

# Portland Housing Bureau

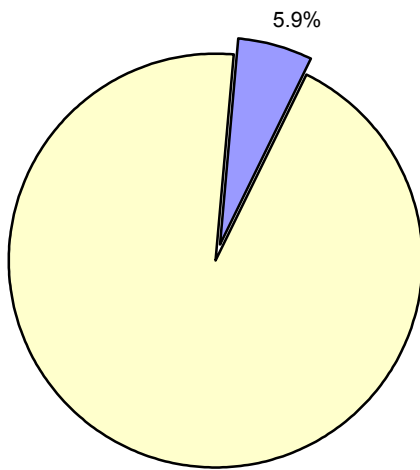
Community Development Service Area

Nick Fish, Commissioner-in-Charge

Margaret Van Vliet, Director

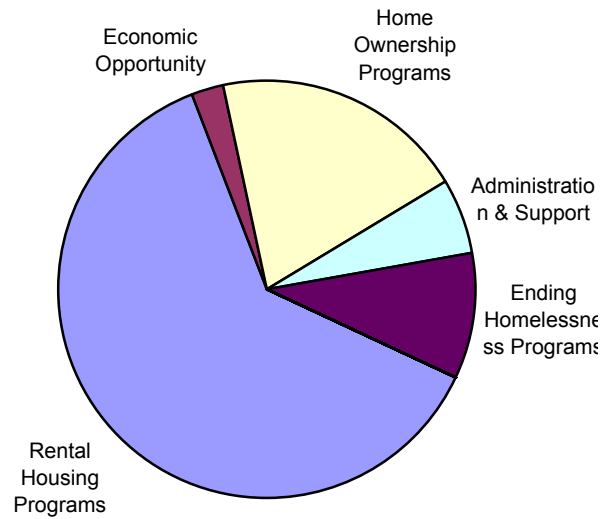
**Percent of City Budget**

Portland Housing Bureau = \$108.7 Million



City Budget = \$1.83 Billion

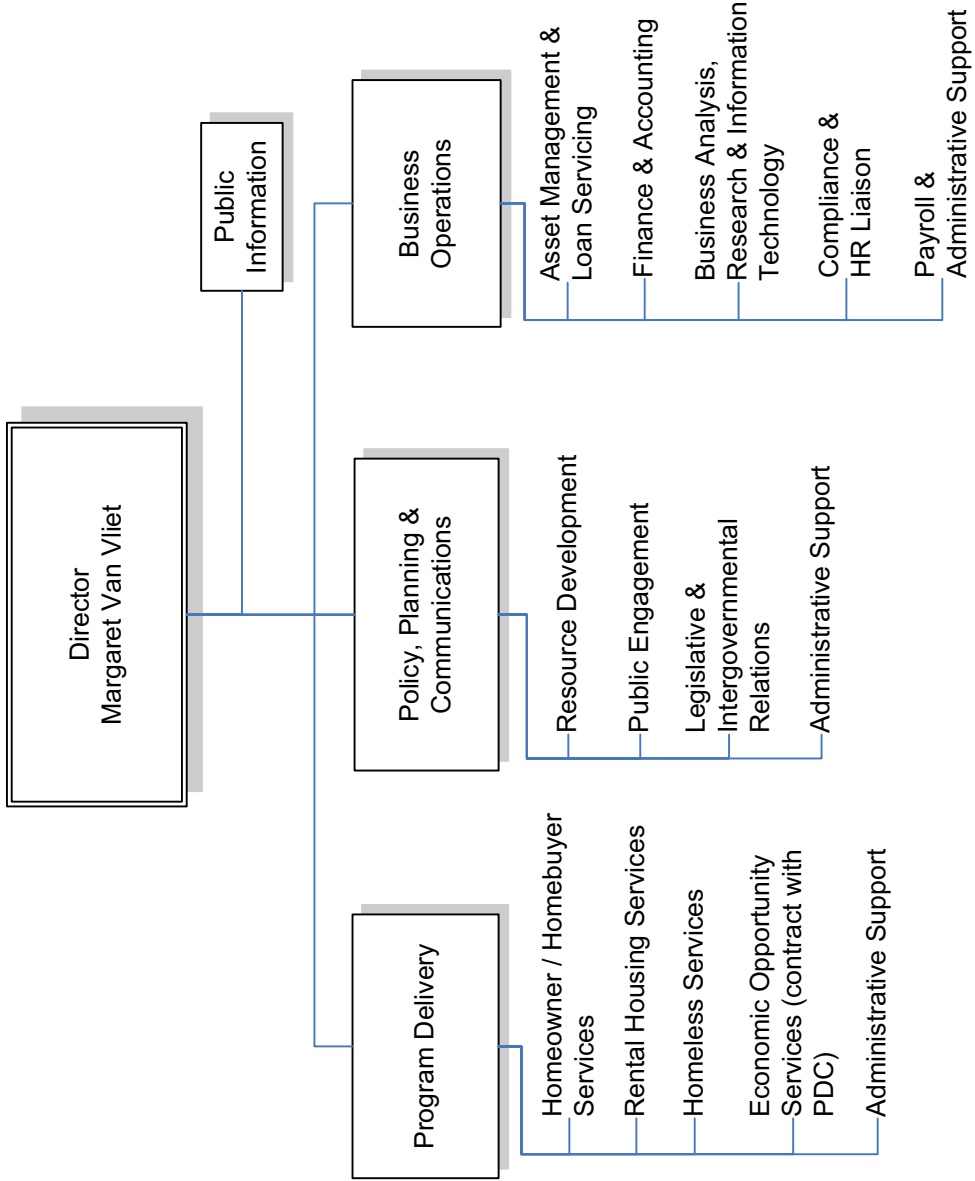
**Bureau Programs**



**Bureau Overview**

Expenditures	Revised FY 2009–10	Requested FY 2010–11	Change from Prior Year	Percent Change
Operating	62,844,130	108,744,928	45,900,798	73.0%
Capital	0	0	0	0.0%
<b>Total Bureau Requirements</b>	<b>\$ 62,844,130</b>	<b>\$ 108,744,928</b>	<b>\$ 45,900,798</b>	<b>73.0%</b>
Authorized Positions	34	74	40.00	117.6%

# Portland Housing Bureau



# Bureau Summary

## BUREAU MISSION

The mission of the Portland Housing Bureau is:

*Creating “home” for Portlanders by influencing the larger livability agenda, and delivering housing investments and services to fill market voids.*

The FY 2010-11 Requested Budget reflects the new Portland Housing Bureau, inclusive of the housing programs previously provided by the Portland Development Commission (PDC) Housing Department.

## BUREAU OVERVIEW

PHB is a new City Bureau that for the first time has the authority and shared resources to help lead a comprehensive housing agenda for Portland. PHB will do this through its careful stewardship of local and federal resources, and through alignment of its policy priorities with other local strategies that aim to improve our region's livability.

Federal resources flow to PHB from the US Department of Housing and Urban Development (HUD), while local funds derive from City general funds as well as tax increment funds (TIF) dedicated to affordable housing through the council-adopted 30% set-aside policy.

FY 2010-11 will be the first full year of consolidated operations for PHB, as all financial and loan servicing systems will be fully transferred from PDC to the City on July 1, 2010. Importantly, this is also the date when PDC housing department employees will become City of Portland employees.

### Federal Resources

HUD is PHB's source of federal funds, mostly through entitlement grants: the Community Development Block Grant (CDBG), the HOME Grant, Housing for People with AIDS (HOPWA), and the Emergency Shelter Grant (ESG). The amount PHB receives from these grants is determined annually by congressional appropriation and by formula. For budgeting purposes, PHB expects that the FY 2010-11 entitlements will be roughly the same as the FY 2009-10 amounts.

PHB also receives a number of other competitive or categorical grants for homeless services and community development programs. These grants include Lead Abatement, the Neighborhood Stabilization Program (NSP), Homeless Management Information System (HMIS), and McKinney/OTIS. In FY 2009-10 PHB was awarded a \$4 million Lead Abatement grant that will be used over three years.

### Stimulus Funds

In FY 2009-10 PHB received a \$3.5 million NSP grant as part of the federal economic stimulus package; funds not expended in FY 2009-10 will carryover to FY 2010-11 for spending. Also in FY 2009-10, PHB appropriated American Recovery and Reinvestment Act (ARRA) federal stimulus funds to supplement the budget. PHB received \$2.7 million in CDBG-ARRA stimulus funds and \$4.2 million in HPRRP-ARRA (Homelessness Prevention and Rapid Re-Housing Program) stimulus funds. Approximately \$2.1 of the HPRRP funds will be spent in FY 2010-11 following year end carryover from FY 09-10. All other federal economic stimulus funds received by PHB in FY 2009-10 have been committed in the current fiscal year.

All federal funds are subject to customary restrictions on use and normal compliance monitoring obligations. Federal regulations also provide a maximum cap on the amount of funds from each grant that may be spent for administrative and public service activities.

### **Local Resources**

PHB allocates General Fund and Housing Investment Fund (HIF) resources appropriated by Council. These flexible resources are used consistent with Council's direction to fund a variety of programs that advance City housing goals that may not be met with Federal resources.

Tax Increment Financing (TIF) affordable housing resources are also administered by PHB. Investments of TIF set-aside housing resources are done in collaboration with PDC, both to achieve alignment of housing development with other urban revitalization and economic development goals, and to ensure compliance with state laws governing the use of TIF. In FY 2010-11 TIF will represent the single largest source of PHB resources. Because of the way in which the set-aside amounts are calculated over a five-year period, the amount available to housing will diminish substantially in the subsequent two years.

### **Program Emphasis**

PHB invests in housing across a continuum, from housing and shelter assistance for people experiencing homelessness, to rentals serving households that have little or no income through those who earn 60% of median family income (MFI), and up to first-time homebuyers and homeowners who earn as much as the area's median income (\$72,000 for a family of four). Within this continuum of housing, PHB continues several initiatives and focus areas in FY 2010-11 that were initiated before PHB was formed. These include:

1. Continuing the Ending Homelessness Initiative, a ten-year plan that was adopted in 2005;
2. Preserving Federally-assisted rental properties at risk of conversion to market-rate housing; and
3. Closing the minority homeownership gap.

The Economic Opportunity Initiative is a program funded under the previous BHCD through CDBG funds. This program is now operated by PDC, and the federal funds are passed through PHB.

Numerous public engagement processes inform PHB priorities and program emphasis. PHB receives advice of the Housing and Community Development Commission of Multnomah County (HCDC) and its subcommittees, particularly in the expenditure of federal resources; the Urban Renewal Advisory Committees (URAC's) established in each PDC Urban Renewal Area to advise on the use of tax increment funds; the Coordinating Committee to End Homelessness, which oversees implementation of the Ten-Year Plan to End Homelessness; and the Budget Advisory Committee, convened specifically to provide feedback on budget approach and priorities. Multiple other advocacy groups and associations also work closely with PHB to provide feedback about program emphasis.

PHB will launch a strategic planning process in FY 2009-10 to refine its strategic direction and business plan over the next three years.

**Operations**

PHB is organized into three Divisions: Housing Programs, Business Operations and Strategic Policy and Planning. The Housing Programs are overseen by the Assistant Housing Director, and include: The Ending Homelessness Initiative, Housing Access and Stabilization, Rental Housing Development & Finance, and Homeownership Assistance. With the exception of some homeownership financing programs which are retail in nature, PHB's programs and resources are delivered through development agreements, loan agreements, grants, and contracts with community-based organizations, non-profit service providers, and private developers. Thus PHB provides very little in the way of direct service to citizens of Portland.

The Business Operations Division includes: Finance and Accounting, Business Analysis, Research and Information Technology, Asset Management and Loan Servicing, Compliance, and Human Resources. This division will continue to work closely with PDC and OMF to ensure housing finance functions transition smoothly.

The Strategic Policy and Planning Division includes: Public Engagement, Housing Policy and Planning, and Legislative and Intergovernmental Relations. This division coordinates development of City policy with other Bureaus (e.g., Bureau of Planning & Sustainability and Portland Development Commission) and with other jurisdictions (e.g., Multnomah County and Gresham).

The Director's Office includes an Executive Assistant, the Public Information Officer and the Assistant Housing Director. (Note: the Assistant Housing Director manages the aforementioned Housing Programs.)

**STRATEGIC DIRECTION****Strategic Direction**

PHB's creation provides the City with a single agency responsible for the investment of local and federal resources towards identified policy priorities. In general, the strategic direction calls for the investment in and support of affordable housing across a continuum of housing needs from homelessness to homeownership. Pending development of an updated Strategic Plan, PHB is operating with a "working" statement of mission, vision, and values. Our working mission is *"to create 'home' for Portlanders through influencing the larger livability agenda and delivering housing investments to fill market voids."*

*Vision Statement*

Portland neighborhoods that are safe, attractive, complete and inclusive, including the following attributes:

- ◆ Neighborhoods provide choice
- ◆ People feel safe and cared for
- ◆ Residents value shared assets
- ◆ Portlanders have easy access to what they need to thrive
- ◆ More low income residents are able to gain self sufficiency

*Values*

- ◆ EQUITY: We recognize that overcoming historic and institutional bias requires new ways of thinking about access, inclusion, and priority.
- ◆ STEWARDSHIP: We are accountable for creating public value.
- ◆ INTEGRITY: We conduct our business with honesty and transparency.
- ◆ EMPLOYEES: Our greatest resource.

- ◆ **COLLABORATION:** Shared risk-taking; shared accountability; shared success.

*Primary Strategies*

- ◆ **Influence:** We influence Portland's livability development agenda on behalf of low and moderate income residents and stay current with economic and urban development trends that may impact our core constituencies.
- ◆ **Deliver:** We deliver homes where the market does not, to lower income families and individuals.
- ◆ **Analyze:** We understand the comprehensive housing needs of Portland's residents and neighborhoods, and articulate how our investments have impact.

This framework is a useful interim statement of PHB's strategic direction, and draws heavily on the results of various public engagement processes undertaken in recent years. As noted above, PHB will launch a strategic planning process in the Spring of 2010 that will test this framework, and provide greater clarity about program emphasis and business approach to guide PHB for the next three years.

**Program Sustainability**

PHB has not had sufficient ongoing General Fund and Federal resources to fund its programs and has relied on significant allocations of one-time General Funds to fund ongoing programs. In an effort to increase the sustainability of programs and funding, PHB is requesting the conversion of one-time-only General Fund to ongoing General Fund to support ongoing programs.

Federal stimulus funds will be fully expended after FY 2010-11, so there will be a need to backfill those funds for Rent Assistance activities, in particular, in FY 2011-12. The need will also exist to fund the full operational costs of the Resource Access Center, which are currently higher than what has been earmarked.

Also notable is the five-year projection of available TIF funds for housing which will diminish from a high of \$64.2 million in FY 2010-11 to a projected low of \$11.7 million in FY 2012-13. Clearly, the Strategic Plan effort will strive to provide a roadmap for business sustainability and program delivery.

**Service Improvement Plan**

PHB has identified its top three service areas to improve upon in FY 2010-11. Those areas are listed below, along with a brief description of how they will be implemented:

**Improve Housing Program Delivery**

PHB will achieve this goal upon the full integration of housing development finance, asset management and loan servicing in the new Portland Housing Bureau. PHB will streamline business processes and enhance consistency and coordination related to decision making, loan approvals and software integration. This work will be completed by June 30, 2011. Success will be measured through customer feedback and data analysis.

**Complete Strategic Plan and Implement New Organizational Structure**

PHB will increase the effectiveness and efficiency through completion of a new strategic plan and implementation of a new organizational structure. This will allow for the alignment of staff and programs to best deliver the highest priority projects, products and services. This work will be completed by June 30, 2011 through the development, adoption and implementation of the PHB Strategic Plan.

### Increase Accountability and Transparency

PHB will provide increased emphasis on accountability for programs through the development and adoption of a PHB data dashboard. This process will serve to inform internal and external stakeholders of PHB's progress towards meeting its goals. PHB will develop this dashboard by June 30, 2011.

## SUMMARY OF BUDGET DECISIONS

- PHB Budget Structure** PHB's resources are located in six separate funds. These include the General Fund, the Community Development Block Grant (CDBG) fund, the HOME Fund, the Federal Grant Fund, the Tax Increment Funds (TIF) and the Housing Investment Fund (HIF).
- Budget Direction** As part of the FY 2010-11 budget development process, PHB engaged a budget advisory committee (BAC). This citizen committee reviewed PHB financial and programmatic details and provided recommendations concerning budget direction and priorities.
- Additionally, the Office of Management and Finance directed bureaus to participate in two program ranking exercises in an effort to guide budget decisions:
- ◆ An internal “core mission” ranking, focused on how essential each program is to achieving the Bureau's core mission
  - ◆ A community priority ranking, which PHB administered through an online survey of PHB's customers, partners and stakeholders, as well as members of the community-at-large.
- Additionally, PHB engaged two other groups in program ranking exercises in order to inform the bureau budget development process:
1. PHB employees
  2. BAC members
- Decision Packages** The PHB is requesting the conversion of one-time-only General Funds to ongoing General Funds to enable programs and services to be sustained over time.
- Homeless Programs*
- ◆ Shelters & Emergency Services - To provide year round, winter and severe weather shelter for men and women, as well as supportive services. Also provides day services for homeless and marginally housed individuals, outreach to mentally ill homeless adults and families, syringe exchange services and funding for the Rose City Resource Guide [Conversion of one-time General Fund to ongoing General Fund]
  - ◆ Youth Shelter Passthrough to Multnomah County - To provide 30 spaces per night of short-term youth shelter with supportive services (ages 13 to 25), and 28 transitional and independent housing beds for homeless youth (ages 16 to 25) [Conversion of one-time General Fund to ongoing General Fund]
  - ◆ Rental Assistance - To provide 100+ formerly homeless individuals and families placed in FY 2010-11 rent assistance and services; 210-240 additional households will move from the streets or shelters to permanent housing; of all individuals placed or retained in permanent housing, 85% will retain housing six months following placement [Conversion of one-time General Fund to ongoing General Fund]

- ◆ Housing Services - To provide information and referral, advocacy and case management services for low-income renters confronting homelessness, eviction, housing discrimination and unhealthy housing conditions [Conversion of one-time-only to ongoing General Fund]

*Housing Programs*

- ◆ Operation Home - To support culturally-specific agencies in efforts to provide outreach and marketing, education and counseling to potential homeowners [Conversion of one-time-only to ongoing General Fund]
- ◆ Rental Housing Development - To provide flexible funds for housing development for low-income populations [Conversion of one-time-only to ongoing General Fund]
- ◆ Development Services Inspections - To fund a request at one of two levels -- one inspector (current service level) or two inspectors. This request funds the interagency between PHB and the Bureau of Development Services (BDS), which provides housing inspection services to mitigate substandard housing issues, lack of habitability and environmental health hazards in Portland rental housing. Providing funding at the two inspector level allows for increased inspection capacity [CDBG funding]

*Reductions to General Fund Budget*

- ◆ The bureau is submitting reductions to meet the 3% ongoing and 1% one-time general fund targets set by OMF. Both cuts will be submitted for the Short Term Rent Assistance program, which currently holds the majority of the bureau's general fund.

*Positions Changes*

- ◆ One position will be converted to a BTS (Bureau of Technology Services) position during this budget process. This position is moving to PHB as a result of the transfer of PDC Housing operations. But based on the nature of the position's responsibilities (i.e., IT), the position will be physically located at the PHB but part of the BTS budget.



# Administration & Support

## Director's Office and Business Operations

The Administration and Support program is comprised of the Director's Office and the Business Operations Division.

The Director's Office includes Public Information/Affairs, Executive level support, and the bureau Director. The Director's Office has five direct reports: the Assistant Housing Director over Housing Programs, the Business Operations Manager over Business Operations, the Senior Bureau Operations Manager over Planning, Policy & Communications, the Public Information Officer and the Executive Assistant.

The Business Operations Division includes Finance, Accounting, Asset Management, Loan Servicing, 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 carrying out their functions in the most efficient and effective means possible. Within Business Operations, there are four direct reports to the Business Operations Manager, including: the Principal Financial Analyst over Finance & Accounting, the Senior Management Analyst over Data/IT, the Program Manager over Asset Management & Loan Servicing, and the Program Coordinator over Compliance and Human Resources.

FTE & Financials	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Req No DP FY 2010-11	Requested FY 2010-11
FTE			25	39	38
<b>Expenditures</b>					
Administration & Support			0	526,596	526,596
Bureau Operating Costs			117,650	0	0
Business Services			4,883,672	4,582,389	4,563,405
Director's Office			901,777	555,001	555,001
Planning, Policy, and Communications			0	694,780	694,780
<b>Total Expenditures</b>			5,903,099	6,358,766	6,339,782
Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.					

Performance	Actual FY 2007-08	Actual FY 2008-09	Yr End Est. FY 2009-10	Base FY 2010-11	Target FY 2010-11
<b>Effective</b>					
% PHB Data Users Providing Accurate & Timely Data	75%	75%	75%	80%	80%
<b>Efficiency</b>					
Admin Costs As a % Of Bureau Level Budget	6%	6%	6%	6%	5%
<b>Workload</b>					
Number of Sub-recipient Contracts Processed	93	139	135	135	135
# of Users Trained And Supported In PHB Data Systems	729	729	750	900	900
# of Housing Assets Monitored	267	305	302	302	302

## Economic Opportunity

**PHB passes grant funding through to support Economic Opportunity Initiative**

City Council transferred the Economic Opportunity initiative to the Portland Development Commission effective July 1, 2009 -- the same time the Portland Housing Bureau was created. PHB passes through \$2.75 million of CDBG funds to PDC to support these programs and services.

Note: The FY 2009-10 Revised Budget for this program reflects FY 2008-09 contract carryover funding. These contracts were funded primarily by CDBG and CDBG-ARRA stimulus resources.

FTE & Financials	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Req No DP FY 2010-11	Requested FY 2010-11
<b>Expenditures</b>					
Economic Opportunity			1,504,603	2,749,310	2,749,310
Microenterprise Growth			800,000	0	0
Workforce Development			2,174,310	0	0
<b>Total Expenditures</b>			4,478,913	2,749,310	2,749,310
Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.					

# Ending Homelessness Programs

The Ten Year Plan to End Homelessness in Portland and Multnomah County, launched in December 2004, is inspiring fundamental changes in programs and systems that had previously contributed to prolonged homelessness. The Bureau's Ending Homelessness Initiative (EHI) is focused on permanent solutions, such as rental assistance and housing placement services.

## Goals

The goals of the EHI programs are to continue to fill market gaps by providing:

- ◆ Housing affordable to people that are 0-30% MFI.
- ◆ Housing access for people with disabilities and multiple housing barriers.
- ◆ Critical services for extremely low income, uninsured people.
- ◆ Rent assistance for people facing a short-term economic crisis that could precipitate their falling into homelessness.
- ◆ Sufficient transitional housing inventory to serve unsheltered individuals with mental illnesses and/or addictions.

## Performance

The Ending Homelessness program's performance can be found in the performance measures table, which includes both trend and projection information.

## Changes to Activities and Services

EHI will renew current high-performing contracts, and may wish to reduce funding to limited contracts for services that are less aligned with core PHB mission and values. This would allow for a RFP seeking to enhance culturally specific services as well as innovative new services.

FTE & Financials	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Req No DP FY 2010-11	Requested FY 2010-11
FTE			3	3	3
<b>Expenditures</b>					
Ending Homelessness Programs			1,588,106	0	0
Longer-Term Rent Assistance			5,668,115	4,062,447	4,062,447
Public Safety and Livability			274,487	0	0
Shelter & Emergency Services			3,212,976	2,422,195	3,631,995
Short-Term Rent Assistance			1,347,377	838,827	1,523,632
Transitional Housing			1,640,629	721,467	1,401,767
<b>Total Expenditures</b>			13,731,690	8,044,936	10,619,841
Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.					

Performance	Actual FY 2007-08	Actual FY 2008-09	Yr End Est. FY 2009-10	Base FY 2010-11	Target FY 2010-11
<b>Effective</b>					
Percent of Ten Year Plan PSH Production Goal Achieved	55%	63%	63%	63%	63%
Percent of exits from shelter into stable housing	25%	36%	36%	30%	36%
Percent of households exited from transitional housing into permanent housing	36%	45%	45%	42%	45%
Percent of households receiving placement assistance retaining permanent housing at 6 months	87%	84%	84%	84%	84%

<b>Performance</b>	<b>Actual FY 2007-08</b>	<b>Actual FY 2008-09</b>	<b>Yr End Est. FY 2009-10</b>	<b>Base FY 2010-11</b>	<b>Target FY 2010-11</b>
Percent of households receiving placement assistance retaining permanent housing at 12 months	44%	76%	76%	76%	76%
Percent of households exited into permanent housing	86%	60%	6%	6%	64%
Average length of stay in permanent supportive housing (in days)	60	524	524	524	524
<b>Efficiency</b>					
Percentage of shelter exits attaining sustaining income/benefits	21%	32%	32%	30%	32%
Average length of stay in transitional housing (in days)	60	423	423	425	423
Attained sustaining income or benefits	4%	6%	6%	6%	6%
<b>Workload</b>					
Number of permanent supportive housing (PSH) units funded	1,200	1,388	1,388	1,388	1,388
Number of individuals served in shelter	2,014	1,522	1,522	804	1,522
Number of households served in facility based transitional housing	892	691	691	621	691
Number of households receiving eviction prevention rent assistance	671	868	868	768	868
Number of households receiving placement rent assistance	371	447	447	237	447
Number of households residing in permanent supportive housing units	611	908	718	718	718

# Rental Housing Programs

The Housing Development Finance (HDF) and Housing Development (HD) teams are responsible for Rental Housing Development (RHD) using funding sources including TIF, HIF, CDBG, HOME, HOPWA and General Fund focused on the acquisition, development and preservation of new and existing affordable housing assets.

The Access & Stabilization Programs (ASP) help low-income households in Portland find and keep suitable homes by providing information, direct financial assistance, and other supportive services.

## Goals

The goals of the RHD are to facilitate acquisitions, develop affordable housing and provide financial and technical assistance to affordable rental housing and community facilities projects that provide a range of housing choices that meet the needs of lower income-citizens. RHD is budgeted to disburse substantial funding for housing development as described in the financial tables below. Some of which is already designated for specific projects (e.g., Pearl Family Housing) but there are significant unallocated funds that will be offered through a competitive RFP process.

The goals of the ASP are to enhance PHB homeless services by providing additional access and stabilization tools, and building relationships with private landlords. In addition, programming supports asset management by helping fill vacant units and keeping tenants stable in those units. Last, programming assists low-income Portlanders who do not receive PHB funded homeless services, but are vulnerable due to unstable or unhealthy housing situations.

## Performance

The Rental Housing Development Program performance can be seen in the Performance Measures table which includes trends and projections for performance.

## Changes to Activities and Services

The lending functions of RDH will survey borrowers with the goal of achieving optimum customer service. Similar to EHI, ASP will renew current high-performing contracts, and may wish to reduce funding to limited contracts for services that are less aligned with core PHB mission and values. This would allow for a RFP seeking to enhance culturally specific services as well as innovative new services.

## Technical Note

The table below shows \$945,000 for homeownership activities in FY 2009-10. These programs are provided by the Homeownership Program, not the Rental Housing Program. But due to re-organization of the FY 2010-11 budget structure, this allocation does not appear in Homeownership for FY 2009-10.

<b>FTE &amp; Financials</b>	<b>Actual FY 2007-08</b>	<b>Actual FY 2008-09</b>	<b>Revised FY 2009-10</b>	<b>Req No DP FY 2010-11</b>	<b>Requested FY 2010-11</b>
FTE			4	18	18
<b>Expenditures</b>					
Homeownership			945,000	0	0
Rental Development & Finance			16,759,164	63,653,951	64,060,135
Rental Housing Access & Stabilization			10,723,015	3,202,710	3,712,310
Rental Housing Programs			10,293,550	0	0
<b>Total Expenditures</b>			38,720,729	66,856,661	67,772,445

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.

<b>Performance</b>	<b>Actual FY 2007-08</b>	<b>Actual FY 2008-09</b>	<b>Yr End Est. FY 2009-10</b>	<b>Base FY 2010-11</b>	<b>Target FY 2010-11</b>
<b>Effective</b>					
Vacancy Rate of Units Built 0 to 60% MFI	3%	3%	3%	3%	3%
<b>Efficiency</b>					
Amount of leveraged housing funds for every \$1 spent by PHB	\$12.23	\$10.13	\$10.13	\$10.13	\$10.13
Spending per capita	\$53	\$62	\$62	\$62	\$62
Attained sustaining income or benefits	0	0	0	0	0
<b>Workload</b>					
Number of affordable housing units developed	178	90	90	90	90
Rental units built affordable for 0 to 60% MFI	375	252	252	252	252
Rental units built affordable for 61+ to 100% MFI	6	84	84	84	84
Rental Rehab Units 0 to 60% MFI	397	219	219	219	219

# Home Ownership Programs

Neighborhood Housing Programs (NHP) are comprised of multiple functions: providing homebuying education and counseling; providing financial assistance to help qualified homebuyers purchase and repair a home. In addition, this program administers the System Development Charge (SDC) waivers to qualified home developers / builders, Limited Tax Exemptions (LTE) and Mortgage Credit Certificates (MCC) to qualified buyers. Lastly, the program administers a federal lead based paint reduction program targeted at lead hazards for children under six years old.

NHP educates and counsels individuals in navigating the first-time homebuying process and helping existing homeowners avoid foreclosures. The down payment assistance advances minority homeownership and first-time homebuyer and minority homeownership by filling gaps in the market. The repair loan function helps low-income homeowners make needed repairs to their homes which also helps to preserve the existing housing stock. The administration of the SDC waiver is done on behalf of the City and coordinates with other bureaus on individual projects, which fills a void in the market. The LTE function, also administered for the City, increases the affordability of rental and ownership housing by reducing the property tax obligation of the owner. LTE supports both affordable rental and ownership housing goals. The MCC function provides a tax credit to first-time homebuyers which helps low- to moderate-income buyers purchase homes or enhance their buying power. The Lead Based Paint reduction function provides grants to homeowners or loans to landlords to reduce lead hazards in older homes.

In addition, the Housing Development and Finance and Housing Development teams also facilitate acquisitions and development of affordable homeownership housing and provide financial and technical assistance to affordable ownership housing and community facilities projects that provide a range of housing choices that meet the needs of lower income-citizens.

<b>Goals</b>	The overall goal of NHP is to fill market gaps with its programs and products. One specific goal is to provide programs and products that close the minority home ownership. Another specific goal is to increase the number of low-income first time home buyers.
<b>Performance</b>	Home ownership program performance measures can be found in the performance measures table, which includes both trends and projections.
<b>Changes to Activities and Services</b>	The NHP will survey borrowers, contractors and key community partners to inform the strategic plan to ensure that the current programs are providing optimum customer service and complement non-PHB efforts and programs working to close the minority homeownership gap.

<b>FTE &amp; Financials</b>	<b>Actual FY 2007-08</b>	<b>Actual FY 2008-09</b>	<b>Revised FY 2009-10</b>	<b>Req No DP FY 2010-11</b>	<b>Requested FY 2010-11</b>
FTE			2	15	15
<b>Expenditures</b>					
Homeowner/Home Buyer Access			0	453,687	953,687
Homeowner/Home Buyer Financial Assistance			0	8,340,794	8,340,794
Homeowner/Home Buyer Retention			0	3,723,582	3,723,582
Homeownership Development			0	8,245,487	8,245,487
<b>Total Expenditures</b>			0	20,763,550	21,263,550

Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.

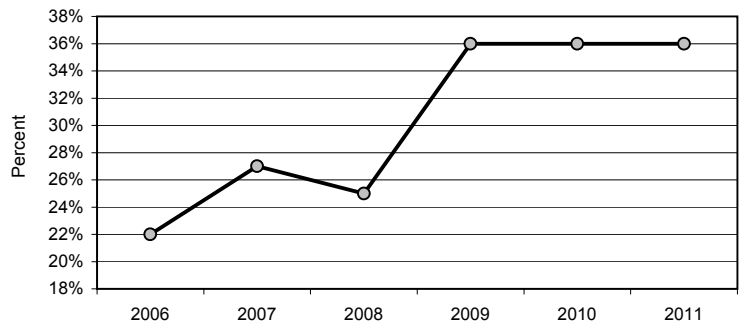
<b>Performance</b>	<b>Actual FY 2007-08</b>	<b>Actual FY 2008-09</b>	<b>Yr End Est. FY 2009-10</b>	<b>Base FY 2010-11</b>	<b>Target FY 2010-11</b>
<b>Effective</b>					
Number of clients purchasing home	454	405	405	405	405
Number of households helped to purchase homes	45	63	63	63	63
<b>Workload</b>					
Number of clients attending Homeownership classes	1,348	1,465	1,465	1,465	1,465
Homeownership units built	612	264	264	264	264
Amount Owner Occupied Home Repairs	140	129	129	129	129
Amount of First Time Homebuyers Assisted	469	321	321	321	321



# Performance Measures

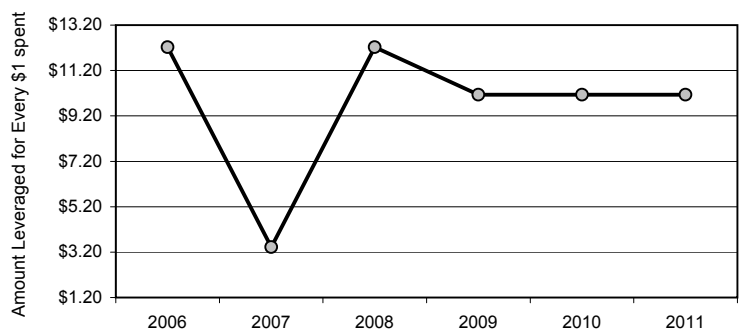
## % of exits from shelter into stable housing

The percent of participants in the Ending Homelessness Initiative's shelter programs exiting into stable housing has increased as long as there has been a high level of data entry into the homeless management information system (HMIS). The high level of participation in HMIS did not occur prior to FY 2006-07.



## Amount of Leveraged Housing Funds

The increase in leveraged funds from FY 2005-06 to FY 2006-07 was due to a large amount of increase in contribution by the private sector to housing projects. In FY 2006-07, the outlay of funds was \$846,977 which was augmented by \$10,366,037 in outside funding.



Portland Housing Bureau

SUMMARY OF BUREAU BUDGET

	Actual FY 2007-08	Actual FY 2008-09	Revised FY 2009-10	Req No DP FY 2010-11	Requested FY 2010-11
<b>RESOURCES</b>					
<b>External Revenues</b>					
Charges for Services	426	0	0	1,331,178	1,331,178
Intergovernmental	19,426,844	15,885,830	36,909,647	89,141,998	89,141,998
Bond & Note	5,078,505	6,801,725	11,871,000	9,350,000	9,350,000
Miscellaneous	8,364,333	8,794,123	9,177,599	7,745,500	7,745,500
<b>Total External Revenues</b>	<b>32,870,108</b>	<b>31,481,678</b>	<b>57,958,246</b>	<b>107,568,676</b>	<b>107,568,676</b>
<b>Internal Revenues</b>					
General Fund Discretionary	14,280,630	13,990,035	13,152,464	6,167,378	10,139,083
Fund Transfers - Revenue	6,342,992	1,021,052	50,000	2,118,572	2,118,572
Interagency Revenue	2,260,319	11,000	11,500	11,037	11,037
<b>Total Internal Revenues</b>	<b>22,883,941</b>	<b>15,022,087</b>	<b>13,213,964</b>	<b>8,296,987</b>	<b>12,268,692</b>
Beginning Fund Balance	10,261,276	5,678,365	864,519	2,000,000	2,000,000
<b>TOTAL RESOURCES</b>	<b>\$ 66,015,325</b>	<b>\$ 52,182,130</b>	<b>\$ 72,036,729</b>	<b>\$ 117,865,663</b>	<b>\$ 121,837,368</b>
<p>Note: Discretionary General Fund revenues are those which may be used by City Council for any public purpose.                      Nondiscretionary revenues are restricted by policy or contractual agreement to the bureaus that generate the revenue.</p>					
<b>EXPENDITURES</b>					
<b>Bureau Requirements</b>					
Personal Services	2,728,471	2,905,742	3,085,186	7,306,847	7,230,839
External Materials & Services	40,530,763	39,825,127	56,993,683	96,592,408	100,300,433
Internal Materials & Services	2,543,113	501,864	2,765,261	873,968	1,213,656
<b>Total Bureau Requirements</b>	<b>45,802,347</b>	<b>43,232,733</b>	<b>62,844,130</b>	<b>104,773,223</b>	<b>108,744,928</b>
<b>Fund Requirements</b>					
Contingency	0	0	0	3,164,269	3,164,269
Fund Transfers - Expense	7,091,798	956,831	1,042,599	2,878,171	2,878,171
Bond Expenses	7,442,815	7,287,608	8,150,000	7,050,000	7,050,000
Unappropriated Fund Balance	5,678,365	704,958	0	0	0
<b>Total Fund Requirements</b>	<b>20,212,978</b>	<b>8,949,397</b>	<b>9,192,599</b>	<b>13,092,440</b>	<b>13,092,440</b>
<b>TOTAL EXPENDITURES</b>	<b>\$ 66,015,325</b>	<b>\$ 52,182,130</b>	<b>\$ 72,036,729</b>	<b>\$ 117,865,663</b>	<b>\$ 121,837,368</b>
<b>PROGRAMS</b>					
Administration & Support			5,903,099	6,358,766	6,339,782
Area Planning			9,699	0	0
Economic Opportunity			4,478,913	2,749,310	2,749,310
Ending Homelessness Programs			13,731,690	8,044,936	10,619,841
Home Ownership Programs			0	20,763,550	21,263,550
Rental Housing Programs			38,720,729	66,856,661	67,772,445
<b>TOTAL PROGRAMS</b>	<b>\$</b>	<b>\$</b>	<b>\$ 62,844,130</b>	<b>\$ 104,773,223</b>	<b>\$ 108,744,928</b>
<p>Note: Historical program information is not available due to the level at which budget figures were converted to the new EBS cost structure.</p>					

**Portland Housing Bureau**

**FTE SUMMARY**

Class	Title	Salary Range		Revised FY 2009-10		Requested FY 2010-11		Proposed FY 2010-11	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
3000062	Accountant I	37,606	52,499	1.00	52,500	1.00	52,500		
3000064	Accountant III	54,142	66,102	0.00	0	1.00	63,876		
30000433	Administrative Specialist, Sr	41,475	63,856	3.00	157,392	9.00	454,270		
30000201	Applications Analyst I-Generalist	54,080	72,051	0.00	0	0.00	12		
30000441	Business Operations Manager	74,214	98,862	1.00	98,868	1.00	98,868		
30000448	Business Systems Analyst	56,763	75,670	0.00	0	1.00	70,440		
30000492	Community Outreach & Informtn Rep	54,080	72,051	0.00	0	2.00	150,600		
30000567	Financial Analyst	56,763	75,670	1.00	72,012	1.00	74,472		
30000566	Financial Analyst, Assistant	44,533	68,619	1.00	63,744	1.00	66,356		
30000569	Financial Analyst, Principal	74,214	98,862	1.00	92,004	1.00	94,830		
30000568	Financial Analyst, Sr	62,629	83,637	1.00	62,628	1.00	62,628		
30000417	Housing Director	101,421	145,205	1.00	134,988	1.00	140,532		
30001260	Housing Director, Assistant	85,800	116,293	1.00	98,004	1.00	100,342		
30000504	Housing/Community Development	79,830	106,288	1.00	104,018	1.00	106,284		
30000451	Management Analyst	56,763	75,670	0.00	0	2.00	143,628		
30000453	Management Analyst, Principal	74,214	98,862	1.00	87,384	1.00	90,075		
30000452	Management Analyst, Sr	62,629	83,637	1.00	74,606	2.00	148,560		
30000450	Management Assistant	44,533	68,619	1.00	49,512	3.00	174,984		
30000012	Office Support Specialist II	31,138	43,430	1.00	43,428	1.00	43,428		
30000464	Program Coordinator	59,634	79,518	7.00	475,246	20.00	1,445,636		
30000465	Program Manager	62,629	83,637	3.00	228,358	9.00	760,920		
30000466	Program Manager, Sr	74,214	98,862	0.00	0	2.00	223,476		
30000463	Program Specialist	54,080	72,051	3.00	195,246	7.00	463,917		
30000462	Program Specialist, Assistant	44,533	68,619	2.00	137,232	2.00	137,232		
30000495	Public Information Officer	62,629	83,637	1.00	62,628	1.00	62,628		
<b>TOTAL FULL-TIME POSITIONS</b>				<b>32.00</b>	<b>\$ 2,289,798</b>	<b>72.00</b>	<b>\$ 5,230,494</b>		<b>\$</b>
30000447	Business Systems Analyst, Assistant	44,533	68,619	2.00	95,901	2.00	99,840		
<b>TOTAL LIMITED TERM POSITIONS</b>				<b>2.00</b>	<b>\$ 95,901</b>	<b>2.00</b>	<b>\$ 99,840</b>		<b>\$</b>