



homeforward

hope. access. potential.



*Starting this month, Home Forward's board meetings will be held at the agency's Humboldt Gardens apartment complex in the Denny West Opportunity Center.*

## Board of Commissioners Meeting

Location:

Humboldt Gardens  
5033 N Vancouver Ave  
Portland, Oregon

Date & Time:

May 15, 2012  
6:15 PM

[homeforward.org](http://homeforward.org)

## **PUBLIC NOTICE:**



Home Forward  
BOARD OF COMMISSIONERS  
will meet on  
Tuesday, May 15, 2012  
At 6:15 pm  
At Humboldt Gardens in the Denny West Opportunity Center  
5033 N. Vancouver, Portland



**MEMORANDUM**

To: Community Partners Date: May 9, 2012  
From: Steve Rudman, Executive Director Subject: Home Forward Board of Commissioners May Meeting

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The Board of Commissioners of Home Forward will meet on Tuesday, May 15, 2012 at Humboldt Gardens in the Denny West Opportunity Center – 5033 N. Vancouver Avenue, Portland at 6:15 P.M. The commission meeting is open to the public.

The meeting site is accessible, and persons with disabilities may call 503-802-8423 or 503-802-8554 (TTY) for accommodations (e.g. assisted listening devices, sign language, and/or oral interpreter) by 12:00 pm (noon), Friday, May 11, 2012.

# AGENDA



**BOARD OF COMMISSIONERS MEETING**  
**HUMBOLDT GARDENS – OPPORTUNITY CENTER**  
**5033 N. VANCOUVER**  
**PORTLAND, OREGON**  
**May 15, 2012 6:15 PM**

**INTRODUCTION AND WELCOME**

**PUBLIC COMMENT**

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

**MEETING MINUTES (Consent Calendar/Minutes TAB)**

| Topic  |
|--|
| Minutes of April 17, 2012 Board of Commissioners Meeting |

**CONSENT CALENDAR (Consent Calendar/Minutes TAB)**

| Following Resolutions: |  |                                       |                              |
|------------------------|--|---------------------------------------|------------------------------|
| 12-05                  | Topic  | Presenter/POC                         | Phone #                      |
| 01                     | Authorize the Renewal of Employee Health and Welfare Benefit Plans for the Plan Year July 1, 2012 to June 30, 2013 | Rebecca Gabriel<br>Melissa Richardson | 503.802.8502<br>503.802.8529 |
| 02                     | Authorize a Contract for Building Envelope Rehabilitation Work at Dekum Court Apartments                           | Mike Andrews<br>Lewis Lyle            | 503.802.8507<br>503.802.8484 |

## REPORTS / RESOLUTIONS

| Following Resolutions: |  |   |                              |
|------------------------|--|---|------------------------------|
| 12-05                  | Topic  | Presenter/POC   | Phone #                      |
| REPORT                 | Executive Director's Report  | Steve Rudman  | 503.802.8423                 |
| REPORT                 | 10-Year Plan to End Homelessness Update  | Ian Slingerland<br>Rachael Duke<br>Beckie Lee,<br>Multnomah County<br>Daniel Ledezma,<br>City of Portland<br>Sonia Schmanski,<br>City of Portland | 503.280.3725<br>503.280.4001 |
| PUBLIC HEARING<br>03   | Public Hearing and Authorization to Submit Amendment I to the FY2013 Moving to Work Plan           | Betty Dominguez   | 503.802.8506                 |
| 04                     | Authorize Expanding Areas of Opportunity for Section 8 Housing Choice Voucher Participants         | Jill Riddle   | 503.802.8565                 |
| 05                     | Authorize Intergovernmental Agreement (IGA) with Multnomah County for Block U                      | Mike Andrews  | 503.802.8507                 |
| 06                     | Authorize a Professional Services Agreement with Impact NW for Congregate Housing Services Program | Rosanne Marmor<br>Kitty Miller  | 503.802.8406<br>503.802.8599 |

## ADJOURN

### EXECUTIVE SESSION

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

## THE NEXT MEETING OF THE BOARD OF COMMISSIONERS

The next Board of Commissioners meeting will be Tuesday, June 19, 2012 at 6:15 PM. This meeting will take place at Humboldt Gardens, 5033 N. Vancouver in the Opportunity Center.

# MINUTES





**BOARD OF COMMISSIONERS MEETING  
HOME FORWARD  
135 SW ASH STREET, PORTLAND, OR 97204  
February 21, 2012**

**COMMISSIONERS PRESENT**

Chair Harriet Cormack, Commissioners Gretchen Kafoury, David Kelleher, Benita Legarza and Brian Lessler

**STAFF PRESENT**

Steve Rudman, Michael Buonocore, Mike Andrews, April Berg, Peter Beyer, Rebecca Gabriel, Jan Kasameyer, John Keating, Rachel Langford, John Manson, Shelley Marchesi, Kitty Miller, Dianne Quast, Melissa Sonsalla, Celia Strauss

Chair Harriet Cormack called the meeting to order at 6:16 PM. Chair Cormack began the meeting by welcoming new resident commissioner, Benita Legarza.

**PUBLIC COMMENT**

Edith Gillis delivered public comment. Gillis attended to make the Board aware of a neighbor's situation. The neighbor's husband has been placed in a care facility. This happened a few days before rent was due, and the husband's Social Security payments were diverted to pay for the care facility, so not available for rent. There was concern that the neighbor would not be able to pay rent, would be late and would be evicted.

Gillis asked the Board to consider changing the policy so that when there are unexpected reductions in income, the tenant is able to spread out payments with no late fees. She also asked that those who find themselves in these situations be assigned a caseworker and have alternatives for providing care.

**MEETING MINUTES**

**Minutes of March 20, 2012**

Commissioner Kafoury moved to adopt the minutes; Commissioner Lessler seconded the motion.

**The vote was as follows:**

- Chair Harriet Cormack – Aye**
- Commissioner Gretchen Kafoury – Aye**
- Commissioner David Kelleher – Aye**
- Commissioner Benita Legarza – Aye**
- Commissioner Brian Lessler – Aye**

## **REPORT**

### **Executive Director’s Report**

Executive Director Steve Rudman addressed the Board. Rudman said tonight’s meeting would offer the opportunity for some in-depth presentations on a couple of important issues. First, the Board would hear a comprehensive report on New Columbia. The community is large and complex, but is becoming better than ever. We have an excellent relationship with Guardian Management Company, the police officers working there, the homeowners’ association and residents at the property. The Board will hear a thorough update on the community’s status.

Rudman said the Board would also get an update on the Urban Institute demonstration grant. Home Forward was one of four cities selected to explore a two-pronged approach to working with adults and youth. The demonstration involves intensive case management, enabling participants to help themselves. It also involves an extensive evaluation that we hope will shape policy in years to come.

The Board will also receive a report about the second phase of the Neighbor to Neighbor grants, which offers money to groups of residents at our properties. In this phase there was a lot of interest among residents to come together with activities that build communities and engage youth and families.

Rudman said we will ask for authorization to complete some of the infrastructure site work at Stephens Creek Crossing. Rudman also pointed out that the reports now include operations updates. He recognized that when Michael Buonocore was promoted to Deputy Executive Director, Kitty Miller was promoted to Assistant Director of Resident Services. Kitty was previously the Organizational Development manager and now blends that focus into the operational framework in resident services.

Rudman said that at the work session in May, the Board will have a training session to use new computer devices for Board business. The Board will also move their meetings to Humboldt Gardens in May.

## **RESOLUTION 12-04-01**

### **Recognize John Manson**

Chair Cormack asked John Manson to come forward. Rudman said Manson has been with the agency since 1988 in a variety of capacities, mostly overseeing and being involved in construction management, with existing portfolios in public housing and affordable housing, but also with developments. John has had a great impact on the agency and is well-respected within and outside of the agency. Rudman then read the resolution into the record.

Commissioner Kafoury moved to adopt the resolution; Commissioner Kelleher seconded the motion.

The vote was as follows:

- Chair Harriet Cormack – Aye
- Commissioner Gretchen Kafoury – Aye
- Commissioner David Kelleher – Aye
- Commissioner Benita Legarza – Aye
- Commissioner Brian Lessler – Aye

Chair Cormack said it was with great appreciation that the Board thanked Manson for his service. Manson said he felt very fortunate to have been at Home Forward for the last 24 years. He has seen the community increase its leadership and has been impressed with the quality of people who do this work. Manson thanked the Board for the recognition.

## **REPORT**

### **New Columbia Update**

Rachel Langford and Eric Fabian, portfolio manager with Guardian Management, presented the report to the Board. Fabian said that following up on a strong fiscal performance last year, New Columbia continues to perform better than budgeted through the beginning of 2012. Revenue is above budgeted expectations, the property has strong utility and rental collections, and HUD operating subsidy has been a strong revenue builder.

Fabian said we have officially instituted a preference for working households on the public housing and project-based voucher waiting lists, which allows folks with work to have a higher placement on the list. Households need to be actively employed, going to school or in a job training program to qualify. Next steps are to provide comprehensive reports on households who access housing with the preference and to work with resident services as they become housed.

Trenton Commercial has been challenging, since the two anchor tenants, State of Oregon Employment Department and Impact NW, vacated in 2011. Those spaces remain vacant. Fabian has been working closely with Urban Works Real Estate to identify new tenants who represent New Columbia's mission and will enhance the community.

Fabian said at the Homeowners Association, Caren Cox will be vacating her post after five years. The association is holding an election to vote for the new owners' representative to the Board. There continues to be some activity around foreclosures and around owners who have effectively rented their homes. Fabian said these challenges have existed over the last few years and don't seem to be escalating concerns.

Fabian said there are active conversations regarding the vacant south lot adjacent to Trenton Commercial. There are discussions with an organization called "We All Can Ride" to develop a temporary bike track, as well as with the Timbers Army to develop a junior soccer field. The two organizations are now working together and ideas seem to be moving forward. Fabian said there are questions that will need to be addressed about upfront investments and ongoing expenses.

Langford said spring break projects were a huge success and engaged more kids than ever. A few years ago only a couple dozen kids participated, but this year there were 170. Community partners played a large role in the events.

Langford said the relationship with the community police officers continues to be positive. There is a new sergeant supervising the community officers and has become known in the community. Home Forward continues to present a united front with our community police officers.

The report for the Board included crime statistics for New Columbia. Langford said the statistics are now similar to those from when the property was uninhabited in 2004 and 2005. Crime has been improving since Guardian took over management and relationships

increased with police officers. Additionally, Home Forward has invested in two of the four officers in the community.

Violence is still a continuing concern at New Columbia. Langford said we talk about it regularly and work with synergy with partners on the campus. The Boys and Girls Club, the Community Center, Guardian Management and Home Forward work together to address issues as concerns are raised. Langford cited a current situation with a group of kids exhibiting gang-like tendencies. Partners are wrapping around these families to provide support, but also working to bring in lease enforcement when we need to. There is an entire community to think about and we can't afford to sit back and let things play out.

Langford said summer planning is already well underway and there are activities planned with community partners. There will be many leadership opportunities for kids ages 12 and older. Langford said she feels partners are effectively joining together everywhere we can to take this community to the next level.

Commissioner Kelleher asked about the impact of Village Market. Langford said the store has been open for almost a year now and is a vibrant hub of the community. It's increasingly busy and kids often volunteer to help in the store. Commissioner Kelleher said it's good to see that the community vision for that has been fulfilled.

Chair Cormack asked if renters occupying privately owned homes are active in the community. Fabian said it's challenging to tell. We're tracking homes not occupied by the owners because there has not been compliance with the bylaws in getting board approval to rent out the homes. There haven't been significant problems with renters not being good members of the community; the issue lies more with bylaws and CCR's not being followed.

Chair Cormack asked about foreclosures in the community. Fabian said he believes it's an effect of the broader economy, which is a challenge nationwide. Dianne Quast said staff had decided to let the market rate housing take its course as they turn over. If we see a higher number of units that are vacant and foreclosed, we'll take a closer look. Commissioner Lessler noted that the foreclosure rate in the community stands at about 7% of the housing stock, which is not substantially more or less than anywhere else in the area.

Chair Cormack asked about troubled households and lease enforcement in the neighborhood. Fabian said there are several households that are currently on watch. Property management works closely with resident services to identify households that are violating lease agreements and focus on addressing the behavior immediately upon observation.

## **REPORT**

### **Urban Institute Update**

John Keating and Rachel Langford presented the report to the Board. Keating said Dr. Sue Popkin, research lead at Urban Institute, had wanted to do a research project involving Portland and New Columbia for some years. In November of 2010, the Urban Institute secured funding for a multi-city demonstration, and in turn awarded Home Forward funding for the study. Since then, the Kresge Foundation awarded an additional \$287,000. This will provide enough to fund the program through the end of 2013.

This program has offered the opportunity for staff to dive deeper into the lives of families and increase the number of New Columbia Families participating in Opportunity Housing Initiative (OHI). Langford said this has been a great opportunity to expand the program. The focus is to think about how to make the program sustainable. There has been time spent on staff development, moving the OHI team from the traditional case management model into a coaching model. This has changed how residents are engaging the program and the level of trust they have with staff. The coaching approach also looks at leadership development for residents, encouraging them to support each other so they're not dependent on staff.

Langford said the most exciting thing has been offering youth opportunities to be successful. We now have teen support groups, tutoring, early literacy support, mentoring and advocacy at school. Families need support to make sure their child's needs are being met at school and we're now able to help with that.

Chair Cormack asked what the effect of losing the commercial tenants has been on services available. Keating said the State of Oregon tenant was an employment call center that did not serve any of our residents. They had the resources to pay for the space, but there was no linked service to their tenancy. Portland Impact had a contract with Multnomah County to provide services. They lost that contract and Hollywood Senior Center took over the contract, but didn't need the space.

Commissioner Legarza asked if there is a Head Start office at New Columbia. Langford said there is not. Keating said early childhood education is a critical need in the community. We hope to see development of the lots for mixed use, and one of those uses could be an earlier childhood center.

## REPORT

### Neighbor to Neighbor Grants Update

Jan Kasameyer and Melissa Sonsalla presented the report to the Board. Kasameyer said the Neighbor to Neighbor grants program offers incentive grants to residents of public and affordable housing properties the opportunity to apply for grants for projects that build community at their properties. The first round grant projects are still being implemented and we offered a second round of grants in March. These are resident-driven projects, where residents work with site staff to create projects that will improve the quality of their lives.

Kasameyer said members of the Home Forward Inclusion Council and two members of the Resident Advisory Committee chose to award six projects out of thirteen applications. Kasameyer gave examples and highlights of grants that were awarded.

Fairview Oaks is an extension of a first round grant project, which has been wildly successful. At Northwest Tower and Northwest Annex, residents are enhancing the Rosie's Room project which serves both seniors and children. Pearl Court Apartments is planning a fitness center, complete with classes and counseling.

At Slavin Court, parents were concerned with their children and early teens. They came together to develop this application specifically aimed at giving their children something to engage in outside of school. At Townhouse Terrace, they are building a community garden. Residents at The Yards are creating a community rain garden, but are in the process of choosing a new location for the garden.

Rudman asked about the progress of the first round grants. Kasameyer said those ten grants are in progress and will close in July. At that time we will have an evaluation process and be able to provide more information.

## RESOLUTION 12-04-02

### Authorize Stephens Creek Crossing Site Work and Shoring Guaranteed Maximum Price

Mike Andrews presented the resolution to the Board. This relates to two modifications to the CM/GC contract at Stephens Creek Crossing, both related to site work and shoring. The memo that accompanies the resolution gives an overview of the process used to bid these two scopes of work. Bids for one modification came in above what we assumed and the other came in below. The combined target business for this work is 70%.

Andrews said a great deal of time was spent with our engineers and our contractor, and through the process we landed on a particular approach to the shoring, which will save money. This is a slight change from the scope. Rather than adding cement to the soil, it was decided to add gravel to allow for better percolation. This is the greater cost option, but we believe it will be more advantageous for the site in the long run.

These two scopes of work will add to the existing authorizations in place. The total estimated budget for construction is \$30.3 million and this would bring the total for construction awarded to date to \$6.6 million. We have had two estimates done for a sense of the cost to complete the balance of the construction. Those estimates came in about \$800,000 different, which is very close on a project of this scale. The estimated completion at this point is \$31.8 million for build out of everything, which is \$1.5 million above budget. We've assumed some of that funding would be done through fundraising and believe we're at a place where we can bring the project in on budget.

Commissioner Lessler asked if the shoring was temporary or would be backfilled. Andrews said there's both permanent and temporary shoring.

Chair Cormack said that neighborhood meetings had mentioned recycling the cinder blocks of the existing buildings. Andrews said we will be grinding the cinder blocks for use in the development.

Commissioner Kelleher asked if the infrastructure and shoring are the macro areas with the most risk. Andrews said this is the package that had the greatest amount of unknown. We haven't started doing the work yet, but we have the benefit of a lot of studies and we know the site pretty well.

Commissioner Lessler moved to adopt the resolution; Commissioner Kafoury seconded the motion.



The vote was as follows:

- Chair Harriet Cormack – Aye
- Commissioner Gretchen Kafoury – Aye
- Commissioner David Kelleher – Aye
- Commissioner Benita Legarza – Aye
- Commissioner Brian Lessler – Aye

**ADJOURN**

There being no further business, Chair Cormack adjourned the meeting at 7:41 PM.

**EXECUTIVE SESSION**

Following adjournment, the Board of Commissioners of Home Forward did not meet in Executive Session pursuant to ORS 192.660(2).

Attached to the Official Minutes of Home Forward are all Resolutions adopted at this meeting, together with copies of 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 15, 2012**

**Attest:**

**Home Forward:**

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

\_\_\_\_\_  
Harriet Cormack, Chair

# **EXECUTIVE DIRECTOR'S REPORT**



## MEMORANDUM

To: Board of Commissioners Date: May 9, 2012  
From: Steve Rudman Subject: Executive Director's Report

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### May Board Business

This month we will update you on work underway to reset our community's 10-year plan to end homelessness, and ask for authorization for four activities: submitting an amendment to our Moving to Work Plan, eliminating Section 8 "porting" boundaries between Multnomah and Clackamas counties, entering into an agreement with Multnomah County to develop the half block next to the Bud Clark Commons, and contracting with Impact NW for resident services support.

- Plan to End Homelessness: Our partners at the City of Portland and Multnomah County will join us for this briefing. We have been participating with them and other stakeholders on a Reset Committee that is considering modifications to the current *10-Year Plan to End Homelessness*. With need outstripping resources, the committee is looking for a strategic balance between competing priorities in order to coordinate our efforts in the most efficient and effective way possible. The May briefing is an interim report; this fall the committee will present its recommendations to you and our jurisdictions for approval. Home Forward is critical to the success of these efforts. This year we have budgeted \$16 million to support the 10-year plan.
- Amendment to Moving to Work Plan: We have a few small but important modifications for this amendment. We would like to simplify and strengthen our new landlord incentive program by removing both the limit on the number of apartments at a single community and the requirement that a landlord not have had a Section 8 tenant in two years. We also

would like to use our flexible Moving to Work funds to help youth aging out of the foster care system pay security deposits, as we have with veterans using VASH vouchers. For both populations, lack of money for these fees is a significant barrier to success in using their vouchers to find a home.

- Removing “Porting” Boundaries: The Section 8 Housing Choice Voucher program allows participants to use their vouchers in areas managed by other housing authorities. This is called porting, and HUD’s system to manage it is cumbersome and can cause one or both of the housing authorities involved to lose money. We have joined with the Housing Authority of Clackamas County to find an alternative approach.

We propose expanding the geographic limits of the Home Forward and Clackamas County programs to the combined two county area. That means vouchers stay with the issuing agency, and each housing authority’s participants can rent in the other housing authority’s jurisdiction without triggering portability requirements. Our agreement clearly sets forth responsibilities for the hosting and issuing agencies. We estimate annual administrative cost savings of \$19,000 for Home Forward and \$16,000 for Clackamas.

- Intergovernmental Agreement with Multnomah County: As part of their approval process, the City of Portland has asked that Multnomah County and Home Forward formalize their roles in an intergovernmental agreement for the development of a new county health department headquarters. The agreement will specify that Home Forward will manage design and construction and Multnomah County will fund all project costs, including a reasonable fee to Home Forward for its construction management services. The resolution at the May meeting seeks authorization to enter into the agreement, which is being developed now.
- Contract with Impact NW: We are very pleased to seek your approval to enter into a contract with Impact NW to deliver services to some of the most vulnerable people we serve: seniors and persons with disabilities

who wish to remain in their homes as long as possible. Impact NW has done a terrific job managing our Congregate Housing Services Program over the last five years; this contract would allow them to continue to provide these services for another five years.

## Operations Update

- Strategic Operating Plan: We are planning an all-staff meeting in May to discuss the strategic operating plan. Multnomah County Chair Jeff Cogen will join us to talk about how the County has coped with declining revenues and the need for aligning public resources around shared missions. We are on track to present our progress on the plan at the June work session.
- Section 8 Waiting List Pulls: Since April 1, we've drawn 450 applicants from our waiting list. At this rate, we expect to exhaust the list by the end of 2012. Planning has started for a fall waiting list opening.
- Home Forward Real Estate: We completed lead-based paint testing at all family public housing properties built before 1978. Most have been certified as free of lead-based paint, and we have developed plans for the handful where lead-based paint was found. Our \$1.8 million refinancing of Dawson Park closed, with an interest rate of 3.37% and anticipated savings of \$500,000 over 15 years. Two Home Forward properties – St. Johns Woods and Peter Paulsen – were selected to participate in a pilot project with PGE to get energy conservation upgrades financed. Occupancy in our portfolios continues in the 98% range.
- Stephens Creek Crossing: Outreach is underway to promote contracting opportunities. Two community outreach meetings were held in April and four target business technical assistance events are planned in the next month. Hamrawit Gebretsadik joined Home Forward in a new, limited-term position to help coordinate Section 3 activities. Demolition continues, with five of the seven buildings now gone.

- Sharing Plans and Best Practices: The Urban Institute convened the housing authorities involved in their demonstration project for a meeting to discuss approaches and early learning. Our team reported that their colleagues from housing authorities in Washington, D.C., Chicago, and New York City were impressed with the program innovation underway at New Columbia and Humboldt Gardens.

### **Upcoming Events**

The next work session is on Wednesday, June 6 at 5 p.m. here at Home Forward, and the board meeting next month is on Tuesday, June 19 at 6:15 p.m. at Humboldt Gardens.

# STAFF REPORTS



**MEMORANDUM**

To: Board of Commissioners  
Date: May 15, 2012

From: Ian Slingerland, Assistant Director,  
Rent Assistance  
Subject: 10-Year Plan to End  
Homelessness Update

Rachael Duke, Manager of  
Operations and Partnerships, Bud  
Clark Commons, Real Estate  
Operations

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Together with representatives from our jurisdictional partners, we will provide a briefing on Home Forward's participation on the Reset Committee for the *10-Year Plan to End Homelessness* in Portland and Multnomah County. The Reset Committee will work through the fall of 2012, to develop recommendations regarding modifications to the current *10-Year Plan to End Homelessness*. The Reset Committee will bring its recommendations to Portland's City Council, the Multnomah County Board of Commissioners and Home Forward's Board of Commissioners in November 2012.

The May 15 briefing will be informational only. No action is required of the Board at this time.

Home Forward is engaged heavily, through effort and investment, in the activities of the current *10-year Plan to End Homelessness*. This current work and our participation in the Reset Committee align with Goal One of our Strategic Operations Plan: *We will deploy resources with greater intentionality and alignment with other systems while increasing the number of households served.*



## ISSUE

*Home Again: A 10-Year Plan to End Homelessness* was adopted by Multnomah County and the City of Portland in December of 2004. The current *10-Year Plan* is built on four principles:

- Invest in effective solutions for the most chronically homeless and high resource-using individuals and families,
- Support a system of care that provides equitable access and culturally appropriate services for diverse racial/ethnic groups and other traditionally underserved populations,
- Streamline access to existing services to prevent and reduce homelessness,
- Concentrate resources on programs that offer measurable results.

The four principles are supported through nine priority action areas:

1. Move people into housing first
2. Discharge/release homeless individuals from institutions to housing with services
3. Improve outreach to homeless people
4. Emphasize permanent solutions through homelessness prevention and rapid re-housing
5. Increase the supply of permanent supportive housing (PSH)
6. Create innovative new partnerships to end homelessness
7. Make the rent assistance system more effective
8. Increase economic opportunity for homeless people
9. Implement new data collection technology throughout the homeless system

Home Forward currently invests significant resources in activities tied to the 10-Year Plan to End Homelessness. In FY 2013, we have budgeted more than \$16 million to support these activities, including:

- HUD targeted programs designed specifically to assist households exiting or at risk of homelessness including Veterans Affairs Supportive Housing vouchers, Family Unification Program vouchers, Shelter Plus Care, and the Moderate Rehabilitation SRO program.
- The Bud Clark Commons and other public housing units with waiting list preferences and reduced screening barriers for households exiting homelessness.
- Project-Based Voucher contracts with buildings that have waiting list preferences for households exiting homelessness and/or intensive services designed to support housing stability for households that otherwise would experience homelessness.

Administration and funding for the Short Term Rent Assistance program the *10 Year-Plan to End Homelessness* has seen significant success. Through increased collaboration, innovation and targeted focus in the first five years of the plan, nearly 7,000 people and families moved into permanent homes. Yet, despite the success of the *10-Year Plan* to date, too many people and families still experience homelessness. Much work remains.

The Reset Committee brings together a broadly representative group of community stakeholders into a process designed to reflect and build on the collaboration, success and learning's of the *10-Year Plan* to date and to adapt the *10-Year Plan* to an environment with new challenges and opportunities stemming from a new federal framework for addressing homelessness, funding reductions for housing and human services, and healthcare reform. Over the next six months the Reset Committee will craft recommendations that will apply to policies, programs, governance, funding and accountability for the remaining years of the *10-Year Plan* and beyond.

In November we will return with the recommendations from the Reset Committee. We anticipate that the recommendations of the Reset Committee will help shape priorities and initiatives within Goal One of our Strategic Operations Plan.

#### ATTACHMENTS

1. April 25, 2012 Letter to Reset Committee from Multnomah County Commissioner Deborah Kafoury and Portland City Commissioner Nick Fish
2. 10-Year Plan Reset Committee Agenda for 3/28/12 (includes scope and timeline for Reset Committee)
3. Reset Committee Roster
4. 2010 Annual Report for the 10-Year Plan to End Homelessness  
<http://efiles.portlandoregon.gov/webdrawer/rec/4452661/view/2010%20Annual%20Report%2010-Year%20Plan%20to%20End%20Homelessness.PDF>



April 25, 2012

Dear Reset Committee Members:

Thank you for your collective willingness to serve on the *10-Year Plan* Reset Committee. Together, you are the backbone of a system that is nationally respected for its forward-thinking policies and unique partnerships.

As you know, the *10-Year Plan to End Homelessness* responded to a federally-mandated framework for fighting homelessness. Thanks to our community's collaborative approach, we have made significant progress – from 2005 to 2009, nearly 7,000 homeless people and families moved to permanent homes. In 2010, we collectively helped nearly 20,000 people, including significant numbers of seniors and children.

Despite our success, we all struggle with the knowledge that tonight, too many people and families are sleeping outside.

No one knows the strengths and weaknesses of the plan better than you and those you serve. We are looking forward to your recommendations, which will inform the remaining years of the *10-Year Plan* and beyond.

We know it's taken some time to get this committee off the ground and that your time is extremely valuable. We appreciate your persistence during this extended process, and are excited by the focus and energy Joe Hertzberg has brought as facilitator.

We encourage you to think big and bring forward recommendations that push the envelope of what we are doing today. We know that your passion and insight will lead to ideas that promote the basic right to a safe place to sleep and refresh our community's commitment to fighting homelessness.

Again, thank you for your continued partnership in this effort.

Sincerely,

Nick Fish  
Portland City Commissioner

Deborah Kafoury  
Multnomah County Commissioner

# **10-YEAR PLAN RESET COMMITTEE**

**MARCH 28, 2012, 3:00-5:00**

**Multnomah Building, 501 SE Hawthorne, Room 315**

## **1. Brief introductions**

## **2. Affirm scope and membership**

The Reset Committee will make recommendations to the City of Portland, Multnomah County, and Home Forward regarding modifications to the 10-Year Plan to End Homelessness. Recommendations will apply to policies, programs, governance, funding, and accountability for the remaining years of the Plan and beyond.

The Committee includes a broadly representative group of community stakeholders with significant expertise in homeless and housing policy and funding. Members are expected to think "big picture," beyond their organization's own interests, to achieve community-wide benefits. Important decisions will be made by modified consensus.

The Committee will frame key issues for community input. Based on this input, it will draft recommendations and engage the community again before submitting them to the governing bodies of the City, the County, and Home Forward.

## **3. Review overall timeline**

- ◆ Reset Committee frames issues (March-May)
- ◆ Consultant & staff compile data related to key issues (April-May)
- ◆ Reset Committee engages community, with assistance from staff & consultant (June)
- ◆ Consultant & staff compile results of community input and pose decisions (July)
- ◆ Reset Committee deliberates and decides on preliminary recommendations (July)
- ◆ Consultant & staff draft recommendations (August)
- ◆ Reset Committee adopts draft recommendations (August)
- ◆ Reset Committee engages community, with assistance from staff & consultant (September)
- ◆ Reset Committee adopts final recommendations (October)
- ◆ Submit recommendations to governing bodies (November)

NOTE: Timeline assumes 2-hour meetings on the fourth Wednesday of every month. The Reset Committee may decide to reschedule and/or extend some meetings.

## **4. Prioritize key information, policy, and strategy issues**

- ◆ Final CCEH survey results
- ◆ Questions posed by stakeholders

## **5. Next Steps**

- ◆ Frame key Reset issues
- ◆ Develop answers to relevant questions
- ◆ Plan outreach / engagement effort

# Ten Year Plan Re-Set Committee Participants

Revised 3/28/12

| Executive Jurisdictional Leadership                       | Organization/Role | Work Phone          | E-mail Address   |
|---|-------------------|---------------------|--|
| Mary Li, Manager, Community Services, Dept Human Services | Multnomah County  | 503.988.6295 x26787 | <a href="mailto:mary.li@multco.us">mary.li@multco.us</a>                               |
| Steve Rudman, Executive Director                          | Home Forward      | 503.802.8455        | <a href="mailto:steve.rudman@homeforward.org">steve.rudman@homeforward.org</a>         |
| Traci Manning, Director, Portland Housing Bureau          | City of Portland  | 503.823.2380        | <a href="mailto:traci.manning@portlandoregon.gov">traci.manning@portlandoregon.gov</a> |

## Elected Officials Representatives

|   |                  |              |  |
|---|------------------|--------------|--|
| Beckie Lee, Chief of Staff for Commissioner Deborah Kafoury       | Multnomah County | 503.988.6796 | <a href="mailto:beckie.lee@multco.us">beckie.lee@multco.us</a>                           |
| Daniel Ledezma, Policy & Equity Director, Portland Housing Bureau | City of Portland | 503.823.3607 | <a href="mailto:Daniel.Ledezma@portlandoregon.gov">Daniel.Ledezma@portlandoregon.gov</a> |

## Key Partner Representatives

|   |                                     |                       |  |
|---|-------------------------------------|-----------------------|--|
| Andrew McGough, Executive Director  | Worksystems, Inc.                   | 503.478.7371          | <a href="mailto:amcgough@worksystems.org">amcgough@worksystems.org</a>                   |
| Carly Riter, Director of Govt. Relations, Portland Business Alliance                      | Portland Business Alliance          | 503.552.6768          | <a href="mailto:criter@portlandalliance.com">criter@portlandalliance.com</a>             |
| Doreen Binder, Executive Director, Transition Projects                                    | Adult System                        | 503.280.4744          | <a href="mailto:dbinder@tprojects.org">dbinder@tprojects.org</a>                         |
| Ed Blackburn, Executive Director, CCC   | Central City Concern                | 503.200.3884          | <a href="mailto:ed.blackburn@ccconcern.org">ed.blackburn@ccconcern.org</a>               |
| Eric Bauer, Executive Director, Portland Rescue Mission                                   | Faith Community Representative      | 503.647.7446          | <a href="mailto:ericb@pdxmission.org">ericb@pdxmission.org</a>                           |
| Erika Silver, Deputy Director, Human Solutions  | Coalition for Homeless Families     | 503.907.2829          | <a href="mailto:esilver@humansolutions.org">esilver@humansolutions.org</a>               |
| John Miller, Executive Director, Oregon ON  | Oregon Opportunity Network          | 503.887.0501          | <a href="mailto:john@oregonon.org">john@oregonon.org</a>                                 |
| Kris Billhardt, Director, Volunteers of America/Home Free                                 | Domestic Violence System            | 503.802.0492          | <a href="mailto:kbillhardt@voaor.org">kbillhardt@voaor.org</a>                           |
| Liesl Wendt, CEO, 211Info   | 211Info                             | (503) 416-2619        | <a href="mailto:Liesl@211info.org">Liesl@211info.org</a>                                 |
| Liv Jenssen, Manager, Transition Services Unit, Multnomah County                          | Multnomah County Corrections        | 503 988. 4054         | <a href="mailto:liv.e.jenssen@mutlco.us">liv.e.jenssen@mutlco.us</a>                     |
| Marc Jolin, Executive Director, JOIN  | CCEH Co-Chair                       | 503.232.7052 ex 201   | <a href="mailto:mjolin@joinpdx.com">mjolin@joinpdx.com</a>                               |
| Matt Morton, Deputy Executive Director, NAYA  | Youth System                        | 503.288.8177 x298     | <a href="mailto:matthewm@navapdx.org">matthewm@navapdx.org</a>                           |
| Priscilla Lewis, Exec. Dir. for Comm. Svcs & Dvlpmnt, Providence Health & Services        | Health and Hospitals Representative | 503.893.6403          | <a href="mailto:Priscilla.Lewis@providence.org">Priscilla.Lewis@providence.org</a>       |
| Sara Westbrook, Captain, Central Precinct   | Portland Police Bureau              | 503.823.0279          | <a href="mailto:sara.westbrook@portlandoregon.gov">sara.westbrook@portlandoregon.gov</a> |
| Serena Stoudamire Wesley, Director of Community & Family Services, Self-Enhancement, Inc. | Coalition of Communities of Color   | 503.972.3688          | <a href="mailto:serenaw@selfenhancement.org">serenaw@selfenhancement.org</a>             |
| Shannon Singleton, Program Manager, The Royal Palm, Cascadia BHC                          | CCEH Co-Chair                       | 503.827.3949 ext. 638 | <a href="mailto:shannon.singleton@cascadiabhc.org">shannon.singleton@cascadiabhc.org</a> |

## Facilitator

|               |                     |              |  |
|---------------|---------------------|--------------|--|
| Joe Hertzberg | Decisions Decisions | 503-348-3996 | <a href="mailto:joe@decision2.com">joe@decision2.com</a> |
|---------------|---------------------|--------------|--|

## City/County/Home Forward Staff (for support or information)

|   |                  |              |  |
|---|------------------|--------------|--|
| Celia Strauss, Executive Assistant                      | Home Forward     | 503.802.8423 | <a href="mailto:celias@hapdx.org">celias@hapdx.org</a>   |
| Ian Slingerland, Assistant Director, Rent Assistance    | Home Forward     | 503.280.3725 | <a href="mailto:ian.slingerland@homeforward.org">ian.slingerland@homeforward.org</a>                     |
| Jacob Fox, Assistant Housing Director                   | PHB              | 503.823.6017 | <a href="mailto:jacob.fox@portlandoregon.gov">jacob.fox@portlandoregon.gov</a>                           |
| Jennifer Chang, Ending Homelessness Program Coordinator | PHB              | 503.823.2391 | <a href="mailto:jennifer.chang@portlandoregon.gov">jennifer.chang@portlandoregon.gov</a>                 |
| Jodi Shaw, Administrative Analyst, Human Services       | Multnomah County | 503.988.4472 | <a href="mailto:jodi.k.shaw@multco.us">jodi.k.shaw@multco.us</a>   |
| Julie Osburn, Administrative Assistant                  | Multnomah County | 503.988.6295 | <a href="mailto:julie.l.osburn@multco.us">julie.l.osburn@multco.us</a>                                   |
| Letimya Clayton, Sr. Administrative Specialist          | PHB              | 503.823.3489 | <a href="mailto:letimya.clayton@portlandoregon.gov">letimya.clayton@portlandoregon.gov</a> <sup>28</sup> |
| Mary Welch, Sr. Administrative Specialist               | PHB              | 503.823.3403 | <a href="mailto:mary.welch@portlandoregon.gov">mary.welch@portlandoregon.gov</a>                         |
| Ryan Deibert, Ending Homelessness Program Coordinator   | PHB              | 503.823.2368 | <a href="mailto:ryan.deibert@portlandoregon.gov">ryan.deibert@portlandoregon.gov</a>                     |

Board of Commissioners  
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**City/County/Home Forward Staff (for support or information)**

|   |                  |              |  |
|---|------------------|--------------|--|
| Sally Erickson, Homeless Programs Manager                   | PHB              | 503.823.0883 | <a href="mailto:sally.erickson@portlandoregon.gov">sally.erickson@portlandoregon.gov</a>   |
| Sonia Schmanski, Policy Director for Commissioner Nick Fish | City of Portland | 503.823.3592 | <a href="mailto:Sonia.Schmanski@portlandoregon.gov">Sonia.Schmanski@portlandoregon.gov</a> |

| Procurement & Contracts Department |                                       | MONTHLY CONTRACT REPORT |  |            | Contracts Approved 3/1/12 - 4/30/12 |                 |
|------------------------------------|---------------------------------------|-------------------------|--|------------|-------------------------------------|-----------------|
| Contract #                         | Contractor                            | Contract Amount         | Description  | Department | Execution Date                      | Expiration Date |
| PROFESSIONAL SERVICES              |                                       |                         |  |            |                                     |                 |
| C1134                              | Pathways / OI Partners, Inc.          | \$1,500                 | Career Placement & Coaching  | Executive  | 4/12/2012                           | 3/31/2013       |
| C1139                              | Jason Heglund                         | \$5,000                 | On-Call Graphic Design Services  | Executive  | 4/17/2012                           | 4/8/2013        |
| C1098                              | Mosaic Blueprint                      | \$5,000                 | Displaced Worker and Career Support Services   | Executive  | 3/9/2012                            | 7/31/2012       |
| C1124                              | Neighborhood House                    | \$5,000                 | Provide On-Call Case Management for Relocated Hillside Terrace Families With an Emphasis on, but not Limited to, Immigrant Populations Including Somalia and East African Households | REO        | 3/14/2012                           | 2/28/2013       |
| C1126                              | Breckenridge Consulting Services      | \$6,000                 | New Markets Tax Credit Consultant to Home Forward for Financing the U2 Project Located on NW 6th Avenue, NW Irving and NW Hoyt Street to the South                                   | DCR        | 3/15/2012                           | 3/11/2013       |
| C1129                              | Point Monitor                         | \$15,415                | Camera System Upgrade -- Hollywood East  | REO        | 3/23/2012                           | 3/31/2012       |
| CONSTRUCTION SERVICES              |                                       |                         |  |            |                                     |                 |
| C1137                              | Belfor Restoration                    | \$4,500                 | Restoration for Vehicle Damage -- Madrona Place Apartments   | REO        | 4/13/2012                           | 4/30/2012       |
| C1144                              | Pyramid Heating                       | \$12,500                | Installation of Heat Pumps - Project Open Door   | REO        | 4/23/2012                           | 6/1/2012        |
| C1117                              | Kreutz Construction                   | \$4,414                 | Sidewalk and Driveway Repair at 303 -317 N Beech Street  | REO        | 3/1/2012                            | 4/15/2012       |
| C1125                              | Silco Construction                    | \$98,100                | Kitchen and Community Rooms Addition at Rosenbaum Plaza - IRFB 02/12-155   | DCR        | 3/21/2012                           | 4/20/2012       |
| C1132                              | Northwest Masonry Restoration Company | \$1,620                 | Boiler Replacement -- Holgate House  | DCR        | 3/27/2012                           | 6/30/2012       |
| C1131                              | Advanced Entry Systems                | \$4,360                 | Door Opener Installation -- Dahlke Manor   | REO        | 3/28/2012                           | 4/15/2012       |
| MAINTENANCE/REPAIR/UPGRADES        |                                       |                         |  |            |                                     |                 |
| C1135                              | Point Monitor Corporation             | \$6,950                 | Video Security Upgrade -- Ruth Haefner Plaza   | REO        | 4/10/2012                           | 5/1/2012        |
| C1133                              | Apollo Drain & Rooter                 | \$1,615                 | Drain Cleaning -- Dekum Court  | REO        | 3/13/2012                           | 4/15/2012       |
| C1121                              | Apollo Drain & Rooter                 | \$4,128                 | Repair Three Rain Drains -- Carlton Court Apartments   | REO        | 3/13/2012                           | 4/15/2012       |
| MEMORANDUM OF UNDERSTANDING (MOU)  |                                       |                         |  |            |                                     |                 |
| C1122                              | Growing Gardens                       | n/a                     | Gardening Program -- Plaza Townhomes   | REO        | 3/1/2012                            | 2/28/2013       |

| AMENDMENTS TO EXISTING CONTRACTS |  |          |  |            |           |            |
|----------------------------------|--|----------|--|------------|-----------|------------|
| C0397-5                          | G & L Janitorial   | \$9,618  | Extends Contract Expiration Date for Janitorial Services at New Market West  | REO        | 4/1/2012  | 5/31/2012  |
| C0514-3                          | The Iris Group   | \$15,000 | Extends Contract Expiration Date for On-Call Writing Pool Services   | Executive  | 4/9/2012  | 4/30/2013  |
| C0953-2                          | Outside In   | \$7,500  | Extends Contract Expiration Date for Benefits Assistance - Bud Clark Center  | REO        | 4/9/2012  | 6/30/2012  |
| C1025-1                          | Kennedy Restoration  | \$61,154 | Water Damage Insurance Claim at Tamarack Laundry Room  | REO        | 4/11/2012 | 11/25/2012 |
| C0343-4                          | Pacific Screening  | \$50,000 | Extends Contract Expiration Date for Tenant Screening Services   | REO        | 4/16/2012 | 3/31/2013  |
| C1125-1                          | Silco Construction   | \$12,795 | Extends Contract Expiration Date for Rosenbaum Plaza Kitchen and Community Room  | DCR        | 4/18/2012 | 5/20/2012  |
| C0689-2                          | Neo-gov  | \$5,500  | Extends Contract Expiration Date for Governmentjobs.com  | Executive  | 4/23/2012 | 4/26/2013  |
| C0666-2                          | DocuMart   |          | Extends Contract Expiration Date for Servicing and Pricing   | DBS        | 3/1/2012  | 6/30/2012  |
| C1108-1                          | Ash Creek Associates Incorporated  | \$3,829  | Extends Contract Expiration Date to Complete a Geotechnical Engineering Report for Proposed Redevelopment Located at 220 NE Beech Street, Portland, Oregon | DCR        | 3/1/2012  | 1/13/2013  |
| C0675-4                          | Dana Wedel   | \$20,000 | Extends Contract Expiration Date for Language Skill Development -- Plaza Townhomes   | REO        | 3/1/2012  | 3/31/2013  |
| C0936-2                          | Seasholtz Consulting   | \$30,000 | Extends Contract Expiration Date - Support for Rent Reform   | Accounting | 3/1/2012  | 3/13/2013  |
| C1096-1                          | Beaverton Plumbing   | \$475    | Boiler Replacement -- Holgate House  | DCR        | 3/1/2012  | 2/23/2012* |
| C0861-2                          | Oaktree Digital  | \$5,000  | Extends Contract Expiration Date for Web Design  | Executive  | 3/6/2012  | 5/31/2012  |
| C0643-9                          | The Partner's Group  |          | Extends Contract Expiration Date to Manage Employee Benefit Programs   | Executive  | 3/12/2012 | 11/25/2012 |
| T0933-1                          | Reno & Cavanaugh   |          | Extends Contract Expiration Date to Provide On-Call Specialized Legal Services   | DCR        | 3/19/2012 | 3/31/2013  |
| C1075-1                          | We Do Everything   | \$13,353 | Extends Contract Expiration Date for Walls and Fencing -- Hawthorne House  | REO        | 3/22/2012 | 5/15/2012  |
| C0587-3                          | Knighthawk Protection  | \$16,000 | Extends Contract Expiration Date to Provide Security Services at Williams Plaza, Medallion Apartments, and Gallagher Plaza                                 | REO        | 3/23/2012 | 9/30/2012  |
| *                                | Final Work Item and Administrative Details Following Substantial Completion Date |          |  |            |           |            |



## PHPI: Activity and Investment Summary as of March 31, 2012

### Relocation

| Project                 | Unit Size |          |           |            |           | S8 | PH | Means of relocation |        |       | Total      |
|-------------------------|-----------|----------|-----------|------------|-----------|----|----|---------------------|--------|-------|------------|
|                         | 0         | 1        | 2         | 3          | 4         |    |    | Private             | Purch. | Other |            |
| Relocation to Date      | 0         | 4        | 11        | 132        | 11        | 79 | 51 | 15                  | 4      | 8     | 157        |
| Relocation Remaining    | 0         | 0        | 0         | 4          | 0         |    |    |                     |        |       | 4          |
| <b>TOTAL RELOCATION</b> | <b>0</b>  | <b>4</b> | <b>11</b> | <b>136</b> | <b>11</b> |    |    |                     |        |       | <b>162</b> |

### Sales

| Project                                   | Unit Size |          |           |            |           | Total Units | Total Properties | Gross Proceeds       | Net Proceeds         | Internal Costs      | Net to HAP           |
|---|-----------|----------|-----------|------------|-----------|-------------|------------------|----------------------|----------------------|---------------------|----------------------|
|   | 0         | 1        | 2         | 3          | 4         |             |                  |                      |                      |                     |                      |
| Actual Sales to Date                      |           | 4        | 11        | 128        | 10        | 153         | 141              | \$ 28,170,676        | \$ 26,779,406        | \$ 1,232,862        | \$ 25,546,663        |
| Projected Sales on Remaining Portfolio(9) |           |          |           | 8          | 1         | 9           | 9                | \$ 1,363,000         | \$ 1,270,316         | \$ -                | \$ 1,277,176         |
| Subtotal for PHPI Initiative              | 0         | 4        | 11        | 136        | 11        | 162         | 150              | \$ 29,533,676        | \$ 28,049,722        | \$ 1,225,884        | \$ 26,823,838        |
| Homes Remaining in HAP's Portfolio(5)     |           |          |           | (8)        |           | (8)         | (8)              | \$ (1,205,000)       | \$ (1,123,060)       | \$ -                | \$ (1,123,060)       |
| <b>TOTAL SALES - PROJECTED</b>            | <b>0</b>  | <b>4</b> | <b>11</b> | <b>128</b> | <b>11</b> | <b>154</b>  | <b>142</b>       | <b>\$ 28,328,676</b> | <b>\$ 26,926,662</b> | <b>\$ 1,225,884</b> | <b>\$ 25,700,778</b> |

### 1:1 Replacement

| Project                    | Unit Size |          |           |           |          | # of New PH Units | Total Units | Total Proj. Cost     | Total \$/Unit     | \$ / New PH Unit  | Total Investments   |
|----------------------------|-----------|----------|-----------|-----------|----------|-------------------|-------------|----------------------|-------------------|-------------------|---------------------|
|                            | 0         | 1        | 2         | 3         | 4        |                   |             |                      |                   |                   |                     |
| <b>Current</b>             |           |          |           |           |          |                   |             |                      |                   |                   |                     |
| The Jeffrey                | 20        |          |           |           |          | 20                | 80          | \$ 16,600,000        | 207,500.00        | -                 | -                   |
| Martha Washington(6)       | 25        |          |           |           |          | 25                | 108         | \$ 18,043,118        | 167,065.91        | \$ 51,799         | \$ 1,294,975        |
| Bud Clark Commons(8)       | 30        |          |           |           |          | 30                | 130         | \$ 46,951,074        | 361,162.11        | \$ 40,217         | \$ 1,206,525        |
| Rockwood Station           |           |          | 25        |           |          | 25                | 195         | \$ 271,514           | 1,392.38          | N/A               | \$ 221,587          |
| Madrona Place Apts(7)      |           | 3        | 20        | 22        |          | 45                | 45          | \$ 4,536,487         | 100,810.82        | \$ 77,240         | \$ 3,475,797        |
| <b>SUB-TOTAL:</b>          | <b>75</b> | <b>3</b> | <b>45</b> | <b>22</b> | <b>0</b> | <b>145</b>        | <b>558</b>  | <b>\$ 86,402,193</b> | <b>\$ 154,843</b> | <b>\$ 42,751</b>  | <b>\$ 6,198,883</b> |
| <b>Yet to Replace</b>      |           |          |           |           |          | <b>9</b>          |             |                      |                   |                   |                     |
| <b>Potential</b>           |           |          |           |           |          |                   |             |                      |                   |                   |                     |
| Stephens Creek Crossing(3) |           |          |           |           |          | 13                | 129         | \$ 52,779,058        | 409,139.98        | \$ 661,815        | \$ 8,603,595        |
| Lifeworks Northwest        |           | 3        | 13        | 13        |          | 29                | 29          | tbd                  |                   | \$ 17,241         | \$ 500,000          |
| <b>SUB-TOTAL:</b>          | <b>0</b>  | <b>3</b> | <b>13</b> | <b>13</b> | <b>0</b> | <b>42</b>         | <b>158</b>  | <b>\$ 52,779,058</b> | <b>\$ 409,140</b> | <b>\$ 216,752</b> | <b>\$ 9,103,595</b> |

|                           | 0         | 1        | 2         | 3         | 4        | # of New PH Units | Total Units | Total Proj. Cost      | Total \$/Unit     | \$ / New PH Unit | Total Investments    |
|---------------------------|-----------|----------|-----------|-----------|----------|-------------------|-------------|-----------------------|-------------------|------------------|----------------------|
| <b>TOTAL REPLACEMENT:</b> | <b>75</b> | <b>6</b> | <b>58</b> | <b>35</b> | <b>0</b> | <b>187</b>        | <b>716</b>  | <b>\$ 139,181,251</b> | <b>\$ 563,983</b> | <b>\$ 81,831</b> | <b>\$ 15,302,478</b> |

Avg. Invest.  
per PH unit

### Capital Improvements

| Project                                    | # of PH Units | Total Proj. Cost | Moving to Work Initiative | HAP PHPI Proceeds |
|--|---------------|------------------|---------------------------|-------------------|
| <b>Current</b>                             |               |                  |                           |                   |
| Sweet 16                                   | 296           | \$ 12,075,341    |                           | \$ 839,417        |
| Demar Downs ADA - Sweet 16 addtnl scope    | N/A           | \$ 187,200       |                           | \$ 45,328         |
| Eliot Square - part of the Fam4            | 30            | \$ 1,461,750     | \$ 500,000                | \$ 849,412        |
| Fam4 (Carlton, Eastwood, Lexington)        | 75            | \$ 3,935,615     |                           | \$ 1,253,820      |
| <b>SUB-TOTAL:</b>                          | <b>0</b>      | <b>0</b>         | <b>0</b>                  | <b>0</b>          |
| <b>Potential</b>                           |               |                  |                           |                   |
| Tower Conversion                           | 281           | \$ 35,280,892    | \$ 1,540,000              | \$ 3,000,000      |
| Building Entry Systems(3) & Fire Panels(2) |               | \$ 100,000       | \$ 100,000                | \$ -              |

Home Forward  
Board of Commissioners  
May 2012

|  |          |          |          |          |          |            |                      |  |  |                     |                     |
|--|----------|----------|----------|----------|----------|------------|----------------------|--|--|---------------------|---------------------|
| Dahlke Manor Exterior Bld Seal               |          |          |          |          |          |            | \$ 60,000            |  |  | \$ 60,000           | \$ -                |
| Shrunk Tower / Hollywood East Reline Boilers |          |          |          |          |          |            | \$ 100,000           |  |  | \$ 100,000          |                     |
| Northwest Tower Emergency Heating Repair     |          |          |          |          |          |            | \$ 100,000           |  |  | \$ 100,000          |                     |
| Capital Needs Contingency                    |          |          |          |          |          |            | \$ 100,000           |  |  | \$ 100,000          | \$ -                |
| <b>SUB-TOTAL:</b>                            | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>281</b> | <b>\$ 35,280,892</b> |  |  | <b>\$ 2,000,000</b> | <b>\$ 3,000,000</b> |
| <b>TOTAL CAPITAL IMPROVEMENTS:</b>           |          |          |          |          |          | <b>682</b> | <b>\$ 52,940,798</b> |  |  | <b>\$ 2,500,000</b> | <b>\$ 5,987,977</b> |

**ARRA Administration**

| Positions                         | # of Positions | Total Proj. Cost  | HAP Proceeds      |
|-----------------------------------|----------------|-------------------|-------------------|
| <b>TOTAL ARRA ADMINISTRATION:</b> | <b>10</b>      | <b>\$ 659,891</b> | <b>\$ 137,382</b> |

|                               |                     |
|-------------------------------|---------------------|
| <b>NET PROCEEDS AVAILABLE</b> | <b>\$ 4,272,941</b> |
|-------------------------------|---------------------|

- (1) Net Proceeds are Gross Proceeds net of sales commissions, concessions, title and escrow fees and any other costs paid from escrow. Net Proceeds do not include internal selling costs (\$1,232,862 through March, 2012).
- (2) Included are four units sold through the American Dream Homeownership program.
- (3) 68 total PH units; replaces existing 60 units, 13 are new. PHPI encompasses 1:1 replacement as well as capital improvements.
- (4) The Property Count now includes 2 of the four units sold through the American Dream Homeownership program. The property sales occurred prior to the sales team initiative and were included in the unit count, but not the property count on prior reports.
- (5) HAP has committed to retaining 7 properties for future project relocation, which is included in the projected sales at \$1,015,000. Additionally, a property with a longtime tenant included at a projected sales amount of \$190,000 will remain in HAP's portfolio. Therefore, approximately \$1,205,000 of the projected gross proceeds is not available to HAP for future projects.
- (6) HAP has submitted an RHF Plan to HUD requesting that RHF Funding in excess of our New Columbia Debt Service be used for the Martha Washington project. HUD's approval of this plan would enable HAP to replenish PHPI funding in the amount of \$581,121.75.
- (7) Formerly known as Jeanne Anne Apts
- (8) Formerly known as Resource Access Center
- (9) Formerly known as Hillsdale Terrace

# **DASHBOARD REPORT**

# Households Served

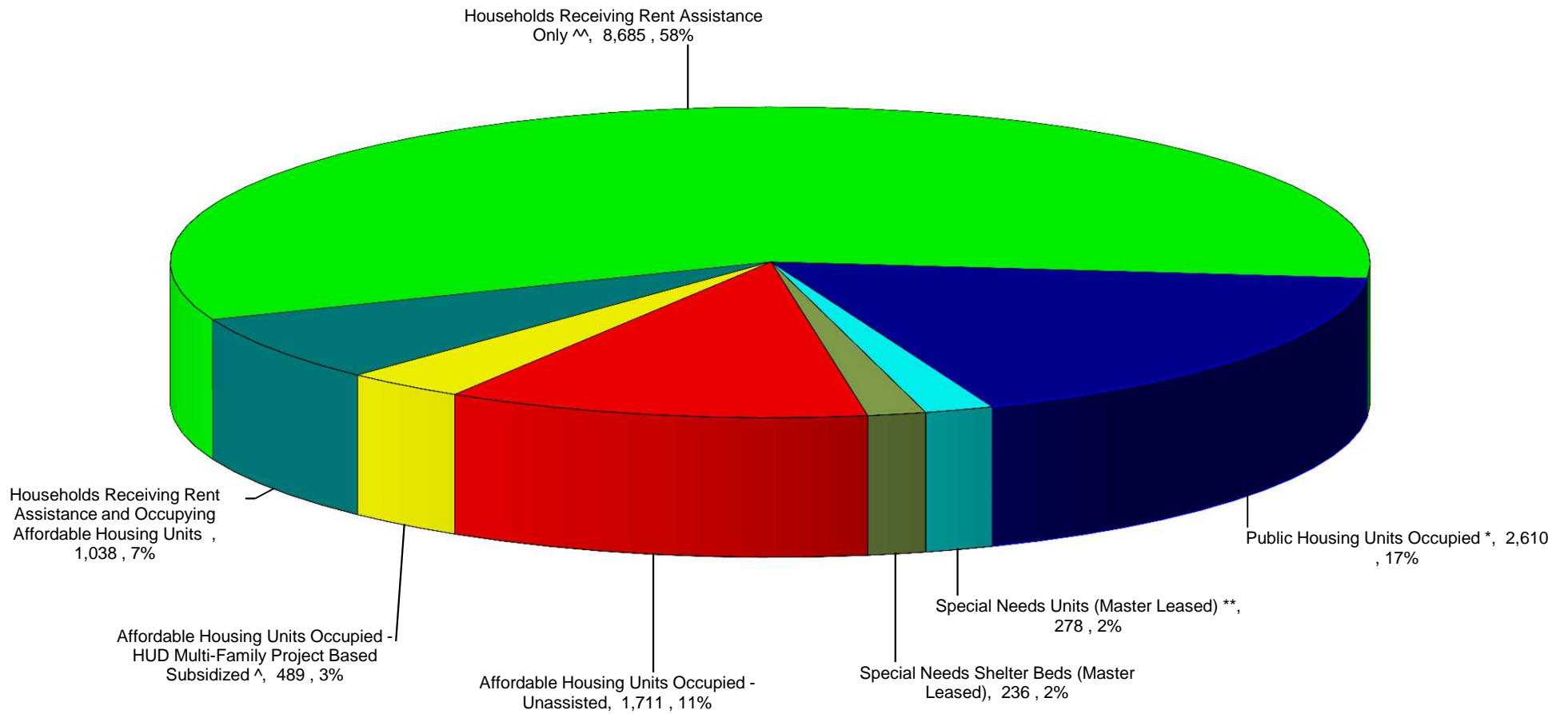
## Households Served Through Housing Supports April 2012

| Rent Assistance  | All Programs  | Moving to Work Programs | Non-MTW Programs |
|--|---------------|-------------------------|------------------|
| Rent Assistance Vouchers - Home Forward Funded                             | 8,601         | 7,412                   | 1,189            |
| Tenant Based Vouchers  | 6,197         | 6,197                   |                  |
| Project Based Vouchers   | 1,215         | 1,215                   |                  |
| Single Room Occupancy (SRO)/MODS   | 488           |                         | 488              |
| Family Unification Program   | 74            |                         | 74               |
| Veterans Affairs Supportive Housing (VASH)                                 | 196           |                         | 196              |
| Rent Assistance - PORT IN From Other Jurisdiction                          | 431           |                         | 431              |
| Short Term Rent Assistance Programs  | 1,122         | 130                     | 992              |
| Shelter + Care   | 568           |                         | 568              |
| Locally Funded Short Term Rent Assistance                                  | 424           |                         | 424              |
| MIF Funded Short Term Rent Assistance                                      | 98            | 98                      |                  |
| Work Systems Inc. - Agency Based Rent Assistance                           | 32            | 32                      |                  |
| <b>Total Rent Assistance</b>   | <b>9,723</b>  | <b>7,542</b>            | <b>2,181</b>     |
| <b>Subsidized Housing Units</b>  |               |                         |                  |
| Public Housing Units Occupied  | 2,610         | 2,610                   |                  |
| Traditional Public Housing units Occupied                                  | 1,903         | 1,903                   |                  |
| Public Housing units Occupied - Local Blended Subsidy                      | 172           | 172                     |                  |
| Public Housing units Occupied - in Owned Affordable                        | 63            | 63                      |                  |
| Public Housing units Occupied - in Tax Credit Affordable                   | 472           | 472                     |                  |
| Affordable Housing Units Occupied (excluding PH subsidized)                | 3,238         |                         | 3,238            |
| Affordable Housing Units - Tenant Based Vouchers                           | 525           |                         | 525              |
| Affordable Housing Units - Shelter + Care                                  | 150           |                         | 150              |
| Affordable Housing Units - Project Based Vouchers                          | 255           |                         | 255              |
| ^ Affordable Housing Units - HUD Multi-Family Project Based                | 489           |                         | 489              |
| Affordable Housing Units - VASH Vouchers                                   | 44            |                         | 44               |
| Affordable Housing Units - Family Unification Program                      | 9             |                         | 9                |
| Affordable Housing Units - Section 8 Port In                               | 55            |                         | 55               |
| Affordable Housing Units - Unassisted                                      | 1,711         |                         | 1,711            |
| Special Needs  | 514           |                         | 514              |
| Special Needs Units (Master Leased) **                                     | 278           |                         | 278              |
| Special Needs Shelter Beds (Master Leased)                                 | 236           |                         | 236              |
| <b>Total Households Occupying Housing Units</b>                            | <b>6,362</b>  | <b>2,610</b>            | <b>3,752</b>     |
| <b>Total Housing Supports Provided to Household</b>                        | <b>16,085</b> | <b>10,152</b>           | <b>5,933</b>     |
| Household Occupying Affordable Unit/Receiving Home Forward Rent Assistance | (1,038)       |                         | (1,038)          |
| <b>Total Households Served</b>   | <b>15,047</b> | <b>10,152</b>           | <b>4,895</b>     |

**Notes:**

- ^ Home Forward consists of Grace Peck Terrace, Multnomah Manor, Plaza Townhomes, Rosenbaum Plaza, St. Johns Woods, Unthank Plaza
- \*\* Board of Special Needs are physical units as occupancy levels that are not reported to Home Forward by service providers master leasing these properties.

## Total Households Served: Rent Assistance and Occupied Housing Units April 2012



**Total Households Served 15,047**

^ Consists of Grace Peck Terrace, Multnomah Manor, Plaza Townhomes, Rosenbaum Plaza, St. Johns Woods, Unthank Plaza

\* Includes Local Blended Subsidy

^^ Includes Section 8 and Short Term Rent Assistance Programs.

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

**Property Performance Measures**

**Occupancy**

|   | Number of Properties | Physical Units | Rentable Units | Vacant Units | Occupancy Percentage | Unit Mix     |              |              |            |            |           | Total        |
|---|----------------------|----------------|----------------|--------------|----------------------|--------------|--------------|--------------|------------|------------|-----------|--------------|
|   |                      |                |                |              |                      | Studio/SRO   | 1 Bdrm       | 2 Bdrm       | 3 Bdrm     | 4 Bdrm     | 5+ Bdrm   |              |
| Public Housing                            | 38                   | 1,999          | 1,979          | 24           | 98.8%                | 512          | 853          | 370          | 254        | 10         | 0         | 1,999        |
| Public Housing Mixed Financed Owned *     | 2                    | 65             | 65             | 2            | 100.0%               | 0            | 15           | 40           | 10         | 0          | 0         | 65           |
| Public Housing Mixed Finance Tax Credit * | 8                    | 572            | 572            | 0            | 99.6%                | 165          | 146          | 126          | 70         | 48         | 7         | 572          |
| <b>Total Public Housing</b>               | <b>48</b>            | <b>2,636</b>   | <b>2,636</b>   | <b>26</b>    | <b>99.0%</b>         | <b>677</b>   | <b>1,014</b> | <b>536</b>   | <b>334</b> | <b>58</b>  | <b>7</b>  | <b>2,636</b> |
| Affordable Owned with PBA subsidy         | 6                    | 496            | 496            | 6            | 98.8%                | 72           | 229          | 104          | 91         | 0          | 0         | 496          |
| Affordable Owned without PBA subsidy      | 13                   | 1190           | 1,164          | 30           | 97.4%                | 312          | 323          | 398          | 138        | 19         | 0         | 1,190        |
| <b>Total Affordable Owned Housing</b>     | <b>19</b>            | <b>1,686</b>   | <b>1,686</b>   | <b>36</b>    | <b>97.9%</b>         | <b>384</b>   | <b>552</b>   | <b>502</b>   | <b>229</b> | <b>19</b>  | <b>0</b>  | <b>1,686</b> |
| Tax Credit Partnerships                   | 19                   | 2,266          | 2,266          | 41           | 98.2%                | 851          | 585          | 451          | 222        | 140        | 17        | 2,266        |
| <b>Total Affordable Housing</b>           | <b>38</b>            | <b>3,952</b>   | <b>3,952</b>   | <b>77</b>    | <b>98.1%</b>         | <b>1,235</b> | <b>1,137</b> | <b>953</b>   | <b>451</b> | <b>159</b> | <b>17</b> | <b>3,952</b> |
| Eliminate Duplicated PH Properties/Units  | -10                  | -637           | -637           | -2           |                      | -165         | -161         | -166         | -80        | -48        | -7        | -637         |
| <b>Combined Total PH and AH</b>           | <b>76</b>            | <b>5,951</b>   | <b>5,951</b>   | <b>101</b>   | <b>98.3%</b>         | <b>1,747</b> | <b>1,990</b> | <b>1,323</b> | <b>705</b> | <b>169</b> | <b>17</b> | <b>5,951</b> |
| Special Needs (Master Leased)             | 32                   | 278            | 278            |              |                      |              |              |              |            |            |           |              |
| Special Needs Shelter Beds                | 2                    | 236            | 236            |              |                      |              |              |              |            |            |           |              |
| <b>Total with Special Needs</b>           | <b>110</b>           | <b>6,465</b>   | <b>6,465</b>   |              |                      |              |              |              |            |            |           |              |

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

**Financial**

| Nine months ending 12/31/2011 | Per Unit Per Month |                 |               |                           |                           | Fiscal YTD ending 12/31/2011 |   |       |   | 03/31/11 |                                       |                                 |                                    |
|-------------------------------|--------------------|-----------------|---------------|---------------------------|---------------------------|------------------------------|---|-------|---|----------|---------------------------------------|---------------------------------|------------------------------------|
|                               | 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 | # of Properties not meeting DCR | # of Properties DCR Not Applicable |
|                               |                    |                 |               |                           |                           |                              | Properties  | Units | Properties  | Units    |                                       |                                 |                                    |
| Public Housing                | \$250.38           | \$353.58        | \$603.96      | \$501.17                  | \$94.62                   | \$8.18                       | 19  | 1,027 | 19  | 972      |                                       |                                 |                                    |
| Affordable Owned              | \$594.66           | \$208.34        | \$803.00      | \$489.02                  | \$9.20                    | \$304.78                     | 19  | 1,686 | 0   |          | 10                                    | 4                               | 5                                  |
| Tax Credit Partnerships       | \$542.18           | \$56.44         | \$598.62      | \$364.07                  | \$13.83                   | \$220.72                     | 19  | 2,266 | 0   |          | 7                                     | 10                              | 2                                  |

**Public Housing Demographics**

|                          | Households      |                 |                     |                   | % Family Type (head of household) |                      |         |                      | Race % (head of household) |       |                 |       |                         |                  |
|--------------------------|-----------------|-----------------|---------------------|-------------------|-----------------------------------|----------------------|---------|----------------------|----------------------------|-------|-----------------|-------|-------------------------|------------------|
|                          | # of Households | % of Households | Average Family Size | Average Unit Size | Adults no Children                | Family with Children | Elderly | Disabled Not Elderly | Black African American     | White | Native American | Asian | Hawaiian/Pacific Island | Hispanic/ Latino |
| Public Housing Residents |                 |                 |                     |                   |                                   |                      |         |                      |                            |       |                 |       |                         |                  |
| 0 to 10% MFI             | 529             | 21.7%           | 2.2                 | 1.7               | 10.9%                             | 10.8%                | 0.6%    | 6.5%                 | 6.5%                       | 9.8%  | 0.8%            | 0.3%  | 0.3%                    | 3.9%             |
| 11 to 20%                | 1,146           | 46.9%           | 1.6                 | 1.4               | 37.5%                             | 9.5%                 | 12.5%   | 25.4%                | 11.1%                      | 28.0% | 2.0%            | 1.9%  | 0.4%                    | 3.6%             |
| 21 to 30%                | 485             | 19.9%           | 1.8                 | 1.5               | 14.5%                             | 5.4%                 | 6.8%    | 8.0%                 | 4.3%                       | 12.5% | 0.6%            | 0.7%  | 0.2%                    | 1.6%             |
| 31 to 50%                | 217             | 8.9%            | 2.2                 | 1.7               | 4.9%                              | 4.0%                 | 2.4%    | 2.3%                 | 2.5%                       | 4.2%  | 0.5%            | 0.1%  | 0.1%                    | 1.6%             |
| 51 to 80%                | 61              | 2.5%            | 3.0                 | 2.1               | 1.3%                              | 1.2%                 | 0.2%    | 0.5%                 | 0.6%                       | 1.0%  | 0.0%            | 0.1%  | 0.0%                    | 0.7%             |
| Over 80%                 | 4               | 0.2%            | 2.3                 | 1.8               | 0.0%                              | 0.1%                 | 0.0%    | 0.0%                 | 0.1%                       | 0.0%  | 0.0%            | 0.0%  | 0.0%                    | 0.0%             |
| All                      | 2,442           | 100.0%          | 1.9                 | 1.6               | 69.0%                             | 31.0%                | 22.5%   | 42.6%                | 25.2%                      | 55.5% | 3.8%            | 3.2%  | 1.0%                    | 11.4%            |

**Waiting List**

|              | #     | %      | 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 | Not Reported |
|--------------|-------|--------|---------------------|-------------------|--------------------|----------------------|---------|----------------------|------------------------|-------|-----------------|-------|-------------------------|------------------|--------------|
| 0 to 10% MFI | 20    | 90.9%  | 2.6                 | 2.3               |                    |                      | 4.5%    | 9.1%                 | 40.9%                  | 22.7% | 0.0%            | 0.0%  | 0.0%                    | 0.0%             | 27.3%        |
| 11 to 20%    | 2     | 9.1%   | 2.0                 | 2.0               |                    |                      | 0.0%    | 0.0%                 | 4.5%                   | 4.5%  | 0.0%            | 0.0%  | 0.0%                    | 0.0%             | 0.0%         |
| 21 to 30%    | 777   | 12.7%  | 2.5                 | 1.7               |                    |                      | 0.8%    | 3.9%                 | 4.0%                   | 6.1%  | 0.3%            | 1.0%  | 0.1%                    | 1.0%             | 0.2%         |
| 31 to 50%    | 397   | 6.5%   | 2.5                 | 1.8               |                    |                      | 0.6%    | 1.4%                 | 2.5%                   | 2.5%  | 0.3%            | 0.4%  | 0.1%                    | 0.6%             | 0.2%         |
| 51 to 80%    | 55    | 0.9%   | 2.1                 | 1.7               |                    |                      | 0.1%    | 0.2%                 | 0.4%                   | 0.4%  | 0.1%            | 0.1%  | 0.0%                    | 0.1%             | 0.0%         |
| Over 80%     | 3     | 0.0%   | 1.7                 | 1.3               |                    |                      | 0.0%    | 0.0%                 | 0.0%                   | 0.0%  | 0.0%            | 0.0%  | 0.0%                    | 0.0%             | 0.0%         |
| All          | 1,254 | 120.2% | 2.5                 | 1.8               |                    |                      | 6.1%    | 14.6%                | 52.3%                  | 36.2% | 0.6%            | 1.5%  | 0.2%                    | 1.7%             | 27.7%        |

\* Race and ethnicity are not required fields on the Waitlist Application in Yardi

**Other Activity**

|                                  | #, days, hrs |
|----------------------------------|--------------|
| Public Housing                   |              |
| Names pulled from Wait List      | 144          |
| Denials                          | 17           |
| New rentals                      | 128          |
| Vacates                          | 25           |
| Evictions                        | 2            |
| # of work orders received        | 1,616        |
| # of work orders completed       | 1,229        |
| Average days to respond          | 6.8          |
| # of work orders emergency       | 10           |
| Average response hrs (emergency) | 9            |

Home Forward - Dashboard Report For April of 2012

**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  | 6,918                | 6,393         | 92%                    | \$593                | -\$306,603                       | 843                         | 150                       | 6                   | 25                  | 565                           | 92%                    | \$605                | -\$771,858                       | 44                  | 145                 |
| Project Based Vouchers | 1,256                | 1,215         | 97%                    | \$577                | -\$37,644                        |                             |                           | 18                  | 21                  | 53                            | 97%                    | \$561                | -\$196,310                       | 62                  | 164                 |
| SRO/Mod Vouchers       | 512                  | 488           | 95%                    | \$426                |                                  |                             |                           | 7                   | 9                   | 72                            | 94%                    | \$421                | -\$20,804                        | 54                  | 49                  |
| All Vouchers           | 8,686                | 8,096         | 93%                    | \$581                | -\$344,247                       |                             |                           | 31                  | 55                  | 690                           | 93%                    | \$587                | -\$988,972                       | 160                 | 358                 |

**Demographics**

|                                   | Households      |                 |                     |                   | % Family Type (head of household) |                      |         |                      | Race % (head of household) |       |        |       |           |          |
|-----------------------------------|-----------------|-----------------|---------------------|-------------------|-----------------------------------|----------------------|---------|----------------------|----------------------------|-------|--------|-------|-----------|----------|
|                                   | # of Households | % of Households | Average Family Size | Average Unit Size | Adults no Children                | Family with Children | Elderly | Disabled Not Elderly | Black                      | White | Native | Asian | Hawaiian/ | Hispanic |
| Tenant Based Voucher Participants | 512             | 8.6%            | 1.6                 | 1.7               | 6.5%                              | 2.0%                 | 0.3%    | 0.6%                 | 3.8%                       | 3.9%  | 0.2%   | 0.2%  | 0.1%      | 0.3%     |
| 0 to 10% MFI                      | 2,122           | 35.5%           | 1.8                 | 1.9               | 23.7%                             | 11.8%                | 8.8%    | 13.4%                | 11.9%                      | 18.2% | 1.3%   | 2.2%  | 0.2%      | 1.7%     |
| 11 to 20%                         | 1,958           | 32.7%           | 2.5                 | 2.2               | 16.7%                             | 16.1%                | 7.8%    | 11.5%                | 10.9%                      | 17.1% | 0.8%   | 2.0%  | 0.2%      | 1.6%     |
| 21 to 30%                         | 1,200           | 20.1%           | 3.2                 | 2.6               | 6.1%                              | 14.0%                | 3.2%    | 4.6%                 | 8.2%                       | 9.3%  | 0.3%   | 1.2%  | 0.1%      | 1.0%     |
| 31 to 50%                         | 176             | 2.9%            | 3.8                 | 2.9               | 0.7%                              | 2.2%                 | 0.3%    | 0.4%                 | 1.5%                       | 1.0%  | 0.1%   | 0.2%  | 0.0%      | 0.2%     |
| 51 to 80%                         | 14              | 0.2%            | 4.1                 | 3.1               | 0.1%                              | 0.2%                 | 0.1%    | 0.0%                 | 0.1%                       | 0.1%  | 0.0%   | 0.0%  | 0.0%      | 0.0%     |
| Over 80%                          | 5,982           | 100.0%          | 2.3                 | 2.2               | 53.7%                             | 46.3%                | 20.4%   | 30.5%                | 36.5%                      | 49.5% | 2.7%   | 5.9%  | 0.6%      | 4.9%     |

**Waiting List**

|              | Households      |                 |                     | Race % (head of household) |       |        |       |           |          |       |       |       |       |       | Not Reported |
|--------------|-----------------|-----------------|---------------------|----------------------------|-------|--------|-------|-----------|----------|-------|-------|-------|-------|-------|--------------|
|              | # of Households | % of Households | Average Family Size | Black                      | White | Native | Asian | Hawaiian/ | Hispanic | Other | Other | Other | Other | Other | Other        |
| 0 to 10% MFI | 305             | 36.2%           | 2.3                 | 1.3%                       | 10.3% | 17.6%  | 12.8% | 1.4%      | 1.2%     | 0.7%  | 1.1%  | 1.4%  |       |       |              |
| 11 to 20%    | 256             | 30.4%           | 1.9                 | 4.0%                       | 13.6% | 10.1%  | 15.8% | 1.1%      | 1.7%     | 0.2%  | 0.7%  | 0.7%  |       |       |              |
| 21 to 30%    | 140             | 16.6%           | 2.4                 | 2.4%                       | 4.7%  | 4.9%   | 9.3%  | 0.4%      | 1.2%     | 0.1%  | 0.5%  | 0.2%  |       |       |              |
| 31 to 50%    | 139             | 16.5%           | 2.6                 | 1.8%                       | 3.7%  | 6.5%   | 7.8%  | 0.7%      | 0.5%     | 0.0%  | 0.6%  | 0.5%  |       |       |              |
| 51 to 80%    | 3               | 0.4%            | 3.0                 | 0.0%                       | 0.1%  | 0.1%   | 0.2%  | 0.0%      | 0.0%     | 0.0%  | 0.0%  | 0.0%  |       |       |              |
| Over 80%     |                 |                 |                     |                            |       |        |       |           |          |       |       |       |       |       |              |
| All          | 843             | 100.0%          | 2.3                 | 9.5%                       | 32.5% | 39.3%  | 45.9% | 3.5%      | 4.6%     | 1.1%  | 2.8%  | 2.8%  |       |       |              |

**Short Term Rent Assistance**

|                            | # of Households Participating | \$ Amount of Assistance Provided | Average Cost per Household |
|----------------------------|-------------------------------|----------------------------------|----------------------------|
| Shelter Plus Care          | 568                           | \$318,258.00                     | 560                        |
| Short Term Rent Assistance | 554                           | \$322,834.00                     | 583                        |

**Resident Services**

**Resident Programs**

|   | Housing Program Served | Households Served/ Participants | Monthly Funding Amount | Average Funds per Participant | Resident Services Coordination |                     |                              |                            |  |                         |          |                   |  |
|---|------------------------|---------------------------------|------------------------|-------------------------------|--------------------------------|---------------------|------------------------------|----------------------------|--|-------------------------|----------|-------------------|--|
|   |                        |                                 |                        |                               | # HH Stabilized                | # HH Transitioned   | Health and Safety Stabilized | Unduplicated Number Served | Crisis Intervention                              | Support System Enhanced | # Events | # Event Attendees |  |
| Congregate Housing Services<br>* as of previous month | Public Housing         | 69                              | \$72,253               | \$1,047                       |                                |                     |                              |                            |  |                         |          |                   |  |
| Resident Services Coordination                        | Public Housing         | 98                              | 11                     | 361                           | 1283                           | 4                   | 56                           | 112                        | 1283   |                         |          |                   |  |
|   | Housing Program Served | # of Participants               | Escrow \$ Held         | New Enrollees                 | # of Graduates                 | Escrow \$ Disbursed | Terminations or Exits        | Escrow \$ Forfeited        | Avg Annual Earned Income Increase Over Last Year |                         |          |                   |  |
|   |                        |                                 |                        |                               |                                |                     |                              |                            |  |                         |          |                   |  |
| GOALS Program   | Public Housing         | 76                              | \$96,555               | 4                             | 0                              | \$60                | 0                            | \$0                        | \$1,688  |                         |          |                   |  |
|   | Section 8              | 166                             | \$493,818              | 4                             | 3                              | \$5,065             | 0                            | \$0                        | \$783  |                         |          |                   |  |



**Agency Financial Summary**

Nine months ending 12/31/2011

| Fiscal Year to Date | Prior YTD     | Increase (Decrease) |
|---------------------|---------------|---------------------|
| \$59,223,687        | \$59,620,942  | (\$397,255)         |
| \$7,559,903         | \$7,763,951   | (\$204,047)         |
| \$11,211,982        | \$10,816,104  | \$395,878           |
| \$185,368           | \$3,149,865   | (\$2,964,497)       |
| \$2,889,755         | \$2,465,867   | \$423,889           |
| \$81,070,695        | \$83,823,503  | (\$2,752,809)       |
| \$48,937,133        | \$47,359,019  | \$1,578,114         |
| \$30,006,636        | \$28,682,293  | \$1,324,343         |
| \$6,094,413         | \$4,539,773   | \$1,554,640         |
| \$85,038,182        | \$80,581,086  | \$4,457,096         |
| -\$3,967,488        | \$3,242,417   | (\$7,209,905)       |
| -\$353,496          | \$712,970     | (\$1,066,466)       |
| \$8,325,032         | \$13,329,857  | (\$5,004,825)       |
| \$4,004,049         | \$17,285,245  | (\$13,281,196)      |
| \$361,641,704       | \$356,905,937 | \$4,735,767         |
| \$25,059,630        | \$17,967,431  | \$7,092,199         |

**Development/Community Revitalization**

**New Development / Revitalization**

| Units | Construction Start | Construction End | Current Phase     | Total Cost   | Cost Per Unit |
|-------|--------------------|------------------|-------------------|--------------|---------------|
| 48    | Apr-09             | Mar-10           | Post Construction | \$7,914,653  | \$164,889     |
| tbd   | tbd                | tbd              | Concept           | tbd          | tbd           |
| 130   | Nov-09             | May-11           | Construction      | \$46,951,074 | \$361,162     |
| tbd   | tbd                | tbd              | Concept           | tbd          | tbd           |
| 45    | Oct-10             | Aug-11           | Construction      | \$4,536,487  | \$100,811     |
| 108   | Aug-09             | Jun-10           | Post Construction | \$18,043,118 | \$167,066     |
| 80    | Jun-10             | Sep-10           | Post Construction | \$16,600,000 | \$207,500     |

**Capital Improvement**

|     |        |        |                   |              |           |
|-----|--------|--------|-------------------|--------------|-----------|
| 88  | Mar-11 | tbd    | Preconstruction   | \$1,980,000  | \$22,500  |
| 296 | May-09 | Sep-10 | Post Construction | \$12,262,541 | \$41,428  |
| 281 | Dec-11 | Jun-13 | Concept           | \$35,280,892 | \$125,555 |
| 288 | Jun-10 | Nov-10 | Post Construction | \$1,700,000  | \$5,903   |
| 105 | Aug-10 | Apr-11 | Construction      | \$5,397,365  | \$51,403  |
| tbd | tbd    | tbd    | tbd               | \$452,200    |           |

Legend

- \* Formerly known as University Place
- \*\* Formerly known as Jeanne Anne
- \*\*\* Formerly known as Resource Access Center

c

# RESOLUTIONS



**MEMORANDUM**

To: Board of Commissioners Date: May 15, 2012

From: Melissa Richardson, HR Manager,  
Business Services Subject: Authorize the Renewal of  
Employee Health and Welfare  
Benefit Plans for the Plan Year  
July 1, 2012 to June 30, 2013  
Rebecca Gabriel, Director,  
Business Services Resolution 12-05-01

The Board of Commissioners is requested to authorize the recommendation of Home Forward's Labor Management Healthcare Plan Committee regarding the renewal of health and welfare benefits for the July 1, 2012 to June 30, 2013 plan year.

**ISSUE**

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

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

Under the Memorandum of Understanding signed by Home Forward management, AFSCME and the 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 communicate with employees regarding 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 Home Forward healthcare plans and cost containment strategies.

By a unanimous vote of the nine members of the Committee, the Committee members recommend that the Executive Director and the Board of Commissioners approve the healthcare plans summarized in attachment A. This recommendation includes maintaining the same medical and dental insurance benefit plans in place over the last plan year and making minor changes to the agency's employee assistance program and travel accident insurance plans.

Acceptance of the Committee's recommendation will result in an increase in health and welfare plan costs for medical, dental, short-term, long-term disability and life insurance and all ancillary plans of 4.7% over the 2011-2012 plan year. The budgeted increase for health and welfare expenses was 5%. In total, Home Forward's health and welfare plan year expenses will increase from \$2,719,723 for the July 1, 2011 to June 30, 2012 to an estimated expense of \$2,848,002 for the July 1, 2012 to June 30, 2013 plan year.

It is important to note that the 4.7% increase incorporates significant changes in premium contributions for both of Home Forward's labor partners. Effective July 1, 2012, AFSCME premium contributions toward medical and dental insurance premiums will increase from 15% to 17.5%. Trades premium contributions will increase from a composite premium contribution rate of 5% to a composite premium contribution rate of 10%.

There were no changes to Home Forward's PERS contributions rates this year.

Based on a unanimous vote by the Committee and our ability to contain costs within the board-approved budget amount for FY2013, staff recommends approval of Resolution 12-05-01 Authorizing the Renewal of Employee Health and Welfare Benefit Plans for the plan year July 1, 2012 to June 30, 2013.

## ATTACHMENTS

Summary of the impact to Home Forward of the health and welfare benefit renewal.



**RESOLUTION 12-05-01**

**RESOLUTION 12-05-01 AUTHORIZING THE RENEWAL OF EMPLOYEE HEALTH AND WELFARE BENEFIT PLANS FOR THE PLAN YEAR JULY 1, 2012 TO JUNE 30, 2013**

**WHEREAS**, the representatives of Home Forward, AFSCME and the 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 Home Forward have met in negotiation meetings with representatives of AFSCME and the Building Trades Council; and

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

**NOW, THEREFORE, BE IT RESOLVED**, by the Board of Commissioners of Home Forward to approve the recommendation of the Labor Management Healthcare Plan Committee to adopt the health plans as described in attachment A.

**ADOPTED: May 15, 2012**

**Attest:**

**Home Forward:**

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

\_\_\_\_\_  
Harriet Cormack, Chair

**Home Forward - Renewal 7/1/2012**  
**Estimated Annual Employer Impact/Cost Projection**  
**Employee Contributions at Current & Proposed Levels**  
**All Bargaining Groups**

**Changes Modeled: Move from Magellen EAP to Unum (Ceridian) EAP through Life/AD&D Policy and add BTA Coverage for all FT Hourly/Salary Employees**

| Benefit Plan  | Current Rates and Fees |            |                 | Estimated Renewal Costs - Current Rates v. Proposed Rates |                 |                   |                |                   |                |
|---|------------------------|------------|-----------------|---|-----------------|-------------------|----------------|-------------------|----------------|
|   |                        |            |                 | Rates & Fees  |                 | Dollar Change     |                | Percent of Change |                |
|   | Total Annual Cost      | EE Count   | Annual Cost/EE  | Total Annual Cost   | Annual Cost/EE  | Total Annual Cost | Annual Cost/EE | Total Annual Cost | Annual Cost/EE |
| Providence Health Plans - Medical/Rx/Vision           | \$1,263,784            | 122        | \$10,359        | \$1,387,792   | \$11,375        | \$124,008         | \$1,016        | 9.8%              | 9.8%           |
| Providence Health Plans - Standard Plan               | \$920,003              | 90         | \$10,222        | \$1,011,054   | \$11,234        | \$91,051          | \$1,012        | 9.9%              | 9.9%           |
| Providence Health Plans - Buy-Up Plan                 | \$343,781              | 32         | \$10,743        | \$376,738   | \$11,773        | \$32,957          | \$1,030        | 9.6%              | 9.6%           |
| Kaiser HMO - Medical/Rx/Vision                        | \$1,413,569            | 142        | \$9,955         | \$1,476,726   | \$10,399        | \$63,157          | \$445          | 4.5%              | 4.5%           |
| Kaiser HMO - Standard Plan                            | \$1,250,350            | 124        | \$10,083        | \$1,306,217   | \$10,534        | \$55,866          | \$451          | 4.5%              | 4.5%           |
| Kaiser HMO - Buy-Up Plan                              | \$163,219              | 18         | \$9,068         | \$170,509   | \$9,473         | \$7,291           | \$405          | 4.5%              | 4.5%           |
| <b>Medical/Rx/Vision Plan(s) Subtotal</b>             | <b>\$2,677,353</b>     | <b>264</b> | <b>\$10,141</b> | <b>\$2,864,518</b>  | <b>\$10,850</b> | <b>\$187,166</b>  | <b>\$709</b>   | <b>7.0%</b>       | <b>7.0%</b>    |
| MetLife Dental  | \$114,582              | 89         | \$1,287         | \$114,582   | \$1,287         | \$0               | \$0            | 0.0%              | 0.0%           |
| Kaiser DMO Dental                                     | \$258,454              | 180        | \$1,436         | \$294,657   | \$1,637         | \$36,203          | \$201          | 14.0%             | 14.0%          |
| <b>Dental Plan(s) Subtotal</b>                        | <b>\$373,036</b>       | <b>269</b> | <b>\$1,387</b>  | <b>\$409,239</b>  | <b>\$1,521</b>  | <b>\$36,203</b>   | <b>\$135</b>   | <b>9.7%</b>       | <b>9.7%</b>    |
| <b>Subtotal: Combined Health Plans</b>                | <b>\$3,050,389</b>     | <b>264</b> | <b>\$11,555</b> | <b>\$3,273,757</b>  | <b>\$12,401</b> | <b>\$223,368</b>  | <b>\$846</b>   | <b>7.3%</b>       | <b>7.3%</b>    |
| Estimated AFSCME EE Contributions                     | \$230,794              | 137        | \$1,685         | \$285,890   | \$2,087         | \$55,097          | \$402          | 23.9%             | 23.9%          |
| Estimated Trades EE Contributions                     | \$47,781               | 62         | \$771           | \$94,469  | \$1,524         | \$46,688          | \$753          | 97.7%             | 97.7%          |
| Estimated Non-Represented EE Contributions            | \$150,006              | 65         | \$2,308         | \$161,187   | \$2,480         | \$11,181          | \$172          | 7.5%              | 7.5%           |
| Estimated Employee Contributions                      | \$428,581              | 264        | \$1,623         | \$541,547   | \$2,051         | \$112,966         | \$428          | 26.4%             | 26.4%          |
| <b>Subtotal: Net Employer Health Plan Cost</b>        | <b>\$2,621,808</b>     | <b>264</b> | <b>\$9,931</b>  | <b>\$2,732,210</b>  | <b>\$10,349</b> | <b>\$110,402</b>  | <b>\$418</b>   | <b>4.2%</b>       | <b>4.2%</b>    |
| Unum Basic Group Term Life/AD&D                       | \$30,311               | 272        | \$111           | \$30,311  | \$111           | \$0               | \$0            | 0.0%              | 0.0%           |
| Unum STD  | \$33,715               | 262        | \$129           | \$55,008  | \$210           | \$21,293          | \$81           | 63.2%             | 63.2%          |
| Unum LTD  | \$23,875               | 256        | \$93            | \$23,875  | \$93            | \$0               | \$0            | 0.0%              | 0.0%           |
| <b>Life, AD&amp;D &amp; Disability Plans Subtotal</b> | <b>\$87,900</b>        | <b>272</b> | <b>\$323</b>    | <b>\$109,194</b>  | <b>\$401.45</b> | <b>\$21,293</b>   | <b>\$78</b>    | <b>24.2%</b>      | <b>24.2%</b>   |
| <b>Subtotal: Net Health, Life/Disability Plan</b>     | <b>\$2,709,709</b>     | <b>264</b> | <b>\$10,264</b> | <b>\$2,841,404</b>  | <b>\$10,763</b> | <b>\$131,695</b>  | <b>\$499</b>   | <b>4.9%</b>       | <b>4.9%</b>    |
| Allegiance 125 Plan Admin Services                    | \$2,384                | 96         | \$25            | \$2,384   | \$25            | \$0               | \$0            | 0.0%              | 0.0%           |
| Allegiance 132 (CERA) Plan Admin Services             | \$1,832                | 33         | \$56            | \$1,832   | \$56            | \$0               | \$0            | 0.0%              | 0.0%           |
| Unum (Ceridian EAP) through Life/AD&D Policy          | \$4,798                | 272        | \$18            | \$0   | \$0             | -\$4,798          | -\$18          | -100.0%           | -100.0%        |
| Cigna Business Travel Accident                        | \$1,000                | 272        | \$4             | \$2,382   | \$9             | \$1,382           | \$5            | 138.2%            | 138.2%         |
| <b>Ancillary Plans' Subtotal</b>                      | <b>\$10,014</b>        | <b>272</b> | <b>\$37</b>     | <b>\$6,598</b>  | <b>\$24.26</b>  | <b>(\$3,416)</b>  | <b>(\$13)</b>  | <b>-34.1%</b>     | <b>-34.1%</b>  |
| <b>NET GRAND TOTAL: ALL PLANS</b>                     | <b>\$2,719,723</b>     | <b>264</b> | <b>\$10,302</b> | <b>\$2,848,002</b>  | <b>\$10,788</b> | <b>\$128,279</b>  | <b>\$486</b>   | <b>4.7%</b>       | <b>4.7%</b>    |
| PERS Contributions Home Forward                       | \$2,172,401            | 272        | \$7,987         | \$2,172,401   | \$7,987         | \$0               | \$0            | 0.0%              | 0.0%           |
| <b>NET GRAND TOTAL: ALL PLANS &amp; PERS</b>          | <b>\$4,892,123</b>     | <b>264</b> | <b>\$18,531</b> | <b>\$5,020,403</b>  | <b>\$19,017</b> | <b>\$128,279</b>  | <b>\$486</b>   | <b>2.6%</b>       | <b>2.6%</b>    |



**MEMORANDUM**

To: Board of Commissioners Date: May 15, 2012

From: Lewis D. Lyles, Project Manager  
Development & Community  
Revitalization Subject: Authorize a Contract for Building  
Envelope Rehabilitation at Dekum  
Court Apartments  
Resolution 12-05-02

Mike Andrews, Director,  
Development & Community  
Revitalization

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The Board of Commissioners is requested to authorize Home Forward to enter into a contract for building envelope rehabilitation at the Dekum Court Apartments.

**ISSUE**

Dekum Court is a public housing property consisting of five separate buildings, with a total of 40 two-story residential units, located in NE Portland. The buildings were constructed in 1971.

The building's exterior cladding is a mixture of brick, stucco, and aluminum lap siding. Home Forward hired Morrison Hershfield building envelope consultants to investigate the exterior cladding regarding recurring water infiltration problems. It was determined that six locations, where stucco panels are associated with brick walls, are allowing water to penetrate to the interior.

In connection with the Public Housing Preservation Initiative, Development and Community Revitalization staff, working with the support of Real Estate Operations staff and in conjunction with Morrison Hershfield, developed plans and specifications to re-clad all locations where stucco panels have been installed. The agreed-upon approach has a total project budget \$221,251.

A bid solicitation notice was advertised on April 10, 2012, in the Daily Journal of Commerce and the Portland Observer. Home Forward received bids from three firms on May 3, 2012. All bids were judged responsive and responsible to the solicitation. Acacia Construction Services, Inc., (Acacia) is the apparent low bidder, with a bid amount of \$162,034.

Acacia is a new company with a management team selected from a well-established company, Aspen Exteriors. Acacia is an MBE certified firm. Its work plan includes 90% of the contract to be performed by target businesses. The City of Portland has certified Acacia as a Section 3 business entity.

Acacia does not have a history with Home Forward. Development and Community Revitalization staff verified the contractor's recent successful experience on similar projects. In all cases Acacia was reported to be a responsible, experienced contractor with the infrastructure and personnel to perform the work. Acacia is not on the State of Oregon debarred list and has a good record related to integrity.

Acacia's bid is within the pre-bid construction estimate of \$162,663 established for this project. Staff reviewed the contractor's schedule of values in comparison to the pre-bid estimate and judged Acacia's bid price to be reasonable and consistent with the budget.

This project is starting construction within budgeted resources, and Home Forward has reserved an owner's 10% contingency to account for unforeseen conditions.

Home Forward's staff will meet with residents prior to start of work and provide resident coordination during construction. Construction Services staff will monitor the contractor's work schedules. Liquidated damages apply to the contractor if it does not meet schedule requirements.

Based on Acacia's reasonable bid price, their verified track record, and their ability to further Home Forward's Section 3 goals, staff recommends approval of Resolution 12-05-02.





## RESOLUTION 12-05-02

**RESOLUTION 12-05-02 AUTHORIZES THE EXECUTIVE DIRECTOR TO EXECUTE A CONTRACT WITH ACACIA CONSTRUCTION SERVICES INC, THE LOWEST RESPONSIVE AND RESPONSIBLE BIDDER FOR BUILDING ENVELOPE REHABILITATION AT DEKUM COURT APARTMENTS**

**WHEREAS**, Home Forward owns and operates Dekum Court, a 40 unit public housing property; and

**WHEREAS**, Home Forward solicited, received, and opened bids for building envelope rehabilitation at Dekum Court Apartments in compliance with its Public Contracting Rules; and

**WHEREAS**, Home Forward staff reviewed bids to determine the lowest responsive and responsible bidder, and the lowest responsive bid is within budgeted resources for this work; and

**WHEREAS**, in accordance with Home Forward's Public Contracting Rules, a contract shall be awarded to the lowest responsive and responsible Bidder; and

**WHEREAS**, the building envelope rehabilitation at Dekum Court Apartments is consistent with goals and priorities established in Home Forward's Public Housing Preservation Initiative, and

**WHEREAS**, approval by the Board of Commissioners of Home Forward is required prior to the execution of construction contracts exceeding \$100,000,

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Commissioners of Home Forward hereby authorizes the Executive Director to execute a contract with Acacia Construction Services, Inc. for building envelope rehabilitation at Dekum Court Apartments in the amount of \$162,034.00.

**ADOPTED: May 15, 2012**

**Attest:**

**Home Forward:**

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Steven D. Rudman, Secretary

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Harriet Cormack, Chair



**MEMORANDUM**

To: Board of Commissioners Date: May 15, 2012

From: Betty Dominguez, Program Director, Policy and Planning, Executive Department Subject: Authorize Home Forward to Submit Amendment I to the FY2013 Moving to Work Plan Resolution 12-05-03

Melissa Sonsalla, Project Coordinator, Executive Department

The Board of Commissioners is requested to provide an opportunity for public comment via this public hearing, and to authorize staff to submit Amendment I to the FY2013 Moving to Work Annual Plan.

**ISSUE**

Home Forward's FY2013 Moving to Work Annual Plan was approved by HUD on April 11, 2012. Staff have now identified an additional activity and two modifications that we would like included in the FY2013 Moving to Work Annual Plan. Because the plan has already been approved, staff propose submitting an amendment to HUD, which will modify the plan to include these items. As required, a public hearing will be held before the Board of Commissioner on May 15, 2012. Staff have published notice of the public hearing in the Oregonian and have made the amendment a public document available on the Home Forward website.

The amendment adds an activity that will allow Home Forward's rent assistance staff to perform inspections and set rent reasonableness when Section 8 voucher holders choose units that Home Forward owns. Standard HUD regulations require housing authorities to contract with a third party to conduct inspections and determine rent reasonableness for units the housing authority owns, which can create administrative time costs and inefficiencies. By using our Moving to Work flexibility, Home Forward can allow staff to

complete these tasks, utilizing the same inspection and rent reasonableness standards applied to all other voucher holders.

The amendment will also make modifications to two items in the “Use of Single Fund Flexibility.” The first modification simplifies requirements for our landlord incentive program. This modification removes language regarding the limit of incentive payments per complex and a requirement that landlords not have had a voucher tenant in the prior two years. The second modification expands our security deposit assistance program, previously only targeted at Veterans Affairs Supportive Housing (VASH) voucher holders, to also include youth aging out of the foster care system. Both of these modifications only affect the narrative of the activities; we are not requesting changes to the budgeted funding for these activities. The attached amendment provides full details of these activities for your reference.

Staff recommend the approval of Resolution 12-05-03 to authorize staff to submit Amendment I to the FY2013 Moving to Work Annual Plan.

#### ATTACHMENTS

Amendment I to FY2013 Moving to Work Annual Plan



**RESOLUTION 12-05-03**

**RESOLUTION 12-05-03 AUTHORIZES HOME FORWARD STAFF TO SUBMIT TO THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) AMENDMENT I TO THE FY2013 MOVING TO WORK (MTW) ANNUAL PLAN**

**WHEREAS**, the Home Forward Board of Commissioners previously adopted and approved the FY2013 Moving to Work (MTW) Annual Plan which was approved by HUD on April 11, 2012; and

**WHEREAS**, Home Forward desires to amend its FY2013 MTW Annual Plan to reflect those certain modifications outlined in Amendment I to FY2013 MTW Plan; and

**WHEREAS**, on May 15, 2012, the Home Forward Board of Commissioners conducted a public hearing on the draft amendment to the FY2013 MTW Annual Plan; and

**NOW, THEREFORE, BE IT RESOLVED**, by the Board of Commissioners of Home Forward that the Chair of Home Forward is authorized to enter into and execute Amendment I to the FY2013 MTW Annual Plan with the Department of Housing and Urban Development.

**ADOPTED: MAY 15, 2012**

**Attest:**

**Home Forward:**

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Steven D. Rudman, Secretary

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Harriet Cormack, Chair

## Amendment I to FY2013 MTW Plan

This document amends Home Forward’s previously approved FY2013 MTW Plan in the following sections.

### Section V: Proposed MTW Activities

Home Forward is adding the following to its proposed activities for FY2013:

#### **FY2013-P4: INSPECTIONS AND RENT REASONABLENESS AT HOME FORWARD-OWNED PROPERTIES**

**Background:** Home Forward owns approximately 3,310 units of Affordable Housing. Currently, 252 of those units have project-based Section 8 vouchers attached, and an additional 185 units are rented to families that have tenant-based Section 8 vouchers. Maintaining ownership of these units ensures that affordable housing remains available in our community. HUD regulations require Home Forward to contract with a third party to perform the required Housing Quality Standards inspections and determine rent reasonableness for these units that we own. Home Forward has an agreement with the Housing Authority of Clackamas County to conduct inspections for us as needed, but this arrangement is inefficient for both housing authorities, as it requires inspectors to travel longer distances and requires significant coordination between the housing authorities with respect to scheduling and the transfer of paperwork. Home Forward is proposing to increase efficiencies by utilizing our own staff to perform the required inspections and determine rent reasonableness.

**MTW authorization:**

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

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

**Statutory objective:**

Reduce cost and achieve greater cost effectiveness in Federal expenditures.

**Use of MTW Authority and Impact on Statutory Objective(s):** This activity allows Home Forward to utilize our own staff to perform inspections and set rent reasonableness for units that we own. Inspections will be conducted in conformance with the Housing Quality Standard criteria, and will utilize Home Forward’s existing Quality Control policy in which 1% of units inspected undergo a quality control inspection by the Supervisor or Lead Inspector. The 1% quality control threshold is in excess of the current universal requirement for an agency our size. Staff in the Rent Assistance department will conduct rent reasonableness determinations using the standard currently applied to all other Housing Choice Voucher rent reasonableness determinations. The standard utilizes a semi-annually updated study of market rents by the Metro Multifamily Housing Association and adjustments to account for features that may impact rent.

Allowing Home Forward staff to conduct inspections and set rent reasonableness will result in efficiency and administrative time savings for the agency. Clackamas County and Home Forward charge each other a flat rate for inspections in each other’s jurisdictions. This means the cost to

hire Clackamas to do the actual inspections is not significantly more expensive than utilizing Home Forward staff to do so. However, staff must spend time to coordinate inspections and request rent reasonableness calculations. Based on initial inspections and annual inspections required in 2011, Home Forward estimates our staff will save 25 hours by not coordinating 25 initial inspections and 12 hours by not coordinating 241 annual inspections, instead conducting these inspections ourselves. Additionally, we anticipate saving 15 hours by determining rent reasonableness requests for 185 rent increase requests annually. Therefore, this activity will create 52 hours per year in staff time-savings for Home Forward. Home Forward will track these savings, as well as the pass/fail rate for inspections at Home Forward-owned units to ensure there is no inspection bias.

**Proposed baselines, benchmarks, and metrics:**

| Impact   | Metric   | Baseline  | Benchmark   |
|--|--|---|---|
| Home Forward-owned units have similar pass/fail rates as units that Home Forward does not own                | Percent of Home Forward-owned units passing initial and annual inspection on the first visit                                 | 2011 initial inspection pass rate for entire HCV program: 78%<br><br>2011 annual inspection pass rate for entire HCV program: 78% | Initial pass rate for Home Forward-owned units: 78-85%<br><br>Annual inspection pass rate for Home Forward-owned units: 78% or equal to overall pass rate |
| Annual staff time savings for inspections and rent reasonableness determinations at Home Forward-owned units | Staff time spent coordinating 3 <sup>rd</sup> party inspections and rent reasonableness requests for units Home Forward owns | Total hours required to coordinate 3 <sup>rd</sup> party inspections and rent reasonableness determinations: 52 hours             | 0 hours per year  |

**Data collection process:** Home Forward will track inspections data through our YARDI database system.

## Section VII: Sources and Uses of Funding

### E. Uses of Single-Fund Flexibility

Home Forward is simplifying the language and requirements around our landlord incentive program, as described under our MTW Initiative Funds. Changes to the paragraph are as follows (addition indicated italics):

- Landlord incentive program: Home Forward will implement a landlord incentive program to attract new landlords and units in low poverty areas to the Housing Choice Voucher program. In its initial year of testing, the program will offer a one time, \$100 incentive payment for each eligible unit a landlord leases to a Housing Choice Voucher participant. ~~A landlord will be eligible to receive up to ten incentive payments per multi-family complex.~~ Eligible units must be located in *zip codes census tracts* considered low-poverty areas ~~and not have had a Housing Choice Voucher tenant in the prior 24 months.~~

Home Forward is modifying our MTW Initiative Fund item for security deposits, to also offer security deposit assistance to foster youth leasing up with Family Unification Program (FUP) vouchers. Home Forward is replacing the paragraph on “Security deposits for participants leasing up with Veterans Affairs Supportive Housing (VASH) vouchers” with the following.

- Security deposit assistance: Home Forward uses single-fund flexibility to offer security deposit assistance to two populations in our community: participants leasing up with Veterans Affairs Supportive Housing (VASH) vouchers, and foster youth leasing up with Family Unification Program (FUP) vouchers. For homeless veterans, a lack of funds for security deposits is a serious barrier to successful use of VASH vouchers. Similarly, youth aging out of the foster care system often do not have the resources to pay for security deposits when trying to utilize FUP vouchers. Security deposit assistance is a key support to finding housing for veterans and youth leasing up in units requiring deposits. Home Forward’s funds are to be funds of last resort for deposits, to be used only when the service agencies working with these populations are not able to arrange for deposit assistance.





## MEMORANDUM

To: Board of Commissioners Date: May 15, 2012

From: Jill J. Riddle,  
Director of Rent Assistance Subject: Authorize Expanding Areas of  
Opportunity for Section 8  
Housing Choice Voucher  
Participants  
Resolution 12-05-04

The Board of Commissioners is requested to authorize Home Forward to enter into a Memorandum of Understanding (IGA) with the Housing Authority of Clackamas County (HACC), in order to eliminate jurisdictional boundaries and expand the area in which each agency administers its Section 8 Housing Choice Voucher program. Such agreement would allow Section 8 participants to choose to rent a unit anywhere within the two counties while being served by the originating Housing Authority.

This activity is in alignment with Goal #1 of the Strategic Operations Plan: We will deploy resources with greater intentionality and alignment with other systems while increasing the number of households served

### ISSUE

The Section 8 Housing Choice Voucher (HCV) program enables voucher recipients to move anywhere within the United States as long as there is a Public Housing Authority in the area they move to that administers a Section 8 HCV program. This is called “porting.” The originating Housing Authority is required to send their voucher with the assisted family to the jurisdiction of their choice. The receiving Housing Authority has the option to absorb the family and give them a local voucher from their program, or to administer the voucher that came with the family and bill the originating agency.

Over the past year, Home Forward has billed HACC for an average of 100 families every month; alternatively, HACC had billed Home Forward for an average of 60 families per month. Both agencies are losing money on vouchers that are ported-out, as well as vouchers that are ported in.

Under this new initiative, our two agencies would no longer pay 80% of our administrative fees to the receiving agency when a voucher holder ports-out, nor would we have to administer port-ins while receiving only 80% of administrative fees. We anticipate annual cost savings of \$19,000 for Home Forward and \$16,000 for HACC. The cost savings estimate is based upon the average number of families choosing to port to the neighboring jurisdiction and the loss of the associated administrative fees, as well as the additional staff time it takes to administer the portability requirements.

While this agreement will eliminate cumbersome and expensive procedures linked to portability, it will also promote efficiencies that will be achieved through the alignment of processes and procedures at both agencies involved in the overall administration of the Section 8 program. We will report on outcome measures such as the tracking of administrative savings and the number of households moving to obtain employment. We also intend to conduct participant and landlord satisfaction surveys to monitor and improve upon the outcomes of this initiative.

Based on the opportunity to deepen an important regional relationship and to achieve administrative efficiencies, staff recommends approval of Resolution 12-05-04.

#### ATTACHMENTS

1. Memorandum of Understanding to be entered into between Home Forward and HACC.
2. Outline and description providing more detail on the expansion of Areas of Opportunity.



**RESOLUTION 12-05-04**

**RESOLUTION 12-05-04 AUTHORIZES HOME FORWARD TO ENTER INTO A MEMORANDUM OF UNDERSTANDING WITH THE HOUSING AUTHORITY OF CLACKAMAS COUNTY TO EXPAND AREAS OF OPPORTUNITY FOR SECTION 8 HOUSING CHOICE VOUCHER (HCV) PARTICIPANTS**

**WHEREAS**, Home Forward and the Housing Authority of Clackamas County desire to increase the area of opportunity for all Section 8 HCV participants by expanding their eligible boundaries to include all of Multnomah and Clackamas County; and

**WHEREAS**, agreements outlined in the Memorandum of Understanding will result in an increase in the administrative fees earned by both participating agencies and a reduction in administrative burden due to the elimination of the portability requirements.

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Commissioners of Home Forward has authorized the Executive Director of Home Forward to enter into a Memorandum of Understanding with the Housing Authority of Clackamas County governing the inter-jurisdictional administration of the Section 8 Housing Choice Voucher program.

**ADOPTED: MAY 15, 2012**

**Attest:**

**Home Forward:**

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Steven D. Rudman, Secretary

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Harriet Cormack, Chair

**MEMORANDUM OF UNDERSTANDING  
BETWEEN  
HOME FORWARD (FORMERLY THE HOUSING AUTHORITY OF PORTLAND)  
AND  
THE HOUSING AUTHORITY OF CLACKAMAS COUNTY  
For Interjurisdictional Administration of the Section 8 Housing Choice  
Voucher Program**

This Memorandum of Understanding (MOU) is entered into on this \_\_ day of \_\_\_\_, 2012 by Home Forward and the Housing Authority of Clackamas County (the "Housing Authorities"), each of which is a municipal corporation in the State of Oregon, for the purpose of establishing procedures and guidelines relating to Interjurisdictional Administration of the Section 8 Housing Choice Voucher program (herein called "Section 8").

Interjurisdictional Administration of the Section 8 Housing Choice Voucher program will be effective July 1, 2012.

**FEDERAL REGULATIONS**

- A. Section 8, established pursuant to the provisions of Section 8 of the U.S. Housing Act of 1937, authorizes the payment of rental subsidies to private owners of housing units on behalf of eligible families leasing in those units.
- B. The applicable federal regulations for Section 8 are contained in 24 CFR Part 982.

**OVERVIEW**

- A. The Housing Authorities are public housing agencies that are located and duly authorized to operate as such in the State of Oregon.
- B. The Housing Authorities each have entered into an Annual Contributions Contract with the U.S. Department of Housing and Urban Development (HUD) to administer Section 8. Each Housing Authority has its own geographical area within which it is authorized to administer Section 8.
- C. The two areas covered by the Housing Authorities are adjacent to one another and are part of the Portland Metropolitan area. Therefore, the Housing Authorities desire to execute this MOU between themselves in order to promote the objective of allowing mobility and freedom of choice for low-income families seeking housing assistance under Section 8. This MOU is also intended to simplify, facilitate, and improve interjurisdictional administration of Section 8 by eliminating often cumbersome procedures which would otherwise be necessary under the Portability requirements.

In consideration of the mutual advantages to be derived from this MOU, the Housing Authorities agree to the following provisions:

**I. Definition of Terms**

- A. The term "Voucher" means a Section 8 Housing Choice Voucher.

- B. The term "Issuing Housing Authority" shall mean the Housing Authority that issued the Voucher.
- C. The term "Jurisdiction" shall mean the geographical area of operation within which a Housing Authority normally administers Section 8.
- D. The term "Host Housing Authority" shall mean the Housing Authority in the jurisdiction where the family wishes to lease which is outside the jurisdiction of the "Issuing Housing Authority."
- E. The term "Host Jurisdiction" shall mean the jurisdiction where the "Issuing Housing Authority" is not otherwise authorized to administer Section 8 but where an eligible family wishes to use the Voucher issued by the "Issuing Housing Authority."
- F. The term "Portability Procedures" shall mean the procedures required by federal regulations governing the use of Vouchers in jurisdictions of other public agencies in the absence of a voluntary mobility arrangement between or among the agencies.

## II. Interjurisdictional Program Administration

- A. It is hereby agreed that the Housing Authorities shall allow one another to administer Section 8 in each other's jurisdictions, irrespective of their geographical boundaries, subject to the mutual covenants provided in the succeeding paragraphs.
- B. It is also hereby agreed that the Housing Authorities will cooperate with one another to the maximum extent possible, including sharing and exchanging information which may be necessary for the effective implementation of this MOU. Such information shall include, but shall not be limited to, periodic notification by each Housing Authority indicating the families who were issued Vouchers but who have leased in the other jurisdiction.
- C. It is further agreed that by virtue of this MOU, the Issuing Housing Authority shall retain 100% of its administrative fees under Section 8 and no administrative fee, preliminary fee, or hard-to-house fee shall be owed to a Host Housing Authority when a family leases in a Host Jurisdiction (except as related to inspections as described in Section IV below).

## III. Individual Housing Authority Administrative Plans - General Rule

Cognizant of the fact that their respective Administrative Plans are not identical in all respects, the Housing Authorities hereby agree that, except as indicated in this MOU, the Administrative Plan of the Issuing Housing Authority shall apply in the administration of any Voucher it has issued. The following are the exceptions to this general rule: Payment Standards, Utility Allowances, Rent Reasonableness Standards, and Housing Quality Standards, as more fully discussed in Sections IV-VI below.

## IV. Housing Quality Standards

- A. The Housing Authorities shall maintain Housing Quality Standards not less stringent than those required by HUD.
- B. If a Host Housing Authority uses any standards that are in addition to or are more stringent than the minimum required by HUD, such standards are to be included when conducting housing inspections in the Host Housing Authority's jurisdiction.
- C. Housing inspections will generally be conducted by the Host Housing Authority.
  - 1. Initial Inspections

- i. Upon receipt of a Request for Tenancy Approval for a unit in the neighboring jurisdiction, the Issuing Housing Authority will conduct the rent reasonable and affordability checks and forward the RFTA and associated forms to the receiving Housing authority.
  - ii. In order to assist an eligible family as expediently as possible, the Host Housing Authority will complete the initial housing inspection within five (5) business days after the receipt of the request and will notify the Issuing Housing Authority of the scheduled inspection date.
  - iii. If the unit passes inspection, The Host Housing Authority will contact the landlord and Issuing Housing Authority within one working day.
  - iv. If the unit fails inspection, the Landlord and Issuing Housing Authority will be notified and the landlord shall have ten (10) days to complete repairs, with extensions of up to 30 days granted with good cause.
  - v. Inspection paperwork shall be returned to the Issuing Housing Authority within two (2) working days of the unit passing inspection.
2. Annual Inspections
- i. The Issuing Housing Authority will provide 60 days advance notice to the Host Housing Authority of any annual inspections due.
  - ii. The Host Housing Authority will notify clients and landlords of scheduled inspections dates and times.
  - iii. When a unit passes annual inspection, the Host Housing Authority shall fax or email inspection paperwork to the Issuing Housing Authority within five (5) working days.
  - iv. If a unit fails the annual inspection, the Host Housing Authority will schedule a re-inspection no more than 30 days from the original inspection date and, notify the Issuing Housing Authority.
  - v. If a unit fails the re-inspection, all inspection forms shall be returned to the Issuing Housing Authority within three (3) working days to begin the abatement process. The Issuing Housing Authority will coordinate with the Host Housing Authority to do any final inspections on abatements on a case by case basis.
3. Special or Complaint Inspections
- i. The Issuing Housing Authority will contact the Host Housing Authority when a special or complaint inspection is needed.
  - ii. The Host Housing Authority will schedule the inspection and send the client and landlord an appointment letter.
  - iii. The Host Housing Authority will expedite the time frame for Special and Complaint inspections as needed on a case by case basis.
4. Quality Control Inspections: The Issuing Housing Authority will conduct quality control inspections in the Host Housing Authorities jurisdiction according to the Issuing Housing Authority's administrative plan and policies regarding quality control inspections.
5. Landlord Guarantee Fund Inspection: Home Forward will conduct inspections in Clackamas County when a landlord requests a Landlord Guarantee Fund inspection.
6. Annually, the Housing Authorities will balance their accounts as to the number of inspections performed by each Housing Authority for the other, and if one Housing

Authority has conducted more inspections than the other, the following fees will apply to the extra inspections conducted:

- i. A flat fee of \$106 shall be charged for an initial housing inspection conducted by a Host Housing Authority for an Issuing Housing Authority. This flat fee shall entitle the Issuing Housing Authority to the initial inspection and not more than one re-inspection as necessary. A new \$63 shall be paid for any further re-inspections.
- ii. A flat fee of \$85 shall be charged for an annual housing inspection conducted by a Host Housing Authority for an Issuing Housing Authority.
- iii. A flat fee of \$63 shall be charged for a re-inspection

#### V. Payment Standards and Utility Allowances

- A. The Housing Authorities shall provide their respective Schedules of Payment Standards to each other and shall continue to provide any revisions thereto as they arise. The Housing Authorities shall exercise due diligence in adopting Payment Standards and Utility Allowances reflective of current market conditions.
- B. When a family leases in the Host Jurisdiction, the Issuing Housing Authority will apply the Host Housing Authority's payment standard for the bedroom size of the Voucher issued.
- C. The Housing Authorities shall develop a single Schedule of Utility Allowances that will be applicable for families leasing across both jurisdictions. This Schedule will include separate lines for water/sewer/garbage in each jurisdiction.
- D. In the event that Home Forward uses Moving to Work authority to simplify its Utility Allowance schedule, then at that time the Housing Authorities shall adopt separate Utility Allowance schedules in order to ensure that the Housing Authority of Clackamas County remains in compliance with HUD regulations.

#### VI. Rent Reasonableness Standards

- A. The Housing Authorities shall each utilize their own methodologies to determine rent reasonableness for participants leasing up in one another's jurisdictions.
- B. The Issuing Housing Authority will conduct a Rent Reasonable test prior to requesting an inspection from the Host Housing Authority.
- C. The Host Housing Authority will send inspection results to the Issuing Housing Authority in order for the Issuing Housing Authority to make a final determination on Rent Reasonableness prior to executing a Housing Assistance Payment Contract.

#### VII. MOU Limitations

This MOU is intended solely for Section 8 and for no other programs which may be administered by the Housing Authorities. This MOU shall not conflict with nor prejudice federal regulations regarding "Portability" under Section 8 as they relate to other public housing agencies not participating in this MOU.

#### VIII. Transition Period for Participants Currently Residing in a Neighboring Jurisdiction Under Portability

- A. Restoring Vouchers to Issuing Housing Authority

Upon execution of this MOU, the Housing Authorities shall cross-absorb an equal number of Vouchers in order to reduce the number of Voucher-holders living outside an Issuing Housing Authority's jurisdiction.

B. Minimizing Impact on Families

Following the cross-absorption, Home Forward shall absorb any remaining Housing Authority of Clackamas County vouchers for families that are currently living in Multnomah County with their vouchers administered by Home Forward. This absorption will ensure that families are not impacted by new inspection and review schedules, changes in rent calculations, etc.

IX. Termination of Participation

- A. It is hereby agreed that a Housing Authority may terminate its participation in the MOU at any time by giving at least 60 days' written notice to the other Housing Authority.
- B. Any Vouchers that are, on the date of such termination, subject to this MOU shall thereafter be subject to the Portability Procedures. The Housing Authorities shall take the necessary steps to put the Portability Procedures into effect for such Vouchers within a reasonable time not to exceed 120 calendar-days after such termination of the MOU.

X. Term of the MOU

The term of this MOU shall be for one (1) year from the date of implementation and thereafter be automatically renewed on a year to year basis until this MOU is terminated by any Housing Authority pursuant to Section IX above.

This agreement constitutes the entire agreement between the parties, and may be modified only in writing signed by all parties. This agreement may be modified at any time with written agreement by all parties.

Agreed By:

Home Forward

Clackamas County Housing Authority

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

Steve Rudman  
\_\_\_\_\_  
Print Name

Trell Anderson  
\_\_\_\_\_  
Print Name

Executive Director  
\_\_\_\_\_  
Title

Executive Director  
\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date



# (Inner Jurisdictional Agreement) Section 8 Housing Choice Voucher Regional Areas of Opportunity

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## **Summary:**

Establish a Memorandum of Understanding (MOU) between Clackamas County and Home Forward which would allow Section 8 participants to choose to rent a unit anywhere within the two counties while being served by the originating Housing Authority.

## **Rationale:**

- Saves each Housing Authority the administrative burden caused by portability
- Saves each Housing Authority money by ensuring each Housing Authority receives 100% of the administrative fee from HUD for each voucher it administers. Under portability, a Housing Authority pays out 80% of Administrative Fees per participant that uses the portability option to move and in return receives only 80% of Administrative Fees per voucher administered as a port-in.
- Increases housing options for participants allowing them to make the best choice within larger areas of opportunity without placing undue burden on the agencies administering the Section 8 HCV program.

**Commencement or Effective Date: July 1, 2012**

## **Estimated Administrative Cost savings:**

|                  |          |
|------------------|----------|
| Home Forward     | \$19,000 |
| Clackamas County | \$16,000 |

## **Cost Savings Assumptions:**

Currently, both Housing Authorities are losing money on vouchers that are ported-out, as well as vouchers that are ported in. Under this new initiative, the Housing Authorities would no longer pay monthly 80% of administrative fees to the receiving agency when a voucher holder ports-out, nor would Housing Authorities have to administer port-ins while receiving only 80% of administrative fees. The annual cost savings projected above are based upon the average number of families choosing to port to the neighboring jurisdiction, and the loss of the associated administrative fees, as well as the additional staff time it takes to administer the portability.

### **Mechanics to be included in MOU:**

- Clackamas County would adopt Multnomah County's Payment Standards for participants moving to Multnomah County, and Home Forward would adopt Clackamas County's Payment Standards for participants moving to Clackamas County. A single Payment Standards Table would be in use by each agency which includes both Clackamas County and Multnomah County.
- A combined Utility Allowance table would be used by both Housing Authorities (until Home Forward uses Moving to Work authority to simplify its table, at which point the Housing Authorities will have to use separate tables).
- Both Housing Authorities would work together to conduct and attend Quarterly Landlord Outreach Sessions. Landlord Communication and Outreach would commence in June, 2012, in order to explain that clients may be served by either Housing Authority.
- Initial inspections will be conducted, for a fee, by the Housing Authority in the County in which the participant is leasing up within 4 to 7 working days of an Inspection Request by the other Housing Authority. Currently, there is an agreement of \$75 per annual inspection and \$25 per re-inspection, but a recalculation is underway which will result in higher costs.
- Clackamas County will use the Home Forward's Rent Reasonableness Calculator for its' Multnomah County participants.
- FSS Participants will continue to be served by the Housing Authority that administers their voucher.
- Ability to opt out of Agreement

### **Review and Evaluation of Agreement:**

The Housing Authorities will work together to evaluate the efficiency and effectiveness of this effort using one or more of the following measures:

- Administrative fees and inspections fees earned by each PHA, pre and post agreement.
- Number of people porting between Multnomah County and Clackamas County and to other adjoining counties, before and after agreement
- Number of people opting to lease up in the neighboring jurisdiction at initial lease up (when first pulled from the waiting list)
- Survey of people opting to lease up in the neighboring jurisdiction at initial lease up which assesses why they made the decision to live in the neighboring jurisdiction and if it impacted their access to employment, transportation, childcare, support networks, etc.
- Landlord satisfaction survey





## MEMORANDUM

To: Board of Commissioners

Date: May 15, 2012

From: April Berg, Assistant Director,  
Development & Community  
Revitalization

Subject: Authorize Intergovernmental  
Agreement with Multnomah  
County for Block U  
Resolution 12-05-05

Mike Andrews, Director,  
Development & Community  
Revitalization

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The Board of Commissioners is requested to authorize execution of an Intergovernmental Agreement (IGA) between Home Forward and Multnomah County. The IGA frames the parties' roles and responsibilities for the development of a new Multnomah County Health Department headquarters on the eastern portion of Block U.

## ISSUE

In August of 2010, Multnomah County staff approached Home Forward staff to discuss developing the eastern portion of Block U as a replacement for the Westside Health Center. At the time, the Bud Clark Commons was still under construction on the western portion of Block U, and, as part of that development, Home Forward had obtained the option to present, within three years, a proposal for the development of the eastern portion of Block U. Even as Home Forward and Multnomah County continued to explore the potential for developing a health facility on the eastern portion of Block U, Multnomah County's Westside Health Center worked with Home Forward to assess potential tenants of the new studio apartments at the Bud Clark Commons. As the relationship between Home Forward and Multnomah County's Westside Health Center bore fruit and tenants began settling into the new building, Jeff Cogen, Multnomah County Chair, sent a letter to the Home Forward Board of Commissioners expressing his "desire to continue working

with [Home Forward] to develop this property.” Since then the following formal resolutions/proceedings have occurred:

- On September 7, 2011, the Home Forward Commissioners authorized responding to Multnomah County Chair Jeff Cogen’s letter, taking steps to submit a proposal to the City of Portland (City), and negotiating an IGA to govern the parties’ roles and responsibilities during the development process.
- On December 15, 2011, Multnomah County adopted Resolution No. 2011-141 approving the Block U site for the new Health Department Headquarters and authorizing negotiations for an IGA with Home Forward.
- On December 21, 2011, Multnomah County and Home Forward submitted a proposal to the City to develop the new Multnomah County Health Department headquarters on the eastern portion of Block U.
- Home Forward and Multnomah County subsequently received a letter from the City that requested Home Forward and Multnomah County formalize their respective roles through an IGA for their review and approval.

The next step in this development process would be for Multnomah County and Home Forward to enter into an IGA framing the parties’ roles and responsibilities for the development of a new Multnomah County Health Department headquarters on the eastern portion of Block U. Specifically, Home Forward will contract with and manage the project’s design and construction contractors, and Multnomah County will fund all project costs, including a reasonable fee to Home Forward for its construction management services.

The basis for the staff recommendation for approval is:

- Home Forward and the County health center serve a shared population (many of which are residents of the immediately adjacent Bud Clark Commons).
- Home Forward would benefit from an accommodating and complementary neighbor for Bud Clark Commons. Development of the property by an uninterested neighbor could result in an antagonistic relationship that would do little to support the interests and needs of the residents of the Bud Clark Commons, the population it serves, and the neighborhood.

- Home Forward would have a direct opportunity to incorporate design options for the health center building that would complement the Bud Clark Commons building and courtyards.

In summary, Home Forward is presented with a unique opportunity for the development of the eastern portion of Block U—the alignment of Home Forward’s development option, the County’s need for a new health center, the County’s available financing, and the programmatic and mission nexus between the Bud Clark Commons and the County health center.



## RESOLUTION 12-05-05

**RESOLUTION 12-05-05 AUTHORIZES HOME FORWARD'S EXECUTIVE DIRECTOR TO EXECUTE AN INTERGOVERNMENTAL AGREEMENT WITH MULTNOMAH COUNTY FOR THE DEVELOPMENT OF A NEW MULTNOMAH COUNTY HEALTH DEPARTMENT HEADQUARTERS ON THE EASTERN PORTION OF BLOCK U**

**WHEREAS**, on September 7, 2011, the Home Forward Commissioners authorized a Memorandum of Understanding with Multnomah County to pursue the development of a new building to house the Multnomah County Health Department administration and clinical services functions on the vacant half of Block U; and

**WHEREAS**, on October 30, 2011, Home Forward executed a Memorandum of Understanding with Multnomah County to pursue the development opportunity; and

**WHEREAS**, on December 15, 2011, Multnomah County adopted Resolution No. 2011-141 approving the Block U site for the new Health Department Headquarters and authorizing negotiations for an IGA with Home Forward (to serve as the County's developer for the project); and

**WHEREAS**, on December 21, 2011, Multnomah County and Home Forward submitted a proposal to the City to develop the new Multnomah County Health Department headquarters on Block U; and

**WHEREAS**, Home Forward and Multnomah County subsequently received a letter from the City of Portland which requested Home Forward and Multnomah County to formalize their respective roles through an Intergovernmental Agreement; and

**WHEREAS**, Portland Development Commission, in partnership with the Portland Housing Bureau, currently owns the land in North Old Town known as Block U, which is bounded by Irving Street, Hoyt Street, and 6<sup>th</sup> Avenue east of the Bud Clark Center; and

**WHEREAS**, Multnomah County and Home Forward have agreed that there are particular shared goals and guiding principles to be pursued with the development of the eastern half of Block U and to that end, desire to enter into an agreement in order to establish respective project management and financial role; 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 Home Forward public contracting laws and rules;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Commissioners of Home Forward hereby authorizes the Executive Director, to execute an Intergovernmental Agreement between the Home Forward and Multnomah County.

**ADOPTED: May 15, 2012**

**Attest:**

**HOME FORWARD**

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

\_\_\_\_\_  
Harriet Cormack, Chair





## MEMORANDUM

To: Board of Commissioners  
Date: May 15, 2012

From: Rosanne Marmor, Program Manager, Resident Services  
Kitty Miller, Assistant Director, Resident Services  
Subject: Authorize a Professional Services Agreement with Impact NW for Congregate Housing Services Program  
Resolution 12-05-06

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The Board of Commissioners is requested to authorize Home Forward to enter into a contract with Impact NW for delivery of the Congregate Housing Services Program.

The Congregate Housing Services Program (CHSP) is a strong component of the Aging at Home strategic initiative, as it maintains multiple supports for some of the most vulnerable people living in Home Forward's housing. The Aging at Home initiative is key to the Strategic Operations Plan Goal 3: We will strengthen our relationship with the people we serve by increasing mutual accountability and by improving our ability to connect them to vital services in the community.

### ISSUE

Resolution 12-05-06 authorizes Home Forward to enter into a five year professional services contract with Impact NW for \$651,532<sup>1</sup> annually, beginning November 1, 2012. The contract shall provide Congregate Housing Services for residents who qualify at Rosenbaum Plaza, Unthank Plaza, Grace Peck, Dahlke Manor and Holgate House. Funding for the Congregate Housing Services Program (CHSP) contract comes from an annual HUD grant, from Aging and Disability Services (ADS) in the form of Medicaid reimbursements, and from participant fees.

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<sup>1</sup> This is the amount currently known to Home Forward; it is expected to vary slightly based on grant awards and contributions from other funding sources.

Since 2006, Impact NW has successfully provided contracted CHSP services for some of Home Forward's most vulnerable elderly and disabled people. These services include daily meals, case management, foot care, house cleaning and other supports that help frail individuals live independently for as long as possible.

HUD and Aging and Disability Services for Multnomah County are funding partners that have maintained ongoing support for the Congregate Housing Services Program. Through these funding sources and participant fees, we expect to administer the program within our approved budget.

Based on the program's vital connection to our Aging at Home initiative and the Strategic Operations Plan, and given Home Forward's ability to administer the program within its budget, staff recommends approval of Resolution 12-05-06.



**RESOLUTION 12-05-06**

**RESOLUTION 12-05-06 AUTHORIZES HOME FORWARD TO ENTER INTO A PROFESSIONAL SERVICES AGREEMENT WITH IMPACT NW TO PROVIDE CONGREGATE HOUSING SERVICES**

**WHEREAS**, Home Forward of Portland, Oregon has solicited and received proposals for contracting with an agency to provide congregate housing services; and

**WHEREAS**, one proposal was received and evaluated in compliance with Home Forward's Public Contracting Rules; and

**WHEREAS**, a professional services contractual agreement in excess of \$100,000 requires Board approval prior to execution by the Executive Director;

**NOW, THEREFORE, BE IT RESOLVED**, that the Board of Commissioners of Home Forward, acting as the Contract Review Board, authorizes the Executive Director to execute a professional services agreement with Impact NW for the provision of congregate housing services in an amount of approximately \$651,532 annually for a duration of five years, dependent upon external funding levels, with an optional five-year extension based on successful performance and continued funding.

**ADOPTED: May 15, 2012**

**Attest:**

**Home Forward:**

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Steven D. Rudman, Secretary

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Harriet Cormack, Chair