

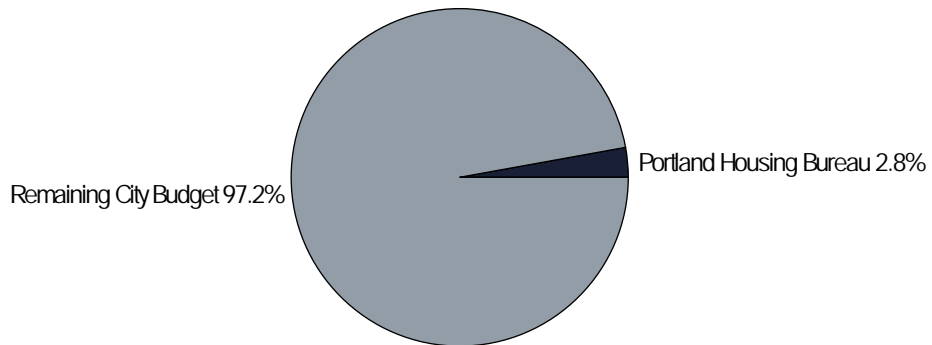
Portland Housing Bureau

Community Development Service Area

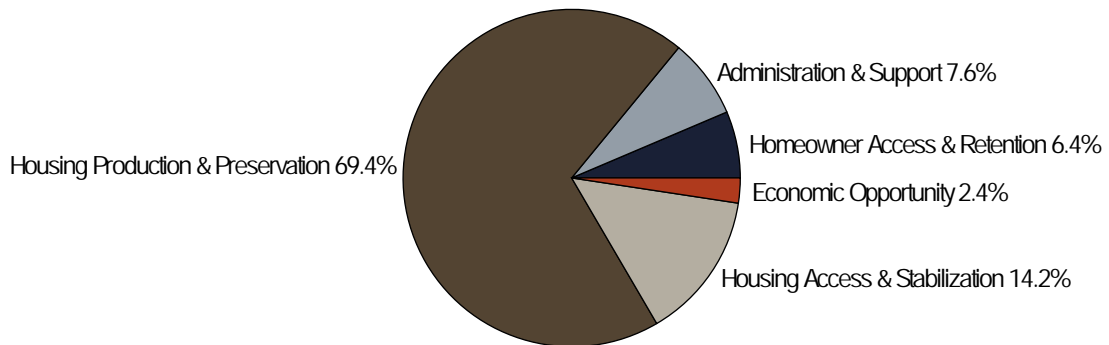
Nick Fish, Commissioner-in-Charge

Margaret Van Vliet, Director

Percent of City Budget



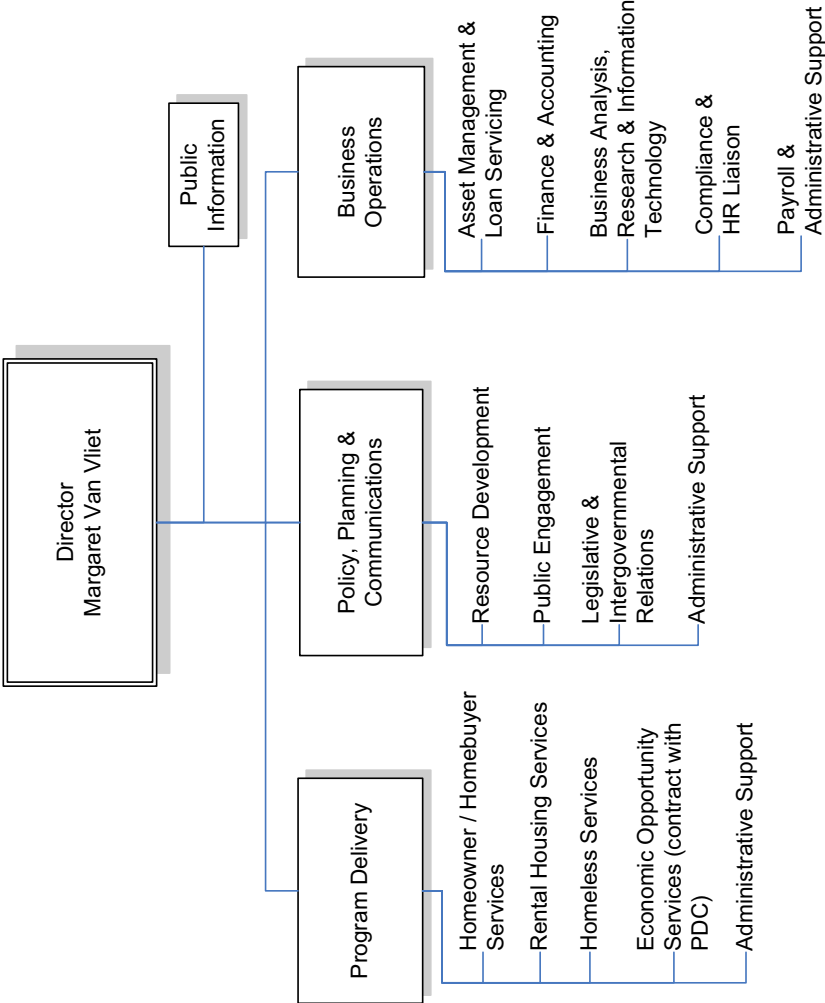
Bureau Programs



Bureau Overview

Requirements	Revised FY 2010-11	Adopted FY 2011-12	Change from Prior Year	Percent Change
Operating	109,017,461	101,424,144	(7,593,317)	(6.9%)
Capital	0	0	0	0.00
Total Requirements	109,017,461	101,424,144	(7,593,317)	(6.97)
Authorized Positions	67.00	57.00	(10.00)	(14.93)

Portland Housing Bureau



Bureau Summary

Bureau Mission

The mission of the Portland Housing Bureau (PHB) is to focus community resources on 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
- ◆ 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 for low-income individuals and families to targeted homeownership and homebuyer 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 works to strategically deploy these various sources of funds to their highest and best use, be that for loans and grants for capital construction of new or rehabilitated housing or for sub-recipient contracts to non-profits to deliver safety net services to Portlanders in poverty.

In addition to these programmatic investments, PHB works to influence local and regional policy and planning efforts that have a longer-term impact on the housing market, all the while seeking to improve alignment with state and local government partners that also work to alleviate poverty and move people towards self sufficiency.

PHB was fully organized as a bureau on July 1, 2010, though its origination had been planned for some 18 months prior. As it continues efforts to synthesize programs, consolidate policy and investment approaches, and chart a new path, it is adopting a three-year Strategic Plan that focuses on outcomes. Highlights of the PHB Strategic Plan and related investment priorities are discussed below.

PHB is increasingly emphasizing equity in its program investments. An emerging equity agenda recognizes 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 (such as the Coalition of Communities of Color report) to understand unmet needs, and to more intentionally hold its partners accountable for removing barriers to serving members of minority communities in greater numbers.

Finally, PHB has recently assembled - and Council appointed - a new Portland Housing Advisory Commission (PHAC). This new commission is intended to provide advice both to PHB and to Council on strategic priorities, alignment opportunities, and trade-offs inherent in the expenditure of public funds. PHAC essentially replaces the disparate advisory groups that had historically worked with PDC and the former Bureau of Housing and Community Development (BHCD). The charter of PHAC calls for it to provide advice on strategic directions; it does not have an explicit decision-making role. That said, PHAC has helped shape the new PHB Strategic Plan, and also serves as the bureau's budget advisory committee (BAC).

Strategic Direction

PHB has spent much of the last year convening a public advisory committee and engaging its stakeholders and community in the development of a three-year PHB Strategic Plan. The bureau's nearly completed strategic plan establishes four core goals for PHB to focus on over the next three years:

- ◆ Meet Portland's need for quality affordable homes for its residents.
- ◆ Ensure equitable access to housing.
- ◆ Develop, leverage, and allocate housing funds to meet needs, sustain assets, and strengthen the housing industry.
- ◆ Build a strong, dynamic Housing Bureau that provides the highest level of leadership and service to customers, stakeholders, employees, and the community.

A current version of PHB's strategic framework, which sets out the goals, sub-goals, and strategies that PHB will undertake over the next three years can be found on the bureau's website.

Through its strategic planning work, PHB has adopted the following priorities for its investments, and has built its budget in alignment 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's Vision

PHB's vision is the following:

- ◆ 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.

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.

Service Improvement Plan

In FY 2011-12, PHB will begin implementation of the Strategic Plan, which prioritizes these as the top three areas for service improvement:

1. Review and update lending and asset management guidelines. Together with its housing industry partners, PHB is undertaking a careful examination of the process, guidelines and products it uses to underwrite housing projects and manage existing community housing assets for long-term viability. This initiative will improve transparency and service to customers, ensure that investments balance policy objectives against prudent fiscal practices, and maintain a healthy and sustainable portfolio that will serve generations of Portlanders. Success of the lending and asset management guidelines initiative will be measured by the financial health of the portfolio and by a survey of borrowers to measure customer service improvement. This initiative will be completed by June 30, 2012.

2. Implement a comprehensive, integrated PHB business and data system. PHB is currently procuring a vendor and set of system products to upgrade and unify existing systems through which the bureau originates and services housing loans, conducts asset management and compliance functions, and produces and analyzes investment and programmatic outcome data. Successful implementation of the new system is critical to provide timely and accurate information internally and externally to borrowers, community contractors, regulators, auditors, and the public. The new business system will improve customer service to borrowers and contractors, enhance PHB's ability to analyze the impact of its programs and investments and provide for effective portfolio and asset management. Success of the business system initiative will be measured by customer service surveys and by the level of improvement to - and expansion of - PHB's new online production report. Implementation will be completed by June 30, 2012.

3. Establish and achieve equity targets for how the community utilizes PHB-supported housing programs and participates in the economic opportunities PHB's investments create. PHB will set and exceed clear, measurable targets for utilization of PHB-supported programs by subpopulations. PHB will also set measurable targets for contractor and sub-contractor participation. The bureau is currently developing strategies to set and achieve performance targets in the upcoming year with its Equity and Diversity Council, the PHAC, and community partners. The

achievement of this goal will be measured by comparing utilization and participation data over FY 2011-12 to established targets and current year data that is published and tracked in the bureau's production report. Program adjustments and data collection will occur throughout the fiscal year, and a final data analysis will be completed by September 30, 2012.

Summary of Budget Decisions

PHB Budget Structure	PHB's resources are located 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.
Budget Direction	<p>The bureau has engaged the PHAC to take on the role of budget advisory committee during the budget process. This citizen committee reviewed PHB financial, programmatic, and strategic plan details and provided recommendations concerning direction and priorities.</p> <p>Additionally, OMF directed bureaus to participate in two program ranking exercises in an effort to guide budget decisions. PHB used the priorities that were developed in the recently completed strategic planning process to guide the program rankings. These priorities were developed with a high degree of citizen and stakeholder input, as well as robust engagement of staff and jurisdictional partners. In future years, the bureau will conduct separate ranking exercises.</p>
Federal Funds	<p>PHB received reduced allocations from HUD for federal funds: CDBG was reduced by 16.5% and HOME was reduced by 11.9%. Although PHB's Requested Budget reflected 5% anticipated cuts in each of these funds, the additional cuts will be achieved through programmatic reductions based on PHB priorities as well as small reductions to several sub-recipient contracts. These cuts impact PHB's budget considerably because nearly all stimulus funds received over the last several years have been expended.</p> <p>The Emergency Solutions Grant (ESG) increased by 38%; however, this funding source is a small portion of the budget. The Housing Opportunities for People With Aids (HOPWA) grant remained unchanged from the prior fiscal year.</p>
Add Packages	The Adopted Budget includes reductions of \$434,312 and add packages totaling \$4,883,892.

Ending Homelessness and Related Programs

- ◆ Prevention and Rapid Re-Housing - Short-term rent assistance is a highly effective tool to prevent eviction, keep people housed, and to rapidly end homelessness for most families or individuals. For the last two years PHB and its partners have benefitted from a large injection of federal stimulus funds aimed specifically at prevention and rapid re-housing. These funds have expired, so this \$1.9 million one-time General Fund package helps backfill the loss of federal funds while continuing long-standing one-time funding.
- ◆ Housing Access Services - This \$465,300 one-time General Fund package continues long-standing General Fund one-time funding for programs providing information and referral, as well as advocacy and case management for low-income renters confronting homelessness, eviction, housing discrimination, and unhealthy housing conditions. PHB's Housing Access and Stabilization programs represent a community-wide safety net that assists individuals and households (many with rental screening barriers such as poor credit, evictions, and criminal history) to obtain and retain housing. These programs are especially critical given the current economic climate and tight local rental housing market.
- ◆ Shelter and Emergency Services - This package, funded by \$1,734,000 of one-time General Fund, continues long standing one-time General Fund resources for the three types of shelters PHB invests in: year-round, winter, and severe weather. Shelter operations remain a critical component of the safety net for the community, and PHB is working closely with Multnomah County, the Housing Authority of Portland (HAP), and non-profit partners to ensure that investments and outcomes are closely aligned. New collaborative efforts are aimed at helping people in emergency shelters to regain permanent housing as quickly as possible. In some cases, transitional housing is necessary given individual circumstances. For individuals and families where that is not the case, the most cost-effective and humane approach is to minimize shelter stays by helping people link to social, health, and employment services while helping them secure a permanent housing solution through programs like short-term rent assistance.
- ◆ Bud Clark Commons Operating Costs - This facility will open this year, and the allocation of \$390,000 of one-time General Fund funds a portion of the operating costs. This need for support should diminish over time.

Homeownership Programs

Consistent with the PHB strategic plan, this package provides \$250,000 of one-time General Fund to support households at risk of foreclosure by expanding the current N/NE Homeowner Retention Pilot program administered by Minority Homeownership Assistance Collaborative to eligible households Citywide.

Citywide Housing Strategy

PHB and Bureau of Planning and Sustainability received \$150,000 of one-time General Fund in the Adopted Budget to work towards the development of a 25-year citywide housing strategy. Funding will be directed towards a housing market analysis, opportunity maps, and a public involvement process. These will be used to develop strategies that deliver more equitable residential access to opportunity-rich neighborhoods, improve infrastructure and amenities in neighborhoods that lack them, and increase density, preserve housing affordability, and avoid displacement.

Reduction Packages

Mandatory 1.5% General Fund Reduction

The bureau reduced its budget by \$92,568 of General Fund ongoing discretionary and \$86,628 from other sources to comply with the mandatory Citywide General Fund reductions. The package includes staffing reductions. The bulk of the reduction is to various contracts in the shelter and emergency services, and a small reduction in non-profit sponsorships. The bureau is continuing staffing reductions that occurred in FY 2010-11. Three of the positions identified for reduction in this package include a General Fund funding component; however the General Fund portion of funding is very small compared to CDBG and TIF.

Additional Position Reductions

The Adopted Budget makes further staffing reductions in the bureau as a response to declining TIF resources and flattening federal resources. This includes a reduction totalling \$249,016 of non-General Fund resources and eliminates six full time positions and one expiring limited term position.

OMF IA Adjustments

The packages reflect a net increase of \$3,592 in interagency costs resulting from the decision packages approved in the Office of Management and Finance's Adopted Budget. An adjustment to the bureau's ongoing General Fund discretionary target was made to balance the decreased costs.

PHB's total staffing is 57 positions after the reductions.

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 Public Information and Public Affairs, executive level support, and the bureau director. The director has five direct reports: the Assistant Housing Director responsible for Housing Programs, the Business Operations Manager, the Senior Bureau Operations Manager responsible for Planning, Policy & Communications, the Public Information Officer, and the Executive Assistant.

Business Operations Division

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 carry out their functions in the most efficient and effective means possible. Within the Business Operations division, there are five 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 Program Manager responsible for Asset Management and Loan Servicing, the Program Coordinator responsible for Compliance & Human Resources, and the Program Specialist responsible for Compliance-Environmental Review.

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, and Administrative Support. 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 division also works to connect PHB's work with the work of other City bureaus and regional governments and to ensure that PHB is well-informed by housing needs data and by public input.

Within the Equity, Policy, and Communications Division, there are five 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, a Public Information Officer responsible for communications and media relations, and the Senior Administrative Specialist responsible for administrative support.

Goals

The goals of the Director's Office include:

- ◆ Provide long-range vision and overall direction for Portland's affordable housing investments
- ◆ Ensure the bureau advances goals, strategies, and investment priorities from the PHB Strategic Plan, with a particular focus on advancing PHB's emerging social equity agenda
- ◆ Work collaboratively with a wide range of partners toward solving the unmet housing needs of the people of Portland

The goal of the Business Operations Division is to ensure that administrative, financial, lending, asset management, data and reporting, human resources, compliance and contracting systems are in place to support PHB's lines of business.

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

- ◆ Ensure an equity lens is applied to PHB business
- ◆ Ensure that future policy and implementation decisions of PHB improve housing access and economic opportunities for traditionally under-served populations
- ◆ Ensure that PHB makes investments within a sound strategic plan that addresses the most critical housing needs
- ◆ Connect PHB's work with the work of other City bureaus and regional governments
- ◆ Ensure that PHB is well-informed by housing needs data and by public input
- ◆ 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

No significant changes.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		24.00	39.48	34.48	34.48
Expenditures					
Administration		56,703	0	0	0
Administration & Support		0	473,366	401,145	393,080
Business Services		2,924,820	5,713,099	5,151,514	5,792,568
Director's Office		684,916	618,161	516,432	506,760

Portland Housing Bureau

Community Development Service Area

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
Planning & Policy		125,883	872,158	743,569	903,241
Total Expenditures		3,792,323	7,676,784	6,812,660	7,595,649

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
Effective					
% PHB Data Users Providing Accurate & Timely Data	75%	75%	85%	85%	85%
Efficiency					
Admin Costs As a % Of Bureau Level Budget	6%	9%	7%	8%	8%
Workload					
Number of Sub-recipient Contracts Processed	139	101	93	85	85
# of Users Trained And Supported In PHB Data Systems	729	707	800	800	800
# of Housing Assets Monitored	305	305	171	171	171

Economic Opportunity

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

The FY 2010-11 Revised Budget for this program reflects FY 2009-10 contract carryover funding. These contracts were funded primarily by CDBG and CDBG-ARRA stimulus resources. In addition, the CDBG allocation for FY 2011-12 reflects the bureaus estimate of a 16.5% reduction in the CDBG entitlement allocation.

Goals Information on goals and service changes is available in the PDC budget.

Changes to Activities and Services Resources in the Adopted Budget decline from the FY 2010-11 Revised Budget for the reasons noted above. A portion of the expiring stimulus funding is backfilled in the PDC General Fund budget.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
Expenditures					
Economic Opportunity		75,516	3,730,371	2,376,034	2,376,034
Economic Opportunity Initiatives		551,483	0	0	0
Microenterprise Growth		302,462	0	0	0
Workforce Development		2,492,068	0	0	0
Total Expenditures		3,421,530	3,730,371	2,376,034	2,376,034

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Housing Access & Stabilization

Description

The bureau's Housing Access & Stabilization Section (HAS) creates opportunities for housing stability for thousands of households per year by investing in programs and coordinating community initiatives. In FY 2009-10, HAS funding helped nearly 6,000 families and individuals by preventing their homelessness, supporting their transition to greater housing stability, and enabling them to secure permanent homes.

HAS funds are contracted to 27 nonprofit and public agencies to provide a comprehensive range of services that address the diverse needs of homeless people, from street outreach to placing people into permanent housing. Services primarily fall into four categories:

- ◆ Supportive housing and rent assistance
- ◆ Shelter, transitional housing, and emergency services
- ◆ Short-term rent assistance and eviction prevention
- ◆ Housing access and stabilization services

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.

HAS staff facilitates and influences the broader community-wide process that implements and evaluates progress of the 10-Year Plan. HAS also works within PHB to align broader bureau resources with community-wide strategies to reduce homelessness, including through the Consolidated Plan. In Fall 2010, the HAS team was augmented by staff and programs focused on access and stabilization that include 211Info as well as HOPWA-funded programs.

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

HAS 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, such as PHB's equity agenda. There will be continued jurisdictional coordination, as well as shelter and rent assistance refinements that will equate to shorter shelter stays. The Bud Clark Commons (formerly known as Resource Access Center) opened in mid-June 2011 and will require significant investment in first few years. The team will work toward stronger connections between HAS efforts and the City-supported affordable housing portfolio, and also integrate PHB strategic plan goals.

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FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		5.00	4.72	3.72	3.72
Expenditures					
Access and Stabilization		0	3,000	2,108,797	2,377,526
Community Planning		57	0	0	0
Housing Access & Stabilization		429,223	0	0	0
Prevention & Rapid Rehousing		733,503	3,361,457	2,418,999	2,623,584
Public Safety and Livability		687,052	0	0	0
Shelter & Emergency Services		1,838,579	4,640,183	5,260,767	5,058,212
Supportive Housing		4,895,957	4,722,836	3,680,947	4,015,916
Transitional Housing		3,740,252	1,396,310	0	0
Total Expenditures		12,324,624	14,123,786	13,469,510	14,075,238

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
Effective					
Percent of exits from shelter into stable housing	36%	28%	28%	23%	25%
Percent of households exited from transitional housing into permanent housing	45%	72%	35%	35%	35%
Percent of households receiving placement assistance retaining permanent housing at 6 months	84%	83%	90%	90%	90%
Percent of households receiving placement assistance retaining permanent housing at 12 months	76%	74%	77%	77%	77%
Percent of households exited into permanent housing	60%	92%	65%	65%	65%
Average length of rent assistance, eviction prevention in days	NA	NA	91	90	90
Efficiency					
Average length of stay in transitional housing (in days)	423	60	288	288	358
Workload					
Number of households served in emergency shelters	1,522	1,935	1,251	1,196	1,418
Number of households served in facility based transitional housing	691	1,150	187	86	100
Number of households receiving receiving rent asst and homeless prevention	868	423	1,880	829	2,399
Number of households receiving placement rent assistance	447	515	1,037	814	1,114
Number of households residing in permanent supportive housing units	908	865	674	594	677

Housing Production & Preservation

Description

The Housing Development and Finance (HDF) team is responsible for housing development; funding sources include TIF, HIF, CDBG, HOME, HOPWA and General Fund. This program focuses on the acquisition, development, and preservation of new and existing affordable housing assets.

Wherever possible, available funds for new housing development or preservation have been and will continue to be made available through competitive funding cycles.

Goals

This team has four major components:

1. Catalyzing affordable housing development through the disposition of publically owned property in conjunction with PHB financing commitments
2. Structuring PHB investments through the negotiation of loan terms and underwriting
3. Closing these loans and grants in partnership with the City Attorney's office and, as necessary, OMF
4. Providing oversight and disbursements of PHB funds to projects while in construction

Performance

The HDF performance can be seen in the Performance Measures table which includes trends and projections for performance.

Changes to Services and Activities

The HDF team will continue to be the delivery mechanism for City investments in affordable housing, however how these funds are underwritten, delivered and monitored will change over the coming year and beyond. There is a current effort to analyze the PHB loan portfolio as well as a capital needs assessment of existing projects in which the City has previously invested. This analysis will produce recommendations for right-sizing public investment in affordable housing projects so that these assets have the long-term stability needed to minimize the possibility of a premature second public investment.

The HDF team will also consider changes to how it structures affordable housing investments based on the housing market needs study funded in the Adopted Budget. For example, if the housing market needs study makes recommendations that the best approach to increasing affordable housing is through acquisition and rehab loans instead of new construction loans, then with support from the Housing Commissioner, this could be how PHB invests its funds in that geography.

Because of reductions in available TIF and federal funds for new project investments, HDF is reducing staff in this section.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		5.00	12.85	9.85	9.85
Expenditures					
Homeownership		5,544,137	0	0	0

Portland Housing Bureau
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FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
Housing Development & Finance		0	0	1,960,241	1,562,573
Housing Production & Preservation		1,571,284	1,500,000	0	0
New Construction		0	0	43,480,276	50,042,957
Preservation		888	0	6,095,744	9,409,745
Rehabilitation		12,435,835	52,759,585	8,569,285	7,875,738
Rental Housing Access & Stabilization		5,087,865	6,246,393	0	0
Total Expenditures		24,640,008	60,505,978	60,105,546	68,891,013

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
Effective					
Vacancy Rate of Units Built 0 to 60% MFI	3%	3%	50%	50%	50%
Rental Units preserved affordable for 0-60 MFI	NA	NA	68	207	207
Efficiency					
Investment per affordable housing unit	NA	NA	\$116,472	\$116,472	\$116,472
Investment per affordable housing unit preserved	NA	NA	\$30,235	\$30,235	\$30,235
Investment per affordable unit rehabilitated	NA	NA	\$34,252	\$34,252	\$34,252
Workload					
Rental units built affordable for 0 to 60% MFI	252	256	394	372	372
Rental units built affordable for 61+ to 100% MFI	84	16	15	5	5
Rental Rehab Units 0 to 60% MFI	219	397	503	255	255

Homeowner Access & Retention

Description

Homeowner Access & Retention (HAR) (previously Neighborhood Housing Programs) funds services to help new homebuyers access homeownership opportunities and support current homeowners in retaining their homes. Support for first time homebuyers includes education and counseling for households navigating the home buying process for the first time. Assistance provided for down payments and closing costs helps households to afford homeownership. HAR helps current homeowners retain their homes by funding foreclosure prevention education and counseling to those facing foreclosure.

Support is also provided for other related retention issues such as title, estate, and property tax problems that can lead to the loss of homes. Funding for home repair grants and loans helps current homeowners maintain their homes, which helps to preserve existing housing stock and prevent health and safety problems that can also lead to housing instability.

Programs to improve the condition of existing housing address 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 such as mold, mildew, radon, pests, and other indoor air quality issues that can cause allergies, asthma, and other health problems. Relocation assistance is also provided to low-income renters with documented health problems that are caused by the condition of their rental unit.

In addition, HAR administers programs that incent the development of new homeownership opportunities for low and moderate income households, including System Development Charge waivers and Limited Tax Exemptions. Future modification of these programs may be possible through policy analysis and inter-jurisdictional work currently underway. Finally, Mortgage Credit Certificates are a federal tax credit to first-time homebuyers that reduces annual income tax liability for the life of the mortgage, to help low- to moderate-income buyers afford homeownership.

Goals

The goals of the Homeowner Access & Retention section include:

- ◆ Provide support to current homeowners so they can retain their homes
- ◆ Enable homeownership by providing down payment assistance and closing costs
- ◆ Provide homebuyer education and counseling which facilitates first time homebuying
- ◆ Provide foreclosure prevention education and counseling to prevent foreclosure

Performance

HAR program performance measures can be found in the performance measures table, which includes both trends and projections.

Changes to Services and Activities

Under the bureau's Strategic Plan, HAR will work to strengthen the system of funded 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. Strategic Plan work will include efforts to increase awareness and coordination of available

homeownership assistance programs in the community with a focus on households of color. HAR will convene stakeholders to evaluate homeownership data to better understand the current market and develop strategies to address need, gaps, and opportunities, including researching and implementing best practices to increase minority homeownership.

PHB has worked with City Council to move the funding for the Neighborhood Inspection program to the Bureau of Development Services, where the program is administered.

FTE & Financials	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
FTE		0.00	9.95	8.95	8.95
Expenditures					
Healthy Homes		0	265,000	1,695,747	1,764,747
Home Repair		0	5,329,859	2,089,642	2,259,666
Homebuyer & Foreclosure Education/Counseling		0	702,362	478,610	733,610
Homebuyer Financial Assistance		0	4,047,889	1,239,736	1,365,180
Homeowner Access & Retention		0	457,228	0	0
Homeownership Development		0	4,108,651	0	0
Tax Exemption & Fee Waiver		0	0	237,772	237,772
Total Expenditures		0	14,910,989	5,741,507	6,360,975

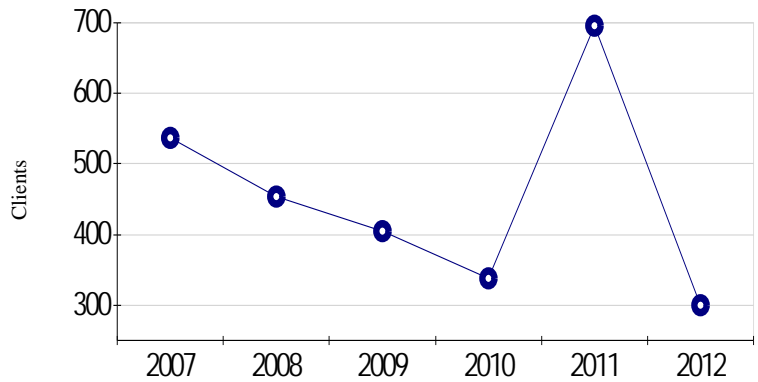
Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Performance	Actual FY 2008-09	Actual FY 2009-10	Yr End Est. FY 2010-11	Base FY 2011-12	Target FY 2011-12
Effective					
Number of households receiving homebuyer education/ counseling and purchasing homes	405	338	696	300	300
Efficiency					
Average investment per household for elderly/disabled receiving small home repairs	NA	NA	\$791	\$791	\$791
Investment per household for owner occupied home repairs	NA	NA	\$6,882	\$6,882	\$6,882
Workload					
Number of Households receiving homebuyer education or counseling	1,465	898	2,617	554	2,654
Homeownership units built	264	284	204	140	140
Number of owner occupied home repair loans	129	109	111	103	103
Number of homeownership units assisted by limited tax exemptions	NA	NA	194	120	120
Number of Units assisted by SDC waivers	NA	NA	184	130	130
Number of households attending homebuyer fairs	NA	NA	1,271	NA	2,000
Number of elderly/disabled households receiving small scale home repairs	NA	NA	1,333	1,239	1,239

Performance Measures

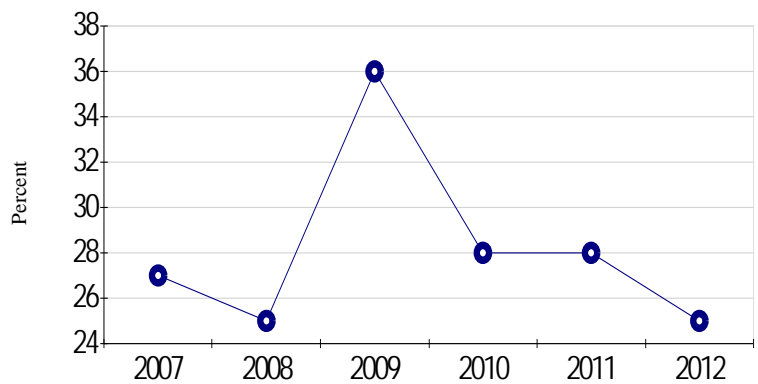
Number of Clients Purchasing Homes

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.



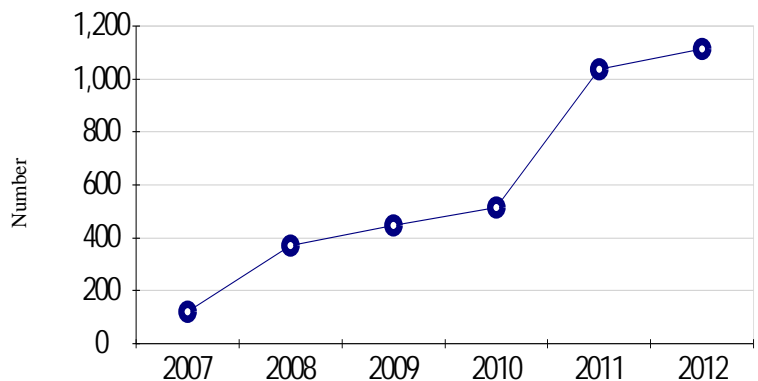
Percent of exits from shelter into stable housing

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.



	Actual FY 2008-09	Actual FY 2009-10	Revised FY 2010-11	Proposed FY 2011-12	Adopted FY 2011-12
Resources					
External Revenues					
Charges for Services	0	7,000	273,916	260,800	260,800
Intergovernmental	15,885,830	27,036,639	84,331,064	66,507,301	73,611,884
Bond & Note	6,801,725	11,825,138	4,921,015	5,079,596	7,624,985
Miscellaneous	8,794,123	6,316,363	2,749,969	7,663,107	7,470,107
Total External Revenues	31,481,678	45,185,139	92,275,964	79,510,804	88,967,776
Internal Revenues					
General Fund Discretionary	13,990,035	12,137,896	10,020,258	10,310,518	10,962,493
Fund Transfers - Revenue	1,021,052	344,143	3,423,204	3,855	3,855
Interagency Revenue	11,000	11,500	11,500	0	0
Total Internal Revenues	15,022,087	12,493,539	13,454,962	10,314,373	10,966,348
Beginning Fund Balance	5,678,365	704,958	3,286,535	1,073,867	1,490,020
Total Resources	\$52,182,130	\$58,383,636	\$109,017,461	\$90,899,044	\$101,424,144
Requirements					
Bureau Expenditures					
Personal Services	2,905,742	2,946,465	6,829,233	5,817,535	5,808,605
External Materials and Services	39,825,127	39,775,949	91,262,808	81,470,932	92,321,299
Internal Materials and Services	501,864	1,330,624	2,855,867	1,216,790	1,169,005
Capital Outlay	0	12,155	0	0	0
Total Bureau Expenditures	43,232,733	44,065,193	100,947,908	88,505,257	99,298,909
Fund Expenditures					
Debt Service	7,287,608	9,144,884	1,328,533	1,175,300	1,186,748
Contingency	0	0	3,312,816	1,075,249	795,249
Fund Transfers - Expense	956,831	1,220,955	3,428,204	143,238	143,238
Total Fund Expenditures	8,244,439	10,365,839	8,069,553	2,393,787	2,125,235
Ending Fund Balance	704,958	3,952,604	0	0	0
Total Requirements	\$52,182,130	\$58,383,636	\$109,017,461	\$90,899,044	\$101,424,144
Programs					
Administration & Support		3,792,323	7,676,784	6,812,660	7,595,649
Benefits		6,762	0	0	0
Debt Management		(120,053)	0	0	0
Economic Opportunity		3,421,530	3,730,371	2,376,034	2,376,034
Homeowner Access & Retention		0	14,910,989	5,741,507	6,360,975
Housing Access & Stabilization		12,324,624	14,123,786	13,469,510	14,075,238
Housing Production & Preservation		24,640,008	60,505,978	60,105,546	68,891,013
Total Programs		\$44,065,193	\$100,947,908	\$88,505,257	\$99,298,909

Historical program information for FY 2008-09 is not available due to the level at which budget figures were converted to the new EBS cost structure.

Class	Title	Salary Range		Revised FY 2010-11		Proposed FY 2011-12		Adopted FY 2011-12	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	37,606	52,499	1.00	52,500	1.00	52,500	1.00	52,500
30000064	Accountant III	54,142	66,102	1.00	58,800	1.00	61,272	1.00	61,272
30000433	Administrative Specialist, Sr	41,475	63,856	8.00	387,492	7.00	357,052	7.00	357,052
30000441	Business Operations Manager	74,214	98,862	1.00	98,868	1.00	98,868	1.00	98,868
30000448	Business Systems Analyst	56,763	75,670	1.00	69,024	0.00	0	0.00	0
30000493	Community Outreach & Informtn Rep, Sr	59,634	79,518	2.00	134,940	0.00	(15,660)	0.00	(15,660)
30000567	Financial Analyst	56,763	75,670	1.00	74,532	1.00	75,482	1.00	75,482
30000566	Financial Analyst, Assistant	44,533	68,619	1.00	65,992	1.00	68,296	1.00	68,296
30000569	Financial Analyst, Principal	74,214	98,862	1.00	74,220	1.00	97,752	1.00	97,752
30000568	Financial Analyst, Sr	62,629	83,637	1.00	62,628	1.00	62,628	1.00	62,628
30001361	Housing Construction Coordinator	54,080	72,051	2.00	139,332	2.00	142,092	2.00	142,092
30001362	Housing Construction Coordinator, Sr	59,634	79,518	3.00	231,804	3.00	234,780	3.00	234,780
30001363	Housing Development Finance Coordinator	62,629	83,637	4.00	333,696	2.00	168,144	2.00	168,144
30000417	Housing Director	101,421	145,205	1.00	139,044	1.00	144,744	1.00	144,744
30001260	Housing Director, Assistant	85,800	116,293	1.00	98,004	1.00	100,342	1.00	100,342
30001369	Housing Loan Compliance Analyst II	41,475	63,856	1.00	63,852	1.00	63,852	1.00	63,852
30001370	Housing Loan Compliance Analyst III	54,080	72,051	1.00	65,904	1.00	68,604	1.00	68,604
30001364	Housing Loan Coordinator	44,533	68,619	1.00	60,312	1.00	62,784	1.00	62,784
30001365	Housing Loan Coordinator, Sr	56,763	75,670	2.00	126,924	2.00	132,132	2.00	132,132
30000504	Housing/Community Development Oper Mgr	79,830	106,288	1.00	106,284	1.00	106,284	1.00	106,284
30001367	Lead Grant Program Coordinator	59,634	79,518	1.00	67,284	1.00	70,044	1.00	70,044
30000453	Management Analyst, Principal	74,214	98,862	1.00	90,444	1.00	93,216	1.00	93,216
30000452	Management Analyst, Sr	62,629	83,637	1.00	83,640	1.00	83,640	1.00	83,640
30000450	Management Assistant	44,533	68,619	1.00	50,232	1.00	51,264	1.00	51,264
30000012	Office Support Specialist II	31,138	43,430	1.00	43,428	1.00	43,428	1.00	43,428
30000464	Program Coordinator	59,634	79,518	12.00	820,559	10.00	732,924	10.00	732,924
30000465	Program Manager	62,629	83,637	4.00	328,436	3.00	249,564	3.00	249,564
30000466	Program Manager, Sr	74,214	98,862	1.00	120,000	1.00	120,000	1.00	120,000
30000463	Program Specialist	54,080	72,051	5.00	311,231	5.00	322,138	5.00	322,138
30000462	Program Specialist, Assistant	44,533	68,619	2.00	137,232	2.00	137,232	2.00	137,232
30000495	Public Information Officer	62,629	83,637	1.00	65,892	1.00	68,592	1.00	68,592
TOTAL FULL-TIME POSITIONS				65.00	4,562,530	56.00	4,053,990	56.00	4,053,990
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30000447	Business Systems Analyst, Assistant	44,533	68,619	2.00	100,059	1.00	54,360	1.00	54,360
TOTAL LIMITED TERM POSITIONS				2.00	100,059	1.00	54,360	1.00	54,360
GRAND TOTAL				67.00	4,662,589	57.00	4,108,350	57.00	4,108,350

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

Action	Amount			FTE	Decision
	Ongoing	One-Time	Total Package		
FY 2011-12	85,394,274	0	85,394,274	66.00	FY 2011-12 Current Appropriation Level
CAL Adjustments					
	0	0	0	0.00	None
Mayor's Proposed Budget Decisions					
	(226,410)	0	(226,410)	(3.00)	1.5% reduction
	(276,124)	0	(276,124)	(6.00)	Staffing reduction
	(6,010)	0	(6,010)	0.00	OMF IA reductions
	1,617	0	1,617	0.00	OMF IA increases
	0	250,000	250,000	0.00	Foreclosure prevention
	0	456,300	456,300	0.00	Housing access services
	0	1,734,000	1,734,000	0.00	Shelter and emergency services
	0	1,400,000	1,400,000	0.00	Prevention and rapid rehousing
	0	390,000	390,000	0.00	Bud Clark Commons
	(263,078)	0	(263,078)	0.00	Tech adj to federally funded project spending
	(349,312)	0	(349,312)	0.00	Tech adj - revised federal and TIF allocations
Approved Budget Additions and Reductions					
	0	500,000	500,000	0.00	Prevention and rapid rehousing
	0	150,000	150,000	0.00	Portland Plan: Housing Strategy
	2,732,115	0	2,732,115	0.00	HIF changes
	102,000	0	102,000	0.00	Grants Fund changes
	3,221,140	0	3,221,140	0.00	CDBG Fund changes
	1,976,530	0	1,976,530	0.00	HOME Fund changes
	8,789,501	0	8,789,501	0.00	TIF Reimbursement Fund changes
	(450,700)	0	(450,700)	0.00	Headwaters Complex Fund changes
Adopted Budget Additions and Reductions					
	(1,617)	3,592	1,975	0.00	OMF IA adjustments
	409,427	0	409,427	0.00	HIF changes
	89,903	0	89,903	0.00	Grants Fund changes
	(20,490)	0	(20,490)	0.00	CDBG Fund changes
	58,501	0	58,501	0.00	HOME Fund changes
	(6,754,802)	0	(6,754,802)	0.00	TIF Reimbursement Fund changes
	(11,448)	0	(11,448)	0.00	Headwaters Complex Fund changes
	9,020,743	4,883,892	13,904,635	(9.00)	Total FY 2011-12 Decision Packages
			99,298,909	57.00	Total Adopted Budget

REVENUE: Money received into a fund or appropriation unit from outside the fund or appropriation unit.

SERVICE EFFORTS & ACCOMPLISHMENTS (SEA) REPORT : A report issued by the Office of the City Auditor that identifies workload and performance trends for each of the City's public services.

SOURCE FUND: A fund transferring dollars to another fund (the "destination fund").

SPECIAL APPROPRIATION: Special appropriations are used for special projects and programs that provide citywide benefit and are not part of any particular bureau's operating budget.

SUPPLEMENTAL BUDGET: A supplemental budget is required to increase the size of a fund, or to make a transfer from a fund's contingency. Local budget law provides for Minor Supplemental Budget and Major Supplemental Budget processes. The former gives the City Council the authority to make small changes by ordinance, while the latter provides a more complex process for large changes.

- ◆ **MAJOR SUPPLEMENTAL BUDGET:** The Major Supplemental Budget is used when a fund's requirements will increase by 10% or more. Proposed changes in resources and requirements for each fund must be submitted to TSCC which holds a formal public hearing before Council can adopt the Major Supplemental Budget.

- ◆ **MINOR SUPPLEMENTAL BUDGET:** The Minor Supplemental Budget is used when increases to a fund are less than 10% of expenditures, or transfers, of any amount, from contingency are requested. This simpler supplemental budget is included with the BuMP Ordinance.

TAX SUPERVISING & CONSERVATION COMMISSION (TSCC): The state-authorized body that reviews the budgets of all government entities within Multnomah County prior to adoption by those entities' elected officials. TSCC certifies that each local government's budget is in compliance with Local Budget Law.

UTILITY LICENSE FEE: A percentage of utility revenues that is transferred to the City's General Fund as a payment for the utilities' use of public rights-of-way.