

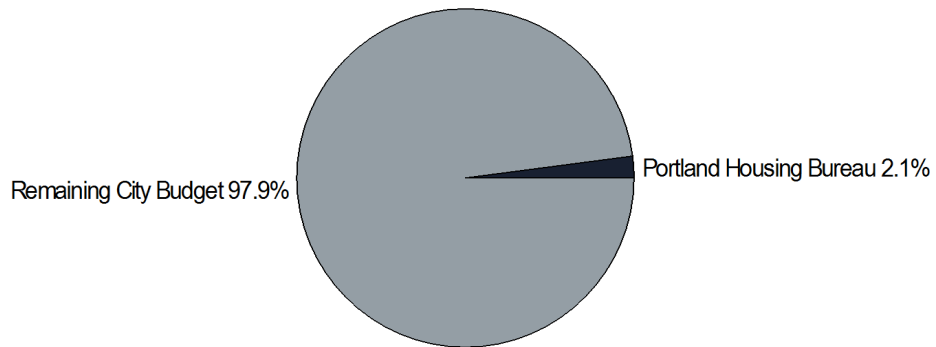
Portland Housing Bureau

Community Development Service Area

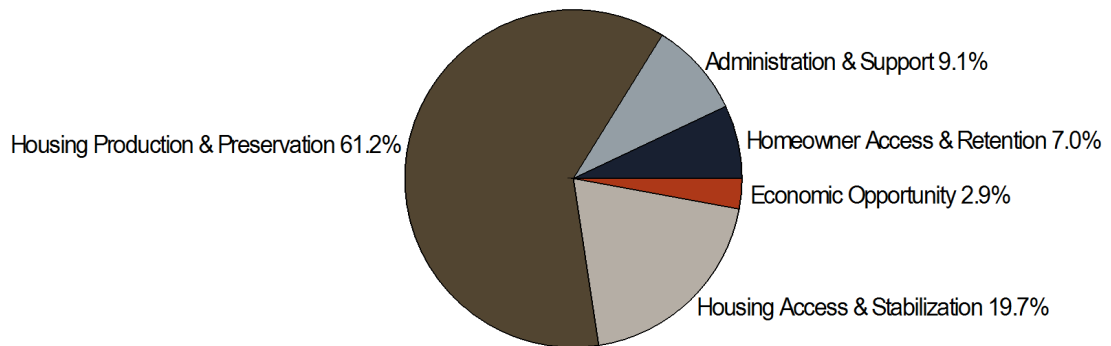
Nick Fish, Commissioner-in-Charge

Traci Manning, Director

Percent of City Budget

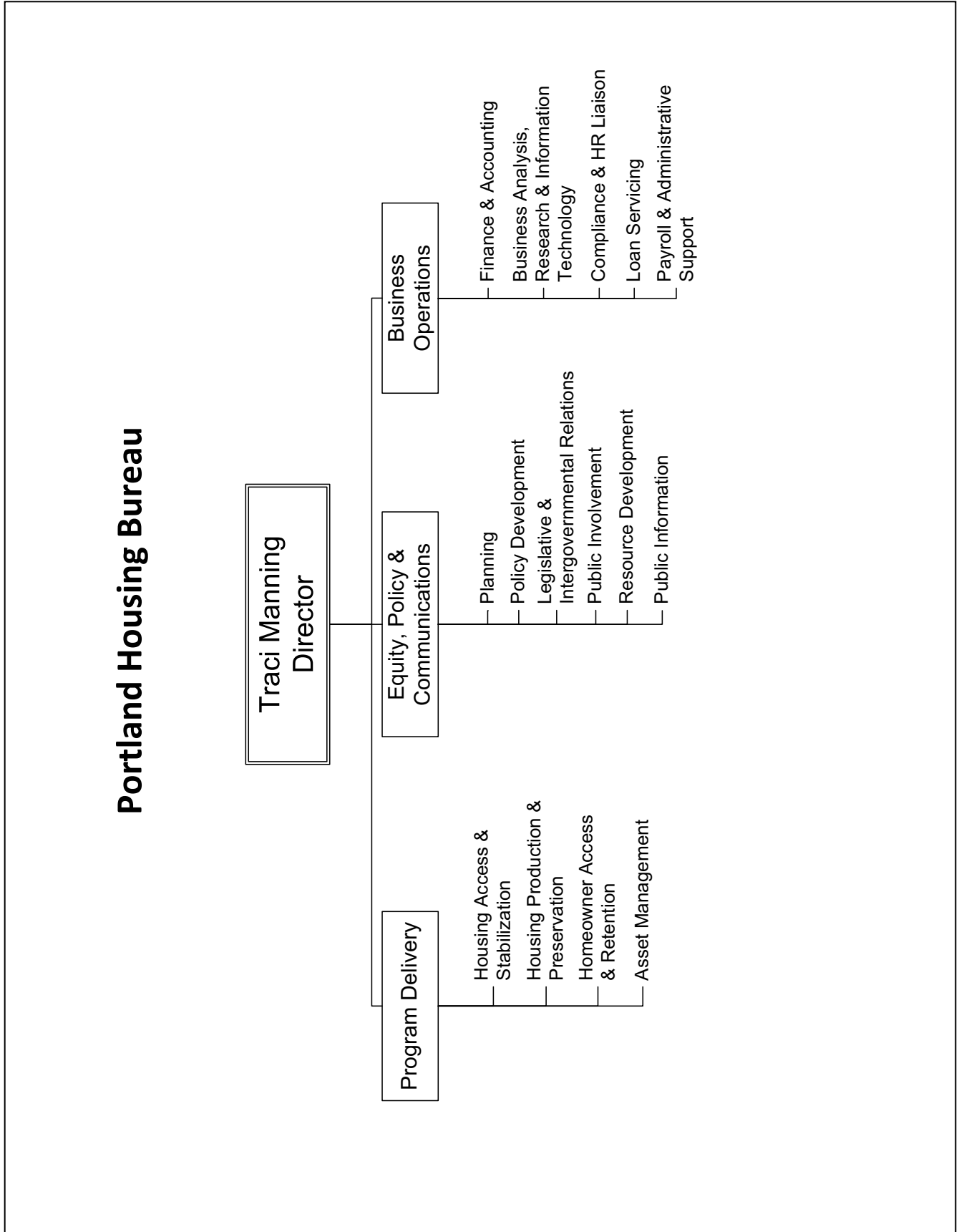


Bureau Programs



Bureau Overview

Expenditures	Revised FY 2012-13	Requested FY 2013-14	Change from Prior Year	Percent Change
Operating	114,082,675	70,061,931	(44,020,744)	(38.59)
Capital	0	0	0	0.00
Total Requirements	114,082,675	70,061,931	(44,020,744)	(38.59)
Authorized Positions	54.90	54.90	0.00	0.00



Bureau Summary

Bureau Mission

The mission of the Portland Housing Bureau (PHB) is to solve the unmet housing needs of the people of Portland. We accomplish our mission by building and preserving affordable housing, supporting programs that help low-income Portlanders find, rent, buy, retain and repair their homes, bringing together our partners and leading them as we assess the city's housing needs, choose the best solutions to efficiently meet them, and identify how to pay for them, and reaching out to racially and culturally diverse groups to ensure their participation in the economic opportunities our housing investments create.

Bureau Overview

PHB stewards several sources of public funds for investments in affordable housing. Program investments cross a continuum, from resources aimed at ending homelessness to rental housing development for low-income individuals and families, to targeted homeownership and home retention programs. Funds come from three major sources: tax increment financing (TIF) under City policy that directs 30% of all TIF expenditures to affordable housing; City General Fund; and federal funds. The latter come from the U.S. Department of Housing and Urban Development (HUD) in the form of both entitlement grants (mostly Community Development Block Grant and HOME) and competitive grant funds. PHB strategically deploys these resources in alignment with the Strategic Plan for loans and grants for capital construction of new or rehabilitated housing and to non-profits to deliver safety net services to Portlanders in need.

The Portland Housing Advisory Commission (PHAC) advises PHB. PHAC provides advice both to PHB and to City Council on strategic priorities, alignment opportunities, and trade-offs inherent in the expenditure of public funds. PHAC provides advice on strategic directions and does not have an explicit decision-making role. However, PHAC helped shape the PHB Strategic Plan and also serves as the bureau's budget advisory committee (BAC). This citizen committee reviewed PHB financial, programmatic, and strategic plan details, took public testimony, and provided recommendations concerning direction and priorities.

Under the BACs advisement, PHB made more than \$2.3 million in reductions to multiple programs such as a winter shelter, multi-cultural homeownership fairs, and low-cost home furnishing programs, rather than apply a percentage cut across all service areas. These decisions were guided by an analysis of what is most core to our mission, alignment with the PHB Strategic Plan, financial leverage, and support of our equity agenda.

In addition to making programmatic investments, PHB leads local policy and planning efforts that seek to improve alignment with state and local government partners who also work to alleviate homelessness and poverty and move people towards self sufficiency.

PHB has proactively engaged with our partners to critically review data to streamline our systems and to find efficiencies. We aspire to deliver cost effective strategies to meet the housing needs of vulnerable and low-income Portlanders. In modeling good government practices, we engage the communities we serve and make data driven decisions that result in cost effective investments with maximum public benefits. Some examples of these processes include the 10 Year Plan to End Homelessness Reset; the Portfolio Optimization Project; the Limited Tax Exemption Big Look Policy Review; Streamlining Compliance; the Portland Housing Growth and Opportunity Analysis; and our Equity Agenda. Each of these efforts included intergovernmental cooperation and collaboration as well as community engagement.

PHB works closely with our jurisdictional partners Multnomah County, the City of Gresham, and Home Forward. This consortium, as part of our federal planning and reporting requirements, performs joint federal funding oversight, Fair Housing analysis and policy recommendations, and community needs and priorities hearings. As part of our work with Multnomah County, we seek to align our priorities and maximize funding leverage. The City and County took joint leadership responsibility for our community's plan to address homelessness and have spent the last year actively engaged in updating the plan to reflect our shared priorities. Each year PHB contracts directly with Multnomah County to provide emergency shelter (\$214,000) and transitional housing (\$683,880) for homeless youth and services for people experiencing mental health issues in supportive housing (\$238,000). In FY 2013-14, we anticipate continuing our collaboration to capitalize on opportunities for alignment in health care reform, ending homelessness and community engagement.

Equity is woven throughout PHB policy and operations. The PHB equity agenda recognizes and responds to the historic and institutional barriers to housing, homeownership, and economic stability experienced by communities of color. PHB seeks to place a greater reliance on community-validated data to understand unmet needs, and to intentionally hold our partners accountable for removing barriers and serving members of minority communities equitably. For example, in the 10 Year Reset process, we removed language that might have unintended consequences for communities of color and in our most recent Fall Notice Of Funding Availability (NOFA) scoring incentivized applicants to meet our equity goals in all aspects of future rental developments. We also implemented an equity lens to evaluate our budget reduction scenarios.

PHB's resources are budgeted in seven separate funds. These include the General Fund, the Community Development Block Grant (CDBG) Fund, the HOME Grant Fund, the Grants Fund, the Tax Increment Financing Reimbursement Fund, the Headwaters Apartment Complex Fund, and the Housing Investment Fund.

Strategic Direction

PHB adopted a three-year Strategic Plan. The strategic plan establishes four core goals for PHB to focus on over three years:

1. Meet Portland's need for quality, affordable homes for its residents.
2. Ensure equitable access to housing.
3. Develop, leverage, and allocate housing funds to meet needs, sustain assets, and strengthen the housing industry.

4. Build a strong, dynamic Housing Bureau that provides the highest level of leadership and service to customers, stakeholders, employees, and the community.

The Strategic Plan can be found on the bureau's website.

Through its strategic planning work, PHB has adopted four priorities for its investments. The bureau's budget is aligned with these priorities:

- ◆ **Priority One:** Provide more rental housing for the most vulnerable families.
- ◆ **Priority Two:** Move people quickly from homelessness to permanent housing while preventing families on the brink from losing their homes.
- ◆ **Priority Three:** Help Portlanders from communities of color buy a home or keep the home they already own.
- ◆ **Priority Four:** Provide a safety net that includes shelters and other short-term help for low-income Portlanders who are homeless or at risk of homelessness.

PHB Vision

PHB's vision is as follows:

- ◆ All Portlanders can find affordable homes in healthy neighborhoods with strong schools, good parks and recreation, healthy natural areas, safe streets, and quality food stores.
- ◆ All Portlanders have equitable access to housing and to the opportunities that safe, stable housing can deliver, free from discrimination.

PHB Values

PHB upholds the following values:

- ◆ **Equity:** PHB is committed to social justice in the delivery of housing to all residents of Portland's diverse communities. PHB embraces diversity in its workforce and culture.
- ◆ **Stewardship:** PHB invests, leverages, and prioritizes spending in ways that provide the highest public value and have the greatest influence on critical housing needs.
- ◆ **Transparency:** PHB builds long-term trust by operating with integrity, inviting broad public involvement, and following processes that are clear, open, and without bias.
- ◆ **Innovation:** PHB believes new thinking, partners, and ideas will help build an effective organization and resolve long-standing problems.

Summary of Budget Decisions

Federal Funding Reductions

PHB projects that our allocation of federal funds from HUD will be reduced up to 10% due to sequestration. The proposed budget includes projected cuts to CDBG by \$770,178 and HOME by \$292,039. We also projected a \$78,216 reduction to the Emergency Solutions Grant and \$109,072 reduction to Housing Opportunities for People with HIV/AIDS (HOPWA). PHB's Requested Budget reflects cuts in each of these funds achieved through programmatic reductions based on PHB Strategic Plan priorities.

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More than 30% of the PHB budget is made up of federal funding. Because of federal funding rules, only a small percentage of our funds can be used for public services. The 10% cut in these funds not only indicates a permanent funding loss, but it also constricts the proportional amount of the flexible amount of federal funding that can be used for core services essential to the housing stability of the people we serve. This year, we project that of the \$770,178 cut to CDBG, \$450,000 will have to be cut from programs providing public services, and our other sources of funding cannot be used to backfill these because they are more prescriptive and can only be used for bricks and sticks.

The following is a sample of the impacts of the projected federal cuts:

- ◆ 1 fewer multi-family property stabilized through rehabilitation
- ◆ 65 households will not receive short term rent assistance
- ◆ 4 individuals will not receive housing and outpatient mental health services
- ◆ 14 households with HIV/AIDS will not receive rent assistance and supportive services
- ◆ 130 households from communities of color will not receive homeownership education and counseling

90% Base Budget

City bureaus were asked to develop budgets using a modified zero-based approach. Each bureau will receive a discretionary allocation 90% of its Current Appropriation Level (CAL) target. To achieve this amount, PHB is submitting a budget with General Fund reductions in the amount of \$1,083,653. The General Fund cuts will primarily impact contracts in the shelter and emergency services programs. PHB utilizes federal dollars or TIF in the other program areas, which are taking reductions as well.

Taking into account reductions in all funding sources (including Federal noted above), this proposed budget reflects cuts proportional to the priorities established in PHB's strategic plan -- which was a broadly inclusive process -- that established what was most core to PHB's mission.

- ◆ 3% cuts to prevention
- ◆ 4% cuts supportive housing
- ◆ 16% cuts to homebuyer education and counseling and homeownership retention
- ◆ 19% cuts to emergency services
- ◆ 27% cuts to access services

In addition, there are some programs that we do not recommended to be added back because they are less core to the PHB mission and strategic priorities, or simply cannot be sustained due to federal funding cuts.

The reductions necessary to create the 90% base represents a permanent elimination of several programs. The following is a sample of the impacts that result because of PHB's recommended permanent cuts that are not reflected in the add back packages:

- ◆ 65 households will not receive rent assistance
- ◆ 356 households will not get assisted with household furnishings
- ◆ 168 people will not get housed through home shares
- ◆ 300 people will not graduate from Rent Well with landlord guarantees

- ◆ 45 households outside of North and Northeast Portland will not receive case management to help retain their homes
- ◆ 20 homeless people will not receive shelter and support
- ◆ 300 homeless people not receive basic services
- ◆ 150 homeless people will not be connected to supportive services
- ◆ 30 homeless people will not be placed into permanent housing
- ◆ 964 families from communities of color will not attend culturally specific homeownership fairs

Budget Approach

In order to focus on core programs and because of the need to cut more than \$2.3 million in total funding, PHB has submitted multiple program eliminations such as the Clark Center, winter shelter, multi-cultural homeownership fairs, low-cost home furnishing programs, shared housing, and support of the affordable housing web site Housing Connections rather than apply a percentage cut across all service areas. We prioritized programs and strategies that are core to PHB's mission. The PHB Strategic Plan is the guiding document.

PHB is continuing to seek efficiencies in administration and staffing to ensure that we balance the need to efficiently deliver resources with providing oversight to ensure maximum impact and compliance with funding requirements. PHB is recommending the permanent elimination of a Senior Manager position by reclassifying the position to a line staff position during the current fiscal year. We are also eliminating 2 intern positions during FY 2012-13. This year's work follows significant changes to staffing since PHB was established in 2009 by merging the former housing department at the Portland Development Commission and the former Bureau of Housing and Community Development. Foreseeing significant reductions in future funding, the bureau made adjustments to staffing levels and programs ahead of this year's budget.

PHB Budget & Staffing

Since PHB's establishment, the bureau's resources have declined 33% (\$105.1M to \$70.0M) and staffing has been reduced by 27% (75.0 FTE to 54.9 FTE). Further reductions in staff would compromise PHB's ability to meet the needs of our community partners and to meet compliance requirements by HUD.

Because services provided by PHB are delivered primarily by community organizations rather than City staff, our proposed reductions do have an impact on the staff at service agencies funded with our resources. We anticipate a reduction of approximately 22 FTE capacity at community based organizations with the proposed cuts.

To develop our budget, PHB takes into account several factors to determine where the most cost effective investments can be made. When making investments, PHB prioritizes financial leverage and the ability to meet program outcomes. For example, we fund the BEST (Benefits Eligibility Strategy Team) program to help eligible residents obtain federal disability subsidies to help move people off of the streets and into homes where they will have a source of income to pay rent and therefore increase the likelihood that they remain stable in housing. We recommended minimizing cuts to functional areas in prevention, rapid re-housing and supportive housing. These programs have proven to be the most successful in stabilizing people with some of the most barriers in housing.

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Prioritizing Equity

We also prioritize equity. We recommended minimizing cuts to programs that have high levels of service to families from communities of color and programs in which we partner with culturally specific providers such as the Minority Homeownership Assistance Collaborative, consisting of culturally specific homeownership organizations working to close the minority homeownership gap. As part of our commitment to ending discrimination in housing, PHB does not recommend any reductions to programs that support Fair Housing education, outreach and enforcement.

Add-Back Packages

In line with City Council direction, PHB is requesting add-back packages totaling \$1,083,863 to restore critical services.

The BAC recommended that PHB follow the priorities of the Strategic Plan that reflect long term goals; however, they also recommended that PHB acknowledge the current needs of Portlanders given the devastating impacts of the national recession. PHB's General Fund request packages propose adding back funding to support programs which provide immediate services to vulnerable people experiencing housing instability and homelessness.

Consistent with the PHB strategic plan, PHB is also requesting support for homebuyer education and counseling and homeownership retention programs. These services are targeted to minority communities, helping them to access new homeownership opportunities and maintain current homeownership, particularly at a time when housing prices and interest rates are low. PHB hopes to continue several successful programs carried out in partnership with community-based non-profits such as the Minority Homeownership Assistance Collaborative, to overcome gaps in minority homeownership and foreclosure rates. These funds will be leveraged with other PHB resources - notably TIF in at least two URAs and certain federal funds to provide the down payment assistance to a subset of households that receive homebuyer education and counseling. Home repair, foreclosure prevention, homeownership education and counseling programs also support community development and neighborhood stabilization and anti-displacement goals.

PHB's four add-back packages are as follows:

Keep the Clark Center Open

This \$424,650 General Fund request package maintains funding for the Clark Center, a 90-bed, facility based shelter serving homeless men. The program, operated by Transitions Projects, provides shelter to more than 699 homeless men annually, assisting them in finding permanent housing and stability. Men primarily access the Clark Center through the Bud Clark Commons Day Center. The waiting list averages more than 250 names. Impacts include:

- ◆ 90-bed, facility-based shelter capacity
- ◆ 699 homeless men served, 43% moved to stable housing

Preserve the Safety Net

This \$331,050 General Fund request package provides funding for critical emergency services to vulnerable homeless populations. Winter recuperation care, Winter Shelter and the Youth Shelter all provide a warm place to sleep and shelter from severe weather conditions from November through April, to women, medically vulnerable people and youth. Impacts include:

- ◆ 85 beds for highly vulnerable homeless women experiencing mental illness, fleeing from domestic violence and the elderly available during the coldest months from November through April
- ◆ 483 homeless women served
- ◆ 10 people served in recuperative housing for medically vulnerable homeless transitioning out of the hospital, 75% of which move into stable housing, and 100% secure a permanent medical provider
- ◆ 30 beds serving homeless youth
- ◆ 25 homeless youth served, and 80% move into permanent housing, 40% youth are from communities of color

*Permanent Housing and
Access for Vulnerable
Populations*

This \$216,300 General Fund request package provides funding for programs that support permanent housing outreach, placement, services and stabilization for vulnerable people. These programs employ our communities most effective strategies to end homelessness and stabilize people in housing. They support the Strategic Plan by employing best practices known to transition vulnerable people from the streets and into stable homes. Programs include mental health outreach and housing placement, street outreach, housing placement and retention, alcohol and drug free communities, rent assistance for families, Rose City Resource Guide, Rent Well administration, Youth Transitional Housing and Community Engagement Program. Impacts include:

- ◆ 1.0 FTE mental health street outreach
- ◆ 140 street outreach contacts to unsheltered mentally ill individuals and 15 people placed into permanent housing and retention support.
- ◆ 12 homeless individuals in recovery from addictions will receive transitional housing and support.
- ◆ 5 chronically homeless individuals with multiple disabilities will secure permanent housing and support.
- ◆ 9 chronically homeless families, the majority of whom are from communities of color, will secure permanent housing and support.
- ◆ 6,000 resource guides will be available annually to homeless and low-income people
- ◆ 15 civic and community agencies will have access to the resource guide
- ◆ 300 graduates from Rent Well will have landlord guarantees
- ◆ 8 youth will receive transitional housing and support, 5 of which will be placed into permanent housing

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Stabilize Families and Prevent Foreclosure

This \$74,201 General Fund request package provides funding for programs that build the pipeline of potential homebuyers from communities of color and help homeowners retain their home. The Portland housing market had a disproportionate impact on low-income households that has resulted in displacement, gentrification and clusters of people of color living in neighborhoods with less opportunity. These programs support our Equity Agenda, which implements our commitment to equity in opportunity into our Strategic Plan.

- ◆ 671 households from communities of color will receive homeownership counseling and education, 20% will become homeowners
- ◆ 45 households outside of North and Northeast Portland will be served by the homeownership retention program, 87% of households will retain their homes

Administration & Support

Description The Administration & Support program is comprised of the Director's Office, Business Operations division, and Equity, Policy, and Communications division.

Director's Office

The Director's Office includes executive level support and the bureau director. The director has three direct reports: the Assistant Housing Director responsible for Housing Programs; the Business Operations Manager, and the Housing Policy Manager responsible for Equity, Policy & Communications.

Business Operations Division

The Business Operations division includes Finance, Accounting, Human Resources, Information Technology, Data Analysis & Research, Compliance, Audits, and Administrative Support. These functions ensure that the service delivery teams have adequate information and support to carry out their functions in the most efficient and effective means possible. Within the Business Operations division, there are four direct reports to the Business Operations Manager, including: the Principal Financial Analyst responsible for Finance and Accounting, the Senior Management Analyst responsible for Data and IT, the Executive Assistant/Administrative Supervisor responsible for Executive Level Support and Administrative Team oversight, and the Program Coordinator responsible for Compliance & Human Resources.

Equity, Policy, and Communications

The Equity, Policy, and Communications division includes: Strategic Planning, Public Involvement, Media Relations, Internal & External Communications, Housing Policy Development and Management, Resource Development, Legislative and Intergovernmental Affairs. The role of the Equity, Policy, and Communications division is to ensure that future policy and implementation decisions of PHB improve housing access and economic opportunities for traditionally under-served populations. It will also ensure that PHB makes its development and programmatic investments within a sound strategic plan and framework that addresses the most critical housing needs. This team strives to connect PHBs work with the work of other City bureaus and regional governments and to ensure that PHB is well-informed by housing needs data and public input.

Within the Equity, Policy, and Communications Division, there are four direct reports to the Equity, Policy and Communications Manager, including: a Principal Management Analyst responsible for housing policy development, legislative affairs, and public involvement, two Program Coordinators responsible for planning and public involvement, and a Public Information Officer responsible for communications and media relations.

Goals The goals of the Director's Office include:

- ◆ Provide long-range vision and overall direction for Portlands affordable housing investments
- ◆ Ensure the bureau advances goals, strategies, and investment priorities from the PHB Strategic Plan, with a focus on advancing PHBs Equity Agenda

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- ◆ Work collaboratively with a wide range of partners to solve the unmet housing needs of the people of Portland

The goals of the Business Operations Division include:

- ◆ Ensure that administrative functions are delivered consistently, reliably and effectively
- ◆ Provide strong financial and accounting services
- ◆ Deliver excellence in compliance
- ◆ Support the bureaus equity goals through internal business practices, quality data, contract goals and publications on the website
- ◆ Strengthen data collection, data analysis and data reporting through maximizing the use of all information technology systems
- ◆ Ensure timely, confidential and supportive human resource services

The goals of the Equity, Policy and Communications Division include:

- ◆ Provide an equity lens to all PHB business, policies and decision-making
- ◆ Ensure that future policy and implementation decisions of PHB improve housing access and economic opportunities for traditionally under-served populations
- ◆ Guide PHB investments within a sound strategic plan to positively impact the most critical housing needs
- ◆ Connect PHBs work with the work of other City bureaus and regional governments
- ◆ Inform PHB on current housing needs data and public input to direct policies and practices
- ◆ Provide effective internal and external communications

Performance

Performance for the Administration & Support program can be found in the performance measures table, which includes both trend and projection information.

Changes to Services and Activities

Based on the recommendations of the cross-functional budget team, PHB is implementing internal operational efficiencies which equate to the ability of staff to use their time and talents more effectively:

- ◆ Continue to find efficiencies in operations while not compromising compliance requirements and customer service.

During FY 2012-13, Asset Management functions are being moved to Housing Production and Preservation to better align with the bureaus housing rehabilitation and preservation activities.

Even though administrative costs have actually gone down, the amount as a percentage of the total bureau budget has gone up due to the reduction in overall bureau budget dollars.

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FTE & Financials	Actual FY 2010-11	Actual FY 2011-12	Revised FY 2012-13	Requested No DP FY 2013-14	Requested FY 2013-14
FTE	34.00	35.00	35.53	28.53	28.53
Expenditures					
Administration	74	0	0	0	0
Administration & Support	465,245	779,504	779,372	607,645	607,645
Asset Management	0	0	492,522	0	0
Business Services	4,812,698	4,706,257	5,333,117	4,176,172	4,213,834
Director's Office	582,558	396,754	283,508	353,330	353,330
Planning & Policy	700,125	507,035	987,260	860,297	860,297
Total Expenditures	6,560,700	6,389,550	7,875,779	5,997,444	6,035,106
Performance	Actual FY 2010-11	Actual FY 2011-12	Yr End Est. FY 2012-13	Base FY 2013-14	Target FY 2013-14
Effectiveness					
% PHB Data Users Providing Accurate & Timely Data	85%	91%	90%	90%	90%
Efficiency					
Admin Costs As a % Of Bureau Level Budget	7%	8%	8%	10%	10%
Workload					
Number of Sub-recipient Contracts Processed	93	92	92	85	85
# of Users Trained And Supported In PHB Data Systems	859	900	1,000	1,050	1,050

Economic Opportunity

Description City Council transferred the Economic Opportunity initiative to the Portland Development Commission (PDC) effective July 1, 2009. PHB passes CDBG funds to PDC to support these programs and services. General Fund resources are budgeted directly in the PDC allocation.

The CDBG allocation for FY 2013-14 reflects the bureaus estimate of a 10% reduction in the CDBG entitlement allocation.

Goals Information on goals is available in the PDC budget.

Performance Information on performance is available in the PDC budget.

Changes to Activities and Services Information on changes is available in the PDC budget.

FTE & Financials	Actual FY 2010-11	Actual FY 2011-12	Revised FY 2012-13	Requested No DP FY 2013-14	Requested FY 2013-14
FTE	0.00	0.00	0.05	0.05	0.05
Expenditures					
Economic Opportunity	5,090	38	2,114,907	2,120,431	1,908,940
Economic Opportunity Initiatives	(14,097)	0	0	0	0
Microenterprise Growth	952,600	1,025,457	0	0	0
Workforce Development	2,364,408	1,389,567	0	0	0
Total Expenditures	3,308,001	2,415,062	2,114,907	2,120,431	1,908,940

Housing Access & Stabilization

Description

The bureau's Housing Access & Stabilization program (HAS) creates opportunities for housing stability for thousands of households per year by investing in programs and coordinating community initiatives. In FY 2011-12 HAS funding assisted approximately 5,379 families and individuals by preventing their homelessness, supporting their transition to greater housing stability and/or enabling them to secure permanent homes. This is 879 more families and individuals served, which is an 8% increase from service levels in the prior fiscal year.

HAS funds are contracted to over 16 nonprofit and public agencies to provide a comprehensive range of services that address the needs of people experiencing homelessness, from street outreach to permanent housing placement. Services primarily fall into four categories:

- ◆ Access and stabilization services
- ◆ Prevention and rapid re-housing
- ◆ Supportive housing
- ◆ Shelter and emergency services

Programs funded by the PHB are effective in ending homelessness. Supportive housing, housing placement and street outreach, short term rent assistance, benefits acquisitions and retention services are examples of strategies proven to help people experiencing homelessness achieve housing stability and self sufficiency. Our partners are experts at serving people with barriers to housing such as mental health issues, criminal convictions, health challenges and multiple episodes of homelessness. National studies have shown the long-term cost savings of funding these strategies because they alleviate financial strains on emergency health care, law enforcement and other public systems. We have prioritized greater collaboration with public safety in our ending homelessness programs. PHB convenes the outreach and engagement working group which has broad membership including members from the Portland Police Bureau, Portland Patrol and Parks Bureau Park Rangers. PHB is increasing collaboration with the health care system to leverage changes the Affordable Care Act will bring, as well.

Goals

The HAS is fully aligned with the goals of the 10-Year Plan to End Homelessness for Portland and Multnomah County, adopted by Portland City Council and the Multnomah County Commission in December 2004.

The Ten Year Plan brought together an unprecedented level of coordination and cooperation among funding jurisdictions and service providers. Building upon past work and lessons learned, and recognizing the limitations of our current system, a Ten Year Plan Reset Committee has convened to tackle the crisis of homelessness.

The committee has recommended a new governing body that will respond to current challenges, take advantage of new opportunities, and incorporate what we have learned from past efforts.

That governing body and leadership from local jurisdictions will then continue engaging with community stakeholder groups to develop a comprehensive Action Plan by June 30, 2013. The Action Plan will identify the most effective strategies to end homelessness.

- ◆ Preservation of current public investments, with a commitment to align scarce dollars to be used as effectively and efficiently as possible.
- ◆ Creative strategies to leverage additional resources among public, philanthropic, business, faith and secular nonprofit sectors.
- ◆ Coordinated public investments in safety net services and permanent solutions -- breaking down the silos among various systems (such as health, community justice, mental health) to more effectively and efficiently advance ending homelessness efforts.
- ◆ Commitment to set ambitious goals and hold ourselves accountable to measuring and achieving them.
- ◆ Identification of resources to meet our goals and develop proactive strategies to obtain resources.

Initially, a focus will be placed on directing existing resources to support very vulnerable populations, particularly:

- ◆ Families with children
- ◆ Unaccompanied youth
- ◆ Adults with disabling health and behavioral health conditions, including addictions
- ◆ Women
- ◆ Veterans

A racial equity lens will be used to inform and guide the allocation of resources to effectively address disparities based on race and ethnicity which are prevalent and pervasive within the priority populations and other groups experiencing homelessness.

The Committee will also improve alignment of existing resources to support a more comprehensive, integrated approach to service delivery, consisting of six priority program areas:

1. Housing
2. Income and benefits
3. Health
4. Survival and emergency services
5. Access to services
6. System coordination

Performance

Performance of the HAS can be found in the performance measures table, which includes both trend and projection information. (Technical note - PHB has expanded the performance measures for households receiving rent assistance and housing placement to include both new households and households receiving ongoing support.)

Changes to Activities and Services

Reductions in federal funds (CDBG, ESG, and HOPWA) will result in reductions to currently high-performing contracts. Smaller reductions were made in functional areas and contracts that are aligned with the core PHB mission and values. HAS will measure the performance of its contracts with an equity lens and work to improve services to populations overrepresented in homeless statistics. There is increased jurisdictional coordination, including the implementation of the 10-Year Plan Reset Process, as well as shelter and rent assistance refinements that will equate to shorter shelter stays. The team will work towards stronger connections between HAS efforts and the City-supported affordable housing portfolio and also make progress towards PHB Strategic Plan goals.

FTE & Financials	Actual FY 2010-11	Actual FY 2011-12	Revised FY 2012-13	Requested No DP FY 2013-14	Requested FY 2013-14
FTE	5.00	3.65	3.12	3.12	3.12
Expenditures					
Access and Stabilization	0	1,559,774	1,661,509	560,825	603,825
Housing Access & Stabilization	31,022	12,718	0	0	0
Prevention & Rapid Rehousing	1,074,295	3,335,152	3,380,807	3,037,390	2,953,284
Shelter & Emergency Services	2,025,553	6,740,950	4,418,817	3,472,008	3,813,708
Supportive Housing	3,703,809	2,721,502	5,467,619	5,621,561	5,661,929
Transitional Housing	6,433,742	(37,167)	0	0	0
Total Expenditures	13,268,421	14,332,929	14,928,752	12,691,784	13,032,746
Performance	Actual FY 2010-11	Actual FY 2011-12	Yr End Est. FY 2012-13	Base FY 2013-14	Target FY 2013-14
Effectiveness					
Percent of exits from shelter into stable housing	31%	38%	38%	31%	38%
Percent of households receiving placement assistance retaining longterm assisted housing with supportive services at 6 mos	86%	96%	95%	95%	95%
Percent of households receiving placement assistance retaining longterm assisted housing with supportive services at 12 mos	76%	93%	93%	93%	93%
Efficiency					
Average length of stay in interim housing (in days)	254	265	265	265	265
Average length of rent assistance, eviction prevention in days	121	181	181		
Average length of stay in emergency shelter (in days)	55	59	60	60	60
Workload					
Number of households served in emergency shelters	1,635	2,294	2,300	1,075	2,280
Number of households served in interim housing	338	369	370	310	310
Number of households receiving rent assistance and eviction prevention	1,373	2,130	1,475	1,475	1,475
Number of households receiving placement rent assistance	1,713	1,938	1,940	1,595	1,875
Number of households residing in longterm assisted housing with supportive services	266	383	400	360	360

Housing Production & Preservation

Description

The Housing Development Finance/Asset Management (HDF/AM) team is responsible for financial investments in affordable housing development and asset management of these investments over time. Funding sources for HDF activities include TIF, HIF, CDBG, and HOME.

PHB invests in building and preserving affordable housing through competitive allocation processes. In addition to providing long term affordability for low income Portlanders, those dollars advance shared economic development goals of increasing living wage jobs and economic opportunity for local workers and minority owned businesses. This program focuses on the acquisition, development, and preservation of new and existing affordable housing assets. In FY 2011-12 PHB invested \$15.2 million which leveraged another \$22.25 million in private financing and resulted in 371 affordable homes in Portland.

Housing developers are required to develop implement and report on their efforts to provide Minority, Women, and Emerging Small Business (MWESB) contracting opportunities and must comply with federal and local low-income workforce utilization goals. In FY 2011-12 PHB partners achieved 31% MWESB participation on preservation projects, 37% MWESB participation on rehabilitation projects and 25% MWESB participation on new construction projects. This is an overall increase in MWESB participation from the prior year with new construction projects increasing by 15% and preservation projects increasing by 6%.

HDF/AM also monitors the City's investments in an affordable housing portfolio of over 10,000 units. The goal of Asset Management includes basic compliance monitoring as well as risk analysis to ensure the availability of housing for Portlanders residents for up to 60 years. As needed HDF/AM restructures ongoing investment agreements with partners to ensure the long term financial sustainability and capital improvements of properties in the affordable housing portfolio in which we asset manage. In FY 2011-12 PHB performed over 30 of these restructures.

Goals

This team has four major goals:

1. Strategically investing public resources to create and maintain a portfolio of affordable housing equitably throughout the community
2. Structuring investments through the negotiation of investment terms and underwriting and closing these investments in partnership with the City Attorneys office and, as necessary, OMF
3. Providing oversight and disbursements of PHB funds to projects while in construction
4. Proactively asset manage PHB investments and use analysis and trending to guide informed lending decision, including early assessment of risk and opportunity in the public investment in the affordable housing portfolio

Performance

HDF/AM performance can be seen in the performance measures table which includes trends and projections for performance.

Changes to Services and Activities

Current local market conditions are putting substantial upward pressure on rents, making rental housing in Portland more expensive and harder to access for anyone with any barriers. In response, the HDF/AM team, in will conduct a review of its investment and monitoring processes. The goals include: improving efficiency, making sure limited resources are deployed most effectively to leverage other community amenities (employment, education, transportation, healthcare, etc.) and financial resources, ensuring that resources are deployed equitably, and to monitor the public investment in the City's affordable housing infrastructure in such a way as to proactively take advantage of opportunities to increase the public benefit and control risk. During FY 2012-13, Asset Management functions are being moved to Housing Production and Preservation to better align with the bureau's housing rehabilitation and preservation activities.

These efforts will be informed by an analysis of the PHB loan portfolio as well as a capital needs assessment of existing projects in which the City has previously invested, the Portland Plan and the Housing Strategy currently underway, review of the utilization of investment dollars during construction and by end users through an equity lens, and work with community partners and stakeholders.

The HDF/AM team is also collaborating with partners in the affordable housing industry to develop innovative strategies to redefine affordable housing production and financial repositioning to ensure long term financial sustainability while maintaining affordability. Under the leadership of the Assistant Director, HDF/AM will review investment priorities, loan modification policies and ongoing performance of the portfolio to develop strategies that maintain the long term financial viability of the portfolio.

FTE & Financials	Actual FY 2010-11	Actual FY 2011-12	Revised FY 2012-13	Requested No DP FY 2013-14	Requested FY 2013-14
FTE	16.00	10.10	7.41	14.41	14.41
Expenditures					
Homeownership	(12,577)	0	0	0	0
Housing Development Support	0	266,871	1,990,158	920,557	889,657
Housing Production & Preservation	1,594,039	124,272	0	0	0
New Construction	224	36,637,396	44,428,322	26,232,342	25,971,203
Preservation	0	606,363	15,871,372	1,564,440	1,564,440
Rehabilitation	38,828,088	10,651,468	13,959,622	12,015,781	12,066,285
Rental Housing Access & Stabilization	3,004,370	102,807	0	0	0
Total Expenditures	43,414,144	48,389,177	76,249,474	40,733,120	40,491,585

Performance	Actual FY 2010-11	Actual FY 2011-12	Yr End Est. FY 2012-13	Base FY 2013-14	Target FY 2013-14
Effectiveness					
Vacancy Rate of Units Built 0 to 60% MFI	5%	5%	5%	5%	5%
Expiring Section 8 rental units preserved affordable for 0-60 MFI	156	144	212		
Percent of M/W/ESB contracts in housing rehabs (contract \$ awarded)	NA	37%	37%	37%	37%

Portland Housing Bureau

Community Development Service Area

Performance	Actual FY 2010-11	Actual FY 2011-12	Yr End Est. FY 2012-13	Base FY 2013-14	Target FY 2013-14
Efficiency					
Investment per affordable housing unit	\$27,078	\$41,000	\$41,000	\$45,000	\$45,000
Investment per expiring Section 8 housing unit preserved	\$21,250	\$19,926	\$25,000	\$25,000	\$25,000
Investment per affordable unit rehabilitated	\$21,518	\$20,000	\$25,000	\$25,000	\$25,000
Number of lead and mold hazards removed from housing units with children	167	145	150	150	150
Workload					
Rental units built affordable for 0 to 60% MFI	92	125	125	125	125
Rental units built affordable for 61+ to 100% MFI	5				
Rental units rehabilitated affordable for 0 to 60% MFI	181	236	240	200	200
# of Housing Assets Monitored	315	315	315	315	315

Homeowner Access & Retention

Description	<p>Homeowner Access & Retention (HAR) invests in services to help families from communities of color and others become new homebuyers, access homeownership opportunities, and support current homeowners in retaining their homes. Support for low income first time homebuyers includes education and counseling, and assistance provided for down payments and closing costs. HAR helps current homeowners retain their homes by funding foreclosure prevention education and counseling.</p> <p>Funding for home repair grants and loans also helps current low-income homeowners maintain their homes. Programs to improve the condition of existing housing addresses the impact that housing condition can have on health. These healthy homes programs include administration of federal funds to reduce lead-based paint hazards in homes with young children, and federal grant funds to address habitability issues.</p> <p>Finally, HAR administers programs that provide incentives for the development of new homeownership opportunities for low and moderate income households, including System Development Charge waivers and Limited Tax Exemptions.</p> <p>In FY 2011-12 HAR served 3,561 households, this is 225 more households or 9% more households than in the prior fiscal year.</p>
Goals	<p>The goals of the Homeowner Access & Retention section include:</p> <ul style="list-style-type: none">◆ Closing the minority homeownership gap◆ Provide foreclosure prevention education and counseling◆ Provide support to current homeowners so they can retain their homes◆ Enable homeownership by providing down payment assistance and closing costs, education and counseling
Performance	<p>HAR program performance measures can be found in the performance measures table, which includes both trends and projections.</p>
Changes to Services and Activities	<p>In alignment with the bureau’s Strategic Plan, Homeownership Access and Retention will strengthen the services provided to potential homebuyers and existing households of color, ensure that the current programs are providing optimum customer service, and complement existing services available in the private market. HAR will measure its performance and that of its contractors with an equity lens, and set goals aimed at closing the minority homeownership gap. Responding to the current market, HAR will convene stakeholders to evaluate homeownership and foreclosure data to develop strategies to address needs, gaps, and opportunities, including identifying additional resources to bring to the community for this work.</p>

Portland Housing Bureau

Community Development Service Area

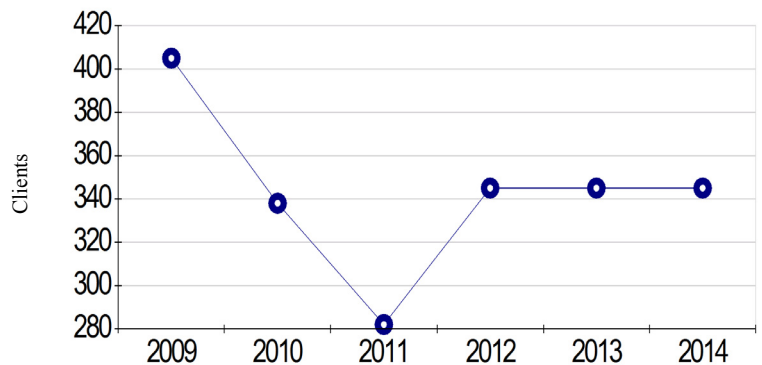
FTE & Financials	Actual FY 2010-11	Actual FY 2011-12	Revised FY 2012-13	Requested No DP FY 2013-14	Requested FY 2013-14
FTE	11.00	8.25	8.79	8.79	8.79
Expenditures					
Healthy Homes	7,237	987,421	2,783,103	543,662	543,662
Home Repair	5,068,847	1,901,428	2,075,906	1,955,481	1,955,481
Homebuyer & Foreclosure Education/Counseling	651,487	890,425	783,036	644,625	712,576
Homebuyer Financial Assistance	2,641,132	1,196,103	2,465,330	1,107,464	1,107,464
Homeowner Access & Retention	1,408	0	0	0	0
Homeownership Development	5,116,660	103,903	12	0	0
Tax Exemption & Fee Waiver	0	154,181	281,328	330,134	330,134
Total Expenditures	13,486,771	5,233,461	8,388,715	4,581,366	4,649,317

Performance	Actual FY 2010-11	Actual FY 2011-12	Yr End Est. FY 2012-13	Base FY 2013-14	Target FY 2013-14
Effectiveness					
Number of households receiving homebuyer education/ counseling and purchasing homes	282	345	345	225	345
Households receiving foreclosure prevention services		893	445	400	445
Percent utilization of M/W/ESB contracts in new housing construction (contract \$ awarded)	NA	25%	25%	25%	25%
Efficiency					
Average investment per household for elderly/disabled receiving small home repairs	\$1,136	\$1,130	\$1,140	\$1,140	\$1,140
Investment per household for owner occupied home repairs	\$13,292	\$13,466	\$13,500	\$13,500	\$13,500
Average SDC exemption for homeownership development	\$12,140	\$14,048	\$14,000	\$14,000	\$14,000
Workload					
Number of Households receiving homebuyer education or counseling	1,384	1,919	1,920	1,250	1,920
Number of owner occupied home repair loans	41	37	35	35	35
Number of homeownership units assisted by limited tax exemptions	137	107	105	105	105
Number of Units assisted by SDC waivers	143	104	100	100	100
Number of households attending homebuyer fairs	810	964	964		
Number of elderly/disabled households receiving small scale home repairs	1,510	1,269	1,300	1,300	1,300

Performance Measures

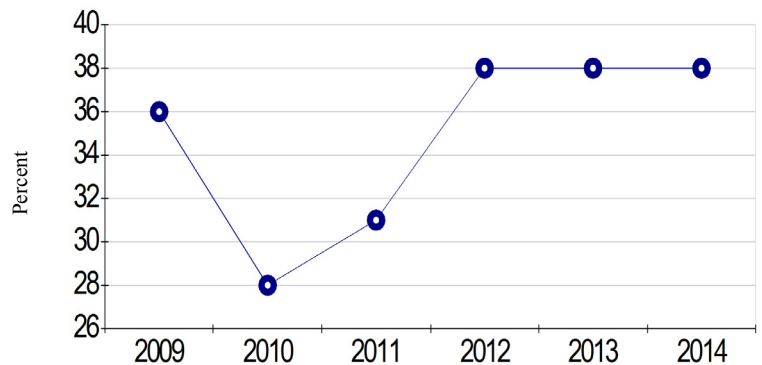
Number of Clients Purchasing Homes

The downturn in the housing markets has negatively impacted potential clients' ability to purchase homes. Additionally, PHB is generally shifting the way resources are used; the bureau is currently putting funds into more robust homebuyer counseling to ensure that those buying homes are able to stay in their homes and therefore serving fewer clients.



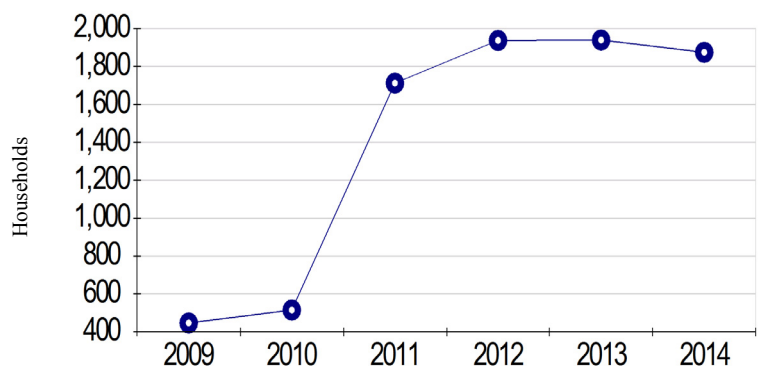
Percent of Exits from Shelter into Stable Housing

The percent of participants in the Ending Homelessness Initiative Shelter programs exiting into stable housing has remained consistent over the past two years while the number of people being served in shelter has increased.



Households Receiving Placement Rent Assistance

PHB has been able to effectively use stimulus funds through the Housing Authority of Portland to increase the number of households receiving rent assistance.



Portland Housing Bureau

Summary of Bureau Budget

Community Development Service Area

	Actual FY 2010-11	Actual FY 2011-12	Revised FY 2012-13	Requested No DP FY 2013-14	Requested FY 2013-14
Resources					
External Revenues					
Charges for Services	355,537	402,343	218,924	322,275	322,275
Intergovernmental	61,114,560	52,804,085	79,278,963	48,909,440	47,659,935
Bond & Note	4,704,000	2,046,000	10,474,298	6,000,000	6,000,000
Miscellaneous	8,257,218	12,773,337	8,015,164	4,587,493	4,587,493
Total External Revenues	74,431,315	68,025,765	97,987,349	59,819,208	58,569,703
Internal Revenues					
General Fund Discretionary	9,059,225	11,003,124	11,071,424	9,754,766	10,838,629
Fund Transfers - Revenue	2,139,288	258,190	124,322	0	0
Interagency Revenue	57,748	14,313	50,939	73,332	73,332
Total Internal Revenues	11,256,261	11,275,627	11,246,685	9,828,098	10,911,961
Beginning Fund Balance	3,952,604	6,118,030	4,848,641	580,267	580,267
Total Resources	\$89,640,180	\$85,419,422	\$114,082,675	\$70,227,573	\$70,061,931
Requirements					
Bureau Expenditures					
Personnel Services	6,313,245	5,358,242	5,521,993	6,133,673	6,133,673
External Materials and Services	70,883,701	70,189,171	102,883,737	58,858,883	58,814,770
Internal Materials and Services	2,841,091	1,212,766	1,140,297	1,131,589	1,169,251
Capital Outlay	0	0	11,600	0	0
Total Bureau Expenditures	80,038,037	76,760,179	109,557,627	66,124,145	66,117,694
Fund Expenditures					
Debt Service	1,339,825	1,398,282	1,292,086	1,291,293	1,291,293
Contingency	0	0	2,272,631	1,724,654	1,565,463
Fund Transfers - Expense	2,144,288	395,745	960,331	1,087,481	1,087,481
Total Fund Expenditures	3,484,113	1,794,027	4,525,048	4,103,428	3,944,237
Ending Fund Balance	6,118,030	6,865,216	0	0	0
Total Requirements	\$89,640,180	\$85,419,422	\$114,082,675	\$70,227,573	\$70,061,931
Programs					
Administration & Support	6,560,700	6,389,550	7,875,779	5,997,444	6,035,106
Housing Access & Stabilization	13,268,421	14,332,929	14,928,752	12,691,784	13,032,746
Housing Production & Preservation	43,414,144	48,389,177	76,249,474	40,733,120	40,491,585
Economic Opportunity	3,308,001	2,415,062	2,114,907	2,120,431	1,908,940
Homeowner Access & Retention	13,486,771	5,233,461	8,388,715	4,581,366	4,649,317
Total Programs	80,038,037	\$76,760,179	\$109,557,627	\$66,124,145	\$66,117,694

Class	Title	Salary Range		Revised FY 2012-13		Requested No DP FY 2013-14		Requested FY 2013-14	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	39,312	56,514	1.00	54,256	1.00	56,520	1.00	56,520
30000064	Accountant III	56,597	71,178	1.00	65,392	1.00	69,792	1.00	69,792
30000441	Business Operations Manager	75,109	100,048	1.00	85,248	1.00	90,816	1.00	90,816
30000569	Financial Analyst, Principal	75,109	100,048	1.00	100,020	1.00	103,292	1.00	103,292
30000568	Financial Analyst, Sr	63,378	84,635	1.00	80,640	1.00	83,632	1.00	83,632
30001592	Housing Administrative Specialist, Sr	50,398	66,768	3.00	153,622	3.00	158,525	3.00	158,525
30001591	Housing Business Systems Analyst, Asst	54,142	71,739	1.00	59,082	1.00	61,512	1.00	61,512
30001361	Housing Construction Coordinator	56,846	75,338	2.00	150,672	2.00	150,672	2.00	150,672
30001362	Housing Construction Coordinator, Sr	62,733	83,138	3.00	246,416	3.00	249,408	3.00	249,408
30001363	Housing Development Finance Coordinator	65,998	87,422	2.00	174,840	2.00	174,840	2.00	174,840
30000417	Housing Director	102,648	146,952	1.00	125,352	1.00	133,089	1.00	133,089
30001260	Housing Director, Assistant	86,840	117,686	1.00	107,172	1.00	113,039	1.00	113,039
30001587	Housing Financial Analyst	59,717	79,123	1.00	76,008	1.00	78,868	1.00	78,868
30001588	Housing Financial Analyst, Assistant	54,142	71,739	1.00	71,736	1.00	71,736	1.00	71,736
30001367	Housing Lead Grant Program Coordinator	62,733	83,138	1.00	76,728	1.00	78,300	1.00	78,300
30001369	Housing Loan Compliance Analyst II	50,398	66,768	1.00	66,768	1.00	66,768	1.00	66,768
30001364	Housing Loan Coordinator	54,142	71,739	1.00	54,144	1.00	56,364	1.00	56,364
30001365	Housing Loan Coordinator, Sr	59,717	79,123	2.00	146,948	2.00	149,746	2.00	149,746
30001596	Housing Management Assistant	54,142	71,739	1.00	57,329	1.00	59,685	1.00	59,685
30001608	Housing Policy Manager	75,109	100,048	1.00	88,248	1.00	94,322	1.00	94,322
30001595	Housing Program Coordinator	62,733	83,138	9.90	769,930	9.90	786,430	9.90	786,430
30001593	Housing Program Specialist	56,846	75,338	4.00	267,570	4.00	270,150	4.00	270,150
30001594	Housing Program Specialist, Assistant	54,142	71,739	4.00	258,709	4.00	262,842	4.00	262,842
30000453	Management Analyst, Principal	75,109	100,048	1.00	94,992	1.00	100,854	1.00	100,854
30000452	Management Analyst, Sr	63,378	84,635	1.00	84,876	1.00	87,432	1.00	87,432
30000012	Office Support Specialist II	32,552	46,758	1.00	46,764	1.00	46,764	1.00	46,764
30000464	Program Coordinator	60,341	80,475	2.00	155,688	2.00	163,589	2.00	163,589
30000465	Program Manager	63,378	84,635	3.00	244,308	3.00	254,678	3.00	254,678
30000466	Program Manager, Sr	75,109	100,048	1.00	87,660	1.00	90,300	1.00	90,300
30000495	Public Information Officer	63,378	84,635	1.00	68,832	1.00	73,328	1.00	73,328
TOTAL FULL-TIME POSITIONS				54.90	4,119,950	54.90	4,237,293	54.90	4,237,293
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
TOTAL LIMITED TERM POSITIONS				0.00	0	0.00	0	0.00	0
GRAND TOTAL				54.90	4,119,950	54.90	4,237,293	54.90	4,237,293

