



CITY OF
PORTLAND, OREGON
PORTLAND HOUSING BUREAU

Commissioner Nick Fish
Traci Manning, Director
421 SW 6th Avenue, Suite 500
Portland OR 97204
(503) 823-2375
Fax (503) 823-2387
www.portlandonline.com/PHB

To: Mayor Sam Adams
Commissioner Amanda Fritz
Commissioner Randy Leonard
Commissioner Dan Saltzman

From: Commissioner Nick Fish *NAKulm for NFish*

RE: Portland Housing Bureau's Spring BMP Submittal

Date: March 30, 2012

The Portland Housing Bureau (PHB) has prepared the attached report for the Spring Budget Monitoring Process (BMP) as requested by the Office of Management and Finance (OMF). PHB's submission is comprised of two major categories – budget amendment requests and budget status reporting.

Budget Amendment Requests

PHB's Spring BMP submission includes a number of requests for adjustments to the current year budget. In addition to technical adjustments with no budgetary impact at the bureau level, PHB is requesting Council approval for five packages of adjustments to current appropriations funded by both federal and local sources.

- 1. Rebudget Housing Project Appropriations To FY 2012/13** – Reduce bureau appropriation by \$13.96M in order to carry housing project budgets forward to FY 2012/13 in line with forecast project spend-down. This package includes carry forward of: \$4.57 million River District TIF, Interstate TIF and HOME resources awarded during the 2011 NOFA to Greenvue Terrace, Lifeworks NW and the Medford; \$2.48 million of North Macadam TIF funding for Block 49 - Affordable Veterans Housing; \$1.43 million of Interstate TIF funding for the King Parks project; and \$775,000 for the MLK-Cook-Fargo Project.
- 2. Occupy Portland Expenses** – Request \$21,680 in one-time General Fund resources to reimburse Cascadia Behavioral Health and JOIN for expenses incurred while providing services to vulnerable and mentally ill individuals during the Occupy Portland protests.
- 3. New Revenues** – Increase bureau appropriation by \$1.42 million. This package includes the addition of \$565,000 of property purchase proceeds for the Yards at Union Station project; a \$255,000 cash transfer of Headwaters bond reserves from the Housing Investment Fund to the Headwaters enterprise fund bond reserve; and \$170,000 of Headwaters excess revenues reserve to make a partial deferred developer fee interest payment.
- 4. Reductions** – Reduce bureau appropriation by \$998,688. This package is primarily composed of a \$910,000 reduction in opportunity funding in the Lents URA due to reduced forecast TIF revenues.

5. **General Fund Carryover** – Carry \$137,000 of one-time General Fund resources forward. PHB is requesting these resources be carried forward to provide PHB time to effectively deliver on the outcomes and deliverables identified in the FY 2011/12 “Citywide Housing Strategy” decision package.

Budget Status Reporting

PHB’s Spring BMP submission includes three required status-reporting components. The first requirement is a budget projection to fiscal year-end. In short, PHB forecasts that it will remain within budget across all bureau funds through the end of FY 2011/12.

The second requirement is a status report regarding all current year decision packages and one Fall BMP decision packages (flagged by OMF for reporting). The third requirement is a status report on the bureau’s operationally-focused “service improvement plans”. PHB reports substantial progress towards the goals and outcomes in both its decision packages and service improvement plans.

Should you have any questions about the PHB BMP submittal, please contact Mike Johnson (Principal Financial Analyst, 823-4176) or Paul Stewart (Financial Analyst, 823-2389).

BUDGET AMENDMENT REQUEST

Portland Housing Bureau

PERIOD Spring BuMP

FISCAL YEAR FY 2011-12

HC_005 - Spring BMP - Technical Adjustments

PHB requests City Council approval for a number of budget-neutral technical adjustments to PHB's budget. These requests will serve to reallocate existing local and grant resources to specific projects, contracts and functional areas.

Dollar Amount: \$0
Type: Technical Adjustment
Resources: Internal Transfer

HC_006 - Spring BMP - Rebudget Carryforward to FY12-13

PHB is requesting City Council approval to reduce bureau appropriation by \$14.1M in order to rebudget affordable housing project funding forward to FY 2012/13 in line with forecast project spend-down. This package includes carry forward of: \$4.57 million River District TIF, Interstate TIF and HOME resources awarded during the 2011 NOFA to Greenview Terrace, Lifeworks NW and the Medford; \$2.48 million of North Macadam TIF funding for Block 49 - Affordable Veterans Housing; \$1.43 million of Interstate TIF funding for the King Parks project; and \$775,000 for the MLK-Cook-Fargo Project.

Dollar Amount: (\$14,096,766)
Type: Mid-Year Reductions
Resources: New Revenues

HC_007 - Spring BMP - Occupy Portland Expenses

PHB is requesting that City Council approve a \$21,680 allocation of one-time General Fund resources. This will allow PHB to reimburse Cascadia Behavioral Health and JOIN for expenses incurred while providing services to vulnerable and mentally ill individuals during the Occupy Portland protests.

Dollar Amount: \$21,680
Type: New Request
Resources: General Fund Discretionary

HC_008 - Spring BMP - New Revenues

PHB is requesting City Council approval to increase bureau appropriation by \$1.5 million. This package includes the addition of \$565,000 of property purchase proceeds for the Yards at Union Station project; a \$255,000 cash transfer of Headwaters bond reserves from the Housing Investment Fund to the Headwaters enterprise fund bond reserve; and \$170,000 of Headwaters excess revenues reserve to make a partial deferred developer fee interest payment.

Dollar Amount: \$1,504,632
Type: New Request
Resources: New Revenues

BUDGET AMENDMENT REQUEST

Portland Housing Bureau

PERIOD Spring BuMP

FISCAL YEAR FY 2011-12

HC_009 - Spring BMP - Reductions

PHB is requesting City Council approval to reduce bureau appropriation by \$1.02M. This package is primarily composed of a \$910,000 reduction in opportunity funding in the Lents URA due to reduced forecast TIF revenues.

Dollar Amount: **(\$1,024,688)**

Type: Mid-Year Reductions

Resources: New Revenues

HC_010 - Spring BMP - General Fund Carryover

PHB is requesting City Council approval to carry \$137,000 of one-time General Fund resources forward. This will allow PHB time to effectively deliver on the outcomes and deliverables identified in the FY 2011/12 "Citywide Housing Strategy" decision package.

Dollar Amount: **(\$137,000)**

Type: Carryover Request

Resources: General Fund Discretionary

Business Area Projection Report

General Fund

	Spring BuMP Revised Budget	FY 2011-12 YTD Actuals Thru AP8	Spring BuMP Year-End Projection	% of Projected Actuals to Revised Bud
Portland Housing Bureau				
EXPENDITURES				
Personnel Services	\$471,193	\$258,128	\$471,193	100%
External Materials and Services	\$11,787,512	\$6,081,363	\$11,539,391	98%
Internal Materials and Services	\$29,215	(\$34,454)	\$20,000	68%
TOTAL EXPENDITURES	\$12,287,920	\$6,305,037	\$12,030,584	98%
REVENUES				
Charges for Services	\$0	\$1,373	\$1,373	0%
Intergovernmental Revenues	\$863,553	\$331,220	\$642,805	74%
Miscellaneous	\$0	\$922	\$922	0%
General Fund Discretionary	\$11,424,367	\$0	\$11,385,484	100%
TOTAL REVENUES	\$12,287,920	\$333,514	\$12,030,584	98%

Bureau Projection Narrative

Significant variances between budget and projected actuals are explained below.

[Internal M&S] - PHB's internal M&S budget is actually \$1.06M and the bureau projects to spend virtually all this appropriation. The percentage displayed on this report, however, includes TIF indirect cost recovery as well, which posts as a negative internal M&S expense; thus, it appears the bureau has a minimal internal M&S budget when that is not the case.

[Intergovernmental Revenues] - PHB's intergovernmental revenues project to be only 74% of the budgeted amount. This is because the bureau is recovering less indirect cost than anticipated from Federal grant sources due to vacancies in positions funded substantially by Federal sources.

Fund Projection Report Portland Housing Bureau

	Spring BuMP Revised Budget	FY 2011-12 YTD Actuals Thru AP8	Spring BuMP Year-End Projection	% of Projected Actuals to Revised Bud
Housing Investment Fund				
EXPENDITURES				
Unappropriated Fund Balance	\$0	\$0	\$124,266	
Personnel Services	\$730,225	\$448,917	\$686,422	94%
External Materials and Services	\$9,085,014	\$1,290,477	\$1,711,305	19%
Fund Transfers - Expense	\$322,001	\$45,111	\$322,011	100%
Contingency	\$638,167	\$0	\$0	0%
TOTAL EXPENDITURES	\$10,775,407	\$1,784,505	\$2,844,004	26%
REVENUES				
Budgeted Beginning Fund Balance	\$1,945,649	\$0	\$452,486	23%
Charges for Services	\$269,800	\$234,774	\$336,887	125%
Intergovernmental Revenues	\$182,700	\$105,590	\$182,700	100%
Interagency Revenue	\$4,000	\$0	\$4,000	100%
Fund Transfers - Revenue	\$3,855	\$0	\$3,855	100%
Bond and Note	\$7,648,058	\$401,282	\$401,922	5%
Miscellaneous	\$721,345	\$598,389	\$1,462,154	203%
TOTAL REVENUES	\$10,775,407	\$1,340,035	\$2,844,004	26%

Fund Projection Narrative

Significant variances between budget and projected actuals are explained below.

[External M&S] - PHB projects to spend only 17% of its external M&S budget because PHB has not yet committed the remaining \$7M of the section 108 loan guarantee resources to projects.

[Bond & Note Revenues] - PHB projects to collect only 5% of the budgeted bond and note revenues because it has not drawn resources from HUD to finance section 108 projects. See External M&S above for additional detail.

[Miscellaneous Revenues] - PHB projects to collect 203% of budgeted miscellaneous revenues due primarily to a \$550k loan payoff on the Stadium Place project.

[Charges for Services] - PHB projects to collect 125% of budgeted charges for services because revenue activity in the Limited Tax Abatement and Mortgage Credit Certificate programs has exceeded staff projections.

Business Area Projection Report

Federal Grants Fund

	Spring BuMP Revised Budget	FY 2011-12 YTD Actuals Thru AP8	Spring BuMP Year-End Projection	% of Projected Actuals to Revised Bud
Portland Housing Bureau				
EXPENDITURES				
Unappropriated Fund Balance	\$0	\$0	\$126,921	0%
Personnel Services	\$664,621	\$367,085	\$587,191	88%
External Materials and Services	\$5,131,871	\$1,692,208	\$3,830,590	75%
Contingency	\$327,120	\$0	\$0	0%
TOTAL EXPENDITURES	\$6,123,612	\$2,059,293	\$4,544,702	74%
REVENUES				
Budgeted Beginning Fund Balance	\$199,793	\$0	\$199,793	100%
Intergovernmental Revenues	\$5,923,819	\$2,553,224	\$4,344,909	73%
TOTAL REVENUES	\$6,123,612	\$2,553,224	\$4,544,702	74%

Bureau Projection Narrative

Significant variances between budget and projected actuals are explained below.

[Personnel Services] - PHB projects to spend only 88% of its personnel services budget because of underspending in the Lead Abatement and Healthy Homes grant programs.

[External M&S] - PHB projects to spend only 75% of its external M&S budget in this fund because only \$800k of the \$1.9M budgeted for Lead Abatement is projected to spend down.

[Intergovernmental Revenues] - PHB projects to be reimbursed only 73% of the budgeted intergovernmental revenues because these grants operate on a reimbursement basis and bureau expenses project to be less than budgeted (due to the aforementioned factors).

Fund Projection Report Portland Housing Bureau

	Spring BuMP Revised Budget	FY 2011-12 YTD Actuals Thru AP8	Spring BuMP Year-End Projection	% of Projected Actuals to Revised Bud
Community Development Block Grant Fund				
EXPENDITURES				
Personnel Services	\$1,775,863	\$987,054	\$1,492,324	84%
External Materials and Services	\$13,105,437	\$3,419,432	\$9,032,183	69%
Internal Materials and Services	\$126,095	\$57,005	\$90,000	71%
Bond Expenses	\$489,000	\$405,546	\$489,000	100%
Contingency	\$1,134,379	\$0	\$0	0%
TOTAL EXPENDITURES	\$16,630,774	\$4,869,037	\$11,103,507	67%
REVENUES				
Intergovernmental Revenues	\$16,630,774	\$5,031,677	\$11,103,507	67%
Miscellaneous	\$0	\$7,847	\$0	0%
TOTAL REVENUES	\$16,630,774	\$5,039,525	\$11,103,507	67%

Fund Projection Narrative

Significant variances between budget and projected actuals are explained below.

[Personnel Services] - PHB personnel services projects to only spend 84% of budget. This is due to bureau vacancies in positions funded substantially by CDBG resources

[External M&S] - External M&S projects to spend only 69% of budget for two main reasons. First, \$2.65M of opportunity funding for affordable housing projects was not awarded in the bureau's recent NOFA; this will be re-appropriated in the Fall BMP. (Note: To ensure transparency, PHB budgets available opportunity resources despite knowing these funds will not necessarily be entirely spent or committed by year-end.) Second, PHB projects that approximately \$1M of housing project-related appropriation will be encumbered but not spent by year-end; these amounts will be carried forward in the Fall BMP.

[Internal M&S] - Internal M&S projects to spend only 71% of appropriation because some OMF service providers funded by CDBG resources (e.g., grants department) have billed less staff time to PHB on a month-to-month basis than the interagency budget available.

[Intergovernmental Revenues] - PHB projects to be reimbursed only 67% of the budgeted intergovernmental revenues because the CDBG grant operates on a reimbursement basis and bureau expenses project to be less than budgeted (due to the aforementioned factors).

Fund Projection Report Portland Housing Bureau

	Spring BuMP Revised Budget	FY 2011-12 YTD Actuals Thru AP8	Spring BuMP Year-End Projection	% of Projected Actuals to Revised Bud
HOME Grant Fund				
EXPENDITURES				
Personnel Services	\$384,077	\$243,618	\$370,666	97%
External Materials and Services	\$5,227,070	\$1,573,212	\$4,648,048	89%
Contingency	\$1,064,315	\$0	\$0	0%
TOTAL EXPENDITURES	\$6,675,462	\$1,816,831	\$5,018,714	75%
REVENUES				
Charges for Services	\$0	\$250	\$0	0%
Intergovernmental Revenues	\$6,675,462	\$1,537,887	\$5,018,714	75%
Miscellaneous	\$0	\$40	\$0	0%
TOTAL REVENUES	\$6,675,462	\$1,538,177	\$5,018,714	75%

Fund Projection Narrative

Significant variances between budget and projected actuals are explained below.

[External M&S] - External M&S projects to spend only 89% of budget because approximately \$400k of housing project-related appropriation will be encumbered but not spent by year-end; these balances will be carried forward in the Fall BMP.

[Intergovernmental Revenues] - PHB projects to be reimbursed only 75% of the budgeted intergovernmental revenues because the HOME grant operates on a reimbursement basis and bureau expenses project to be less than budgeted (due to the aforementioned factors).

Fund Projection Report Portland Housing Bureau

	Spring BuMP Revised Budget	FY 2011-12 YTD Actuals Thru AP8	Spring BuMP Year-End Projection	% of Projected Actuals to Revised Bud
Tax Increment Financing Reimbursement				
EXPENDITURES				
Unappropriated Fund Balance	\$0	\$0	\$5,587,865	
Personnel Services	\$2,032,074	\$1,228,844	\$1,837,662	90%
External Materials and Services	\$53,480,591	\$34,118,682	\$44,659,364	84%
Internal Materials and Services	\$1,034,895	\$689,930	\$934,895	90%
Capital Outlay	\$1,563,882	\$0	\$1,563,822	100%
Bond Expenses	\$40,000	\$0	\$40,000	100%
Fund Transfers - Expense	\$73,744	\$49,163	\$73,744	100%
Contingency	\$897,000	\$0	\$0	0%
TOTAL EXPENDITURES	\$59,122,186	\$36,086,618	\$54,697,352	93%
REVENUES				
Budgeted Beginning Fund Balance	\$119,685	\$0	\$119,685	100%
Charges for Services	\$0	\$6,191	\$9,022	
Intergovernmental Revenues	\$52,404,857	\$32,605,021	\$45,126,208	86%
Fund Transfers - Revenue	\$0	\$3,855	\$3,855	
Miscellaneous	\$6,597,644	\$6,641,420	\$9,438,582	143%
TOTAL REVENUES	\$59,122,186	\$39,256,487	\$54,697,352	93%

Fund Projection Narrative

Significant variances between budget and projected actuals are explained below.

[External M&S] - External M&S projects to spend only 84% of budget for two main reasons. First, \$5.4M of opportunity funding for affordable housing projects in the Convention Center, River District and South Park Blocks URA's was not awarded this fiscal year; this will be re-appropriated in the Fall BMP. (Note: To ensure transparency, PHB budgets available opportunity resources despite knowing these funds will not necessarily be entirely spent or committed by year-end.) Second, PHB projects that approximately \$3.0M of housing project-related appropriation (e.g., Block 49 / Gray's Landing, various Scattered Site projects) will be encumbered but not spent by year-end; these amounts will be carried forward in the Fall BMP.

[Intergovernmental Revenues] - PHB projects to be reimbursed only 86% of the budgeted intergovernmental revenues because the PHB-PDC IGA operates on a reimbursement basis and TIF expenses project to be less than budgeted (due to the aforementioned factors).

[Miscellaneous Revenues] - Miscellaneous revenues project to be 143% of the budgeted amount because of a \$3.55M loan payoff on the Museum Place project.

Fund Projection Report Portland Housing Bureau

	Spring BuMP Revised Budget	FY 2011-12 YTD Actuals Thru AP8	Spring BuMP Year-End Projection	% of Projected Actuals to Revised Bud
Headwaters Apartment Complex				
EXPENDITURES				
Unappropriated Fund Balance	\$0	\$0	\$177,724	
External Materials and Services	\$1,000	\$0	\$1,000	100%
Capital Outlay	\$191,000	\$0	\$191,000	100%
Bond Expenses	\$786,748	\$265,874	\$786,000	100%
Fund Transfers - Expense	\$0	\$1,219	\$0	0%
Contingency	\$254,335	\$0	\$0	0%
TOTAL EXPENDITURES	\$1,233,083	\$267,093	\$1,155,724	94%
REVENUES				
Budgeted Beginning Fund Balance	\$166,448	\$0	\$0	0%
Intergovernmental Revenues	\$812,300	\$643,465	\$900,000	111%
Fund Transfers - Revenue	\$254,335	\$0	\$254,335	100%
Miscellaneous	\$0	\$926	\$1,389	
TOTAL REVENUES	\$1,233,083	\$644,391	\$1,155,724	94%

Fund Projection Narrative

Significant variances between budget and projected actuals are explained below.

[Intergovernmental Revenues] - PHB projects intergovernmental revenues at 111% of budget because net program income has slightly exceeded expectations.

Portland Housing Bureau - FY 2011-12 Spring BMP
Decision Package Status Update

Dec Pkg	Description	FTE	GF Ongoing	GF One Time	Other Rev	Total	Status Update
ADOPTED BUDGET ADD PACKAGES							
HC_04	Homeownership Programs & Services Funding for homeowner and homebuyer support programs substantially targeted to minority communities.	-	0	250,000	0	250,000	Funds are fully contracted with five nonprofit providers. Activities are 75% complete. Client-level outcome data received through end of second quarter (12/2011), and progress toward full contracted outcomes is on track. Third quarter outcomes data (through 3/2012) expected April 30.
HC_05	Housing Access Services Funding for programs providing information & referral, as well as advocacy and case management for low-income renters confronting homelessness, eviction, housing discrimination and unhealthy housing conditions.	-	0	456,300	0	456,300	Funds are fully contracted with three nonprofit providers. Activities are 75% complete. Client-level outcome data received through end of second quarter (12/2011), and progress toward full contracted outcomes is on track. Third quarter outcomes data (through 3/2012) expected April 30.
HC_06	Shelter & Emergency Services Funding for the three types of shelters PHB invests in -- year-round, winter and severe weather.	-	0	1,734,000	0	1,734,000	Funds are fully contracted with seven nonprofit providers and Multnomah County, and activities are 75% complete. Client-level outcome data received through end of second quarter (12/2011), and progress toward full contracted outcomes is on track. Third quarter outcomes data (through 3/2012) expected April 30.
HC_02	Prevention & Rapid Re-housing Funding for this highly effective tool to prevent eviction, to keep people housed, and to rapidly end homelessness for most families or individuals.	-	0	1,900,000	0	1,900,000	Funds are fully contracted with three nonprofit providers, Multnomah County and Home Forward. Home Forward administers the Short Term Rent Assistance program through subcontracts with nineteen community-based nonprofit providers, including eight culturally-specific providers. Activities are 75% complete. Client-level outcome data received through end of second quarter (12/2011), and progress toward full contracted outcomes is on track. Third quarter outcomes data (through 3/2012) expected April 30.
HC_01	Bud Clark Commons Operating Costs Funding for Bud Clark Commons operating costs.	-	0	390,000	0	390,000	Funds are fully contracted to one nonprofit provider and Home Forward. Activities are 75% complete. Client-level outcome data received through end of second quarter (12/2011), and progress toward full contracted outcomes is on track. Third quarter outcomes data (through 3/2012) expected April 30.

Portland Housing Bureau - FY 2011-12 Spring BMP

Decision Package Status Update

Dec Pkg	Description	FTE	GF Ongoing	GF One Time	Other Rev	Total	Status Update
HC_08	Portland Plan: In-Depth Housing Strategy Funding for development of a 25-year comprehensive housing policy reflecting the goals of the Portland Plan and the PHB Strategic Plan.	-	0	150,000	0	150,000	The Citywide Housing Strategy will be a linking document between the Portland Plan and PHB Strategic Plan that assesses housing need and opportunity throughout the city, geographically targets existing resources and programs, develops new tools and policies to meet unmet housing needs and creates a foundation for PHB resource development. Funds will be used for data collection and mapping, community outreach and PHB staff time. PHB is currently in the process of executing contracts with non-profits serving minority communities for community engagement and outreach. PHB is requesting that \$137k be carried forward in the Spring BMP so this project can resume and be completed in FY 2012/13.
HC_12	OMF I/A Adds	-	0	3,592	0	3,592	These interagency increases are reflected in PHB's FY 2011/12 interagency appropriations.

Portland Housing Bureau - FY 2011-12 Spring BMP

Decision Package Status Update

Dec Pkg	Description	FTE	GF Ongoing	GF One Time	Other Rev	Total	Status Update
ADOPTED BUDGET REDUCTION PACKAGES							
HC_11	OMF I/A Reductions	-	(6,010)	0	0	(6,010)	These interagency savings are reflected in PHB's FY 2011/12 interagency appropriations.
HC_09	1.5% Reduction This reduction package includes a true ongoing component comprising of staffing reductions in addition to the one-time reduction of ongoing General Fund discretionary. The bulk of the reduction is to various contracts in the Shelter & Emergency Services area, 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 FY 2011-12 include a General Fund funding component; however the General Fund portion of funding is very small compared to CDBG and TIF.	(3.00)	(92,658)	0	(86,628)	(179,286)	Shelter & emergency services contract and non-profit sponsorship budgets have been reduced in FY 2011/12. Additionally, the following positions were eliminated: a vacant Senior Administrative Specialist providing support to the Ending Homelessness Team; a Business Systems Analyst that supporting the Asset Management & Loan Servicing team; and a Program Manager on the Policy and Planning team. Duties of these three positions have been absorbed by existing staff or through data system consolidation and improvement.
HC_10	Staffing Reductions Due to a forecast decline in housing development resources, the bureau is continuing staffing reductions that occurred in FY 2010-11. This package includes the reduction of six positions.	(6.00)	0	0	(249,016)	(249,016)	The following positions have been eliminated: a vacant Senior Community Outreach & Information Representative on the Planning & Policy team; a vacant Program Coordinator position on the Housing Access & Stabilization team; a vacant Program Coordinator and two filled Housing Development Finance Coordinator positions on the Housing Development team; and a Senior Community Outreach & Information Representative on the Neighborhood Housing team. PHB has addressed the service impact of these reductions in two ways. First, certain functions have been absorbed by other bureau personnel. And second, bureau organization and business processes have been redesigned in response to the shifting focus and nature of PHB's work.

Portland Housing Bureau - FY 2011-12 Spring BMP

Decision Package Status Update

Dec Pkg	Description	FTE	GF Ongoing	GF One Time	Other Rev	Total	Status Update
FALL BMP CARRYOVER PACKAGES							
HC_004	Fall BMP - General Fund Carryover \$494k carried forward to provide funding for contracts with JOIN and New Avenues For Youth to complete services under the "Mayor's Homeless Emergency Funding" decision package. The remaining \$85k will provide funding for seven contracts continuing into FY 2011/12 (e.g., Red Cross Emergency Shelter, Home Forward).	-	0	579,022	0	579,022	The majority (\$494k) of the carried over budget supports the completion of the "Mayor's Homeless Emergency Funding" decision package. Funds were fully contracted to two nonprofit partnerships selected through a competitive RFP process. Activities are 90% complete (contracts began in October and November, 2010). While spending was on-time for completion within original one-year contract duration, providers indicated that greater program success would be possible within existing program budgets if PHB allowed slightly longer contract durations. PHB extended both contracts through June 2012. PHB Provided full update to City Council on 04/20/2011. Client-level outcome data received through end of fifth quarter (12/2011), and progress exceeds contracted outcomes. Final outcomes data (through 06/2012) expected July 2012.

Portland Housing Bureau - FY 2011-12 Spring BMP
Service Improvement Plan Update

#	Description	Status Update
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.	PHB has completed a substantial portion of the work in this area and will continue progress into FY 12-13. As part of the loan guidelines work, PHB and OMF have begun discussion to address PHB's loan portfolio balances and loan repayments. Staff is currently analysing PHB's loan portfolio to identify distressed loans as part of this work. 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 is scheduled for completion by June 30, 2013.
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.	The Housing Development Software (HDS) project implementation is on track. The majority of the system configuration for the Funds Management module has been completed. Federal data (IDIS) has been imported into the system and the initial work on the loan servicing data conversion has been initiated. In the coming months the project will continue finalizing the funds management configuration and conduct initial Single Family Module configurations. Work on the Multi-Family and Asset Management modules is scheduled to begin in late spring.
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.	Baseline data have been established with technical assistance from Coalition of Communities of Color and PSU. Targets (i.e., equity goals) have been developed for each of the Bureau's four investment priority program areas (rental housing, ending homelessness, neighborhood housing and safety net programs). Program and contract managers will work with contractors to establish 1-3 year strategies to reach goals in 2012-13 contracts, including reporting data that can be measured against established goals.