



Housing Authority of Portland

YEAR 10
HUD's "Moving to Work"
(MTW) Demonstration Program

Annual Report
FY2009

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I. Introduction

Moving to Work (MTW) is a demonstration program that offers public housing authorities (PHAs) the opportunity to design and test innovative, locally-designed housing and self-sufficiency strategies for low-income families by allowing exemptions from existing public housing and tenant-based Housing Choice Voucher rules. The program also permits PHAs to combine operating, capital, and tenant-based assistance funds into a single agency-wide funding source, as approved by HUD.

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 costs 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.

This report caps our first decade of participation in the MTW demonstration. The Year 10 Plan that it covers is not governed by the reporting format of our recently signed 10-year agreement with HUD, however, we have made the switch. The key element of transition is that we are not yet positioned to report metrics as outlined in this format and, as such, will make the full adjustment in our Year 11 Report.

Overview of the Agency's MTW ongoing goals and objectives

Proposed Activities	Page
<p>P1: Redevelopment of Sears Military Base</p> <p>This activity has been discontinued. Although HAP submitted an application during the early stage of the base closure process, another non-profit community development corporation was chosen by the City of Portland to serve as the master developer of affordable housing at this site.</p>	9

Ongoing Activities	Page
<p>O1: Resource Access Center Development</p> <p>HAP is serving as the master developer for this new facility to house the City of Portland / Multnomah County primary day access center for people experiencing homelessness, a 90-bed men's shelter and approximately 130 units of affordable housing for people with very low incomes.</p>	9
<p>O2: Potential Redevelopment of Hillsdale Terrace</p> <p>Our intention to redevelop Hillsdale Terrace, a physically distressed and socially isolated 60-unit public housing development in southwest Portland, has been identified in the past two MTW Plans (FY 2008 and FY 2009).</p>	10
<p>O3: Addition of Public Housing Operating Subsidy at Affordable Housing Sites</p> <p>Utilizing public housing operating subsidy at HAP's affordable properties allows for one-to-one replacement of public housing subsidy lost due to the sale of scattered sites and may allow for additional units to be brought back from the formerly "banked units."</p>	11
<p>O4: Public Housing Preservation Initiative (PHPI) - Sell Scattered Sites; Develop Replacement Housing; Address Capital Needs; and Analyze Alternative Financing Scenarios</p> <p>As outlined in the FY 2009 MTW Plan, HAP's acquisition efforts are intended to closely align with the housing goals of our jurisdictional partners, while meeting our expressed intention to preserve our community's public housing stock.</p>	11

<p>O5: Opportunity Housing Initiative</p> <p>We are implementing Opportunity Housing Initiative (OHI) activities in three previously described program models: the Fairview Conversion Project, the DHS Voucher Program and the Humboldt Gardens OHI Pilot.</p>	13
<p>O6: Biennial Reviews – Rent Reform Activity</p> <p>In Section 8, biennial reviews have been implemented for all MTW voucher holders with the exception of those on the GOALS (FSS) program. In public housing, we have 1092 residents who have qualified for biennial reviews. This move has resulted in significant time savings for staff.</p>	15
<p>O7: Biennial Inspections – Rent Reform Activity</p> <p>A program for biennial inspections has been implemented in Section 8 with 1647 participants qualified in FY2009, achieving cost and time savings for HAP. Public housing has elected not to implement biennial inspections, but has achieved efficiency through a preventive maintenance strategy and site-based inspections with site managers.</p>	16
<p>O8: Simplified Administrative Procedures – Rent Reform Activity</p> <p>Measures have been implemented to relieve administrative burden and reduce intrusiveness with residents and participants. Procedure changes include accepting hand-carried third-party income verifications, disregarding income related to assets valued at less than \$25,000, eliminating interim interviews, and changes to Earned Income Disallowance.</p>	17

II. General Housing Authority Operating Information

A. Housing Stock Information

Number of public housing units at the end of FY2009

Elderly/Disabled Units	1,345
Family Units	<u>1,273</u>
Total	2,618

Change in number of public housing units in FY2009

Units added during FY 2009	100
Units removed during FY 2009	<u>60</u>
Cumulative Change	40

Breakdown of Public Housing Units at the end of FY2009

	Bedroom Size				Total Households
	Studio/ 1 BR	2BR	3BR	4+BR	
Elderly/Disabled Units	1,331	14	0	0	1,345
Family Units	189	501	463	120	1,273
Total	1,520	515	463	120	2,618

Significant Capital Expenditures

Community	Activity	Cost
Slavin	Envelope and kitchen update	\$ 2,019,482
Dahlke	Re-piping	1,041,396
Various properties	Improving operating efficiencies	348,920
Various properties	Flooring abatement	<u>36,333</u>
	Total Capital Expenditures	\$ 3,446,131

Units added in FY2009

Development	Description	Units
Humboldt Gardens	HOPE VI redevelopment came online	100
	Total Units added in FY2009	100 units

Units removed in FY2009

Development	Justification	Units
Scattered Sites	Identified for disposition	60
	Total Units removed in FY2009	60 units

MTW Housing Choice Vouchers (HCV) units authorized:	
MTW HCV at beginning FY2009	7,476
Scattered Site Relocation vouchers added	158
Disaster Housing Assistance Program vouchers added	<u>5</u>
MTW HCV at end of FY2009	7,639

Non-MTW Housing Choice Vouchers units authorized:
562 SRO/MODS
70 Veteran Affairs Supportive Housing

Housing Choice Vouchers – units project-based in FY2009:

Community	Units
The Jeffrey	30 units
Esperanza Court	14 units
Broadway Vantage	15 units
Westshore	6 units
Patton Park	<u>12 units</u>
Total units	77 units

Overview of other housing managed by the Agency:

	Number of Properties	Physical Units
Affordable Owned with PBA subsidy	6	496
Affordable Owned without PBA subsidy	9	<u>948</u>
Total Affordable Owned Housing	15	1,444
Tax Credit Partnerships	20	<u>2,327</u>
Total Affordable Housing	35	3,771
Duplicated PH Properties/Units	6	465
Special Needs (Master Leased)	36	422

B. Leasing Information

Total number of MTW public housing units leased in FY2009: 2,566 units
HAP continues to have an occupancy rate of over 98% in its public housing units.

Total number of Non-MTW public housing units leased in FY2009: N/A

Description of issues:

The transition to site-based management has allowed public housing site staff to take a more proactive role in filling vacant units. Site staff has the ability to select an applicant from the wait list immediately upon receiving notice to move from a current resident, as well as to keep a small pre-approved “reserve” pool to fill a vacant unit the day it becomes available. This has significantly reduced the overall vacancy rate and allowed HAP to exceed its targeted occupancy. Prior to implementation of site-based management, overall occupancy sometimes dropped below 92%.

Over the past year, public housing has been trending an occupancy rate of 98%. This is due to staff ability to manage their vacancies, but is also partly related to the downturn in the economy that has caused a decrease in the number of people moving out of housing.

Total number of MTW HCV units leased in FY2009:

91,043 unit months authorized
 93,009 unit months leased
 102.2% utilization

Total number of non-MTW HCV units leased in FY2009:

SRO/MODS: 6,744 unit months authorized
 6,161 unit months leased
 91.4% utilization

Veteran Affairs Supportive Housing: 770 unit months authorized
 37 unit months leased
 4.8% utilization

Description of issues:

The leasing success rate of vouchers issued within Multnomah County is approximately 74%. Therefore, 26% of applicants who reach the top of the waiting list and are issued a voucher are not successful at leasing a unit in the private market. Our community has created a Section 8 task force to study the reasons for the voucher turn back rate. The goal of the task force is to improve the overall program and increase its acceptance within the private landlord community. In its Year 11 MTW Plan, HAP proposed measures to increase landlord participation in support of this effort.

Regarding our lease rate of Veterans Affairs Supportive Housing vouchers, we have experienced what we understand to be a problem at the national level: the vouchers can only be issued with a referral from Veteran's Affairs (VA), and they are not flowing quickly. Our local VA office has staffed up to facilitate the increased issuance of these referrals and recently brought 19 veterans into the program (after the period for this report, ending 3/31/09).

Number of Project-Based Vouchers committed/in use: 1,118 active count

Description of project where new vouchers are placed:

Pending project commitments:

	1 BR	2BR	3BR	4BR	Total Units
Mira Flores	-	1	5	2	8
Eastgate Station	7	4	6	3	20

Additional pending project commitments (total unit numbers are shown; bedroom sizes have not been finalized):
 Sacred Heart Villa (12), Shaver Green (10), Sandy Apartments (14), Clifford (15), Villa de Sueño (4)

C. Waiting List Information

Households on the waiting lists at the end of FY2009

Public Housing

	Bedroom Size					Total Households	Percent Households
	Studio/ 1 BR	2BR	3BR	4BR	5+BR		
Elderly/Disabled Units	775	3	0	0	0	778	34%
Family Units	83	870	568	6	0	1527	66%
Total	858	873	568	6	0	2305	100%

Description of waiting lists and any changes made:

The waiting lists were opened in June 2008 for two weeks, which resulted in 3,385 additions to the site-based waiting lists.

In this Plan year, we purged our first-available wait list (applicants who did not use the site-based wait lists, but were willing to accept the first available unit that came open, according to their bedroom size). We encouraged people on the first-available list to choose specific locations on the site-based waiting list instead, but gave them the option to stay on the first-available list. Most have made the switch. This helps us to track our actual wait times by site more accurately, and therefore we can better predict when it is appropriate to open waiting lists. It also helps us give better information to residents about how long to expect before their name comes to the top of the list.

Section 8

At the end of FY2009, there were **3,261** households on the Section 8 waiting list:

Household size	1	2	3	4	5	6	7+	Total
No. on wait list	1,504	744	494	275	145	49	50	3,261

Description of waiting lists and any changes made:

1,195 applicants were pulled from the waiting list during FY2009.

Second chance applications — In September 2008, HAP offered an additional one-time opportunity for placement on the HCV waiting list to applicants that were randomly assigned numbers higher than 3,000 and were not selected by lottery for placement on the list in January 2007. In all, 2,782 families responded and were placed on the waiting list in the order of numbers that were previously assigned by lottery.

III. Non-MTW Related Housing Authority Information (Optional)

Description of non-MTW activities implemented by the agency

In our Year 10 Moving to Work Plan, we indicated our intention to explore a smoke-free housing policy in our public and affordable housing portfolios. After careful research and consultation with the American Lung Association, we decided to make this move and to implement the policy during FY2010. While doing so does not require MTW authority, we overlapped our public outreach strategy with this year's MTW Plan development, briefing community stakeholders at our January 14th, 2009 session. We are in the process of extensive informational and educational outreach to residents and tenants throughout our housing portfolio, and anticipate implementation to roll out over the course of the next year.

Public Comment Period: This involved holding 21 resident meetings over a 6 week period in addition to residents providing input directly to Real Estate Operations staff. The feedback from Residents fell into three main areas:

1. "Grand-fathering" existing smokers, and only changing the smoking rules for future residents: While this would minimize the impact on residents who currently smoke, it does not support the intention behind going smoke-free, which is to create a healthy living/working environment. Therefore, HAP has declined to take this step.
2. The development of smoking shelters/areas at sites: An evaluation was done at each site and a plan was developed to make modifications at sites where a shelter/designated smoking area was possible.
3. The use of medical marijuana: It was decided that requests to use medical marijuana would be dealt with through the reasonable accommodation process.

Cessation Programs: On April 28th, 2009, Resident Services and Public Housing staff went through training to discuss and learn ways to assist and support residents' transition to the no smoking policy. This is supported through an ongoing relationship with the American Lung Association.

Lease addendum signing in May-June 2009: All public housing residents will be signing "No Smoking" lease addendums with an effective date of August 2009.

V. Proposed MTW Activities: HUD approval requested

P1: REDEVELOPMENT OF SEARS MILITARY BASE (PLAN YEAR 10)

A. List activities that were proposed in the Plan, approved by HUD, but not implemented:

In our FY 2009 MTW Plan, HAP identified our intention to submit a proposal to the Portland Development Commission for redevelopment of the Sears military base.

B. Discuss why the activity was not implemented:

Although HAP submitted an application during the early stage of the base closure process, another non-profit community development corporation was chosen by the City of Portland to serve as the master developer of affordable housing at this site. Located within a mile of HAP's Hillsdale Terrace public housing development, close coordination between service providers and design teams will continue to occur. However, at this time there are no plans for public housing or Project-Based Section 8 associated with the base site.

VI. Ongoing MTW Activities: HUD approval previously granted

O1: RESOURCE ACCESS CENTER DEVELOPMENT (PLAN YEAR 10)

A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented:

HAP continues to serve as the master developer for this new facility to house the City of Portland / Multnomah County primary day access center for people experiencing homelessness, a 90-bed men's shelter and approximately 130 units of affordable housing for people with very low incomes. HAP's Year 11 MTW Plan proposes to expand its financing and operations role and, therefore, its MTW flexibility. Assuming approval, we will detail the outcomes of those elements in next year's report.

B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks and metrics to assess outcomes, including if activity is on schedule:

After the site in Portland's Old Town was secured in spring 2008, a community design process was completed with the assistance of an architectural firm under contract and a construction manager/general contractor. Due to downturns in the financial markets, lower than originally anticipated estimates of tax credit equity have led to a consolidation of the current development proposal onto half the available block during Phase 1. (HAP anticipates

developing Phase II in the next few years with additional affordable housing and ground floor retail.)

Work has been underway to plan the Phase 1 housing program, with construction anticipated to begin by November 2009. Currently, the project partners (City of Portland, Transition Projects, and Portland Development Commission) are coordinating meetings for the construction plan. The structural design of tower crane footings is in progress and the Request for Quotes process for selection of mechanical, electrical and plumbing subcontractors is underway.

O2: POTENTIAL REDEVELOPMENT OF HILLSDALE TERRACE (PLAN YEARS 9 & 10)

A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented:

Our intention to redevelop Hillside Terrace, a physically distressed and socially isolated 60-unit public housing development in southwest Portland, has been identified in the past two MTW Plans (FY 2008 and FY 2009).

B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks and metrics to assess outcomes, including if activity is on schedule:

Working with a contracted architectural-engineering team, HAP staff prepared an analysis for presentation to HAP's Board of Commissioners (BOC) in February 2009. The analysis resulted in a recommendation to pursue a complete redevelopment. During their March 2009 meeting, the BOC elected to pursue a comprehensive revitalization of Hillside Terrace and instructed staff to prepare to submit a HOPE VI grant application. When HUD releases a 2009 HOPE VI Notice of Funding Availability, HAP will be positioned to respond in a timely manner.

In addition, staff has developed a Memorandum of Understanding with a local non-profit that is looking to redevelop an existing property and adjacent parcel of land within half a mile of the Hillside Terrace site. With any potential redevelopment scenarios concerning the two sites, packaging of the two proposals will be considered.

O3: ADDITION OF PUBLIC HOUSING OPERATING SUBSIDY AT AFFORDABLE HOUSING SITES (PLAN YEARS 8 – 10)

A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented:

This concept, first described as an element of HAP's attempt to "reconfigure public housing," originally appeared in the FY 2007 MTW Plan. Through subsequent years and the current FY 2010 MTW Plan, the concept remains one of the key components of HAP's Public Housing Preservation Initiative. Utilizing public housing operating subsidy at HAP's affordable properties allows for one-to-one replacement of public housing subsidy lost due to the sale of scattered sites and may allow for additional units to be brought back from the formerly "banked units." This approach has been successfully piloted as the Fairview Conversion Project (originally described in the FY 2008 MTW Plan.)

B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks and metrics to assess outcomes, including if activity is on schedule:

- **Rockwood Station** - Work has been underway to prepare for a July 2009 Mixed Finance Operating Subsidy Only closing with HUD in order to begin offering public housing subsidy for 25 households (two-bedroom units) at this 195-unit Gresham property.
- **Pine Square** - Although the FY 2009 MTW Plan identified this affordable property as another potential site for the addition of public housing units, the current downturn of the financial markets has made refinancing with tax credits unrealistic at this time. Since HAP and the City of Gresham amended their Cooperative Agreement to allow for this in the future, HAP remains committed to the project as markets improve. Current assumptions include 15 units of public housing.

O4: PUBLIC HOUSING PRESERVATION INITIATIVE, PHPI (PLAN YEARS 9 & 10) - Sell Scattered Sites; Develop Replacement Housing; Address Capital Needs; and Analyze Alternative Financing Scenarios

A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented:

As last outlined in the FY 2009 MTW Plan, HAP's PHPI included four major objectives which are summarized below.

Sales of Scattered Sites - During Plan Year 10, 50 scattered site properties (including some duplexes and four-plexes) were sold by HAP. Sales prices for the single family homes ranged from \$180,000 to \$295,000. The chart below summarizes the sales in various parts of the City by bedroom size. The sales team exceeded the original goal of 37 homes with the help of the relocation

team that assisted 74 households to relocate during the Plan Year. Sales proceeds are targeted to assist with replacement housing and addressing capital needs.

Develop Replacement Housing - This objective has included three elements: 1) addition of public housing operating subsidy at affordable housing sites, discussed above in section O3; 2) potential infill at existing properties; and 3) new development and/or acquisition. Although planning for potential infill at existing properties has been delayed in order to line up with opportunities that may present themselves when other capital planning efforts are completed, HAP's development efforts continue at a fast pace.

HAP's acquisition efforts are intended to closely align with the housing goals of our jurisdictional partners, while meeting our expressed intention to preserve our community's public housing stock. In addition to the Resource Access Center (O1) and Hillsdale Terrace (O2), the developments listed below have been underway during Plan Year 10.

Address Capital Needs - Capital expenditures during Plan Year 10 are summarized in section IIA. The planning for capital expenditures that occurred during the year has also positioned HAP to be "shovel ready" in our ability to utilize ARRA economic stimulus funds for public housing (both formula funds and competitive) during Plan Year 11.

Analyze Alternative Financing Scenarios - This component has been described as a more detailed activity in HAP's Year 11 MTW Plan (P1: Subsidy Change to Preserve Public Housing Units). During Year 10, early analysis indicated significant savings and cost effectiveness can be gained by undertaking the process to switch between two HUD operating subsidies: from public housing subsidy to Project-based Section 8 subsidy. While minimizing impacts on residents, this strategy can help to finance large-scale capital improvements throughout our portfolio and provide a consistent funding stream for improved resident services.

B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks and metrics to assess outcomes, including if activity is on schedule:

Sales of Scattered Site Properties in Multnomah County during FY 2009

	Southeast	Southwest	North	Northeast	Total Properties
Properties w/ 4 bedrooms	1		1		2
Properties w/ 3 bedrooms (including duplexes)	21	6	10	5	42
Properties w/ 2 bedrooms (duplexes)			5		5
Property w/ 1 bedroom (fourplex)				1	1
Total properties sold	22	6	16	6	50

The following properties will provide (or continue to provide) affordable housing in downtown Portland:

- **The Jeffrey** - During summer 2008, Multnomah County requested that HAP assume the general partner role in an existing limited partnership. Located in downtown Portland, The Jeffrey is a new six-floor development with 80 units, built in 2008. The property is fully leased and managed by a private property management firm. Twenty-five units are designated as Permanent Supportive Housing (PSH) with case management services provided by three non-profit agencies that specialize in meeting the City's PSH goals to address homelessness.

Operational subsidies are projected to include 30 project-based Section 8 units and 20 public housing units. The public housing units (20 studio apartments) will support PSH residents. In March 2009, HAP submitted documents to HUD for an Operating-Subsidy Only proposal.

HAP anticipates financial closings by summer 2009. HAP's affordable housing asset managers will assume oversight of the property and the property management firm shortly thereafter.

- **Martha Washington Apartments** - Located next door to The Jeffrey, this historic property with 131 SRO units has been vacant for the past several years. In late summer 2008, Multnomah County asked HAP to assume the role of general partner in a new mixed-finance, tax credit partnership. After historic renovation, current plans would result in approximately 108 studio and one-bedroom units. During Year 10, HAP has developed a new pro forma and conducted negotiations with funders. Financial applications have been submitted to update those previously submitted by the former general partner. HAP anticipates a summer 2009 closing, followed by a ten-month construction season, with the opportunity for new residents to be housed by spring 2010.

O5: OPPORTUNITY HOUSING INITIATIVE (PLAN YEARS 9 & 10)

A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented:

In previous Plan years, we have described the Opportunity Housing Initiative (OHI) and three distinct models for implementation: the Fairview Conversion Project, the DHS Voucher Program and the Humboldt Gardens OHI Pilot.

B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks and metrics to assess outcomes, including if activity is on schedule:

Fairview Conversion Project. This is the most evolved of our three current initiatives, which has been active long enough to demonstrate the following interim results for the 57 individuals presently enrolled:

Employment

30 are currently employed
20 have employment plans
22 have received job development services

Education

2 are enrolled in Adult Basic Education courses
1 has completed GED courses
14 are enrolled in ESL classes
3 are enrolled in and 3 have completed short-term vocational training
6 are enrolled in and 1 has completed 2-year degree courses
1 is enrolled in 4-year degree courses

Training

36 have completed Financial Literacy Training Workshops
26 have completed Housing Mobility Workshops
42 have completed Career Enhancement Training Workshops
1 has completed Homeownership Training

Finally, one of these participants has already graduated to home ownership!

DHS Voucher Program. Implemented in fall of 2008, we have provided vouchers for 21 families who will receive case management assistance from DHS and will be enrolled in the HAP Family Self-Sufficiency program in order to participate in workshops, trainings and to receive escrow. HAP will also assist families with their housing search and Section 8 utilization. This program will use the traditional Family Self-Sufficiency escrow model. It has not been operational long enough to provide interim outcomes.

Humboldt Gardens OHI Pilot. We have enrolled 57 families who are participating in case management services, workshops and trainings, peer support and a savings account program. All participating families have agreed to transition from subsidized housing as part of their graduation process or transfer to another public housing community. No one will lose their housing assistance for lack of program participation.

Employment

29 are currently employed
23 have employment plans
23 have received job development services

Education

3 are enrolled in ESL classes

3 have completed short-term vocational training

1 has completed 2-year degree courses

Training

40 have completed Financial Literacy Training Workshops

As part of the Opportunity Housing Initiative, HAP intends to assess its pilots in the near term, including site-based programs. Currently we are considering an assessment of the overall goals and initial results, while contemplating a more long-range and statistical external evaluation of the program in years to come.

O6: BIENNIAL REVIEWS – RENT REFORM ACTIVITY (PLAN YEARS 9 & 10)

A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented:

In our FY 2008 and FY 2009 MTW Plans, HAP outlined our intention to implement an alternate review schedule for recertification, a simplification measure designed to lead to MTW cost-effectiveness through a decrease in staff workload.

B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks and metrics to assess outcomes, including if activity is on schedule. For rent reform initiatives, describe the result of any hardship requests:

Section 8: Biennial (every other year) reviews have been implemented for all MTW voucher Section 8 participants with the exception of GOALS (FSS) participants. GOALS participants benefit when increased income is applied at their annual review, since the corresponding rent increase is reallocated as additional escrow in their savings account with HAP. Administrative time savings will allow staff to conduct quarterly in-office interviews for zero income participants and provide counseling and referrals to other resources available in the community.

During FY 2009, we began the implementation of biennial reviews for all Section 8 participants. Section 8 staff completed 1,352 fewer annual reviews during this time frame than were conducted in the previous fiscal year. At the average time savings of 45 minutes per deferred recertification we estimate an annual administrative savings of 1,014 fewer staff hours spent conducting annual re-certifications. This is a financial equivalent of \$22.05 per hour or \$22,359 of staff time and cost that we are re-directing to client services and support.

Public Housing: We currently have 1,092 residents who qualify for biennial reviews, translating to approximately 500 fewer reviews that we are completing each year. Staff members who would normally be doing these reviews have been freed up to do other tasks and have contributed to the more efficient management of properties. Early indications suggest that we are losing more revenue than expected by reducing the number of reviews, and our newly hired Compliance Specialist will analyze this impact more fully over the next year.

O7: BIENNIAL INSPECTIONS – RENT REFORM ACTIVITY (PLAN YEARS 9 & 10)

A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented:

In our FY 2008 and FY 2009 MTW Plans, HAP identified strategies to improve and streamline inspections by moving toward biennial inspections for Section 8 households and site-based inspections for public housing properties.

B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks and metrics to assess outcomes, including if activity is on schedule. For rent reform initiatives, describe the result of any hardship requests:

Section 8: Section 8 participants residing in the same unit for a minimum of three years, who pass two consecutive annual inspections on the first visit, have been placed on biennial (every other year) inspection schedule. HAP began this process in July 2007.

1,647 families were qualified for biennial inspections in FY 2009. With an average of 30 minutes travel and inspection time, and average salaries of \$27.10 per hour, HAP realized a cost savings of \$22,316.85 in staff time.

Public Housing: We have achieved greater efficiency and efficacy by switching to site-based inspections with site managers and their maintenance mechanics. These staff members were all trained in Uniform Physical Condition Standards (UPCS), resulting in an exceptional Real Estate Assessment Center (REAC) inspection.

We are also increasing our focus on developing preventive maintenance plans for all sites, with a goal of 60% of completed work orders for planned or preventive maintenance. While this does not reduce interactions with residents, it does create a more positive and proactive relationship around apartment maintenance.

A. List activities continued from the prior Plan year(s); specify the Plan Year in which the activity was first identified and implemented:

The following measures were implemented in April 2007:

- Accept hand-carried third-party income verifications
- Disregard income related to assets valued at less than \$25,000
- Eliminate interim reviews for income increases (except in cases with an increase from zero income) and income decreases that have yet to be effective for 45 days
- Streamline Earned Income Disallowance (EID) for qualifying clients
- Eliminate EID for new GOALS participants

B. Provide detailed information on the impact of the activity and compare against the proposed benchmarks and metrics to assess outcomes, including if activity is on schedule. For rent reform initiatives, describe the result of any hardship requests:

Accepting third-party income verifications; disregarding income related to assets valued at less than \$25,000: Allowing staff to accept verifications that are directly from the resident has taken a tremendous administrative burden off of staff and allowed reviews to be completed in a timely manner. The same can be said for raising the limit for assets that require verification.

Eliminating certain interim reviews: By only doing interim reviews for rent decreases, and not requiring residents to report when there is an increase in income in the household, we have decreased the number of reviews done by staff. Similar to the Biennial review process, this hasn't allowed for deductions in staffing levels, but has freed staff to do other tasks.

Changes to EID: The changes made to this program have certainly simplified the process. The number of errors related to incorrect calculations has decreased. Tying the EID cycle to the annual review has also relieved staff from tracking multiple due dates. Despite the changes to this process, there is a feeling that this is an area where further innovations and/or simplifications may be beneficial.

VII. Sources and Uses of Funding

Due to the timing of HAP's fiscal year end audit, actual activity presented below is preliminary and unaudited.

A. Sources & Uses of MTW Funds

Sources of Funds	Actual	Budget As Adopted	Preliminary Plan *
Rental Revenue	4,711,162	4,746,554	5,072,871
Section 8 Subsidy	57,737,206	52,936,357	53,256,150
Operating Subsidy	8,728,987	8,204,270	7,397,087
HUD Grants	1,933,113	1,239,120	1,228,080
Other Revenue	450,331	468,771	261,301
Fee Income	126,715	108,518	-
HUD NonOperating Contributions	3,710,488	3,445,187	3,446,131
Total Sources	77,398,001	71,148,777	70,661,620

* As submitted in MTW Plan (prepared in January 2008); final budget adopted March 2008.

Description of major changes in Sources of Funds

Section 8 Subsidy – Variance: \$4,800,849

Funding per voucher was higher than budgeted: Received 228 additional vouchers (158 relocation, 70 veterans); Administrative Fee structure changed; \$1.1 million funged to local projects

Operating Subsidy – Variance: \$524,716

Increase in proration from initial budget

HUD Grants – Variance: \$693,993

Larger amounts of capital fund used to fund modernization initiative to increase energy and water consumption efficiencies

HUD NonOperating Contributions – Variance: \$265,301

Made more progress on projects than originally anticipated

Uses of Funds	Actual	Budget As Adopted	Preliminary Plan *
Housing Assistance Payments	52,122,121	48,821,268	48,040,251
Administration	6,889,471	6,811,228	7,371,253
Tenant Services	65,291	94,200	66,593
Maintenance	6,414,710	5,285,594	4,375,857
Utilities	2,191,466	2,177,202	2,053,716
General	405,466	359,419	365,062
Other Personnel Expense	37,673	66,834	-
PH Subsidy Transfer	1,457,967	1,321,928	657,129
Central Office Cost Allocations	2,523,140	2,871,689	-
HUD Capital Expenditures	3,710,488	3,445,187	3,378,560
Total Uses	75,817,794**	71,254,549	66,308,421

* As submitted in MTW Plan (prepared in January 2008); final budget adopted March 2008.

** Unused funds reflected in Sources are placed in reserves.

Description of major changes in Uses of Funds

Housing Assistance Payments – Variance: (\$3,300,853)
 Funding per voucher was higher than budgeted: Received 228 additional vouchers (158 relocation, 70 veterans)

Maintenance – Variance: (\$1,129,116)
 Maintenance expenses exceeded budget primarily due to modernization initiative to increase energy and water consumption efficiencies.

PH Subsidy Transfer – Variance: (\$136,039)
 Increase in operating subsidy proration passed on to partnerships

HUD Capital Expenditures – Variance: (\$265,301)
 Made more progress on projects than originally anticipated

B. Sources & Uses of State and Local Funds

Sources of Funds	Actual	Budget As Adopted	Preliminary Plan *
State, Local & Other Grants	2,820,825	2,306,026	-
Non-Operating Capital Contributions	410,788	-	-
Total Sources	3,231,613	2,306,026	-

* Preliminary Plan reported non-MTW activity, but did not isolate state and local funds.

Description of major changes in Sources of Funds

State, Local & Other Grants – Variance: \$514,799
 Increased funding from the City of Portland, Multnomah County and HOME related to the Short Term Rent Assistance program and New Columbia and Humboldt School programs

Non-Operating Capital Contributions – Variance: \$410,788
 Funding by the City of Portland for Resource Access Center, Humboldt Gardens, Clark Center II and miscellaneous other projects. Business Energy Tax Credits for The Civic.

Uses of Funds	Actual	Budget As Adopted	Preliminary Plan *
Housing Assistance Payments (STRA)	2,089,536	1,985,496	-
Administration	324,824	223,077	-
Tenant Services	129,655	20,000	-
Maintenance	-	-	-
Utilities	-	-	-
General	-	-	-
Other Personnel Expense	47,260	38,645	-
PH Subsidy Transfer	-	-	-
Central Office Cost Allocations	167,660	151,860	-
Capital Expenditures	410,788	-	-
Total Uses	3,169,723**	2,419,077	-

* Preliminary Plan reported non-MTW activity, but did not isolate state and local funds.

** Unused funds reflected in Sources are placed in reserves.

Description of major changes in Uses of Funds

Housing Assistance Payments – Variance: (\$104,040)

Administration – Variance: (\$101,748)

Tenant Services – Variance: (\$109,655)

Programs expanded as additional resources became available

Capital Expenditures – Variance: (\$410,788)

Funding by the City of Portland for Resource Access Center, Humboldt Gardens, Clark Center II and other miscellaneous projects. Business Energy Tax Credits for The Civic.

C. Sources & Uses of COCC (If Applicable): N/A

D. Allocation Method for Central Office Costs

The Housing Authority of Portland has elected to use an allocation method for central office costs. We have a variety of administrative departments and have developed a method to allocate these departments based on the key drivers of expense. This methodology meets the requirements of OMB A-87.

The allocation method is as follows:

1. Level 1:
 - a. The cost of the administrative office building is allocated to the departments based on space occupied
2. Level 2:
 - a. The executive department is allocated equally to each of the operating groups
 - b. Human Resources, Purchasing and IT are allocated to the operating groups based on FTEs within the operating groups
 - c. Accounting and Finance is allocated to the operating groups based on a combination of operating expenses and fixed assets
3. Level 3:
 - a. Public Housing Administration as well as the central office allocations to public housing are then allocated to the properties based on units
 - b. Rent Assistance Administration (Housing Choice Vouchers and other Rent Assistance Programs) as well as the central office allocations to Rent Assistance are then allocated to the departments within this operating group based on vouchers
 - c. Resident Services Administration as well as the central office allocations to Resident Services are then allocated to the departments within this operating group based on operating expenses

Allocated overhead is reported separately from direct operating costs in the operating group financial reports. The allocations result in a net zero Net Operating Income/Loss for the administrative departments.

E. Uses of Single-Fund Flexibility

HAP has proposed to use single-fund flexibility in its FY 2010 Plan to create agency-based assistance with fungible Section 8 funds, as well as a subsidy blend for the Resource Access Center and the Martha Washington. The aforementioned subsidy blend would combine Section 8 and public housing to finance the units in these developments.

VIII. Administrative

A. Correction of Observed Deficiencies

In December 2008, HUD visited HAP for an MTW review. The follow-up from that meeting has not yet been formalized, but HAP can provide the following updates based on our own notes from the visit:

An issue was raised about closing out grants in LOCCS. That has been resolved and a process to ensure that the necessary data is entered monthly has been initiated.

A question was raised regarding whether we charge an asset management fee. We use a cost allocation method in lieu of the management fee.

We have clarified duties related to PIC with the local HUD office and Rent Assistance recently submitted 50058 data to PIC for the Mod Rehab units and the VASH non-MTW units.

Regarding questions about procurement policy: We are in the process of a major revision of HAP's procurement policy with the goal of enhanced compliance with HUD procurement regulations. Our timeline is: Seek agency-wide input during the month of June; present final draft to Executive Team and Executive Committee of the Board; and present and seek Board approval during the August Board meeting. We will reach out to the local HUD office prior to seeking agency wide-input.

B. Agency-Directed Evaluations, as applicable: N/A

C. Performance and Evaluation Report See Appendix

D. Certifications See attached Board Resolution

Appendix

**Capital Fund Program
(CFP) Amendment**
To The Consolidated Annual Contributions
Contract (form HUD-53012)

**U.S. Department of Housing
and Urban Development**
Office of Public and Indian Housing

Whereas, (Public Housing Authority) Housing Authority of Portland (OR002) (herein called the "PHA") and the United States of America, Secretary of Housing and Urban Development (herein called "HUD") entered into Consolidated Annual Contributions

Contract(s) ACC(s) Number(s) SF-160

dated: 6/26/1959

Whereas, HUD has agreed to provide CFP assistance, upon execution of this Amendment, to the PHA in the amount to be specified below for the purpose of assisting the PHA in carrying out capital and management activities at existing public housing developments in order to ensure that such developments continue to be available to serve low-income families:

\$ 4,438,453 for Fiscal Year 2008 to be referred to under Capital Fund Grant Number OR16P00250108

PHA Tax Identification Number (TIN), On File

Whereas, HUD and the PHA are entering into the CFP Amendment Number 124

Now Therefore, the ACC(s) is (are) amended as follows:

1. The ACC(s) is (are) amended to provide CFP assistance in the amount specified above for capital and management activities of PHA developments. This amendment is a part of the ACC(s).

2. The capital and management activities shall be carried out in accordance with all HUD regulations and other requirements applicable to the Capital Fund Program.

3. (Check one)

a. In accordance with the HUD regulations, the Annual PHA Plan has been adopted by the PHA and approved by HUD, and may be amended from time to time. The capital and management activities shall be carried out as described in the Annual PHA Plan Capital Fund Annual Statement.

OR

b. The Annual PHA Plan has not been adopted by the PHA and approved by HUD. The PHA may use its CFP assistance under this contract for work items contained in its 5-Year Plan, before the Annual PHA Plan is approved.

For cases where HUD has approved a Capital Fund Financing Amendment to the ACC (CFP Amendment attached), HUD will deduct the payment for amortization scheduled payments from the grant immediately on the effective date of this CFP Amendment. The payment of CFP funds due per the amortization scheduled will be made directly to a designated trustee (Trustee Agreement attached) within 3 days of the due date.

Whether 3.a or 3.b is selected above, the 24 month time period in which the PHA must obligate this CFP assistance pursuant to section 9(j)(1) of the United States Housing Act of 1937, as amended, (the "Act") and 48 month time period in which the PHA must expend this CFP assistance pursuant to section 9(j)(5) of the Act starts with the effective date of this CFP amendment (the date on which CFP assistance becomes available to the PHA for obligation).

4. Subject to the provisions of the ACC(s) and paragraph 3. and to assist in the capital and management activities, HUD agrees to disburse to the PHA or the designated trustee from time to time as needed up to the amount of the funding assistance specified herein.

5. The PHA shall continue to operate each development as low-income housing in compliance with the ACC(s), as amended, the Act and all HUD regulations for a period of twenty years after the last disbursement of CFP assistance for modernization activities and for a period of forty years after the last distribution of CFP assistance for development activities. However, the provisions of Section 7 of the ACC shall remain in effect for so long as HUD determines there is any outstanding indebtedness of the PHA to HUD which arose in connection with any development(s) under the ACC(s) and which is not eligible for forgiveness, and provided further that, for a period of ten years following the last payment of assistance from the Operating Fund to the PHA, no disposition of any development covered by this amendment shall occur unless approved by HUD.

6. The PHA will apply for the entire CFP assistance amount for this FY. If the PHA does not comply with any of its obligations under this Amendment and does not have its Annual PHA Plan approved within the period specified by HUD, HUD shall impose such penalties or take such remedial action as provided by law. HUD may direct the PHA to terminate all work described in the Capital Fund Annual Statement of the Annual PHA Plan. In such case, the PHA shall only incur additional costs with HUD approval.

7. Implementation or use of funding assistance provided under this Amendment is subject to attached corrective action order(s).

(mark one) : Yes No

8. The PHA acknowledges its responsibility for adherence to this Amendment by subgrantees to which it makes funding assistance herein available.

The parties have executed this Agreement, and it will be effective on 6/13/2008. This is the date on which CFP assistance becomes available to the PHA for obligation.

U.S. Department of Housing and Urban Development	PHA Executive Director
By <u>[Signature]</u>	By <u>[Signature]</u>
Date: <u>JUN 5 - 2008</u>	Date: <u>5/27/08</u>
Title: <u>Director</u>	Title: <u>Executive Director</u>
<u>Office of Public Housing</u>	

Previous versions obsolete

form HUD-52840-A 03/04/2003

**Capital Fund Program
(CFP) Amendment**
To The Consolidated Annual Contributions
Contract (form HUD-53012)

**U.S. Department of Housing
and Urban Development**
Office of Public and Indian Housing

Whereas, (Public Housing Authority) Housing Authority of Portland (OR002) (herein called the "PHA") and the United States of America, Secretary of Housing and Urban Development (herein called "HUD") entered into Consolidated Annual Contributions

Contract(s) ACC(s) Number(s) SF-160

dated: 6/26/1959

Whereas, HUD has agreed to provide CFP assistance, upon execution of this Amendment, to the PHA in the amount to be specified below for the purpose of assisting the PHA in carrying out capital and management activities at existing public housing developments in order to ensure that such developments continue to be available to serve low-income families:

\$ 513,140 for Fiscal Year 2008 to be referred to under Capital Fund Grant Number OR16R00250108

PHA Tax Identification Number (TIN). On File

Whereas, HUD and the PHA are entering into the CFP Amendment Number 125

Now Therefore, the ACC(s) is (are) amended as follows:

1. The ACC(s) is (are) amended to provide CFP assistance in the amount specified above for capital and management activities of PHA developments. This amendment is a part of the ACC(s).

2. The capital and management activities shall be carried out in accordance with all HUD regulations and other requirements applicable to the Capital Fund Program.

3. (Check one)

 a. In accordance with the HUD regulations, the Annual PHA Plan has been adopted by the PHA and approved by HUD, and may be amended from time to time. The capital and management activities shall be carried out as described in the Annual PHA Plan Capital Fund Annual Statement.

OR

 X b. The Annual PHA Plan has not been adopted by the PHA and approved by HUD. The PHA may use its CFP assistance under this contract for work items contained in its 5-Year Plan, before the Annual PHA Plan is approved.

For cases where HUD has approved a Capital Fund Financing Amendment to the ACC (CFF Amendment attached), HUD will deduct the payment for amortization scheduled payments from the grant immediately on the effective date of this CFP Amendment. The payment of CFP funds due per the amortization scheduled will be made directly to a designated trustee (Trustee Agreement attached) within 3 days of the due date.

Whether 3.a or 3.b is selected above, the 24 month time period in which the PHA must obligate this CFP assistance pursuant to section 9(j)(1) of the United States Housing Act of 1937, as amended, (the "Act") and 48 month time period in which the PHA must expend this CFP assistance pursuant to section 9(j)(5) of the Act starts with the effective date of this CFP amendment (the date on which CFP assistance becomes available to the PHA for obligation).

4. Subject to the provisions of the ACC(s) and paragraph 3. and to assist in the capital and management activities, HUD agrees to disburse to the PHA or the designated trustee from time to time as needed up to the amount of the funding assistance specified herein.

5. The PHA shall continue to operate each development as low-income housing in compliance with the ACC(s), as amended, the Act and all HUD regulations for a period of twenty years after the last disbursement of CFP assistance for modernization activities and for a period of forty years after the last distribution of CFP assistance for development activities. However, the provisions of Section 7 of the ACC shall remain in effect for so long as HUD determines there is any outstanding indebtedness of the PHA to HUD which arose in connection with any development(s) under the ACC(s) and which is not eligible for forgiveness, and provided further that, for a period of ten years following the last payment of assistance from the Operating Fund to the PHA, no disposition of any development covered by this amendment shall occur unless approved by HUD.

6. The PHA will apply for the entire CFP assistance amount for this FY. If the PHA does not comply with any of its obligations under this Amendment and does not have its Annual PHA Plan approved within the period specified by HUD, HUD shall impose such penalties or take such remedial action as provided by law. HUD may direct the PHA to terminate all work described in the Capital Fund Annual Statement of the Annual PHA Plan. In such case, the PHA shall only incur additional costs with HUD approval.

7. Implementation or use of funding assistance provided under this Amendment is subject to attached corrective action order(s).

(mark one) : Yes No

8. The PHA acknowledges its responsibility for adherence to this Amendment by subgrantees to which it makes funding assistance herein available.

The parties have executed this Agreement, and it will be effective on 6/13/2008. This is the date on which CFP assistance becomes available to the PHA for obligation.

U.S. Department of Housing and Urban Development
By [Signature] Date: JUN 5 - 2008
Title Director
Office of Public Housing

PHA Executive Director
By [Signature] Date: 5-27-08
Title Executive Director

Previous versions obsolete

form HUD-52840-A 03/04/2003

Annual Statement/Performance and Evaluation Report Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF) Part I: Summary		Grant Type and Number Capital Fund Program Grant No: 5 OR16P0020108 Replacement Housing Factor Grant No:	Federal FY of Grant: 2008
PHA Name: Housing Authority of Portland			
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/ Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Final Performance and Evaluation Report			
Line No.	Summary by Development Account	Total Estimated Cost	Total Actual Cost
		Original	Revised
		Obligated	Expended
1	Total non-CFP Funds		
2	1406 Operations		
3	1408 Management Improvements		
4	1410 Administration		
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 Nondwelling Structures		
13	1475 Nondwelling Equipment		
14	1485 Demolition		
15	1490 Replacement Reserve		
16	1492 Moving to Work Demonstration	\$4,438,453.00	
17	1495.1 Relocation Costs		
18	1499 Development Activities		
19	1501 Collateralization or Debt Service		
20	1502 Contingency		
21	Amount of Annual Grant: (sum of lines 2 – 20)	\$4,438,453.00	

Annual Statement/Performance and Evaluation Report Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF) Part I: Summary			
PHA Name: Housing Authority of Portland	Grant Type and Number Capital Fund Program Grant No: OR16P0020108	Federal FY of Grant: 2008	
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/ Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:) <input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Final Performance and Evaluation Report			
Replacement Housing Factor Grant No:		Total Actual Cost	
Line No.	Summary by Development Account	Total Estimated Cost	Total Actual Cost
		Original	Revised
		Obligated	Expended
22	Amount of line 21 Related to LBP Activities		
23	Amount of line 21 Related to Section 504 compliance		
24	Amount of line 21 Related to Security – Soft Costs		
25	Amount of Line 21 Related to Security – Hard Costs		
26	Amount of line 21 Related to Energy Conservation Measures		

M E M O R A N D U M



DATE: June 16, 2009

TO: Board of Commissioners

FROM: Michael Buonocore, Planning and Policy Manager

SUBJECT: Resolution 09-06-01 authorizes the Housing Authority of Portland (HAP) to submit the MTW Tenth-Year Annual Report, with certifications, to the Department of Housing and Urban Development (HUD)

The Board of Commissioners is requested to authorize HAP to submit the MTW Tenth-Year Annual Report, with certifications, to the Department of Housing and Urban Development (HUD). This year's report corresponds to HAP's fiscal year 2009.

Background

As a housing authority with the MTW designation, HAP is obligated to submit an annual report detailing its progress toward objectives proposed in its prior year's annual MTW plan. This year's report follows the format prescribed in HAP's new 10-year agreement with HUD, which requires certifications to ensure the agency serves primarily the same population of people as it would absent the MTW flexibility. These are incorporated in the resolution.

Conclusion/Recommendation

Staff recommends approval of the attached resolution.



RESOLUTION 09-06-01

RESOLUTION 09-06-01 AUTHORIZES THE HOUSING AUTHORITY OF PORTLAND (HAP) STAFF TO SUBMIT THE MOVING TO WORK (MTW) TENTH YEAR ANNUAL REPORT, WITH CERTIFICATIONS, TO THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

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

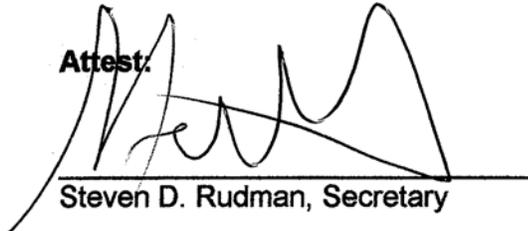
WHEREAS, as part of its MTW reporting obligation, HAP certifies that more than 75% of families assisted by the Agency are very low-income families; that it continues to assist substantially the same total number of eligible low-income families as would have been served had the amounts not been combined; and that it maintains a comparable mix of families served as it would have if the amounts had not been used under the MTW demonstration.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of the Housing Authority of Portland that staff is directed to submit this approved Moving to Work Tenth Year Annual Report to the Department of Housing and Urban Development.

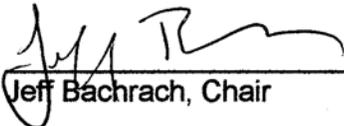
Adopted: June 16, 2009

HOUSING AUTHORITY OF PORTLAND

Attest:



Steven D. Rudman, Secretary



Jeff Bachrach, Chair