Housing	Section 8 - MTW	MTW Consolidated
<b>FY 2008 ESTIMATED EXPENDITURES</b>			
PH Subsidy Transfer	657,129	-	657,129
Housing Assistance Payments	(958)	48,041,209	48,040,251
Administration	3,574,898	3,796,354	7,371,253
Tenant Services	64,764	1,829	66,593
Maintenance	4,375,808	48	4,375,857
Utilities	2,052,468	1,248	2,053,716
General	353,639	11,423	365,062
HUD Capital Expenditures	3,378,560	-	3,378,560
<b>Total Expenditures</b>	<b>14,456,309</b>	<b>51,852,112</b>	<b>66,308,422</b>

**C. Planned Expenditures**

Due to the timing of HAP's annual budget cycle, the forecasts below are only PRELIMINARY. HAP's annual budget is presented to the Board for adoption at the March Board meeting each year. In order to meet HUD guidelines, the annual MTW Plan is presented for initial review in December and then adoption in January. Thus, these preliminary forecasts are projected three months prior to adoption of the budget and often require changes during the budget process.

	Public Housing	Section 8 - MTW	MTW Consolidated
<b>FY 2009 PLANNED EXPENDITURES</b>			
PH Subsidy Transfer	670,272		670,272
Housing Assistance Payments	(977)	49,002,033	49,001,056
Administration	3,646,396	3,872,282	7,518,678
Tenant Services	66,059	1,866	67,925
Maintenance	4,463,325	49	4,463,374
Utilities	2,093,518	1,273	2,094,791
General	360,712	11,651	372,363
HUD Capital Expenditures	3,446,131		3,446,131
<b>Total Expenditures</b>	<b>14,745,435</b>	<b>52,889,155</b>	<b>67,634,590</b>

**C. Description of proposed activities/investments and explanation of change from the previously-approved plan.**

**Proposed Activities:**

For FY 2009, the proposed scattered site dispositions would implement change from the previously approved plan.

**Proposed Investments:**

For FY 2009, the proposed scattered site dispositions would implement change in proposed investments (reference Section V. D. Adequacy of Reserves), from the previously approved plan.

**D. Adequacy of Reserves**

HAP defines reserves as funds not immediately necessary to support operations or programs. Within HAP’s finance and accounting group, incoming cash transactions are determined to be either funds held in our operating account to support current operations or funds transferred to reserves and invested in sufficiently liquid interest bearing accounts or instruments.

Significant portions of these amounts are obligated for future commitments associated with development activities, program support and the maintenance of a rational level of agency liquidity necessary for a diverse operation of HAP’s size and scope.

The Board established operating reserve is a \$2.8 million set-aside within our total reserve balance that precludes utilization or commitment of this amount and supports a fiduciary goal of maintaining a level of safety and soundness associated with HAP’s financial position.

The following table represents our FY 2009 reserve estimates:

<b>HAP Liquidity Reserves</b>	<b>FY 2009 Estimated Beginning of Year</b>		<b>FY 2009 Estimated Net Increase/ Decrease</b>		<b>FY 2009 Estimated End of Year</b>
	10,725,992		4,717,500		15,443,492

The Public Housing Preservation Initiative, as outlined in both the FY08 & 09 Plans, includes the disposition and sale of the public housing “scattered sites.” Our FY 2009 end of year reserve estimate includes scattered site sale proceeds, to be used for Public Housing Preservation activities (including capital improvements and development activities).

## Section VI: Capital Planning

Overview - During FY2008, HAP's capital planning process has evolved into two tracts with the following objectives:

- 1) Prioritize immediate needs utilizing currently available funds and
- 2) Analyze potential geographic groupings of properties needing major renovations as funds become available from the Public Housing Preservation initiative (i.e. portions of the proceeds from the sales of scattered sites leveraging additional financial resources)

Planning that is underway in each tract is summarized below, along with FY09 objectives:

### 1) **Prioritize Immediate Needs**

- a. Slavin Court renovations –With major systems facing the end of their usefulness, this \$2.5 million major renovation with new roofing, new siding and windows, heating improvements, new floors and kitchens will address abatement of asbestos flooring material, improved unit ventilation, and attic mold issues. During FY 2008 design will have been completed and it is anticipated that bids will occur in late winter with construction beginning by the end of the fiscal year.
- b. Dahlke Manor repiping – An engineering study completed in February 2007 identified an immediate need to replace failing hot and cold water distribution systems that are at the end of life-expectancy. Design will start in the spring of 2008 with construction later in the year. Re-piping is budgeted at \$665,800.
- c. Improving operational efficiencies – HAP maintenance crews are scheduled to address the following efficiency measures in 2,018 units between October 2007 and April 2008. Not all measures will be installed at each unit. The estimated cost is \$119,076.
  - i. Energy conservation systems – Installation of approximately 300 water-efficient toilets, and low-flow showerheads and faucet aerators donated to HAP by the City of Portland;
  - ii. Reducing resident lock-outs via replacement of resident entry door hardware;
  - iii. Installation of additional smoke detectors
  - iv. De-commissioning of nurse call pull cords.
- d. On-going repairs and abatement – HAP schedules concrete, roofing repairs, sewer work and carpet replacement throughout the year. \$40,000 of Capital Grant funds are budgeted for these repairs.

**Planned Expenditures for Capital Needs (FY2009 )  
Public Housing Capital Improvement Schedule FY 2009  
(utilizing HUD Capital Grant funds from 2006, 2007 & 2008)**

<b>Projects</b>	<b>Costs (FY2009)</b>	<b>Status</b>
Improving Operational Efficiencies	119,076	April 08 thru June 08
Concrete Repairs	-	in process
Flooring Abatement (Turnover)	40,000	in process
Slavin Court (Envelope & kitchen update)	2,520,887	April 08 thru Feb 09
Dahlke Manor (Re-piping)	665,800	Feb 08 thru Jun 08
<b>Total FY09 Construction</b>	<b>\$3,345,763</b>	

2) **Bundle properties needing major renovations** – During FY 2008, HAP has developed a capital needs planning tool that prioritizes capital needs according to HAP’s social and fiscal priorities in order to better allocate scarce resources. The matrix developed includes:

- a. Life safety concerns;
- b. Building envelope and major systems needs;
- c. Operational efficiency goals; and
- d. Quality of life values.

These tools are further elaborated in the chart below:

**Capital Needs Planning Tool**

<b>Life Safety</b>	<b>Building Envelope &amp; Major Systems</b>	<b>Operational Efficiency</b>	<b>Quality of Life</b>
<p><i>Concerns</i></p> <ul style="list-style-type: none"> <li>• Security systems</li> <li>• Fire detectors &amp; alarms</li> <li>• Indoor air quality</li> <li>• Safe exiting</li> <li>• Secure and even surfaces</li> <li>• Ample exterior lighting</li> </ul>	<p><i>Systems</i></p> <ul style="list-style-type: none"> <li>• Water intrusion</li> <li>• External siding</li> <li>• Plumbing systems</li> <li>• Building pressurization</li> <li>• Ventilation systems</li> <li>• Electrical systems</li> </ul>	<p><i>Goals</i></p> <ul style="list-style-type: none"> <li>• Reduction in future capital needs</li> <li>• Durability</li> <li>• Energy conservation</li> <li>• Work order leveling</li> <li>• Increase management efficiencies</li> </ul>	<p><i>Values</i></p> <ul style="list-style-type: none"> <li>• Integration with community</li> <li>• Welcoming design</li> <li>• Open space</li> <li>• Natural light</li> <li>• Landscaping</li> <li>• Curb appeal</li> <li>• Community space</li> <li>• Contemporary surfaces</li> </ul>

Site staff has taken the lead in identifying issues needing attention in each of these areas. By the end of FY08, HAP will have reviewed potential geographic groupings of projects with attention to management and operational efficiencies.

Early in FY09, a review of potential leveraging opportunities presented by the groupings of properties will occur. These potential funds will supplement proceeds anticipated during FY09 as a result of sales of the first scattered site units. Preliminary designs for the first group of properties is anticipated to follow later in FY09.

### **3) Demolition and Disposition**

#### **Humboldt Gardens Homeownership Program**

On-going activities – HAP began the Humboldt Gardens Homeownership Program planning in FY 2007 and will complete the majority of the implementation of the program in FY 2008. The program divided the 21 properties selected for the project into five different disposition groups.

**Market Rate Sales** - Four of the properties were sold in FY 2007 and FY 2008 on the open market. The proceeds from the sale are being used for the Humboldt Gardens project and future replacement units.

**Affordability at 80%MFI and below** - The remaining 16 properties will yield 21 affordable for-sale homes.

- a) **Sales for redevelopment** - HAP selected Portland Habitat for Humanity (PHfH) to purchase and redevelop five properties. Four of the properties will yield two new homes and the fifth property will yield one new home with an auxiliary dwelling unit for purchase by a large, multi-generation household. PHfH will complete the purchase of the properties in the third quarter of FY 2008 and will complete the construction and sale of the new homes in FY 2010.
- b) **Sales for renovation** - HAP selected Portland Community Land Trust (PCLT) to purchase and renovate nine properties using the 15-year maintenance free standard established by HAP. PCLT purchased five of the nine properties during the second quarter of FY 2008 and began renovation of the homes. The purchase of the final four properties will be completed during the third quarter of FY 2008. All the renovation work will be completed by the end of the second quarter of FY 2009 with sales anticipated to be complete by the end of the fourth quarter FY 2009.
- c) **Sales to current HAP resident in home** - HAP will complete the sale of three properties to the clients who occupied the home in the third quarter of FY 2008. The homes were renovated to a 15-year major maintenance free standard prior to the sale of the home.

## **Disposition and Sale of Scattered Site Public Housing**

HAP has submitted HUD disposition applications for the sales of scattered sites and anticipates approval in early 2008. As summarized below, proceeds from the sales are a key component in the Public Housing Preservation Initiative.

Three key preservation objectives are underway and will remain a top priority during FY 2009:

- Replace public housing units that are inherently inefficient to operate (i.e. scattered sites) with more efficient public housing stock.
- Address unmet and unfunded capital needs across the portfolio.
- Bring back unused public housing subsidy (or “banked units”) to increase the current public housing supply.

The following four objectives are designed to reconfigure HAP’s public housing portfolio and begin to meet this high priority initiative.

### **FY 2009 objectives**

***Continue disposition of scattered site public housing*** – A disposition application for the entire 160 unit scattered site portfolio was submitted to HUD in September 2007. Assuming HUD approval is received early in 2008, the first of the vacant homes may be sold during FY 2008. HAP intends to market approximately 60 units during “Phase 1” and estimates 37 houses to be sold during FY 2009. Depending upon market interest and the timing of relocation progress, the number of units sold could increase or decrease in any given year.

***Continue efforts to develop replacement housing*** – HAP has identified three primary tools to assist in implementation of this objective:

- Conversion of units in HAP’s affordable housing portfolio to public housing
- Infill on the site of existing public housing properties
- Pursuit of new development or acquisition rehabilitation

***Continue plans to address unmet capital needs in public housing*** –As proceeds from scattered site sales and leveraging opportunities become available (described in Section VI – Capital Planning), these tools will help prioritize capital needs. HAP intends to investigate mixed financing opportunities as a means to leverage capital investments.

***Analyze alternative financing scenarios*** – As part of our efforts to preserve this valuable resource for very low income households, the agency will consider options other than the public housing operating subsidy and public housing capital fund for the financing of these units. This analysis might lead to converting the financing of public housing units to mixed finance, tax credits, and/or project-based Section 8.

These alternatives are intended to serve as a companion to HAP's efforts to leverage capital investment for this portfolio. We believe this change may improve our ability to create sustainable operating and capital financing for these assets. In addition to financial sustainability, HAP would structure refinancing activities to provide increased resident services at our properties.

#### ***D. Homeownership Programs***

##### **HAP's GOALS - Homeownership Programs**

On-going activities – Both public housing and Section 8 participants are eligible for participation in GOALS (see more detailed descriptions in Section IX – Residents Services.)

HAP will discontinue the "Achieving the American Dream (AAD)" Homeownership Program during FY 2008. The program was established to assist residents purchase HAP's single family homes at below market prices. In order to achieve the goals of the Public Housing Preservation Initiative, including the need to sell scattered sites at market prices, the AAD subsidy program will be eliminated at the end of calendar year 2009. Four sales to residents in FY08 are anticipated by the end of the program.

Although GOALS is no longer directly administering homeownership programs, staff maintain connections to community-based and other governmental organizations that provide homeownership opportunities. This includes the Shared Appreciation Mortgage program at the Portland Development Commission Neighborhood Housing Program targeting urban renewal areas as well as programs with the Portland Community Land Trust and Habitat for Humanity.

As a requirement in HAP's purchase and sales agreements with two non profit homeownership groups, current GOALS participants are reaping the benefit of a small number of homes with Portland Community Land Trust and Habitat for Humanity that are being initially marketed only to GOALS families.

In addition, GOALS coordinators work with families to assist them in saving money through the escrow program operated at HAP as well as through Individual Development Account (IDA) opportunities. Combined, the IDA program and escrow resources can be a significant factor in paying for a down payment.

##### **FY 2009 objectives**

***Continue to utilize GOALS homeownership counseling as a means of outreach to residents about opportunities to purchase public housing scattered-site homes for sale.***

***Increase collaboration with community partners specializing in first-time homeownership programs.*** HAP will be considering how to best continue operations of the GOALS homeownership program into the future.

**HAP's Partnership with the African American Alliance for Homeownership (AAAH)**  
Ongoing activities - Households living at New Columbia had the option of working with AAAH to receive one-to-one counseling (coaching) for home buying services. AAAH is a community-based organization comprised of housing resource professionals, business and community leaders. AAAH coordinates an annual Home Buying Fair and the Home Buying Coaching Project.

**FY 2009 objective**

***Continue partnership with AAAH as HAP moves forward with Humboldt Gardens homeownership and affirmative marketing with the public housing scattered site sales.***

## Section VII: Owned and Managed Units

### HAP's Real Estate Services

HAP's major initiative, initiated in FY08 and continuing into FY09, **Public Housing Preservation**, is summarized below in **Part 1 – HAP's Public Housing Portfolio**. The charts and narrative that follow in the public housing section are proscribed by HUD as a part of the agency's annual MTW planning process.

Following the public housing description, **Part 2 – HAP's Affordable Housing Portfolio** provides a summary of these important elements in HAP's comprehensive real estate portfolio.

#### **Part 1 - HAP's Public Housing Portfolio**

Prior to Board adoption in July 2007, HAP met with community stakeholders to discuss three key **Public Housing Preservation** objectives:

- Replace public housing units that are inherently inefficient to operate with more efficient public housing stock.
- Address unmet and unfunded capital needs across the portfolio.
- Bring back unused public housing subsidy (or "banked units") to increase the current public housing supply.

In July 2007, the HAP Board of Commissioners accepted a set of guiding principles and a staff workplan to further define the need and approach. These are summarized below:

#### **Public Housing Preservation: Guiding Principles**

##### For the sale of scattered site public housing units:

- Scattered sites that are sold will be replaced one for one. The replacement units will be in multi-family properties.
- The homes will be sold for maximum return in order to ensure replacement housing, the preservation of existing public housing units, and the recapture of unused public housing subsidy or banked units.
- HAP will work with the City of Portland in support of Operation Home (closing the minority homeownership gap) as it markets the homes for sale, with the understanding that outreach efforts will target buyers who can afford market rate housing.

For the replacement housing:

- The new housing must be financially sustainable and able to withstand changes in federal support for the public housing operating subsidy.
- Wherever possible, it will be part of mixed-income developments to avoid concentrations of poverty. This also will allow HAP to leverage other development resources to provide more affordable housing units in total.
- HAP will follow its development policy, which embraces the City of Portland's location policy, and seek opportunities to provide replacement housing in areas that are near town centers, job opportunities, and transit and have lower concentrations of poverty and affordable housing.
- HAP will seek to align the programming for these units with community policy priorities, such as permanent supportive housing, and HAP priorities, such as the Opportunity Housing Initiative for self-sufficiency.

For meeting deferred capital needs:

- The overarching goals for this work will be to address life safety issues, building envelope & major systems, reduce operating costs, and improve livability.
- A cost benefit analysis will help guide decision-making in examining options available to achieve these goals.
- HAP will leverage other affordable housing financing, including state and local resources, to supplement the capital grant and proceeds from the sale of scattered sites.

The FY 2008 MTW Report will summarize current key activities in each of these areas. Key areas of work that will continue during FY 09 are summarized below.

**FY 2009 Public Housing Preservation on-going objectives**

***Continue disposition of scattered site public housing units*** – As one of the means to accomplish greater cost-efficiencies, HAP will sell and replace approximately 50 units a year over the next several years, with the understanding that new development may have a longer timeframe before it is operational. In the event that a potential offer to sell all or a portion of the total scattered site portfolio is negotiated and resident relocation is expedited, the timing of the “50 per year” might accelerate during FY 09. (This objective is addressed in Section VI – Capital Planning.)

***Continue efforts to develop replacement housing*** – This objective is addressed in Section XI – Local Strategic Initiatives; Part 1 – Development and Community Revitalization. A quick review of potential tools includes:

- Conversion of existing HAP controlled units (i.e. the affordable housing portfolio) to public housing;
- In-fill on existing public housing property;

- Pursuit of new development or acquisition rehabilitation.

**Address unmet capital needs in public housing** – This objective is described in more detail in Section VI – Capital Planning. A capital needs planning tool has been developed to help evaluate needs. These include: life safety concerns, building envelope & major systems improvements, operational efficiency and quality of life issues.

**Additional FY 2009 public housing objectives** –

In addition to the agency-wide effort to take a fresh look at admissions policies (including preferences, priorities and set asides outlined in Section II – Occupancy Policies), Real Estate Services is considering a specific occupancy policy for HAP properties:

**Consider a smoke-free housing policy for a portion of public housing and affordable housing units** – HAP will consider policy changes to implement a no smoking policy within living units and interior common areas at additional properties in our Real Estate Operations portfolio (public housing and affordable housing properties).

Moving to smoke-free housing has the potential to reduce costs related to smoking damages and improve community livability. Implementing a smoke-free policy would reduce costs related to property damage from smoking related fires and would reduce unit turnover costs. The unit turnover costs of a smoking unit are often significantly greater than non smoking units.

Community livability will also be positively impacted by this change. Residents in the Portland metro area and nationally who were surveyed about moving to smoke-free housing welcomed it and indicated that they would prefer to live in a smoke-free environment. Furthermore, given the health issues associated with second hand smoke exposure, smoke-free housing will likely improve the quality of living for all residents.

**Continue improving upon the asset management model** – Continued improvements to HAP's public housing asset management model will occur during FY 2009. These will include best practices that will result in continued high occupancy rates, continued timely responses for maintenance issues, quarterly reporting of property performance indicators, and increased collaboration with local law enforcement professionals in Portland, Gresham, Fairview and Multnomah County.

## **Public Housing Vacancy Rates**

On-going activities – Public housing site staff have continued to improve upon their ability to manage a site-based admissions process under an asset management model. The public housing portfolio's targeted occupancy rate of 97% or better has consistently been met and exceeded with average monthly YTD portfolio occupancy at 98.30%

### **FY 2009 objective**

***Continue to achieve a 97% or better occupancy rate*** (the rate projected in the accompanying table is 97.58%)

	Vacancy Rate	ACC Units	Units Available	Vacancy Rate	Projected Vacancy Rate
Property	12/1/2006			10/31/2007	FY 09
<b>*ph103 - Iris Court</b>	100.00%	51	47	100.00%	100.00%
ph104 - Northwest Tower	0.57%	174	174	1.15%	0.86%
ph105 - Hillsdale Terrace	5.00%	60	60	5.00%	5.00%
ph106 - Hollywood East	2.80%	286	286	0.35%	1.58%
<b>*ph107 - Royal Rose Court</b>	100.00%	36	36	100.00%	100.00%
ph108 - Peaceful Villa	1.43%	70	70	0.00%	0.72%
<b>*ph109 - Royal Rose Annex</b>	100.00%	9	9	100.00%	100.00%
<b>*ph110 - Sumner Court</b>	100.00%	9	8	100.00%	100.00%
ph111 - Dekum Court	2.50%	40	40	0.00%	1.25%
ph113 - Tamarack	1.67%	120	120	1.67%	1.67%
ph114 - Dahlke Manor	1.74%	115	115	1.74%	1.74%
ph115 - Holgate House	0.00%	80	80	1.25%	0.63%
ph116 - Sellwood Center	0.91%	110	110	2.73%	1.82%
ph117 - Schrunck Riverview Tower	2.54%	118	118	0.00%	1.27%
ph118 - Williams Plaza	1.98%	101	101	0.00%	0.99%
ph121 - Fir Acres	0.00%	32	32	3.12%	1.56%
ph122 - Townhouse Terrace	0.00%	32	32	0.00%	0.00%
ph123 - Stark Manor	3.33%	30	30	0.00%	1.67%
ph124 - Lexington Court	10.00%	20	20	0.00%	5.00%
ph125 - Eastwood Court	0.00%	32	32	0.00%	0.00%
ph126 - Carlton Court	4.17%	24	24	4.17%	4.17%
ph131 - Slavin Court	8.33%	24	24	12.50%	10.42%
ph132 - Demar Downs	5.56%	18	18	5.56%	5.56%
ph137 - Gallagher Plaza	2.35%	85	85	1.18%	1.77%
ph138 - Eliot Square	6.67%	30	30	0.00%	3.34%
ph139 - Medallion Apts.	0.00%	90	90	1.11%	0.56%
ph140 - Ruth Haefner Plaza	1.37%	73	73	4.11%	2.74%
ph142 - Celilo Court	0.00%	28	28	0.00%	0.00%
ph151 - Tillicum South	0.00%	12	12	16.67%	8.34%
ph152 - Harold Lee Village	0.00%	10	10	0.00%	0.00%
ph153 - Floresta	0.00%	20	20	5.00%	2.50%
<b>**ph203 - Maple Mallory</b>	43.75%	48	48	33.33%	9.17%
ph232 - Bel Park	0.00%	10	10	0.00%	0.00%
ph236 - Winchell Court	0.00%	10	10	0.00%	0.00%
ph237 - Powellhurst Woods	2.94%	34	34	0.00%	1.47%
ph251 - Tillicum North	0.00%	18	18	0.00%	0.00%
ph252 - Hunter's Run	0.00%	10	10	10.00%	5.00%
ph332 - Camelia Court	14.29%	14	14	0.00%	7.15%
ph336 - Cora Park Apartments	0.00%	10	10	0.00%	0.00%
ph337 - Alderwood	5.00%	20	20	0.00%	2.50%
ph436 - Chateau Apartments	10.00%	10	10	0.00%	5.00%
<b>***ph701 - North Area A" Scattered Sites"</b>	0.00%	20	20	10.00%	5.00%
<b>***ph702 - North Area B" Scattered Sites"</b>	3.45%	29	19	26.32%	14.89%
<b>***ph703 - North Area C" Scattered Site"</b>	16.67%	24	21	9.52%	13.10%
<b>***ph704 - West Area A" Scattered Sites"</b>	0.00%	8	8	12.50%	50.00%
<b>***ph705 - East Area A" Scattered Sites"</b>	0.00%	35	34	5.88%	50.00%
<b>***ph706 - East Area B" Scattered Sites"</b>	0.00%	50	49	4.08%	2.04%
<b>***ph707 - East Area C" Scattered Sites"</b>	0.00%	17	17	5.88%	50.00%

***ph705 - East Area A" Scattered Sites"	0.00%	35	34	5.88%	50.00%
***ph706 - East Area B" Scattered Sites"	0.00%	50	49	4.08%	2.04%
***ph707 - East Area C" Scattered Sites"	0.00%	17	17	5.88%	50.00%
tc305 - Haven	2.27%	29	29	3.44%	2.86%
tc310 - Cecelia	2.08%	72	72	1.38%	1.73%
tc315 - Trouton	2.00%	125	125	6.40%	4.20%
tc325 - Woolsey	2.00%	71	71	1.40%	1.70%
<b>TOTALS</b>	<b>7.23%</b>	<b>2,603</b>	<b>2,583</b>	<b>11.49%</b>	<b>13.29%</b>
					690.91%
Vacancy Rate excluding HOPE VI and Capital Fund vacancies noted below (2007 and FY09 vacancy rates also exclude scattered sites).	1.97%			2.25%	2.42%
*These communities are undergoing redevelopment through HOPE VI and vacancies are not being reoccupied					
**PH 203/Maple Mallory is experiencing temporary vacancies related to Capital Fund revitalization.					
<i>The last four properties are new this year, representing public housing at completed HOPE VI projects.</i>					
***Scattered site vacancies are not being reoccupied due to PH Preservation Initiative					

## B. Public Housing Rent Collections

	<b>FY 2008 Budgeted</b>	<b>Budget pro-rated for 6 months (4/1/2007- 9/30/2007)</b>	<b>Actual collected as of 9/30/2007</b>
Dwelling Rent Billed	\$4,336,076.00	\$2,168,038.00	\$2,325,303.00
Dwelling Rent Collected			\$2,301,974.00
Collection Percentage			98.99%

On-going activities –Site staff continue to perform site-based rent collections and address non-payment issues accordingly. HAP continues to utilize a strict lease enforcement policy to maintain a very high level of rent collections.

### FY 2009 objective

By the 10<sup>th</sup> of each month rents have been collected or late fees have been posted and appropriate notifications have been delivered regarding delinquency. Achieve a minimum of 98% rent collections.

## C. Public Housing Work Orders

On-going activities - Residents contact their site manager directly to report maintenance issues. Site-based maintenance workers then respond to these work orders. Additionally, HAP has integrated its preventive maintenance program within the site-

based model. Each site team has developed and scheduled preventive maintenance items that are site specific.

**FY 2009 objectives**

- Achieve 98% response rate for emergency work orders (responding to needs within 24 hours)
- Respond and complete routine work orders within five days.
- Implement preventative maintenance plans resulting in approximately 50% of all completed work orders completed in this manner.
- Additional work will be done with site staff in how best to schedule and balance the completing needs generated through vacancy turns, resident requests and preventative/routine work.

**Response Times for Emergency Work Orders**

	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual (7 month)	FY 2008 Projection (12 month)	<b>FY 2009 Projection</b>
Total Number	487	741	422	337	297	153	262	<b>300</b>
Percent Meeting 24 Hour Response Goal	99.9%	91.7%	98.3%	99.1%	98.3%	92%	95%	<b>98%</b>

Note: FY2008 actual (7-month) emergency work order response time of 92% is not indicative of HAP's actual performance. The 92% response time represents 141 of 153 emergency work orders completed within 24 hours. Many "emergency" work orders were not actually emergencies but were categorized as such incorrectly (thus leading to a response time of less than 24 hours). HAP will continue to work on accurately categorizing work orders and improving response time to true emergencies to 98% or better.

**Response Times for Routine Work Orders**

	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual	FY 2007 Actual	FY 2008 Actual ( 7 months)	FY 2008 Projection (12 months)	<b>FY 2009 Projection 4-1-08 to 3-31-09</b>
Total Number	12,282	11,373	9,315	9,188	9,287	5,747	9,852	<b>10,216</b>
Average Completion Days	5.5	6.2	5.7	3.5	6.0	4.92	4.5	<b>4.0</b>
% of Routine Work Orders Completed within 30 days	--	--	--	--	94.5%	96.9%	98%	<b>99%</b>

HAP continues to perform a large amount of routine work orders. While performing this work the average days to complete continues to decrease while HAP continues to perform a large amount of routine work orders. While the percentage of routine work orders completed within 30 days continues to increase.

**Preventative maintenance plans** - HAP has recently instituted preventative maintenance plans for each individual public housing property. In addition, performance benchmarks have been established for each maintenance work group in an effort to better plan and implement a proactive maintenance approach for HAP's apartment communities. Through these efforts HAP intends to incorporate 50% of all completed work orders through the preventative maintenance plans. (Since preventative maintenance work activity will have a work order generated and completed it will be captured in the overall work order statistics.)

#### **D. Public Housing Inspections**

On-going activities - The inspection plan for public housing has changed to better address the needs of a site-based management system. In FY07, HAP returned to an annual UPCS inspection model: inspectors complete unit maintenance and facility inspections once a year.

##### **FY 2009 objective**

***Continue to implement site-based inspections for public housing units*** – To further the asset management model allowing for direct control and responsibility by staff at the site level, annual inspections have been moved from a centralized function to a site-based function.

This annual UPCS inspection will be completed for all public housing units and common areas. In addition, site staff will complete periodic house keeping inspections to ensure lease compliance. HAP will achieve high performer status on REAC scores (HUD's Real Estate Assessment Center).

### Public Housing Inspections

	FY 2002 Actual	FY 2003 Actual	FY 2004 Actual	FY 2005 Actual	FY 2006 Actual
	Number Inspected / Total				
Development/Project	40 / 50	37 / 50	32 / 49	34 / 48	37 / 48
Housing Units	2,262	2,413	1,464	1,954	2,012
Site Staff Projects Inspected	18	22	21	22	12
Site Staff Units Inspected	917	538	762	765	358
Total Projects/Units Inspected	58/3,179	57/2,951	53/2,226	56/2,719	49/2,370

Table continued below

	FY 2007	FY 2008 Actual (7 months)	FY 2008 Projected (12 months)	FY 2009 Projected
	Number Inspected / Total			
Development/ Project	43 / 44	44 / 44	44 / 44	41 / 44
Housing Units	2178	2208	2208	2149
Site Staff Projects Inspected	25	44	44	41
Site Staff Units Inspected	254	873	1496	2149
Total Projects/Units Inspected	43/2,462	44/2,208	44/2,208	41/2149

FY 2004 figures eliminate two developments that were demolished for HOPE VI

FY2009 projected inspections includes 59 units located in 3 developments/projects scheduled to be sold through PH Preservation

### **E. Public Housing Security**

**On-going activities** – As detailed each year in the MTW Annual Report, resident training, security monitoring, lease enforcement, contracting with security patrols as needed, and coordination with law enforcement and crime prevention specialists are all elements which continue to be utilized to address security and community livability issues.

#### **FY 2009 objective**

***Continue to increase positive working relationships with law enforcement officials in Portland, Gresham, Fairview and Multnomah County.*** Establish

monthly and/or quarterly meetings with each jurisdiction to ensure on-going communication. Host community activities for Public Housing residents to participate in National Night Out.

## **Part 2 – HAP’s Affordable Housing Portfolio**

HAP’s Board and management team are working to ensure the health of the agency’s overall portfolio – a continuum of affordable housing opportunities that meet the needs of diverse populations. HAP’s Affordable Housing portfolio is an essential tool in achieving this healthy mix of properties. These properties, although not officially considered part of the MTW demonstration program, clearly achieve a key MTW goal: *To increase housing choices for low-income families.*

HAP initiated its affordable housing program in 1989 and it has grown to have more housing units than the public housing program. Utilizing other types of federal funding (tax credits and bonds administered by the state) and other private and public financing, HAP develops or acquires its own properties by issuing bonds or working with public or private finance partners to utilize tax credits and leverage agency resources.

Included below is a list of the properties owned by HAP, with on-site property management services provided under contracts with private management firms.

Rents at all of these properties are priced to be affordable to households under 80% of the Median Family Income (MFI) for the Portland Metropolitan Area. Properties with tax credit financing must charge rents at or below 60% MFI. However, the current Portland rental market does not support these rents. Actual rents are currently at prices affordable to households between 45-50% MFI.

Following the list of Affordable Housing properties is a summary of special needs housing owned by HAP with services under contracts with partner agencies throughout the region.

As of November 2007, **3793 units** are included at **67 properties** in HAP’s affordable and special needs housing portfolio (excluding public housing units).

## HAP's Affordable Housing Communities as of November 2007

	Total Units	% of Total Units	Income Distribution by Median Family Income (MFI) Maximum Incomes Allowed			(Project- Based Section 8 )
			0% - 30% MFI	31% - 50% MFI	51% - 80% MFI*	
<u>HAP Owned Properties</u>						
1 Ainsworth Court	88		0	0	88	0
2 Ashcreek Commons	21		5	0	16	(5)
3 Fairviews (328 – 40 to Public Housing)	288		0	0	288	0
4 Fenwick Apts.	27		8	0	19	(8)
5 Grace Peck Terrace	95		95	n/a	n/a	(95)
<del>La Tourelle (sold November 2007)</del>	<del>80</del>		<del>0</del>	<del>0</del>	<del>80</del>	<del>0</del>
6 Multnomah Manor	53		23	30	0	(23)
7 Pine Square	143		0	0	143	0
8 Plaza Townhomes	68		68	n/a	n/a	(68)
9 Rockwood Station	195		20	0	175	(20)
10 Rosenbaum Plaza	76		76	n/a	n/a	(76)
11 Schiller Way	24		12	0	12	0
12 St. John's Woods	124		124	n/a	n/a	(124)
13 University Place	28		0	0	28	0
14 Unthank Plaza	80		80	n/a	n/a	(80)
15 Willow Tree	7		0	7	0	0
<b>subtotal HAP owned</b>	<b>1317</b>	<b>40%</b>	<b>511</b>	<b>37</b>	<b>769</b>	<b>(499)</b>
<u>Tax Credit Partnerships</u>						
16 Dawson Park	67		0	9	58	0
17 Fountain Place	80		20	10	50	(20)
18 Gateway Park	144		0	13	131	0
19 Gladstone Square	48		27	14	7	(3)
20 Gretchen Kafoury	129		10	29	90	(10)
21 Hamilton West	152		5	73	74	(5)
22 Helen Ann Swindells	105		0	105	0	0
23 Kelly Place	20		0	20	0	0
24 Lovejoy Station	181		0	72	109	0
New Columbia - Cecelia LP	59		****	0	59	0
New Columbia - Haven LP	15		****	0	15	0
25    New Columbia - Woolsey LP	60		****	0	60	0
New Columbia - Trouton LP***	125		****	0	125	(73)
<b>subtotal New Columbia</b>	<b>259</b>					

26	Pearl Court	199	1	110	88	(1)
27	Peter Paulson	93	0	92	1	0
28	Rockwood Landing	36	0	36	0	0
29	Sequoia Square	62	18	26	18	0
30	The St. Francis	132	100	6	26	0
31	The Morrison (opened Nov 07)	140	45	0	95	(30)
32	Yards at Union Station	158	0	72	86	0
<b>subtotal tax credit 2005 60%</b>		<b>226</b>	<b>687</b>	<b>1092</b>	<b>(142)</b>	
<b>Total as of November 2007</b>		<b>3322</b>	<b>737</b>	<b>724</b>	<b>1861</b>	<b>(641)</b>
		<b>22%</b>	<b>22%</b>	<b>56%</b>		

Affordable Housing – Special Needs - The Special Needs portfolio includes an additional 35 properties that provide 471 housing units for populations needing specialized care. These include households with developmental disabilities, chronic mental illness, alcohol & drug-free environments, HIV/AIDS, and homelessness. The properties range in size from three apartments to facilities with 90 beds.

<b>Special Needs Properties as of November 2007</b>	0% to 30% of AMI in Special Needs	31% to 50% of AMI in Special Needs	51% to 80% of AMI in Special Needs	PBS8 units in Special Needs (included in previous columns)	<b>TOTAL UNITS</b>
<b>35 Special Needs Properties</b> - includes sale of Chautauqua (5 units) and opening of Clark Center Annex (22 units, including 10 PBS8) and purchase of The Grove (70 units)	<b>389</b>	<b>82</b>	<b>0</b>	<b>(30)</b>	<b>471</b>
4 Affordable Properties with Special Needs included – These are already included in the total AH property counts above (45 of The Morrison’s units have been added to this category, including 30 PBS8.)	73	0	0	(58)	73
<b>Total Special Needs Units</b> (includes duplicates with 4 HAP Affordable Housing developments)	462	82	0	(88)	544

### **On-going activities**

**Opportunities for additional repositioning of the affordable housing portfolio** – HAP has undertaken an analysis of a number of properties for potential repositioning. These efforts will continue into the coming year.

### **FY 2009 objectives**

#### **Public Housing Preservation**

***Continue efforts to develop replacement housing including conversion of units in HAP's affordable housing portfolio to public housing*** - As an initial trial in the effort to reconfigure our public housing portfolio, the FY 08 Fairview Conversion Project illustrates potential linkages between public housing and our affordable housing portfolio. Two additional projects are anticipated for conversion during FY 2009:

- **Rockwood Station** – Consists of 195 one and two-bedroom units located in Gresham in a three-story apartment community located in Gresham. Initial financial projections indicate approximately 20 units with public housing subsidy might be possible under current financial structure.
- **Pine Square** – Consists of 142 one and two-bedroom units located in Gresham. Cash from the sale of La Tourelle will enable bonds to be paid off and the property separated from University Place. (bonds currently are tied with 88% Pine Square and 12% University Place.)

Along with the infusion of proceeds from the sales of the first public housing scattered sites, preliminary financial projections indicate that roughly 25 units could be converted to public housing at Pine Square, while also addressing capital needs.

**Planning for Low Income Housing Tax Credit (LIHTC) “Year 15” transitions** - HAP is undertaking an analysis of the affordable LIHTC portfolio to create individual project assessments for Year 15 transition strategies with Limited Partner investors. This includes review of existing exit options within each partnership agreement or might include refinancing to terminate an existing partnership that leads to either HAP's sole ownership or to creation of a new tax credit partnership. Consideration of potential needs for capital improvements will also be factored into each strategy.

#### **FY 2009 objective**

***Analyze and formulate LIHTC Year 15 transition strategies*** - implement a tracking and evaluation tool for all affordable LIHTC properties in the affordable portfolio.

**Property management planning for Humboldt Gardens (on-going activities)** - In coordination with development staff, affordable housing staff has been developing the property management plan for Humboldt Gardens.

**FY 2009 objective**

***Select qualified private property management firm, and coordinate all elements of the successful opening and re-occupancy of Humboldt Gardens.***

**Asset management for the public housing portfolio** - In coordination with the public housing property management and development staff, affordable housing staff will assist in identifying asset management oversight that will be needed if the public housing capital program includes leveraging of new funds like LIHTC, bonds and other financing tools that have additional compliance and reporting requirements.

**FY 2009 objective**

***Design an asset management oversight program for mixed finance public housing properties*** – Develop a compliance and reporting structure that will complement and further the operations of site-based management of public housing properties.

**Section VIII: Leased Housing –  
HAP’s Section 8  
And Short-term Rent Assistance Programs**

This section provides information on Section 8 lease-ups, rent reasonableness, housing opportunity, deconcentration of poverty, inspections, security, and short-term rent assistance.

Overview - With the benefit of fresh management perspective at the helm during FY08, HAP’s Section 8 program is implementing changes in order to increase efficiency and customer service, to both participants and landlords. Two major changes are currently underway:

- 1) Restructuring of the Rent Assistance Department – In contrast to four teams that formerly specialized in specific portions of the program, the new structure has transitioned to a case management model for applicants and participants, complemented by a Landlord Services Team.
- 2) Transition to electronic files – Section 8 is the first HAP department to pilot a transition to electronic files. This will enable higher levels of efficiency as well as better security around client confidentiality. Implementation is anticipated to begin during January 2008 and will be completed during FY 2009.

In conjunction with the agency-wide effort to address rent policies during FY 2009, the Section 8 program will be looking closely at occupancy policies including preferences, priorities and set asides for specific populations (see Section II Occupancy Policies).

**A. Leasing Information**

**Section 8 Units Under Lease and Target Lease-ups**

HAP Fiscal Year	Vouchers	Units Leased	Percent Leased
1999	5,312	5,124	96.5%
2000	5,410	5,221	96.5%
2001	5,724	5,615	98.1%
2002	5,943	5,862	98.6%
2003	6,021	5,961	99.0%
2004	6,142	6,167	100.4%
2005	6,142	6,019	98.0%
2006*	7,365	7,220	98.0%
2007	7,516	7,451	99.13%
2008 Projection (MTW vouchers only)	7476	7503	100.4%
<b>2009 Projection (MTW vouchers only)</b>	<b>7476</b>	<b>7476</b>	<b>100%</b>

\*Note: Data from FY 2006 forward reflects all HAP Section 8 vouchers (with the exception of 562 MOD/SRO vouchers). In past years, some other types of vouchers were excluded from the MTW report. The increased number of units between 2006 and 2007/08 is due to the addition of 98 HOPE VI relocation vouchers for the Iris Court/Humboldt Gardens redevelopment.

**Voucher Utilization**

Analysis of voucher utilization for calendar year 2007 (actuals through October and projections for November-December) project a utilization of 100.4%. Yet it is important to note a distinction between the tenant-based vouchers (100.9%) and the project-based vouchers (96.8%).

Of HAP's 7,476 MTW-vouchers (November 2007), 6,490 are tenant-based vouchers administered from HAP's centralized waiting list. Another 986 are Project-Based Assistance (or PBA vouchers), administered from site-based waiting lists. The majority of these PBA's have services attached for specific client groups, reflecting the original intent of the PBA program "to provide certainty rather than choice" for populations that have historically struggled in the private rental market.

Many of the PBA households, typically living in studio or one bedroom rentals, move more frequently than other Section 8 households. Because of this constant turnover, HAP's PBA partnering agencies (those providing social services and managing leases) have often struggled to maintain high lease up rates. Yet with the need for voucher subsidies so great, HAP will be working with partner agencies during FY 09 to increase performance standards for utilization of PBA vouchers.

**FY 2009 objective – Increase PBA voucher utilization to a minimum of 98%.**

#### **Waiting list management**

On-going activities - HAP is beginning the second year of the current waiting list which was anticipated to last two to three years. Of 3,000 names selected to remain on the waiting list through the lottery process, 200 were initially pulled in early 2007, 400 names were pulled in October 2007, and it is anticipated that an additional 400 names will be pulled by the end of March (FY08). The remaining 2000 names will be utilized to maintain lease up through FY09.

**FY 2009 objective – HAP intends to maintain 100% lease up for all MTW vouchers through ongoing purging and utilization of the waiting list.**

#### **Ensuring rent reasonableness**

On-going activities continuing into FY 2009 - HAP takes several steps to ensure that rents paid for units on the Section 8 voucher program are reasonable and comparable with the local rental market. The rent reasonableness process is automated through the utilization of the [www.GoSection8.com](http://www.GoSection8.com) data base. Each assisted unit is compared to three unassisted units based upon the nine HUD-required indicators. In most cases, the comparable units are located within a 2-mile radius of the assisted or to-be assisted unit. The market information is never more than 12 months old and is continuously updated by participating landlords and staff.

### **FY 2009 objectives**

***Continue to ensure units rented by Section 8 participants have comparable rents with unassisted units within the community.***

***Provide in-house expertise to HAP's Real Estate Operations department to establish and conduct rent reasonableness testing for the affordable housing portfolio.*** Because HAP-owned properties are managed by outside property management companies, HAP's Section 8 department staff conduct rent reasonableness tests on HAP-owned properties rented by Section 8 participants.

### **Expanding housing opportunities with expanded landlord participation**

**On-going activities** - HAP publishes a periodic newsletter for landlords and tenants. HAP's Landlord Committee finds ways to market the program and improve landlord relations. HAP created a comprehensive landlord manual explaining the program and procedures. Landlord trainings and conferences are held throughout the year on topics such as tenant screening, lead abatement, and property maintenance. HAP has a Landlord Hotline and e-mail address to solicit landlord feedback or request information. HAP is also a partner in the "Ready to Rent," rent-readiness education program. A Landlord Service Team is being implemented in January 2008 to deal efficiently with landlord questions and to ensure timely inspections and rental payments.

During FY 2009, bi-annual landlord trainings will be offered to new landlords to ensure they have the knowledge to effectively and successfully participate in the program.

**FY 2009 objective** - ***HAP will conduct bi-annual trainings for new landlords, publish two Section 8 newsletters, attend a minimum of two industry trade shows, and participate in at least two annual meetings of the larger property management associations.***

### **Deconcentration of low-income families**

**On-going activities to continue into FY 2009** - HAP evaluates its voucher payment standards twice a year, and all payment standards are set between 90% and 110% of fair market rent. HAP uses time in its briefing sessions to discuss the benefits of moving to neighborhoods with a low rate of poverty, and also encourages participants to explore areas of the county outside of the City of Portland. HAP will be conducting landlord training and is considering offering incentives to encourage the participation of new landlords in areas outside of dense poverty.

**FY 2009 objectives** -HAP is considering implementing the following policies in an attempt to deconcentrate the utilization of Section 8 vouchers within areas of dense poverty.

- 1. Offer incentives to landlords who are not participating within areas outside of dense poverty.***
- 2. Increase payments standards as needed above 100% for areas of greater opportunity outside of dense poverty.***

**3. Link payment standards to actual rents within the county so participants can afford to move to all areas within the county.**

**Rent Simplification and Administrative Efficiencies**

On-going activities to continue into FY 2009 include biennial reviews – Biennial scheduling for clients on fixed incomes (primarily senior and disabled households) began implementation in October 2007. This has resulted in a reduction of approximately 110 annual re-certifications per month. (Additional simplification measures identified in the FY08 Plan will be summarized in the FY08 Report, May 2008)

**FY 2009 Objectives**

***Section 8 will participate in the agency-wide review of admissions policies (including preferences, priorities and set asides).*** This initiative is outlined in Section II – Occupancy Policies.

***Port-out requirements*** – In order to ensure HAP’s focus remains on households who choose to live within our jurisdiction (plus increase administrative efficiency), participants will not be allowed to port-out of HAP’s jurisdiction until they have successfully completed 12-months on the voucher program within HAP’s jurisdiction of Multnomah County.

***Limits to move-in deposits/payments*** – In order to help reduce the number of evictions facing families that choose rentals beyond their means, HAP will consider changing the percentage of funds that a household is allowed to pay out-of-pocket for utilities and rent at initial move-in. The percentage has been at 70% and the proposed change is to set the upper limit at 50%.

***Reduce the administrative burden on participating landlords*** – HAP will not require owners to enter into a new Housing Assistance Payment Contract in the event of a utility or rent change for a unit already under contract. A new contract will only be required at the time a resident moves into a new unit.

**B. Inspection Strategy**

On-going activities - HAP performs four major inspections for units receiving Section 8 rental assistance:

- Initial or Transfer (Pre-contract)
- Annual
- Quality Control
- Special (Complaint)

HAP’s Section 8 program continues to refine its building inspection program. In accordance with the Year One MTW plan, HAP began conducting whole building inspection each year rather than going out to the building multiple times. This program has been very successful and has resulted in savings in staff time, allowing increased

services in other areas. HAP has expanded this program to include complexes where there is a large concentration of Section 8 tenant-based voucher holders.

HAP's experience is that for both owner and tenant, preparation is the key to passing a high number of units on the initial or first inspection. Using recommendations from an outside evaluation of Housing Quality Standard (HQS) failures, HAP has developed "tip sheets" (one for tenants and one for landlords) that help them prepare for the inspection. HAP's goal is to continually improve the number of successful inspections. HAP will continue to actively monitor family-caused HQS breaches.

During FY 2008, HAP has implemented biennial inspections for Section 8 households with a record of good tenancy. Any Section 8 participant with a two-year record of good tenancy (and has not moved within the past two years), who rents at a property with a history of good landlord maintenance, can be placed on an every other year inspection schedule. (Additional inspections will be available upon request.)

Originally this change was anticipated to result in approximately 100 households qualifying for biennial inspections. However, the revised estimate now totals 1600 qualified participants.

**Section 8 Inspections for FY 2009 (April 2007 through March 2008)**

<b>Inspection Type</b>	<b>Performed during FY 2007</b>	<b>Projected FY 2008 YTD *Actuals + Projected</b>	<b>FY 2009 Plan</b>
Initial/Transfer	2,716	3972 + 530 = 4502	960 Transfers 840 Initials = 1800
Annual	6,530	9088 + 1212 = 10,300	All vouchers 7476 Minus transfers – 960 Minus biennial qualified clients – 1600 = 4916
Quality Control	57	128 + 77 = 205	3% of all vouchers = 225
Special (Complaint)	91	147 + 20 = 167	167
<b>Totals</b>	<b>9,394</b>	13,335 + 1839 = <b>15,174</b>	<b>7108</b>

\* FY 2008 actuals as of November 15, 2007.

***FY 2009 projected decrease in annual inspections*** – With the change to biennial inspections for households with a good record of tenancy during FY 2008, the projected number of inspections within any one fiscal year is forecasted to decrease.

### **FY 2009 objectives**

***In order to increase efficiency, HAP will decrease the number of units inspected at properties with high performing landlords*** - HAP is analyzing the possibility of selecting high performing landlords who have an excellent record of maintenance and adherence to guidelines within the Section 8 program. Upon identification of these landlords only a percentage of their units would be required for annual inspection. This would serve as an incentive for landlords as well as an administrative savings.

***Ensure timely payments and prompt response in order to continue to attract high performing landlords*** - During FY08, the wait time for an initial inspection has decreased from ten to five working days. HAP's goal is to get this response time down to three working days. HAP is continuing to reduce the time it takes to process a contract and remit payments for new move-ins, with a goal of completing this process within two to three weeks. Rent increases for landlords are being approved and allowed up to what the market will bear and is deemed reasonable. During FY 08, streamlining the process has enabled rent increase requests to be analyzed and completed within one week from a landlord's request.

***Utilize in-house expertise of HAP's Section 8 HQS inspectors to inspect HAP-owned properties with Section 8 participants*** - Because HAP-owned properties are managed by outside property management companies, HAP's Section 8 department staff conduct inspections on HAP-owned properties rented by Section 8 participants.

### **C. Security**

On-going activities to continue into FY 2009

***Law enforcement and crime prevention*** - The fraud team continues to work closely with the Gresham and Portland police, Multnomah County District Attorney's office, the HUD Inspector General's office, and the Office of Neighborhood Involvement.

***Preventing fraud*** - Section 8 maintains a fraud tip hotline for complaints. Procedures around households reporting zero income help to reduce fraud and provide staff the opportunity to offer additional assistance to those who need service referrals to help them obtain an income.

### **D. Short Term Rent Assistance Program**

On-going activities – The goal for allocation of funds is to balance services in three primary areas:

- **Safety off the Streets** – 15% of the funds are to assist households with immediate, temporary shelter;
- **Permanent Housing Placement** – 45% of the funds are to help households obtain permanent housing;
- **Maintain Permanent Housing (Eviction Prevention Services)** – 40% of the funds are to help households with supportive services to enable them to maintain permanent housing.

HAP began the administration of funds in January of 2006, but continued allocations to social service agencies based on the formulas, selection process, and systems previously utilized by the administrator of each funding source.

During FY 2007, in conjunction with the City of Portland, the City of Gresham, and Multnomah County, HAP oversaw a competitive procurement process to redistribute funds in order to best serve the citizens of Multnomah County. Three percent of available funds are considered a reserve for “severe weather shelter” and other emergencies. Of the remaining available funds, 55% were allocated to serve families and 45% to serve “singles” (adults and unaccompanied youth). Funds were awarded in a manner that ensured broad access, including a focus on specific geographic, cultural, and special needs populations (including domestic violence victims, families living on the streets, the medically needy, the severely mentally ill, pregnant/parenting youth, and the disabled).

A total of 19 agencies received funding to provide rent assistance services. Awards will be renewed for two additional years pending satisfactory performance by the funded agencies.

**FY 2009 objectives**

- 1) The outcome goals for the entire Short Term Rent Assistance system are:
  - a) **90% of households will remain housed throughout rent assistance provision**
  - b) **90% of households will retain housing 3 months after rent assistance ends**
  - c) **80% of households will retain housing 6 months after rent assistance ends**
  - d) **70% of all households will retain housing 12 months after rent assistance ends**
  
- 2) Each agency funded through the Short Term Rent Assistance system will have its outcomes compared against the system’s housing retention goals as described above. Since these goals may not be appropriate for all populations, each agency’s outcomes will also be compared against other agencies serving similar populations.

### **E. Schools/Housing Program (SFH)**

The SFH program is a joint program with the City of Portland, Multnomah County and the Housing Authority of Portland to provide housing stability to families in need. This is a pilot program that provides housing assistance to families in seven target schools in order to keep the family in stable housing and therefore the child enrolled in the school.

Each identified family is allowed up to \$5000 to use towards their housing costs, which may include: rent or mortgage assistance, moving assistance, hotel/motel costs, etc. Multnomah County's Touchstone Workers are working in the schools and identifying the families in need. The Housing Authority processes the payment and monitors the spending of the grant. From 9/10/07 to 11/15/07, the SFH program served 31 families and have provided \$42,895.00 in housing assistance.

#### **FY 2009 objective**

***Under the umbrella of our Short Term Rent Assistance program, continue to offer additional assistance to encourage stability for families with children.***

## Section IX: Resident Services

Resident services activities in FY 2008 are grouped into four main categories underlined below.

### Implement Opportunity Housing Initiative (OHI) pilot projects

The Opportunity Housing Initiative (OHI) focuses on providing support to participants of Public Housing, Section 8, and a limited number of affordable housing portfolio residents, in order to

*help more working-able people who live in HAP housing or receive rent assistance reach greater economic independence, so that these scarce resources can be turned over more quickly for others in need.*

OHI is an outgrowth of HAP's successful Family Self-Sufficiency (FSS) program, known locally as HAP's GOALS program, described in more detail below. The changes to the GOALS graduation requirements are essential to the implementation of the OHI pilot projects.

### FY 2009 objectives

***Eligible HAP residents will be encouraged to:***

- 1) ***become active participants in the OHI-GOALS program*** (described below) that includes opportunities for:
  - one-to-one support
  - peer support and mentoring
  - training in financial literacy and budgeting, basic education opportunities, career advancement and retention techniques, and understanding of options for housing mobility;
- 2) ***create an asset building escrow account utilizing their incremental increases in rent that result from increased income;***
- 3) ***participate in the Individual Development Account program so that they can benefit from state matching resources for a savings account;*** and,
- 4) ***transition off HAP public housing or Section 8 subsidies at the end of five years.***

HAP will continue to implement various models to serve as OHI-GOALS pilot projects.

- 1) ***Continue to build upon successful collaborations with Oregon Department of Human Services (DHS) and other partnering agencies***

This program-based model with DHS, utilizing a service enriched Section 8 voucher, is being designed to begin during FY 2008. By aligning systems and

breaking down silos between organizations, this model will help to ensure shared accountability of outcomes for individual clients.

Unique to this pilot is the use of a program-based, Section 8 voucher. DHS will select potential clients to be screened by HAP's Section 8 staff for program eligibility. Up to 25 term-limited vouchers will be available for the participants in this pilot. Once a voucher has been returned to HAP, DHS will be able to "recycle" it for a new client. After three years of program implementation, HAP will conduct an evaluation to determine interim program results and assess the availability of funds to support the revolving voucher pool.

DHS staff will take the lead in case management for the first two years; GOALS staff will serve as case managers for the remaining three years. Training from WorkSystems Inc. will begin immediately along with support from Portland and Mt. Hood Community Colleges.

Escrow savings will occur over the course of the five-year term and graduation from GOALS is a requirement to access the full escrow account. If a family is not prepared to graduate from the program, their OHI voucher will convert to a non-program tenant-based Section 8 voucher. Successful participation in this pilot also includes the ability for clients to adhere to all DHS rules and regulations. HAP and DHS will identify shared outcomes and goals and Portland State University interns will be available to assist with research and evaluation

2) ***Continue to implement the OHI services component of the Fairview Conversion Project for 40 working-able participants –***

Forty eligible households have been selected for the Fairview OHI pilot and are receiving the added incentive of public housing subsidy (anticipated to begin in early FY 2008). They begin to accumulate funds in an escrow account when their portion of the rent reaches \$350/month (rather than being triggered by increases in their income.)

Participants understand from the outset that OHI is a five-year window of opportunity, with an ultimate goal to graduate from the OHI program and successfully move off public housing subsidy. If, after five years of service-enriched housing, a participant has not yet achieved his/her self-sufficiency goal, they will have the option of maintaining their public housing subsidy at a different property or staying at Fairview but paying tax-credit ("workforce") rents similar to those that they were paying at the beginning of the OHI pilot. However, their escrow account will be forfeited.

3) ***Implement the Humboldt Gardens OHI pilot***

During FY 2008, Resident Services and Real Estate Operations staff collaborated to develop operational plans for OHI at Humboldt Gardens in preparation for

occupancy of the property. This included defining the lease addendum requirements and developing the waitlist management plan to ensure a meaningful cohort of working-able participants live at the property.

Similar to Fairview, OHI residents will understand from the outset that OHI is a five-year window of opportunity, with an ultimate goal to graduate from the OHI program and successfully move off public housing subsidy. If, after five years of service-enriched housing, a participant has not yet achieved his/her self-sufficiency goal, they will have the option of maintaining their public housing subsidy at a different property or staying at Humboldt Gardens in a tax-credit (“workforce”) unit. However, their escrow account will be forfeited.

#### 4) ***Develop an OHI Pilot for New Columbia***

HAP is working on a proposal to designate approximately 50 OHI households at New Columbia (public housing, plus project-based and tenant-based Section 8 participants).

### Continue to expand partnerships and increase program effectiveness for the GOALS program and the new OHI-GOALS pilot programs

Ongoing activities - HAP’s GOALS (Greater Opportunities to Advance, Learn and Succeed) program, initiated in 1994 with HUD Family Self-Sufficiency (FSS) funds, provides staffing support for the new OHI initiative and continues to serve close to 500 low-income households. Of these participants, approximately 15% are public housing residents and 85% utilize Section 8 vouchers. GOALS will be adding approximately 100 new families onto the program over the next year to fill current vacancies and to fill vacancies that will be created as families graduate.

In the two site-based OHI models described above, on-going funding will be included in the individual property’s projected operating budget.

The OHI program involves one-on-one support, access to multiple resources, and the opportunity to develop an escrow account to be accessed on graduation, with the ability to make interim withdrawals to achieve interim goals.

To be eligible for the GOALS program, a participant agrees to:

- be a tenant in good standing living in Public Housing or holding a Section 8 tenant-based voucher;
- agree to set life goals that include seeking and maintaining employment.
- if applicable, agree to cease participation in Temporary Aid to Need Families (TANF), a state welfare program.

To graduate from the GOALS program a participant must participate in key program elements including

- one-on-one support

- peer support/mentoring
- asset-building
- activities that expose adults to: financial literacy, basic education opportunities, career advancement and retention techniques, and strategies that support expanded housing choices.

Also, program participants must leave public housing or Section 8 assistance in order to successfully graduate. Participants who do not graduate are not required to leave Public Housing or Section 8, but they will be unable to access their HAP-sponsored escrow account.

**FY 2009 objectives**

***Intensify collaboration with partnering agencies (such as employment services and Department of Human Services) and leverage resources to extend the reach of the GOALS program to additional participants.***

***Monitor self-sufficiency outcomes connected to OHI participation.***

**Continue to leverage partnerships for delivery of specialized resident services**

On-going activities – In order to achieve greater cost-efficiencies, HAP has moved away from direct service to clients in two major program areas: Congregate Housing Services Program and the Evening Trades Pre-Apprenticeship Program (ETAP). Both of these services are now provided under contract with non profit service providers in the local community.

**FY 2009 objectives**

***Continue to contract with service provider(s) to expand the meals program and provide increased Resident Services coordination in order to increase the number of residents served.***

***Continue to contract with CAWS (the newly formed regional service provider) to ensure continued pre-employment services in the construction trades..***

**Continue to provide HOPE VI Community and Supportive Services (CSS) at New Columbia and Humboldt Gardens**

On-going activities – HAP’s HOPE VI physical redevelopment activity is complete at New Columbia and actively underway at Humboldt Gardens. The “people-side” of the redevelopment is underway in both communities.

*New Columbia* - With the HOPE VI redevelopment efforts coming to a close in December 2006, a reduced number of CSS staff have spent the last year on-site assisting with

community building activities and resident/youth service coordination for the new community. Staff has been working to develop strong partnerships with agencies such as Portland Community College and the Boys and Girls Club to extend programs to New Columbia residents. Activities underway which will continue into FY 2009 include community safety and crime prevention awareness, summer youth employment, programming with community partners, development of a summer music series and special events in McCoy Park, senior-focused programming, and on-going communications to residents (rental and homeowner) and surrounding neighbors.

The CSS Endowment is a new approach that provides a structure for the continuation of HOPE VI services for the next four to five years. The CSS Endowment supports on-site services for two full time staff (2.0 FTE). Partnership development is a key element of the long-term sustainability strategy after the endowment terminates and direct services from HAP staff are not available. Longer-term funding for community building staffing is included in the budgets of the four tax credit partnerships that financed New Columbia.

*Humboldt Gardens* – CSS staff worked alongside relocation staff during FY 2007 to ensure a smooth transition to new housing. Case management services, “triage” risk assessment, on-going outreach, and the development of Individual Development Plans (IDAs) have been underway.

Collaboration with community partners is underway with a focus on housing stability, employment, and youth.

- 1) *Housing stability*: Now settled in their new locations, residents face the challenges of adapting to new neighborhoods, commutes, schools and utility expenses. Case managers help them solve problems and overcome barriers to ensure they remain residents in good standing while away from Humboldt Gardens.
- 2) *Employment*: CSS staff is helping residents identify goals and build skills to increase employability and earnings. Examples include helping residents obtain their GED, access job skills training and navigate employment systems.
- 3) *Youth*: CSS staff is ensuring children adjust to new schools through direct communication with school staff, and helping them connect with programs in their neighborhoods that build academic and pro-social skills.

#### **FY 2009 objectives**

***Continue community-building activities at New Columbia including integration of services between community partners and support from CSS endowment activities.***

***Continue to provide CSS case management for HOPE VI residents relocated from Iris Court and support the process of occupancy / re-occupancy of the property.***

CSS will continue to assist former Iris Court residents understand their rights and responsibilities as they choose to return to Humboldt Gardens, and to navigate the leasing process. Particularly for the working-able, CSS will ensure they understand the commitment of the 5-year lease agreement, as well as the supports that will be available to help them succeed. These staff members will also work in partnership with property management to ensure a smooth process for all new residents to the property.

## Section XI

### Additional Local Strategic Initiatives Strategic Initiatives Not Identified by HUD as Specific MTW Objectives

#### Development

HAP's development efforts will be focused on the following objectives. The agency will pursue including public housing replacement units in new development undertakings:

***Complete the construction of Humboldt Gardens (a HOPE VI redevelopment)***

- Construction is well underway and the first residents are scheduled for return in August 2008.

***Continue development and redevelopment efforts that support local initiatives to end homelessness*** – HAP responded to the City of Portland's request for assistance on two properties in the Old Town area during the fall of 2007 and is developing plans for the redevelopment of another downtown property. These activities will continue into FY 2009:

- Acquisition of the Grove Hotel – The City of Portland requested that HAP purchase this downtown property in order for immediate health and safety concerns to be addressed and the location is preserved for affordable housing. In the near term (i.e. the next three to five years), plans call for Permanent Supportive Housing; longer term, the location could present a range of affordable housing redevelopment opportunities. Building renovations will continue into FY09 in preparation for the Bridgeview Program to begin on-site operations on July 1, 2008 (described in more detail in Section XI – Additional Local Strategic Initiatives).
- Development of the Resource Access Center - The City also requested HAP to serve as the master developer of the downtown resource access center, a critical component in the plan to end homelessness. As currently envisioned, the center, which would provide daytime services to persons who are homeless, would be combined with a shelter and more permanent housing in a multi-story, multi-purpose building.
- Redevelopment of University Place – HAP intends to redevelop this 28-unit building located in downtown's west end near Portland State University. The apartments were purchased in 2002 as a redevelopment opportunity, given the age of the building (1908), and the magnitude of its deferred capital needs. After an analysis of options, staff determined that razing the building and replacing it with a six story building with 50 units of permanent supportive housing was the most feasible strategy. Current financing projections support housing for a very low income population (potentially 15 public housing units and 35 units of project-based Section 8).

***Continue to pursue potential redevelopment of sites in southwest Portland –***

Two large redevelopment opportunities are currently planned in southwest Portland

- Sears military base redevelopment – HAP understands that the Portland Development Commission (lead agency for the Department of Defense redevelopment) will make recommendations to the Portland City Council by June 2008. If HAP's proposal is selected, work will proceed on a more extensive design. Actual construction is not anticipated until September 2011 when the current military operations vacate the site.
- Redevelopment of Hillsdale Terrace - HAP's public housing development, Hillsdale Terrace, is within a mile of the military base closure site and also is at the top the agency's list for redevelopment. HAP's initial concept includes a redevelopment effort that might include both properties. If HOPE VI grant applications are accepted during FY 2009, HAP anticipates submitting a collaborative proposal to redevelop and expand affordable housing opportunities.

**Organizational Effectiveness**

Other key initiatives over the next five years are related to the ways that HAP's Board and staff approach the work we do: thinking strategically, acting collaboratively, and providing leadership in the creation and operation of social housing.

***Examine opportunities for increased systems alignment in social housing -***

The agency is participating in a study of the social housing delivery system sponsored by the cities of Portland and Gresham, Multnomah County, Portland Development Commission and HAP. The resulting analysis will examine whether further alignment around social housing programs and policies could result in a more efficient service delivery system and more effective use of available resources.

***Institutionalize HAP's emergency preparedness system*** – Although HAP residents would participate in city, county and regional disaster relief programs in the event of a regional emergency, access to HAP's services would remain a key concern. An interdepartmental team with representatives from Real Estate Operations, Finance and Accounting, and Information Technology is developing plans to respond to disasters that affect the agency's ability to house residents and/or conduct necessary operations.

***Continue to expand human resources and administrative initiatives to increase overall effectiveness*** - Activities already under development for further implementation in FY 2009 include: a series of essential information technology (IT) improvements; continued agency wide focus on training and diversity development; and contract talks with both AFSCME and Trades bargaining groups.

## Section XI Other Information Required by HUD

See Appendix B (signed copy to be inserted upon adoption of the Plan)

*(scheduled)* Resolution adopting Year 10 Moving to Work Annual Plan (FY 2009)  
on January 22, 2008

See Appendix D – Public Review Process

- 1) Affidavit for notice(s) of public hearing published in the Oregonian on December 9 and December 16, 2007
- 2) Letters of public testimony from:
- 3) Minutes from the public hearing held at the HAP Board of Commissioners' meeting on December 18, 2007

See Appendix E - Copies of Forms Submitted to HUD for Funding

## Appendix A Glossary

### **ACC - Annual Contributions Contract**

The legal document (contract) between a housing authority and HUD.

Under the ACC HUD commits to provide the housing authority with the funds for:

Public Housing - the development, modernization and/or operation of a low-income project.

Section 8 - housing assistance payments to landlords and administrative fees to the Housing Authority.

Under the ACC the housing authority commits to:

Public Housing - develop, modernize, and operate the project in compliance with the ACC and HUD regulations.

Section 8 - perform the duties of a contract administrator.

### **Capital Funds/Capital Grant Funds**

Funds that a Housing Authority receives from HUD to address capital improvement needs in Public Housing properties.

### **Congregate Housing Services Program (CHSP)**

A HAP program that offers housekeeping, meal preparation, and other in-home services to 90 elderly and disabled residents annually.

### **End of Initial Operating Period (EIOP)**

The date upon which Public Housing operating subsidy for any new Public Housing project will begin to flow.

### **Evening Trades Apprenticeship Preparation (ETAP) program**

A HAP program that provides apprenticeship preparation training and direct access to apprenticeships with both the Carpenters and Laborers Unions.

### **Flat Rents**

A fixed rental payment based on comparable units in the private unassisted market. In the case of an MTW agency, a fixed rental payment that includes additional factors.

### **Greater Opportunities to Advance, Lean and Succeed (GOALS)**

A HAP program that helps Section 8 and Public Housing participants work toward independence from public assistance through employment and asset building. GOALS for Kids helps middle-school children reach their educational goals, while learning to save and accrue financial assets.

**Housing Quality Standards (HQS)**

Basic livability and safety standards that a rental unit must meet to become eligible for a Section 8 subsidy.

**Median Family Income (MFI)**

MFI is set by HUD on an annual basis for families of different sizes. Eligibility for housing assistance is determined by the household income as percentage of MFI.

**Moderate Rehabilitation Program**

A HUD program that provides rehabilitation funds for rental housing in exchange for a long-term commitment to house low-income households.

**Operating Funds**

Funds that HAP receives from HUD for the general day-to-day operations at HAP Public Housing properties.

**Permanent Supportive Housing (PSH) Unit**

As defined by the City of Portland, a PSH unit of permanent housing is:

- 1) Subject to restrictive covenants requiring that the unit be affordable to
  - a. single individual households with incomes at or below 30% MFI, or
  - b. multiple individual households below 50% MFI,as defined by HUD and the restrictive covenants applicable to the unit;
- 2) With supportive services from a Partnered Service Provider; and
- 3) Occupied by a person or household who is, or was at the time of initial occupancy of the unit, a PSH tenant.

**Replacement Housing Factor**

A type of Capital Grant funds that a housing authority receives when a Public Housing unit is removed from the Annual Capital Contribution Contract due to demolition or sale. The funds may be used to support replacement of a new Public Housing unit.

**Reserves****MTW Project Reserves**

The amount of reserve funds made available to HAP on a one-time basis during the initial MTW year 2000.

**Reserves- Public Housing**

A calculation of accumulated net income or loss.

**Reserves- Section 8**

A calculation of accumulated net income or loss.

## **Section 8 Vouchers/Assistance**

### **Housing Choice Vouchers**

A general term for Section 8 vouchers that can be either tenant-based or project-based.

### **Project-Based Assistance Vouchers (PBAs)**

Project-based assistance provided under HAP's demonstration program which ties assistance to individual units serving those who are not traditionally successful in the tenant-based voucher program.

### **Tenant-Based Vouchers**

The majority of HAP's Section 8 vouchers which provide rental assistance to low-income residents so that they can rent from any qualified private landlord who accepts rent assistance vouchers. Residents negotiate their own lease.

### **Resident Services Coordination**

Program that supports residents in HAP's high-rise building by assisting through information and referral to community resources, light case management, and community building activities.

### **Single Room Occupancy (SRO)**

Rooms that are designated for single adults. Residents share kitchen and bathroom facilities.

### **Stop Loss**

An opportunity to limit financial loss to housing authorities that stand to lose resources under HUD's new rules for the Public Housing Operating Subsidy.

### **Youth Services**

Programs that increase self-esteem and school performance, resulting in measurably reduced crime and drug use.

Appendix B



**MEMORANDUM**

**SUBJECT: RESOLUTION 08-01-01 AUTHORIZING THE HOUSING AUTHORITY OF PORTLAND (HAP) TO SUBMIT THE MOVING TO WORK (MTW) TENTH YEAR ANNUAL PLAN (FY 2009) TO THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)**

**TO: BOARD OF COMMISSIONERS**

**FROM: STEVEN D. RUDMAN 503.802.8501 [stever@hapdx.org](mailto:stever@hapdx.org)**  
**Contact: Shelley Marchesi 503.802.8492 [shelleym@hapdx.org](mailto:shelleym@hapdx.org)**

**DATE: January 15, 2008**

**ISSUE:**

Resolution 08-01-01 authorizes the Housing Authority of Portland (HAP) to submit the Moving to Work (MTW) Tenth Year Annual Plan to the Department of Housing and Urban Development (HUD). This Plan corresponds to HAP's coming fiscal year (FY 2009 from April 1, 2008 through March 31, 2009).

**BACKGROUND:**

HAP has been operating as a MTW agency since April 1, 1999. During that time, HAP has been allowed to intermingle operating subsidies and capital allocations, providing HAP with flexibility in the design and administration of housing assistance. HAP has also been able to waive certain HUD regulations in favor of locally developed policies aimed at the needs of our residents, participants, and community. In March 2006, Resolution 06-03-04 authorized HAP the opportunity to extend this contract for three years, with one year now remaining.

HAP's FY 2009 MTW plan includes objectives to help us better align with local initiatives, including the Portland/Multnomah County *Ten Year Plan to End Homelessness*. The MTW Plan suggests changes that HAP may consider to occupancy policies and the ways rents are calculated. Continuing efforts in Public Housing Preservation (initiated during FY 2008), resident services, and on-going development activities are also summarized. In order to provide a more comprehensive overview of agency activities, initiatives occurring in HAP's affordable housing portfolio and administrative areas have been included although they are not recognized by HUD as MTW-activities.

HAP met with interested community stakeholders in early December to review the tenth year MTW plan. HAP will continue to work with the community as the initiatives contained

in this plan move forward, especially additional planning related to potential changes in rent and occupancy policies.

**RECOMMENDATION:**

Staff recommends approval of resolution 08-01-01.



## RESOLUTION 08-01-01

***RESOLUTION 08-01-01 AUTHORIZES HOUSING AUTHORITY OF PORTLAND STAFF TO SUBMIT THE MOVING TO WORK (MTW) TENTH YEAR ANNUAL PLAN TO THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)***

**WHEREAS**, this agreement provides HAP with the authority to investigate and adopt new policies and to flexibly use HUD funding to maximize the effectiveness of this important resource; and

**WHEREAS**, on December 7, 2007, HAP staff met with community partners to review the draft MTW plan; and

**WHEREAS**, on December 18, 2007, the HAP Board of Commissioners conducted a public hearing on the draft MTW plan; and

**WHEREAS**, HUD has requested that the Housing Authority of Portland Board of Commissioners authorize the execution of its MTW Tenth Year Annual Plan.

**NOW, THEREFORE, BE IT RESOLVED**, by the Board of Commissioners of the Housing Authority of Portland that the Chair of the Housing Authority of Portland is authorized to enter into and execute the MTW Tenth Year Annual Plan with the Department of Housing and Urban Development.

**Adopted: January 22, 2008**

**HOUSING AUTHORITY OF PORTLAND**

\_\_\_\_\_  
Jeff Bachrach, Chair

**Attest:**

\_\_\_\_\_  
Steven D. Rudman, Secretary

## Appendix C – Public Housing Scattered Sites – Sales Phasing

### SCATTERED SITE SALES - 160 Units

Phase 1				Phase 2				Phase 3			
HUD#	AMP	Address	Count	HUD#	AMP	Address	Count	HUD#	AMP	Address	Count
050	ph704	1404 SW Carson St	1	036	ph701	9523 N Allegheny St	1	049	ph706	821 SE Bush St	1
049	ph704	5814 SW Florida St	1	049	ph701	3101 N Arlington Pl	1	048	ph706	6538 SE Carlton St	1
048	ph704	9710 SW 49th Ave	1	036	ph701	3702 N Arlington Pl	1	032	ph706	8037 SE Duke St	1
048	ph704	5735 SW 53rd Ave	1	036	ph701	7210 N Armour St	1	036	ph706	10005 SE Ellis St	1
048	ph704	8805 SW 53rd Ave	1	048	ph701	5276 N Bowdoin St	1	049	ph706	6721 SE Harold St	1
048	ph704	11005 SW 58th Ave	1	036	ph701	9020 N Chautauqua Blvd	1	049	ph706	6855 SE Lexington St	1
048	ph704	10828 SW 63rd Ave	1	049	ph701	8606 N Curtis St	1	048	ph706	4214 SE Long St	1
049	ph705	11021 NE Thompson St	1	049	ph701	8920 N Drummond Ave	1	048	ph706	4412 SE Mitchell St	1
049	ph705	201 NE 75th Ave	1	049	ph701	8216 N Fox St	1	048	ph706	1806 SE Nehalem St	1
049	ph705	3148 NE 81st Ave	1	049	ph701	3309 N Halleck St	1	048	ph706	1816 SE Nehalem St	1
050	ph705	4916 SE Brooklyn	1	049	ph701	3325 N Halleck St	1	048	ph706	1836 SE Nehalem St	1
049	ph705	6832 SE Center	1	036	ph701	3107 N Houghton St	1	049	ph706	10105 SE Pardee St	1
048	ph705	6705 SE Gladstone	1	036	ph701	3220 N Hunt St	1	049	ph706	7509 SE Raymond St	1
032	ph705	3410 SE Grant Ct	1	049	ph701	10223 N Hudson St	1	049	ph706	6550 SE Reedway St	1
049	ph705	7243 SE Harrison St	1	049	ph701	9536 N Mohawk Ave	1	032	ph706	8730 SE Rural St	1
050	ph705	4113 SE Ivon St	1	036	ph701	10019 N Mohawk St	1	032	ph706	8732 SE Rural St	1
050	ph705	6206 SE Sherman St	1	048	ph701	7454 N Montieith St	1	048	ph706	7533 SE Schiller St	1
048	ph705	7540 SE Taggart	1	036	ph701	9132 N Pier Park Place	1	049	ph706	6047 SE Tolman St	1
048	ph705	7650 SE Taggart	1	036	ph701	9406 N Tioga St	1	049	ph706	7916 SE 15th Ave*	1
048	ph705	5316 SE Washington St	1	049	ph702	1637 NE Ainsworth	1	049	ph706	8215 SE 16th Ave	1
048	ph705	2727 SE 48th Ave	1	049	ph702	4815 NE Alberta St	1	050	ph706	3126 SE 23rd Ave	1
049	ph705	4004 SE 48th Ave	1	049	ph702	2505 N Baldwin St	1	049	ph706	5024 SE 58th Ave	1
048	ph705	4420 SE 51st Ave	1	032	ph702	2908 NE Killingsworth St	1	049	ph706	4719 SE 59th Ave	1
050	ph705	3554 SE 62nd Ave	1	049	ph702	5734 NE Mallory Ave	1	048	ph706	4815 SE 59th Ave	1
048	ph705	3614 SE 62nd Ave	1	049	ph702	1630 NE Mason St	1	032	ph706	5406 SE 62nd Ave	1
049	ph705	3712 SE 64th Ave	1	032	ph702	6830 NE Roselawn St	1	032	ph706	5410 SE 62nd Ave	1
050	ph705	3603 SE 68th Ave	1	049	ph702	68 NE Russet St	1	032	ph706	5414 SE 62nd Ave	1
032	ph705	2503 SE 76th Ave	1	049	ph702	4323 NE 18th Ave	1	050	ph706	6622 SE 63rd Ave	1
032	ph705	2504 SE 76th Ave	1	049	ph702	5226 NE 21st Ave	1	049	ph706	7958 SE 64th Ave	1
032	ph705	2507 SE 76th Ave	1	049	ph702	5925 NE 24th Ave	1	049	ph706	7855 SE 66th Ave	1
032	ph705	2519 SE 76th Ave	1	050	ph702	4928 NE 36th Ave	1	032	ph706	6535 SE 68th Ave	1
032	ph705	2528 SE 76th Ave	1	050	ph702	5418 NE 36th Ave	1	032	ph706	6547 SE 68th Ave	1
032	ph705	2605 SE 76th Ave	1	032	ph703	3550 N Albina Ave	1	036	ph706	6536 SE 69th Ave	1

032	ph705	2606 SE 76th Ave	1
032	ph705	530 SE 88th Ave	1
049	ph705	18 SE 89th Ave	1
044	ph707	19757 NE Everett Ln	1
044	ph707	18919 NE Flanders	1
050	ph707	14535 NE Knott Ct	1
050	ph707	4009 NE 133rd Ave*	1
050	ph707	3810 NE 136th Pl	1
044	ph707	111 NE 197th Ave	1
044	ph707	12634 SE Cora St	1
044	ph707	16931 SE Haig St	1
044	ph707	13934 SE Mill St	1
044	ph707	16827 SE Rhine St	1
044	ph707	14217 SE Salmon St	1
044	ph707	4125 SE 138th Ave	1
032	ph707	2608 SE 141st Ave	1
044	ph707	1804 SE 154th Ave	1
044	ph707	731 SE 170th Dr	1
044	ph707	2027 SE 184th	1
048	ph704	9624 SW 52nd Ave	1
036	ph705	6304 NE Hoyt St	1
036	ph705	6306 NE Hoyt St	1
036	ph705	6310 NE Hoyt St	1
036	ph705	6312 NE Hoyt St	1
050	ph705	3736 SE 68th Ave	1
044	ph707	907 NE 198th Ave	1
			<b>59</b>

032	ph703	3552 N Albina Ave	1
032	ph703	4036 N Albina Ave	1
032	ph703	4038 N Albina Ave	1
032	ph703	3535 N Borthwick Ave.	1
032	ph703	3537 N Borthwick Ave	1
032	ph703	3544 N Borthwick Ave	1
032	ph703	3546 N Borthwick Ave	1
032	ph703	3624 N Borthwick Ave	1
032	ph703	3626 N Borthwick Ave	1
032	ph703	3916 N Borthwick Ave	1
032	ph703	3918 N Borthwick Ave	1
032	ph703	305 N Mason St	1
032	ph703	307 N Mason St	1
036	ph703	911 N Sumner St	1
036	ph703	917 N Sumner St.	1
032	ph703	3827 N Vancouver Ave	1
032	ph703	3829 N Vancouver Ave	1
049	ph703	4404 NE 20th Ave	1
036	ph701	9464 N Richmond St	1
			<b>52</b>

049	ph706	5309 SE 70th Ave	1
050	ph706	6739 SE 75th Ave	1
048	ph706	4906 SE 76th Ave	1
032	ph706	6410 SE 81st Ave	1
050	ph706	6111 SE 86th Ave	1
049	ph706	6325 SE 86th Ave	1
032	ph706	6719 SE 86th Ave	1
032	ph706	6801 SE 86th Ave	1
049	ph706	6317 SE 89th Ave	1
049	ph706	6109 SE 90th Ave	1
049	ph706	6936 SE 91st Ave	1
050	ph706	7739 SE 101st Ave	1
048	ph706	7816 SE 103rd Ave	1
048	ph706	6625 SE Knight St	1
049	ph706	6629 SE Knight St	1
048	ph706	1126 SE Marion St*	1
			<b>49</b>

**Note: Units shaded are HOLD for Special needs, AAD sale, etc**

## Appendix D Public Review Process

- 1) Discussion notes from Community Stakeholder meeting December 7, 2007
  
- 2) Affidavit for notice(s) of public hearing published in the Oregonian on December 9 and December 16, 2007
  
- 3) Letters of public testimony from:
  - Micky Ryan, Oregon Law Center
  -
  
- 4) Minutes from the public hearing held at the HAP Board of Commissioners' meeting on December 18, 2007

## Appendix E

### Copies of Forms Submitted to HUD for Funding