



**homeforward**

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**YEAR 19**

# Moving to Work

**ANNUAL PLAN**

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YEAR 19

# FY2018 Moving to Work ANNUAL PLAN

April 1, 2017 – March 31, 2018

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## Introduction

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

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

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

The following Fiscal Year 2018 Moving to Work Plan details how Home Forward intends to use our flexibility. We will continue to use our MTW authority to best meet the needs of our community, with thoughtful intent, and the ability to quickly respond to changes in our region's rental market and economy. Home Forward will continue to collaborate with local government and community service providers to expand and sustain housing resources for the community. These partnerships and Home Forward's MTW flexibility are more important than ever as the Portland Metropolitan Area continues to experience a housing crisis, a crisis the Portland City Council recently extended through at least October 2017.

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

Home Forward has developed and adopted a new strategic plan to guide our work through 2020. The development of the strategic plan included input from staff, the board of directors, our Resident Advisory Committee and partners. The plan focuses on five key areas and includes an emphasis on equity, connection, unity and racial justice.

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

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

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

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

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

## Overview of the Agency's Moving to Work Goals and Objectives for the Year

The Portland metro region continues to experience a challenging housing market in terms of unprecedented rent increases and historically low vacancy rates. As a reaction to the state's housing rental crisis, the Oregon state legislature passed several bills in 2016 related to housing and the City of Portland extended our declared housing emergency until at least October 2017.

Home Forward recognized the signs of the looming crisis years ago and proactively implemented Moving to Work activities to assist Housing Choice Voucher holders and residents in past MTW plans. We were able to optimize our MTW flexibility in critical ways early on in our region's housing emergency and we are closely monitoring those activities to ensure they are assisting our participants in the most effective ways possible. Because Home Forward utilized our MTW authority in response to concerning market indicators in past MTW plans, we are not proposing any new activities in the FY2018 MTW plan. Instead, we will continue to monitor and evaluate our current activities and our community's housing market. Based on findings and changes in the market, we may propose new MTW activities as amendments to this plan if and when new opportunities, strategies or partnerships present themselves.

Home Forward's recently adopted strategic plan was developed during our region's housing emergency and every initiative was designed through the lens of this crisis. We have taken a bold yet thoughtful approach to the next four years and our staff and leadership will stretch their capacity to help our community through these difficult times.

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

## Overview of Home Forward's Current MTW Activities

01 Rent Reform.....	28
Home Forward has implemented large scale reform of our rent calculation.	
02 GOALS – Home Forward's family economic opportunity program .....	34
Home Forward has aligned its economic opportunity programs into one consolidated, locally tailored program.	
03 Local Blended Subsidy.....	40
Home Forward has created a local blended subsidy program, blending Section 8 and public housing funds to subsidize units.	
06 Alternate inspection requirements for partner-based programs .....	42
Home Forward uses alternate inspection standards for programs where we contract our resources to be administered by partners.	
07 Landlord self-certification of minor repairs .....	43
In cases where we deem it appropriate, Home Forward may accept an owner's certification that repairs have been made.	
08 Inspection and rent reasonableness at Home Forward-owned properties .....	45
Home Forward sets rent reasonableness and inspects the unit when a voucher holder selects a unit we own.	
09 Measures to improve the rate of voucher holders who successfully lease up .....	47
Home Forward has implemented measures to improve landlord acceptance of Section 8 vouchers in the community.	
10 Local Project-Based Voucher program .....	50
Home Forward has created a local project-based voucher program that is tailored to meet the needs of our community.	
11 Align utility allowance adjustment process.....	55
Home Forward has aligned the utility allowance adjustment process for public housing and Section 8.	
12 Alternative initial Housing Assistance Payment policy (Not Yet Implemented) .....	56
Home Forward will allow the initial inspection to take place after the effective date of the rental contract.	
13 Broaden range of approved payment standards .....	56
Home Forward will have the flexibility to establish payment standards between 80% and 120% of Fair Market Rents.	
14 Program Based Assistance .....	59
Home Forward has designed a program that offers time limited rent assistance to help families access and/or retain stable housing.	
15 Tenant-based voucher set aside policies.....	61
Home Forward sets aside vouchers with limited preferences which are aligned with supportive services for increased success.	

All MTW Activities Table	Year Approved	Year Implemented	Status
P1-Alternate Rent Calculation for Public Housing Units at Rockwood Station, Martha Washington, and Jeffrey	FY2011	FY2011	Closed in FY2012
P2 - Limiting Portability in Higher Cost Areas <sup>1</sup>	FY2013	Never implemented	Never implemented
P5- Limits for Zero-Subsidy Participants	FY2010	FY2010	Closed in FY2012
01 Rent Reform	FY2012	FY2012	Active
02 GOALS	FY2014	FY2014	Active
03 Local Blended Subsidy	FY2012	FY2012	Active
04 Bud Clark Commons	FY2010	FY2010	Closed in FY2014
05 Biennial Inspections	FY2008	FY2008	Closed in FY2015
06 Alternative Inspection Requirements for Partner Based Programs	FY2012	FY2012	Active
07 Landlord Self-Certification of Minor Repairs	FY2013	FY2013	Active
08 Inspections and Rent Reasonableness at Home Forward-owned Properties	FY2013	FY2013	Active
09 Measures to Improve the Rate of Voucher Holders Who Successfully Lease up	FY2010	FY2010	Active
10 Local Project-Based Voucher Program	FY2012	FY2012	Active
11 Align Utility Allowance Adjustment Procedures	FY2011	FY2011	Active
12 Alternative Initial Housing Assistance Payment	FY2015	Not Implemented Yet	
13 Broaden Range of Approved Payment Standards	FY2015	FY2015	Active
14 Program Based Assistance	FY2015	FY2015	Active
15 Tenant-Based Voucher Set Aside Policies	FY2017	FY2017	Active

<sup>1</sup> It was determined administrative costs could exceed savings of implementing activity.

## Overview of Non MTW Activities

Home Forward's goals and objectives for FY2018 includes efforts that are key to continuing to be innovative in the ways we serve our community.

### Regional Efforts

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

- Sharing jurisdiction with Clackamas County – Since July 2012, Home Forward and the Housing Authority of Clackamas County (HACC) have been testing the impact of sharing jurisdictions. Sharing jurisdictions has allowed families with vouchers from either housing authority the flexibility to use their voucher within Multnomah or Clackamas County without going through the portability process. While this effort has not required MTW authority, Home Forward has pursued this activity with the hope of increasing administrative efficiency by reducing workload related to portability, as well as increasing housing choice for families. Effective July 31, 2015, 144 Home Forward families were living in Clackamas County with 56% of those living in low-poverty areas. There are also 126 Housing Authority of Clackamas County participants who have taken advantage of the shared jurisdiction and moved to Multnomah County. In October 2015 HUD determined the agreement was making HACC out of compliance with HUD regulations due to HACC not being an MTW agency; therefore, Home Forward's payments standards were outside HACC's allowable range and a higher threshold of gross income was used to determine affordability for the family share. Due to this difference, the Memorandum of Understanding changed. During this year 10 families a month from each housing authority living in the other jurisdiction will be ported out to that jurisdiction. It is anticipated porting will be complete in spring of 2017. Home Forward continues to partner with the Housing Authority of Clackamas County with both agencies providing quality control inspections for the other (see Activity 08 Inspections and Rent Reasonableness at Home Forward Owned Properties).
- Mobility Counseling and Transportation Toolkit -In 2013, Home Forward was awarded a grant from Metro, a regional governmental planning agency, to work collaboratively with the three metro-area housing authorities to develop tools to provide mobility counseling to Housing Choice Voucher participants. The goal is to reduce participants' combined housing and transportation costs and assist them in identifying housing locations with affordable transit options. This work also achieves goals to further Fair Housing goals. Since April 2014, each housing authority introduced the transportation toolkit to participants when they move or attend the initial program orientation. The online and paper toolkit includes a video, brochures for considering transportation costs when moving, a worksheet to compare transportation costs of housing choices, and a tutorial for using WalkScore. In August 2015, the evaluation of the project was completed. Due to the challenging rental market during the evaluation period, transportation costs and access did not show up as a significant indicator of housing choice. Nonetheless, participants that were shown the toolkit did report better access to transit in their new home and that their housing costs decreased. In December 2015, the Mobility Counseling grant was closed out with Metro. At the project's end, each housing authority made a



commitment to maintain access to the toolkit on their website and continue to introduce the toolkit to new participants at program orientations and current participants at the time of moving. The online and paper toolkit includes a video, brochures for considering transportation costs when moving, a worksheet to compare transportation costs of housing choices, and a tutorial for using WalkScore. Since January 1, 2016, Home Forward's "Learn About Transportation Costs" webpage, where the toolkit is available, has had 1,331 visits.

### **Saint Francis Park Apartments**

Home Forward is serving as developer in partnership with a local non-profit, Catholic Charities, and a local parish in order to build affordable housing on land formerly owned by the parish. Catholic Charities will be the owner and operator upon completion. 102 units, affordable to households below 60% MFI, will be made available in this highly desirable neighborhood located in inner southeast Portland, close to jobs, transportation and neighborhood amenities. Programming by Catholic Charities will also ensure services for approximately 25 of the households, including supports for women and children who have experienced homelessness and/or domestic violence. Construction is underway and completion is scheduled by Summer 2017.

### **Framework Apartments**

Home Forward is collaborating in a partnership that will develop an innovative, 12-story urban building highlighting five floors of affordable rental housing (60 units) for households at 60% MFI and below. The building will also include ground-floor retail and six-floors of retail offices and is located in Portland's downtown "Pearl District" – one of Portland's most desirable (and expensive) mixed-use neighborhoods. The building is designed as a wood framed building constructed primarily of an innovative structural system plus a wood product termed Cross Laminated Timber. It is supported by a \$1.5 million award from the U.S. Department of Agriculture's (USDA) Tall Wood Building Prize Competition. It represents an urban-rural connection that promotes use of domestically sourced and engineered wood products, thereby increasing demand from domestic rural lumber mills and boosting their local economies. Three condo structures will operate in the building with Home Forward serving as the general partner for the condo serving the five floors of affordable housing. Home Forward is also serving as the co-developer of the building along with a private development firm. Construction is anticipated to begin in March 2017 with the opening 14 months later (April 2018).

### **VASH Households**

Veterans Affairs Supportive Housing (VASH) vouchers are an important and valuable resource for homeless veterans in our community. Since our original award of 70 vouchers in FY2009, Home Forward has received additional awards representing an increase of 735%. Most recently, Home Forward was awarded 60 new VASH vouchers with an effective date of June 1, 2016. With this additional award our total will be 585 vouchers. We are proud to administer these vouchers for the veteran men and women in our community.

Our March 2016 VASH utilization level was up to 93%. With the June 2016 award, our utilization has dropped as we work with the VA and community partners to lease-up these new vouchers. As of September 2016, our utilization is at 88%.

Our ability to effectively increase the scale of our VASH program in the face of an incredibly tight rental market is testament to the success of our partnership with the local Veterans Administration Medical Center, Multnomah County, the City of Portland and a host of non-profit agencies including Transition Projects, our communities Supportive Services for Veteran Families recipient. Home Forward continues to provide security deposit assistance, and our jurisdictional partners, through the Joint Office for Homeless Services, funds additional flexible placement and retention assistance which can be used for any costs related to removing barriers related to lease-up, such as application fees, utility and housing debt, and transportation costs associated with housing search.

Our community, led by Multnomah County Chair Deborah Kafoury and City of Portland Mayor Charlie Hales, set and achieved the goal of housing 690 veterans experiencing homelessness in 2015. To achieve this goal, our community created a coordinated system designed to assure that veteran homelessness is rare, brief, and non-recurring, and no veteran is forced to live on the street and that every newly discovered veteran living on the streets is offered immediate access to shelter and crisis services, while permanent stable housing and appropriate supports are being secured. Key to our plan to end veteran homelessness is the full utilization of VASH, and to that end, Home Forward worked with our partners to implement the following strategies:

- Development and refinement of a dynamic “name registry” of veterans experiencing homelessness in order to facilitate outreach and connection to appropriate housing programs. The registry is continually updated. Home Forward recently received Extraordinary Administrative Fees from HUD for our VASH program to, in part, contract with Transition Projects to 1)engage veterans on the Veterans Registry (By Name List) that may be eligible for VASH to collect documentation necessary to do initial VASH eligibility screen (determine eligibility for VA health care); and 2) Provide engagement and support to Veterans on the VAMC’s VASH interest list designed to assist them in quickly gathering documentation necessary for voucher issuance and/or housing placement — verification of legal identity; documentation of social security numbers where necessary; documentation of age; income documentation; etc. This will speed the pace at which the VA will be able to refer eligible veterans to Home Forward and limit instances where Home Forward must delay voucher issuance after referral from the VA.
- Targeted efforts to recruit landlords, led by City of Portland Mayor Hales and Multnomah County Chair Kafoury, coupled with increased support for housing providers renting to veterans exiting homelessness. These new supports include a landlord guarantee and a retention program that will provide after-hours support to landlords and veterans placed through our efforts.
- Home Forward provided priority access to more than 90 units within our affordable housing portfolio, as they become vacant, for veterans with VASH vouchers or other veteran assistance, such as Supportive Services for Veteran Families.
- Work with partners to utilize rapid rehousing programs, including Supportive Services for Veteran Families, as a bridge to VASH.

In fall of 2014 we requested authorization from the HUD Voucher Office to include VASH voucher holders in the application of approved MTW activities. In November and December 2014, we received approval to apply the requested MTW activities to VASH voucher holders. In August

2016, we requested authorization to apply to VASH aspects of our local MTW Project Based Voucher program together with new MTW activities included in our FY 2017 plan.

### **A Home for Everyone**

A Home for Everyone is a community-wide effort to better assist people experiencing homelessness in Multnomah County. Established through a charter adopted by Home Forward, Multnomah County, and the cities of Portland and Gresham, A Home for Everyone is led by an executive committee comprised of jurisdictional and funding partners and supported by a coordinating board comprised of a diverse set of community, nonprofit and government stakeholders. By charter, Home Forward has a seat on the Home for Everyone Executive Committee. Through our participation in A Home for Everyone, Home Forward works to strategically align our resources with the community's larger efforts to address homelessness.

In 2014, the Home for Everyone Coordinating Board developed staged action plans related to community efforts to address homelessness. This included an actionable plan to end veteran homelessness, an assessment of housing needs and gaps for people experiencing homelessness, and a plan to reduce the gap by 50% by July 2017. In response to action plans developed by a Home for Everyone, Home Forward committed to new targeting of Housing Choice Vouchers in two areas:

1. A limited preference for up to fifty vouchers for veteran families that are ineligible for Veterans Affairs Supportive Housing vouchers.
2. A limited preference for up to 200 vouchers for families assisted through Multnomah County's Homeless Family System of Care.

These preferences were fully utilized in FY 2017. Home Forward is evaluating the impact of these preferences and may continue or expand these efforts utilizing the Tenant-Based Voucher Set Aside activity approved with our FY 2017 Moving to Work Plan.

### **High Rise Preservation Efforts: 85 Stories**

As part of our Strategic Plan goal, One Portfolio, we will increase the number of housing units for our community through preservation, development and acquisition, Home Forward has started by focusing on renovating the agency's ten high-rise public housing buildings. The ten high-rises provide 1,232 housing units. They serve some of our most vulnerable community members: seniors and persons with disabilities. The buildings are well located and worthy of preservation. Home Forward formulated a financing strategy for the improvements, grouping the work into two phases with the most critical needs addressed first. Home Forward can consider two options in converting the public housing properties to Section 8 rent assistance: HUD's Section 18 demolition and disposition process or the Rental Assistance Demonstration (RAD), which could transition properties to either project-based vouchers or project-based rental assistance.

Phase I (The first four high rise towers): HUD approved our proposal to change the operating subsidy at four of the buildings from public housing to project-based Section 8 funding (via a Section 18 disposition process). This subsidy change occurred during September 2013 and transfer to the

LIHTC partnership (and the accompanying affordable housing lease up) happened during FY2015. The Phase I budget is approximately \$124.7 million. Because of the great importance of this work, the agency contributed a significant amount of its own resources to Phase I: \$13.6 million (11% of the total funding). Construction was completed during FY2017 at each of the first four properties (Northwest Tower & Annex, Gallagher Plaza, Hollywood East, and Sellwood Center).

Phase II (the next six high rise towers): The campaign to preserve the remaining six high-rise buildings is intensifying now that work is complete on Phase I. Home Forward is advocating a Section 18 Disposition strategy for the remaining six properties. These properties were submitted as part of a Rental Assistance Demonstration (RAD) program strategy if Disposition approval is not granted. (See additional information under section “Public Housing Strategy”).

To complete the RAD and Section 18 conversions to project-based Section 8, we have developed a financial strategy that allows the agency to complete the process by FY2021 by converting public housing in groups (or bundles) of properties. As of writing this Plan, Home Forward working with HUD staff to negotiate the timing of these conversion processes and the resulting bundles and awaiting decisions on our applications for Section 18 disposition on nine properties.

### **Public Housing Strategy**

Home Forward operates 1,816 apartment homes as public housing, a specific subset of affordable housing that receives federal operating subsidy and capital funding. The buildings, and the deep rent subsidies they provide, are an important resource for Home Forward and the people we serve. Unfortunately, given waning federal support, mounting capital needs, and growing demand for affordable housing, the public housing program itself severely limits our ability to reinvest in these homes and meet the preservation challenges each apartment community faces. The reality is the ongoing viability of this community resource is in jeopardy.

It is in the best interests of our residents, and the properties they call home, for Home Forward to pursue a transition from public housing subsidy to a type of Section 8 rent assistance for all of Home Forward’s public housing communities. Section 8 provides more stable operating funding and allows Home Forward to use a conventional real estate model that leverages equity and debt to make vital and significant capital improvements.

The process to convert public housing properties to Section 8 began with our 85 Stories effort to preserve our high-rise public housing communities. We are continuing plans to make the change for the rest of our public housing portfolio. Home Forward can consider two options in converting the public housing properties to Section 8 rent assistance: HUD’s Section 18 demolition and disposition process or the Rental Assistance Demonstration (RAD), which could transition properties to either project-based vouchers or project-based rental assistance.

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

### Policy Guidelines for Subsidy Conversion

- 1) Continue to serve very low-income populations in these communities
- 2) Maintain ownership or control of the properties
- 3) Improve the physical and financial condition of the properties
- 4) Partner to optimize public and private resources on behalf of the properties and our residents

**RAD 1** - In May 2015 Home Forward submitted six Rental Assistance Demonstration (RAD) applications for six properties<sup>1</sup>, with a total of 285 public housing units. We received six initial Commitments to enter into a Housing Assistance Payment (CHAPs) in September 2015, with amended CHAPS issued in March 2016. As a result, Home Forward is scheduled to close the conversion process during winter FY 2017 for these public housing units to project-based vouchers. As most of these properties are either newer construction or have had significant rehab in the recent past, construction activities are not currently planned.

**RAD 2** - In August 2016 Home Forward received CHAPs for RAD conversions at the following 24 properties, totaling 498 units. Work is underway with HUD to develop a financial bundling strategy and timeframe for these conversions. Home Forward has submitted a proposal to HUD, at time of the writing of this Plan, that requests conversion of the 24 properties to take place over the next four years, allowing Home Forward to prepare staff, residents, and participants for the changes due to RAD. In this fiscal year, Home Forward is asking HUD to begin with 6 properties that total 126 units (indicated in list below). Any changes to the order of conversion will be updated in subsequent MTW Plans and MTW Reports.

AMP (PH units)	Property Name	Total Public Housing Units in CHAPS	Conversion FY18	Conversion Post FY18
OR002000237	Powellhurst*	34	34	
OR002000121	Fir Acres*	32	32	
OR002000337	Alderwood*	20	20	
OR002000251	Tillicum North *	18	18	

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<sup>1</sup> RAD 1 properties: The Jeffrey, Rockwood Station, Martha Washington, Bud Clark Commons, Madrona Place, and Fairview Oaks and Woods.

OR002000151	Tillicum South*	12	12	
OR002000252	Hunters Run *	10	10	
OR002000122	Townhouse Terrace	32		32
OR002000123	Stark Manor	30		30
OR002000124	Lexington Court	20		20
OR002000125	Eastwood Court	32		32
OR002000126	Carlton Court	24		24
OR002000131	Slavin Court	24		24
OR002000132	Demar Downs	18		18
OR002000138	Eliot Square	30		30
OR002000142	Cello Court	28		28
OR002000152	Harold Lee Village	10		10
OR002000153	Floresta	20		20
OR002000203	Maple Mallory	48		48
OR002000232	Bel Park	10		10
OR002000236	Winchell Court	10		10
OR002000332	Camelia Court	14		14
OR002000336	Cora Park	10		10
OR002000436	Chateau Apt.	10		10
OR002000705	Scattered East A	7		7
Total		503	126	377

Home Forward's three HOPE VI properties (containing seven mixed-finance partnerships) will also convert to project-based Section 8 subsidy in the future, totaling another 506 units.

**Section 18 Disposition** - Home Forward anticipates decisions from HUD about Section 18 disposition for an additional nine properties. In addition to the six remaining high-rise towers containing 577 units (Phase II of our 85 Stories initiative), three additional properties (Peaceful Villa, Dekum Court, and Tamarack) with 230 units are part of our second Section 18 application. Home Forward has submitted a proposal to HUD at time of writing this Plan, that requests if HUD approves, to begin Section 18 disposition for three of nine properties. The properties Home Forward would like to start Section 18 disposition for fiscal year 2018 are Peaceful Villa, Medallion, and Ruth Haefner, totaling 233 units.

AMP	Property Name	Total Public Housing Units
OR002000108	Peaceful Villa	70
OR002000139	Medallion Apartments	90
OR002000140	Ruth Haefner Plaza	73
Total		233

AMP	Property Name	Total Public Housing ACC Units	Units in Section 18	85 Stories Applications	Additional Section 18 applications
OR002000108	Peaceful Villa	70	70		1
OR002000111	Dekum Court	40	40		1
#N/A	Dekum Addition		20		
OR002000114	Dahlke Manor	115	115	1	
OR002000113	Tamarack Apts.	120	120		1
OR002000115	Holgate House	80	80	1	
OR002000117	Schrunk Rivertower	118	118	1	
OR002000118	Williams Plaza	101	101	1	
OR002000139	Medallion Apts.	90	90	1	
OR002000140	Ruth Haefner Plaza	73	73	1	
Total		807	827	6	3

# General Housing Authority Operating Information

## Housing Stock Information

### MTW Public Housing Units

Public housing units at beginning FY2018	1,816
Planned public housing units added	0
Planned public housing units removed via RAD	- 126
Planned public housing units removed via Section 18	- 233
<b>Public housing units projected at end of FY2018</b>	<b>1,457</b>

### MTW Housing Choice Vouchers (HCV) Units

MTW HCV authorized at beginning FY2018	8,418
Planned vouchers added/removed	0
<b>MTW HCV projected at end of FY2018</b>	<b>8,418</b>

MTW RAD project-based vouchers at beginning of FY2018	285
Planned project-based vouchers added via RAD	+126
<b>MTW RAD vouchers projected at end of FY2018</b>	<b>411</b>

MTW HCV project-based at beginning of FY2018	2,326
Project-based units added (see page 16)	+174
Project-based units added via Section 18 (page 15)	+233
Project-based units removed	- 0
MTW RAD project based vouchers projected at end of FY2018	+411
<b>MTW HCV Project-based units projected at end of FY2018</b>	<b>3,144</b>

### Non-MTW Housing Choice Vouchers units authorized

Voucher Type	Projected Units Authorized
SRO/MODS	512
Veterans Affairs Supportive Housing (VASH)	585
Family Unification Program	100
Opt-Out vouchers	--



**Planned New Public Housing Units to be Added During the Fiscal Year**

AMP Name and Number	Bedroom Size							Total Units	Population Type *	# of UFAS Units	
	0	1	2	3	4	5	6+			Fully Accessible	Adaptable
No Public Housing Units Anticipated to be Added During FY2018	0	0	0	0	0	0	0	0	N/A	N/A	N/A

**Total Public Housing Units to be Added** 0

**\* Select Population Type from:** Elderly, Disabled, General, Elderly/Disabled, Other

If Other, please describe: N/A

**Planned Public Housing Units to be Removed During the Fiscal Year**

**PIC Dev. # / AMP and PIC  
Dev. Name**

**Number of Units to  
be Removed**

**Explanation for Removal**

OR002000121 – Fir Acres	32	Rental Assistance Demonstration- received CHAPs (Commitment to Enter into a Housing Assistance Payments Contract) from HUD in August 2016.
OR002000151- Tillicum South	12	
OR002000252- Hunter's Run	10	
OR002000237- Powellhurst	34	
OR002000251-Tillicum North	18	
OR002000337- Alderwood	20	
OR002000108- Peaceful Villa	70	
OR002000139- Medallion Apartments	90	
OR002000140- Ruth Haefner Plaza	73	
<b>Total Number of Units to be Removed</b>	<b>359</b>	Section 18

**New Housing Choice Vouchers to be Project-Based During the Fiscal Year**

Property Name	Anticipated Number of New Vouchers to be Project-Based *	Description of Project
St. Francis Park Apts.	9	New construction. Waitlist will be for small family size units; 3 studios and 6 one-bedroom units.
Hill Park Apts.	10	New construction. Waitlist will serve people with disabilities; 4 studios and 6 one-bedroom units.
John Garlington Apts	10 PBV & 10 VASH	New construction. Waitlist will serve people with disabilities; 20 one-bedroom units.
Woody Guthrie	15	New construction. Waitlist will serve families with children and are experiencing low income; 7 two-bedroom and 5 three-bedroom units.
North Williams site	40	New construction. Waitlist will serve families experiencing low income; 7 one-bedroom, 21 two-bedroom, and 12 three-bedroom units.
NW Raleigh	40	New construction. NW Raleigh will serve families experiencing low income; with one, two, and three bedroom units.
Grant Warehouse	20	New construction that will offer family size units.
72 <sup>nd</sup> and Foster	20	New construction that will offer studio, one and three bedroom units.
Fir Acres	32	Rental Assistance Demonstration- received CHAPs (Commitment to Enter into a Housing Assistance Payments Contract) from HUD in August 2016. Through that process, these unites will be converted from public housing to project-based vouchers.**
Tillicum South	12	
Hunter's Run	10	
Powellhurst	34	
Tillicum North	18	Rental Assistance Demonstration- received CHAPs (Commitment to Enter into a Housing Assistance Payments Contract) from HUD in August 2016. Through that

Alderwood	20
Peaceful Villa	70
Medallion Apartments	90
Ruth Haefner Apartments	73

process, these unites will be converted from public housing to project-based vouchers.**
Section 18 Disposition. Through this process, these units will be converted from public housing to project-based vouchers.

**Anticipated Total New Vouchers to be Project-Based**

<b>533</b>
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Anticipated Total Number of Project-Based Vouchers Committed at the End of the Fiscal Year

2,733
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Anticipated Total Number of Project-Based Vouchers Leased Up or Issued to a Potential Tenant at the End of the Fiscal Year

2,425
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\*New refers to tenant-based vouchers that are being project-based for the first time. The count should only include agreements in which a HAP agreement will be in place by the end of the year.

\*\*At time of writing of this Plan, these are the properties Home Forward has requested to begin RAD Phase 2 conversion; awaiting approval from HUD.

### Other Changes to the Housing Stock Anticipated During the Fiscal Year

In the face of rapidly rising rents and decreasing housing affordability in Multnomah County, Home Forward has committed to help ensure that those we serve have access to all areas of our community. To aid these efforts, we will dedicate up to 500 Housing Choice Vouchers over the next several years to be used as project-based vouchers in developments that provide homes for families earning less than 30% of the area median income. Home Forward anticipates we will project base 174 vouchers in FY2018 as part of this commitment.

As described previously in the non-MTW activities section, Home Forward is pursuing a transition from public housing subsidy to a type of Section 8 rent assistance for all of Home Forward's public housing communities. In addition to the 6 properties approved for RAD in September 2015, we submitted an additional application for 31 properties in July 2015. We have received CHAPs (Commitment to Enter a Housing Assistance Payments Contract) for 24 of the 31 properties. Home Forward submitted a work plan to HUD in October 2016 to accept the CHAPs, and outlined a proposal for timeline of converting the 24 properties over 1-3 years. We also submitted a Section 18 Disposition proposal for 9 properties that is pending approval. When properties are approved to change subsidy, we will amend the MTW Plan as necessary.

With the requirement to convert our RAD properties within one year of receiving the Commitment to Enter a Housing Assistance Payments Contract (CHAP), we anticipate completing the project-based Section 8 conversion process in winter FY2017 for 285 public housing units at six public housing and affordable housing properties (RAD I). CHAPs for 24 properties were received in August 2016 and Home Forward is negotiating with HUD to plan financial bundling and timeframes for these 484 units.

Examples of the types of other changes can include but are not limited to units that are held off-line due to the relocation of residents, units that are off-line due to substantial rehabilitation and potential plans for acquiring units.

**General Description of All Planned Capital Fund Expenditures During the Plan Year**

Community	Activity	Scattered Site Sales Proceeds	Capital Fund	Asset Repositioning Fee (ARF)	Percentage of Capital Fund	Total Expended	Percentage of Total expended
PHA Wide	20% Administrative Allowance	-	792,604	-	6.64%	792,604	4.08%
Dekum Court	Sewer Line Repairs	-	47,396	-	0.40%	47,396	0.24%
Tamarack	Mold Remediation	-	15,000	-	0.13%	15,000	0.08%
Tamarack	Emergency Sewer Repairs	-	40,000	-	0.34%	40,000	0.21%
Holgate House	Emergency Plumbing Repairs	-	280,000	-	2.35%	280,000	1.44%
Eliot Square	Exterior Brick Repairs & Flashing	-	153,000	-	1.28%	153,000	0.79%
Maple Mallory	Exterior Brick Repairs & Flashing	-	287,000	-	2.41%	287,000	1.48%
Maple Mallory	Door Entry System	-	24,000	-	0.20%	24,000	0.12%
Harold Lee	Comprehensive Rehab	-	1,800,000	-	15.09%	1,800,000	9.26%
Floresta	Roof Replacement	-	250,000	-	2.10%	250,000	1.29%
Medallion	Concrete Restoration	-	50,000	-	0.42%	50,000	0.26%
Celilo Court	Comprehensive Rehab	-	500,000	-	4.19%	500,000	2.57%
Powellhurst	Comprehensive Rehab	-	500,000	-	4.19%	500,000	2.57%
Fir Acres	Security Cameras	-	87,500	-	0.73%	87,500	0.45%
Stark Manor	Security Cameras	-	87,500	-	0.73%	87,500	0.45%
Tillicum North	New Playground	-	30,000	-	0.25%	30,000	0.15%
Fir Acres	Tree Removal	-	10,000	-	0.08%	10,000	0.05%
Various Properties	Flooring	-	15,000	-	0.13%	15,000	0.08%
Various Properties	Painting	-	275,000	-	2.31%	275,000	1.42%
Various Properties	PH Discretionary Funds	-	150,000	-	1.26%	150,000	0.77%
Various Properties	PH Portfolio Abatement	-	275,000	-	2.31%	275,000	1.42%
Various Properties	PH Portfolio Capital Needs Assessments	-	300,000	-	2.51%	300,000	1.54%
*Various Properties	Major Systems Upgrades - 85 Stories Projects	3,000,000	5,000,000	4,500,000	41.91%	12,500,000	64.33%
**Various Properties	RAD 1 Conversion	-	120,000	-	1.01%	120,000	0.62%
***Various Properties	RAD 2 Conversion	-	480,000	-	4.02%	480,000	2.47%

Debt Service	Trouton Bond Payments OR002D001B	-	360,819	-	3.02%	360,819	1.86%
<b>Total Capital Expenditures Budget</b>		3,000,000	11,929,819	4,500,000	100%	19,429,819	100%

\*Note: The Major Systems Upgrades titled 85 Stories is planned for Home Forward's mid-rise towers.

\*\*Note: The RAD 1 Conversion is for the first CHAP received for conversion of six Home Forward properties from public housing subsidy to project based voucher subsidy.

\*\*\*Note: The RAD 2 Conversion is for the second CHAP received for conversion of twenty-four Home Forward properties from public housing subsidy to project based voucher subsidy.

## Leasing Information

### Planned Number of Households Served at the End of the Fiscal Year

MTW Households to be Served Through:	Planned Number of Households to be Served*	Planned Number of Unit Months Occupied/Leased***
Federal MTW Public Housing Units to be Leased	1,420	17,040
Federal MTW Voucher (HCV) Units to be Utilized	8,240	98,876
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Property-Based Assistance Programs **	5	60
Number of Units to be Occupied/Leased through Local, Non-Traditional, MTW Funded, Tenant-Based Assistance Programs **	227	2,726
<b>Total Households Projected to be Served</b>	<b>9,975</b>	<b>118,702</b>

\* Calculated by dividing the planned number of unit months occupied/leased by 12.

\*\* In instances when a local, non-traditional program provides a certain subsidy level but does not specify a number of units/households to be served, the PHA should estimate the number of households to be served.

\*\*\*Unit Months Occupied/Leased is the total number of months the PHA has leased/occupied units, according to unit category during the fiscal year.



### Reporting Compliance with Statutory MTW Requirements

If the PHA has been out of compliance with any of the required statutory MTW requirements listed in Section II(D) of the Standard MTW Agreement, the PHA will provide a narrative discussion and a plan as to how it will return to compliance. If the PHA is currently in compliance, no discussion or reporting is necessary.

Not applicable. Home Forward is in compliance with statutory MTW requirements.

### Description of any Anticipated Issues Related to Leasing of Public Housing, Housing Choice Vouchers and/or Local, Non-Traditional Units and Possible Solutions

Housing Program	Description of Anticipated Leasing Issues and Possible Solutions
Public Housing	There are no anticipated issues related to leasing public housing units.
MTW Housing Choice Voucher	We continue to experience a very tight rental market, making it difficult for voucher holders to find affordable housing. To support voucher holders in their search, we have been offering deposit assistance to participants that complete a tenant education class taught by a community organization.
Local, Non-Traditional Units	There are no anticipated issues related to local, non-traditional units.

## Wait List Information

Wait List Information Projected for the Beginning of the Fiscal Year				
Housing Program(s) *	Wait List Type**	Number of Households on Wait List	Wait List Open, Partially Open or Closed***	Are There Plans to Open the Wait List During the Fiscal Year
MTW Public Housing	Site-Based	7,085	Partially Open	Yes
MTW Housing Choice Voucher	Community-Wide	3,000	Partially Open	No
MTW Housing Choice Voucher	Site-Based	10,966	Partially Open	Yes
Tenant-Based Local, Non-Traditional MTW Program	Other	0	Partially Open	Yes
Project-Based Local, Non-Traditional MTW Program	Site-Based	0	Closed	Yes

*Rows for additional waiting lists may be added, if needed.*

\* *Select Housing Program:* Federal MTW Public Housing Units; Federal MTW Housing Choice Voucher Program; Federal non-MTW Housing Choice Voucher Units; Tenant-Based Local, Non-Traditional MTW Housing Assistance Program; Project-Based Local, Non-Traditional MTW Housing Assistance Program; and Combined Tenant-Based and Project-Based Local, Non-Traditional MTW Housing Assistance Program.

\*\* *Select Wait List Types:* Community-Wide, Site-Based, Merged (Combined Public Housing or Voucher Wait List), Program Specific (Limited by HUD or Local PHA Rules to Certain Categories of Households which are Described in the Rules for Program Participation), None (If the Program is a New Wait List, Not an Existing Wait List), or Other (Please Provide a Brief Description of this Wait List Type).

\*\*\* For Partially Open Wait Lists, provide a description of the populations for which the waiting list is open.

Our MTW Public Housing waiting list is currently closed except for households needing an ADA accessible unit or applicants who have a documented terminal illness with a life expectancy of less than 12 months. In FY2018 we anticipate opening the waiting list at four of our buildings designated for seniors and people with disabilities, as well as waiting lists at several family properties.

Our MTW Housing Choice Voucher tenant-based waiting list is community-wide, and is closed except for applicants to the Family Unification Program and those who have a documented terminal illness with a life expectancy of less than 12 months. Additionally, we have three program set-asides that are open to referrals to the waiting list. The programs serve Multnomah County's Homeless Family System of Care, veterans experiencing homelessness who are ineligible for VASH vouchers, and households at risk of displacement due to increasing rents. We anticipate opening the waiting list to accept new applicants in FY2018.

Our MTW Housing Choice Voucher project-based voucher waiting lists are site-based and are partially open. There are 74 lists in the community, maintained by each building with its own preferences. Some of these lists are currently open, some are closed, and some are closed except to applicants who have a documented terminal illness with a life expectancy of less than 12 months.

**If Local, Non-Traditional Housing Program, please describe:**

Our Program Based Assistance program includes two areas: 1) Home Forward currently contracts funds to 18 partner agencies, which then manage the participant selection process, sometimes in partnership with Home Forward. Home Forward will be conducting a Request for Proposal process to select partners for Program-Based Assistance for the period starting July 2017; 2) Home Forward, together with Family Unification Program (FUP) partners, provides 6-month extensions (up to 54-months of assistance total including FUP assistance) for FUP youth participants who are engaged in services. [These activities are described in Activity 14.]

**Project-Based Local, Non-Traditional MTW Program:** Home Forward's New Doors program is program-based assistance for former foster youth who are working or are in school. Rent assistance is contracted to a local non-profit that specializes in working with homeless youth. Because this program houses only five people, the waiting list opens only when a vacancy is projected, and remains open for two weeks.

If Other Wait List Type, please describe:

Our Tenant-Based Local, Non-Traditional program is our Program Based Assistance program (described in detail in Activity 14). This program largely contracts funds to partner agencies, which then manage the participant selection process, sometimes in partnership with Home Forward. Each agency currently uses different methods for participant selection, but all programs target families who are homeless or at risk of homelessness. Some agencies use their rental assistance from Home Forward for more than one program and thus use more than one selection process within their agency in order to best target the resources to eligible households – these agencies are represented twice in the numbers below:

- 1 agency utilizes a waitlist - For families with children at Alder School.
- 4 agencies offer rent assistance on a first-come-first-served basis to applicants who are already receiving services within their agencies. When funds become available, the next eligible client household to inquire receives the resources.
- 7 agencies offer rent assistance on a first-come-first served basis to clients who are eligible for their other services, even if they aren't current clients with the agency (HIV+, homeless youth, parenting teens, domestic violence survivors, persons experiencing homelessness, and people eligible for addictions treatment). If no one meeting these criteria is awaiting the rent assistance, these agencies serve applicants from the "general public".
- 7 agencies conduct accept new applicants from the "general public" several times a year, as funding becomes available.

Home Forward will be conducting an RFP to select partners for much of the funding for our Program Based Assistance. Selected partners will establish tenant selection policies for assistance beginning July 2017.

If there are any changes to the organizational structure of the wait list or policy changes regarding the wait list, provide a narrative detailing these changes.

There are no anticipated changes to the structure or policy of Home Forward's waiting lists.

# Proposed MTW Activities

Home Forward is not proposing any new MTW activities at this time.

# Approved MTW Activities

## Implemented Activities

### 01 RENT REFORM

Approved FY2012, Implemented FY2012, Amended FY2014

This activity was originally approved and implemented in FY2012. In FY2014, an amendment to the activity was approved and implemented. Our FY2015 MTW Plan included three modifications, which have also been implemented. All amendments and modifications are included in the following full description of our rent reform activity:

In FY2012, Home Forward implemented a large-scale reform of rent calculation methods, applicable to all MTW public housing and Section 8 households, as well as VASH and FUP voucher holders. The simplified method distinguishes between the populations of seniors / people with disabilities and “work-focused” households. The fundamental premise is that deductions are eliminated from the subsidy calculation and the total tenant payment is determined using a percentage of gross income.

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

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

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

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

#### **MTW authorization:**

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

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

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

#### **Statutory objective:**

Reduce cost and achieve greater cost effectiveness in Federal expenditures

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

- **Years 3 and 4:** rent is based on 29.5% of gross income or \$100 minimum rent, whichever is greater. Utility allowances are factored in the assistance, but utility reimbursements are not allowed.
- **Years 5 and 6, and biennially thereafter:** rent is based on 31% of gross income or \$200 minimum rent, whichever is greater. Utility allowances are factored in the assistance, but utility reimbursements are not allowed.

The following policies apply to all households:

- Zero-income households meet with their public housing site manager or Section 8 case manager every six months, so that staff can provide referrals to community service providers and check on progress towards obtaining an income source.
- The proration of subsidy for mixed-families is simplified so that a flat \$100 monthly reduction in assistance is applied to the household, regardless of the number of ineligible members.
- The ceiling rent for public housing is set to match Section 8 payment standards. There is no flat-rent option.
- Home Forward has created a separate “release of information” form to supplement the HUD Form 9886, in order to obtain a release of information that covers the appropriate biennial or triennial review cycle.
- For Section 8 households where the gross rent of the unit exceeds the applicable payment standard, Home Forward will approve the tenancy at initial occupancy so long as the household share does not exceed 50 percent of the household’s gross income.
- When a Section 8 household is approved to move and the identified unit has a gross rent that exceeds the payment standard, Home Forward will use the existing income verification on file to test for affordability. Home Forward will not require a re-examination to verify income for this purpose, unless the family requests it.
- When a Section 8 household reports a change in family size, if the household has resided in their unit for at least 12 months, Home Forward will require an interim review. Any changes to voucher size, payment standard and subsidy calculation will be effective 120 days after the interim review.
- The earned income disallowance is eliminated.
- All GOALS participants are included in the rent reform calculation.
- Home Forward uses actual past income to determine annual income for participant families.
- All income sources used to determine a household’s public housing rent or Section 8 assistance are the same as currently defined by HUD, with the following exceptions:

- The value of any asset or the value of any income derived from that asset is not used in the rent calculation, except when the asset makes regular payments (quarterly or more often) to the resident or participant. However, the value of assets or the value of any income derived from assets is used to determine initial eligibility. Home Forward allows households to self-certify assets with a net value of \$5,000 or less.
- All earned income of full-time students age 18 and over is excluded from the rent calculation, unless they are the head, co-head or spouse of the household.
- Student financial assistance is considered only for the purpose of determining eligibility. Student financial assistance is not used to determine annual income for rent and subsidy calculation.
- All adoption assistance payments are excluded from the rent calculation.
- Households have the option to not report income that is not used in the rent calculation, such as foster care payments. However, Home Forward will accept income reporting of such sources for use in determining affordability of a unit. Home Forward permits families to rent units where the family share is up to 50% of their gross income.
- Households may apply for a hardship review if their total monthly shelter costs exceed 50% of the total monthly income used to determine their rent subsidy. Section 8 participants who choose to rent housing where the total shelter costs exceed 50% of total monthly income at the time of initial lease-up in that unit will not generally qualify for hardship review; however, all households have the right to request a hardship and exceptions may be made. The committee has a menu of remedies to reduce a qualifying household's burden.

Rent reform has been fully implemented. At this time, all MTW public housing and Section 8 households, as well as VASH and FUP voucher holders, are on the rent reform calculation. The earliest group of work-focused households transitioned to the second level of rent payment beginning in FY2015, and is now subject to the \$100 minimum rent payment. Home Forward continues to monitor hardship requests, household and agency financial impacts and staff feedback to prepare for any changes that may need to be made to the activity. A rent reform analysis is being done to inform staff of the impact rent reform has to residents, participants, and how Home Forward does its work around rent calculation. The analysis will be shared at the next MTW report (FY17 MTW Report).

**Changes or Modifications:**

We are not anticipating any changes to this activity.

**Activity Metrics:**



Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	FY2011: \$140,228	FY2018: \$123,840	Less than \$130,000 annually
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	FY2011: 5,340 hours	FY2018: 3,600	Less than 4,000 hours annually
Decrease in error rate of task execution (Standard Metric: CE#3) Note: Because Home Forward does not have a pre-implementation baseline for this metric, we are not able to show the historical impact of this activity. Through our quality control process, every error that is identified is corrected.			
Average error rate in completing task	FY2015: 7.5%	FY2018: 7.5%	Maintain 7.5% or less
Increase in tenant share of rent (Standard Metric: CE#5)			
Total annual tenant share of rent	FY2012: \$25,342,942	FY2018: \$30,380,834	FY2018: \$30,380,834
Increase in household income (Standard Metric: SS#1)			
Average earned income of households	FY2011: \$3,324	FY2018: \$3,407	FY2018: \$3,407
Increase in positive outcomes in employment status (Standard Metric: SS#3) Note: Because Home Forward has implemented biennial and triennial review schedules, the number of households who report an increase in earned income each year is reduced.			
Number of heads of households who: 6) Other (defined as having an increase in earned income)	FY2011: 866 heads of households	FY2018: 525 heads of households	At least 525 heads of households annually
Percent of work-focused households who: 6) Other (defined as having an increase in earned income)	FY2011: 16% of work-focused households	FY2018: 16% of work-focused households	At least 16% of work-focused households
Households Removed from Temporary Assistance for Needy Families (TANF) (Standard Metric: SS#4)			
Number of households receiving TANF assistance	FY2012: 1,859 households receiving TANF (17.7%)	FY2018: 1,914 households receiving TANF (17.5%)	Less than 1,914 (17.5%) households receiving TANF
Metric	Baseline	Benchmark	Final Projected Outcome

Reducing the per unit subsidy costs for participating households (Standard Metric: SS#6)			
Average amount of subsidy per household	FY2012: \$524 per household	FY2018: \$575	Less than \$575 per household
Households transitioned to self-sufficiency (Standard Metric: SS#8)			
Number of households transitioned to self-sufficiency (Defined as households that have earned or permanent income that results in area median income (AMI) above 50% and/or that have voluntarily exited housing assistance)	FY2014: 521 households	FY2018: 500 households	At least 500 households annually
Displacement prevention (Standard Metric: HC#4) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not believe this metric is an accurate measure of this activity, but we have included it at HUD's request.			
Number of households at or below 80% AMI that would lose assistance or need to move	FY2011: 233 households	FY2018: 0 households	0 households are required to move due to choosing a unit where their share of rent is above 40%
Increase in resident mobility (Standard Metric: HC#5) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not use rent reform to impact mobility, but we have included it at HUD's request.			
Number of households able to move to a better unit and/or neighborhood of opportunity (defined as low poverty census tracts where poverty is below 18.5%)	FY2013: 3,092 (28.4%) households lived in better neighborhoods	FY2018: 3,281 households (approximately 30%)	At least 3,281 households (approximately 30%)

**Additional Metrics:**

Metric	Baseline	Benchmark	Final Projected Outcome
Maintain stability for seniors and people with disabilities			
Shelter burden (rent <sup>1</sup> + utility allowance divided by gross income) for seniors and people with disabilities	Before implementation, shelter burden was 27%	FY2018: Shelter burden will remain below 29%	Seniors and people with disabilities will maintain stability, with a shelter burden below 29%
Increased contribution to rent			
Total tenant payment (rent <sup>1</sup> + utility allowance) for work-focused households	Before implementation: Section 8 average - \$267 Public housing average - \$249	FY2018: Section 8 average - \$314 Public housing average - \$296	Maintain an average total tenant payment of at least \$307 for Section 8 and \$286 for Public Housing (15% above baseline)
Increased income in work-focused households			
Average income for work-focused households, as percentage of Median Family Income (MFI)	Before implementation, average income for work-focused households was 16.4% MFI	FY2018: 18% MFI	18.5% MFI

<sup>1</sup> For purposes of these metrics, Section 8 rents are calculated with gross rent capped at payment standard.

Home Forward's YARDI database continues to serve as the source for household income and total tenant rent payment information. The baseline data for hours required to conduct rent calculation and income reviews was collected through staff interviews and workflow analysis. This process will be repeated in subsequent years to determine progress towards benchmarks and goals.

**MTW Flexibility:**

Home Forward has used our rent reform authorizations to eliminate deductions, simplify the rent calculation, change review schedules, and implement other policy adjustments that as a whole, make up our rent reform activity, as described above.

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

Approved FY2014, Implemented FY2014

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

The key elements of the GOALS program are as follows:

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

### **MTW authorization:**

Attachment C, Section E – Family Self Sufficiency Programs

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

### **Statutory objective:**

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

- When a public housing resident reaches ceiling rent, or a housing assistance payment for a voucher participant drops to zero, deposits into the family's managed savings account will cease. Families can continue to participate in the program for an additional six months, but no savings will accrue during this time. If the family is still at ceiling rent or zero assistance after six months, they will graduate from the program. If the family's income decreases to a level that housing assistance is reinstated during that six-month period, they may begin to earn escrow again, and continue participation in the program as long as the contract determines they are still eligible.

### Changes or modifications:

#### Home Forward is adding the following modification to the GOALS activity.

- GOALS participants who enroll in the Individual Development Account (IDA) program will be able to withdraw from their managed savings account up to \$700 per year, for a maximum of 3 consecutive years or \$2,100. In order to utilize managed savings account for IDA deposits, participants will need to be co-enrolled in GOALS and IDA programs. By allowing participants the option to apply more restricted funds towards their IDA, the intent is to allow households to use their more readily accessible, or unrestricted, funds such as earned income tax credit (EITC) returns, to more immediate financial needs. This would permit financially vulnerable households to continue working towards long term financial investment while maximizing choice in how to best apply unrestricted funds towards any current financial obligations. Any IDA-deposited escrow funds would be categorized as a permitted use of Disbursement Before Expiration of Family Self-Sufficiency Contract Term and would not be returned to Home Forward.

### Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not save costs through this activity, but we have included it at HUD's request.			
Total cost of task	FY2013: \$186,400	FY2018: \$290,900	At least \$300,000 in staff costs dedicated to site-based GOALS <sup>1</sup>
Metric	Baseline	Benchmark	Final Projected Outcome
Staff time savings (Standard Metric: CE#2) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not save staff time through this activity, but we have included it at HUD's request.			
Total time to complete task	FY2013: 6,240	FY2018: 6,240	At least 10,000 staff hours dedicated to site-based GOALS <sup>1</sup>
Decrease in error rate of task execution (Standard Metric: CE#3)			

Note: Because Home Forward does not have a pre-implementation baseline for this metric, we are not able to show the historical impact of this activity.			
Average error rate in completing task	FY2015: 2%	FY2018: 2%	Maintain 2% or less
Increase in resources leveraged (Standard Metric: CE#4)			
Amount of funds leveraged	FY2013: \$0	FY2018: \$290,900	At least \$300,000 in internal funding leveraged to staff site-based GOALS <sup>1</sup>
Increase in household income (Standard Metric: SS#1)			
Average earned income of households	FY2013: \$9,277	FY2018: 10,500	FY2018: \$10,500
Increase in household savings (Standard Metric: SS#2)			
Average amount of escrow of households	FY2013: \$1,292	FY2018: \$1,300	FY2018: \$1,300
Increase in positive outcomes in employment status (Standard Metric: SS#3) <sup>2</sup>			
Number of heads of households:	FY2013:	FY2018:	FY2018:
1) Employed full-time	1) 283	1) 185	1) 185
2) Employed part-time <sup>3</sup>	2) N/A	2) 120	2) 120
3) Enrolled in an educational program	3) 113	3) 120	3) 120
4) Enrolled in a job-training program	4) 69	4) 75	4) 75
5) Unemployed	5) 281	5) 260	5) 260
6) Other (defined as having completed an education or job training program)	6) 38	6) 45	6) 45
Metric	Baseline	Benchmark	Final Projected Outcome
Increase in positive outcomes in employment status (Standard Metric: SS#3) <sup>2</sup>			

Percentage of work-able households:	FY2013:	FY2018:	FY2018:
1) Employed full-time	1) 53%	1) 37%	1) 37%
2) Employed part-time <sup>3</sup>	2) N/A	2) 22%	2) 22%
3) Enrolled in an educational program	3) 20%	3) 20%	3) 20%
4) Enrolled in a job-training program	4) 12%	4) 15%	4) 15%
5) Unemployed	5) 47%	5) 41%	5) 41%
6) Other (defined as having completed an education or job training program)	6) 6%	6) 10%	6) 10%
Households removed from TANF (Standard Metric: SS#4)			
Note: This metric is measured as a point in time count, which does not account for individual households who give up TANF assistance, graduate from the GOALS program, and are then replaced by income GOALS participants who have not yet given up TANF assistance.			
Number of households receiving TANF assistance	FY2013: 126 households	FY2018: 120 households	FY2018: 120 households
Households assisted by services that increase self-sufficiency (Standard Metric: SS#5)			
Number of households enrolled in GOALS	FY2013: 564 households enrolled	FY2018: 600 households enrolled	Maintain enrollment of at least 600 households
Reducing per unit subsidy costs for participating households (Standard Metric: SS#6)			
Average amount of subsidy per household	FY2013: \$490.65 per household	FY2018: \$490 per household	Less than \$490 per household
Increase in tenant share of rent (Standard Metric: SS#7)			
Tenant share of rent	FY2013: \$986,971	FY2018: \$1,300,000	At least \$1,100,000 annually
Households transitioned to self-sufficiency (Standard Metric: SS#8)			
Number of households transitioned to self-sufficiency (Defined as households that have earned or permanent income that results in area median income (AMI) above 50% and/or that have voluntarily exited housing assistance)	FY2014: 30 households	FY2018: 35 households	At least 30 households annually
<b>Additional Metrics:</b>			
Metric	Baseline	Benchmark	Final Projected Outcome

Increase in average income for exiting participants			
Increase in average participant earned income between enrollment and exit	Average earned income at time of GOALS enrollment for all current GOALS participants = \$8,745	Average earned income for all participants exiting (for any reason) in FY2018 -\$11,000 Average earned income for all participants successfully <u>graduating</u> in FY2018 – \$30,125	20% increase in average earned income between enrollment and exit  60% increase in average earned income between enrollment and exit for participants who graduate
Increase in average savings for exiting participants			
Increase in average participant managed savings account balance at exit from GOALS	Average managed savings account balance at entry to GOALS = \$0	Average managed savings balance disbursed to all participants exiting for any reason in FY2018 –\$2,300 Average managed savings balance disbursed to graduating participants in FY2018 – \$7,200	Average managed savings disbursed to program graduates each year will be at or above \$6,500
Increase in positive outcomes for exiting participants			
Percentage of households: 1) Employed full-time 2) Employed part-time 3) Enrolled in educational program 4) Enrolled in job training program 5) Unemployed 6) Other (defined as having completed an educational or job training program)	For 81 households exited in FY2013: 1) 40% 2) N/A 3) 9% 4) 2% 5) 50% 6) 14%	By FY2018: 1) 42% 2) 21% 3) 10% 4) 8% 5) 37% 6) 15%	By FY2018: 1) 42% 2) 21% 3) 10% 4) 8% 5) 37% 6) 15%
Exiting participants removed from TANF			
Percent of households giving up TANF at exit	FY2013: 24% of households who had TANF during participation had given up TANF at exit	FY2018: 35% of exiting households	At least 30% of families who had TANF during participation will have given up TANF at exit <sup>4</sup>



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

<sup>2</sup>Households may be counted in more than one category in the employment statuses shown above. For example, a household may be considered unemployed while enrolled in an educational program.

<sup>3</sup>Home Forward did not track full-time vs part-time employment prior to implementation. For the purposes of this baseline metrics, all employed households were counted as employed full-time. We have updated these metrics with the part-time employment statistics.

<sup>4</sup>Households are required to give up TANF benefits in order to graduate. The percentage of households is pulled down due to families exiting the program without graduating.

### **MTW Flexibility:**

Home Forward has used our authority to develop a family self-sufficiency program that meets the needs of our local community. This program is specifically designed to meet the statutory objective of giving incentive to our families to obtain employment and work towards becoming economically self-sufficient.

### 03 LOCAL BLENDED SUBSIDY

Approved FY2012, Implemented FY2012

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

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

Home Forward has utilized the LBS program for 284 units at three properties. This includes 130 units at Bud Clark Commons, 45 units at Madrona Place, and 109 units at Stephens Creek Crossing. No additional LBS units are planned at this time unless we dispose of additional public housing units in the future.

**Changes or modifications:** The only change is in terminology. Due to the transition of properties from public housing to RAD project-based Section 8 subsidy, two of our “RAD I” properties (Bud Clark Commons and Madrona Place) will be called out as “Obligations of MTW Initiative Funds (MIF)” in our list of planned activities. Stephens Creek Crossing has not yet received RAD authorization and will transition in future years.

#### Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Additional units of housing made available (Standard Metric: HC#1)			
Number of new housing units made available for households at or below 80% AMI	Before implementation, 0 units made available	FY2018: 239 units made available	239 units made available
Units of housing preserved (Standard Metric: HC#2)			
Number of housing units preserved for households at or below 80% AMI	Before implementation, 0 units preserved	FY2018: 45 units preserved after full implementation	45 units preserved

#### MTW authorization:

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

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

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

#### Statutory objective:

Increase housing choice for low-income families

Metric	Baseline	Benchmark	Final Projected Outcome
Increase in resident mobility (Standard Metric: HC#5)			
Number of households living in better neighborhoods (defined as low poverty census tracts where poverty is below 16%)	Before implementation, 0 households	FY2018: 109 households	109 LBS households located in better neighborhoods
Increase in resources leveraged (Standard Metric: CE#4)			
Amount of funds leveraged	Before implementation, \$0	FY2018: \$11,145,307	\$11,145,307 in leveraged debt, equity and increased services

#### **MTW Flexibility:**

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

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

## 06 ALTERNATE INSPECTION REQUIREMENTS FOR PARTNER-BASED PROGRAMS

Approved FY2012, Implemented FY2012

Home Forward aligns our housing resources with the services of jurisdictional and community partners in order to maximize impact and effectiveness. In an effort to reduce costs and increase efficiencies, Home Forward uses alternate inspection standards for programs where we contract out resources to be administered by partners. Rather than requiring full Housing Quality Standards (HQS) inspections, Home Forward requires that these units meet the habitability standards, unit inspection requirement, and lead-based paint visual assessment requirements of the US Department of Housing and Urban Development's Homelessness Prevention and Rapid Re-Housing Program. Staff from jurisdictional and community providers are able to arrange for and conduct required inspections themselves, in conjunction with other required visits to the assisted units, which is often more efficient and allows clients to move in faster than if they had to wait for a scheduled Home Forward inspection.

**Changes or modifications:** We are not anticipating any changes to this activity.

### **MTW authorization:**

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

### **Statutory objective:**

Reduce cost and achieve greater cost effectiveness in Federal expenditures

### **Activity Metrics:**

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	Before implementation, \$35,500	FY2018: \$0	\$0
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	Before implementation, 500 hours	FY2018: 0 hours	0 hours
Decrease in error rate of task execution (Standard Metric: CE#3)			
Note: Because this metric was established after implementation, Home Forward does not anticipate a change in the error rate.			
Average error rate in completing a task	FY2014: 4%	FY2018: Less than 5%	Less than 5%

### **MTW Flexibility:**

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

## 07 LANDLORD SELF-CERTIFICATION OF MINOR REPAIRS

Approved FY2013, Implemented FY2013

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

Allowing a landlord to self-certify a minor repair is left to each individual inspector's discretion, and inspectors remain cautious and thoughtful about when the option is best utilized. Because of this, the activity has not yet produced the level of savings hoped for. However, the inspections supervisor continues to work with inspectors on identifying situations where the strategy can be employed to save additional staff time. Home Forward believes this activity is still an effective strategy for saving time and money.

**MTW authorization:**

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

**Statutory objective:**

Reduce cost and achieve greater cost effectiveness in Federal expenditures

**Changes or modifications:** We are not anticipating any changes to this activity.

**Activity Metrics:**

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	Before implementation, \$140,092	FY2018: \$114,579	Less than \$120,000 to complete re-inspections
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	Before implementation, 1,326 hours	FY2018: 1,092 hours	Less than 2,000 hours annually
Decrease in error rate of task execution (Standard Metric: CE#3)			
Note: Because Home Forward does not have a pre-implementation baseline, we are not able to show the historical impact of this activity.			
Average error rate in completing a task	FY2015: 0%	FY2018: Less than 3%	Less than 3%

**MTW Flexibility:**

This activity uses alternate criteria, in the form of an owner's written certification, to verify minor repairs in a unit that failed its initial or biennial HQS inspection as a result of four or fewer minor deficiencies. This policy increases efficiency, and saves the agency the cost of these re-inspections.

## 08 INSPECTIONS AND RENT REASONABLENESS AT HOME FORWARD-OWNED PROPERTIES

Approved FY2013, Implemented FY2013

Home Forward owns over 5,000 units of affordable housing in Multnomah County. Many of these units have project-based Section 8 vouchers attached, and additional units are rented to families that are utilizing tenant-based Section 8 vouchers. In cases where a voucher holder is renting a unit we own, Home Forward utilizes our own staff to perform inspections and determine rent reasonableness.

In cases where Home Forward both owns and manages the unit, we hire a third party to conduct quality control inspections and rent reasonableness testing at a sample of these units. This ensures standards are being met while mitigating any conflict of interest. Since the implementation of this activity, 100% of quality control inspections reported the same result as the Home Forward inspection, and no problems have been identified with rent reasonableness.

**Changes or modifications:** We are not anticipating any changes to this activity.

**MTW authorization:**

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

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

**Statutory objective:**

Reduce cost and achieve greater cost effectiveness in Federal expenditures

**Activity Metrics:**

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	Prior to implementation, \$17,750	FY2018: \$0	\$0
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	Prior to implementation, 370 hours	FY2018: 0 hours	0 hours
Decrease in error rate of task execution (Standard Metric: CE#3)			
Note: Because Home Forward does not have a pre-implementation baseline, we are not able to show the historical impact of this activity.			
Average error rate in completing a task	FY2015: 0%	FY2018: Less than 5%	Less than 3%

**MTW Flexibility:**

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



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

### Approved FY2010, Implemented FY2010

Since 2010, Home Forward has implemented a variety of measures to improve landlord acceptance of Housing Choice Vouchers in our community and improve the ability of voucher holders to successfully lease up. Based on much of Home Forward's work, the Oregon State Legislature passed HB2639 in July 2014. The legislation prohibits landlords from refusing rental applications of voucher holders only because they have a voucher and offers landlords access to a state-managed Landlord Guarantee Fund if a voucher holder vacates a unit and leaves financial damages, such as property damage, unpaid rent, or fees.

In addition, Home Forward has initiatives focused on improving landlord participation and the leasing success of voucher holders:

- Vacancy Loss Payment – We provide vacancy loss payment to owners through the end of the month after the move-out month when vacancies are unforeseen or unexpected (such as a death or an unannounced move-out) and the owners have not received proper notice of the intent to vacate.
- Landlord Incentive Payment – Since July 2014, the Landlord Incentive Payment focuses on new landlords. Home Forward makes a one-time payment of \$200 to new landlords, defined as those who have not worked in partnership with us for the past two years. At the time of receiving payment, landlords are also given the opportunity to complete a survey to provide feedback on their experience and Home Forward's lease-up process.
- Tenant Education Class – Since May 2016, Home Forward contracts with the Community Alliance of Tenants (CAT) to teach a tenant education class to voucher holders. Class graduates have access to up to \$200 to help with a security deposit in their housing search.

Despite these initiatives, leasing success rates have fallen as a result of an extremely tight rental market, rapidly rising rents and an overall lack of affordable units. This is a statewide problem and Home Forward's Director of the Housing Choice Voucher program now sits on the state's Housing Choice Advisory Committee to discuss participant and landlord challenges across the state since the new law became effective in July 2014. Even with the above measures in place and the new legislation requiring landlords to accept Housing Choice Vouchers, leasing success rates have fallen

#### **MTW authorization:**

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

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

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

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

#### **Statutory objective:**

Increase housing choice for low-income families

below our 2009 baseline. In an attempt to keep pace with the market and ensure neighborhood choice for voucher holders, Home Forward increased payment standards in February and April 2016.

In addition to the initiatives listed above, Home Forward began two new programs in FY2017, using single-fund flexibility, to help voucher holders lease up:

**Security and Success Loan Program** – This is a partnership between Home Forward and Innovative Changes, a non-profit community-based lender, to offer low-interest loans for moving costs to voucher holders with a household income of at least 30% of the Area Median Income (AMI). With a qualifying income, a voucher holder can borrow up to \$1,200 to help with deposits, fees, and other moving costs. The program offers affordable monthly payments, extra incentives for financial education, and the opportunity for a household to build a positive credit history.

**Housing Search Advocates** – This program is a partnership between Home Forward and two community partners, Human Solutions, Inc. and Transition Projects, Inc., who work with people experiencing low-incomes and homelessness. Three Housing Search Advocate positions have been funded at the organizations to help voucher holders lease up. If a voucher holder has not leased up within 90 days of receiving their voucher or have been identified by HCV staff as experiencing high barriers, they are referred to the Housing Search Advocates for additional support in their housing search.

We have continued with a variety of policy changes (which do not require MTW flexibility) to make the voucher program more appealing to landlords since the passage of HB2639. These include:

Allowing flexible lease terms based on an individual landlord's standard practice (including month-to-month)

Accepting electronic Requests for Tenancy Approval from landlords to speed the process

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

In addition to the initiatives and new changes above, we continue to support voucher holders with an improved program orientation, with an increased focus on housing search, and utilizing the higher payment standards in opportunity neighborhoods in hopes of helping voucher holders be better prepared for their housing search.

**Changes or modifications:** We are not anticipating any changes to this activity. We will continue to evaluate both the lease-up rate and rental market data to determine if the current payment standards remain adequate or adjustments need to be made.

**Activity Metrics:**

Metric	Baseline	Benchmark	Final Projected Outcome
Households assisted by services that increase housing choice (Standard Metric: HC#7)			

Number of households receiving services aimed at increasing housing choice	Before implementation, 0 households	FY2018: 180 households	At least 180 households per year will benefit from the Landlord Incentive Fee
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**Additional Metrics:**

Improve voucher success rate			
Issued voucher success rate	FY2009: 74%	FY2018: 85%	FY2018: 85%
Decrease in lease-up time			
Average number of days for a voucher holder to lease up	Before implementation, 51 days	FY2018: 50 days	FY2018: less than 50 days

**MTW Flexibility:**

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

## 10 LOCAL PROJECT-BASED VOUCHER PROGRAM

Approved FY2012, Implemented FY2012

Home Forward has created a project-based voucher (PBV) program tailored to meet the needs of the local community. We currently administer over 2,000 PBVs in the community via more than 74 separate contracts. The program continues to represent our focus on coordinating with jurisdictional partners and enhancing the supply of permanent supportive housing for households with barriers to housing.

In FY2015, Home Forward changed the operating subsidy at four of our high-rise buildings from public housing to project-based Section 8 funding, as part of our preservation strategy to renovate ten buildings. These four buildings accounted for 654 units, and serve seniors and persons with disabilities. The flexibility to place project-based vouchers at these buildings, as well as in other buildings through service provider and jurisdictional partnerships, ensures that affordable housing remains available to some of the most vulnerable households in our community.

The objective of the project-based voucher program is to provide housing certainty for low-income, high-barrier households who would be unlikely to succeed with a tenant-based voucher. With that in mind, we are focusing project-based vouchers on buildings with on-site services, ideally in opportunity areas, offering tenants affordable rents and access to community resources. Many of the original project-based voucher contracts have expired over the past year, and Home Forward has made it our policy to offer renewals only to owners who have agreed to set waiting list preferences for one or more vulnerable populations, and to make services available to those households. This will result in all project-based voucher buildings offering affordable housing with services to those most in need as contracts are renewed.

In the 2017 fiscal year (4/1/2016-3/31/2017), Home Forward received approval from their Board of Commissioners to set aside 500 vouchers from the Housing Choice Voucher pool to be assigned as Project Based Vouchers over the course of three to five years. Home Forward used two methods by which to assign these vouchers. First we issued our own Request for Proposals (RFP) in the winter of 2015 and allocated over 200 vouchers in the initial Request for Proposals. Awards were made to 12 individual projects across Multnomah County. Secondly, we committed another 100 vouchers in the Fall 2015 Portland Housing Bureau Notice of Funding Availability (NOFA). Through this process four individual projects were awarded the 100 vouchers. All in areas of high opportunity and low poverty census tracts.

### **MTW authorization:**

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

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

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

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

### **Statutory objective:**

Increase housing choice for low-income families

Reduce cost and achieve greater cost effectiveness in Federal expenditures

In our 2018 fiscal year we have 130 vouchers yet to be assigned. Home Forward will continue on the current path as noted above and outlined in the Section 8 Administrative Plan to make the remaining awards until we exhaust the 500 voucher commitment made by the board of commissioners.

Home Forward has modified owner proposal selection procedures for PBV units in order to increase Permanent Supportive Housing in our community by awarding PBV units via a local competitive process in collaboration with the City of Portland and Multnomah County. This local process includes issuing a Notice of Funding Availability and accepting proposals from housing developers and owners across the County. This effort ensures that PBVs are aligned with capital and services funding made available from our jurisdictional partners.

The local competitive process may be waived and PBVs may be awarded based on a formal approval and resolution process by Home Forward's Board of Commissioners when the property is owned directly or indirectly by Home Forward, subject to HUD's requirements regarding subsidy layering. The owned units would not be subject to any required assessments for voluntary conversion.

**Changes or modifications:** We are not anticipating any changes to this activity.

**Activity Metrics:**

Metric	Baseline	Benchmark	Final Projected Outcome
Additional units of housing made available (Standard Metric: HC#1)			
Number of new housing units made available for households at or below 80% AMI	FY2011: 1,100 units	FY2018: 1,400 units made available	Maintain at least 1,100 units that have been made available through this activity
Units of housing preserved (Standard Metric: HC#2)			
Number of units preserved for households at or below 80% AMI that would otherwise not be available	Prior to implementation: 0 units	FY2018: 654 units preserved	654 units will be preserved through conversion from public housing to project-based vouchers
Decrease in wait list time (Standard Metric: HC#3)			
Note: Because Home Forward does not have a pre-implementation baseline for this metric, we are not able to show the historical impact of this activity			
Average applicant time on wait list in months	FY2014: 15 months	FY2018: 23 months	23 months
Displacement prevention (Standard Metric: HC#4)			
Note: Because Home Forward does not have a pre-implementation baseline for this metric, we are not able to show the historical impact of this activity			

Number of households at or below 80% AMI that would lose assistance or need to move	FY2015: 904	FY2018: 900	Over 800 additional project-based voucher units are available through our ability to exceed the 25% building cap
Increase in Resident Mobility (Standard Metric: HC#5)			
Number of households able to move to a better unit and/or neighborhood of opportunity (defined as low poverty census tracts where poverty is below 18.5%)	FY2011: 93 households	FY2018: 400 households	400 households
Agency Cost Savings (Standard Metric: CE#1)			
Total cost of task in dollars	Prior to implementation: \$30,720	FY2018: \$24,575	\$24,575
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	Prior to implementation, 917 hours	FY2018: 680 hours	Less than 700 hours
Decrease in error rate of task execution (Standard Metric: CE#3) Note: Because Home Forward does not have a pre-implementation baseline, we are not able to show the historical impact of this activity.			
Average error rate in completing task	FY2015: 2%	FY2018: Less than 5%	Less than 5%
Increase in tenant share of rent (Standard Metric: CE#5) Note: Because Home Forward does not have a pre-implementation baseline, we are not able to show the historical impact of this activity			
Total annual tenant share of rent	FY2014: \$3,570,859	FY2018: \$5,194,152	Annual tenant rent share of \$5,000,000

#### MTW Flexibility:

The PBV program increases housing choice and affirmatively furthers fair housing by preserving existing affordable housing and focusing on the needs of populations that tend to be less successful in the tenant-based program, including participants with disabilities, extremely low incomes, or backgrounds that

may create high barriers to housing. Most of the PBV buildings offer services for specific populations, which help households not only to obtain suitable housing, but also to access additional services that give the household stability in the community. Below is a list of the ways Home Forward utilizes MTW authority for the local PBV program:

- Home Forward exceeds the traditional 25% limit of PBVs in a single building, and allows project-based vouchers to be awarded to more than 25% of units in a given complex.
- Home Forward has modified waitlist policies to allow each PBV building to maintain its own site-based waiting list with its own preferences. It would not be practical or cost effective for Home Forward to manage so many separate PBV waiting lists with separate preferences. Multiple waitlists also ensure that there are almost always open waitlists at any point in time.
- Home Forward does not provide a preference on the tenant-based waiting list for PBV residents, and requires PBV residents to apply for and remain on the tenant-based waitlist in order to transfer to a tenant-based voucher unit.
- Home Forward modifies screening and eligibility requirements to differ from the traditional criteria at certain PBV properties which offer supportive services, therefore increasing housing choice for participants who might otherwise be ineligible for Section 8 housing. Home Forward determines an applicant's eligibility for a specific PBV property based on the capacity of the service provider who owns or contracts to manage the property.
- Home Forward has modified owner proposal selection procedures for PBV units in order to increase Permanent Supportive Housing in our community by awarding PBV units via a local competitive process in collaboration with the City of Portland and Multnomah County. This local process includes issuing a Notice of Funding Availability and accepting proposals from housing developers and owners across the County. This effort ensures that PBVs are aligned with capital and services funding made available from our jurisdictional partners.
- The local competitive process may be waived and PBVs may be awarded based on a formal approval and resolution process by Home Forward's Board of Commissioners when the property is owned directly or indirectly by Home Forward, subject to HUD's requirements regarding subsidy layering. The owned units would not be subject to any required assessments for voluntary conversion.
- Home Forward has adopted the local city and county site selection standards for PBV units in order to ensure alignment with jurisdictional partners in regards to site selection for low-income housing aimed at ending homelessness. Site selection standards are designed to deconcentrate poverty and expand housing and economic opportunities in census tracts with poverty concentrations of 20% or less.
- Home Forward has modified subsidy standards regarding under- and over-housing in order to ensure full utilization of PBV units. Subsidy standards are the same for PBVs as those used for tenant-based vouchers, but exceptions are granted when there are no appropriately sized households on the waiting list to fill a vacant unit.
- Home Forward has modified lease terms, renewal options, and termination policies to limit owners' ability to terminate tenancy without cause, maximizing housing choice for the families in those units. After the initial term, PBV leases convert to a month-to-month agreement unless

owners and tenants agree to a longer term, and owners may not refuse to renew leases without cause. Owners of PBV units may not terminate tenancy without cause, except as follows:

- The owner of a PBV unit may terminate tenancy for a family if Home Forward terminates the family's assistance for any reason in order to ensure that another low-income applicant can be served. However, instead of terminating tenancy, the owner may request Home Forward's approval to amend the PBV contract to remove a unit occupied by a zero subsidy family or amend the PBV contract to substitute a different unit with the same number of bedrooms in the same building.
- Home Forward modified the way contract rents are determined for PBV units by limiting PBV contract rents to a maximum of the payment standard less any applicable tenant paid utility allowance, ensuring that PBV units are affordable even to zero-income households.
- Home Forward adapted the timing of applying payment standard adjustments for PBV participants. Any increase in payment standards to the PBV units is applied on the next anniversary date of the PBV Housing Assistance Payments Contract, following the effective date of the increase. Any decrease in payment standards to the unit is applied beginning on the second anniversary date of the PBV Housing Assistance Payments Contract following the effective date of the decrease. Home Forward also applies any changes to the utility allowances at the same time as the payment standard adjustments.
- Home Forward uses an alternate rent setting policy that allows the Rent Assistance Director, with Board approval, to set exception payment standards that are greater than 110% (up to a maximum of 150%) of Fair Market Rents for service-enriched buildings without requesting HUD approval. The payment standard granted applies to any unit under the project-based voucher contract serving a highly vulnerable population with intensive services. Data is required of the owner to verify the value of the services being provided, and this cost will not be included when conducting rent reasonableness tests.
- Home Forward allows Home Forward staff to conduct inspections, set rents and determine rent reasonableness for Home Forward-owned units that utilize PBVs. When Home Forward both owns and manages the unit, it hires a third party to conduct quality control testing of inspections and rent reasonableness determinations for a sample of these units. This activity is also described under Activity 08: Inspection and Rent Reasonableness at Home Forward-Owned Units.
- Home Forward has eliminated the cap limiting project-basing to up to 20% of the amount of budget authority allocated to the agency by HUD in the voucher program.



## 11 ALIGN UTILITY ALLOWANCE ADJUSTMENT PROCEDURES

Approved FY2011, Implemented FY2011

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

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

**MTW authorization:**

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

**Statutory objective:**

Reduce cost and achieve greater cost effectiveness in Federal expenditures.

**Changes or modifications:** We are not anticipating any changes to this activity.

**Activity Metrics:**

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	Before implementation, \$8,000 per year	FY2018: \$0	\$0 to complete survey
Staff time savings (Standard Metric: CE#2)			
Total time to complete task	Before implementation, approximately 393 hours	FY2018: 0 hours	0 hours

**MTW Flexibility:**

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

### 13 BROADEN RANGE OF APPROVED PAYMENT STANDARDS

Approved FY2015, Implemented FY2015, Amended FY2017

Regulations require that payment standards are set between 90% and 110% of Fair Market Rents (FMR), as defined by HUD for a Housing Authority's jurisdiction. Home Forward serves all of Multnomah County, a large geographic area with rents that differ throughout several submarkets, i.e. downtown Portland and East County, which is more rural. When the rental market conditions tighten, it is not uncommon for 110% of Fair Market Rent to fall short of what is needed to rent a quality unit in large, and often higher opportunity, areas of Multnomah County. In addition, payment standards that are too high in particular neighborhoods can create concentrations of poverty.

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

Home Forward uses the following parameters to establish payment standards:

- Payment standards are broken down by nine separate neighborhoods as defined by ZIP codes. Each of these neighborhood payment standards is broken down by bedroom size.
- Payment standards are set at the market rate.
- Because data shows that market rents are significantly different for three-bedroom apartments and three-bedroom single-family homes and duplexes, Home Forward has established separate payment standards for the two housing types with three bedrooms.

In response to a FMR study commissioned by the local metro-area housing authorities, on February 3, 2016, HUD adopted revised FMRs for the Portland-Vancouver-Hillsboro, OR-WA, HUD Metropolitan Statistical Area (MSA). In March 2016, utilizing these new and substantially increased FMRs together with our existing authority, at the time, to set payment standards up to 120% of FMR. Home Forward's Board of Commissioners adopted new payment standards to be effective April 1, 2016. These payment standards are set at up to 118% of FMR in some neighborhoods to reflect actual market costs in order to give participants a greater chance to lease up in low poverty, high-opportunity neighborhoods.

With these new payment standards, from April 1, 2016 – August 31, 2016, approximately 5,244 families (82% of Housing Choice Voucher participants) have units that benefitted from the implementation of the payment standards set beyond the basic range of 90-110% FMR. Even with the increased FMRs, continued rent increases have proven payment standards up to 120% are insufficient in many neighborhoods we serve, effectively barring low-income families from accessing housing in these areas without paying high market rents in excess of the payment standards. Despite setting payment standards at 118% of FMR, our

**MTW authorization:**

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

**Statutory objective:**

Increase housing choice for low-income families

April 1<sup>st</sup>, 2016 payment standards for studio apartments are below 90% of actual market rate in two of our nine payment standard areas, the payment standards for 1-bedroom apartments are below 90% of market in three of the nine payment standard areas, and the payment standards for 2-bedroom apartments are below 90% of market in four of the nine payment standard areas. The following table illustrates the shortfall in studios, one-bedrooms and two-bedrooms throughout the county:

Submarket	STUDIOS		1 BEDROOM		2 BEDROOM	
	Avg shelter cost	Shelter cost as FMR%	Avg shelter cost	Shelter cost as FMR%	Avg shelter cost	Shelter cost as FMR%
Downtown	\$1023	115%	\$1,264	124%	\$1,886	156%
Downtown/NW	\$1,323	149%	\$1,489	146%	\$1,473	122%
Gresham, Fairview, Troutdale	\$685	77%	\$918	90%	\$1,068	88%
Inner & Central NE	\$1,086	123%	\$1,137	111%	\$1,577	131%
Inner & Central SE	\$1,006	114%	\$1,144	112%	\$1,413	117%
N Portland & St. Johns	\$1,073	121%	\$1,424	139%	\$2,033	168%
Outer NE	\$731	83%	\$860	84%	\$1,118	93%
Outer SE	\$823	93%	\$926	91%	\$1,221	101%
SW Portland	\$1,363	154%	\$1,400	137%	\$1,399	116%

We will always need to balance the opportunity created with higher payment standards with the increased per family costs associated with higher payment standards. Higher payment standards can put limits on our ability to respond to the overwhelming need in our community, but given the nature of the rental market in Multnomah County, the flexibility to set payment standards up to 160% of FMR may be necessary to create reasonable choice for participant families, particularly in low-poverty, high-opportunity areas. We anticipate revising payment standards in FY2017, and depending on updated market survey data, utilization levels, and lease-up success, we may implement payment standards above 120% in some areas.

Home Forward has also been authorized to approve Exception Payment Standards up to 160% of Fair Market Rents in low-poverty areas or as a reasonable accommodation for a family that includes a person with disabilities.

- Home Forward participants are on biennial and triennial recertification schedules, per Activity 01 Rent Reform. Because of this, there is sometimes a delay of several months or even years before the increased payment standard is applied to a participant's rent calculation. In the meantime, those participants may

be experiencing a larger shelter burden as their landlords increase rent without the accompanying increase in payment standards. To address this delay, Home Forward has been authorized to apply updated payment standards at a participant’s interim review.

**Changes or Modifications: We are not anticipating any changes to this activity.**

**Activity Metrics:**

Metric	Baseline	Benchmark	Final Projected Outcome
Increase in resident mobility (Standard Metric: HC#5)			
Number of households living in better neighborhoods (defined as low poverty census tracts where poverty is below 18.5%)	FY2013: 1,896 (30%) households lived in better neighborhoods	FY2018: 2,330 (33%) households	FY2018: at least 2,300 households (33%)
Agency cost savings (Standard Metric: CE#1) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Home Forward does not save costs through this activity, but we have included it at HUD’s request.			
Total cost of task	FY2014: \$48,597,556	FY2018: \$65,000,000	FY2018: \$65,000,000

**Additional Metrics**

Average Housing Assistance Payment expense			
Average annual HAP expense by household	FY2014: \$6,690	FY2018: \$7,909	FY2018: \$7,900

Data will be collected from YARDI, Home Forward’s database, which tracks the census tract and Payment Standard used for each household.

**MTW Flexibility:**

Home Forward uses our MTW authority to expand the range for which Home Forward may set payment standards across the various submarkets of Multnomah County to between 80% and 160% of HUD-established Fair Market Rents, and to allow for exception payment standards up to 160% of Fair Market Rents, without HUD approval. This ensures that payment standards are sufficient to allow all families, including those that need a reasonable accommodation, to choose to rent units in all nine of the defined areas in Multnomah County (so long as Housing Choice Voucher funding is sufficient to permit this). Home Forward may also choose to reduce payment standards in areas with lower market rents. Home Forward may apply updated payment standards at a participant’s interim review.

## 14 PROGRAM BASED ASSISTANCE

Approved FY2015, Implemented FY2015

The need for rental assistance in Multnomah County far outstrips the supply. When Home Forward opened the Section 8 waiting list in 2016 for the first time in 4 years, over 16,000 households applied for 3,000 waiting list slots.

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

To administer Program Based Assistance, Home Forward sets aside a pool of flexible rent assistance funds to serve targeted populations, in partnership with one or more local service providers who ensure that the families have access to the supportive services or resources they need to be stable and successful. Target populations for Program Based Assistance are families for whom: 1) success on the Section 8 Housing Choice Voucher program would be unlikely; 2) the delay in accessing rent assistance due to the Section 8 waitlist would most likely have devastating results (recidivism, relapse, death, homelessness, etc.); or 3) the need for rental subsidy is short term while the client is receiving the support needed to stabilize in permanent housing. Examples of target populations include families who are homeless or at risk of homelessness, families with children attending Alder Elementary School (which has one of the highest mobility rates in the County and was adopted by the I Have a Dream Foundation in order to improve outcomes), former foster youth, survivors of domestic violence, and families with an adult who has recently been released from prison.

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

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

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

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

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

**Changes or Modifications:**

We are not anticipating any changes to this activity.

**Activity Metrics:**

Metric	Baseline	Benchmark	Final Projected Outcome
Additional Units of Housing Made Available (Standard Metric: HC#1)			
Number of new housing units made available for households at or below 80% AMI	Before implementation, 0 units	FY2018: 5 units	5 additional units made available through the New Doors project for former foster youth
Increase in Resident Mobility (Standard Metric: HC #5)			
Number of households able to move to a better unit and/or neighborhood of opportunity	Before implementation, 0 households	FY2018: 85 unduplicated households	110 formerly homeless households receive placement services annually
Households Assisted by Services that Increase Housing Choice (Standard Metric: HC #7)			
Number of households receiving services aimed to increase housing choice	Before implementation, 0 households	FY2018: 462 unduplicated households	300 households receive services annually through Program Based Assistance

Home Forward tracks this information through a combination of our YARDI database system, reporting by partner agencies, and the community’s Homeless Management Information System (HMIS) software.

**MTW Flexibility:**

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

## 15 TENANT-BASED VOUCHER SET ASIDE POLICIES

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

**MTW authorization:**

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

**Statutory objective:**

Reduce cost and achieve greater cost effectiveness in Federal expenditures

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

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

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

Home Forward is proposing to instead model the referral and selection procedures after the existing VASH program. As with VASH, Home Forward will accept referrals from the specified partners and award those households the dedicated vouchers. Written documentation of the referral will be maintained in the tenant file by Home Forward, but Home Forward will not add these households to the waiting list to be immediately selected. This flexibility will increase efficiency and may reduce the number of days a family has to wait between referral and issuance of the voucher.

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

- Number of vouchers set aside for the preference;
- Eligibility criteria for the preference;
- Criteria for determining how families will be selected and referred to Home Forward by the partner(s);
- Type and duration of services the partner(s) will make available to the household; and

- Understanding that all referrals must be in writing and include a certification from the partner(s) that the family was selected and referred to Home Forward in accordance with the criteria outlined in the Memorandum of Understanding.

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

During FY2018, we plan to enter into Memorandums of Understanding with up to eight community partners and set aside up to 250 tenant-based vouchers to serve selected target populations. Target populations will include those vulnerable to housing instability and/or those with an ongoing need for supportive services once housed. The two current set aside programs Home Forward is operating will be completed by the start of FY2018. However, should they be renewed, Home Forward would shift to the referral system (with no waiting list) for these set aside programs as well.

#### Impact on Statutory Objective(s)

Since households are referred for set aside vouchers by community partners, it is inefficient and duplicative for Home Forward to maintain a waiting list of the families that partners have selected, only to immediately pull those families off the list. Accepting referrals from the partners of the set aside program, who have selected families based on the criteria outlined in the Memorandum of Understanding, will create efficiencies.

#### Activity Metrics:

Metric	Baseline	Benchmark	Final Projected Outcome
Agency cost savings (Standard Metric: CE#1)			
Total cost of task	FY2016: \$875	FY2018: \$0	\$0
Staff time savings (Standard Metric: CE#2)			
Total time to complete the task	FY2016: 29.5 hours	FY2018: 0 hours	0 hours
Decrease in wait list time (Standard Metric: HC#3) Note: This is a standard reporting metric used by HUD to measure impacts across agencies on a national level. Because households are immediately pulled from the waiting list, this will have no impact on this metric; but we have included it at HUD's request.			
Average applicant time on wait list in months	FY2016: 0 months	FY2018: 0 months	0 months

Home Forward will track this information through our YARDI database system.



**MTW Flexibility**

Home Forward is using our MTW flexibility to waive requirements that families served through set aside tenant-based vouchers be selected from a waitlist, only to be immediately pulled from the list. Instead families will be referred to Home Forward by the specified community partners, who will have selected households based on limited preferences and criteria of the Memorandum of Understanding.

## Not Yet Implemented Activities

### 12 ALTERNATIVE INITIAL HOUSING ASSISTANCE PAYMENT POLICY

Approved FY2015

Multnomah County is experiencing a fiercely competitive rental market, with only a 3% vacancy rate and rapidly rising rents. It is often unlikely that our Housing Choice Voucher (HCV) holders – with extra paperwork and inspection requirements that delay initial move-in and payment effective dates – can compete successfully with unsubsidized renters who can move into a unit and begin payment immediately.

In an effort to improve housing choice for voucher holders and to increase the number of landlords who participate in the program, particularly in low-poverty neighborhoods, this activity allows Home Forward to enter into a HAP contract with a landlord with an effective date prior to the initial inspection date. This enables landlords to lease to voucher holders without losing valuable rental income while waiting for an inspection.

Home Forward will create a local HAP contract, including an addendum informing the landlord of Housing Quality Standard unit requirements and requiring their certification that the unit will meet those standards. The tenant will move in when they are approved by the landlord and when Home Forward has approved rent reasonableness and the affordability test. The initial inspection will take place within 15 business days of the effective date of the HAP contract, and if the unit does not pass, landlords will be provided an additional 15 business days to make repairs. In the event of a life-threatening deficiency, landlords will be given 24 hours to make repairs. Once the unit has passed inspection, initial payments will be remitted and will be retroactive to the HAP contract date. No payments will be made until the unit passes inspection, and the contract will include a provision for Home Forward to back out at any point if the unit does not pass inspection. If a unit does not pass inspection, no payments will be made and tenants will be released of their obligation to the unit.

Using our single-fund flexibility, we will create a moving assistance fund of \$5,000 to assist households in making deposit payments in the event that a landlord fails to make the necessary repairs and the family has to find a new unit. Because of the high quality of rental housing in Multnomah County, we anticipate a low rate of landlords failing re-inspection in this pilot program. During FY2016, 82% of initial inspections passed on the first visit.

During the initial year as a pilot program, Home Forward will use this alternative policy at its discretion. The alternative policy will not be used:

- If a unit was built prior to 1978 and the family moving in includes a pregnant woman or children under the age of six; or
- If a landlord has a history of subpar units, a poor or non-compliant repair record, or an otherwise questionable history.

Although this activity was approved beginning FY2015, Home Forward did not implement it immediately due to two significant changes in leadership for the voucher program in FY2015: the retirement of the Inspections Supervisor and the promotion of the Department's Director to Chief Operating Officer of the agency. Since then, Home Forward formed a workgroup in April 2015 to create the process and documents to pilot the Alternative Initial Housing Assistance Payment policy. The workgroup consisted of staff knowledgeable in HQS inspections and compliance, and those responsible for supervising who will be administering the program. The workgroup met with an attorney in November 2015 to discuss potential issues and impediments to implementing the process. For example, landlords may have issue with having to waive the right to collect a lease break fee if they

have already entered into a lease agreement with the tenant, but the unit does not pass inspection if the Request for Tenancy Approval is not approved. The workgroup also discussed the complexities of having staff learn and administer two different Housing Assistance Payment policies. The workgroup continually met throughout December 2015 through April 2016 to discuss logistics of staff training and a landlord/unit certification process.

The intention of the Alternative Initial Housing Assistance Payment policy was to improve landlord relationships and speed up the process of lease up. However, the workgroup expressed concern that this policy may be an administrative burden and may cause unintentional delays. Landlords have not reported concerns about Home Forward's inspection time; Home Forward is generally able to conduct initial inspections within 3-5 business days of receiving the Request for Tenancy Approval. The workgroup has assessed the Alternative Initial Housing Assistance Payment policy, and while it could be beneficial for landlords and the families that Home Forward serves but is not practical to implement based on the concerns listed above.

**Changes or modifications:** We have not yet implemented this activity and will close it in our fiscal year 2018 MTW Report.

**Activity Metrics:**

Metric	Baseline	Benchmark	Final Projected Outcome
Increase in resident mobility (Standard Metric: HC#5)			
Number of households living in better neighborhoods (defined as low poverty census tracts where poverty is below 18.5%)	FY2013: 1,896 (30%) households lived in better neighborhoods	FY2018: Not Implemented	FY2018: Not Implemented
<b>Additional Metrics:</b>			
Improve voucher success rate			
Issued voucher success rate	FY2013: 81.5%	FY2018: Not Implemented	FY2018: Not Implemented
Decrease in lease-up time			
Average number of days for an MTW voucher holder to lease up	FY2013: 51.6 days	FY2018: Not Implemented	FY2018: Not Implemented

Home Forward will track this information through our YARDI database system.

**MTW Flexibility:**

This activity allows Home Forward to conduct initial inspections up to 15 days after the effective date of a HAP contract, and make payments effective as of that contract date.

## Closed Out Activities

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

# Sources and Uses of Funding

## Sources and Uses of MTW Funds

### Estimated Sources of MTW Funding for the Fiscal Year

PHAs shall provide the estimated sources and amounts of MTW funding by FDS line item.

Sources		
FDS Line Item	FDS Line Item Name	Dollar Amount
70500 (70300+70400)	Total Tenant Revenue	\$ 3,605,000
70600	HUD PHA Operating Grants	82,210,000
70610	Capital Grants	1,763,000
70700 (70710+70720+70730+70740+70750)	Total Fee Revenue	0
71100+72000	Interest Income	52,000
71600	Gain or Loss on Sale of Capital Assets	(372,000)
71200+71300+71310+71400+71500	Other Income	3,091,000
<b>70000</b>	<b>Total Revenue</b>	<b>\$ 90,349,000</b>

### Estimated Uses of MTW Funding for the Fiscal Year

PHAs shall provide the estimated uses and amounts of MTW spending by FDS line item.

Uses		
FDS Line Item	FDS Line Item Name	Dollar Amount
91000 (91100+91200+91400+91500+91600+91700+91800+91900)	Total Operating - Administrative	\$ 8,439,000
91300+91310+92000	Management Fee Expense	0
91810	Allocated Overhead	2,232,000
92500 (92100+92200+92300+92400)	Total Tenant Services	372,000
93000 (93100+93600+93200+93300+93400+93800)	Total Utilities	2,100,000
93500+93700	Labor	0
94000 (94100+94200+94300+94500)	Total Ordinary Maintenance	5,620,000
95000 (95100+95200+95300+95500)	Total Protective Services	50,000
96100 (96110+96120+96130+96140)	Total insurance Premiums	305,000
96000 (96200+96210+96300+96400+96500+96600+96800)	Total Other General Expenses	4,041,000
96700 (96710+96720+96730)	Total Interest Expense and Amortization Cost	79,000
97100+97200	Total Extraordinary Maintenance	6,000
97300+97350	Housing Assistance Payments + HAP Portability-In	65,342,000
97400	Depreciation Expense	3,147,000
97500+97600+97700+97800	All Other Expenses	0
<b>90000</b>	<b>Total Expenses*</b>	<b>\$ 91,733,000</b>

\* Excluding Depreciation Expense (a non-cash category) and Capital Grants (non-operating revenue), MTW Sources equal MTW Uses.

## Describe the Activities that Will Use Only MTW Single Fund Flexibility

### **Replacement Housing Factor Funds/Demolition or Disposition Transition Funding**

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

### **MTW Initiative Funds**

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

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

- Action for Prosperity: Action for Prosperity is a partnership between Home Forward, Worksystems, Inc., the Multnomah County Anti-Poverty system, and the State Department of Human Services. Each system leverages its resources by delivering core services and utilizing the other systems to provide wrap-around supports. With access to stable housing, the appropriate level of case management, and priority access to workforce services, we believe that a significant number of households will be able to develop the skills they need to gain employment within two years. Home Forward contributes rent assistance, in the form of Program Based Assistance, which is contracted to agencies in the Anti-Poverty system who use it to help stabilize families who are engaged in training or employment programming.
- Families Forward: Families Forward is the umbrella name for our strategic initiatives designed to help youth attain education success in order to alleviate or exit poverty, and to help adults make economic progress, with the ultimate goal of exiting poverty for those who are able.

- For adults, the current priority is to create a single framework for all of the agency's Economic Opportunity efforts, integrating the following four strategies: collecting information about families through an Employment and Training Interest Inventory; aligning existing self-sufficiency programs into a single program called GOALS, with site-based and non-site based components; facilitating the hiring of low-income (Section 3) residents and participants by Home Forward and contractors; and integrating Action for Prosperity (mentioned above) into Economic Opportunity work. Ultimately, the goals for this initiative include increases in resident/participant earned income, increases in residents'/participants' contribution to rent, and residents/participants reaching a living wage if they exit housing subsidy.

Youth Initiatives: Home Forward's youth and education work for the next fiscal year will largely focus on early childhood (children prenatally through age 8) in several key areas: improving school attendance, especially in the early grades; increasing our support of parents with children ages 0-5 to improve school readiness; and aligning our services with key educational and parent support partners to improve parent and child well-being and school readiness. These efforts will be coordinated with local sector partners and collective impact efforts focused on creating a more seamless early childhood system of support and addressing chronic school absence across Multnomah County.

- Aging at Home Strategies: Home Forward is developing and implementing initiatives to increase independence and a sense of community at our properties that serve seniors and people with disabilities. We have hired a Health & Support Services Coordinator to assist in the enhancement and development of partnerships and systems alignment with a variety of partners including Aging & Disability Services, Cedar Sinai Park, Care Oregon, Health Share and Family Care, clinics and educational bodies. In addition, we plan to continue administering the Congregate Housing Services Program at five properties and are evaluating expansion of this program and/or implementing certain aspects of this program at other properties.
- Staff Training: Home Forward's current strategic plan (2016-2020) recognizes that how our work is done matters to our community and staff. To strengthen our relationship with the people we serve and with each other, Home Forward continues to re-evaluate best practices and approaches to offer relevant information and training for staff. Training includes Trauma-Informed practice, a recognized model that recognizes the impact trauma can have on people and commits to not repeating traumatic experiences. The goal is to provide staff with knowledge and tools suitable for their position to recognizing symptoms of trauma and applying trauma informed awareness in engaging in the work and to support this by creating Trauma Informed policies and procedures that encourage healing and a sense of safety.
- Neighbor-to-Neighbor Grant Program: Home Forward has created a grant program for resident groups from our public or affordable housing communities. Resident groups submit applications for grant funds to improve their community livability



and reinforce community values. Past resident-led projects have included exercise classes, afterschool tutoring, an accessible community garden and the creation of a soccer field and youth sports team.

- Security Deposit Assistance: Home Forward uses single-fund flexibility to offer security deposit assistance to two populations: participants leasing up with Veterans Affairs Supportive Housing (VASH) vouchers, and former 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. Home Forward's funds are to be used only when the service agencies working with these populations are not able to otherwise arrange for deposit assistance.
- Tenant Education Class and Deposit Assistance: During FY2016, Home Forward entered into a contract with a community-based tenant advocate organization, the Community Alliance of Tenants (CAT), to teach new and transferring Housing Choice Voucher holders about their rights and responsibilities as tenants. Upon completing the class, voucher holders are given one-time access to \$200 in deposit assistance for their housing search. This partnership grew out of concern that in the current competitive rental market, and with the recent changes in Oregon landlord/tenant law, voucher holders needed more education about how to be successful applicants and tenants.
- Inspection Related Moving Fund: As described in Activity 12, Home Forward has created a moving assistance fund to assist households in making deposit payments in the unlikely event that a landlord fails to make necessary repairs to their unit after the initial inspection. (Not yet implemented; see Activity 12)
- Inter-jurisdictional Transfer Program for Survivors of Domestic Violence: In collaboration with other MTW-authorized housing authorities and the local domestic violence service system, Home Forward has implemented an inter-jurisdictional transfer program to assist participants who are survivors of domestic violence. The program ensures continued access to stable and safe housing when it is deemed necessary that the household move to another jurisdiction to avoid violence that is likely to become lethal or near-lethal. A local domestic violence service provider has assigned two full-time advocates to work on-site with Home Forward participants and residents. The advocates can recommend voucher participants to this transfer program and provide advocacy and assistance with relocation to the new jurisdiction. Clients are connected with a local domestic violence agency in the new jurisdiction for support after their transfer. Home Forward allocates up to \$2,000 per household for relocation costs, for up to five households each year. In addition, Home Forward intends to absorb the vouchers of up to five families referred by partnering MTW agencies. To date, this option has not been utilized.

- Section 8 Success Fund: Home Forward is testing two pilot programs in an effort to increase utilization rates and decrease the number of days to lease up for Housing Choice Voucher (HCV) households. The Success Fund is jointly funded by the City of Portland and Home Forward MTW Initiative Funds.
  - Security and Success Loan: HCV households of 30% AMI or more are offered low-interest loans with affordable re-payment terms in order to assist with moving related costs, such as security deposits. Home Forward has partnered with Local Community Development Financial Institution; Innovative Changes is serve as the lender. The loan is also an opportunity for credit building and financial education.
  - Housing Search Advocates: Home Forward contracts with three Housing Search Advocates to provide housing search and placement assistance to HCV households. The Advocates are employed by two non-profits who specialize in housing, Transition Projects Inc. and Human Solutions. Along with case management supports, the Advocates can also provide a limited amount of financial assistance to help reduce barriers to housing such as security deposits, application fees, and transportation for the housing search.
  
- Expungement Partnership: Home Forward is collaborating with Metropolitan Public Defender (MPD), a non-profit legal firm, to provide legal services to assist Home Forward residents, participants, and waitlist households with criminal record expungements along with consultation on any outstanding obligations to the court system. By reducing a barrier to housing and employment that is associated with a criminal background, Home Forward will help residents gain greater housing choice options in our community and ability for increased opportunity for work focused households to obtain employment. Home Forward also plans to see a decrease in administrative costs related to screening denials as an outcome of this project. Home Forward is using MTW Initiative Funds to support this program.
  
- Affordable Housing Opportunities: With incredibly low vacancy rates and a lack of affordable housing, Home Forward is dedicated to preserving and increasing the number of housing units in our community. Home Forward will use MTW Initiative Funds to leverage additional funding for the preservation of existing affordable housing and development of new affordable housing. By using methods such as site acquisition, predevelopment loans, and gap financing, Home Forward is able to invest in projects to expand the availability of housing that is affordable to families at different income levels in our community.
  
- Grant shortfalls: A large share of tenant/resident services are funded from grants and foundations. These funds augment local funds to provide supportive services and self-sufficiency services to residents. In order to optimize available services, any costs not eligible for state and local grants will be funded by single-fund flexibility.

- Emergency fund: In the event of an emergency that affects a public housing family's ability to live safely in their unit, Home Forward has created a fund to help the family temporarily find safe housing in a hotel.
- Landlord portal: Home Forward is developing an e-Center which will allow landlords to electronically process a Request for Tenancy Approval, view and schedule inspections, view payment information, and communicate with Home Forward. It is our objective to streamline the entire process and reduce the time required to lease an apartment or home to a voucher holder. Our staff is working with stakeholders to identify critical requirements and to develop a roadmap to deploying a beneficial tool to both our landlords and Home Forward.
- MTW Operating Reserve: Home Forward will set aside funds each year, as determined by the Board of Commissioners, towards building an Operating Reserve sufficient to fund four months of Operating Expenses plus one month of Housing Assistance Payments.

## Local Asset Management Plan

Is the PHA allocating costs within statute?

☐

or

☒ **No**

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

☒ **Yes**

or

☐

If the PHA is implementing a LAMP, it shall be described in an appendix every year beginning with the year it is proposed and approved. The narrative shall explain the deviations from existing HUD requirements and should be updated if any changes are made to the LAMP.

Has the PHA provided a LAMP in the appendix?

☒ **Yes**

or

☐

Local Asset Management Plan has been updated to reflect Agency name change, reclassification of certain positions, and minor updates to direct/indirect cost allocations to reflect current practices.

# Administrative

## Board Resolution



### MEMORANDUM

To: Board of Commissioners

Date: December 20, 2016

From: Bianca Chinn, MTW Program Analyst

Subject: FY2018 Moving to Work Plan

The Board of Commissioners is requested to authorize staff to submit the 19<sup>th</sup> Year Moving to Work (MTW) Annual Plan to the Department of Housing and Urban Development. This plan corresponds to Home Forward's fiscal year 2018.

#### ISSUE

Home Forward's designation as an MTW agency affords us regulatory relief in the administration of the Housing Choice Voucher program (Section 8) and Public Housing operating subsidies and capital allocations, as well as the ability to waive certain HUD regulations in favor of locally developed policies and initiatives for the benefit of our residents, participants and the community. All activities that use MTW authority must support at least one of three MTW objectives: (1) reduce costs and increase efficiencies, (2) increase housing choice for low-income families and, (3) provide incentives to families to become economically self-sufficient. Home Forward's current ten-year agreement with HUD preserves our MTW designation until 2028.

This year's MTW Plan has been presented to community stakeholders, the Resident Advisory Committee and the Board of Commissioners at a public hearing. All feedback and Home Forward responses are included in the MTW Plan and will be provided to HUD as part of our submission. Home Forward staff will continue to work closely with residents, participants and stakeholders as we refine and examine our existing activities, and as we consider any new activities to propose in future years.

**Signed Resolution**











## Public Review Process

Home Forward has taken the steps below to ensure a thorough public process in the development and adoption of the MTW plan.

October 24, 2016:	Draft MTW Plan posted on Home Forward’s website for public comment and input; no comment or input submitted as a result of this posting.
October 30 and November 6, 2016:	Public notice published in the Oregonian announcing the public hearing on November 15, 2016; text and Affidavit of Publication included in the following pages.
November 7, 2016:	Community stakeholder meeting held at Home Forward (135 SW Ash Street, Portland, OR 97204); people in attendance; comments included below.
November 7, 2016:	Presentation to Home Forward’s Resident Advisory Committee; comments included below.
November 15, 2016:	Public hearing / Board meeting held at Multnomah County Building (501 SE Hawthorne Blvd, Portland, OR); no public comment received.
December 20, 2016:	Approval by Board of Commissioners

## Public Comments

Community Stakeholders Meeting (included representation from Human Solutions, Cascadia Behavioral Health, Central City Concern, Northwest Pilot Project, Multnomah County and City of Portland Joint Office of Homeless Services, Black Parent Initiative, and Northwest Housing Alternatives).

Question: Is Home Forward setting too high of GOALS for the program? (Regarding the list of benchmarks for GOALS in the Moving to Work Plan).

Answer: The Department of Housing and Urban Development (HUD) set standardized benchmarks for all Moving to Work (MTW) organizations that do not necessarily sync up with Home Forward’s target outcomes for particular initiatives. When we do not meet a HUD or Home Forward benchmark, we will always provide a narrative to explain our outcomes in the MTW Report.

Question: Are there racial equity benchmarks?

Answer: Currently no. We could think about adding them. Equity benchmarks are not required in the MTW Plan, so Home Forward will consider these types of measurements more broadly than this plan.

Question: What is Home Forward's plans to help people who are leaving incarceration and/or people with convictions?

Answer: Home Forward is currently partnered with Metropolitan Public Defenders, a non-profit agency, to help participants and residents expunge criminal records. It is on page 74 of the Plan. Housing and Urban Development (HUD) has recently issued guidance related to Fair Housing Act standards towards the use of criminal records by housing providers. We are looking into more ways we can possibly help.

Resident Advisory Committee Meeting (13 resident members and 6 Home Forward staff present).

Question: Is there a part of the Moving to Work plan that addresses youth homelessness?

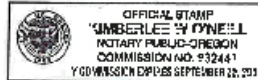
Answer: Home Forward currently partners with New Avenues for Youth (a community non-profit) under an existing MTW activity. The project is called New Doors and serves youth exiting the foster care system. We also manage vouchers under the Family Unification Program (FUP) for the same population.

Principal Clerk of the Publisher

Sworn to and subscribed before me this 22th day of November 2016

Kimberlee W O'Neill

Notary Public



called "Moving to Work" (MTW). There are no new initiatives being proposed at this time. Home Forward's activities are outlined in the "Draft FY2018 MTW Annual Plan." The draft plan is available for viewing on Home Forward's website: <http://www.homeforward.org/homeforward/moving-to-work>. Federal regulations under MTW authority emphasize cost-efficiency, resident self-sufficiency and increased housing choices. Home Forward will be accepting written comments regarding the Annual



State of Oregon,) as  
County of Multnomah)

Lois Miller being duly sworn, deposes that he/she is principal clerk of Oregonian Media Group; that The Oregonian is a public newspaper published in the city of Portland, with general circulation in Oregon, and this notice is an accurate and true copy of this notice as printed in said newspaper, was printed and published in the regular edition and issue of said newspaper on the following date(s):

The Oregonian 10/30, 11/06/2016

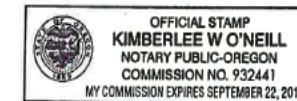
Lois Miller

Principal Clerk of the Publisher

Sworn to and subscribed before me this 22th day of November 2016

Kimberlee W O'Neill

Notary Public



#### PUBLIC HEARING

Home Forward (formerly the Housing Authority of Portland) will hold a public hearing on Tuesday, November 15, 2016 @ 6:15 pm at the Multnomah County Building, 501 SE Hawthorne Blvd, Portland, OR. The purpose of this meeting is to inform and seek input from the public, including current and potential residents / participants, concerning activities that Home Forward operates under the Federal Department of Housing and Urban Development's national demonstration program called "Moving to Work" (MTW). There are no new initiatives being proposed at this time. Home Forward's activities are outlined in the "Draft FY2018 MTW Annual Plan." The draft plan is available for viewing on Home Forward's website:

<http://www.homeforward.org/homeforward/moving-to-work>

Federal regulations under MTW authority emphasize cost-efficiency, resident self-sufficiency and increased housing choices.

Home Forward will be accepting written comments regarding the Annual Plan until December 1, 2016. Please submit written comments to the following address: Home Forward, Attn: Bianca Chinn, 135 SW Ash Street, Portland, OR 97204. Comments can also be mailed to [Bianca.Chinn@homeforward.org](mailto:Bianca.Chinn@homeforward.org).



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The Oregonian

LEGAL AFFIDAVIT

AD#: 0007887903

Annual Statement/Performance and Evaluation Report  
Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 06/30/2017

<b>Part I: Summary</b>					
PHA Name: Home Forward formerly known as Housing Authority of Portland		Grant Type and Number Capital Fund Program Grant No: OR16P00250112 Replacement Housing Factor Grant No: Date of CFFP:		FFY of Grant: 2012 FFY of Grant Approval:	
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no: ) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 03/2017 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>1</sup>	
		Original	Revised <sup>2</sup>	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	3,437,796.00			
16	1495.1 Relocation Costs				
17	1499 Development Activities <sup>4</sup>				

<sup>1</sup> To be completed for the Performance and Evaluation Report.

<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.

<sup>4</sup> RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report  
Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
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<b>Type of Grant</b> <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no: ) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 03/2017 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>1</sup>	
		Original	Revised <sup>2</sup>	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment				
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant: (sum of lines 2 - 19)	3,437,796.00			
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				
<b>Signature of Executive Director</b> 		<b>Date</b> 10/19/16		<b>Signature of Public Housing Director</b> 	
				<b>Date</b>	

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Part II: Supporting Pages								
PHA Name: Home Forward formerly known as Housing Authority of Portland			Grant Type and Number Capital Fund Program Grant No: OR16P00250112 CFFP (Yes/ No): Replacement Housing Factor Grant No:			Federal FFY of Grant: 2012		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised <sup>1</sup>	Funds Obligated <sup>2</sup>	Funds Expended <sup>2</sup>	
OR 2 – PHA Wide	15% Allowance to support operations	1492		687,559.20			687,559.20	FY15 Actuals
OR 2 – 064	Madrona Place	1492	45	100,000.00			100,000.00	FY17 Actuals
	Plumbing Repairs							
OR 2 – 064	Madrona Place	1492	45	250,000.00			250,000.00	FY17 Actuals
	Crawlspace and Waste Piping							
OR 2 – 111	Dekum Court	1492	40	2,621.62			2,621.62	FY16 Actuals
	Comprehensive Rehab							
OR 2 – 111	Dekum Court	1492	40	47,396.00	4,895.00		4,895.00	FY17 Actuals
	Sewer Repair							FY18 MTW Plan
OR 2 – 113	Tamarack	1492	120	1,541.42			1,541.42	FY16 Actuals
	Carport Emergency Repair							
OR 2 – 113	Tamarack	1492	120	30,176.13	35,086.02		35,086.02	FY17 Actuals
	Staircase Repair							
OR 2 – 113	Tamarack	1492	120	25,707.57	25,743.23		25,743.23	FY17 Actuals
	Roof & Ventilation							
OR 2 – 113	Tamarack	1492	120	15,000.00	1,879.43		1,879.43	FY17 Actuals
	Mold Remediation							FY18 MTW Plan
OR 2 – 114	Dahlke Manor	1492	115	12,365.00			12,365.00	FY16 Actuals
	Entry System Replacement							
OR 2 - 115	Holgate House	1492	80	22,727.00			22,727.00	FY16 Actuals
	Door Entry System							

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

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OR 2 - 115	Holgate House	1492	80	85,424.08	89,854.50		89,854.50	FY17 Actuals
	Exterior Sealing Project							
OR 2 - 117	Schrunk Tower	1492	118	437.13	460.91		460.91	FY17 Actuals
	Fencing Replacement							
OR 2 - 118	Williams Plaza	1492	101	147,143.59	147,243.59		147,243.59	FY16 Actuals
	Exterior Sealing Repairs							
OR 2 - 118	Williams Plaza	1492	101	26,007.59	26,007.59		26,007.59	FY16 Actuals
	Water Leak							
OR 2 - 121	Fir Acres	1492	31		35,454.00		35,454.00	FY17 Actuals
	Security Cameras							FY18 MTW Plan
OR 2 - 124	Lexington Court	1492	20	50,000.00	23,536.52		23,536.52	FY17 Actuals
	Security Cameras							
OR 2 - 124	Lexington Court	1492	20		9,500.00		9,500.00	FY17 Actuals
	New Playground Tiles							
OR 2 - 125	Eastwood Court	1492	32	58,491.00	23,036.94		23,036.94	FY17 Actuals
	Security Cameras							
OR 2 - 126	Carlton Court	1492	24	54.60			54.60	FY16 Actuals
	Siding Repairs							
OR 2 - 138	Eliot Square	1492	30		6,531.55		6,531.55	FY17 Actuals
	Exterior Brick Repair & Flashing							FY18 MTW Plan
OR 2 - 139	Medallion Apartments	1492	90	150,000.00	50,294.75		50,294.75	FY17 Actuals
	Water Intrusion							

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

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Annual Statement/Performance and Evaluation Report  
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				Original	Revised <sup>1</sup>	Funds Obligated <sup>2</sup>	Funds Expended <sup>2</sup>	
OR 2 – 152	Harold Lee Village	1492	10		727.44		727.44	FY17 Actuals
	Comprehensive Rehab							FY18 MTW Plan
OR 2 – 203	Maple Mallory	1492	48	44.54			44.54	FY16 Actuals
	Sewer Repairs							
OR 2 – 203	Maple Mallory	1492	48		4,697.64		4,697.64	FY17 Actuals
	Exterior Brick Repair & Flashing							FY18 MTW Plan
OR 2 – PHA Wide	PH Portfolio	1492		275,000.00	35,394.00		35,394.00	FY17 Actuals
	Asbestos Abatement							FY18 MTW Plan
OR 2 – PHA Wide	PH Portfolio	1492		15,300.00			15,300.00	FY17 Actuals
	Waste Containers							
OR 2 – PHA Wide	PH Portfolio	1492		99,013.95	34,716.40		34,716.40	FY17 Actuals
	Capital Needs Assessments							FY18 MTW Plan
Blended Component Unit	Gallagher Plaza - 85 Stories Group 1 Preservation Initiative / Rehab			339,816.40	453,500.78		453,500.78	FY17 Actuals
Blended Component Unit	Northwest Tower - 85 Stories Group 1 Preservation Initiative / Rehab			275,738.70	389,423.09		389,423.09	FY17 Actuals
Blended Component Unit	Hollywood East - 85 Stories Group 2 Preservation Initiative / Rehab			313,110.58	426,794.96		426,794.96	FY17 Actuals
Blended Component Unit	Sellwood Center - 85 Stories Group 2 Preservation Initiative / Rehab			407,119.90	520,804.28		520,804.28	FY17 Actuals

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>2</sup> To be completed for the Performance and Evaluation Report.

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

<sup>1</sup> Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.

Annual Statement/Performance and Evaluation Report  
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 06/30/2017

<b>Part I: Summary</b>					
PHA Name: Home Forward formerly known as Housing Authority of Portland		Grant Type and Number Capital Fund Program Grant No: OR16P00250113 Replacement Housing Factor Grant No: Date of CFFP:		FFY of Grant: 2013 FFY of Grant Approval:	
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no: ) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 03/2017 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>1</sup>	
		Original	Revised <sup>2</sup>	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	3,305,451.25			
16	1495.1 Relocation Costs				
17	1499 Development Activities <sup>4</sup>				

<sup>1</sup> To be completed for the Performance and Evaluation Report.

<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.


<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.

<sup>4</sup> RHF funds shall be included here.



Annual Statement/Performance and Evaluation Report  
Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

<b>Part I: Summary</b>					
<b>PHA Name:</b> Home Forward formerly known as Housing Authority of Portland		<b>Grant Type and Number</b> Capital Fund Program Grant No: OR16P00250113 Replacement Housing Factor Grant No: Date of CFFP:		<b>FFY of Grant:2013</b> <b>FFY of Grant Approval:</b>	
<b>Type of Grant</b> <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no: ) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 03/2017 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>1</sup>	
		Original	Revised <sup>2</sup>	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment	186,469.75			
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant: (sum of lines 2 - 19)	3,491,921.00			
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				
<b>Signature of Executive Director</b> 		<b>Date</b> 10/19/16		<b>Signature of Public Housing Director</b> 	
				<b>Date</b> 	

<sup>1</sup> To be completed for the Performance and Evaluation Report.

<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.

<sup>4</sup> RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report  
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 06/30/2017

Part II: Supporting Pages								
PHA Name: Home Forward formerly known as Housing Authority of Portland			Grant Type and Number Capital Fund Program Grant No: OR16P00250113 CFFP (Yes/ No): Replacement Housing Factor Grant No:			Federal FFY of Grant: 2013		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised <sup>1</sup>	Funds Obligated <sup>2</sup>	Funds Expended <sup>2</sup>	
OR 2 – PHA Wide	15% Allowance to support operations	1492		523,788.00			523,788.00	FY16 Actuals
OR 2 – 064	Madrona Place	1492	45		20,000.00		5,500.00	FY17 Actuals
	RAD Conversion							FY18 MTW Plan
OR 2 – 111	Dekum Court	1492	40		42,501.00		0.00	FY18 MTW Plan
	Sewer Repair							
OR 2 – 113	Tamarack	1492	120		13,120.57		11,387.90	FY17 Actuals
	Mold Remediation							FY18 MTW Plan
OR 2 - 113	Tamarack	1492	120		20,000.00		0.00	FY18 MTW Plan
	Emergency Sewer Repairs							
OR 2 - 115	Holgate House	1492	80		8,290.00		8,290.00	FY17 Actuals
	Door Entry System							
OR 2 - 115	Holgate House	1492	80		280,000.00		138,102.33	FY18 MTW Plan
	Emergency Plumbing Repairs							
OR 2 - 117	Schrunk Tower	1492	118		6,709.00		6,709.00	FY17 Actuals
	Fencing Replacement							
OR 2 – 121	Fir Acres	1492	31		52,046.00		0.00	FY18 MTW Plan
	Security Cameras							
OR 2 – 124	Lexington Court	1492	20		26,463.48		22,918.54	FY17 MTW Plan
	Security Cameras							
OR 2 – 124	Lexington Court	1492	20		1,254.00		1,254.00	FY17 Actuals
	New Playground Tiles							

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>2</sup> To be completed for the Performance and Evaluation Report.

Part II: Supporting Pages								
PHA Name: Home Forward formerly known as Housing Authority of Portland			Grant Type and Number Capital Fund Program Grant No: OR16P00250113 CFPP (Yes/ No): Replacement Housing Factor Grant No:			Federal FFY of Grant: 2013		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised <sup>1</sup>	Funds Obligated <sup>2</sup>	Funds Expended <sup>2</sup>	
OR 2 – 125	Eastwood Court	1492	32		35,454.06		19,946.57	FY17 MTW Plan
	Security Cameras							
OR 2 – 138	Eliot Square	1492	30	174,912.00	146,468.45		117,464.95	FY17 Actuals
	Exterior Brick Repair & Flashing							FY18 MTW Plan
OR 2 – 139	Medallion Apartments	1492	90		50,000.00		0.00	FY18 MTW Plan
	Concrete Restoration							
OR 2 – 142	Celilo Court	1492	28	500,000.00	0.00		0.00	FY18 MTW Plan
	Comprehensive Rehab							
OR 2 – 152	Harold Lee Village	1492	10	461,533.11	427,001.91		99,749.63	FY17 Actuals
	Comprehensive Rehab							FY18 MTW Plan
OR 2 – 153	Floresta	1492	20		34,949.00		34,949.00	FY17 Actuals
	Ridge cap and Mold Remediation							
OR 2 – 153	Floresta	1492	20		250,000.00		181,296.12	FY17 Actuals
	Roof Replacement							FY18 MTW Plan
OR 2 – 203	Maple Mallory	1492	48	125,000.00	282,302.36		250,767.91	FY17 Actuals
	Exterior Brick Repair & Flashing							FY18 MTW Plan
OR 2 – 203	Maple Mallory	1492	48		24,000.00		417.50	FY17 Actuals
	Door Entry System							FY18 MTW Plan
OR 2 – PHA Wide	PH Portfolio	1492			75,000.00		31,469.00	FY17 Actuals
	Asbestos Abatement							FY18 MTW Plan
OR 2 – PHA Wide	PH Portfolio	1492		200,986.05	100,000.00		4,054.60	FY17 Actuals
	Capital Needs Assessment							FY18 MTW Plan

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>2</sup> To be completed for the Performance and Evaluation Report.

Annual Statement/Performance and Evaluation Report  
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
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**Expires 06/30/2017**

<b>Part II: Supporting Pages</b>								
PHA Name: Home Forward formerly known as Housing Authority of Portland			Grant Type and Number Capital Fund Program Grant No: OR16P00250113 CFPP (Yes/ No): Replacement Housing Factor Grant No:			Federal FFY of Grant: 2013		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised <sup>1</sup>	Funds Obligated <sup>2</sup>	Funds Expended <sup>2</sup>	
OR 2 – PHA Wide	PH Portfolio	1492			26,907.70		26,907.70	FY17 Actuals
	Fleet Vehicles							
OR 2 – PHA Wide	PH Portfolio	1492		160,000.00	100,000.00		8,100.00	FY17 Actuals
	RAD I Conversion							FY18 MTW Plan
OR 2 – PHA Wide	PH Portfolio	1492			280,000.00		0.00	FY18 MTW Plan
	RAD II Conversion							
Blended Component Unit	Gallagher Plaza - 85 Stories Group 1 Preservation Initiative / Rehab	1492		289,808.02	125,000.00		0.00	FY18 MTW Plan
Blended Component Unit	Northwest Tower - 85 Stories Group 1 Preservation Initiative / Rehab	1492		289,808.02	125,000.00		0.00	FY18 MTW Plan
Blended Component Unit	Hollywood East - 85 Stories Group 2 Preservation Initiative / Rehab	1492		289,808.02	125,000.00		0.00	FY18 MTW Plan
Blended Component Unit	Sellwood Center - 85 Stories Group 2 Preservation Initiative / Rehab	1492		289,808.03	104,195.72		0.00	FY18 MTW Plan
OR 2 -	Debt Service – OR002D001B	9000		186,469.75	186,469.75		186,469.75	FY16 Actuals

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>2</sup> To be completed for the Performance and Evaluation Report.



<sup>1</sup> Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.

Annual Statement/Performance and Evaluation Report  
 Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
 Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
 Office of Public and Indian Housing  
 OMB No. 2577-0226  
 Expires 06/30/2017

<b>Part I: Summary</b>					
PHA Name: Home Forward formerly known as Housing Authority of Portland		Grant Type and Number Capital Fund Program Grant No: OR16P00250114 Replacement Housing Factor Grant No: Date of CFFP:		FFY of Grant: 2014 FFY of Grant Approval:	
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no: ) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 03/2017 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>1</sup>	
		Original	Revised <sup>2</sup>	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment--Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	3,128,365.75			
16	1495.1 Relocation Costs				
17	1499 Development Activities <sup>4</sup>				

<sup>1</sup> To be completed for the Performance and Evaluation Report.

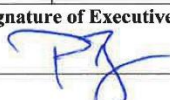
<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.

<sup>4</sup> RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report  
Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

<b>Part I: Summary</b>					
<b>PHA Name:</b> Home Forward formerly known as Housing Authority of Portland		<b>Grant Type and Number</b> Capital Fund Program Grant No: OR16P00250114 Replacement Housing Factor Grant No: Date of CFFP:		<b>FFY of Grant:</b> 2014 <b>FFY of Grant Approval:</b>	
<b>Type of Grant</b> <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no: ) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 03/2017 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>1</sup>	
		Original	Revised <sup>2</sup>	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment	360,894.25			
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant: (sum of lines 2 - 19)	3,489,260.00			
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				
<b>Signature of Executive Director</b> 		<b>Date</b> 10/17/16		<b>Signature of Public Housing Director</b> 	
				<b>Date</b> 	

<sup>1</sup> To be completed for the Performance and Evaluation Report.

<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.

<sup>4</sup> RHF funds shall be included here.

Part II: Supporting Pages								
PHA Name: Home Forward formerly known as Housing Authority of Portland			Grant Type and Number Capital Fund Program Grant No: OR16P00250114 CFFP (Yes/ No): Replacement Housing Factor Grant No:			Federal FFY of Grant: 2014		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised <sup>1</sup>	Funds Obligated <sup>2</sup>	Funds Expended <sup>2</sup>	
OR 2 – PHA Wide	15% Allowance to support operations	1492		697,852.00	523,389.00		523,389.00	FY17 Actuals
OR 2 - 113	Tamarack	1492	120	40,000.00	20,000.00		0.00	FY18 MTW Plan
	Emergency Sewer Repairs							
OR 2 – 121	Fir Acres	1492	31	50,000.00	0.00		0.00	FY18 MTW Plan
	Security Cameras							
OR 2 – 121	Fir Acres	1492	31		10,000.00		0.00	FY18 MTW Plan
	Tree Removal							
OR 2 – 123	Stark Manor	1492	30	37,241.73	87,500.00		0.00	FY18 MTW Plan
	Security Cameras							
OR 2 – 152	Harold Lee Village	1492	10	38,466.89	758,210.23		0.00	FY18 MTW Plan
	Comprehensive Rehab							
OR 2 - 237	Powellhurst	1492	34	500,000.00	0.00		0.00	FY18 MTW Plan
	Comprehensive Rehab							
OR 2 - 251	Tillicum North	1492	18		30,000.00		0.00	FY18 MTW Plan
	New Playground							
OR 2 – PHA Wide	PH Portfolio	1492			75,000.00		0.00	FY18 MTW Plan
	Asbestos Abatement							
OR 2 – PHA Wide	PH Portfolio	1492			100,000.00		0.00	FY18 MTW Plan
	Capital Needs Assessment							

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>2</sup> To be completed for the Performance and Evaluation Report.

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form HUD-50075.1 (07/2014)



<sup>2</sup> To be completed for the Performance and Evaluation Report.

U.S. Department of Housing and Urban Development  
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OMB No. 2577-0226  
**Expires 06/30/2017**

<sup>1</sup> Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.

Annual Statement/Performance and Evaluation Report  
Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 06/30/2017

<b>Part I: Summary</b>					
PHA Name: Home Forward formerly known as Housing Authority of Portland		Grant Type and Number Capital Fund Program Grant No: OR16P00250115 Replacement Housing Factor Grant No: Date of CFFP:			FFY of Grant: 2015 FFY of Grant Approval:
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no: ) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 03/2017 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>1</sup>	
		Original	Revised <sup>2</sup>	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	3,310,117.00	3,484,525.00		
16	1495.1 Relocation Costs				
17	1499 Development Activities <sup>4</sup>				

<sup>1</sup> To be completed for the Performance and Evaluation Report.


<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.

<sup>4</sup> RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report  
Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

<b>Part I: Summary</b>					
<b>PHA Name:</b> Home Forward formerly known as Housing Authority of Portland		<b>Grant Type and Number</b> Capital Fund Program Grant No: OR16P00250115 Replacement Housing Factor Grant No: Date of CFFP:		<b>FFY of Grant:</b> 2015 <b>FFY of Grant Approval:</b>	
<b>Type of Grant</b> <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no: ) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 03/2017 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>1</sup>	
		Original	Revised <sup>2</sup>	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment	361,203.00	186,795.00		
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant: (sum of lines 2 - 19)	3,671,320.00	3,671,320.00		
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				
<b>Signature of Executive Director</b> 		<b>Date</b> 10/19/16		<b>Signature of Public Housing Director</b>  	
				<b>Date</b>	

<sup>1</sup> To be completed for the Performance and Evaluation Report.

<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.

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Annual Statement/Performance and Evaluation Report  
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 Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
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 OMB No. 2577-0226  
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Part II: Supporting Pages								
PHA Name: Home Forward formerly known as Housing Authority of Portland			Grant Type and Number Capital Fund Program Grant No: OR16P00250115 CFPP (Yes/ No): Replacement Housing Factor Grant No:			Federal FFY of Grant: 2015		
Development Number Name/PHA-Wide Activities	General Description of Major Work Categories	Development Account No.	Quantity	Total Estimated Cost		Total Actual Cost		Status of Work
				Original	Revised <sup>1</sup>	Funds Obligated <sup>2</sup>	Funds Expended <sup>2</sup>	
OR 2 – PHA Wide	15% Allowance to support operations	1492		734,264.00	550,698.00		321,240.50	FY17 MTW Plan
OR 2 -- 123	Stark Manor	1492	30	12,758.27	0.00		0.00	FY18 MTW Plan
	Security Cameras							
OR 2 – 142	Celilo Court	1492	28		500,000.00		0.00	FY18 MTW Plan
	Comprehensive Rehab							
OR 2 – 152	Harold Lee Village	1492	10		614,060.42		0.00	FY18 MTW Plan
	Comprehensive Rehab							
OR 2 - 237	Powellhurst	1492	34		500,000.00		0.00	FY18 MTW Plan
	Comprehensive Rehab							
OR 2 – PHA Wide	PH Portfolio	1492			89,606.00		0.00	FY18 MTW Plan
	Asbestos Abatement							
OR 2 – PHA Wide	PH Portfolio	1492			65,283.60		0.00	FY18 MTW Plan
	Capital Needs Assessment							
OR 2 – PHA Wide	PH Portfolio	1492			100,000.00		0.00	FY18 MTW Plan
	Exterior Building Painting							
OR 2 – PHA Wide	PH Portfolio	1492			15,000.00		0.00	FY18 MTW Plan
	Flooring Replacement							
OR 2 – PHA Wide	PH Portfolio	1492		1,472,917.53	0.00		0.00	FY18 MTW Plan
	Unidentified Future Projects							
OR 2 – PHA Wide	PH Portfolio	1492		150,000.00	0.00		0.00	FY18 MTW Plan
	Discretionary Funds							

<sup>1</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>2</sup> To be completed for the Performance and Evaluation Report.

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

<sup>2</sup> To be completed for the Performance and Evaluation Report.

<sup>1</sup> Obligation and expenditure end dated can only be revised with HUD approval pursuant to Section 9j of the U.S. Housing Act of 1937, as amended.

Annual Statement/Performance and Evaluation Report  
Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 06/30/2017

<b>Part I: Summary</b>					
PHA Name: Home Forward formerly known as Housing Authority of Portland		Grant Type and Number Capital Fund Program Grant No: OR16P00250116 Replacement Housing Factor Grant No: Date of CFFP:			FFY of Grant: 2016 FFY of Grant Approval:
Type of Grant <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no: ) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 03/2017 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>1</sup>	
		Original	Revised <sup>2</sup>	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations (may not exceed 20% of line 21) <sup>3</sup>				
3	1408 Management Improvements				
4	1410 Administration (may not exceed 10% of line 21)				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Non-dwelling Structures				
13	1475 Non-dwelling Equipment				
14	1485 Demolition				
15	1492 Moving to Work Demonstration	3,602,203.50			
16	1495.1 Relocation Costs				
17	1499 Development Activities <sup>4</sup>				

<sup>1</sup> To be completed for the Performance and Evaluation Report.


<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.

<sup>4</sup> RHF funds shall be included here.

Annual Statement/Performance and Evaluation Report  
Capital Fund Program, Capital Fund Program Replacement Housing Factor and  
Capital Fund Financing Program

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
Expires 06/30/2017

<b>Part I: Summary</b>					
<b>PHA Name:</b> Home Forward formerly known as Housing Authority of Portland		<b>Grant Type and Number</b> Capital Fund Program Grant No: OR16P00250116 Replacement Housing Factor Grant No: Date of CFFP:		<b>FFY of Grant:</b> 2016 <b>FFY of Grant Approval:</b>	
<b>Type of Grant</b> <input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/Emergencies <input type="checkbox"/> Revised Annual Statement (revision no: ) <input checked="" type="checkbox"/> Performance and Evaluation Report for Period Ending: 03/2017 <input type="checkbox"/> Final Performance and Evaluation Report					
Line	Summary by Development Account	Total Estimated Cost		Total Actual Cost <sup>1</sup>	
		Original	Revised <sup>2</sup>	Obligated	Expended
18a	1501 Collateralization or Debt Service paid by the PHA				
18ba	9000 Collateralization or Debt Service paid Via System of Direct Payment	360,818.50			
19	1502 Contingency (may not exceed 8% of line 20)				
20	Amount of Annual Grant: (sum of lines 2 - 19)	3,963,022.00			
21	Amount of line 20 Related to LBP Activities				
22	Amount of line 20 Related to Section 504 Activities				
23	Amount of line 20 Related to Security - Soft Costs				
24	Amount of line 20 Related to Security - Hard Costs				
25	Amount of line 20 Related to Energy Conservation Measures				
<b>Signature of Executive Director</b> 		<b>Date</b> 10/19/16		<b>Signature of Public Housing Director</b> 	
				<b>Date</b>	

<sup>1</sup> To be completed for the Performance and Evaluation Report.

<sup>2</sup> To be completed for the Performance and Evaluation Report or a Revised Annual Statement.

<sup>3</sup> PHAs with under 250 units in management may use 100% of CFP Grants for operations.

<sup>4</sup> RHF funds shall be included here.



U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

<sup>2</sup> To be completed for the Performance and Evaluation Report.

U.S. Department of Housing and Urban Development  
Office of Public and Indian Housing  
OMB No. 2577-0226  
**Expires 06/30/2017**

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# Appendix

## Local Asset Management Plan

### Home Forward Asset Management Program

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

#### **Home Forward's Local Asset Management Program**

Home Forward operates a property/project-based management, budgeting, accounting, and reporting system. Our project-based management systems include:

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

#### **Home Forward's Cost Objectives**

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



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

### **Home Forward's Treatment of Certain Costs**

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

- **CORE Maintenance:** Home Forward is committed to a cost effective approach to managing our public housing assets. As such, Home Forward has developed a balance of on-site capacity to perform property manager functions and basic maintenance/handyperson services, with more skilled services performed by a centralized group of trades and specialty staff (CORE maintenance). CORE maintenance performs services covering plumbing and electrical repairs, painting and pest control, as well as garbage and recycling. Although these maintenance functions are performed centrally, the decisions and control remains at the property level as it is the property manager and/or housing program manager who determines the level of service required from the CORE maintenance group. All services are provided on a fee for service basis.
- **Procurement:** Home Forward has adopted procurement policies that balance the need for expedient and on-site response through delegated authorization to site staff for purchases under \$5,000. Purchases greater than this limit requires engaging central procurement. The Procurement staff are well trained in the special requirements of procuring goods and services for a federal program and provides necessary contract reporting requirements as well. Central procurement services are part of Home Forward's indirect overhead allocation.
- **Human Resources:** Along with the public housing program and its Section 8 voucher program, Home Forward has non-federal affordable properties, a development group, and locally funded rent assistance programs. Home Forward's Human Resources department serves the entire agency and certain human resource activities that HUD would consider a direct cost, such as recruitment and pre-employment drug testing and screening, are centralized and are part of Home Forward's indirect overhead allocation. Home Forward has determined that the cost of keeping extremely detailed records of HR activity for direct cost assignment exceeds the value received from such effort.

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

#### **Home Forward's Treatment of Public Housing Operating Subsidy**

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

#### **Home Forward's Indirect Cost Allocations**

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

#### ***Home Forward Indirect Costs***

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

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

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

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

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

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

### ***Balance sheet accounts***

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

- Cash
- Restricted Cash
- Petty Cash
- Investments
- Selected Prepaid Expenses and Deferred Charges
- Selected Accrued Liabilities

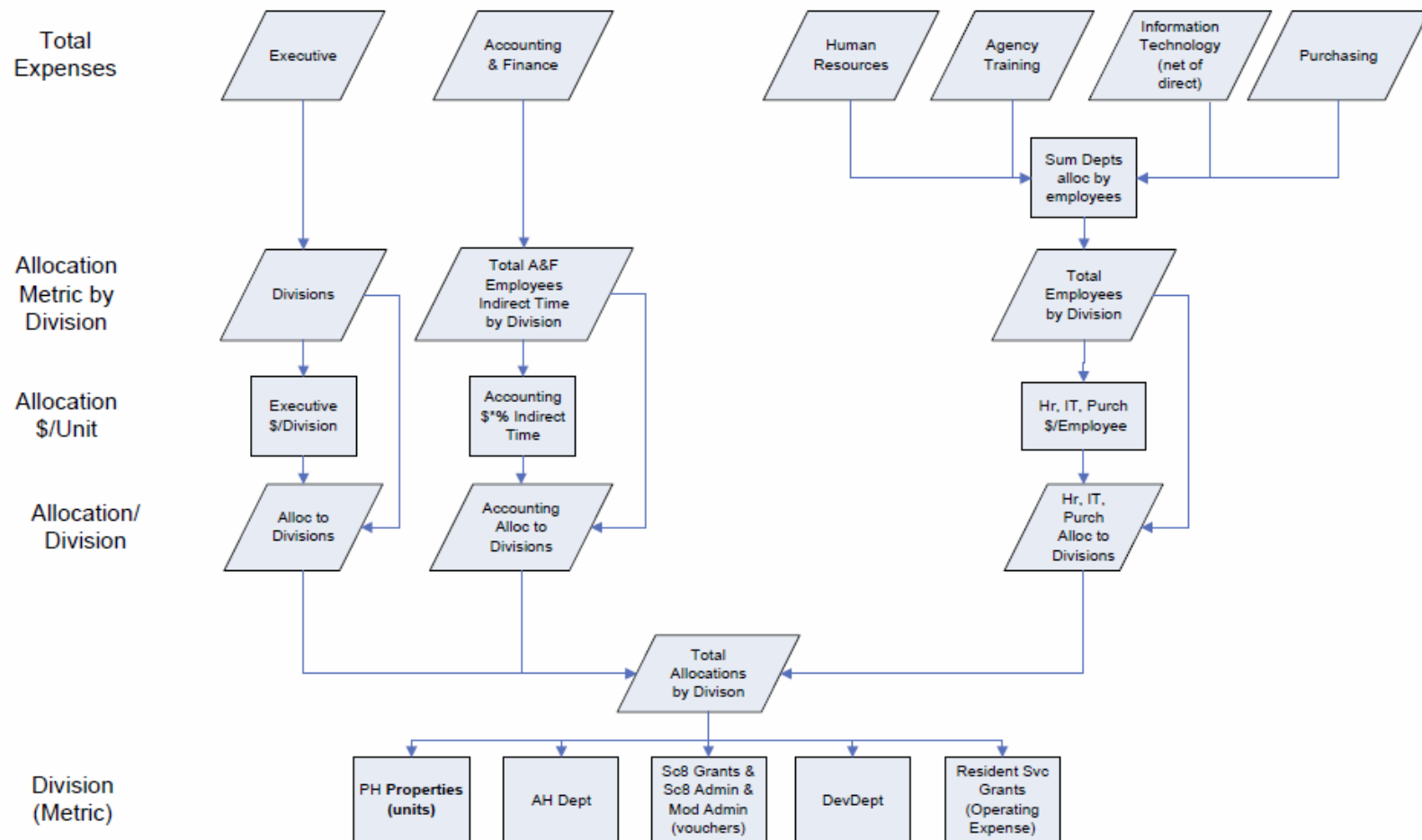
- Payroll Liabilities
- Compensated Absences
- Other Post-Employment Benefits (OPEB) Liability
- Unfunded Pension Liabilities (GASB 68)
- Unrestricted and Restricted Net Assets

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

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

# Home Forward Allocation Process

## Process Flow Diagram



## ATTACHMENT R - RENTAL ASSISTANCE DEMONSTRATION

Home Forward is a successful applicant in the Rental Assistance Demonstration (RAD).

In May 2015 Home Forward submitted six Rental Assistance Demonstration (RAD) applications for six properties, with a total of 285 public housing units. We received six initial Commitments to enter into a Housing Assistance Payment (CHAPs) in September 2015, with amended CHAPS issued in March 2016 (RAD Phase 1). In addition, Home Forward received 24 additional CHAPs in August 2016, totaling 498 units (part of RAD Phase 2). Home Forward is currently working with HUD to determine the timeline of conversion for these properties (see section titled Public Housing Strategy).

Home Forward is converting to project-based vouchers under the guidelines of PIH Notice 2012-32, REV-1 and any successor Notices. Upon conversion to project-based vouchers, Home Forward will adopt the resident rights, participation, waiting list and grievance procedures listed in Section 1.6 of PIH Notice 2012-32, REV-2; and Joint Housing PIH Notice H-2014-09/PHI-2014-17. These resident rights, participation, waiting list and grievance procedures are appended to this attachment. Additionally, Home Forward certifies that it is currently compliant with all fair housing and civil rights requirements.

RAD was designed by HUD to assist in addressing the capital needs of public housing by providing Housing Authorities access to private sources of capital to repair and preserve its affordable housing assets. Please be aware that upon conversion, Home Forward's Capital Fund Budget will be reduced by the pro rata share of Public Housing Developments converted as part of the Demonstration, and that Home Forward may also borrow funds to address their capital needs. Project-based voucher subsidy is sized to replace the reduction in Capital Funds and operating subsidy lost from the RAD conversions. Home Forward currently has debt under the Capital Fund Financing Program and will be working with Wells Fargo to address outstanding debt issues, which may result in additional reductions of capital funds. Regardless of any funding changes that may occur as a result of conversion under RAD, Home Forward certifies that it will maintain its continued service level.

Under HUD Notice PIH-2012-32, REV-2, Home Forward's RAD conversion is detailed below as part of its Annual Moving to Work Plan.

The following are the remaining public housing properties that Home Forward anticipates RAD closing or Section 18 approval, with properties converting through FY2021. At time of this writing, Home Forward is working with HUD to identify the order properties will close.

#### Development #1

<b>Development Name</b>	<b>Tillicum South</b>		
<b>PIC Development ID #</b>	<b>OR0020151</b>		
Conversion Type	Project-based vouchers		
Total Current Units	12	Total Post-RAD Units	12
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$15,045.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	12 3-bedroom units	Post-Conversion Bedroom Type	12 3-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Tillicum South will be moved onto a Home Forward project based voucher site-based waiting list for Tillicum South. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Tillicum South.		
Other Information	CHAP awarded August 2016		

#### Development #2

<b>Development Name</b>	<b>Powellhurst Woods</b>		
<b>PIC Development ID #</b>	<b>OR002000237</b>		
Conversion Type	Project-based vouchers		
Total Current Units	34	Total Post-RAD Units	34
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$60,065.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	23 2-bedroom units 11 3-bedroom units	Post-Conversion Bedroom Type	23 2-bedroom units 11 3-bedroom units
De Minimis Reduction	None		



Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Powellhurst Woods will be moved onto a Home Forward project based voucher site-based waiting list for Powellhurst Woods. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Powellhurst Woods.
Other Information	CHAP awarded August 2016

### Development #3

<b>Development Name</b>	<b>Tillicum North</b>		
<b>PIC Development ID #</b>	<b>OR002000251</b>		
Conversion Type	Project-based vouchers		
Total Current Units	18	Total Post-RAD Units	18
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$22,567.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	16 3-bedroom units	Post-Conversion Bedroom Type	16 3-bedroom units
	2 3-bedroom accessible units		2 3-bedroom accessible units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Tillicum North will be moved onto a Home Forward project based voucher site-based waiting list for Tillicum North. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Tillicum North.		
Other Information	CHAP awarded August 2016		

### Development #4

<b>Development Name</b>	<b>Hunters Run</b>		
<b>PIC Development ID #</b>	<b>OR002000252</b>		
Conversion Type	Project-based vouchers		
Total Current Units	10	Total Post-RAD Units	10
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$12,545.00		

Transfer of Assistance	None		
Pre-Conversion Bedroom Type	8 3-bedroom units 2 3-bedroom accessible units	Post-Conversion Bedroom Type	10 3-bedroom units 2 3-bedroom accessible units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Hunters Run will be moved onto a Home Forward project based voucher site-based waiting list for Hunters Run. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Hunters Run.		
Other Information	CHAP awarded August 2016		

#### Development #5

<b>Development Name</b>	<b>Fir Acres</b>		
<b>PIC Development ID #</b>	<b>OR002000121</b>		
Conversion Type	Project-based vouchers		
Total Current Units	32	Total Post-RAD Units	32
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$57,583.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	19 2-bedroom units 1 2-bedroom accessible unit 12 3-bedroom units	Post-Conversion Bedroom Type	19 2-bedroom units 1 2-bedroom accessible unit 12 3-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Fir Acres will be moved onto a Home Forward project based voucher site-based waiting list for Fir Acres. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Fir Acres.		
Other Information	CHAP awarded August 2016		

#### Development #6

<b>Development Name</b>	<b>Alderwood</b>		
<b>PIC Development ID #</b>	<b>OR002000337</b>		
Conversion Type	Project-based vouchers		
Total Current Units	20	Total Post-RAD Units	20
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$36,332.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	13 2-bedroom units 7 3-bedroom units	Post-Conversion Bedroom Type	13 2-bedroom units 7 3-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Alderwood will be moved onto a Home Forward project based voucher site-based waiting list for Alderwood. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Alderwood.		
Other Information	CHAP awarded August 2016		

#### Development # 7

<b>Development Name</b>	<b>Medallion Apartments</b>		
<b>PIC Development ID #</b>	<b>OR002000139</b>		
Conversion Type	Section 18 project based vouchers or RAD project based vouchers		
Total Current Units	90	Total Post-RAD Units	90
Pre-RAD Unit Type	Senior/People with disabilities	Post-RAD Unit Type	Senior/People with disabilities
Capital Fund Allocation	\$137,121.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	85 1-bedroom units 3 1-bedroom accessible units 2 2-bedroom accessible units	Post-Conversion Bedroom Type	85 1-bedroom units 3 1-bedroom accessible units 2 2-bedroom accessible units
De Minimis Reduction	None		

Transfer of Waiting List	If converted under RAD, applicants on Home Forward's public housing site-based waiting list for Medallion Apartments will be moved onto a Home Forward project based voucher site-based waiting list for Medallion Apartments. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Medallion Apartments. If approved for Section 18 Home Forward will not pursue RAD conversion for Medallion Apartments.
Other Information	Home Forward applied for Section 18 for Medallion Apartments prior to RAD and is anticipating a decision to be made by HUD. If approved for Section 18 Home Forward will not pursue RAD conversion for Medallion Apartments. CHAP awarded in October 2016.

## Development # 8

<b>Development Name</b>	<b>Ruth Haefner Apartments</b>		
<b>PIC Development ID #</b>	<b>OR002000140</b>		
Conversion Type	Section 18 project based vouchers or RAD project based vouchers		
Total Current Units	73	Total Post-RAD Units	73
Pre-RAD Unit Type	Senior/People with disabilities	Post-RAD Unit Type	Senior/People with disabilities
Capital Fund Allocation	\$110,562.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	65 1-bedroom 8 1- bedroom accessible units	Post-Conversion Bedroom Type	65 1-bedroom 8 1- bedroom accessible units
De Minimis Reduction	None		
Transfer of Waiting List	If converted to RAD, applicants on Home Forward's public housing site-based waiting list for Ruth Haefner Apartments will be moved onto a Home Forward project based voucher site-based waiting list for Ruth Haefner Apartments. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Ruth Haefner Apartments. If approved for Section 18 Home Forward will not pursue RAD conversion for Ruth Haefner Apartments.		
Other Information	CHAP awarded August 2016. Home Forward applied for Section 18 for Ruth Haefner Apartments prior to RAD and is anticipating a decision to be made by HUD. If approved for Section 18 Home Forward will not pursue RAD conversion for Ruth Haefner Apartments.		

**Development # 9**

<b>Development Name</b>	<b>Townhouse Terrace</b>		
<b>PIC Development ID #</b>	<b>OR002000122</b>		
Conversion Type	Project-Based Vouchers		
Total Current Units	32	Total Post-RAD Units	32
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$57,595.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	19 2-bedroom units	Post-Conversion Bedroom Type	19 2-bedroom units
	1 2-bedroom accessible unit		1 2-bedroom accessible unit
	12 3-bedroom units		12 3-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Townhouse Terrace will be moved onto a Home Forward project based voucher site-based waiting list for Townhouse Terrace. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Townhouse Terrace.		
Other Information	CHAP received August 2016		

**Development # 10**

<b>Development Name</b>	<b>Stark Manor</b>		
<b>PIC Development ID #</b>	<b>OR002000123</b>		
Conversion Type	Project-Based Vouchers		
Total Current Units	30	Total Post-RAD Units	30
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$52,425.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	18 2-bedroom units	Post-Conversion Bedroom Type	18 2-bedroom units
	12 3-bedroom units		12 3-bedroom units
De Minimis Reduction	None		

Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Stark Manor will be moved onto a Home Forward project based voucher site-based waiting list for Stark Manor. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Stark Manor.
Other Information	CHAP received August 2016

#### Development # 11

<b>Development Name</b>	<b>Lexington Court</b>		
<b>PIC Development ID #</b>	<b>OR002000124</b>		
Conversion Type	Project-Based Vouchers		
Total Current Units	20	Total Post-RAD Units	20
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$35,885.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	12 2-bedroom units	Post-Conversion Bedroom Type	12 2-bedroom units
	8 3-bedroom units		8 3-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Lexington Court will be moved onto a Home Forward project based voucher site-based waiting list for Lexington Court. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Lexington Court.		
Other Information	CHAP received August 2016		

#### Development # 12

<b>Development Name</b>	<b>Eastwood Court</b>		
<b>PIC Development ID #</b>	<b>OR002000125</b>		
Conversion Type	Project-Based Vouchers		
Total Current Units	32	Total Post-RAD Units	32
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$57,728.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	19 2-bedroom units	Post-Conversion Bedroom Type	19 2-bedroom units
	12 3-bedroom units		12 3-bedroom units
	1 3-bedroom accessible unit		1 3-bedroom accessible unit

De Minimis Reduction	None
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Eastwood Court will be moved onto a Home Forward project based voucher site-based waiting list for Eastwood Court. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Eastwood Court.
Other Information	CHAP received August 2016

### Development # 13

<b>Development Name</b>	<b>Carlton Court</b>		
<b>PIC Development ID #</b>	<b>OR002000126</b>		
Conversion Type	Project-Based Vouchers		
Total Current Units	24	Total Post-RAD Units	24
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$43,363.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	14 2-bedroom units 10 3-bedroom units	Post-Conversion Bedroom Type	14 2-bedroom units 10 3-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Carlton Court will be moved onto a Home Forward project based voucher site-based waiting list for Carlton Court. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Carlton Court.		
Other Information	CHAP received August 2016		

### Development # 14

<b>Development Name</b>	<b>Slavin Court</b>		
<b>PIC Development ID #</b>	<b>OR002000131</b>		
Conversion Type	Project-Based Vouchers		
Total Current Units	24	Total Post-RAD Units	24
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family

Capital Fund Allocation	\$47,903.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	18 3-bedroom units 6 4-bedroom units	Post-Conversion Bedroom Type	18 3-bedroom units 6 4-bedroom units

De Minimis Reduction	None
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Slavin Court will be moved onto a Home Forward project based voucher site-based waiting list for Carlton Court. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Slavin Court.
Other Information	CHAP received August 2016

#### Development # 15

<b>Development Name</b>	<b>Demar Downs</b>		
<b>PIC Development ID #</b>	<b>OR002000132</b>		
Conversion Type	Project-Based Vouchers		
Total Current Units	18	Total Post-RAD Units	18
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$31,569.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	15 2-bedroom units 3 2-bedroom accessible units	Post-Conversion Bedroom Type	15 2-bedroom units 3 2-bedroom accessible units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Demar Downs will be moved onto a Home Forward project based voucher site-based waiting list for Demar Downs. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Demar Downs.		
Other Information	CHAP received August 2016		

#### Development # 16

<b>Development Name</b>	<b>Eliot Square</b>		
<b>PIC Development ID #</b>	<b>OR002000138</b>		
Conversion Type	Project-Based Vouchers		
Total Current Units	30	Total Post-RAD Units	30



Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$57,318.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	11 2-bedroom units	Post-Conversion Bedroom Type	11 2-bedroom units
	1 2-bedroom accessible unit		1 2-bedroom accessible unit
	14 3-bedroom units		14 3-bedroom units
	4 4-bedroom units		4 4-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Eliot Square will be moved onto a Home Forward project based voucher site-based waiting list for Eliot Square. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Eliot Square.		
Other Information	CHAP received August 2016		

#### Development # 17

<b>Development Name</b>	<b>Celilo Court</b>		
<b>PIC Development ID #</b>	<b>OR002000142</b>		
Conversion Type	Project-Based Vouchers		
Total Current Units	28	Total Post-RAD Units	28
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$51,390.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	15 2-bedroom units	Post-Conversion Bedroom Type	15 2-bedroom units
	2 2-bedroom accessible units		2 2-bedroom accessible units
	11 3-bedroom units		11 3-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Celilo Court will be moved onto a Home Forward project based voucher site-based waiting list for Celilo Court. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Celilo Court.		
Other Information	CHAP received August 2016		

**Development # 18**

<b>Development Name</b>	<b>Harold Lee Village</b>		
<b>PIC Development ID #</b>	<b>OR002000152</b>		
Conversion Type	Project-Based Vouchers		
Total Current Units	10	Total Post-RAD Units	10
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$12,545.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	10 3-bedroom units	Post-Conversion Bedroom Type	10 3-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Harold Lee Village will be moved onto a Home Forward project based voucher site-based waiting list for Harold Lee Village. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Harold Lee Village.		
Other Information	CHAP received August 2016		

**Development # 19**

<b>Development Name</b>	<b>Floresta</b>		
<b>PIC Development ID #</b>	<b>OR002000152</b>		
Conversion Type	Project-Based Vouchers		
Total Current Units	20	Total Post-RAD Units	20
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$23,473.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	7 2-bedroom units 2 2-bedroom accessible units 11 3-bedroom units	Post-Conversion Bedroom Type	7 2-bedroom units 2 2-bedroom accessible units 11 3-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Floresta will be moved onto a Home Forward project based voucher site-based waiting list for Floresta. The applicants will retain their		

original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Floresta.

Other Information CHAP received August 2016

#### Development # 20

<b>Development Name</b>	<b>Maple Mallory</b>		
<b>PIC Development ID #</b>	<b>OR002000203</b>		
Conversion Type	Project-Based Vouchers		
Total Current Units	48	Total Post-RAD Units	48
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$74,808.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	24 1-bedroom units	Post-Conversion Bedroom Type	24 1-bedroom units
	24 2-bedroom units		24 2-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Maple Mallory will be moved onto a Home Forward project based voucher site-based waiting list for Maple Mallory. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Maple Mallory.		
Other Information	CHAP received August 2016		

#### Development # 21

<b>Development Name</b>	<b>Bel Park</b>		
<b>PIC Development ID #</b>	<b>OR002000232</b>		
Conversion Type	Project-Based Vouchers		
Total Current Units	10	Total Post-RAD Units	10
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$14,643.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	2 studio units	Post-Conversion Bedroom Type	2 studio units
	8 1-bedroom units		8 1-bedroom units

De Minimis Reduction	None
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Bel Park will be moved onto a Home Forward project based voucher site-based waiting list for Bel Park. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Bel Park.
Other Information	CHAP received August 2016

#### Development # 22

<b>Development Name</b>	<b>Winchell Court</b>		
<b>PIC Development ID #</b>	<b>OR002000236</b>		
Conversion Type	Project-Based Vouchers		
Total Current Units	10	Total Post-RAD Units	10
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$15,830.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	8 1-bedroom units 2 2-bedroom units	Post-Conversion Bedroom Type	8 1-bedroom units 2 2-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Winchell Court will be moved onto a Home Forward project based voucher site-based waiting list for Winchell Court. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Winchell Court.		
Other Information	CHAP received August 2016		

#### Development # 23

<b>Development Name</b>	<b>Camelia Court</b>		
<b>PIC Development ID #</b>	<b>OR002000332</b>		
Conversion Type	Project-Based Vouchers		
Total Current Units	14	Total Post-RAD Units	14
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$21,045.00		
Transfer of Assistance	None		

Pre-Conversion Bedroom Type 14 1-bedroom units

Post-Conversion Bedroom Type 14 1-bedroom units

De Minimis Reduction None

Transfer of Waiting List Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Camelia Court will be moved onto a Home Forward project based voucher site-based waiting list for Camelia Court. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Camelia Court.

Other Information CHAP received August 2016

#### Development # 24

**Development Name** Cora Park

**PIC Development ID #** OR002000336

Conversion Type Project-Based Vouchers

Total Current Units 10

Total Post-RAD Units 10

Pre-RAD Unit Type Family

Post-RAD Unit Type Family

Capital Fund Allocation \$18,166.00

Transfer of Assistance None

Pre-Conversion Bedroom Type 6 2-bedroom units  
4 3-bedroom units

Post-Conversion Bedroom Type 6 2-bedroom units  
4 3-bedroom units

De Minimis Reduction None

Transfer of Waiting List Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Cora Park will be moved onto a Home Forward project based voucher site-based waiting list for Cora Park. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Cora Park.

Other Information CHAP received August 2016

#### Development # 25

**Development Name** Chateau Apartments

**PIC Development ID #** OR002000436

Conversion Type Project-Based Vouchers

Total Current Units 10

Total Post-RAD Units 10

Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$17,107.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	10 2-bedroom units	Post-Conversion Bedroom Type	10 2-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Winchell Court will be moved onto a Home Forward project based voucher site-based waiting list for Winchell Court. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Winchell Court.		
Other Information	CHAP received August 2016		

#### Development # 26

<b>Development Name</b>	<b>Humboldt Gardens</b>		
<b>PIC Development ID #</b>	<b>OR002000058</b>		
Conversion Type	Project-Based Vouchers		
Total Current ACC Units	100	Total Post-RAD ACC Units	100
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$102,750.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	51 1-bedroom accessible units 1 2-bedroom unit 36 2-bedroom accessible units 9 3-bedroom units 3 4-bedroom units	Post-Conversion Bedroom Type	51 1-bedroom accessible units 1 2-bedroom unit 36 2-bedroom accessible units 9 3-bedroom units 3 4-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for Humboldt Gardens will be moved onto a Home Forward project based voucher site-based waiting list for Humboldt Gardens. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Humboldt Gardens.		
Other Information	CHAP received October 2016		

**Development # 27**

<b>Development Name</b>	<b>New Columbia Haven Limited Partnership</b>		
<b>PIC Development ID #</b>	<b>OR002000305</b>		
Conversion Type	Project-Based Vouchers		
Total Current ACC Units	29	Total Post-RAD ACC Units	29
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$32,493.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	11 1-bedroom units	Post-Conversion Bedroom Type	11 1-bedroom units
	1 1-bedroom accessible unit		1 1-bedroom accessible unit
	6 2-bedroom units		6 2-bedroom units
	8 3-bedroom units		8 3-bedroom units
	1 3-bedroom accessible unit		1 3-bedroom accessible unit
	2 5-bedroom units		2 5-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for New Columbia Haven Limited Partnership will be moved onto a Home Forward project based voucher site-based waiting list for New Columbia Haven Limited Partnership. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for New Columbia Haven Limited Partnership.		
Other Information	CHAP received October 2016		

**Development # 28**

<b>Development Name</b>	<b>New Columbia Cecelia Limited Partnership</b>		
<b>PIC Development ID #</b>	<b>OR002000310</b>		
Conversion Type	Project-Based Vouchers		
Total Current ACC Units	72	Total Post-RAD ACC Units	72
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$82,022.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	13 1-bedroom units	Post-Conversion Bedroom Type	13 1-bedroom units

	41 2-bedroom units	41 2-bedroom units
	5 2-bedroom accessible units	5 2-bedroom accessible units
	1 3-bedroom accessible unit	1 3-bedroom accessible unit
	5 4-bedroom units	5 4-bedroom units
	3 4-bedroom accessible units	3 4-bedroom accessible units
	3 5-bedroom units	3 5-bedroom units
De Minimis Reduction	None	
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for New Columbia Cecelia Limited Partnership will be moved onto a Home Forward project based voucher site-based waiting list for New Columbia Cecelia Limited Partnership. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for New Columbia Cecelia Limited Partnership.	
Other Information	CHAP received October 2016	

#### Development # 29

<b>Development Name</b>	<b>New Columbia Trouton Limited Partnership</b>		
<b>PIC Development ID #</b>	<b>OR002000315</b>		
Conversion Type	Project-Based Vouchers		
Total Current ACC Units	125	Total Post-RAD ACC Units	125
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$144,295.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	31 1-bedroom units	Post-Conversion Bedroom Type	31 1-bedroom units
	16 1-bedroom accessible units		16 1-bedroom accessible units
	11 2-bedroom units		11 2-bedroom units
	9 2-bedroom accessible units		9 2-bedroom accessible units
	29 3-bedroom units		29 3-bedroom units
	5 3-bedroom accessible units		5 3-bedroom accessible units
	21 4-bedroom units		21 4-bedroom units
	3 4-bedroom accessible units		3 4-bedroom accessible units
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for New Columbia Trouton Limited Partnership will be moved onto a Home Forward project based voucher site-based waiting list for		



New Columbia Trouton Limited Partnership. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for New Columbia Trouton Limited Partnership.

Other Information CHAP received October 2016

### Development # 30

Development Name	New Columbia Woolsey Limited Partnership			
PIC Development ID #	OR002000325			
Conversion Type	Project-Based Vouchers			
Total Current ACC Units	71	Total Post-RAD ACC Units	71	
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family	
Capital Fund Allocation	\$83,745.00			
Transfer of Assistance	None			
Pre-Conversion Bedroom Type	6 1-bedroom units	Post-Conversion Bedroom Type	6 1-bedroom units	
	16 1-bedroom accessible units		16 1-bedroom accessible units	
	8 2-bedroom units		8 2-bedroom units	
	8 2-bedroom accessible units		8 2-bedroom accessible units	
	9 3-bedroom units		9 3-bedroom units	
	9 3-bedroom accessible units		9 3-bedroom accessible units	
	8 4-bedroom units		8 4-bedroom units	
	5 4-bedroom accessible units		5 4-bedroom accessible units	
	1 5-bedroom unit		1 5-bedroom unit	
	1 5-bedroom accessible unit		1 5-bedroom accessible unit	
De Minimis Reduction	None			
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward’s public housing site-based waiting list for New Columbia Woolsey Limited Partnership will be moved onto a Home Forward project based voucher site-based waiting list for New Columbia Woolsey Limited Partnership. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for New Columbia Woolsey Limited Partnership.			
Other Information	CHAP received October 2016			

**Development # 31**

<b>Development Name</b>	<b>Stephens Creek Crossing South</b>		
<b>PIC Development ID #</b>	<b>OR002000065</b>		
Conversion Type	Project-Based Vouchers		
Total Current ACC Units	45	Total Post-RAD ACC Units	45
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$55,723.0		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	9 1-bedroom units	Post-Conversion Bedroom Type	9 1-bedroom units
	1 1-bedroom accessible unit		1 1-bedroom accessible unit
	4 2-bedroom units		4 2-bedroom units
	2 2-bedroom accessible units		2 2-bedroom accessible units
	25 3-bedroom units		25 3-bedroom units
	2 3-bedroom accessible units		2 3-bedroom accessible units
	1 4-bedroom unit		1 4-bedroom unit
	1 4-bedroom accessible unit		1 4-bedroom accessible unit
De Minimis Reduction	None		
Transfer of Waiting List	Upon conversion to RAD, applicants on Home Forward's public housing site-based waiting list for New Columbia Woolsey Limited Partnership will be moved onto a Home Forward project based voucher site-based waiting list for New Columbia Woolsey Limited Partnership. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for New Columbia Woolsey Limited Partnership.		
Other Information			

**Development # 32**

<b>Development Name</b>	<b>Stephens Creek Crossing North</b>		
<b>PIC Development ID #</b>	<b>OR002000066</b>		
Conversion Type	Project-Based Vouchers		
Total Current ACC Units	64	Total Post-RAD ACC Units	64
Pre-RAD Unit Type	Family	Post-RAD Unit Type	Family
Capital Fund Allocation	\$80,566.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	6 1-bedroom units	Post-Conversion Bedroom Type	6 1-bedroom units

	2 1-bedroom accessible units	2 1-bedroom accessible units
	9 2-bedroom units	9 2-bedroom units
	2 2-bedroom accessible units	2 2-bedroom accessible units
	36 3-bedroom units	36 3-bedroom units
	8 3-bedroom accessible units	8 3-bedroom accessible units
	1 4-bedroom unit	1 4-bedroom unit
De Minimis Reduction	None	
Transfer of Waiting List		
Other Information	CHAP received October 2016	

### Development # 33

<b>Development Name</b>	<b>Dahlke Manor</b>		
<b>PIC Development ID #</b>	<b>OR002000114</b>		
Conversion Type	Section 18 project based vouchers or RAD project based vouchers		
Total Current Units	115	Total Post-RAD Units	115
Pre-RAD Unit Type	Senior/People with disabilities	Post-RAD Unit Type	Senior/People with disabilities
Capital Fund Allocation	\$168,059.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	115 1-bedroom units	Post-Conversion Bedroom Type	115 1-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	If converted to RAD, applicants on Home Forward's public housing site-based waiting list for Dahlke Manor will be moved onto a Home Forward project based voucher site-based waiting list for Dahlke Manor. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Dahlke Manor. If approved for Section 18 Home Forward will not pursue RAD conversion for Dahlke Manor.		

Other Information Home Forward applied for Section 18 for Dahlke Manor prior to RAD and is anticipating a decision to be made by HUD. If approved for Section 18 Home Forward will not pursue RAD conversion for Dahlke Manor. CHAP awarded in October 2016.

#### Development # 34

<b>Development Name</b>	<b>Holgate House</b>		
<b>PIC Development ID #</b>	<b>OR002000115</b>		
Conversion Type	Section 18 project based vouchers or RAD project based vouchers		
Total Current Units	80	Total Post-RAD Units	80
Pre-RAD Unit Type	Senior/People with disabilities	Post-RAD Unit Type	Senior/People with disabilities
Capital Fund Allocation	\$117,008.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	80 1-bedroom units	Post-Conversion Bedroom Type	80 1-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	If converted to RAD, applicants on Home Forward's public housing site-based waiting list for Holgate House will be moved onto a Home Forward project based voucher site-based waiting list for Holgate House. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Holgate House. If approved for Section 18 Home Forward will not pursue RAD conversion for Holgate House.		
Other Information	Home Forward applied for Section 18 for Holgate House prior to RAD and is anticipating a decision to be made by HUD. If approved for Section 18 Home Forward will not pursue RAD conversion for Holgate House. CHAP awarded in October 2016.		

#### Development # 35

<b>Development Name</b>	<b>Schrunk Rivertower</b>		
<b>PIC Development ID #</b>	<b>OR002000117</b>		
Conversion Type	Section 18 project based vouchers or RAD project based vouchers		
Total Current Units	118	Total Post-RAD Units	118
Pre-RAD Unit Type	Senior/People with disabilities	Post-RAD Unit Type	Senior/People with disabilities
Capital Fund Allocation	\$172,587.00		

Transfer of Assistance	None		
Pre-Conversion Bedroom Type	118 1-bedroom units	Post-Conversion Bedroom Type	118 1-bedroom units
De Minimis Reduction	None		
Transfer of Waiting List	If converted to RAD, applicants on Home Forward's public housing site-based waiting list for Schrunk Rivertower will be moved onto a Home Forward project based voucher site-based waiting list for Schrunk Rivertower. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-based waiting list for Schrunk Rivertower. If approved for Section 18 Home Forward will not pursue RAD conversion for Schrunk Rivertower.		
Other Information	Home Forward applied for Section 18 for Schrunk Rivertower prior to RAD and is anticipating a decision to be made by HUD. If approved for Section 18 Home Forward will not pursue RAD conversion for Schrunk Rivertower. CHAP awarded in October 2016.		

#### Development # 36

<b>Development Name</b>	<b>Williams Plaza</b>		
<b>PIC Development ID #</b>	<b>OR002000118</b>		
Conversion Type	Section 18 project based vouchers or RAD project based vouchers		
Total Current Units	101	Total Post-RAD Units	101
Pre-RAD Unit Type	Senior/People with disabilities	Post-RAD Unit Type	Senior/People with disabilities
Capital Fund Allocation	\$134,561.00		
Transfer of Assistance	None		
Pre-Conversion Bedroom Type	67 studio units	Post-Conversion Bedroom Type	67 studio units
	29 1-bedroom units		29 1-bedroom units
	5 1-bedroom accessible units		5 1-bedroom accessible units
De Minimis Reduction	None		
Transfer of Waiting List	If converted to RAD, applicants on Home Forward's public housing site-based waiting list for Williams Plaza will be moved onto a Home Forward project based voucher site-based waiting list for Williams Plaza. The applicants will retain their original date and time of application, and will be subject to the preferences available under the PBV site-		

based waiting list for Williams Plaza. If approved for Section 18 Home Forward will not pursue RAD conversion for Williams Plaza.

Other Information Home Forward applied for Section 18 for Williams Plaza prior to RAD and is anticipating a decision to be made by HUD. If approved for Section 18 Home Forward will not pursue RAD conversion for Williams Plaza. CHAP awarded in October 2016.

**Changes in policies that govern eligibility, admission, selection, and occupancy of units at the project after conversion, including any waiting list preferences that will be adopted for the converted project:**

Home Forward presented to the Board of Commissioners requested changes to the Section 8 Administrative Plan to accommodate the RAD transition. This request was approved by the Board of Commissioners on April 19, 2016. The changes include adopting guidelines for choice mobility. At the time of this writing, Home Forward is continuing to review RAD requirements and may submit additional changes to the Section 8 Administrative Plan and the Admissions and Continued Occupancy Policy (ACOP) for public housing. All policy changes adhere to RAD requirements listed below under Appendix A, that informs resident rights, participation, waiting list and grievance procedures.

**Compliance agreements:** Home Forward is currently compliant with all fair housing and civil rights requirements and is not under a Voluntary Compliance Agreement.

**Site selection:** This conversion complies with all applicable site selection and neighborhood reviews standards. All appropriate procedures have been followed.

**Substantial Deviation Definition:** As part of the Rental Assistance Demonstration (RAD), Home Forward is redefining the definition of a substantial deviation from the PHA Plan to exclude the following RAD specific items:

1. The decision to convert to either Project Based Rental Assistance or Project Based Voucher Assistance;
2. Changes to the Capital Fund Budget produced as a result of each approved RAD conversion, regardless of whether the proposed conversion will include use of additional Capital Funds;
3. Changes to the construction and rehabilitation plan for each approved RAD conversion; and
4. Changes to the financing structure for each approved RAD conversion.

**Information regarding use of MTW Fungibility as defined in PIH Notice 2012-32, REV-2:**

**Impact on Capital Fund:**

1. **Estimate the amount of the current Capital Fund grant that is associated with the proposed projects and the impact on the PHA's current Five-Year PHA Plan and Five-Year Capital Action Plan:** The current impact associated with the six CHAPS in this application is \$160,000. \$20,000 has been set aside for each CHAP and another \$40,000 set aside for Sequoia Square and Schiller Way, the two properties that will receive units for transfer of assistance (upon approval from HUD) from Rockwood Station and Fairview Oaks & Woods.
2. **If the RAD conversion will impact an existing CFFP or EPC, or if it proposes to utilize RHF funds to facilitate conversion, the PHA should also indicate the estimated impact of those activities:** Home Forward has submitted 31 additional RAD applications that total 1,008 public housing units. These additional applications are on the RAD waitlist and if approved, will impact our formula Capital Fund Grant allocation by approximately 56% of our current public housing unit count. We will not utilize RHF funds to facilitate conversion.

**Special Provisions Affecting MTW Agencies:** MTW agencies will be able to apply activities impacting the PBV program that are approved in its MTW Plan to those properties as long as they do not conflict with RAD requirements. RAD requirements include statutory requirements or specifically identified special provisions affecting conversions to PBVs, or other conditions and requirements, as detailed in PIH Notice 2012-32 REV-1, including, but not limited to, RAD contract forms or Riders. With respect to any existing PBV regulations that are waived or modified below in Appendix A, except where explicitly noted below in Appendix A, MTW agencies may modify these or other requirements to the PBV program if the activity is approved in its MTW Plan. All other RAD Requirements listed below in Appendix A or elsewhere in PIH Notice 2012-32 REV-1 shall apply to MTW agencies.



## APPENDIX A: RESIDENT RIGHTS, PARTICIPATION, WAITING LIST AND GRIEVANCE PROCEDURES

### Section 1.6 – Special Provisions Affecting Conversions to Project-Based Vouchers from PIH Notice 2012-32, REV-1

#### C. PBV Resident Rights and Participation.

**1. No Re-screening of Tenants upon Conversion.** Pursuant to the RAD statute, at conversion, current households are not subject to rescreening, income eligibility, or income targeting. Consequently, current households will be grandfathered for conditions that occurred prior to conversion but will be subject to any ongoing eligibility requirements for actions that occur after conversion. For example, a unit with a household that was over-income at time of conversion would continue to be treated as an assisted unit. Thus, 24 CFR § 982.201, concerning eligibility and targeting, will not apply for current households.<sup>3</sup> Once that remaining household moves out, the unit must be leased to an eligible family. MTW agencies may not alter this requirement.

**2. Right to Return.** See section 1.4.A.4(b) regarding a resident's right to return.

**3. Renewal of Lease.** Since publication of the PIH Notice 2012-32 Rev 1, the regulations under 24 CFR § 983.257(b)(3) have been amended requiring Project Owners to renew all leases upon lease expiration, unless cause exists. MTW agencies may not alter this requirement.

**4. Phase-in of Tenant Rent Increases.** If a tenant's monthly rent increases by more than the greater of 10 percent or \$25 purely as a result of conversion, the rent increase will be phased in over 3 or 5 years. To implement this provision, HUD is specifying alternative requirements for section 3(a)(1) of the Act, as well as 24 CFR § 983.3 (definition of "total tenant payment" (TTP)) to the extent necessary to allow for the phase-in of tenant rent increases. A PHA must create a policy setting the length of the phase in period at three years, five years or a combination depending on circumstances. For example, a PHA may create a policy that uses a three-year phase-in for smaller increases in rent and a five-year phase-in for larger increases in rent.

This policy must be in place at conversion and may not be modified after conversion. The method described below explains the set percentage-based phase-in a Project Owner must follow according to the phase-in period established. For purposes of this section "standard TTP" refers to the TTP calculated in accordance with regulations at 24 CFR § 5.628 and the "most recently paid TTP" refers to the TTP recorded on line 9j of the family's most recent HUD Form 50058. If a family in a project converting from Public Housing to PBV was paying a flat rent immediately prior to conversion, the PHA should use the flat rent amount to calculate the phase-in amount for Year 1, as illustrated below.

Three Year Phase-in:

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<sup>3</sup> These protections (as well as all protections in this Notice for current households) apply when in order to facilitate repairs a household is relocated following the conversion and subsequently returns to the property, even if they are considered a "new admission" upon return.

- Year 1: Any recertification (interim or annual) performed prior to the second annual recertification after conversion – 33% of difference between most recently paid TTP or flat rent and the standard TTP
- Year 2: Year 2 Annual Recertification (AR) and any Interim Recertification (IR) prior to Year 3 AR – 66% of difference between most recently paid TTP and the standard TTP
- Year 3: Year 3 AR and all subsequent recertifications – Full standard TTP

Five Year Phase in:

- Year 1: Any recertification (interim or annual) performed prior to the second annual recertification after conversion – 20% of difference between most recently paid TTP or flat rent and the standard TTP
- Year 2: Year 2 AR and any IR prior to Year 3 AR – 40% of difference between most recently paid TTP and the standard TTP
- Year 3: Year 3 AR and any IR prior to Year 4 AR – 60% of difference between most recently paid TTP and the standard TTP
- Year 4: Year 4 AR and any IR prior to Year 5 AR – 80% of difference between most recently paid TTP and the standard TTP
- Year 5 AR and all subsequent recertifications – Full standard TTP

*Please Note:* In either the three-year phase-in or the five-year phase-in, once the standard TTP is equal to or less than the previous TTP, the phase-in ends and tenants will pay full TTP from that point forward. MTW agencies may not alter this requirement.

**5. Family Self Sufficiency (FSS) and Resident Opportunities and Self Sufficiency Service Coordinator (ROSS-SC) programs.** Public Housing residents that are current FSS participants will continue to be eligible for FSS once their housing is converted under RAD, and PHAs will be allowed to use any remaining PH FSS funds, to serve those FSS participants who live in units converted by RAD. Due to the program merger between PH FSS and HCV FSS that took place pursuant to the FY14 Appropriations Act (and was continued in the FY15 Appropriations Act), no special provisions are required to continue serving FSS participants that live in public housing units converting to PBV under RAD.

However, PHAs should note that there are certain FSS requirements (e.g. escrow calculation and escrow forfeitures) that apply differently depending on whether the FSS participant is a participant under the HCV program or a public housing resident, and PHAs must follow such requirements accordingly. All PHAs will be required to administer the FSS program in accordance with FSS regulations at 24 CFR Part 984, the participants' contracts of participation, and the alternative requirements established in the "Waivers and Alternative Requirements for the FSS Program" Federal Register notice, published on December 29, 2014, at 79 FR 78100.<sup>4</sup> Further, upon conversion to PBV, already escrowed funds for FSS participants shall be transferred into the HCV escrow account and be considered TBRA funds, thus reverting to the HAP account if forfeited by the FSS participant.

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<sup>4</sup> The funding streams for the PH FSS Program and the HCV FSS Program were first merged pursuant to the FY 2014 appropriations act. As a result, PHAs can serve both PH residents and HCV participants, including PBV participants, with FSS funding awarded under the FY 2014 FSS Notice of Funding Availability (FSS NOFA) and any other NOFA under which the combination of funds remains in the applicable appropriations act. For PHAs that had managed both programs separately and now have a merged program, a conversion to PBV should not impact their FSS participants.

Current ROSS-SC grantees will be able to finish out their current ROSS-SC grants once their housing is converted under RAD. However, once the property is converted, it will no longer be eligible to be counted towards the unit count for future ROSS-SC grants, nor will its residents be eligible to be served by future ROSS-SC grants, which, by statute, can only serve public housing residents.

**6. Resident Participation and Funding.** In accordance with Attachment 1B, residents of Covered Projects with converted PBV assistance will have the right to establish and operate a resident organization for the purpose of addressing issues related to their living environment and be eligible for resident participation funding.

**7. Resident Procedural Rights.** The following items must be incorporated into both the Section 8 Administrative Plan and the Project Owner's lease, which includes the required tenancy addendum, as appropriate. Evidence of such incorporation may be requested by HUD for purposes of monitoring the program.

**i. Termination Notification.** HUD is incorporating additional termination notification requirements to comply with section 6 of the Act for public housing projects that convert assistance under RAD. In addition to the regulations at 24 CFR § 983.257 related to Project Owner termination of tenancy and eviction (which MTW agencies may not alter) the termination procedure for RAD conversions to PBV will require that PHAs provide adequate written notice of termination of the lease which shall not be less than:

- a. A reasonable period of time, but not to exceed 30 days:
  - i. If the health or safety of other tenants, PHA employees, or persons residing in the immediate vicinity of the premises is threatened; or
  - ii. In the event of any drug-related or violent criminal activity or any felony conviction;
- b. 14 days in the case of nonpayment of rent; and
- c. 30 days in any other case, except that if a State or local law provides for a shorter period of time, such shorter period shall apply.

**ii. Grievance Process.** Pursuant to requirements in the RAD Statute, HUD is establishing additional procedural rights to comply with section 6 of the Act.

For issues related to tenancy and termination of assistance, PBV program rules require the Project Owner to provide an opportunity for an informal hearing, as outlined in 24 CFR § 982.555. RAD will specify alternative requirements for 24 CFR § 982.555(b) in part, which outlines when informal hearings are not required, to require that:

- a. In addition to reasons that require an opportunity for an informal hearing given in 24 CFR § 982.555(a)(1)(i)-(vi),<sup>5</sup> an opportunity for an informal hearing must be given to residents for any dispute that a resident may have with respect to a Project Owner action in accordance with the individual's lease or the contract administrator in accordance with RAD PBV requirements that adversely affect the resident's rights, obligations, welfare, or status.

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<sup>5</sup> § 982.555(a)(1)(iv) is not relevant to RAD as the tenant-based certificate has been repealed.

- i. For any hearing required under 24 CFR § 982.555(a)(1)(i)-(vi), the contract administrator will perform the hearing, as is the current standard in the program. The hearing officer must be selected in accordance with 24 CFR § 982.555(e)(4)(i).
  - ii. For any additional hearings required under RAD, the Project Owner will perform the hearing.
- b. There is no right to an informal hearing for class grievances or to disputes between residents not involving the Project Owner or contract administrator.
- c. The Project Owner gives residents notice of their ability to request an informal hearing as outlined in 24 CFR § 982.555(c)(1) for informal hearings that will address circumstances that fall outside of the scope of 24 CFR § 982.555(a)(1)(i)-(vi).
- d. The Project Owner provides opportunity for an informal hearing before an eviction.

Current PBV program rules require that hearing procedures must be outlined in the PHA's Section 8 Administrative Plan.

**8. Earned Income Disregard (EID).** Tenants who are employed and are currently receiving the EID exclusion at the time of conversion will continue to receive the EID after conversion, in accordance with regulations at 24 CFR § 5.617. Upon the expiration of the EID for such families, the rent adjustment shall not be subject to rent phase-in, as described in Section 1.6.C.4; instead, the rent will automatically rise to the appropriate rent level based upon tenant income at that time.

Under the Housing Choice Voucher program, the EID exclusion is limited only to persons with disabilities (24 CFR § 5.617(b)). In order to allow all tenants (including non-disabled persons) who are employed and currently receiving the EID at the time of conversion to continue to benefit from this exclusion in the PBV project, the provision in section 5.617(b) limiting EID to disabled persons is waived. The waiver, and resulting alternative requirement, apply only to tenants receiving the EID at the time of conversion. No other tenant (e.g., tenants who at one time received the EID but are not receiving the EID exclusion at the time of conversion e.g., due to loss of employment; tenants that move into the property following conversion, etc.) is covered by this waiver.

**9. Jobs Plus.** Jobs Plus grantees awarded FY14 and future funds that convert the Jobs Plus target projects(s) under RAD will be able to finish out their Jobs Plus period of performance at that site unless significant re-location and/or change in building occupancy is planned. If either is planned at the Jobs Plus target project(s), HUD may allow for a modification of the Jobs Plus work plan or may, at the Secretary's discretion, choose to end the Jobs Plus program at that project.

**10. When Total Tenant Payment Exceeds Gross Rent.** Under normal PBV rules, the PHA may only select an occupied unit to be included under the PBV HAP contract if the unit's occupants are eligible for housing assistance payments (24 CFR §983.53(d)). Also, a PHA must remove a unit from the contract when no assistance has been paid for 180 days because the family's TTP has risen to a level that is equal to or greater than the contract rent, plus any utility allowance, for the unit (i.e., the Gross Rent)) (24 CFR §983.258). Since the rent limitation under this Section of the Notice may often result in a family's TTP equaling or exceeding the gross rent for the unit, for current residents (i.e. residents living in the public housing property prior to conversion), HUD is waiving both of these provisions and requiring that the unit for such families be placed on and/or remain under the HAP contract when TTP equals or exceeds than the Gross Rent. Further, HUD is establishing the alternative requirement that the rent to owner for the unit equal the family's TTP until such time that the family is eligible for a

housing assistance payment. HUD is waiving as necessary to implement this alternative provision, the provisions of Section 8(o)(13)(H) of the Act and the implementing regulations at 24 CFR 983.301 as modified by Section 1.6.B.5 of this Notice.<sup>6</sup> In such cases, the resident is considered a participant under the program and all of the family obligations and protections under RAD and PBV apply to the resident. Likewise, all requirements with respect to the unit, such as compliance with the HQS requirements, apply as long as the unit is under HAP contract. Assistance may subsequently be reinstated if the tenant becomes eligible for assistance. The PHA is required to process these individuals through the Form- 50058 submodule in PIC.

Following conversion, 24 CFR §983.53(d) applies, and any new families referred to the RAD PBV project must be initially eligible for a HAP payment at admission to the program, which means their TTP may not exceed the gross rent for the unit at that time. Further, a PHA must remove a unit from the contract when no assistance has been paid for 180 days. If units are removed from the HAP contract because a new admission's TTP comes to equal or exceed the gross rent for the unit and if the project is fully assisted, HUD is imposing an alternative requirement that the PHA must reinstate the unit after the family has vacated the property; and, if the project is partially assisted, the PHA may substitute a different unit for the unit on the HAP contract in accordance with 24 CFR §983.207 or, where "floating" units have been permitted, Section 1.6.B.10 of this Notice.

**11. Under-Occupied Unit.** If a family is in an under-occupied unit under 24 CFR 983.259 at the time of conversion, the family may remain in this unit until an appropriate-sized unit becomes available in the Covered Project. When an appropriate sized unit becomes available in the Covered Project, the family living in the under- occupied unit must move to the appropriate-sized unit within a reasonable period of time, as determined by the administering Voucher Agency. In order to allow the family to remain in the under-occupied unit until an appropriate-sized unit becomes available in the Covered Project, 24 CFR 983.259 is waived. MTW agencies may not modify this requirement.

#### **D. PBV: Other Miscellaneous Provisions**

**1. Access to Records, Including Requests for Information Related to Evaluation of Demonstration.** PHAs must agree to any reasonable HUD request for data to support program evaluation, including but not limited to project financial statements, operating data, Choice-Mobility utilization, and rehabilitation work. Please see Appendix IV for reporting units in Form HUD-50058.

**2. Additional Monitoring Requirement.** The PHA's Board must approve the operating budget for the covered project annually in accordance with HUD requirements.<sup>7</sup>

**3. Davis-Bacon Act and Section 3 of the Housing and Urban Development Act of 1968 (Section 3).** This section has been moved to 1.4.A.13 and 1.4.A.14.

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<sup>6</sup> For example, a public housing family residing in a property converting under RAD has a TTP of \$600. The property has an initial Contract Rent of \$500, with a \$50 Utility Allowance. Following conversion, the residents is still responsible for paying \$600 in tenant rent and utilities.

<sup>7</sup> For PBV conversions that are not FHA-insured, a future HUD notice will describe project financial data that may be required to be submitted by a PBV owner for purposes of the evaluation, given that PBV projects do not submit annual financial statements to HUD/REAC.

**4. Establishment of Waiting List.** 24 CFR § 983.251 sets out PBV program requirements related to establishing and maintaining a voucher-wide, PBV program wide, or site-based waiting list from which residents for the Covered Project will be admitted. These provisions will apply unless the project is covered by a remedial order or agreement that specifies the type of waiting list and other waiting list policies. The PHA shall consider the best means to transition applicants from the current public housing waiting list, including:

- i. Transferring an existing site-based waiting list to a new site-based waiting list. If the PHA is transferring the assistance to another neighborhood, the PHA must notify applicants on the wait-list of the transfer of assistance, and on how they can apply for residency at the new project site or other sites. Applicants on a project-specific waiting list for a project where the assistance is being transferred shall have priority on the newly formed waiting list for the new project site in accordance with the date and time of their application to the original project's waiting list.
- ii. Informing applicants on the site-based waiting list on how to apply for a PBV program-wide or HCV program-wide waiting list.
- iii. Informing applicants on a public housing community-wide waiting list on how to apply for a voucher-wide, PBV program-wide, or site-based waiting list. If using a site-based waiting list, PHAs shall establish a waiting list in accordance with 24 CFR § 903.7(b)(2)(ii)-(iv) to ensure that applicants on the PHA's public housing community-wide waiting list have been offered placement on the converted project's initial waiting list. In all cases, PHAs have the discretion to determine the most appropriate means of informing applicants on the public housing community-wide waiting list given the number of applicants, PHA resources, and admissions requirements of the projects being converted under RAD. A PHA may consider contacting every applicant on the public housing waiting list via direct mailing; advertising the availability of housing to the population that is less likely to apply, both minority and non-minority groups, through various forms of media (e.g., radio stations, posters, newspapers) within the marketing area; informing local non-profit entities and advocacy groups (e.g., disability rights groups); and conducting other outreach as appropriate. Applicants on the agency's public housing community-wide waiting list who wish to be placed onto the newly-established site-based waiting list must be done so in accordance with the date and time of their original application to the centralized public housing waiting list. Any activities to contact applicants on the public housing waiting list must be conducted in accordance with the requirements for effective communication with persons with disabilities at 24 CFR § 8.6 and with the obligation to provide meaningful access for persons with limited English proficiency (LEP).<sup>8</sup>

A PHA must maintain any site-based waiting list in accordance with all applicable civil rights and fair housing laws and regulations unless the project is covered by a remedial order or agreement that specifies the type of waiting list and other waiting list policies.

To implement this provision, HUD is specifying alternative requirements for 24 CFR § 983.251(c)(2). However, after the initial waiting list has been established, the PHA shall administer its waiting list for the converted project in accordance with 24 CFR § 983.251(c).

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<sup>8</sup> For more information on serving persons with LEP, please see HUD's Final guidance to Federal Financial Assistance Recipients Regarding Title VI Prohibition Against National Origin Discrimination Affecting Limited English Proficient Persons (72 FR 2732), published on January 22, 2007.

**5. Mandatory Insurance Coverage.** The Covered Project shall maintain at all times commercially available property and liability insurance to protect the project from financial loss and, to the extent insurance proceeds permit, promptly restore, reconstruct, and/or repair any damaged or destroyed project property.

**6. Agreement Waiver.** This section has been moved to 1.6.(B)(7).

**7. Future Refinancing.** Project Owners must receive HUD approval for any refinancing or restructuring of permanent debt during the HAP contract term, to ensure the financing is consistent with long-term preservation. (Current lenders and investors are also likely to require review and approval of refinancing of the primary permanent debt.)

**8. Administrative Fees for Public Housing Conversions during Transition Period.** For the remainder of the Calendar Year in which the HAP Contract is effective (i.e. “transition period”), RAD PBV projects will be funded with public housing funds. For example, if the project’s assistance converts effective July 1, 2015, the public housing Annual Contributions Contract (ACC) between the PHA and HUD will be amended to reflect the number of units under HAP contract, but will be for zero dollars, and the RAD PBV contract will be funded with public housing money for July through December 2015. Since TBRA is not the source of funds, PHAs should not report leasing and expenses into VMS during this period, and PHAs will not receive section 8 administrative fee funding for converted units during this time.

For fiscal years 2014 and 2015, PHAs operating HCV program received administrative fees for units under a HAP contract, consistent with recent appropriation act references to "section 8(q) of the [United States Housing Act of 1937] and related appropriations act provisions in effect immediately before the Quality Housing and Responsibility Act of 1998" and 24 CFR § 982.152(b). During the transition period mentioned in the preceding paragraph, these provisions are waived, and PHAs will not receive section 8 ongoing administrative fees for PBV RAD units.

After this transition period, the section 8 ACC will be amended to include section 8 funding that corresponds to the units covered by the section 8 ACC. At that time, the regular section 8 administrative fee funding provisions will apply.

**9. Choice-Mobility.** One of the key features of the PBV program is the mobility component, which provides that if the family has elected to terminate the assisted lease at any time after the first year of occupancy in accordance with program requirements, the PHA must offer the family the opportunity for continued tenant based rental assistance, in the form of either assistance under the voucher program or other comparable tenant-based rental assistance.

If as a result of participation in RAD a significant percentage of the PHA’s HCV program becomes PBV assistance, it is possible for most or all of a PHA’s turnover vouchers to be used to assist those RAD PBV families who wish to exercise mobility. While HUD is committed to ensuring mobility remains a cornerstone of RAD policy, HUD recognizes that it remains important for the PHA to still be able to use tenant based vouchers to address the specific housing needs and priorities of the community. Therefore, HUD is establishing an alternative requirement for PHAs where, as a result of RAD, the total number of PBV

units (including RAD PBV units) under HAP contract administered by the PHA exceeds 20 percent of the PHA's authorized units under its HCV ACC with HUD.

The alternative mobility policy provides that an eligible voucher agency would not be required to provide more than three-quarters of its turnover vouchers in any single year to the residents of Covered Projects. While a voucher agency is not required to establish a voucher inventory turnover cap, if such a cap is implemented, the voucher agency must create and maintain a waiting list in the order in which the requests from eligible households were received. In order to adopt this provision, this alternative mobility policy must be included in an eligible PHA's administrative plan.

To effectuate this provision, HUD is providing an alternative requirement to Section 8(o)(13)(E) and 24 CFR part 983.261(c). Please note that this alternative requirement does not apply to PBVs entered into outside of the context of RAD. MTW agencies may not alter this requirement.

**10. Reserve for Replacement.** The Project Owner shall establish and maintain a replacement reserve in an interest-bearing account to aid in funding extraordinary maintenance and repair and replacement of capital items in accordance with applicable regulations. The reserve must be built up to and maintained at a level determined by HUD to be sufficient to meet projected requirements. For FHA transactions, Replacement Reserves shall be maintained in accordance with the FHA Regulatory Agreement. For all other transactions, Replacement Reserves shall be maintained in a bank account covered under a General Depository Agreement (HUD-51999) or similar instrument, as approved by HUD, where funds will be held by the



## **Attachment 1B: Resident Provisions in Conversions of Assistance from Public Housing to PBRA and PBV**

This Attachment contains two sections, describing:

1B.1 Summary of Resident Provisions

1B.2 Resident Participation and Funding

### **1B.1 Summary of Resident Provisions**

The following is a summary of special provisions and alternative requirements related to tenants of public housing projects converting under RAD:

- Conversion will be considered a significant amendment to a PHA Plan (see Section 1.5(E) of this Notice);
- Notification of proposed conversion, meetings during the conversion process, written response to residents comments on conversion, and notification of conversion approval and impact (see Section 1.8 of this Notice);
- No rescreening at conversion (see Section 1.6(C)(1) of this Notice for conversions to PBV and Section 1.7(B)(1) for conversions to PBRA);
- Right to return after temporary relocation to facilitate rehabilitation or construction (see Section 1.6(C)(2) of this Notice for conversions to PBV and Section 1.7(B)(2) for conversions to PBRA);
- Phase-in of tenant rent increases (see Section 1.6(C)(4) of this Notice for conversions to PBV and Section 1.7(B)(3) for conversions to PBRA);
- Continued participation in the ROSS-SC and FSS programs (see Section 1.6(C)(5) of this Notice, for conversions to PBV and Section 1.7(B)(4) for conversions to PBRA);
- Continued Earned Income Disregard (see Section 1.6(C)(8) of this Notice, for conversions to PBV and Section 1.7(B)(7) for conversions to PBRA);
- Continued recognition of and funding for legitimate residents organizations (see Section 1.6(C)(6) of this Notice for conversions to PBV, Section 1.7(B)(5) of this Notice for conversions to PBRA, and below in Attachment 1B.2 for additional requirements for both programs);
- Procedural rights consistent with section 6 of the Act (see Section 1.6(C)(7) of this Notice for conversions to PBV and Section 1.7(B)(6) of this Notice for conversions to PBRA); and
- Choice-mobility option allowing a resident to move with a tenant-based voucher after tenancy in the Covered Project (see 24 CFR § 983.260 for conversions to PBV and Section 1.7(C)(5) of this Notice for conversions to PBRA).
- For additional information, refer to Notice H2014-09; PIH 2014-17 for additional information on relocation requirements under RAD.

### **1B.2 Resident Participation and Funding<sup>9</sup>**

The following provisions contain the resident participation and funding requirements for public housing conversions to PBRA and PBV, respectively.

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<sup>9</sup> For the purposes of this Attachment, HUD uses the term “Project Owner” to refer to the owner of a converting or Covered Project. In some instances the owner of a project could be a public, non-profit, or for-profit, e.g., mixed finance projects).

### **A. PBRA: Resident Participation and Funding**

Residents of Covered Projects converting assistance to PBRA will have the right to establish and operate a resident organization in accordance with 24 CFR Part 245 (Tenant Participation in Multifamily Housing Projects). In addition, a Project Owner must provide \$25 per occupied unit annually for resident participation, of which at least \$15 per occupied unit shall be provided to the legitimate tenant organization at the covered property. These funds must be used for resident education, organizing around tenancy issues, and training activities.

In the absence of a legitimate resident organization at a Covered Project:

1. HUD encourages the Project Owner and residents to work together to determine the most appropriate ways to foster a constructive working relationship, including supporting the formation of a legitimate residents organization. Residents are encouraged to contact the Project Owner directly with questions or concerns regarding issues related to their tenancy. Project Owners are also encouraged to actively engage residents in the absence of a resident organization; and
2. Project Owners must make resident participation funds available to residents for organizing activities in accordance with this Notice. Residents must make requests for these funds in writing to the Project Owner. These requests will be subject to approval by the Project Owner.

### **B. PBV: Resident Participation and Funding**

To support resident participation following conversion of assistance, residents of Covered Projects converting assistance to the PBV program will have the right to establish and operate a resident organization for the purpose of addressing issues related to their living environment, which includes the terms and conditions of their tenancy as well as activities related to housing and community development.

1. **Legitimate Resident Organization.** A Project Owner must recognize legitimate resident organizations and give reasonable consideration to concerns raised by legitimate resident organizations. A resident organization is legitimate if it has been established by the residents of a Covered Project, meets regularly, operates democratically, is representative of all residents in the project, and is completely independent of the Project Owner, management, and their representatives.

In the absence of a legitimate resident organization at a Covered Project, HUD encourages the Project Owner and residents to work together to determine the most appropriate ways to foster a constructive working relationship, including supporting the formation of a legitimate residents organization. Residents are encouraged to contact the Project Owner directly with questions or concerns regarding issues related to their tenancy. Project Owners are also encouraged to actively engage residents in the absence of a resident organization; and

2. **Protected Activities.** Project Owners must allow residents and resident organizers to conduct the following activities related to the establishment or operation of a resident organization:
  - a. Distributing leaflets in lobby areas;
  - b. Placing leaflets at or under residents' doors;
  - c. Distributing leaflets in common areas;

- d. Initiating contact with residents;
- e. Conducting door-to-door surveys of residents to ascertain interest in establishing a resident organization and to offer information about resident organizations;
- f. Posting information on bulletin boards;
- g. Assisting resident to participate in resident organization activities;
- h. Convening regularly scheduled resident organization meetings in a space on site and accessible to residents, in a manner that is fully independent of management representatives. In order to preserve the independence of resident organizations, management representatives may not attend such meetings unless invited by the resident organization to specific meetings to discuss a specific issue or issues; and
- i. Formulating responses to Project Owner's requests for:
  - i. Rent increases;
  - ii. Partial payment of claims;
  - iii. The conversion from project-based paid utilities to resident-paid utilities;
  - iv. A reduction in resident utility allowances;
  - v. Converting residential units to non-residential use, cooperative housing, or condominiums;
  - vi. Major capital additions; and
  - vii. Prepayment of loans.

In addition to these activities, Project Owners must allow residents and resident organizers to conduct other reasonable activities related to the establishment or operation of a resident organization.

Project Owners shall not require residents and resident organizers to obtain prior permission before engaging in the activities permitted in this section.

**3. Meeting Space.** Project Owners must reasonably make available the use of any community room or other available space appropriate for meetings that is part of the multifamily housing project when requested by:

- a. Residents or a resident organization and used for activities related to the operation of the resident organization; or
- b. Residents seeking to establish a resident organization or collectively address issues related to their living environment.

Resident and resident organization meetings must be accessible to persons with disabilities, unless this is impractical for reasons beyond the organization's control. If the project has an accessible common area or areas, it will not be impractical to make organizational meetings accessible to persons with disabilities.

Project Owners may charge a reasonable, customary and usual fee, approved by the Secretary as may normally be imposed for the use of such facilities in accordance with procedures prescribed by the Secretary, for the use of meeting space. A PHA may waive this fee.

**4. Resident Organizers.** A resident organizer is a resident or non-resident who assists residents in establishing and operating a resident organization, and who is not an employee or representative of current or prospective Project Owners, managers, or their agents.

Project Owners must allow resident organizers to assist residents in establishing and operating resident organizations.

**5. Canvassing.** If a Covered Project has a consistently enforced, written policy against canvassing, then a non-resident resident organizer must be accompanied by a resident while on the property of the project.

If a project has a written policy favoring canvassing, any non-resident resident organizer must be afforded the same privileges and rights of access as other uninvited outside parties in the normal course of operations. If the project does not have a consistently enforced, written policy against canvassing, the project shall be treated as if it has a policy favoring canvassing.

A resident has the right not to be re-canvassed against his or her wishes regarding participation in a resident organization.

**6. Funding.** Project Owners must provide \$25 per occupied unit annually for resident participation, of which at least \$15 per occupied unit shall be provided to the legitimate resident organization at the covered property. These funds must be used for resident education, organizing around tenancy issues, and training activities.

In the absence of a legitimate resident organization at a Covered Project:

- a. HUD encourages the Project Owner s and residents to work together to determine the most appropriate ways to foster a constructive working relationship, including supporting the formation of a legitimate residents organization. Residents are encouraged to contact the Project Owner directly with questions or concerns regarding issues related to their tenancy. Project Owner are also encouraged to actively engage residents in the absence of a resident organization; and
- b. Project Owner s must make resident participation funds available to residents for organizing activities in accordance with this Notice. Residents must make requests for these funds in writing to the Project Owner. These requests will be subject to approval by the Project Owner.

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