STAFF REPORT

City Council
Meeting Date: 1/12/2021
Staff Report Number: 21-009-CC

Regular Business: **Approve a budget amendment of $15,000 in below market rate housing funds and authorize the city manager to execute an agreement with HouseKeys Inc. to provide below market rate housing program administration services**

Recommendation

Staff recommends the City Council approve a budget amendment of $15,000 of below market rate (BMR) housing funds and authorize the city manager to execute an agreement with HouseKeys Inc. to provide BMR housing program administration services through June 30, 2021, including an option to extend the agreement for three additional one-year terms.

Policy Issues

The City Council must provide authorization to the city manager to enter into this agreement as the cost exceeds the city manager's spending authority. BMR housing program administration services are required in order to implement BMR housing programs, services and activities.

Background

As a result of the elimination of redevelopment agencies in 2011 and the reduction in the housing division staff, the city initially outsourced its BMR housing administration services beginning in 2012. Two different contractors have provided services, initially by Alta Housing (formerly known as Palo Alto Housing Corp.) from 2012 to 2014 and then by Hello Housing since 2014. Due to the increasing cost of annual contract services with the current BMR housing program administrator, and to determine cost reasonableness, a request for proposals (RFP) was issued.

Analysis

Scope of work

The general responsibilities of the BMR administrator include, but are not limited to, the services and primary tasks identified in Table 1, which were also identified in the RFP.

Table 1: Scope of services	
Services	**Primary tasks**
BMR program administration - general	• Provide information and advice to interested persons and housing seekers about the City's BMR ownership and rental programs. • Update and maintain portion(s) of administrator's website pertaining to the City's BMR program. • Conduct marketing of BMR ownership and rental programs to ensure a sufficient pool of qualified buyers and/or potential renters, as directed by the City. • Maintain records and statistics related to BMR ownership and rental units and households served, including a permanent database, with contact information, of all ownership households, rental units and loan servicing.
Ownership services	• Conduct an annual eligibility screening of the approximately 150 households on the BMR ownership waiting list. • Coordinate BMR ownership refinance requests. • Conduct annual compliance monitoring of 68 BMR ownership units. • Coordinate the sale of new BMR units and resale of existing BMR ownership units. • Provide assistance and counseling to BMR owners, in coordination the City staff, to help owners resolve financial, occupancy or title matters that can affect the preservation of BMR ownership units. • Send an informational update to BMR owners annually to keep owners informed of their responsibilities under the deed restrictions and distribute other informational materials to owners as appropriate or as directed by the City. • Conduct waitlist outreach activities to attract qualified ownership households, as needed. • Coordinate and conduct homeownership educational workshops, as directed by the City, to inform ownership waitlist participants about the Menlo Park BMR ownership program. The frequency of workshops over the past five years has been approximately two, as the resale of units is rare and new units enter the market fairly infrequently.
Rental services	• Notify households on the rental interest list when new and existing units become available. • Provide annual compliance monitoring of BMR inclusionary rental units on behalf of the City for properties within the City's portfolio, currently 39 units. The City has an inclusionary ordinance and this number is expected to increase. This service will exclude affordable housing developments with other governmental regulatory agreements. • Provide technical assistance to BMR property owners and property managers on City policy and regulations. • Perform annual income and eligibility certifications for 4 BMR rental units currently owned by the City.
Loan services	• Provide loan servicing to the City's loan portfolio of approximately 40 loans. • Coordinate loan payments, deferred loans, loan balance reconciliation, compliance monitoring and any necessary tax preparations while maintaining professional communications with borrowers. • Provide monthly or quarterly reporting and loan remittance payment to the City.

Contractor selection

On November 4, 2020, staff issued an RFP seeking qualified contractors to provide BMR housing program administration services. Given the unique type of services and limited number of contractors, contractors were permitted to submit proposals for a portion of the scope of services or the full scope of services identified in Table 1, with itemized costs. On November 25, 2020, the city received four proposals from nonprofit organizations, with two that included the full scope of services and itemized costs listed in Table 2.

Table 2: Proposals			
Contractor / organization	Annual fixed costs	Annual variable costs	Total proposed cost
Hello Housing	$135,665	$57,815	**$193,480**
HouseKeys, Inc.	$85,000*	$11,250	**$96,250**

*Includes one-time onboarding fee of $10,000, annual fee will be $75,000 after first year.

All proposals were submitted by nonprofit organizations. The two other proposals submitted, including one from HIP Housing Affordable Ventures, proposed a partial scope of services and another from Soup proposed the full scope of services but was operating in a startup capacity, lacking the experience of the two organizations included in Table 2. Staff reviewed and ranked proposals individually. The finalist was selected based on a number of criteria including overall cost, experience, capacity, work methodology, proposal quality, familiarity with BMR housing program administration services, and references, among others. Two other factors considered in the evaluation of the full service proposals from Hello Housing and HouseKeys Inc. are the second and third year costs. Hello Housing costs escalate in years two and three while HouseKeys Inc. decreases after the first year and then either decreases or remains the same in the second and third years.

Other factors that were considered in the selection included equity, diversity and inclusion. HouseKeys Inc. has a diverse range of staff, has in-depth experience working with a diverse range of clients and provides bilingual services. A brief description of their organization and key team members is included in Attachment A of this report. HouseKeys Inc. was ranked as the top choice when considering all of these factors and the proposed scope of work is included as Attachment B. The selection of HouseKeys Inc. for BMR housing administration services will result in a significant cost reduction to the city for the same scope of services currently provided.

Next steps

The city will execute an agreement with HouseKeys Inc. and staff will coordinate the transition of services from the current contractor. All activities will be conducted remotely and if any on-site customer services are required, such as a BMR home resale, HouseKeys Inc. will abide by COVID-19 public health guidelines during the provision of services.

The initial agreement with HouseKeys Inc. will be for the term beginning February 1, 2021 through June 30, 2021. The amount for fiscal year 2020-21 will be prorated based on five months of service, a one-time onboarding fee and 15 percent contingency for variable costs. These amounts are listed in Table 3. To ensure continuous uninterrupted services, the City would execute an agreement for the next three consecutive years with HouseKeys Inc. for approximately $86,250 (annual fixed cost of $75,000 plus 15 percent contingency for variable costs) for each fiscal year, based on annual budget approval.

Impact on City Resources

An additional amount of $15,000 will need to be added to the fiscal year 2020-21 approved budget to cover these contract services. There are sufficient available funds in the special BMR housing fund to allocate for these expenses.

Table 3: Housing budget fiscal year 2020-21	
Item	**Amount**
Hello Housing (7/1/20-1/31/21)	$58,148
HouseKeys Inc. (2/1/21-6/30/21)	$47,438
BMR contracts subtotal	$105,585.50
Approved budget FY 2020-21 (contracts)	$91,000
Additional budget request	$14,585.50
Total revised budget FY 2020-21	$105,585.50

Environmental Review

This action is not a project within the meaning of the California Environmental Quality Act (CEQA) Guidelines §§ 15378 and 15601(b)(3) as it will not result in any direct or indirect physical change in the environment.

Public Notice

Public notification was achieved by posting the agenda, with the agenda items being listed, at least 72 hours prior to the meeting.

Attachments

A. HouseKeys Inc. entity description and team roster
B. Scope of services from HouseKeys Inc. proposal

Report prepared by:

Rhonda Coffman, Deputy Community Development Director – Housing

Report reviewed by:
Justin Murphy, Deputy City Manager

Organizational Profile

HouseKeys Inc
358 Digital Drive, Morgan Hill, CA 95037
Main Phone Line: 1-877-460-KEYS (5397)
Main Website: www.housekeys.org
Main Email: programs@housekeys.org
Web-Based Software Platform: www.myhousekeys.com
Primary Contact: Julius Nyanda, CEO/Program Manager
julius@housekeys.org
Office Line: 408-684-8202 / Cell: 415-846-8004

Founding Team and First Client

The HouseKeys Founding Team was created because of the shutdown of Neighborhood Housing Services Silicon Valley (NHS Silicon Valley). NHS Silicon Valley was the only NeighborWorks-Chartered member of its kind in the state of California, combining a Fannie Mae Approved Seller-Servicer of First Mortgages, HUD-Approved Counseling Agency, Licensed Real Estate Broker, Treasury-Certified Community Development Financial Institution (CDFI), and Housing Program Administrator contracted with several municipal agencies dating back to 2008. Members of the founding team were recruited from South County Housing's Program Administration Department that managed the application and compliance process for income-eligible buyers on their real estate development projects. This uncommon combination of affordable housing experience focused on transaction management and homebuilding created one of the most unique teams in the country. When you pair that capability with a software development team, there is a real opportunity for government agencies to consolidate their affordable housing programming on a platform that enables the standardization and scale needed to meaningfully impact supply and increase public participation.

Founding Tea Member	# of Years in Housing
Mandy Israde	2000, 20 Years
Julius Nyanda	2008, 12 Years
Kathie Wells	2011, 9 Years
Christina Enriquez	2013, 7 Years
Total Individual Years of Experience	48 Years
Total Collaborative Years of Experience	40 Years

HouseKeys first contract was with the City of Morgan Hill to manage their ownership program. This 40-Year old program with 568 ownership units spread out over 84 subdivisions, has a unique set of restrictive covenant agreements, compliance requirements and resale calculations. HouseKeys spent the first year of its existence, onsite at City Hall, and working alongside Staff to forensically analyze the inventory and modernize the program. This work not only involved the Housing Team, but team members in Finance, Legal, the Clerk's Office, and the City Manager's Office. As HouseKeys expanded, it continually incorporated lessons learned to develop best practices and to professionalize the program administration field.

Our Team Roster

Position	Role	Name	Phone	Email
Program Manager	Oversight of the Organization & Program	Julius Nyanda	408-684-8202	julius@housekeys.org
Assistant Program Manager	Program Education, Partnerships, Reporting, Escalations	Abraham Valle	408-684-0769	abraham@housekeys.org
Program Asset Manager	Transactions, Program Inventory & Compliance	Christina Enriquez	408-684-8788	christina@housekeys.org
Assistant Asset Manager & Broker of Record	Marketing, Resales, Community Relations	Katarina Marusic	408-684-8291	katarina@housekeys.org
Program Operations Coordinator	Ticket Handling, Application Prep, Lender Onboarding	Kamala Loving	408-684-8364	kamala@housekeys.org
Program Underwriter, Compliance Manager	Applicant Eligibility and Participant Compliance	Kathie Wells	408-684-8831	Kathie@housekeys.org
Program Accountant and Analyst	Accounting, Loan Servicing, and Program Support Projects	Angelica Garcia	N/A	angelica@housekeys.org
Real Estate Project Manager	Rehab/Remodel projects and site inspection for BMR Units under construction	John Ash	408-592-7884	john@housekeys.org
Program Operations Manager	Workflow Design, Agency Onboarding, Software Implementation Management	Mandy Israde	408-684-8830	mandy@housekeys.org
Technology Manager & Database Engineer	Design and Implementation of Data Model, Database & Initial Prototype	Everett Bobby Gasper	N/A	bobby@housekeys.org
Software Engineering	Interface and Full Stack Development	Kunal Bohra	N/A	kunal@housekeys.org
Server Administrator & API Engineer	Security and Infrastructure	Frank Adams	N/A	frank@housekeys.org
Infrastructure Consultant	Security and Infrastructure	Consultant 1	N/A	tech@housekeys.org
Software Engineering	Server-Side Development	Consultant 2	N/A	tech@housekeys.org

HouseKeys Scope of Services 2020-2021
Ownership / Rental / Finance Program Administration

This Scope of Services ("Scope") details the roles and responsibilities that HouseKeys serves for its Clients. As a Third-Party Program Administrator ("Administrator"), HouseKeys is the Agency's interface with industry practitioners and the public. This ecosystem not only includes Applicants (e.g. buyers, renters) and Program Participants (e.g. owners, tenants) - it also includes, but isn't limited to project owners, property managers, mortgage lenders, real estate agents, and escrow/title officers.

$75,000 Base plus Per-Unit Fee Above 150 Units

HouseKeys prices each contract with a base fee of $75,000 and then evaluates the # of Units, City Size, Budget, and other factors to determine a per-unit fee for all <u>existing</u> units above a 150-Unit Threshold. A "Unit" is considered an ownership, rental, or finance resource allocated to an eligible household. For example, if an Agency had 200 Units, HouseKeys could price out the contract at $75,000 plus $500 per Unit. Total cost would come to $75,000 plus $25,000 (the Charge for Units 151-200) totaling $100,000 per year. Note: Rental Units are priced differently from Ownership Units.

Transaction Fees

In addition to the base cost above, Transaction Fees are charged in accordance with an annual Fee Schedule. Please note that Transaction Fees are typically charged to third parties at the point-of-service (e.g. New Construction Fees are charged to the Developer for delivering an eligible buyer and as part of their contribution to ongoing compliance costs). HouseKeys uses these fees to cover marketing costs and to compensate third parties for services performed, including HUD-Approved Counseling Agencies and outside Real Estate Agents.

Onboarding

In addition to the base cost and fee schedule, there is an Onboarding Process that can take between 30 days and 6 months. Onboarding costs and timelines depend on Agency-specific Scope of Work. While HouseKeys does its best to accurately price its contracts, experience has shown that it takes 12 to 18 months of working as the Agency's Administrator to truly understand and calculate cost and scope. HouseKeys aims to work with Agencies who value standardization and who are willing to defer to HouseKeys best practices when it comes to program administration workflows, policies, and procedures. Note: Agencies with an existing Administrator have a lower cost onboarding if the Administrator is on our Comparison Guide.

Pricing Philosophy

HouseKeys' goal is to utilize the standardization and streamlining enabled by its software platform to decrease the base cost of program administration over time. Once the Agency Client Roster reaches a critical mass, transaction revenue should sustainably cover most costs to deliver services. A combination of service, support and software is critical to effective program administration.

Service Breakdown

1. **Documentation**. Administrator will administer the program and assure Affordability Deed Restrictions are recorded and followed by all parties as applicable for each property.

2. **Support and Education**. Administrator will provide offsite support for service requests. Orientations and workshops will be held for residents of the Agency. Note: In Response to COVID-19 restrictions, content is streamed online via webinars and pre-recorded content available on HouseKeys-hosted program websites.

   a. Administrator shall conduct introductory Home Buyer, Renter Education/Training classes – Homebuyer/Renter Orientation Classes prior to Program application. A minimum of 6 events will be held each year and at least 30 Weeks of Weekly Frequently Asked Question (FAQ) sessions will be open to all program applicants and participants.

3. **Guidelines and Materials**. Administrator will regularly update program guidelines and program materials in conjunction with Agency staff to reflect the Administrator's administrative process for Program Administration including, but not limited to: applications, program pamphlets, rent & resale calculations, selection processes, vacancies, sale and resale of units, refinancing requests, collection of Agency fees and other applicable fees, and default monitoring/resolution process. Administrator's objective will be to work alongside Agency Staff to incorporate "learnings" from the team's collective history with Affordability Programs in California.

4. **Website Presence**. Administrator will maintain an affordability program website presence that will link to the Agency's housing website.

5. **Performance Measures**. Administrator and the Agency will agree to mutually acceptable performance measures for program administration. These measures shall be included in the quarterly program summary report.

a. General Inquiries: Respond within 48 business hours
b. Loan Requests: Respond within 48 business hours, Complete requests within reasonable time, with weekly status updates for outstanding requests
c. Orientations: Minimum 6 per year, with more as needed for new opportunities
d. Rental Vacancies: Fill vacancies within 60 days
e. Annual Ownership Monitoring: Provide homeowners 30 days to submit recertification packages. Note: multiple collection rounds will extend this timeline.
f. Annual Rental Monitoring: Provider Property Owners (and Management Companies) with 60 to 90 days to submit tenant roles and appropriate documents and "test" compliance with a minimum review of 10% to 15% of affordable rental units.
g. Follow up letters at 60 and 90 days before beginning enforcement procedures for non-compliant homeowners
h. Eligibility List: Maintain a minimum buyer-to-property and renter-to-unit ratio of 5:1
i. Application ID issuance: Available online year-round 24/7 with troubleshooting issues handled within 2 business days. Manual Application ID issuance will also take up to 2 business days.

6. **Recordkeeping**. Administrator shall maintain the Agency's existing records and files through a database-driven information retention and management system for the programs. All electronic records will be considered work products that are property of the Agency and will be available via data export. The Administrator shall update the Agency's records quarterly to ensure a coordinated seamless record keeping process. The database shall include the following at a minimum:

    a. For each Program / Former RDA Development if applicable (new and existing):
       • A list of all program units in the development
       • The date of the program developer agreement
       • Program units lost, including date, reason for loss, initial sales price, resale price, and actions taken

    b. For each ownership unit (new and existing):
       i. The address for each ownership unit
       ii. The level of affordability (e.g., Extremely Low, Very Low, Low, Moderate)
       iii. The current owner of record
       iv. The expiration date of the owner agreement
       v. The last date of recertification
       vi. The recertification status (updated annually)

vii. The original sales price
viii. The current resale restriction price
ix. Dates of owner turn-over, as applicable

c. For each rental unit (new and existing)
   i. The unit number for each rental unit
   ii. The level of affordability (e.g., Extremely Low, Very Low, Low, Moderate)
   iii. The current tenant of record
   iv. The last date of recertification
   v. The recertification status (updated annually)

d. For each affordable housing loan:
   i. The type of loan (e.g., RDA, CalHOME, BEGIN, FTHB, etc.)
   ii. The address associated with the loan
   iii. The current owner of record (this should be the loan recipient)
   iv. The amount, term, and due date of the loan
   v. dates of payoff and interest collected, as applicable
   vi. dates of refinance/subordination, as applicable
   vii. dates of write-off and amount, as applicable

7. **Reporting**. Administrator shall provide a quarterly program summary report to the Agency with the following information. An abbreviated monthly report will accommodate each monthly invoice.

   a. Performance Measures (See #5 above)
   b. Any Fees Collected, as Applicable

   c. For each owner unit (new and existing):
      i. The address for each ownership unit
      ii. The level of affordability (e.g., Very Low, Low, Moderate)
      iii. The current owner of record
      iv. The last date of recertification and current recertification status

   d. For each rental unit (new and existing)
      i. The unit number for each rental unit
      ii. The level of affordability (e.g., Very Low, Low, Moderate)
      iii. The current tenant of record
      iv. The last date of recertification and current recertification status

   e. For each affordable housing loan:
      i. The type of loan (e.g., RDA, CalHOME, BEGIN, FTHB, etc.)
      ii. The address associated with the loan
      iii. The current owner of record (this should be the loan recipient)

        iv.   The amount, term, and due date of the loan
         v.   Dates of payoff and interest collected, as applicable
        vi.   Dates of refinance/subordination, as applicable
       vii.   Dates of write-off and amount, as applicable

   f.   Current list of defaults and pending defaults
   g.   Actions taken to date
   h.   Next steps, including dates

8. **Services**. Administrator will provide the following services:
   a.   Making minor revisions to the Agency's existing program materials and legal documents.
   b.   Overall management and implementation of specific program policies, including required reporting.
   c.   Conducting income qualifications including review of assets, income, Verifications of Employment, and all other necessary approvals to ensure qualification for the Agency Programs (Ownership, Rental, Finance).
   d.   Underwriting program applications in accordance with program requirements.
   e.   Underwriting program compliance in accordance to restrictive covenants and project-specific program agreements
   f.   Underwriting transaction compliance (e.g. refinances, transfers) to ensure they conform with restricted covenants and project-specific program agreements
   g.   Preparing all program documents, overseeing proper execution thereof, and conducting final program approval reviews.
   h.   Ensuring timely delivery of all necessary documents into escrow, and preparing escrow demands and funding requests.
   i.   Preparation of program materials by revising the Agency's current documents.
   j.   Calculating all pay off demands and issuing any disclosures and tax forms as required by State and/or Federal Law.
   k.   Calculating the resale value of all ownership program homes as requested annually by the County.
   l.   Work with Agency staff to ensure a seamless and coordinated development of documents as it relates to the Affordability Program, including the Developer application process where Restricted Affordability Units are included, reviewing developer agreements, and ensuring that affordability requirements are outlined in an Affordable Housing Agreement or equivalent document, and any subsequent amendments to the development documentation.

     Note 1: HouseKeys recommends that Agency Agencies include affordability requirements, the Administrators roles, and any fees related

to affordable unit commitments in the **conditions of approval** to assure transparency at the earliest possible point in the entitlement process

9. **Transaction Coordination**. Administrator shall act as transaction coordinator for all real estate transactions and will provide the Agency with a Fee Schedule. Where there is a conflict between the Administrator's Fee Schedule and recorded Agreements ("Legacy Agreements"), Administrator will adjust fees to compensate for the difference with the understanding that newly drafted agreements will conform to the fee schedule.

   Note 2: Transaction Fees charged for New Construction Sales are considered a single transaction with a partial "side" of the real estate transaction to represent the buyer pool. At a minimum of 5:1, each for-sale or rental unit requires a pool of applicants to be managed for each unit that needs to be occupied. During the resale of an ownership unit, there are two sides of the transaction – one for the first-time home seller and two for the eventual buyer who completes the selection process. This two-sided transaction has a higher cost as reflected on the HouseKeys fee schedule. This accounts not only for the work involved (eligibility, legal timelines, property condition), but also accounts for the legal liability and risk.

   Note 3: Transaction fees charged to homeowners for refinance transactions are charged for the time taken to ensure that proposed transaction complies with restrictive covenants. This can include a refinance with a mortgage lender or other types of transfers as referenced in the recorded document (E.g. Divorce, Estates, Inheritance, etc.)

   a. Administrator will coordinate document transmittals between buyers, renters, borrowers, homeowners, tenants, developers, and Agency as needed. Administrator will be responsible for ensuring all documents submitted for Agency signatures are complete and accurate. Administrator will be responsible for making any necessary corrections to documents.

10. **Monitoring, Compliance, and Loss Mitigation**. Administrator shall work alongside Staff to conduct monitoring to annually evaluate Program Owners' & Renters' ("Counterparty's") compliance with the terms and conditions of the recorded deed restrictions and program guidelines including the following:

   a. Mailing monitoring letters to all the Program units.
   b. Reviewing in conjunction with Agency staff, Agency or County Assessor data to assist in the process (e.g., water utility bills, property records).
   c. Review Agency's preliminary monitoring list to identify follow up actions required.
   d. Meet with Agency staff to develop guidelines for acceptable default

remedies (e.g., allowing rental of Program Units for hardship cases).

    e. Administrator shall work alongside Staff to investigate and identify cure potential program-related defaults including:
        i. Conduct follow up of those Program Owners, Project Owners, and Management Companies (collectively referred to as "Counterparties") who do not submit their compliance documentation.
        ii. Reviewing information on calls from Program Unit neighbors and interested parties.
        iii. Conduct reasonable follow-up investigation to assess potential defaults including unit site visits.
        iv. Scheduled appointments with Counterparties to discuss compliance issues.
    f. For confirmed defaults, provide Counterparties with list of actions needed to remedy the default and conduct follow-up to monitoring compliance.
        i. Maintaining log of actions taken to remedy the defaults.
    g. For those defaults in which the Counterparties choose not to remedy the situation within a reasonable amount of time, Administrator will meet with Agency staff to determine the course of action to pursue. Agency authorization will be sought for any legal action taken.
    h. Administrator will participate in legal deliberations at all Staff Levels and Council Decisionmakers as needed.
    i. Agency will provide a list of any current program participant defaults and actions taken to date.

11. **Marketing**. HouseKeys' marketing philosophy is driven by a network effect approach. Each agency that joins the HouseKeys client base adds value to the network. This improves the feedback loop used to improve services, name recognition, program participation, and can lead to economies of scale. The HouseKeys Team wants to deliver this value in aggregate, but also must target the Agency's local residents and community members. This includes targeting the least likely to apply and working in compliance with federal laws addressing Affirmative Fair Housing Marketing.
    a. All Materials will include proper fair housing logo and other federal and state-mandated disclosures
    b. Initial Campaign to Introduce HouseKeys to key employers, community organizations, religious organizations, trade associations, and small businesses
    c. Mailers and other collateral that go out within a .25 to .5-mile radius of each Opportunity listing featured in the MyHouseKeys Platform
    d. Local workshops targeting the groups above
    e. Participating in local events as public health restrictions (e.g. COVID-19) allow

f.   Online and Social Media Campaigns to share available opportunities locally

g.   Listings on popular websites and real estate aggregators (E.g. Craigslist, Local MLS, etc.)

h.   When appropriate and when the budget allows, Administrator will advertise in local media (radio, print, etc.)

12. **Additional Service Descriptions**. Administrator will provide the following additional services.

a.   Administrator shall build and maintain a group of qualified and eligible Program homebuyers and renters at a minimum Buyer/Renter-to-Property ratio of 5:1. For Agencies that maintain an accruing Waitlist based on registration timestamp, HouseKeys will assign Application ID using the Timestamp and assign a "Legacy Applicant" Preference Assignment.

b.   Administrator will partner with the Agency to create Program legal templates for documents required for signature by the Program participants. Administrator shall supply documents that are typically used in the Applicable County for residential real estate transactions (e.g. purchase and sale, disclosure acknowledgements, addendums, etc.)

c.   Administrator will maintain a list of approved loan officers and lending operations eligible to provide mortgage lending for purchase and refinance transactions

d.   Administrator will maintain a list of approved real estate agents and brokers eligible to provide listing services to sellers for resale transactions

e.   Administrator will maintain a list of appraisers for fair market valuations

f.   Administrator will maintain a list of escrow officers who are familiar with program requirements and transaction compliance

g.   Administrator will review individual program restrictions for terms and requirements as needed including shared equity programs, down payment assistance loans and any resale restriction agreements.

h.   Administrator will prepare Agency staff reports and hold Council Study and Closed Sessions to discuss complicated and sensitive program matters.

i.   Administrator will enter contract with the Agency with the intention of adding the Agency to the Model City Project that incorporates Industry Best Practices, A Program Database, and a Regional Program Working

Group. This Project will improve efficiencies and reduce program costs to the Agency.

j. Administrator will provide training, analysis, and suggested improvements to the Affordability Program.

k. Administrator will prepare a presentation for Staff and Council Members on the Model City Project.

l. **Special Projects**. There will be cases where Administrator will be asked to complete a Project that is outside of the contract scope. If project scope and terms are defined in writing, Administrator will agree to complete project at a specified billing rate.

Administrator Staffs its Departments in the following Organization Structure

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                    ┌─────────────┐
                    │  Program    │
                    │  Manager    │
                    └──────┬──────┘
            ┌───────────┐  │
            │ Assistant │  │
            │  Program  │──┤
            │  Manager  │  │
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│Program││Underwriting││ Asset  ││ Software  ││Communications│
│Operations││& Compliance││Management││Engineering││              │
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