

Housing Authority of Portland Board of Commissioners Meeting



The Officer Zylawy (Z-Man) Community Center was named in honor of Portland Police Officer Mark Zylawy who was killed in an automobile accident in January. The HAP board announced the naming of the new center at Maple Mallory apartments at its April meeting. Zylawy was an example of community policing at its finest and was admired and respected by staff and residents alike.

Housing Authority of Portland
Board of Commissioners Meeting
Gresham City Hall - Oregon Trail Room
1333 NW Eastman Parkway
Gresham, Oregon
May 20, 2008, 6:15 PM



HOUSING AUTHORITY OF PORTLAND

INDEX FOR ELECTRONICALLY DISTRIBUTED BOARD OF COMMISSIONERS BOARD MEETING PACKET FOR MAY, 2008

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PUBLIC NOTICE:

THE HOUSING AUTHORITY OF PORTLAND
BOARD OF COMMISSIONERS

will meet on

Tuesday, May 20, 2008

At 6:15 pm

At Gresham City Hall – Oregon Trail Room

1333 NW Eastman Parkway

Gresham Oregon

TO: COMMUNITY PARTNERS

FROM: STEVE RUDMAN

DATE: May 14, 2008

The Board of Commissioners of the Housing Authority of Portland will meet on Tuesday, May 20, 2008 at Gresham City Hall in the Oregon Trail Room, 1333 NW Parkway, Gresham Oregon at 6:15 P.M. The commission meeting is open to the public.

The meeting site is accessible, and persons with disabilities may call 503-802-8501 or 503-802-8554 (TTY) for accommodations (e.g. assisted listening devices, sign language, and/or oral interpreter) by 12:00 pm (noon), Friday, May 16, 2008.

CONSENT CALENDAR MINUTES



**HOUSING AUTHORITY OF PORTLAND
 BOARD OF COMMISSIONERS MEETING**
 Gresham City Hall – Oregon Trail Room
 1333 NW Eastman Parkway
 Gresham, OR
 May 20, 2008 6:15 PM

INTRODUCTION AND WELCOME

Welcome Gresham Mayor Shane Bemis	Jeff Bachrach, Chair
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PUBLIC COMMENT

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

MEETING MINUTES (Consent Calendar/Minutes TAB)

Topic
Minutes of April 15, 2008 Board of Commissioners Meeting

BOARD OF COMMISSIONERS COMMENTS

Report	Election of Treasurer Replacing Catherine Such	Jeff Bachrach, Chair
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CONSENT CALENDAR (Consent Calendar/Minutes TAB)

Following Resolutions:			
08-05	TOPIC	Presenter/POC	Phone #
01	Authorization to Enter into Contract with On-Call Environmental Consultant	Mike Andrews	503.802.8507
02	Authorization to Enter into Contract with On-Call Legal Services for Bond & Tax Credit	Mike Andrews	503.802.8507
03	Authorization of the Loan Structure Between PDC and HAP for the Grove Hotel	Mike Andrews	503.803.8507

REPORTS / RESOLUTIONS

08-05-	TOPIC	Presenter/POC	Phone #
Report	Executive Director's Report (Exec Director TAB)	Steve Rudman	503.802.8423

04	Authorization of Fairview Woods Land Conveyance	Michael Havlik	503.802.8482
Report	Congregate Housing Services Program (CHSP)	Veronica King Portland Impact	503.335.6801
05	Authorize a Memorandum of Understanding with Transition Projects for the Resource Access Center	Mike Andrews	503.802.8507
06	Authorize an Intergovernmental Agreement with the City of Portland and Portland Development Commission for the Resource Access Center	Mike Andrews	503.802.8507
07	Authorize a Construction Contract for Cambridge Court	Mike Andrews John Manson	503.802.8507 503.802.8511
08	Authorization to Adopt Revisions to the Section 8 Policies Relating to Annual Recertification	Jill Riddle	503.802.8565
Report	Moving to Work 10-Year Agreement	Shelley Marchesi	503.802.8427
09	Authorization of Changes to the Benefits Plan	Brenda Carpenter	503.802.8502
10	Authorization to Adopt a Three-Year Business Plan	Margaret Van Vliet	503.802.8505
11	Recognition of Margaret Van Vliet, Deputy Executive Director	Jeff Bachrach, Chair	

ADJOURN

EXECUTIVE SESSION (if needed)

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

The **next regular meeting** of the Board of Commissioners is scheduled for **June 17, 2008 at 6:15 PM** and it will take place at the Multnomah County Building, 501 SE Hawthorne Blvd., Portland.



**HOUSING AUTHORITY OF PORTLAND
BOARD OF COMMISSIONERS MEETING MINUTES
April 15, 2008
Housing Authority of Portland
135 SW Ash, Portland, OR**

COMMISSIONERS PRESENT:

Chair Jeff Bachrach, Vice-Chair Lee Moore, Treasurer Katie Such, Commissioners: Gretchen Kafoury, Harriet Cormack, Mike Bennett

STAFF PRESENT:

Mike Andrews, Brenda Carpenter, Shelley Marchesi, Veronica Sherman, Dianne Quast, Todd Salvo, Rachael Duke, Margaret Van Vliet, John Manson, Betty Dominguez, Peter Beyer, Kandy Sage, Marilyn VonWaldner, Felicia Poe, Celia Strauss, Pamela Prideaux, Robert Dell

LEGAL COUNSEL:

Steve Abel

Chair Bachrach opened the meeting at: 6:15pm.

PUBLIC COMMENT

No public comment.

MEETING MINUTES

Chair Bachrach called for a motion to adopt the minutes of the March 18, 2008 Board of Commissioners meeting, Commissioner Cormack made a motion to adopt the minutes, and Commissioner Kafoury seconded the motion.

The vote was as follows:

**Chair Bachrach – Aye
Vice-Chair Moore – Aye
Treasurer Such – Aye
Commissioner Bennett - Aye
Commissioner Kafoury – Aye
Commissioner Cormack – Aye**

REPORTS

Executive Director's Report

Executive Director Rudman began by thanking staff for the pre-meeting tour of both Humboldt Gardens and a newly upgraded unit at Maple Mallory, adding that holding Board meetings at HAP's different locations allows the commissioners a first hand look at our properties. The May Board of Commissioners meeting will be held in Gresham at City Hall, beginning with a tour of HAP Gresham properties.

Regarding Humboldt Gardens, Rudman said it was striking that 900 applications were received in nine days and it is proof of the need for additional affordable housing units. After previous residents return to Humboldt Gardens, only 50 units will be available to rent, which is a sobering fact.

Rudman went on to say that we have lots of work ahead and touched on some smaller properties, such as Cambridge Court, located across the street from Humboldt Gardens, which houses women and families in recovery. Regarding the work ahead, he said Mike Andrews would present a briefing on downtown development.

Commissioner Kafoury said that the units at Humboldt Gardens were very nice and large, and said she thought that the development was impressive.

RESOLUTION

08-04-01

Naming of Maple Mallory Community Center for Officer Z-Man

The April Board of Commissioners meeting was held at the community center at Maple Mallory, which was named in honor of police officer Mark Zylawy, known to most as Z-Man. His wife, Patti Lewis, Commander James Ferraris, and several police officers from the North Precinct were in attendance to receive a plaque that will be displayed in the community room. Felicia Poe, site manager at Maple Mallory, shared her story of how Officer Zylawy approached her shortly after she became the site manager, saying that there needed to be better communication between the police officers and the community. He gave her his card with phone numbers where he could be reached, and also gave her his personal cell phone number in case she needed to contact him after hours. She said the relationship was great right from the start, adding that it is a great loss to the community and she felt honored to be a part of the evening. Commander James Ferraris then spoke on behalf of Mark's family and the North precinct, saying that it was an honor to know Mark, and that Mark embodied every value an officer should stand for and was an example of what every officer should be like. He closed by saying that this was a great tribute to Mark, thanking HAP for the partnership. He added that compared to the 80's and 90's, the relationship between the police officers and the community served by the North precinct have made a 180 degree change, in large part due to the efforts of HAP and Officer Z. Jacob Fox, Greater Northwest Area Property Manager, read the plaque and photos were taken.

Chair Bachrach called for a motion. Commissioner Kafoury made a motion to adopt and Treasurer Such seconded the motion.

The vote was as follows:

Chair Bachrach – Aye

Vice-Chair Moore – Aye

Treasurer Such – Aye

Commissioner Bennett - Aye

Commissioner Kafoury – Aye

Commissioner Cormack – Aye

REPORT

Commercial Space Leases in HAP Properties

Dianne Quast began by introducing herself to, and welcoming Commission Mike Bennett to the board. She then began her report regarding some of the commercial spaces in HAP properties and the tenants. A couple of examples she included were the Shanghai Bar, located in the Helen Swindells property and Dugos in The Grove Hotel, saying that there is some key financial benefits in leasing commercial space, but that we want to have partners who would not be predatory to the community we serve and, instead, want businesses that would enhance what we do. Quast commended both Ben Wickham and Chrissy McCausland for the good job they did in getting Dugo's to vacate early.

Quast introduced Officer Engin, who is familiar with The Grove Hotel, as well as Dugo's. Engin said the bar is more a haven in which to seek refuge than anything else, and referred to the clientele as being similar to that in the bar from Star Wars. The Shanghai, in the Helen Swindells Building is equally as bad, requiring frequent drug vice activity. Officer Engin commended the management of HAP for dealing with these situations and said it will be a great benefit to have these establishments gone and that it will have a substantial impact on the neighborhood.

Quast then proceeded with her report in regards to Portland Community College at Trenton terminating their lease saying that she has begun working the John Keating and staff to find a new tenant. She also pointed out that several of HAP's high rises have cell towers on their roofs. She noted that some of the leases have expired and that a consultant will handle these leases for HAP.

Commissioner Cormack asked what it meant for HAP to lose PCC and Quast said that financially, it is a large loss.

Veronica Sherman King reported that she has spoken with her staff who works at New Columbia with John Keating on on-site services. She said that the catalyst for PCC moving is that they are funded by WorkSystems, Inc., who, due to cutbacks, is realigning their one-stops. King said that community based education will continue, as well as employment services, CAWS and ETAP. She said the Opportunity Housing Initiative (OHI) pilot is almost ready to launch their youth related services also, and are focused on family self-sufficiency.

Executive Director Rudman said that cuts in the labor department are worse, resulting in collapsed one-stops and the need for consolidation. He said that PCC will continue to have a presence, but that it will be different. Vice Chair Moore asked if the services that are going away are being replaced with like services or will the \$3000/month lease payment just disappear. King answered that we will recoup some of the loss because some of the space will be sublet and that PCC wants to stay involved. Rudman added that the building has not lived up to our expectations, but that we will use this opportunity to make it a centerpiece of the community.

Vice Chair Moore asked which services will no longer be available and King said the one-stop career assessment, and training services, adding that this will affect about 300 people in different ways. She said that the 300 residents who were using the center is not as significant a percentage of residents as we had hoped for and that this shifts our focus. Dianne Quast added there just was not the sense of excitement about the center, but this gives us an opportunity to redesign some of the services.

Executive Director Rudman went on the talk about some of the other commercial spaces HAP leases to tenants, pointing out the tremendous success of the Loaves & Fishes program at the St. Francis. He said we waited a long time, but that it ended up being a great fit and in the future we will look at how to balance the revenue aspect versus our interests.

Vice Chair Moore then asked about the financial aspect of cancelling Dugo's lease and Dianne Quast said they had not been paying their lease. They were given a relocation budget in order to assist in their move.

RESOLUTIONS

08-04-02

Selection of a Contractor for the Development of the Resource Access Center

Mike Andrews began by introducing John Manson who talked about the selection of a contractor for the Resource Access Center (RAC). Andrews said that HAP is working with Holst to better understand how to run an access center and that Julie Livingston, HAP Project Manager and Dave Otte, Holst architect spent some time at a shelter and ended up volunteering to prepare and serve dinner to 90 men at the shelter. He also noted that several folks from HAP, TPI, and Holst will be traveling to Los Angeles and Austin, Texas to visit some well-run center in order to learn more.

Andrews said that in 4-6 weeks he will meet with the Board to discuss more thoroughly HAP's interests and funding for the RAC, and that by the end of June we will know more about what we agree on with PDC, adding that there is much more to come. Vice Chair Moore asked if we know now where we are/are not in agreement and Andrews answered that it is in areas where we are asking them to do some things differently. Moore asked if there was the possibility that we could experience "scope creep", with so many interests and multiple parties involved. Andrews said that the City wants TPI to manage the first floor and that all parties are clear that in one building we cannot do everything we want. He said that PDC and HAP agree on the number of TIF dollars; \$28m will be stated in the DDA. Margaret Van Vliet, Deputy Director, said that PDC will not shift the burden to HAP. Vice Chair Moore said he would like to see a scope document that all parties have signed off on. Andrews said the project development will be in four phases; conceptual, schematic, design development, and construction. PDC sees this building as the first in the core area and they want to be a good looking building to help stimulate future development.

Chair Bachrach clarified that we will be developing the programs, but we will not operate them, adding that the housing on top HAP can claim, which brings in its own issues about the

type of financing and type of housing we will provide. He said he wants to make sure we don't let other interests creep in.

Commissioner Bennett said that since it sounds like things are in the conceptual stage, and since we will own the housing, we will need to know the true cost of ownership and have a true purpose statement about who makes final decisions. Andrews said that the function has been defined, but we need to strike a balance on some different issues, such as the entrance, square footage. He said the City is the driver of the first floor and that PDC will provide the funding. Commissioner Cormack noted that there was an orientation for her and Bud Clark and she learned that there is not a lot of flexibility with the site because of the slope and that a lot of work has been done to see how the site can work.

Vice Chair Moore reinforced Chair Bachrach's call for a deeper work session so the Board can provide clear direction. Andrews said HAP staff is prepared and will work on finding a date for the session. Van Vliet said we will start floating dates for a meeting in the next 30 days.

John Manson, Assistant Director of Construction Services, reviewed the resolution to authorize the selection of a contractor for the development of the Resource Access Center. Manson spoke about the outreach to contractors that took place saying that this is a very popular project. Four very good firms ended up applying, but the decision to hire Walsh Construction was based on the firm's capacity to do the job, their experience in building affordable housing, high target business experience and their construction fee came in the lowest. Manson said although it was a difficult decision, it was a unanimous one. The contractor will work with the design team and HAP and develop a cost model for review. Design work should be completed by spring with construction beginning in June 2009, completion in early fall 2010.

Treasurer Such said that Walsh was a good choice, they know us well, but might there be a perception that this was not a level playing field? Manson said everyone put together aggressive proposals but since this will be a new building type, Walsh seemed best suited. Such said she was just concerned about perception. Manson replied that R&H Construction is working on University Place and they were one of the firms who submitted a proposal.

Vice Chair Moore said he has no problems with Walsh Construction and they have our projects almost down to a template and given what Treasurer Such said he agreed that they are good, adding that it is expensive to put together this type of proposal, but we need to work hard to spread the wealth, encouraging staff to continue to broaden out.

Manson closed by saying the Project Managers would be Dan Snow and Chuck Moore, adding that Bob Walsh picks a couple of projects a year to become involved in and this will be one of them.

Chair Bachrach called for a motion. Treasurer Such made a motion to adopt and Vice Chair Moore seconded the motion.

The vote was as follows:

Chair Bachrach – Aye
Vice-Chair Moore – Aye
Treasurer Such – Aye
Commissioner Bennett - Aye
Commissioner Kafoury – Aye
Commissioner Cormack – Aye

08-04-03

Authorize Construction Contract for The Grove Hotel

John Manson reviewed the resolution to authorize the construction contract for The Grove Hotel saying that the scope of work and level of improvements was a joint decision by HAP, Central City Concern, and PDC, who is funding the acquisition and rehab of The Grove. He explained that Mod 2 would add to the scope for the rehab. Manson said in order to figure out the level of rehabilitation that should be done they developed two “model” units with different floor finishes and windows and that the GMP is based on this. Chair Bachrach mentioned that he had received something from PDC, but hadn’t had a chance to look at it. Mike Andrews explained that it is a letter from PDC agreeing to the scope and budget. Chair Bachrach clarified our position that we will complete the rehab, transfer the building to PDC, and get paid. Andrews said the title transfer is intended to take place July 1, although it may not happen. They are looking at a workaround of the master lease to PDC and anticipate the end of July for the transfer. He said last week HAP and PDC principals met and that PDC is crafting documents that resemble loan documents. Treasurer Such asked if the expectation is that we receive the money before the documents and Deputy Executive Director Van Vliet said that we will be signing the loan documents. Chair Bachrach asked if HAP will be receiving a developer fee and Andrews answered that HAP is expecting a \$400,000 fee. Vice Chair Moore asked if HAP needed the Board’s help when the documents are received and Van Vliet answered that, yes, possibly at some point. Van Vliet said that Executive Director Rudman and PDC Executive Director, Bruce Warner PDC had a meeting and had agreed to treat each other as sister public agencies. She believes they will be able to work through the issues.

Treasurer Such had concerns about the timing and when HAP would receive the fee. Andrews said that Keith Witkowsky, who has been very helpful at PDC, along with Bruce Warner and John Cody will help map out the critical path. Commissioner Bennett was concerned that HAP jumped into an agreement without having a contract and that there were lessons to be learned here because of the significant resources that have been spent on the project so far. He asked if all the bases had been covered and if HAP was whole. Chair Bachrach explained the background with this political process and that when the City asked HAP to do this, it was hard to say “no”. He said that it is unfortunate we do not already have a formal agreement, but that we had PDC’s assurances that we would be made whole. Acknowledging Commissioner Bennett’s concerns, Chair Bachrach ended by saying that, unfortunately, at the end of the day, this process will take more staff.

Vice Chair Moore suggested that it might be more expedient to include in the resolution the expectation that HAP will receive this money. Andrews said that would be helpful and the Board discussed with HAP's legal counsel, Steve Abel, how the resolution should be reworded. Treasurer Such suggested adding the \$400,000 developer's fee, that all costs to date would be reimbursed by May 1, and that HAP no longer wants to operate the Grove Hotel as of July 1, 2008. It was agreed that three clauses would be added to the language of the resolution that would reflect these changes and the resolution would pass. New "whereas" language was added.

Chair Bachrach called for a motion. Treasurer Such made a motion to adopt as modified and Commissioner Cormack seconded the motion.

The vote was as follows:

Chair Bachrach – Aye
Vice-Chair Moore – Aye
Treasurer Such – Aye
Commissioner Bennett - Aye
Commissioner Kafoury – Aye
Commissioner Cormack – Aye

08-04-04

Submission of a Low Income Housing Tax Credit Application for University Place

Betty Dominguez, Assistant Director of Development reviewed the resolution and discussed the various redevelopment options. She said that William Wilson is the architect and is working with R&H Construction who was selected as the contractor, and that she is expecting to receive a cost estimate some time next week. Dominguez said that Brigeview will be the primary tenant, but that depending on what happens, the first floor space needs to be functional for whomever the next tenant might be, adding that the design team is addressing this issue. Commissioner Cormack asked how confident we were with the county being at University Place. Dominguez answered that the county is currently reissuing an RFP for a service provider and in the RFP it states the migration from a Central City Concern property to University Place. She added that we will seek a signed agreement with the county. Van Vliet added that HAP is named in the RFP, adding that we know we want to redo University Place and that it would be great to have Bridgeview, but that we could put someone else in there. Treasurer Such asked if we don't go with Bridgeview, would this affect the tax credit application. Chair Bachrach asked about neighborhood relationships in light of the volatile population that will be living at UP and if the neighborhood knew that HAP is expected to manage the building. Dominguez said HAP is moving forward with community outreach and has requested that Multnomah County participate in this process.

Chair Bachrach called for a motion. Commissioner Kafoury made a motion to adopt and Treasurer Such seconded the motion.

The vote was as follows:

Chair Bachrach – Aye
Vice-Chair Moore – Aye
Treasurer Such – Aye
Commissioner Bennett - Aye
Commissioner Kafoury – Aye
Commissioner Cormack – Aye

08-04-05

Submit Funding Applications to PDC for Cambridge Court

Mike Andrews began by explaining the population being served, through a master lease with Center City Concern that reunites parents in recovery with their children. He said that many families have completed the program and several will be moving to Humboldt Gardens. He then reviewed the resolution that will allow PDC to provide capital for the remodel of the property, stating that this will undo the existing loan and a new loan will be issued. Commissioner Cormack asked if this property is being considered because it is high on the list of properties in most need of repair or because it was across from Humboldt Gardens. Betty Dominguez said the property was selected because the siding is falling off the building, there is lead-based paint in the building and there has been no rehab done on the building for many years. Andrews added that because this is a special needs property, different financing is needed than if we were doing rehab on a public housing property. Commissioner Bennett asked what the anticipated added lifetime to the property would be and John Manson, Assistant Director of Construction Services, said that with new siding, flooring, kitchen and furnaces, it would likely add 20 years. Dianne Quast, Director of Real Estate Operations, added that new fencing will also be added. Vice Chair Moore asked if the children living at Cambridge Court can access the playground equipment at Humboldt Gardens and the answer was “yes”. Veronica King added that the Head Start program at Humboldt Gardens draws children from Cambridge Court.

Chair Bachrach called for a motion. Commissioner Kafoury made a motion to adopt and Commissioner Cormack seconded the motion.

The vote was as follows:

Chair Bachrach – Aye
Vice-Chair Moore – Aye
Treasurer Such – Aye
Commissioner Bennett - Aye
Commissioner Kafoury – Aye
Commissioner Cormack – Aye

ADJOURN

There being no further business, Chair Bachrach adjourned the meeting at 8:15 pm.

EXECUTIVE SESSION:

The Board of Commissioners of the Housing Authority of Portland did not meet in Executive Session pursuant to ORS 192.660(2)(c).

Attached to the Official Minutes of the Housing Authority of Portland are all Resolutions adopted at this meeting, together with copies of all memoranda and material submitted to the Commissioners and considered by them when adopting the foregoing Resolutions. A taped recording of the proceedings is also kept on file.

Celia M. Strauss
Recorder, on behalf of
Steven D. Rudman, Secretary

ADOPTED: May 20, 2008

HOUSING AUTHORITY OF PORTLAND

Jeff Bachrach, Chair

ATTEST:

Steven D. Rudman, Secretary

EXECUTIVE DIRECTOR'S REPORT

M E M O R A N D U M



DATE: May 13, 2008
TO: Board of Commissioners
FROM: Steve Rudman
SUBJECT: May Executive Director's Report

We are meeting at Gresham's city offices this month, where we will be honored to be welcomed by Mayor Shane Bemis. Before the meeting, we will tour some of our east county properties in the vicinity of city hall to give you a sense of the range of housing support we provide in this very important part of our jurisdiction.

The meeting agenda itself is a full one – we have business that ranges from development to Section 8 to our three-year business plan. I'd like to focus this report on our current activities in east Multnomah County, the Congregate Housing Services Program (CHSP) evaluation, our discussions with HUD on an extension of Moving to Work, and the business plan we are bringing forward.

East County

With Mike Bennett joining our board and the work we have done on various fronts over the last year, I think it is fair to say that we are on a path to significantly strengthening our relationships with the civic leadership in Gresham and Fairview. We have worked with city management in both communities to better understand their priorities and needs and to offer HAP's assistance in any ways they believe would be beneficial.

In Gresham, Mayor Bemis and the Council have exhibited strong leadership despite not having the resources necessary to fully address some of the challenges their city faces. They have spearheaded efforts to bolster public safety and improve the quality of rental housing in Gresham. Their desire for improvement and willingness to embrace innovation will ensure progress on both fronts. We have offered HAP's assistance where it would be appropriate. HAP

serves on a task force that meets regularly to review rental housing issues, and we continue to look for ways to work more closely together as we build our relationship with the city's urban renewal staff.

Just before our meeting, the Gresham City Council will be considering an amendment to our cooperation agreement with the city to enable us to switch a portion of the units at two affordable housing complexes in Gresham to public housing units. While this won't result in net new units, the change from affordable housing to public housing means that the low-income residents already in these units will have more affordable rents.

This change is similar to what we did with 40 units at our Fairview Oaks/Woods complex in the City of Fairview. I should note that we have also developed much stronger relationships with city management in Fairview over the last year. Some of the work we have done together will culminate at the board meeting, when we ask for your approval to deed over land adjacent to our apartment complex to the city. The land, which is a wooded five-acre parcel, will be combined with an adjacent three acres the city owns to add to their park system. This is a win-win for all parties involved. Very importantly, it fulfills the vision of Jim Winkler, the developer who sold us the Fairview property in the '90s with the intent that this part of the property be kept in its natural state and be made available to the general public for recreational purposes.

CHSP Evaluation

Those of you who have been on the board for several years will recall that we decided to explore a different service delivery strategy three years ago. The examination was prompted by the ongoing decline in federal funding and the desire to find the best model for service delivery in a resource-constrained environment. After careful review of our service programs, we determined that it was in our best interests – and the best interests of our residents – to partner with other organizations where capacity for delivering the service already existed in the community. In addition to efficiencies gained by not having to duplicate capacity within HAP, we believed that this approach ultimately would result in a richer array of services available for our residents as we leveraged the span of our partners' resources.

As a result of this strategy shift, we transferred service delivery for our CHSP (Congregate Housing) program to Portland Impact. CHSP offers a range of services – housekeeping, in-home health care, and meals – to seniors and persons with disabilities at four of our public housing sites so that they may live independently for as long as possible.

While the shift hasn't been without its challenges, we are pleased to report that it is achieving its original goals. Furthermore, we have been very impressed with our partner, Portland Impact, and their commitment to the program and the people it serves. Susan Stoltenberg, executive director of Portland Impact and a

well-respected leader in the social services arena, will join us for this portion of the board meeting to share her perspective on how the program is running under this new model.

Moving to Work Extension

For the past 18 months, HUD has been working with the nearly 30 Moving to Work (MTW) housing authorities in the country to execute a new 10-year standard agreement. When executed, the new agreement will supersede the agencies' current agreements, all of which have different provisions and terms. If agencies choose not to enter into the 10-year agreement, HUD will not extend their current agreements or approve any changes to them. Our current agreement expires on March 31, 2009.

There are compelling reasons to sign the new agreement. Under MTW, we receive more funding for public housing than we would as a non-MTW agency, and we are able to move funds between programs as needs dictate. We also have instituted a range of practices – such as biennial reviews for persons on fixed incomes and more rigorous graduation requirements for GOALS participants – that would not be possible without MTW authority. In short, we have come to count on the flexibility MTW provides us as we shape our programs.

Yet the new agreement also carries a price. It brings more rigor and uniformity to our HUD reporting on several levels. Much of this we support, but we are in the midst of discussions with HUD to understand what this means in terms of asset management of our public housing portfolio. If HUD prevails in holding MTW agencies under the new agreement to the same asset management reporting requirements that non-MTW agencies have, we will have to add capacity to meet the new requirements.

This week, we have sent HAP staff to a HUD MTW conference that provides an opportunity to resolve outstanding issues with the agreement. We will be able to brief you more fully on the agreement, the outcome of this week's discussions with HUD, and next steps for HAP, at the board meeting next week.

HAP Business Plan

Leadership across the agency has been hard at work for several months developing plans that will guide our work over the next three years. The journey began in January, when we met to determine which accomplishments mattered most to us over that timeframe. Given the enormity of our mission and the sheer volume of the work already on our plates, we wanted to make sure that all of us agreed on the activities that should get priority focus. We then sorted those priorities into logical groupings, and teams developed objectives and outcomes for each of the overarching business goals.

The business plan that we are presenting for your adoption in May is a reflection of that work. It carries forward the spirit of the 2002-2007 strategic plan. Our strategic plan initiatives revolved around real estate, resident success, operational efficiency, and affordable housing advocacy and partnership. In the business plan, we have goals to increase and preserve housing, to improve resident relations and increase services, to improve our decision making process, to improve our internal infrastructure, and to join with our housing partners to determine how best to align social housing resources in our community.

As part of the decision making goal, we are proposing a new planning cycle that will more closely tie our annual planning efforts – the Moving to Work Plan, the budget, and our business plan – together, so that they are part of a coordinated look at what we propose to undertake in any given year. I would encourage you to spend some time with the proposed planning timeline that is in your board materials. If adopted as part of the business plan, it will necessitate changes that impact the board, such as the time of year for the annual planning retreat.

I can't end this discussion without telling you that the person who led us through the planning process was Margaret Van Vliet. The plan, as you will see, requires coordinated efforts of many departments for all of its goals to be achieved. Bringing the agency together across business lines will be one of Margaret's greatest legacies as she leaves HAP. Among her many accomplishments over her eight years, Margaret can take credit for nurturing, growing, and shaping development and asset management functions that are highly respected not just in our community but at the state and national level. She led public housing through its transition to a property-based management model, and more recently, she has encouraged a raft of changes and innovations in our Rent Assistance Department. She has been tireless in her quest to ensure that all of our operations operate with sound business principles.

But it has been her values around teamwork, her belief that the total is much greater than a simple sum of its parts, and her quiet persistence in making sure this guides our daily life at HAP that I believe has made the greatest difference for us. The business plan we are presenting is an ambitious one. The fact that we believe we can achieve these goals I attribute to Margaret's ability to build a team that knows the power of working together and has a very strong, shared commitment to what we hope to accomplish over the next several years.

We will have an opportunity to more formally recognize Margaret for her service to HAP and our community at the board meeting. I also hope you can join us on May 27 as we say good-bye in a more informal setting.

Upcoming Events

The next board meeting is Tuesday, June 17 at 6:15 p.m. We will return to the Multnomah County Commission chambers for that meeting. In May, we are

holding two public design workshops for the Resource Access Center. The first is Saturday, May 17 and the second is Saturday, May 31. Both will be held at the Port of Portland and start at 9 a.m. I encourage you to attend if your schedule permits – these events are always very interactive and provide project partners with valuable information on what various stakeholders want to see in the development.

STAFF REPORTS

Congregate Housing Services Program

Progress Report on Service Delivery Transfer

May 2008

Executive Summary

In November 2006, HAP contracted with Portland Impact to administer the Congregate Housing Services Program (CHSP) for seniors and persons with disabilities. The agency decided to transfer service delivery to a community partner to leverage our investments into a broader services package while hopefully reducing administrative costs.

While this transition has not been without its challenges, early indicators show a reduction in the program's operating losses, excellent leveraging of outside resources, and solid service levels for clients.

This report will explore HAP's experience with a year and a half of the transfer almost complete.

Moving to a New Service Delivery Model

In the face of declining federal funding from the U.S. Department of Housing and Urban Development (HUD), HAP began to examine delivery models for its service operations in the fall of 2004. All of HAP's operating departments are expected to strive for sustainable business models and have undergone and continue to undergo review and reorganization in this context.

In the Resident Services department, costs are primarily driven by personnel expenses. While most grants the department receives cover basic program costs, few cover administrative costs, and even fewer allow agency overhead allocations. Because of this situation, CHSP operated at an annual loss (including overhead) that typically exceeded \$200,000 in the years before the service transfer.

HAP decided to transfer the CHSP program to a private or non-profit contractor as a strategy to reduce agency costs for both personnel and overhead. HAP intended this be done while maintaining program quality and service to residents. More importantly, HAP saw the potential for the change to leverage even greater community resources for the disabled and frail.

After a competitive process, Portland Impact (PI) was chosen as the organization best able to maintain and build the CHSP program. It should be noted that PI has not been able to fully implement the original model, as HAP entered into an

interim agreement with AFSCME that protected the interests of three long-term HAP employees involved in the program. Under the agreement, these employees remain on the HAP payroll for three years. At the end of three years, they may join PI or be laid off and receive severance benefits from HAP. At that point, the funds that cover these employees move to PI and will allow them to expand CHSP services to more participants.

Background on the CHSP Program

CHSP is a federal grant program administered by HUD's Multifamily Housing Division. The goal of the program is to prevent the premature institutionalization of frail elderly, younger disabled, and temporarily disabled persons by providing case management services and daily living supportive services such as meals and housekeeping, and personal care. Eligible participants have some level of disability but are capable of living independently.

The Housing Authority of Portland has operated this program since 1981. It is comprised of two program grants. The first grant, CHSP (1), provided services at Northwest Tower; a public housing high-rise. In the 1990's HAP successfully secured a second grant, CHSP (2), to serve two more public housing high-rises: Dahlke Manor and Holgate House, and an affordable housing development, Unthank Plaza. A maximum of 120 clients can be served by the two grants. Under the previous delivery system, the CHSP program served approximately 90-100 residents annually, with direct service staff employed by HAP. At the height of HAP's in-house program, there were 11 to 15 HAP employees working seven days a week preparing meals, providing housekeeping, serving as case managers, and linking residents to community services. This model coupled CHSP grants with public housing operating subsidy and significant HAP in-kind contributions for overhead both at the department level and from other administrative units (e.g., human resources, accounting).

With the decision to transfer the CHSP program to a third-party contractor, it was necessary to uncouple the different HUD funding streams in this model. This required determining the dedicated funding sources for CHSP as well as the core services required by the grant. In 2006, an in-depth program and financial review was undertaken to prepare for the transfer.

Financial Model

The financial model is complicated. Funds supporting CHSP are provided from three sources annually: HUD, Medicaid payments from the State of Oregon authorized by the Multnomah County's Department of Aging and Disability Services, and participant fees.

Further, a formula outlines what can be included in total project costs. Soft costs such as in-kind and imputed (in-kind from direct service provider) costs from HAP

or a third-party service provider can be included but are limited to 50 percent of total project costs minus cash contributions such as Medicaid. All remaining costs must be hard costs.

As illustrated in the CHSP financials (pg 8) the program has operated at a significant loss to the agency. Starting in FY06 all true grant costs were appropriated to the grants themselves and not charged to the public housing operating subsidy. This was done to get an accurate reflection of the total operating income or loss before overhead allocations. With the transfer of CHSP to PI, the program is now showing operating income, rather than loss, and taking into account indirect overhead expenses, the fully burdened loss has been reduced from \$211,114 in FY06 to \$87,846 in FY08.

It should be noted that Resident Services has worked hard to normalize and maximize revenue for the program, which also has contributed to the improving financial picture. The department has instituted greater grant management controls and worked closely with HUD to progressively restore funding that was lost due to a misunderstanding about what could be charged to the grant. In addition, Medicaid payments have increased slightly as HAP requested the first increase in two decades from the state of Oregon. Revenues projected for FY08 are comparable with those realized in FY05.

Core Services to Residents

PI has delivered services for nearly one and a half years. CHSP combines core services and seeks to leverage additional health, wellness and recreational resources for the elderly and disabled. Core services include the following:

- *Case Management.* Responsibilities include intake, assessment, case plan creation, monitoring and coordination of in-home services such as meals, housekeeping, and personal care. Further, case managers must maintain case files and provide monthly service reports.
- *Nutrition/Meal Program.* Responsibilities include food purchase, preparation, and dinner meal service seven days a week, with the exception of Christmas. A seven-week menu is developed, recycled and must be certified by a registered dietitian annually.
- *Housekeeping.* Participants receive an average of two hours/week. Where special-needs clients are involved, staffers rather than subcontractors must deliver this service, unless certain assurances can be provided with routine monitoring for compliance. This service must also include a practice of on-going engagement and encouragement of CHSP clients to participate in housekeeping as mobility allows.

- *Personal care.* Participants receive an average of two hours of personal care services a week based on need. This includes bath aid and grooming services.

Overall core services during the transition to PI remained largely uninterrupted, and program participants and property managers housing CHSP clients give good marks to PI on meals and housekeeping services. PI worked hard to get up to speed quickly on the 90 clients receiving services. They hosted community meetings at all four buildings and introduced themselves.

Originally, PI anticipated a staffing pattern that included two case managers, one program manager, and six and one-half housekeeping/meal servers with a service contract for food preparation and delivery, and light housekeeping where needed. Due to the AFSCME agreement, a hybrid team was created for service delivery in response to HAP's agreement with AFSCME. This included: three direct service staff retained as HAP employees; Corinne Shulman, CHSP Supervisor, previously a HAP employee who transferred to PI, and assumed a program management role; one case manager hired by PI; and approximately 3.9 FTE hired to support housekeeping/meal time seven days a week. A food contractor was relied upon heavily for purchasing, preparing, and delivering food at all four buildings.

As PI tested the model of a third-party subcontractor providing meals, issues began to arise. While this may have been an efficient use of resources, it was a significant culture change for the residents. The program was less "homey" and residents didn't have the same connection to the food; they didn't smell it wafting down the hall before mealtime. Additionally, residents who had been able to have specific dietary needs met were no longer able to get the same level of consideration they had historically received. Finally, socialization of participants was affected. No longer did residents gather before the meal to see what was cooking, cutting down on community time. The subcontract, after much discussion initiated by PI, was brought to a close.

*"At the property level the interactions between Portland Impact staff, property management staff and residents have been productive and positive." Because food services are back on site, "This has resulted in more satisfied customers".
Jacob Fox Public Housing*

During this process, PI responded with surveys, community meetings and informal discussions with residents. Ultimately, they brought the food service back in-house. This has shifted job responsibilities of current staff and will also require hiring additional staff. Overall, PI has pleased residents by making this change and by clearly stating that the residents, and their views, were important considerations in program delivery. While some residents experienced some unhappiness around the decision to contract out meals, PI was able to gain trust and good will by their willingness to be flexible and change.

Leveraged Resources

PI was selected for CHSP service delivery in part because it provides a wide range of anti-poverty services to families and individuals throughout the city of Portland. This includes a number of services to elderly and disabled individuals funded through Multnomah County and the Oregon Department of Transportation. They also have access to funds through Oregon Project Independence and Multnomah County Project Independence.

“Portland Impact sees CHSP residents as their clients also, which means they get more services than they would have if HAP were providing services”.
Lynn Marshall, RSC

The agreement with HAP stipulated that PI was to provide a baseline amount of \$188,284 in match to leverage the grant. As a result of PI’s close connection to non-HAP funded services, they have leveraged far more than the required amount and have provided \$232,353 in match. A match report is provided (pg 9) that shows the various categories, i.e. transportation and health promotion activities. In addition, PI has not only increased services to CHSP participants, but has made services available to non-CHSP residents at the four program sites. These services include:

- Health and wellness services
- Access to benefits and law specialists
- Specialized food services
- Socialization events
- Access to transportation

Not all match amounts have been quantified. We know PI has set up trips for residents in the buildings, offered clinics for health awareness, and provided a host of transportation services that are not counted in their match reports. We anticipate that their tracking for non-CHSP residents will continue and improve as core services stabilize. The total value of leverage will rise accordingly and in subsequent years HAP, residents, and site staff will see the true value of the impact on the community build within the CHSP portfolio.

Potential to Expand Participants in CHSP

It was hoped that this new model for operating CHSP also would foster gradual growth in the program to increase the number of participants to 120. However, several factors have limited PI’s ability to achieve these outcomes. They are:

- *Ratio of Medicaid to Private Pay:* Participants who receive Medicaid benefits bring more funding to the program than those who are Private Pay participants. As such, the program design calls for a 2:1 ratio between Medicaid and Private Pay participants. Currently, the ratio is closer to 1:1, which means that PI must wait to add people to the program until they apply for and start receiving Medicaid benefits.

- *HAP's Public Housing Wait List.* Due to high demand and low turnover, HAP's public housing wait lists are full. While new incoming CHSP-eligible clients receive priority, there is still a waiting period. In addition, this must be managed in accordance with the 2 to 1 ratio as mentioned above. It has been challenging to enroll new persons into the CHSP program because of housing availability and challenges in establishing Medicaid benefits.
- *AFSCME Agreement.* The agreement with AFSCME to protect the interests of three long-term HAP employees created constraints in the financial model and a second case manager was not hired; rather, PI worked to leverage other case management services where possible. However, the net result was a case management ratio of 1 to 90 clients, and while the HAP staff brings important experience, this diverse team requires considerable focused time and effort to coordinate. Further, this has impacted outreach to existing residents, particularly Medicaid or Medicaid-eligible.

Recommendations

Over the last year, PI has made several adjustments. And while the changes connected to food service and housekeeping had some bumps for residents, PI has worked to be responsive and flexible. This kind of programmatic reflection is fantastic. It indicates both the level of learning and adjustment needed in coordinating the CHSP program. Looking forward, the Resident Services department and PI are pursuing the following steps as they work together to strengthen the program and their partnership:

- Staff changes and stabilization are challenges that PI must continue to address. Currently, there are no open positions within CHSP. PI is looking for solutions to staff turnover and recently created and filled a program coordinator position to support Corinne by following up with residents who have expressed a need, concern or issue. In addition, PI has looked to other organizations to assist them with training and supporting staff and has just hired staff through the state's vocational rehabilitation program. HAP staff recommends that this process continue and will work with PI as they explore different models.
- When the AFSCME agreement comes to a close, more funds will be available for PI to utilize for case management, as well as service delivery. While the dollars retained at HAP for three CHSP staff persons do provide for direct services, the fringe load costs are higher for HAP personnel than they would be with a third party approach. As such, the true test of a third-party contractor in delivering these services will occur when PI is able to more fully implement their own systems and are not required to employ HAP staff. Again, HAP staff will be engaged with PI as they explore new

models. At this point, the potential for expanding the program to 120 participants will have a better chance of success and can be more fully explored.

- PI will also work to systematize their tracking for their match so that HAP can determine the true amount of leverage for each building, CHSP participants, and other residents.
- PI should continue to be reflective in their evaluation and conduct regular surveys of CHSP residents on service delivery.
- This partnership is new for HAP as well, and Resident Services staff is learning to be more specific in our requests for information from PI. This requires HAP to continue to refine a reporting system that includes both quantitative and qualitative analysis and outcomes.

Conclusion

The first year and a half of the partnership with Portland Impact indicates that there is great long-term potential for success using this service delivery model for the CHSP program. Program revenue has stabilized and financial losses have been reduced, while core services have been maintained and Portland Impact's potential for offering a greater array of services has been leveraged. Both partners are committed to continuing to improve the relationship and the service delivery model in the hopes of maximizing the number of HAP clients who benefit from these services.

Housing Authority of Portland

CHSP Analysis

	FY05 Actuals			FY06 Actuals			FY07 Actuals			FY08 - 9 months Actuals			FY08 -Forecast		
	CHSP 1	CHSP 2	Combined	CHSP 1	CHSP 2	Combined	CHSP 1	CHSP 2	Combined	CHSP 1	CHSP 2	Combined	CHSP 1	CHSP 2	Combined
Revenue															
HUD Grants	104,303	240,334	344,637	110,869	271,833	382,702	68,905	219,642	288,547	54,497	224,641	279,138	95,200	297,203	392,403
Other Revenue (Ex in kind)	63,837	250,778	314,615	58,578	255,024	313,602	57,348	239,077	296,425	37,461	168,365	205,827	49,466	223,862	273,328
Total Revenue	168,140	491,111	659,252	169,447	526,857	696,304	126,253	458,719	584,972	91,959	393,006	484,965	144,666	521,065	665,731
Expenses															
Admin Expense	31,683	55,201	86,883	28,099	54,314	82,413	20,338	53,561	73,899	13,851	30,228	44,079	18,394	41,093	59,487
Tenant Services (Ex in kind)	124,941	416,697	541,638	163,321	465,526	628,847	146,473	427,677	574,149	99,709	334,593	434,302	140,800	440,308	581,108
General Expense	-	-	-	529	3,124	3,653	-	-	-	-	91	91	-	109	109
Total Expense Before Overhead	156,624	471,898	628,522	191,949	522,963	714,912	166,810	481,238	648,048	113,560	364,912	478,472	159,194	481,510	640,704
Operating Income (Loss)	11,516	19,213	30,730	(22,502)	3,894	(18,608)	(40,557)	(22,519)	(63,077)	(21,601)	28,094	6,493	(14,528)	39,555	25,027
Overhead Allocated (2)	(75,250)	(226,725)	(301,975)	(51,687)	(140,819)	(192,506)	(20,784)	(59,962)	(80,746)	(20,092)	(64,563)	(84,655)	(26,789)	(86,084)	(112,873)
Fully Burdened Income (Loss)	(63,734)	(207,511)	(271,245)	(74,189)	(136,925)	(211,114)	(61,342)	(82,481)	(143,823)	(41,693)	(36,469)	(78,162)	(41,317)	(46,529)	(87,846)

Notes

For the purposes of the CHSP analysis, allocated overhead was applied to previous fiscal years using the methodology agreed during the FY2009 budget process.

(1) Forecast FY09 is based on nine months of actuals and 3 months of forecast

(2). Allocated Overhead for FY05 is based on the FTE Analysis for FY06 as similar FTE data was not available for FY05 and not thought to make a material difference to the overhead allocate numbers

2006-2007 CHSP Match Breakdown

Month	Total Match \$	Staffing	CM support services	transportation	activities/health promotion	volunteer services	other support services through in-kind resources
Oct-06	\$6,166.46	\$3,128.10	\$1,403.96	\$796.40	\$406.00	\$432.00	\$0.00
Nov-06	\$8,988.85	\$3,128.10	\$4,486.35	\$796.40	\$346.00	\$212.00	\$20.00
Dec-06	\$9,811.67	\$3,128.10	\$3,956.12	\$883.45	\$1,152.00	\$692.00	\$0.00
Jan-07	\$13,584.38	\$3,128.10	\$8,396.38	\$521.90	\$518.00	\$760.00	\$260.00
Feb-07	\$17,462.01	\$3,128.10	\$10,918.91	\$372.00	\$1,364.00	\$344.00	\$1,335.00
Mar-07	\$16,616.60	\$3,128.10	\$9,652.35	\$1,270.15	\$1,513.00	\$368.00	\$685.00
Apr-07	\$15,046.44	\$3,128.10	\$7,470.39	\$899.95	\$2,421.00	\$392.00	\$735.00
May-07	\$12,805.22	\$3,128.10	\$6,601.02	\$1,289.10	\$800.00	\$752.00	\$235.00
Jun-07	\$15,257.69	\$3,128.10	\$9,988.99	\$772.60	\$608.00	\$392.00	\$368.00
Jul-07	\$12,239.21	\$3,128.10	\$6,863.61	\$916.50	\$800.00	\$256.00	\$275.00
Aug-07	\$84,692.67	\$3,128.10	\$72,483.07	\$1,052.50	\$704.00	\$1,200.00	\$6,125.00
Sep-07	\$19,681.95	\$3,128.10	\$12,209.70	\$1,376.15	\$542.00	\$1,856.00	\$570.00
FY Totals	\$232,353.15	\$37,537.20	\$154,430.85	\$10,947.10	\$11,174.00	\$7,656.00	\$10,608.00

* Please see monthly match reports for more detailed information.

Purchasing Department

MONTHLY CONTRACT REPORT

(Contracts Approved 03/01/08 -- 04/30/08)

Contractor	Contract Amount	Incurred Amount	Description	Department	Execution Date	Expiration Date
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PROFESSIONAL SERVICES

RichArt Family, Inc.	\$1,712,951		Upgrade apartment interiors at Slavin Court (Section 3 Contractor).	Development & Community Revitalization	3/5/2008	1/9/2009
Pacific Screening	\$50,000		Public Housing tenant screening services.	REO	3/25/2008	3/31/2009
W.B. Wells & Associates	\$5,000		Topographic survey at Cambridge Court Apartments.	Development & Community Revitalization	4/8/2008	3/10/2008
Professional Minority Group	\$100,000		Highrise door project (peepholes and dead bolts inserted through asbestos-lined doors)	REO	4/8/2008	10/31/2008
Merak Surveying, LLC	\$8,150		Physical survey for Resource Access Center (RAC), including boundary survey, topographic survey & ALTA survey.	Development & Community Revitalization	4/10/2008	12/30/2008
Johnson Gardner, LLC	\$8,500		Market Survey for the Resource Access Center (RAC).	Development & Community Revitalization	4/4/2008	12/31/2008

PUBLIC IMPROVEMENTS/CONSTRUCTION

Quality Roofing	\$4,675		Roof replacement for scattered site at 8805 SW 53rd Avenue.	REO	3/31/2008	5/31/2008
Professional Minority Group, Inc.	\$10,400		Abatement of floor tile/mastic in six apartments at Slavin Court.	Development & Community Revitalization	3/7/2008	3/31/2008
Hunter-Davisson, Inc.	\$13,000		Install wall mount HVAC unit in Server Room at Hollywood East.	REO	4/21/2008	5/15/2008

Contractor	Contract Amount	Incurred Amount	Description	Department	Execution Date	Expiration Date
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INTERGOVERNMENTAL AGREEMENT

Portland Community College Workforce Network	\$29,741		Provide computer based educational services at the Plaza Townhomes; college will provide staffing in the computer lab for 20 hours per week.	Resident Services	4/14/2005	3/31/2009
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SERVICES

G & L Janitorial	\$23,500		Part-time evening and weekend janitorial help at New Market West for FY '09 (Resident-owned business).	REO	3/4/2008	3/31/2009
Precision Images	NTE \$99,999 annually		Piggy-back on Port of Portland's cooperative agreement to save time and costs for specialty printing needs.	Purchasing	3/31/2008	1/31/2011
Lile Moving & Storage	NTE \$25,000 annually		IRFP #02/08-35; agency-wide contract for Moving and Storage services; w/option to extend for an additional two one-year intervals.	Development & Community Revitalization	4/6/2008	3/31/2009
Eastside Moving & Storage	NTE \$25,000 annually		IRFP #02/08-35; agency-wide contract for Moving and Storage services; w/option to extend for an additional two one-year intervals.	Development & Community Revitalization	4/8/2008	3/31/2009
Czopek & Erdenberger	\$3,300		Space planning services for DCR Department	Development & Community Revitalization	4/23/2008	12/31/2008

Contractor	Contract Amount	Incurred Amount	Description	Department	Execution Date	Expiration Date
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AMENDMENTS TO EXISTING CONTRACTS

DCI Engineers	\$5,000		Amends contract for preparation of a Tier 3 Evaluation and Concept Design at Northwest Tower, Seismic Evaluation at Sellwood Center and extends term.	Development & Community Revitalization	4/8/2008	12/31/2008
Bourke Construction, Inc.	\$49,376		Abatement of asbestos containing materials from plumbing chase and fittings on all eight floors to make way for new plumbing lines at Sellwood Center Piping Retrofit project.	Development & Community Revitalization	1/2/2008	3/13/2008
Bourke Construction, Inc.	\$21,717		Shower valve plate covers, additional plumbing lines not shown on plans and sheetrock repair at locations not shown on plans for Sellwood Center Piping Retrofit.	Development & Community Revitalization	4/3/2008	4/4/2008
Bourke Construction, Inc.	\$4,513		Painting of first floor game room, lobby and common space at Sellwood Center.	Development & Community Revitalization	4/23/2008	4/4/2008
Professional Minority Group	\$2,730		Removal of mold bearing sheetrock and damaged insulation in walls and ceilings in units 17 and 18 at Slavin Court.	Development & Community Revitalization	4/18/2008	3/31/2008
Hood to Coast Restoration	\$4,214		Install sub flooring, furnace, ventilation and duct work and misc. electrical including smoke detectors re: repair fire damaged scattered site (3554 SE 62nd Avenue).	Development & Community Revitalization	4/1/2008	6/30/2008
Johnson Gardner, LLC	\$8,000		Market Survey for University Place	Development & Community Revitalization	4/9/2008	12/31/2008

DASHBOARD REPORT

Housing Authority of Portland - Dashboard Report For March of 2008

Property Performance Measures

Occupancy

	Number of Properties	Physical Units	Rentable Units	Vacant Units	Occupancy Percentage	Unit Mix						
						Studio/SRO	1 Bdrm	2 Bdrm	3 Bdrm	4 Bdrm	5+ Bdrm	Total
Public Housing	44	2,176	2,139	74	96.5%	512	840	353	414	20	0	2,139
Public Housing Mixed Financed Owned *	1	40	40	0	100.0%	0	15	15	10	0	0	40
Public Housing Mixed Finance Tax Credit *	4	297	297	4	98.7%	0	94	89	62	45	7	297
Total Public Housing	49	2,513	2,476	78	96.8%	512	949	457	486	65	7	2,476
Affordable Owned with PBA subsidy	6	496	496	11	97.8%	72	229	104	91	0	0	496
Affordable Owned without PBA subsidy	9	861	861	33	96.2%	12	262	444	125	18	0	861
Total Affordable Owned Housing	15	1,357	1,357	44	96.8%	84	491	548	216	18	0	1,357
Tax Credit Partnerships	19	2,162	2,162	95	95.6%	845	523	425	211	141	17	2,162
Total Affordable Housing	34	3,519	3,519	139	96.1%	929	1,014	973	427	159	17	3,519
Eliminate Duplicated PH Properties/Units	-5	-337	-337	-4		0	-109	-104	-72	-45	-7	-337
Combined Total PH and AH	78	5,695	5,658	213	96.2%	1,441	1,854	1,326	841	179	17	5,658
Special Needs (Master Leased)	37	417										
Total with Special Needs	115	6,112	6,075									

* property/unit counts also included in Affordable Housing Count

Financial

Nine months ending 12/31/2007	Per Unit Per Month					Fiscal YTD ending 12/31/2007				as of 12/31/2007		
	Property Revenue	Subsidy Revenue	Total Revenue	Operating Expense w/o HMF	HAP Management Fees (HMF)	NOI	# of Properties/units Positive Net Operating Income (NOI)		# of Properties/units Negative Net Operating Income (NOI)		# of Properties meeting Debt Coverage Ratio (DCR)	# of Properties not meeting DCR
							Properties	Units	Properties	Units		
Public Housing	\$184.86	\$246.18	\$431.03	\$346.24	\$59.17	\$25.62	17	1,009	27	1,190		
Affordable Owned	\$477.59	\$167.08	\$644.67	\$368.83	\$49.85	\$225.99	5	403	11	1,034	4	8
Tax Credit Partnerships	\$462.15	\$13.88	\$476.03	\$298.87	\$16.85	\$160.31	0		19	2,162	9	8

Public Housing Demographics

Public Housing Residents	Households				% Family Type (head of household)				Race % (head of household)					Ethnicity % (hoh)	
	# of Households	% of Households	Average Family Size	Average Unit Size	Adults no Children	Family with Children	Elderly	Disabled Not Elderly	Black African American	White	Native American	Asian	Hawaiian/Pacific Island	Hispanic/Latino	Non Hispanic/Latino
0 to 10% MFI	486	20.6%	2.3	1.8	9.6%	11.0%	0.7%	5.0%	5.5%	13.9%	0.7%	0.4%	0.4%	4.0%	16.6%
11 to 20%	1,020	43.3%	1.6	1.4	33.3%	9.9%	11.8%	22.6%	9.3%	30.8%	1.4%	2.2%	0.1%	3.4%	39.9%
21 to 30%	500	21.2%	1.9	1.6	14.6%	6.6%	6.4%	9.1%	3.9%	15.6%	0.8%	0.9%	0.3%	2.8%	18.4%
31 to 50%	270	11.5%	2.6	2.0	5.5%	6.0%	2.1%	3.4%	2.9%	7.6%	0.4%	0.6%	0.1%	1.7%	9.8%
51 to 80%	68	2.9%	3.1	2.4	1.2%	1.7%	0.3%	0.6%	1.1%	1.6%	0.0%	0.1%	0.0%	0.4%	2.5%
Over 80%	14	0.6%	2.4	1.9	0.4%	0.2%	0.1%	0.1%	0.2%	0.4%	0.1%	0.0%	0.0%	0.1%	0.5%
All	2,358	100.0%	2.0	1.6	64.6%	35.4%	21.4%	40.7%	22.9%	70.0%	3.5%	4.2%	0.9%	12.5%	87.5%

Waiting List

0 to 10% MFI	892	53.8%	2.3	2.0		1.7%	12.5%	16.4%	31.6%	3.0%	2.0%	0.9%	8.3%	44.1%
11 to 20%	430	26.0%	2.6	2.0		1.3%	8.0%	8.8%	15.4%	0.8%	0.6%	0.3%	3.3%	22.2%
21 to 30%	180	10.9%	2.7	2.2		0.6%	2.3%	3.9%	5.4%	0.5%	0.7%	0.1%	1.4%	9.2%
31 to 50%	135	8.1%	2.7	2.2		0.7%	1.1%	3.1%	4.0%	0.2%	0.7%	0.1%	1.3%	6.6%
51 to 80%	18	1.1%	3.9	2.6		0.1%	0.2%	0.4%	0.5%	0.1%	0.0%	0.1%	0.1%	0.9%
Over 80%	2	0.1%	5.0	3.5		0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.1%
All	1,657	100.0%	2.5	2.0		4.3%	24.0%	32.7%	56.8%	4.6%	4.0%	1.5%	14.4%	83.1%

Other Activity

	#s, days, hrs
Public Housing	
Names pulled from Wait List	250
Denials	15
New rentals	26
Vacates	39
Evictions	1
# of work orders received	1,302
# of work orders completed	1,199
Average days to respond	6.3
# of work orders emergency	11
Average response hrs (emergency)	3

Housing Authority of Portland - Dashboard Report For March of 2008

Rent Assistance Performance Measures

Utilization and Activity

	Current Month Status						Current Month Activity				Calendar Year To Date				
	Vouchers Available	Vouchers Paid	Utilization Percentage	Average Voucher Cost	HUD Subsidy Over(Under) Utilized	Remaining Waiting List Size	Waiting List Names Pulled	New Vouchers Leased	Vouchers Terminated	Voucher Inspections Completed	Utilization Percentage	Average Voucher Cost	HUD Subsidy Over(Under) Utilized	New Vouchers Leased	Vouchers Terminated
Tenant Based Vouchers	6,440	6,478	101%	\$553	\$84,980	1,336	17	95	37	888	100%	\$557	\$267,135	200	122
Project Based Vouchers	1,036	947	91%	\$462	-\$125,524			15	14	45	90%	\$464	-\$381,736	77	35
SRO/Mod Vouchers	562	524	93%	\$348				16	12	109	94%	\$344	\$14,911	36	39
All Vouchers	8,038	7,949	99%	\$529	-\$40,544			126	63	1,042	98%	\$532	-\$99,690	313	196

Demographics

	Households				% Family Type (head of household)				Race % (head of household)					Ethnicity % (hoh)	
	# of Households	% of Households	Average Family Size	Average Unit Size	Adults no Children	Family with Children	Elderly	Disabled Not Elderly	Black	White	Native American	Asian	Hawaiian/Pacific Island	Hispanic	Non Hispanic
Tenant Based Voucher Participants															
0 to 10% MFI	1,138	17.9%	2.3	2.1	7.0%	11.0%	0.2%	1.0%	8.8%	8.4%	0.7%	0.5%	0.2%	0.9%	17.0%
11 to 20%	2,595	40.9%	2.1	1.9	25.4%	15.5%	8.2%	18.2%	13.4%	24.6%	1.0%	2.6%	0.2%	2.2%	38.8%
21 to 30%	1,427	22.5%	2.4	2.1	11.6%	10.9%	6.0%	7.5%	6.6%	14.2%	0.3%	1.6%	0.1%	1.3%	21.2%
31 to 50%	1,038	16.4%	3.0	2.5	5.0%	11.4%	2.4%	3.2%	6.3%	8.8%	0.4%	1.0%	0.1%	0.8%	15.6%
51 to 80%	136	2.1%	3.3	2.9	0.4%	1.7%	0.1%	0.4%	1.0%	0.9%	0.0%	0.3%	0.0%	0.1%	2.1%
Over 80%	8	0.1%	4.1	3.1	0.1%	0.1%	0.0%	0.0%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.1%
All	6,342	100.0%	2.4	2.1	49.5%	50.5%	16.9%	30.4%	36.1%	57.0%	2.4%	6.0%	0.5%	5.3%	94.7%

Waiting List

0 to 10% MFI	600	44.9%	1.9			1.6%	15.0%	15.8%	24.0%	3.1%	1.4%	0.4%	2.9%	36.8%
11 to 20%	318	23.8%	2.1			2.5%	10.0%	7.2%	13.1%	1.2%	1.8%	0.3%	2.4%	19.2%
21 to 30%	217	16.2%	2.2			1.9%	4.7%	5.0%	9.5%	0.7%	0.7%	0.1%	1.1%	13.2%
31 to 50%	192	14.4%	2.3			1.5%	3.1%	4.2%	9.0%	0.4%	0.4%	0.1%	1.9%	11.1%
51 to 80%	8	0.6%	1.9			0.1%	0.1%	0.3%	0.1%	0.1%	0.0%	0.1%	0.2%	0.3%
Over 80%	1	0.1%	1.0			0.0%	0.1%	0.0%	0.1%	0.0%	0.0%	0.0%	0.0%	0.1%
All	1,336	100.0%	2.1			7.5%	33.0%	32.5%	55.8%	5.5%	4.4%	1.0%	8.5%	80.7%

Short Term Rent Assistance

	# of Households Participating	\$ Amount of Assistance Provided	Average Cost per Household
Shelter Plus Care	315	\$151,696	\$482
Short Term Rent Assistance	250	\$110,967	\$444

Resident Services

Resident Programs

Housing Program Served	Households Served/ Participants	Monthly Funding Amount	Average Funds per Participant						
Congregate Housing Services	Public Housing	91	\$76,220	\$838					
Resident Services Coordination		# HH Stabilized	# HH Transitioned	# Mental/Physical Health Stabilized					
	Public Housing	2	3	1					
Community Supportive Services		# HH Enrolled	# in Self Sufficiency	# In GOALS					
	Public Housing	53	24	5					
	Section 8	24	14	1					
GOALS Program		# of Participants	Escrow \$ Held	New Enrollees	# of Graduates	Escrow \$ Disbursed	Terminations or Exits	Escrow \$ Forfeited	Avg Annual Earned Income Increase Over Last Year
	Public Housing	96	\$179,425	0	2	\$0	3	\$0	\$4,232
	Section 8	346	\$1,116,964	0	8	\$38,846	3	\$366	\$1,298

Agency Financial Summary

Nine months ending 12/31/2007	Fiscal Year to Date	Prior YTD	Increase (Decrease)
Subsidy Revenue	\$46,606,059	\$44,804,659	\$1,801,400
Grant Revenue	\$6,932,621	\$6,122,617	\$810,004
Property Related Income	\$10,642,173	\$11,451,803	(\$809,630)
Development Fee Revenue	\$3,523,699	\$6,267,814	(\$2,744,115)
Other Revenue	\$1,167,916	\$2,988,578	(\$1,820,662)
Total Revenue	\$68,872,468	\$71,635,471	(\$2,763,003)
Housing Assistance Payments	\$38,126,051	\$36,521,636	\$1,604,415
Operating Expense	\$24,299,003	\$23,652,789	\$646,214
Depreciation	\$3,195,601	\$3,283,978	(\$88,377)
Total Expense	\$65,620,655	\$63,458,403	\$2,162,252
Operating Income	\$3,251,813	\$8,177,068	(\$4,925,255)
Other Income(Expense)	-\$1,031,042	\$3,570,837	(\$4,601,879)
Capital Contributions	\$13,152,792	\$10,090,622	\$3,062,169
Increase(Decrease) Net Assets	\$15,373,563	\$21,838,528	(\$6,464,964)
Total Assets	\$321,457,557	\$302,228,435	\$19,229,122
Liquidity Reserves	\$11,559,244	\$10,056,279	\$1,502,966

Development/Community Revitalization

New Development / Revitalization	Units	Construction Start	Construction End	Current Phase	Total Cost
Humboldt Gardens	130	Apr-07	Jul-08	Construction	\$40,484,042
Pine Square	142	tbd	tbd	Predevelopment	\$6,400,000
Rockwood Station	195	tbd	tbd	Predevelopment	tbd
Ainsworth Court	88	tbd	tbd	Concept	tbd
Helen Swindells	105	tbd	tbd	Concept	tbd
University Place	50	Feb-09	Feb-10	Predevelopment	\$7,960,000
Trenton St. lots @ NC	0	tbd	tbd	Concept	tbd
Sears Army Site	0	tbd	tbd	Concept	tbd
Multnomah Village Lots	0	tbd	tbd	Concept	tbd
The Grove Hotel	60	Feb-08	Jul-08	Construction	\$3,800,000
The Resource Center (Access Center)	0	tbd	tbd	Predevelopment	tbd
Hillsdale Terrace	0	tbd	tbd	Concept	tbd

Capital Improvement	Units	Start	End	Phase	Cost
Maple Mallory	48	Jul-06	Jan-08	Construction	\$3,668,781
Sellwood Plumbing	110	Sep-07	Mar-08	Construction	\$800,430
Sellwood Windows *		Oct-08	May-08	Construction	\$730,000
Slavin Court Renovation		Apr-08	Jan-08	Predevelopment	\$2,538,000
Dahlke Manor Plumbing		Jul-08	Nov-08	Pre-development	\$1,002,664
Cambridge Court	20	May-08	Jul-08	Predevelopment	\$1,322,000

Pending Sales	Units	Listing Price
Humboldt Gardens Scattered	14	\$750,000
PH Scattered Sites	2	\$312,664

* Contract funded and administered by Multnomah County Weatherization Program

RESOLUTIONS



MEMORANDUM

**SUBJECT: RESOLUTION 08-05-01
AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE AN ON-
CALL CONTRACT FOR \$250,000 TO PBS ENGINEERING AND
ENVIRONMENTAL FOR ENVIRONMENTAL TESTING AND
CONSULTING**

TO: BOARD OF COMMISSIONERS

**FROM: Steven D. Rudman 503.802.8455 stever@hapdx.org
Contact: Mike Andrews 503.802.8507 michaela@hapdx.org**

DATE: May 13, 2008

ISSUE:

Resolution 08-05-01 authorizes the Executive Director to execute an On-Call contract for \$250,000 to PBS Engineering and Environmental for Environmental Testing and Consulting services. The contract term is two years with an option to renew for a third year, including an increase in contract amount of \$250,000.

BACKGROUND:

Staff of the Development and Community Revitalization Department issued a formal RFP soliciting proposals from qualified firms for the provision of environmental testing and consulting services. The RFP was designed to select a single firm to perform such services for the Development and Community Revitalization Department over a two-year period. Typical services anticipated under such a contract are testing for asbestos and lead, preparation of scopes of work for remediation activity, monitoring during remediation, underground storage tank investigation - all activities frequently encountered during renovation and development of properties. The ability to access a qualified contractor to perform this type of work in an efficient and timely manner is critical to the Department's ability to successfully carry out its development plans related to all the Department's current and future projects. As an example, in the past year asbestos testing has occurred at Sellwood Center, Dahlke Manor, Cambridge Court, Maple Mallory, the Grove Hotel and Elliot Square – all in conjunction with budgeted renovation projects at these sites.

Proposals were received on April 4, 2008 from five firms:

- Kane Environmental Inc.
- PSI Inc.
- PBS Engineering and Environmental
- Wastexpress
- Ashcreek/Apex

A selection committee made up of staff from the Development and Community Revitalization Department reviewed the proposals. The proposals were ranked utilizing the evaluation criteria cited in the RFP. PBS received the highest ranking. The Committee noted their breadth of experience, their understanding of the efficient and timely response required by such an on-call type of contract and good pricing for services offered. Based on their evaluation, the Committee recommended contract award to PBS Engineering and Environmental.

There will be a single point-of-contact within the DCR staff that will manage this contract. As development projects proceed and included in appropriate budgets, a need for environmental testing and consulting services will be identified by the project manager. The staff assigned to contract management of this contract will request a fee proposal based on a specific scope of work prepared by the project manager. The fee proposal will be based on hourly rates and unit pricing established in the master On-Call contract. Once a scope of work and corresponding fee has been agreed to, a Task Order will be issued which authorizes PBS to proceed with the work. The HAP staff member managing this contract will confirm that all task order assignments are properly budgeted within the appropriate budget. Staff from accounting and DCR will work to monitor issuance of task orders against the total contract amount.

RECOMMENDATION:

Staff recommends the approval of Resolution 08-05-01.



RESOLUTION 08-05-01

RESOLUTION 08-05-01 AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE AN ON-CALL CONTRACT FOR \$250,000 TO PBS ENGINEERING AND ENVIRONMENTAL FOR ENVIRONMENTAL TESTING AND CONSULTING SERVICES. THE CONTRACT WILL BE FOR A TWO-YEAR TERM WITH AN OPTION TO RENEW FOR ANOTHER YEAR

WHEREAS, staff of the Development and Community Revitalization department anticipate the need for environmental testing and consulting services for a variety of development and renovation projects it contemplates proceeding with over the next three years; and

WHEREAS, a competitive formal RFP process to select a qualified firm to perform such services has been completed; and

WHEREAS, the firm of PBS Engineering and Environmental has been selected by decision of the selection committee; and

WHEREAS, the On-Call contract will include a \$250,000 contract amount for a two-year term with an option to renew for a third year and an additional \$250,000 contract amount; and

WHEREAS, as development projects proceed and a need for environmental testing or other consulting services are identified, Task Orders will be utilized to authorize such work; and

WHEREAS, approval by the Board of Commissioners of the Housing Authority of Portland is required prior to the execution of Contracts over \$100,000;

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the Housing Authority of Portland:

The Executive Director is authorized to execute a two-year On-Call contract for \$250,000 with PBS Engineering and Environmental for environmental consulting services. The contract will include an option to renew for an additional one-year term and include another \$250,000 contract amount.

Adopted: May 20, 2008

HOUSING AUTHORITY OF PORTLAND

Jeff Bachrach, Chair

Attest:

Steven D. Rudman, Secretary



MEMORANDUM

SUBJECT: RESOLUTION 08-05-02
AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE ON-CALL CONTRACTS FOR \$250,000 EACH TO FOSTER PEPPER PLLC, BALLARD SPAHR ANDREWS & INGERSOLL LLP, KIRKPATRICK & LOCKHART PRESTON GATES ELLIS LLP, AND KANTOR TAYLOR MCCARTHY PC FOR SPECIALIZED LEGAL SERVICES RELATED TO BOND ISSUANCE, TAX CREDITS AND DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) FINANCING

TO: BOARD OF COMMISSIONERS

FROM: Steven D. Rudman 503.802.8455 stever@hapdx.org
Contact: Mike Andrews 503.802.8507 michaela@hapdx.org

DATE: May 13, 2008

ISSUE:

Resolution 08-05-03 authorizes the Executive Director to execute On-Call contracts for \$250,000 each to Foster Pepper PLLC, Ballard Spahr Andrews & Ingersoll LLP, Kirkpatrick & Lockhart Preston Gates Ellis LLP, and Kantor Taylor McCarthy PC for specialized legal services related to Bond Issuance, Tax Credits and Department of Housing and Urban Development (HUD) Financing.

BACKGROUND:

Staff of the Development and Community Revitalization Department issued a formal RFP soliciting proposals from qualified firms for the provision of specialized legal services related to Bond Issuance, Tax Credits and Department of Housing and Urban Development (HUD) financing. The RFP intends to identify several qualified legal firms that would be available to the Department to assist with development projects as they arise over a three-year period. The specialized legal services identified in the RFP are distinct from the more typical legal services HAP currently receives from Stoel Rives, its General Counsel. Apart from a minimal amount of preliminary services sometimes required early on in a pre-development phase, the vast majority of services contemplated for these contracts will occur after a particular project has been approved and becomes a budgeted project. As such, payment for these services will be funded within the project budget.

Proposals were received on March 19th from four firms:

- Foster Pepper PLLC
- Ballard Spahr Andrews & Ingersoll, LLP
- Kirkpatrick & Lockhart Preston Gates Ellis LLP (K & L Gates)

➤ Kantor Taylor McCarthy PC

A selection committee made up of staff from the Development and Community Revitalization Department reviewed the proposals and determined that all four firms are highly qualified to perform the services contemplated. HAP staff has recently worked with three of the four firms on relevant past projects. These past working relationships have been successful, with all three firms performing well. One firm, Foster Pepper, has acted as Bond Counsel on nine past HAP projects. Given the type and amount of development projects anticipated over the next three years, the Selection Committee recommend award to all four firms submitting proposals. The On-Call contracts would be structured with a contract amount of \$250,000 for an initial one-year and would include an option to renew for an additional \$250,000 for each of two additional one-year terms.

There will be a single point-of-contact within HAP staff that will manage these contracts. As development projects proceed and services are needed, this staff member will request one or more of the selected firms to provide a fee proposal based on a specific scope of work. The determination as to which firms will be approached will be based on the detailed needs of the project and how these are best met by the specific expertise of the firms, their capacity to perform the work in a timely manner and other relevant considerations. The fee proposals will be based on hourly rates established in the master On-Call contracts. Once a scope of work and corresponding fee has been agreed to, a Task Order will be issued which authorizes the Legal Consultant to proceed with the work. The HAP staff member managing these contracts will confirm that all task order assignments are properly budgeted within the development project's budget.

RECOMMENDATION:

Staff recommends the approval of resolution 08-05-02.



RESOLUTION 08-05-02

RESOLUTION 08-05-02 AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE ON-CALL CONTRACTS FOR \$250,000 EACH TO FOSTER PEPPER PLLC, BALLARD SPAHR ANDREWS & INGERSOLL LLP, KIRKPATRICK & LOCKHART PRESTON GATES ELLIS LLP, AND KANTOR TAYLOR MCCARTHY PC FOR SPECIALIZED LEGAL SERVICES RELATED TO BOND ISSUANCE, TAX CREDITS AND DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) FINANCING. THE CONTRACTS WILL BE FOR AN INITIAL ONE-YEAR TERM WITH THE OPTION TO RENEW FOR AN ADDITIONAL \$250,000 FOR EACH OF TWO ADDITIONAL ONE-YEAR TERMS

WHEREAS, staff of the Development and Community Revitalization department anticipate the need for specialized legal services for a variety of development projects it contemplates proceeding with over the next three years; and

WHEREAS, a competitive formal RFP process to select multiple qualified legal firms to assist with HAP's development projects requiring such legal services has been completed; and

WHEREAS, the firms of Foster Pepper PLLC, Ballard Spahr Andrews & Ingersoll LLP, Kirkpatrick & Lockhart Preston Gates Ellis LLP, and Kantor Taylor McCarthy PC have been selected by decision of the selection committee; and

WHEREAS, each of the four On-Call contracts will include a \$250,000 contract amount for an initial one-year contract and an option to renew for an additional \$250,000 for each of two additional one-year terms; and

WHEREAS, as development projects proceed and a need for legal services is identified, Task Orders will be utilized to authorize legal work; and

WHEREAS, approval by the Board of Commissioners of the Housing Authority of Portland is required prior to the execution of Contracts over \$100,000;

NOW, THEREFORE BE IT RESOLVED by the Board of Commissioners of the Housing Authority of Portland:

The Executive Director is authorized to execute On-Call contracts for \$250,000 with renewal options each to Foster Pepper PLLC, Ballard Spahr Andrews & Ingersoll LLP, Kirkpatrick & Lockhart Preston Gates Ellis LLP, and Kantor Taylor McCarthy PC for specialized legal services related to Bond Issuance, Tax Credits and Department of Housing and Urban Development (HUD) Financing.

Adopted: May 20, 2008

HOUSING AUTHORITY OF PORTLAND

Attest:

Jeff Bachrach, Chair

Steven D. Rudman, Secretary



MEMORANDUM

**SUBJECT: RESOLUTION 08-05-03
AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTIVE ALL
DOCUMENTS RELATED TO FUNDING OF THE GROVE HOTEL BY
THE PORTLAND DEVELOPMENT COMMISSION**

TO: BOARD OF COMMISSIONERS

FROM: Steven D. Rudman 503.802.8455 stever@hapdx.org
Contact: Michael Andrews 503.802.8507 michaela@hapdx.org
Contact: Betty Dominguez 503.802.8506 bettyd@hapdx.org

DATE: May 13, 2008

ISSUE:

Resolution 08-05-03 requests authorization to execute all documents related to funding of the Grove Hotel by the Portland Development Commission.

BACKGROUND:

HAP purchased The Grove Hotel on November 28, 2007 at the request of the City of Portland and for the purpose of improving living conditions for existing residents and preserving seventy units of housing for very low income people. The City committed to funding and reimbursing HAP for all costs associated with the acquisition of the building and with the improvements necessary to address code violations and to make the building more suitable for residents. The City further directed both the Bureau of Housing and Community Development ("BHCD") and the Portland Development Commission ("PDC") to assist in securing all funding necessary to achieve the short-term acquisition and rehab of the project, as well as the long-term plan for the site.

In December of 2007 HAP issued an RFP for a Construction Manager/General Contractor (CM/GC). R&H Construction was subsequently selected to serve in that capacity. Under a previous solicitation William Wilson Architects were under contract with HAP and were selected for this project based on their experience. Work is underway and is scheduled to be completed on June 17, 2008.

The City originally intended that the Grove be owned by the Authority for a period of 3 to 5 years, and that it would house a Multnomah County program known as the Bridgeview. However, over time and through various negotiations a different plan emerged which was agreed to by the City, PDC, and HAP. That plan entailed moving a program known as Housing Rapid Response - a supportive services program operated by Central City Concern (CCC) - into the rehabbed Grove. A component of this

agreement included a commitment by both parties that title would transfer to PDC following completion of construction.

PDC determined that the most expeditious means by which to fund this transaction was to use an established loan program. Terms of the proposed loan are outlined below. Both parties have agreed that transfer of title will be consideration for the loan, and that title will transfer by August 1, 2008. Once PDC owns the property, CCC will move the clients of their Rapid Response program into the Grove and will then manage and operate the building, including existing Grove residents, under the terms of their agreement with PDC.

The project is on schedule and on budget.

FINANCING PROPOSAL:

The Portland Development Commission has committed to provide a \$3,468,752 loan under the following terms:

Interest Rate: 0.00%

Term: Ten years; all unpaid balance of the loan including accrued interest shall be due and payable upon the sale of the property.

Principal & Interest Payments: Deferred to earlier of the sale of the property, redevelopment of the site, change in use, or upon maturity.

Loan proceeds in the initial amount of \$2,500,000 are expected to be funded by PDC to HAP at closing on May 14, 2008. This figure approximately represents the costs of acquisition, construction work performed to date, and fees. The balance of the loan proceeds will be disbursed by PDC under a draw disbursement process that is acceptable to both HAP and PDC.

RECOMMENDATION:

Staff recommends approval of this resolution 08-05-03.



RESOLUTION 08-05-03

AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTIVE ALL DOCUMENTS RELATED TO FUNDING OF THE GROVE HOTEL BY THE PORTLAND DEVELOPMENT COMMISSION

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

WHEREAS, the Authority is a public body corporate and politic of the State of Oregon and is empowered by ORS 456.005 to 456.725 (“Housing Authority Laws”) to purchase any real property and to accept grants from public from any source public or private for the purpose of carrying out a housing project; and

WHEREAS, the City sought the assistance of the Authority in preserving units at the Grove as affordable housing and in making immediate improvements to the building that would improve the living conditions for residents; and

WHEREAS, the residents living in the Grove are very low income individuals, many possessing other barriers to housing beyond income; and

WHEREAS, the Grove Hotel is located in a neighborhood that is seeing revitalization occur at an accelerated pace and which has seen the loss of affordable housing projects for very low income individuals; and

WHEREAS, HAP and the City determined that a renovation program that addresses code violations and other immediate needs be undertaken in order to bring the Grove Hotel to a higher level of habitability and maintain its operation as a housing alternative for very low-income residents of the central city; and

WHEREAS, the City pledged to fund all costs incurred by the Authority, including but not limited to costs associated with the acquisition, rehabilitation and operating expenses; and

WHEREAS, the Portland Development Commission (PDC) is the urban renewal agency for the City, charged with delivering projects and programs that achieve the City’s housing, economic development, and redevelopment priorities; and

WHEREAS, HAP, the City and PDC agreed to work cooperatively to determine the best long-term utilization of the Grove Hotel; and

WHEREAS, the Authority anticipates entering into an agreement with the PDC to transfer title of the Grove Hotel to the Commission by August 1, 2008 and to operate and manage the property until the date of transfer; and

WHEREAS, the total project cost related to buying and rehabilitating the Grove to address the initial objectives identified by the City of Portland and to make the building safe and livable for residents is \$ 3,468,752.00; and

WHEREAS, the Portland Development Commission will provide a \$3,468,752 loan at zero interest and paid in full with transfer of title, as more fully described in the preceding Memorandum,

NOW THEREFORE, BE IT RESOLVED: That the Board of Commissioners

1) Authorizes the Executive Director to execute all documents related to funding of The Grove Hotel by the Portland Development Commission, and

2) Ratifies all past actions by HAP in connection with funding of The Grove Hotel by the Portland Development Commission.

Adopted: May 20, 2008

HOUSING AUTHORITY OF PORTLAND

Jeff Bachrach, Chair

Attest:

Steven D. Rudman, Secretary



MEMORANDUM

**SUBJECT: RESOLUTION 08-05-04
AUTHORIZING THE HOUSING AUTHORITY OF PORTLAND TO
CONVEY LOT 9 OF THE BRIDGE STREET FOREST TO THE CITY OF
FAIRVIEW**

TO: BOARD OF COMMISSIONERS

**FROM: Steven D. Rudman 503.802.8455 stever@hapdx.org
Contact: Dianne Quast 503.802.8338 dianneq@hapdx.org
Michael Havlik 503.802.8482 michaelh@hapdx.org**

DATE: May 13, 2008

ISSUE:

Resolution 08-05-04 authorizes the Housing Authority of Portland (the “Authority”) to convey by quitclaim deed a 5.17-acre parcel of undeveloped forest (Lot 9, 1N 3E 27 CA – Tax Lot No. 1609) to the City of Fairview, Oregon, for the purpose of establishing a larger city park with enhanced trails, improved amenities, and security.

BACKGROUND:

Fairview Oaks/Woods Apartments was built in two phases, with the second phase (Fairview Woods) completed by Winkler Development Corporation in 1995.

Prior to the development of the second phase of Fairview Oaks/Woods, an environmental assessment divided the property into two areas—one for the apartment development and the other characterized as a mixed conifer / deciduous forested area which contains two forested wetlands (Lot 8 and Lot 9).

In 1995, as Payment in Lieu of Taxes, the Authority conveyed Lot 8, a 3.1-acre parcel of Bridge Street Forest (1N 3E 27 CA – Tax Lot No. 1608) to the City of Fairview for public access to the nature trail. Lot 8 is now known as “Fairview Woods Park” and can be accessed on Bridge Street to the North.

Lot 9 continues to be owned by the Authority.

Over the years, Lot 8 and Lot 9 have been used as one park due to the intersecting trails and lack of distinguishable property lines. Significant issues have occurred on both lots, including vandalism, squatters, illegal dumping, gunshots and gunfire targeting neighboring homes.

The Authority, The City of Fairview, and the neighbors have actively worked to address these issues. A strong sense of collaboration has developed between HAP, the City of Fairview and neighbors over this issue.

However, the primary focus of HAP's efforts in Fairview remains providing quality rental housing, rather than parks management.

The costs to the Authority to maintain Lot 9 continue to rise due to hazardous tree removal, trail clean up, remediation of graffiti on the trees, labor costs to patrol and remove litter, and staff time to respond to neighbor complaints and incidents. Costs have exceeded \$16,000 for fiscal year 2008.

The City of Fairview welcomes the conveyance of Lot 9 so it can be incorporated into the existing Fairview Woods City Park. The City's Parks Advisory Committee is working on updating their Master Plan for this park, and the execution of this plan relies on the conveyance of Lot 9.

The City of Fairview intends to maintain this forested area as a community resource, enhance the trails, amenities, and security.

RECOMMENDATION:

Staff recommends approval of Resolution 08-05-04 for HAP to convey a 5.17 acre parcel of land, Lot 9 of the Bridge Street Forest, to the City of Fairview.



RESOLUTION 08-05-04

RESOLUTION 08-05-04 AUTHORIZES THE APPROVAL FOR THE HOUSING AUTHORITY OF PORTLAND'S TO CONVEY LOT 9 OF BRIDGE STREET FOREST (1N 3E 27 CA – Tax Lot No. 1609) TO THE CITY OF FAIRVIEW

WHEREAS, the Housing Authority of Portland (the "Authority") is the owner of Lot 9 of Bridge Street Forest, a 5.17-acre parcel of land located at 1N 3E 27 CA – Tax Lot No. 1609 in the City of Fairview; and

WHEREAS, the title restrictions state that the land in both Lot 8 and Lot 9 remain public use, otherwise Winkler Development Corporation would execute a reversionary interest in the property; and

WHEREAS, the developer, Winkler Development Corporation, endorses the conveyance of Lot 9 to the City of Fairview with the acknowledgement that it remain a natural forested area for the public benefit; and

WHEREAS, the City of Fairview owns the adjacent Lot 8 of Bridge Street Forest, a 3.1-acre parcel of land located at 1N 3E 27 CA – Tax Lot No. 1608, known as Fairview Woods Park; and

WHEREAS, the City of Fairview has expressed interest in owning Lot 9 to enhance the Fairview Woods Park, both in terms of amenities and safety.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of the Housing Authority of Portland approves conveyance by quitclaim deed of Lot 9 of Bridge Street Forest to the City of Fairview through conveyance, as submitted.

Adopted: May 20, 2008

HOUSING AUTHORITY OF PORTLAND

Jeff Bachrach, Chair

Attest:

Steven D. Rudman, Secretary



MEMORANDUM

SUBJECT: RESOLUTION 08-05-05

AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE A MEMORANDUM OF UNDERSTANDING WITH TRANSITIONS PROJECTS, INC. RELATIVE TO THE RESOURCE ACCESS CENTER

TO: BOARD OF COMMISSIONERS

**FROM: Steven D. Rudman 503.802.8455 stever@hapdx.org
Contact: Mike Andrews 503.802.8507 michaela@hapdx.org**

DATE: May 13, 2008

ISSUE:

Resolution 08-05-05 authorizes the Executive Director to execute a Memorandum of Understanding (MOU) with Transitions Projects, Inc. (TPI) relative to the Resource Access Center (RAC).

BACKGROUND:

Portland City Council adopted Resolution No. 36367 on December 21, 2005 thereby creating Home Again: A Ten Year Plan to End Homelessness ("10-Year Plan"). The 10-Year Plan contemplated a Resource Access Center ("RAC") that would provide homeless people with quick and direct access to programs that move them directly into permanent housing.

In September of 2007 the City of Portland (City) asked the Housing Authority to act as developer and owner of a new building that would house the RAC in Old Town/Chinatown. Further, then Commissioner Erik Sten communicated the importance of the RAC to the City and requested that the Portland Development Commission (PDC), HAP and the Bureau of Housing and Community Development (BHCD) work cooperatively and in their respective roles to bring about the RAC. The City also named Transition Projects, Inc. (TPI) as the operator of the RAC within the Development, based on their experience at providing services to homeless individuals and running shelter facilities within the central city.

The RAC will be developed in participation with TPI, the PDC, and BHCD, and will be part of a larger development (the Development). The overall Development is envisioned to include the following components:

- The RAC, a central intake and information sharing area that includes employment opportunities, housing information, local services, restrooms, showers, lockers, mail service and meals;

- Approximately 150 – 200 units of mixed-income housing above the RAC, to include some combination of affordable (0% - 60%) and Permanent Supportive Housing (0%-30%) rental units;
- A 90-bed men’s shelter, and administrative offices that will be master-leased to TPI;
- Ground floor commercial/retail space;
- Appropriate auxiliary support functions (parking and loading, lobbies, etc.)

Resolutions passed by the PDC Commission and the Portland City Council on February 20, 2008 and March 5, 2008 respectively, stipulated property owned by PDC and located in North Old Town known as Block “U”, as the site for the RAC. Both resolutions provided for a level of financial resources appropriate for the RAC Development as determined by PDC and HAP, which are currently estimated at \$28,000,000.

Block “U” is a full block bounded by NW Irving and Hoyt Streets on the north and south and NW Broadway Street and NW 6th Avenue on the west and east. The new southbound MAX light rail alignment is on NW 6th Avenue. The site sits to the south of Union Station and is adjacent to the Greyhound Bus Station.

HAP will serve as the Master Planner and Developer of the RAC Development working in collaboration with TPI. TPI agrees to participate in the development of plans for the design, financing and construction of the RAC. TPI desires a to-be-determined number of units for their clients and will provide services to those units as well as providing management for all aspects of the operation of the RAC.

HAP and TPI are working to develop a Community Relations plan that will address community and media relations, organize community outreach and involvement opportunities related to the Master Planning of the block, develop a strategy to include RAC clients and client advocates and to actively engage them and the neighborhood in the Master Planning of the Development and the RAC, and work collaboratively with other interested parties. HAP and TPI will jointly participate in naming the building.

HAP and TPI also agree to use the following Guiding Principles in the course of developing and operating the RAC Development:

Together we will create:

- (a) A beautiful and enduring building that serves the homeless people in our community with dignity and compassion.
- (b) A humane and well-functioning building that will be an example to other communities in how to serve the homeless.
- (c) An environmentally sustainable and efficient building that conserves limited global resources during the construction and operations phases.

- (d) A continuum of fully-funded social service programs that assist people well as they move from homelessness to housing.
- (e) A financially sustainable building with fully funded and economically sustainable social service programs.
- (f) A cost effective approach to development that uses public financial resources wisely during construction and operations.

This MOU is intended to be a general guiding document between HAP and TPI as we set out to develop the RAC Development. Several specific future agreements between HAP and TPI are anticipated, such as a Master Lease for the RAC and shelter space and a services agreement for the Housing. Future agreements will be brought to the Board for approval.

RECOMMENDATION:

Staff recommends approval of resolution 08-05-05.



RESOLUTION 08-05-05

Resolution 08-05-05 authorizes the Executive Director to execute a Memorandum of Understanding with Transitions Projects, Inc. relative to the Resource Access Center.

WHEREAS, the City of Portland adopted “Home Again: A Ten-Year Plan to End Homelessness” (“10-Year Plan”) in December 2005 which seeks permanent solutions to homelessness by focusing on the most chronically homeless populations, streamlining access to existing services to prevent and reduce homelessness and concentrating resources on programs that offer measurable results; and

WHEREAS, a Resource Access Center (“RAC”) to provide homeless people with quick and direct access to programs that move them directly into permanent housing as well as to services that meet certain basic daily needs not currently met by City shelters, is contemplated as central to the next phase of the 10-Year Plan and vital to its success; and

WHEREAS, in June 2007, Mayor Tom Potter charged City Commissioner Erik Sten with leading an effort to site the Resource Access Center. The selection of a site was officially made at a City Council meeting on March 5, 2008. The site is generally known as Block U and is situated in Portland’s Old Town/Chinatown neighborhood; and

WHEREAS, in a September 19, 2007 memorandum, Commissioner Erik Sten communicated the importance of the RAC to the City and requested that the Parties work cooperatively and within their respective roles to bring about development of the RAC. The roles were further defined as the Housing Authority of Portland as Owner and Master Developer and, Transition Projects, Inc. as Lead Operator of the RAC; and

WHEREAS, the Resource Access Center is envisioned to include day space, resources and referrals to support people moving from homelessness to housing, including lockers, showers, laundry facilities and other basic services, and internal queuing for clients. TPI and partner agency staff will provide case management and services to RAC participants. The RAC will also include a replacement of the 90-bed Glisan Street men’s shelter, space for a social enterprise serving TPI clients and administrative offices for TPI; and

WHEREAS, the RAC is planned to be within a larger development that may include, among other things, affordable rental housing, mixed-income housing, permanent supportive housing, retail, and parking (“the Development”); and

WHEREAS, TPI further desires a to-be-determined number of units for their clients. Said units shall be a part of the housing within the Development and shall be owned by a limited partnership managed by HAP; and

WHEREAS, HAP will serve as the Master Planner and Developer of the RAC Development working in collaboration with TPI; and

WHEREAS, TPI agrees to participate in the development of plans for the design, financing and construction of the RAC and further agrees to provide services to a yet-to-be determined number of units for use by their clients, and

WHEREAS, TPI also agrees to provide management for all aspects of the operation of the RAC;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of the Housing Authority of Portland hereby authorizes the Executive Director to execute a Memorandum of Understanding with TPI relative to the RAC.

Adopted: May 20, 2008

HOUSING AUTHORITY OF PORTLAND

Jeff Bachrach, Chair

Attest:

Steven D. Rudman, Secretary



MEMORANDUM

SUBJECT: RESOLUTION 08-05-06
AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE AN INTERGOVERNMENTAL AGREEMENT BETWEEN THE CITY OF PORTLAND AND THE PORTLAND DEVELOPMENT COMMISSION AND, A DEVELOPMENT AND DISPOSITION AGREEMENT WITH THE PORTLAND DEVELOPMENT COMMISSION FOR THE RESOURCE ACCESS CENTER

TO: BOARD OF COMMISSIONERS

FROM: Steven D. Rudman 503.802.8455 stever@hapdx.org
Contact: Mike Andrews 503.802.8507 michaela@hapdx.org

DATE: May 13, 2008

ISSUE:

Resolution 08-05-06 authorizes the Executive Director of HAP to execute an Intergovernmental Agreement between HAP, the City of Portland (City) and the Portland Development Commission (PDC) and a Development and Disposition Agreement with PDC for the Resource Access Center. The Intergovernmental Agreement (IGA) frames the parties' roles and responsibilities while the Development and Disposition Agreement (DDA) defines the development and financial terms of the project.

BACKGROUND:

HAP as Developer: Portland City Council adopted Resolution No. 36367 on December 21, 2005 thereby creating Home Again: A Ten Year Plan to End Homelessness ("10-Year Plan"). The 10-Year Plan contemplated a Resource Access Center ("RAC") that would provide homeless people with quick and direct access to programs that move them directly into permanent housing.

In September of 2007 the City of Portland asked HAP to act as developer and owner of a new building that would house the RAC in Old Town/Chinatown. Further, then Commissioner Erik Sten communicated the importance of the RAC to the City and requested that PDC, HAP and the Bureau of Housing and Community Development (BHCD) work cooperatively and in their respective roles to bring about the RAC. The City also named Transition Projects, Inc. (TPI) as the operator of the RAC within the Development, based on their experience at providing services to homeless individuals and running shelter facilities within the Central City.

The RAC will be developed in partnership with TPI, the PDC, and BHCD, and will be part of a larger development (the Development). The overall Development is envisioned to include the following components:

- The RAC, a central intake and information sharing area that includes employment opportunities, housing information, local services, restrooms, showers, lockers, mail service and meals;
- Approximately 150 – 200 units of mixed-income housing above the RAC, to include some combination of affordable (0% - 60%) and Permanent Supportive Housing (0%-30%) rental units;
- A 90-bed men’s shelter, and administrative offices that will be master-leased to Transition Projects, Inc.;
- Ground floor commercial/retail space;
- Appropriate auxiliary support functions (parking and loading, lobbies, etc.)

Resolutions passed by the PDC Commission and the Portland City Council on February 20, 2008 and March 5, 2008 respectively, stipulated property owned by PDC and located in North Old Town known as Block “U”, as the site for the RAC. Both resolutions provided for a level of financial resources appropriate for the RAC Development as determined by PDC and HAP, which are currently estimated at \$28,000,000. Additionally, the City’s resolution called out June 30, 2008 as the date upon which PDC enters into a contractual obligation to HAP to provide for transfer of ownership of Block “U”.

Block “U” is a full block bounded by NW Irving and Hoyt Streets on the north and south and NW Broadway Street and NW 6th Avenue on the west and east. The new southbound MAX light rail alignment is on NW 6th Avenue. The site sits to the south of Union Station and is adjacent to the Greyhound Bus Station.

The IGA: The Intergovernmental Agreement between the City of Portland and its Bureau of Housing and Community Development, the PDC and HAP, is intended to be a framework by which the parties will work cooperatively and in respective roles to bring about the project. It delineates the parties’ roles and responsibilities relative to design, construction, capital and operational funding. It also summarizes the project and its contemplated elements, stipulates HAP as the owner/developer of the RAC development and TPI as the operator of the RAC, and references the Guiding Principles under which development and operation of the RAC shall occur. Those principles are attached as Exhibit “A”.

The DDA: Over the last several weeks HAP has worked with legal counsel from Stoel Rives and PDC staff to structure a DDA, the tool which frames the business terms, project parameters, schedule and performance milestones, and process for continued project development. The DDA will also clearly delineate the parties’ general roles and responsibilities. Both parties have worked to ensure that the DDA, while assigning to HAP all rights and responsibilities as developer/owner as well as terms for conveyance of the property, also addresses and reflects PDC’s interests in the project in the long-term. Key elements of the document are summarized as follows and a PDC term sheet is attached as Exhibit “B”:

- Property Conveyance: The DDA will serve as the agreement related to the title transfer and development terms to be executed not later than June 30, 2008. It

is anticipated title will transfer to HAP on March 1, 2009 for a purchase price of zero dollars (\$0.00). Prior to the transfer of the property a number of conditions must be met to the satisfaction of both parties. In broad terms the key points are:

- Approval of the design plan by PDC based on “permit set” drawings;
 - Completion by PDC of environmental remediation and securing a finding of No Further Action (NFA) from the Department of Environmental Quality (DEQ);
 - Submittal by HAP to PDC of a detailed cost estimate based on “permit set” drawings, and a detailed project budget and operating budget;
 - HAP securing a Letter of Intent with an LIHTC Equity Investor as well as the selection of a NMTC Equity Investor;
 - Convening a Citizen Advisory Committee and completion of the community outreach process including two design work shops
- PDC Financial Assistance: PDC shall serve as the gap funder with a current budget authorization of \$28,000,000.
 - Roles & Responsibilities: HAP is the owner/developer and as such shall undertake all activities related to planning, design, construction, financing, and operations. PDC’s role is limited to pre-conveyance remediation of recognized environmental conditions and securing a NFA from DEQ; seller of the property, and gap funder.
 - Performance Milestones: A schedule of performance milestones from initial selection of the Architectural & Engineering team in November 2007, to project completion in August 2010, is attached as Exhibit “C”. The DDA is extinguished upon receipt of a Certificate of Completion.

Post execution of the DDA, HAP will continue to perform the necessary tasks to ready the project for actual title transfer on March 1, 2009. It is HAP’s intent to include PDC as a partner in all steps along the way, and to ensure transparency in all aspects of the development.

RECOMMENDATION:

Staff recommends approval of resolution 08-05-06.

EXHIBIT "A"

Guiding Principles

The Parties agree to use the following Guiding Principles in the course of developing and operating the RAC Development.

Together we will create:

- (a) A beautiful and enduring building that serves the homeless people in our community with dignity and compassion.
- (b) A humane and well-functioning building that will be an example to other communities in how to serve the homeless.
- (c) An environmentally sustainable and efficient building that conserves limited global resources during the construction and operations phases.
- (d) A continuum of fully-funded social service programs that assist people well as they move from homelessness to housing to full independence.

EXHIBIT "B"

Disposition and Development Agreement

PDC Term Sheet

(TO BE PROVIDED FOR REVIEW AT THE BOARD WORK SESSION MAY 19, 2008)

EXHIBIT "C"

RAC Development Development & Disposition Agreement Performance Milestones

11/3/07	Select Architect & Engineering Team	HAP
2/27/08	Site approved by Portland Development Commission	PDC
3/6/08	Site approved by City of Portland	City
3/21/08	Begin Competitive Bidding for RAC Development	HAP
3/24/08	Construction Documents (includes design, TPC, and program review)	HAP
4/15/08	CMGC Approved for RAC Development	HAP
4/28/08	CAC Orientation Meeting	HAP
4/28/08	NTP Environmental Engineering	PDC
5/17/08	Design Workshop #1	HAP
5/30/08	Conceptual Design Complete (includes design, TPC, and program review)	HAP
5/31/08	Design Workshop #2	HAP
6/16/08	Final CAC Meeting	HAP
6/27/08	DEQ Review and Approval of Remediation Plan	PDC
7/18/08	NEPA Baseline conditions report	HAP
8/1/08	Award Construction Contract Environmental Engineering	PDC
8/4/08	Begin Environmental Remediation	PDC
8/11/08	Design Review Pre-Application Conference	HAP
8/19/08	Schematic Design Complete (includes design, TPC, and program review)	HAP
9/26/08	Final Environmental Assessment Report	HAP
10/18/08	FONSI	HAP
10/28/08	Design Development (includes design, TPC, and program review)	HAP
11/1/08	Final Good Neighbor Agreement	HAP
11/14/08	Complete Environmental Remediation	PDC
11/28/08	Letter of Intent with LIHTC Equity Investor	HAP
11/28/08	Select CDE and NMTC Equity Investor	HAP
12/20/08	Submit for Building Permit	HAP
1/16/09	1st Evidentiary Submittal to HUD for RAC Housing	HAP
1/19/09	Design Commission Hearing	HAP
3/1/09	Title Transfer of Block U to HAP	PDC
3/2/09	Receive No Further Action Letter from DEQ	PDC
4/17/09	2nd Evidentiary Submittal to HUD for RAC Housing	HAP
5/2/09	Receive Building Permit	HAP
5/15/09	Finalize GMP for RAC Development	HAP
5/18/09	HUD Approval Letter for RAC Housing	HAP
6/1/09	Closing RAC Housing and RAC Commercial	HAP
6/2/09	Begin Construction RAC Development	HAP
8/26/10	Substantial Completion of Construction RAC Development	HAP



RESOLUTION 08-05-06

Resolution 08-05-06 authorizes HAP's Executive Director to execute an Intergovernmental Agreement with the City of Portland and the Portland Development Commission, and a Development and Disposition Agreement with the Portland Development Commission for the Resource Access Center.

WHEREAS, HAP is a public corporate body created by the City, and having the powers to plan, undertake, construct, acquire, finance, own and operate housing projects and community service facilities; and

WHEREAS, PDC is the urban renewal agency for the City, charged with delivering projects and programs that achieve the City's housing, economic development, and redevelopment priorities as well as linking citizens to jobs; and

WHEREAS, the City Council adopted its Resolution No. 36367 on December 21, 2005 and thereby adopted Home Again: A Ten Year Plan to End Homelessness ("10-Year Plan"), which seeks permanent solutions to homelessness by focusing on the most chronically homeless populations, streamlining access to existing services to prevent and reduce homelessness and concentrating resources on programs that offer measurable results, and

WHEREAS, the 10-Year Plan contemplates a Resource Access Center ("RAC") to provide homeless people with quick and direct access to programs that move them directly into permanent housing; and

WHEREAS, the RAC will be included in a larger development that will likely include permanent supportive housing, a men's shelter, a range of affordable housing, and retail space ("Development"); and

WHEREAS, in a September 19, 2007 memorandum, Commissioner Erik Sten communicated the importance of the RAC to the City and requested that PDC, HAP and BHCD work cooperatively and in their respective roles to bring about this Development including the RAC; and

WHEREAS, PDC and the City are engaged in an effort to expand the existing River District Urban Renewal Area eastward to include portions of the Old Town/Chinatown neighborhood, thereby making available Tax Increment Financing ("TIF") resources for the RAC Development; and

WHEREAS, PDC currently owns all of the land in North Old Town known as Block "U", which is bounded by Irving Street, Hoyt Street, 6th Avenue and Broadway; and

WHEREAS, on February 27, 2008, the PDC Board of Commissioners passed Resolution No. 6564, which stipulated Block U is the designated site for the RAC Development and provides a level of financial resources appropriate for the RAC Development as determined by PDC and HAP, currently estimated at \$28,000,000; and

WHEREAS, on March 5, 2008, City Council adopted its Resolution No. 36586, which reaffirmed the siting of the RAC Development on Block U, and instructed PDC to transfer title of Block “U” to the Housing Authority of Portland by June 30, 2008 and to provide a level of financial resources appropriate to the project as determined by PDC, HAP, and BHCD, currently estimated at \$28,000,000; and

WHEREAS, HAP and PDC have agreed that there are particular goals and guiding principals to be pursued on Block “U” and to that end, desire to enter into an agreement in order to establish respective project management and financial roles required to carry out those activities;

WHEREAS, The RAC development is anticipated to include: the RAC, a central intake and information sharing area that includes employment opportunities, housing information, local services, restrooms, showers, lockers, mail service and meals; approximately 150–200 units of mixed-income housing above the RAC, to include some combination of affordable (0%-60%) and Permanent Supportive Housing (0%-30%) rental units; a 90-bed men’s shelter, administrative offices that will be master-leased to Transition Projects, Inc.; ground floor commercial/retail space; and appropriate auxiliary support functions (parking and loading, lobbies, etc.); and

WHEREAS, HAP and TPI have formed a Community Advisory Committee (CAC) comprised of a wide range of neighbors and community stakeholders, which committee is charged with providing input to HAP and TPI staff and Boards regarding specific development elements; and

WHEREAS, both HAP and PDC are governmental entities and public bodies engaged in service to the City and to the public and as such, have commonly aligned interests; and

WHEREAS, both HAP and PDC desire to maintain a mutually collaborative relationship, to be engaged as partners and to pledge transparency in all aspects of the RAC development; and

WHEREAS, the Parties have authority under ORS Chapter 190 to enter into cooperative intergovernmental agreements and contracts made between public agencies are exempt from the competitive bid or proposal provisions of state and HAP public contracting laws and rules;

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of the Housing Authority of Portland hereby authorizes the Executive Director, with prior consent of the Executive Committee, to execute an

- 1) Intergovernmental Agreement between the City of Portland and the Portland Development Commission, and
- 2) Development and Disposition Agreement with the Portland Development Commission for the Resource Access Center.

Adopted: May 20, 2008

HOUSING AUTHORITY OF PORTLAND

Jeff Bachrach, Chair

Attest:

Steven D. Rudman, Secretary



MEMORANDUM

**SUBJECT: RESOLUTION 08-05-07
AUTHORIZING A CONSTRUCTION CONTRACT WITH _____
FOR RENOVATION OF CAMBRIDGE COURT APARTMENTS**

TO: BOARD OF COMMISSIONERS

**FROM: Steven D. Rudman 503.802.8455 stever@hapdx.org
Contact: John Manson 503.802.8511 johnm@hapdx.org
Betty Dominguez 503.802.8506 bettyd@hapdx.org**

DATE: May 13, 2008

ISSUE:

Resolution 08-05-07 authorizes the Executive Director to execute a contract in the amount of \$xxxxx for renovation of Cambridge Court Apartments.

BACKGROUND:

Built in 1948 and purchased by the Housing Authority in 1991, Cambridge Court Apartments is comprised of twenty, two-bedroom units located in North Portland, across North Vancouver Avenue from the Humboldt Gardens redevelopment project. The project is master-leased by Central City Concern who has successfully operated it as housing for families transitioning from drug and alcohol treatment for many years. This project serves an important role in the community in providing housing which might otherwise not be available to twenty very low-income families who face the challenges of drug and alcohol treatment and family reunification. It has been highly successful and is valued by both the City and the County.

Various upgrades were undertaken at the time of acquisition such as installation of vinyl windows, updated unit finishes, new electrical service, and steel siding over the existing wood lap siding. The roof was replaced in 2005, but other maintenance needs have not been addressed due to a lack of funding. In 2007 HAP Construction Services and Real Estate Operations staff, working with Central City Concern and Andrews Architects, identified capital needs for the property. A renovation scope of work was developed that was designed to extend the life of the improvements by 20 years. Individual work items include replacing the metal siding, masonry restoration, new doors and hardware, energy-efficient furnaces, toilets, central water heater and appliances, kitchen and bath cabinetry, ducted range hoods, carpet and resilient flooring, painting, concrete paving and fencing, play surface and equipment upgrades, new landscaping and irrigation system.

Critical repairs include replacement of the siding above the first floor. The original wood lap siding has loose and flaking lead-based paint (LBP). These surfaces were covered with metal siding in 1991 to “encapsulate” the LBP. That metal siding is failing and exposing the original wood siding. The current work scope will remove the metal and wood siding and install new building wrap and durable cement-fiber siding.

Site and building improvements included in the renovation were selected based life safety concerns, building envelope and system upgrades, increased livability for residents, reduced maintenance burden for the property, improved energy efficiency and reduced utility costs. The addition of shade trees and benches in the courtyard will make it more comfortable for parents to socialize and supervise children. The exterior building improvements will resolve ongoing maintenance issues and improve the appearance of the facility. The apartment interiors will receive badly needed upgrades including new furnaces and ducted range hoods that will offer a significant improvement in interior air quality.

On April 23, 2008 The Housing Authority of Portland solicited contractor bids for renovation of Cambridge Court. Outreach included advertisements in The Daily Journal of Commerce, The Portland Observer, The Skanner, and El Hispanic News. A pre-bid tour was held whereby over twenty contractors attended including several D/M/W/ESB certified firms. On May 14, 2008, XXX firms submitted bids and _____ was judged the lowest responsible and responsive bidder. The scope of work includes _____ target business participation.

PROJECT FINANCING

The Cambridge Court renovation will be funded with \$ 1,216,471 provided by the Portland Development Commission and \$100,000 in HAP funds. A resolution authorizing an application for PDC funding was approved by the Board of Commissioners at its April 15th meeting. Notice to Proceed with construction will be issued after close of PDC financing, which is scheduled for June 6th. Sources and Uses are as follows:

<u>USES:</u>		<u>SOURCES:</u>	
Payoff existing loan	252,000	New PDC loan	515,228
Interior improvements	507,193	PDC Equity gap	621,243
Exterior improvements	316,202	PDC lead grant	80,000
Construction			
Contingency	79,000	HAP funds	<u>100,000</u>
UST decommission	25,000		<u>1,316,471</u>
Building permits/fees	5,000		
Environmental reports	9,815		
Survey	2,850		
Marketing/advertising	3,000		
Architectural/engineering	60,000		
Developer fee	21,411		
Loan closing fees	5,000		
Development	15,000		

contingency	
Relocation	<u>15,000</u>
	1,316,471

RECOMMENDATION:

Staff recommends approval of Resolution 08-05-07.



RESOLUTION 08-05-07

RESOLUTION 08-05-07 AUTHORIZING A CONSTRUCTION CONTRACT WITH _____ FOR RENOVATION OF CAMBRIDGE COURT APARTMENTS

WHEREAS, the Housing Authority of Portland (HAP) is the Owner of Cambridge Court Apartments, a twenty-unit property leased to Central City Concern as housing for very-low income families transitioning from drug and alcohol treatment; and,

WHEREAS, HAP staff and Central City Concern staff collaborated on a renovation program designed to address deferred maintenance and better meet the needs of residents; and,

WHEREAS, HAP solicited and received bids for renovation of Cambridge Court Apartments in compliance with HAP's Procurement Policy, and the successful bidder is the lowest responsive and responsible bidder; and,

WHEREAS, approval by the Board of Commissioners of the Housing Authority of Portland is required prior to the execution of construction contracts exceeding \$100,000; and,

NOW THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Housing Authority of Portland authorizes the Executive Director to execute a contract with _____ in the amount of \$xxxxxxx for renovation of Cambridge Court Apartments.

Adopted: May 20, 2008

HOUSING AUTHORITY OF PORTLAND

Jeff Bachrach, Chair

Attest:

Steven D. Rudman, Secretary



MEMORANDUM

**SUBJECT: RESOLUTION 08-05-08
ADOPTING REVISIONS TO SECTION 8 POLICIES WITH REGARD TO
THE ANNUAL RE-CERTIFICATION PROCESS FOR SECTION 8
HOUSING CHOICE VOUCHER PARTICIPANTS**

TO: BOARD OF COMMISSIONERS

**FROM: Steven D. Rudman 503.802.8455 stever@hapdx.org
Contact: Jill Riddle 503.802.8565 jillr@hapdx.org**

DATE: May 13, 2008

BACKGROUND:

Federal regulations require housing authorities to conduct a re-examination of income and family composition for each Section 8 participant family at least annually which results in a mandatory rent adjustment for said family. HAP has flexibility under Moving To Work authority to set its own re-certification policies including a revision to the every 12 month requirement. In January 2005 HAP adopted revisions to its policies allowing HAP to conduct re-examinations for elderly or disabled participants on fixed incomes biennially, (every other year) rather than annually.

CURRENT EXPERIENCE WITH 2005 REVISIONS:

Currently disabled and elderly Section 8 participants on a fixed income are on a bi-ennial recertification schedule. Thus far these participants are highly satisfied and are very happy with the reduction in client requirements. HAP is conducting 2,000 fewer reviews this year than in previous years with the implementation of the biennial process. We estimate each review takes approximately 45 minutes to complete and the time savings for this year alone equates to 125 hours less per month overall spent on reviews. That is an extra 7 hours per month per individual Case Manager that can be spent familiarizing themselves with their clients and community service providers, improving customer service provided to clients and landlords, and participating in the paperless transition we are currently undertaking.

REASONS TO IMPLEMENT BI-ENNIAL REVIEWS FOR ALL PARTICIPANTS:

The satisfaction of participants currently on the biennial review schedule, the success of our newly established processes related to biennial reviews, and the administrative time savings are all reasons HAP is proposing to apply the biennial re-certification policy to all Section 8 participants. Additionally, the biennial (every other year) recertification process encourages family self-sufficiency, employment, and stability and is less

intrusive into participant lives. Participant families will not experience a rent increase until the second recertification date following an income increase with the exception of zero income participants who will continue to be required to report income increases which will be applied and rents adjusted accordingly. Another exception to conducting interim "increases" would be for GOALS participants. GOALS participants will be required to participate in the annual recertification process as they currently do to maximize the growth potential of their escrow account. HAP will continue to process interim income "decreases" and interim changes due to household member adjustments upon a participant's request.

PRELUDE TO FURTHER RENT SIMPLIFICATION STEPS:

A thorough analysis was completed to determine if there would be a substantial cost increase/decrease to HAP or participants due to the implementation of the bi-ennial recertification process. The analysis showed that the financial impact will be minimal and current funding levels can easily accommodate this change. A discussion was held with partner agencies and they were overwhelmingly in favor of the implementation of bi-ennial review process for all program participants. Partner agencies are aware that this is the first step in a number of Rent Simplification steps that HAP plans to implement over the next one to two years. Partner agencies are also aware that this step is highly beneficial to participants and they are appreciative of our willingness to accommodate those we serve. The early implementation of this Rent Simplification piece will allow HAP staff additional time to invest in other goals such as paperless files, improved customer service, and the development of stronger relationships between the Rent Assistance Department and employment / service providers within the community.

RECOMMENDATION:

Staff recommends approval of Resolution 08-05-08.



RESOLUTION 08-05-08

RESOLUTION 08-05-08 ADOPTS REVISIONS TO SECTION 8 POLICIES WITH REGARD TO THE ANNUAL RE-CERTIFICATION PROCESS FOR SECTION 8 HOUSING CHOICE VOUCHER PARTICIPANTS.

WHEREAS, the HAP Board of Commissioners has adopted an Administrative Plan (the Plan) governing admission and continued participation in the Section 8 Housing Choice Voucher program; and

WHEREAS, the Plan includes the policies applicable to various situations concerning Section 8 participants; and

WHEREAS, HAP's Moving To Work contract with HUD authorizes HAP to create its own local Section 8 program, including discretion to set policies for the recertification process; and other policies that will encourage self sufficiency; and

WHEREAS, HAP wishes to bring its re-examination policies into alignment with policies that support family self-sufficiency, employment and stability and is less intrusive into participants lives; Additionally, HAP wants to reduce our administrative burden and improve our customer service;

NOW, THEREFORE, BE IT RESOLVED that the HAP Board of Commissioners authorizes the Executive Director to revise the Plan to allow HAP to conduct regular re-examinations biennially for all Section 8 program participants.

Adopted: May 20, 2008

HOUSING AUTHORITY OF PORTLAND

Jeff Bachrach, Chair

Attest:

Steven D. Rudman, Secretary



MEMORANDUM

**SUBJECT: RESOLUTION 08-05-09
AUTHORIZING THE RENEWAL OF EMPLOYEE HEALTH AND WELFARE
BENEFIT PLANS FOR THE PLAN YEAR JULY 1, 2008 TO JUNE 30, 2009**

TO: BOARD OF COMMISSIONERS

**FROM: Steven D. Rudman 503.802.8455 stever@hapdx.org
Contact: Brenda K. Carpenter 503.802.8502 brendac@hapdx.org**

DATE: May 13, 2008

ISSUE:

Resolution 08-05-09 authorizes the Housing Authority of Portland (HAP) to renew contracts for employee health and welfare benefits with local providers.

BACKGROUND:

HAP offers health and welfare benefits to employees who are benefit eligible. Annually, decisions are made about the plan design of the benefits program and, through HAP's benefit broker; contracts are negotiated with benefit providers. Once the contracts are negotiated and approved, HAP employees participate in open enrollment.

Benefits are a mandatory subject of bargaining. HAP's Labor Management Healthcare Plan Committee, established in 2003, is the forum through which HAP bargains health and welfare plan changes required by the escalating costs of medical and dental insurance benefits.

Under the Memorandum of Understanding signed by HAP management, AFSCME and the Columbia Building Trades Council the members of the nine-member Labor Management Healthcare Plan Committee are responsible for educating their constituencies about the activities of the Committee and for providing input and advice to the human resources staff about ways to educate employees about health care and health plan design issues. The agency's benefits broker, The Partners Group, staffs the Committee. The Partners Group provides benefit analysis, healthcare plan utilization, information on health insurance trends and any other information deemed necessary for the Committee to make informed decisions about HAP healthcare plans and cost containment strategies.

By a unanimous vote of the eight members attending the meeting, the Committee members voted to recommend that the Executive Director and the Board of Commissioners approve the healthcare plan design with no significant plan design changes this year. This is the first time in six years that significant changes to the plan design have not been made.

The premium share that employees contribute to the cost of health care remains the same from the prior year until we reach negotiated agreements with both AFSCME and the Building Trades Council. Once we have negotiated the premium structure and have reached a tentative agreement on our labor contracts, we will submit a resolution for your approval to accept the new labor agreements which will include updated premium contributions. We have to take the step of proceeding with open enrollment prior to bargaining concluding since we need to begin open enrollment for all employees for health care coverage in June.

Renewal of the same medical plan design with premium share staying the same over last year resulted in an increase of 8.9% in Kaiser medical insurance costs and an increase of 8.0% in Providence medical insurance expenses versus the Board of Commissioner's approved budget for fiscal year 2008/09 of a 5% increase. HAP health and welfare plan year expenses will rise from \$2,202,163 for the plan year ending June 30, 2008 to an estimated expense of \$2,406,377 for the July 1, 2008 to June 30, 2009 plan year. This is an increase of approximately \$204,214 or 9.3% over last year, and \$94,106 or 4.3% over budget. Our ability to reduce HAP's share of this overage will depend on the outcome of contract negotiations. A summary of the health plan costs is outlined in attachment A. Attachment B is a summary of the medical and dental plan premiums.

HAP will continue to work collaboratively with HAP's labor partners through the Labor Management Healthcare Plan Committee to effectively address the ever-increasing rise of health and welfare benefit costs.

RECOMMENDATION:

Staff recommends approval of Resolution 08-05-09 Authorizing the Renewal of Employee Health and Welfare Benefit Plans for the plan year.



RESOLUTION 08-05-09

RESOLUTION 08-05-09 AUTHORIZING THE RENEWAL OF EMPLOYEE HEALTH AND WELFARE BENEFIT PLANS FOR THE PLAN YEAR JULY 1, 2008 TO JUNE 30, 2009

WHEREAS, the representatives of the Housing Authority, AFSCME and the Columbia Pacific Building Trades Council have formed a joint Labor Management Healthcare Plan Committee for the purpose of evaluating, designing and recommending healthcare plans; and

WHEREAS, the provision of health and welfare benefits is a mandatory subject of bargaining under the Public Employer Collective Bargaining Act; and

WHEREAS, the duly authorized representatives of the Housing Authority of Portland have met in negotiation meetings with representatives of AFSCME and the Columbia Pacific Building Trades; and

WHEREAS, the Committee has voted to recommend to the Executive Director and the Board of Commissioners that the healthcare plans be renewed; and

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of the Housing Authority of Portland to approve the recommendation of the Labor Management Healthcare Plan Committee.

Adopted: May 20, 2008

HOUSING AUTHORITY OF PORTLAND

Jeff Bachrach, Chair

Attest:

Steven D. Rudman, Secretary

Housing Authority of Portland (HAP) - Final Renewal July 1, 2008

Estimated Annual Employer Impact/Cost Projection

7/1/2008, Employee Contributions Remain at 2007 levels

Current Employer Health Plan Contribution Formula, Current Benefit Plans - All Bargaining Groups

Benefit Plan	Estimated Annual Renewal Costs - Current Rates v. Renewal Rates										
	Current Rates and Fees			Renewal Rates and Fees			Annual Dollar Change		% Dollar Change		
	Total Annual Cost	Avg. No. EEs	Avg. Annual Cost/EE	Total Annual Cost	Avg. No. EEs	Avg. Annual Cost/EE	Total Annual Cost	Avg. Annual Cost/EE	Total Annual Cost	Avg. Annual Cost/EE	
Providence Health Plans	\$788,992	98	\$8,051	\$851,802	98	\$8,692	\$62,810	\$641	8.0%	8.0%	
Kaiser HMO	\$1,216,922	149	\$8,167	\$1,325,443	149	\$8,896	\$108,521	\$728	8.9%	8.9%	
Medical/Rx/Vision Plan(s) Subtotal	\$2,005,914	247	\$8,121	\$2,177,245	247	\$8,815	\$171,331	\$694	8.5%	8.5%	
Standard Dental	\$91,986	86	\$1,070	\$98,424	86	\$1,144	\$6,438	\$75	7.0%	7.0%	
Kaiser DMO Dental	\$244,063	158	\$1,545	\$270,508	158	\$1,712	\$26,445	\$167	10.8%	10.8%	
Dental Plan(s) Subtotal	\$336,049	244	\$1,377	\$368,932	244	\$1,512	\$32,883	\$135	9.8%	9.8%	
Subtotal: Combined Health Plans	\$2,341,963	247	\$9,482	\$2,546,177	247	\$10,308	\$204,214	\$827	8.7%	8.7%	
Estimated Employee Contribution	(\$264,979)			(\$264,979)							
	-11.3%			-10.4%							
Subtotal: Net Employer Health Plan Cost	\$2,076,984	247	\$8,409	\$2,281,198	247	\$9,236	\$204,214	\$827	9.8%	9.8%	
Standard, Basic Group Term Life/AD&D	\$49,400	237	\$208	\$49,400	237	\$208	\$0	\$0	0.0%	0.0%	
Standard, STD	\$63,257	237	\$267	\$63,257	237	\$267	\$0	\$0	0.0%	0.0%	
Standard, LTD	\$59,562	237	\$251	\$59,562	237	\$251	\$0	\$0	0.0%	0.0%	
Subtotal: Combined Life, AD&D & Disability Plans	\$172,220	237	\$727	\$172,220	237	\$727	\$0	\$0	0.0%	0.0%	
Estimated Employee Contribution	(\$61,410)			(\$61,410)							
	-36%			-36%							
Subtotal: Net Employer Life/Disability Plan Cost	\$110,810	237	\$468	\$110,810	237	\$468	\$0	\$0	0.0%	0.0%	
Subtotal: Net Health, Life/Disability Plan Cost	\$2,187,794	237	\$9,231	\$2,392,008	237	\$10,093	\$204,214	\$862	9.3%	9.3%	
Allegiance 125 Plan Administrative Services	\$7,775	101	\$77	\$7,775	101	\$77	\$0	\$0	0.0%	0.0%	
Allegiance Section 132 (CERA) Plan Administrative Services	\$1,184	21	\$56	\$1,184	21	\$56	\$0	\$0	0.0%	0.0%	
Magellan EAP	\$4,410	250	\$18	\$4,410	250	\$18	\$0	\$0	0.0%	0.0%	
CIGNA BTA	\$1,000	250	\$4	\$1,000	250	\$4	\$0	\$0	0.0%	0.0%	
NET GRAND TOTAL: ALL PLANS	\$2,202,163	247	\$8,916	\$2,406,377	247	\$9,742	\$204,214	\$827	9.3%	9.3%	

Note:

No changes to the current plan design.

The avg. cost/employee in each plan is based on the number of current participants in each plan. The total avg. cost/employee for all plans is based on participant enrollment in the medical plan(s).

Estimated plan costs above do not include voluntary/employee-paid benefit plans.

Estimated employee health plan contribution is based on the 2007 contribution method/formula. Renewal employee health plan contribution is based on 2007 AFSCME, Non-Rep, and Building Trades contributions.

Summary of HAP Medical and Dental Insurance Plan Costs

Kaiser Standard Medical Plan Premiums		
Single Employee Coverage	Two-Party Coverage	Family Coverage
\$404.95	\$809.90	\$1,214.85

Kaiser Buy-Up Plan Medical Plan Premiums		
Single Employee Coverage	Two-Party Coverage	Family Coverage
\$454.36	\$908.72	\$1,363.08

Providence Standard Medical Plan Premiums		
Single Employee Coverage	Two-Party Coverage	Family Coverage
\$365.80	\$731.61	\$1,097.43

Providence Buy-Up Medical Plan Premiums		
Single Employee Coverage	Two-Party Coverage	Family Coverage
\$385.95	\$771.90	\$1,157.87

Kaiser Dental Plan Premiums		
Single Employee Coverage	Two-Party Coverage	Family Coverage
\$75.90	\$151.80	\$227.70

Standard Dental Plan Premiums		
Single Employee Coverage	Two-Party Coverage	Family Coverage
\$48.36	\$92.88	\$158.53



MEMORANDUM

**SUBJECT: RESOLUTION 08-05-10
ADOPTING A THREE-YEAR BUSINESS PLAN FOR HAP**

TO: BOARD OF COMMISSIONERS

**FROM: Steven D. Rudman 503.802.8455 stever@hapdx.org
Contact: Margaret Van Vliet 503.802.8505 margaret@hapdx.org**

DATE: May 13, 2008

ISSUE:

Resolution 08-05-10 provides formal adoption by HAP's Board of Commissioners of the three-year agency business plan for the fiscal years 2009 – 2011.

BACKGROUND:

HAP recently reached the end of a five-year strategic plan that guided agency policy and program development between 2002 and 2007. This plan encompassed four strategic initiatives:

1. Promote successful residency leading to increased self-sufficiency
2. Develop and manage our real estate assets with the most effective blend of public and private sector practices
3. Increase organizational effectiveness
4. Provide leadership on affordable housing issues that impact Multnomah County

Several long-term initiatives were begun under this plan and they remain relevant and appropriate today. Key examples are the Opportunity Housing Initiative and the Public Housing Preservation Initiative. Executive leadership believes that a change in overall strategy is not necessary at this time; rather, a continuation of the general strategic direction is the best course for HAP.

That said, a business plan is needed to tie together the numerous ongoing initiatives that stem from the prior strategic plan, and provide a road map for employees, executives, and commissioners to see those initiatives through to completion. In the past year, creation of such a road map has become increasingly important because the agenda of the agency is quite ambitious and complex, and success will require a deeper level of cross-departmental collaboration than has been realized heretofore. Further, the potential exists that larger changes could occur in the social housing system in Multnomah County that might result in HAP partnering in different ways with others who share our mission. A consistent understanding among decision-makers about what will be required to finish what we've already started will help inform the way in which HAP can be an effective participant in the larger systems change matters.

The plan contains five goals, only one of which (number 5) represents new ideas not contemplated in the prior strategic plan:

1. Preserve and expand housing options in Multnomah County
2. Increase resident and participant engagement, improve resident relations, and provide for more services to the people we house
3. Design and implement a more effective decision- and policy-making and planning process
4. Improve HAP's internal infrastructure support
5. Participate in efforts to realign the local social housing system

Within each goal, specific objectives and activities to support those objectives are articulated in the business plan. Where policy or significant financial decisions are required, the Board of Commissioners will be briefed and approval sought to proceed. In that respect, adoption of this business plan does not substitute for commissioner engagement in or oversight of initiatives contained in the plan that have policy implications.

RECOMMENDATION:

The Deputy Executive Director recommends approval of Resolution 08-05-10.



RESOLUTION 08-05-10

RESOLUTION 08-05-10 ADOPTING A THREE-YEAR BUSINESS PLAN FOR HAP COVERING FISCAL YEARS 2009 - 2011

WHEREAS, HAP's five-year strategic plan began in 2002 and ended in 2007, setting forward strategic objectives connected to successful residency; development and management of real estate using a blend of public- and private-sector practices; organizational effectiveness; and leadership on housing issues; and

WHEREAS, HAP does not wish to modify its strategic direction even though the period for the prior strategic plan has ended; and

WHEREAS, Several major initiatives were begun under the prior strategic plan that continue as agency priorities needing work plans connected to them

NOW, THEREFORE, BE IT RESOLVED, that the Board of Commissioners of the Housing Authority of Portland adopts the Three Year Business Plan as submitted by staff.

Adopted: May 20, 2008

HOUSING AUTHORITY OF PORTLAND

Jeff Bachrach, Chair

Attest:

Steven D. Rudman, Secretary