



Commissioner Nick Fish
City of Portland

Date: February 4, 2013

To: Mayor Charlie Hales
Commissioner Amanda Fritz
Commissioner Steve Novick
Commissioner Dan Saltzman

From: Commissioner Nick Fish and Director Traci Manning

Subject: FY 2013-14 Portland Housing Bureau Requested Budget

We are pleased to submit the Requested Budget for the Portland Housing Bureau (PHB).

We continue to make progress by aligning programs with our strategic plan, improving transparency and accountability, implementing our equity agenda, investing in our community, and advancing our core mission in the face of declining resources.

As you know, we face a perfect storm: a rising tide of need, a national recession, high unemployment, federal sequestration and declining state and local resources.

Our requested budget reflects community priorities and the City's core business. It includes over \$2.3 million in cuts to local and federal support for critical programs serving low-income Portlanders. We have taken great care to align with our partners and leverage our resources to invest in proven, cost-effective strategies.

As in past years, PHB's General Fund allocation primarily funds programs that help people prevent homelessness or end their homelessness as quickly as possible.

We are requesting \$1,083,863 in General Fund to fund priority programs. At the top of our list is funding to keep the men's homeless shelter, Clark Center, open.

Despite the challenges, we enter the new fiscal year with optimism. With Council's support, we opened veteran's housing at Gray's Landing in the South Waterfront, and preserved homes for older adults and the disabled through our 11x13 Preservation Campaign. We are making progress on our plan to end homelessness, and in removing barriers to housing choice in the private rental market.

We are grateful for Council's historic support of our mission and look forward to continuing this work.



PORTLAND HOUSING ADVISORY COMMISSION

Jesse Beason
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Date: February 4, 2013

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Re: PHB FY 2013-14 Requested Budget

The Portland Housing Advisory Commission (PHAC) appreciates the opportunity to comment on the Portland Housing Bureau's (PHB) FY 2013-2014 requested budget. We are committed to the mission, vision and values of the Portland Housing Bureau and support the progress PHB has made in implementing its Strategic Plan.

We endorse the Bureau's Proposed Budget and want to highlight the following considerations.

At this time in Portland, home has a special meaning. It separates those without a safe and secure place of their own from greater Portland. Despite the commitment to house our community, too many have been left behind. The promise of a home calls us to address the racial and ethnic disparities in Portland. This year's budget process has been a particular challenge. There is increasing community need for PHB-funded programs amidst federal and local cuts to meet those needs. These cuts mean moving fewer people out of homelessness, preventing fewer evictions and foreclosures, creating fewer opportunities for new homeowners of color, and building fewer affordable homes.

At this time in Portland, we encourage the City Council to seize the opportunity before you. The Portland Housing Bureau has, with our partners, made progress in achieving our Strategic Plan to help those most in need in our community. Our coalition of trusted nonprofit service providers, affordable housing developers, advocates and other jurisdictions employ best practices to combat issues of homelessness, the minority homeownership gap, foreclosure, housing discrimination, the lack of affordable housing and racial and ethnic inequity. Our challenge lies not in identifying vulnerable people or solutions, but in providing enough resources to meet the rising tide of need.

We believe PHB has made the sound choice of focusing community resources on the most serious unmet housing needs. We strongly support fully funding the requested budget and ask that you support it as well. We would like to request your consideration of the following principles that have rooted our approach to the budget review.

We advised PHB to prioritize programs and strategies that are core to PHB's mission and Strategic Plan. PHB invests in proven, cost-effective strategies implemented by talented partners. We recommended that PHB make targeted and data-driven budget decisions based on performance and the ability to meet outcomes. Our budget process has examined all of PHB's resources, not just City General Funds. We advised PHB to simultaneously avoid cuts to programs with significant leverage and programs without any other sources of funding.

The Coalition of Communities of Color report highlighted disparities in our community. As an advisory body to PHB, we encourage the Director and staff to accept the challenge underscored in the report by creating a more inclusive community and fulfilling the promise of PHB's Strategic Plan goal, which commits us to ensure equitable access to housing in Portland. This means working hand in hand with community members and leaders from communities of color, culturally specific organizations and mainstream organizations to develop strategies that significantly reduce the disparities highlighted in the report. We are a stronger community when everyone has access to a place to call home.

In the past year, under the leadership of Director Traci Manning, the staff at PHB has methodically worked to implement the Bureau's equity agenda. The work of equity is woven throughout all business lines and in every programmatic area of PHB. With the goal of ensuring greater access to PHB-funded programs and the removal of barriers to housing for communities of color, staff has applied an equity lens to all of our funding processes and sub-recipient contract goals.

The ripple effect of this work can be seen in the new approaches our partners are taking to ensure greater access to their programs. At Transition Projects, the city's largest homeless shelter provider, the board adopted an equity plan that directs the organization to examine the racial/ethnic composition of people served and the impact of their outcomes. The organization is seeking new culturally specific partners and will host an equity summit in the spring. Cascadia Behavioral Healthcare has an inclusion and equity staff council, where they are identifying new ways to recruit, retain and train culturally competent staff and staff from communities of color to improve their service to diverse clients. The Minority Homeownership Assistance Collaborative, consisting of the culturally specific organizations PCRI, NAYA Family Center, African American Alliance for Homeownership and Hacienda CDC, have helped prepare families for homeownership and made their dreams of homeownership become a reality. In the 10 Year Plan Reset process, the new framework for our community's strategies to end homelessness, we aim to weave equity throughout all aspects of the plan.

Thank you for your commitment to addressing the unmet housing needs of members of our community and for your support of the PHAC and the Portland Housing Bureau. We urge you to fully fund both the base budget and the add back decision packages. We feel PHB has taken a balanced and strategic approach amidst significant challenges.

At this time in Portland, we are faced with difficult choices. We have too few resources to meet the growing need. However, by investing in homes, we cast our hopes for a future where kids do not sleep on the street, your race/ethnicity doesn't determine your ability to own a home and your community extends beyond the four walls of your house.

Sincerely,

A handwritten signature in black ink, appearing to read 'Jesse Beason', with a long horizontal line extending to the right.

Jesse Beason
PHAC Chair

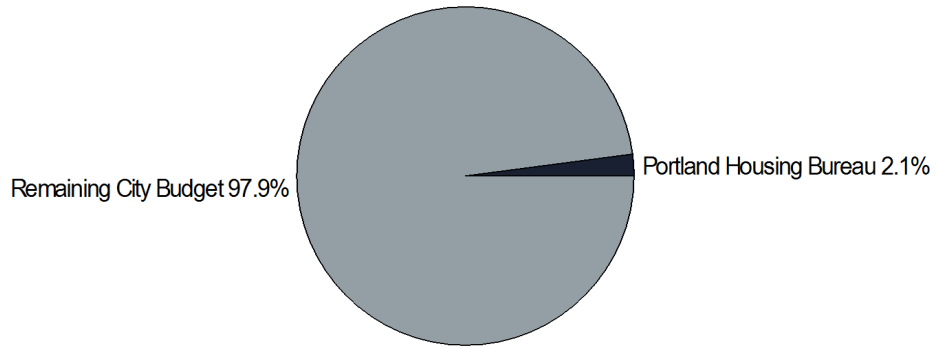
Portland Housing Bureau

Community Development Service Area

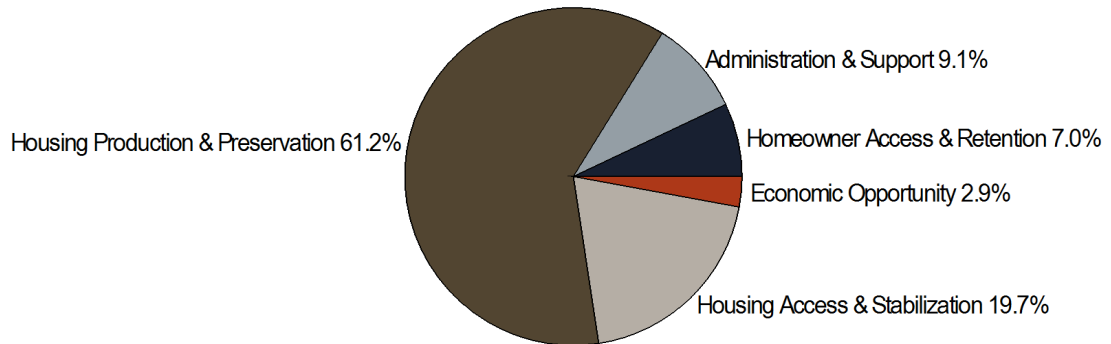
Nick Fish, Commissioner-in-Charge

Traci Manning, Director

Percent of City Budget

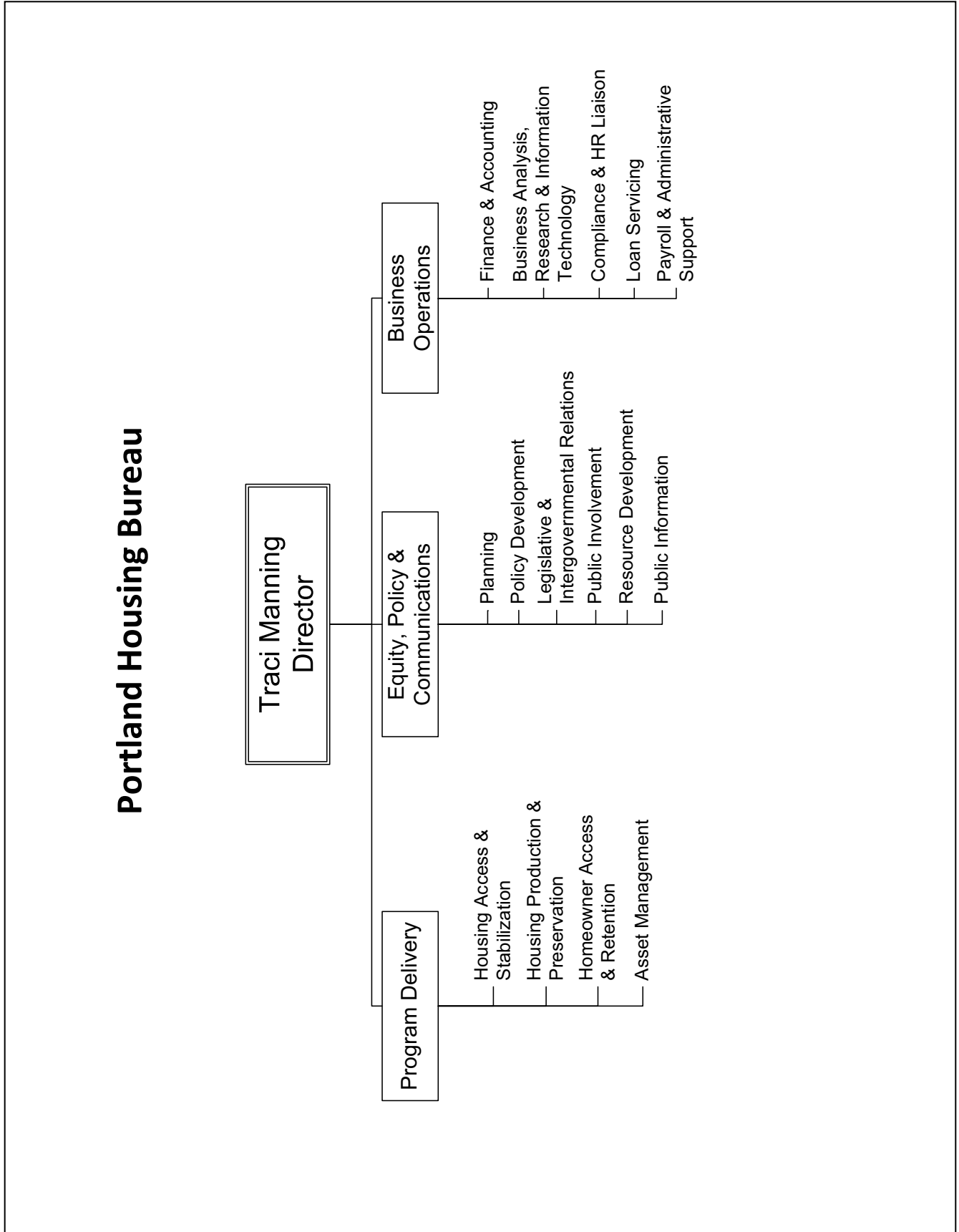


Bureau Programs



Bureau Overview

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



Bureau Summary

Bureau Mission

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

Bureau Overview

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

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

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

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

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

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

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

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

Strategic Direction

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

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

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

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

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

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

PHB Vision

PHB's vision is as follows:

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

PHB Values

PHB upholds the following values:

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

Summary of Budget Decisions

Federal Funding Reductions

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

Portland Housing Bureau

Community Development Service Area

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

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

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

90% Base Budget

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

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

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

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

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

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

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

Budget Approach

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

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

PHB Budget & Staffing

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

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

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

Portland Housing Bureau

Community Development Service Area

Prioritizing Equity

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

Add-Back Packages

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

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

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

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

Keep the Clark Center Open

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

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

Preserve the Safety Net

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

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

*Permanent Housing and
Access for Vulnerable
Populations*

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

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

Portland Housing Bureau

Community Development Service Area

Stabilize Families and Prevent Foreclosure

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

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

Administration & Support

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

Director's Office

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

Business Operations Division

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

Equity, Policy, and Communications

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

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

Goals The goals of the Director's Office include:

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

Portland Housing Bureau

Community Development Service Area

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

The goals of the Business Operations Division include:

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

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

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

Performance

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

Changes to Services and Activities

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

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

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

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

Portland Housing Bureau
Community Development Service Area

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

Economic Opportunity

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

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

Goals Information on goals is available in the PDC budget.

Performance Information on performance is available in the PDC budget.

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

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

Housing Access & Stabilization

Description

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

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

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

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

Goals

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

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

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

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

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

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

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

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

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

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

Performance

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

Changes to Activities and Services

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

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

Housing Production & Preservation

Description

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

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

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

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

Goals

This team has four major goals:

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

Performance

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

Changes to Services and Activities

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

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

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

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

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

Portland Housing Bureau

Community Development Service Area

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

Homeowner Access & Retention

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

Portland Housing Bureau

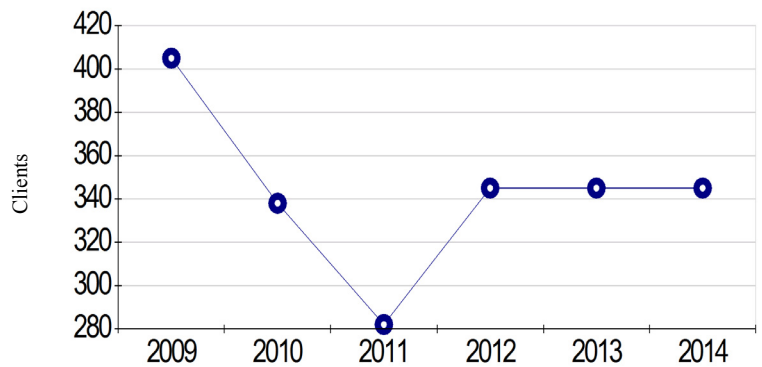
Community Development Service Area

FTE & Financials	Actual FY 2010-11	Actual FY 2011-12	Revised FY 2012-13	Requested No DP FY 2013-14	Requested FY 2013-14
FTE	11.00	8.25	8.79	8.79	8.79
Expenditures					
Healthy Homes	7,237	987,421	2,783,103	543,662	543,662
Home Repair	5,068,847	1,901,428	2,075,906	1,955,481	1,955,481
Homebuyer & Foreclosure Education/Counseling	651,487	890,425	783,036	644,625	712,576
Homebuyer Financial Assistance	2,641,132	1,196,103	2,465,330	1,107,464	1,107,464
Homeowner Access & Retention	1,408	0	0	0	0
Homeownership Development	5,116,660	103,903	12	0	0
Tax Exemption & Fee Waiver	0	154,181	281,328	330,134	330,134
Total Expenditures	13,486,771	5,233,461	8,388,715	4,581,366	4,649,317
Performance	Actual FY 2010-11	Actual FY 2011-12	Yr End Est. FY 2012-13	Base FY 2013-14	Target FY 2013-14
Effectiveness					
Number of households receiving homebuyer education/ counseling and purchasing homes	282	345	345	225	345
Households receiving foreclosure prevention services		893	445	400	445
Percent utilization of M/W/ESB contracts in new housing construction (contract \$ awarded)	NA	25%	25%	25%	25%
Efficiency					
Average investment per household for elderly/disabled receiving small home repairs	\$1,136	\$1,130	\$1,140	\$1,140	\$1,140
Investment per household for owner occupied home repairs	\$13,292	\$13,466	\$13,500	\$13,500	\$13,500
Average SDC exemption for homeownership development	\$12,140	\$14,048	\$14,000	\$14,000	\$14,000
Workload					
Number of Households receiving homebuyer education or counseling	1,384	1,919	1,920	1,250	1,920
Number of owner occupied home repair loans	41	37	35	35	35
Number of homeownership units assisted by limited tax exemptions	137	107	105	105	105
Number of Units assisted by SDC waivers	143	104	100	100	100
Number of households attending homebuyer fairs	810	964	964		
Number of elderly/disabled households receiving small scale home repairs	1,510	1,269	1,300	1,300	1,300

Performance Measures

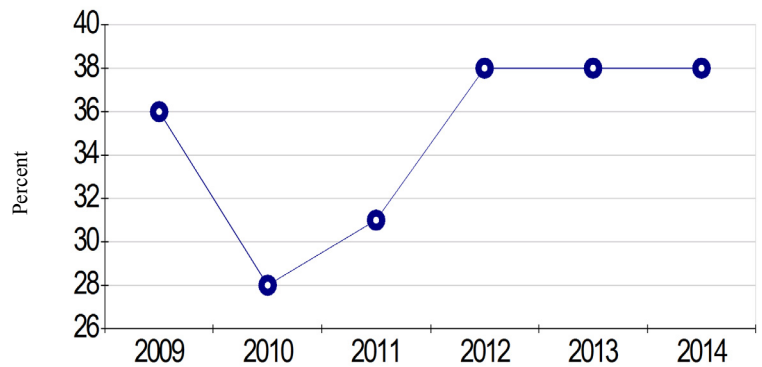
Number of Clients Purchasing Homes

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



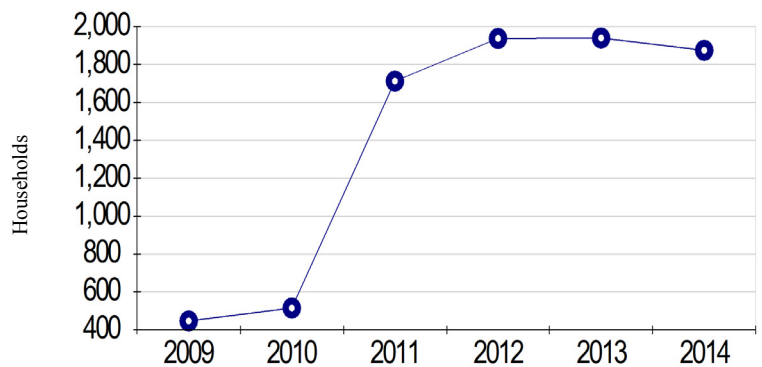
Percent of Exits from Shelter into Stable Housing

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



Households Receiving Placement Rent Assistance

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



Portland Housing Bureau

Summary of Bureau Budget

Community Development Service Area

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

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



	Actual FY 2010-11	Actual FY 2011-12	Revised FY 2012-13	Requested No DP FY 2013-14	Requested FY 2013-14	Proposed FY 2013-14
Resources						
Charges for Services	323,718	383,746	218,924	322,275	322,275	
Intergovernmental	1,786,098	214,914	138,500	139,894	139,894	
Bond & Note	4,704,000	400,000	7,531,938	0	0	
Miscellaneous	1,497,216	1,947,509	789,000	608,600	608,600	
Total External Revenues	8,311,032	2,946,169	8,678,362	1,070,769	1,070,769	
Fund Transfers - Revenue	0	3,855	0	0	0	
Interagency Revenue	46,248	0	0	0	0	
Total Internal Revenues	46,248	3,855	0	0	0	
Beginning Fund Balance	3,088,123	2,932,326	750,821	580,267	580,267	
Total Resources	11,445,403	5,882,350	9,429,183	1,651,036	1,651,036	
Requirements						
Personnel Services	739,062	668,830	877,961	1,009,784	1,009,784	
External Materials and Services	5,621,744	1,605,728	8,048,521	299,495	299,495	
Total Bureau Expenditures	6,360,806	2,274,558	8,926,482	1,309,279	1,309,279	
Debt Service	12,983	0	0	0	0	
Contingency	0	0	126,605	124,015	124,015	
Fund Transfers - Expense	2,139,288	322,001	376,096	217,742	217,742	
Total Fund Expenditures	2,152,271	322,001	502,701	341,757	341,757	
Ending Fund Balance	2,932,326	3,285,791	0	0	0	
Total Requirements	11,445,403	5,882,350	9,429,183	1,651,036	1,651,036	

Fund Overview

The Housing Investment Fund (HIF) supports the City's housing initiatives, all of which serve to develop or preserve affordable housing in Portland or help low- and moderate-income individuals to access affordable housing. These programs include the Section 108 loan program, the Risk Mitigation Pool, fee-supported activities (e.g., administration of City limited tax abatements and system development charge waivers) and other Portland Housing Bureau (PHB) programs and activities. The bureau processes HIF loan activity directly. This includes processing loan disbursements, recording loan receivables, and receipting program income associated with loan repayments.

Loan Activity

Effective with the July 1, 2010 transition of affordable housing operations from PDC to the City, PHB began processing loan activity directly. This includes processing loan disbursements, recording loan receivables, and receipting program income associated with loan repayments.

Indirect Programs

In addition to subfunds for the Homeless Management Information System match and Risk Mitigation Pool, PHB also established sub-funds in the HIF to track the bureau's "indirect programs" as follows:

- ◆ Limited tax abatement program fees
- ◆ System development charge program fees
- ◆ Mortgage Credit Certificate program

Carryover Appropriations remaining at the end of the fiscal year are carried over in the fall supplemental budget process of the following fiscal year. The supplemental budget includes obligated carryover, appropriation for projects that have been authorized and budgeted in the prior year, and carryover appropriation for expanded projects or new requests.

Managing Agency Portland Housing Bureau

Significant Changes from Prior Year

The Housing Investment Fund budget is lower in FY 2013-14 for the following two main reasons:

- ◆ Section 108 loan resources decline, reflecting the completion of several affordable housing projects; approximately half of the funds have been expended.
- ◆ Resources allocated to fund the implementation of HDS system are not included in FY 2013-14, given that the project is slated to be completed within FY 2012-13

	Actual FY 2010-11	Actual FY 2011-12	Revised FY 2012-13	Requested No DP FY 2013-14	Requested FY 2013-14	Proposed FY 2013-14
Resources						
Charges for Services	0	200	0	0	0	0
Intergovernmental	12,654,774	5,733,959	15,803,383	11,460,682	10,690,504	
Bond & Note	0	1,400,000	0	6,000,000	6,000,000	
Miscellaneous	9,300	1,058,897	1,064,000	854,000	854,000	
Total External Revenues	12,664,074	8,193,056	16,867,383	18,314,682	17,544,504	
Fund Transfers - Revenue	20,716	0	87,322	0	0	
Total Internal Revenues	20,716	0	87,322	0	0	
Beginning Fund Balance	1,576,438	1,143,733	0	0	0	
Total Resources	14,261,228	9,336,789	16,954,705	18,314,682	17,544,504	
Requirements						
Personnel Services	2,069,619	1,481,959	1,606,224	1,194,904	1,194,904	
External Materials and Services	8,626,024	7,306,133	13,536,706	15,093,798	14,482,811	
Internal Materials and Services	1,870,304	95,959	30,000	30,000	30,000	
Total Bureau Expenditures	12,565,947	8,884,051	15,172,930	16,318,702	15,707,715	
Debt Service	551,548	405,547	495,000	495,000	495,000	
Contingency	0	0	1,286,775	1,500,980	1,341,789	
Total Fund Expenditures	551,548	405,547	1,781,775	1,995,980	1,836,789	
Ending Fund Balance	1,143,733	47,191	0	0	0	
Total Requirements	14,261,228	9,336,789	16,954,705	18,314,682	17,544,504	

Fund Overview

Revenues

The Community Development Block Grant (CDBG) Fund accounts for the City's CDBG entitlement from the United States Department of Housing and Urban Development (HUD), loan repayments, lien payments, revenue generated from CDBG-funded activities, carryover funds from prior years, private leveraged resources, and interest and repayments for float activities.

Structure

This fund is an annual entitlement grant fund that is reimbursed by the federal government for actual expenditures less any program income received. Because requests for reimbursement cannot exceed expenditures less program income, the fund will not have an ending balance. Effective with the affordable housing transition from the Portland Development Commission (PDC) to the Portland Housing Bureau (PHB), the bureau began processing CDBG loan activity directly. This includes processing loan disbursements, recording loan receivables, and receipting loan repayment program income.

Carryover

Entitlement appropriations remaining at the end of the fiscal year are carried over in the fall supplemental budget process of the following fiscal year. The supplemental budget includes obligated carryover, appropriation for projects that have been authorized and budgeted in the prior year, and carryover appropriation for expanded projects or new requests.

Managing Agency

Portland Housing Bureau

Significant Changes from Prior Year

Federal Entitlements PHB has budgeted 10% less entitlement funding for the FY 2013-14 Adopted Budget than in the FY 2012-13 Adopted, as a result of federal budget reductions.

	Actual FY 2010-11	Actual FY 2011-12	Revised FY 2012-13	Requested No DP FY 2013-14	Requested FY 2013-14	Proposed FY 2013-14
Resources						
Charges for Services	43	1,401	0	0	0	0
Intergovernmental	6,016,099	2,432,762	7,958,356	5,179,469	4,887,430	
Bond & Note	0	246,000	0	0	0	0
Miscellaneous	443	266,676	418,164	206,300	206,300	
Total External Revenues	6,016,585	2,946,839	8,376,520	5,385,769	5,093,730	
Total Internal Revenues	0	0	0	0	0	0
Beginning Fund Balance	114,040	998,925	0	0	0	0
Total Resources	6,130,625	3,945,764	8,376,520	5,385,769	5,093,730	
Requirements						
Personnel Services	363,477	367,338	362,300	362,951	362,951	
External Materials and Services	4,768,223	3,578,135	7,801,886	5,011,647	4,719,608	
Total Bureau Expenditures	5,131,700	3,945,473	8,164,186	5,374,598	5,082,559	
Contingency	0	0	212,334	11,171	11,171	
Total Fund Expenditures	0	0	212,334	11,171	11,171	
Ending Fund Balance	998,925	291	0	0	0	0
Total Requirements	6,130,625	3,945,764	8,376,520	5,385,769	5,093,730	

Fund Overview

The HOME program is a federal entitlement program of the United States Department of Housing and Urban Development. The purpose of the grant is to assist local governments with the development of affordable housing.

Portland HOME Consortium

The Portland HOME Consortium consists of the City of Portland, the City of Gresham, and Multnomah County. Portland is the lead partner of the consortium and is responsible for receiving and administering the HOME grant.

Structure

The HOME Grant Fund is reimbursed by the federal government for actual expenditures less program income. Since requests for reimbursement cannot exceed expenditures less program income, the fund will not have an ending balance. The bureau processes HOME loan activity directly. This includes processing loan disbursements, recording loan receivables, and receipting program income associated with loan repayments.

Carryover

Entitlement appropriations remaining at the end of the fiscal year are carried over in the fall supplemental budget process of the following fiscal year. The supplemental budget includes obligated carryover, appropriation for projects that have been authorized and budgeted in the prior year, and carryover appropriation for expanded projects or new requests.

Managing Agency

Portland Housing Bureau

Significant Changes from Prior Year**Entitlement**

The Portland Housing Bureau has budgeted 10% less in federal entitlement funding for the FY 2013-14 Adopted Budget than it did in the FY 2012-13 Adopted. This is due to the federal government passing a budget that significantly cuts domestic discretionary spending.

	Actual FY 2010-11	Actual FY 2011-12	Revised FY 2012-13	Requested No DP FY 2013-14	Requested FY 2013-14	Proposed FY 2013-14
Resources						
Charges for Services	31,776	15,623	0	0	0	0
Intergovernmental	30,406,693	40,117,097	46,697,494	27,596,979	27,596,979	27,596,979
Bond & Note	0	0	2,942,360	0	0	0
Miscellaneous	6,739,089	9,174,758	5,744,000	2,909,800	2,909,800	2,909,800
Total External Revenues	37,177,558	49,307,478	55,383,854	30,506,779	30,506,779	30,506,779
Fund Transfers - Revenue	2,118,572	0	0	0	0	0
Total Internal Revenues	2,118,572	0	0	0	0	0
Beginning Fund Balance	347,833	2,290,667	3,629,820	0	0	0
Total Resources	39,643,963	51,598,145	59,013,674	30,506,779	30,506,779	30,506,779
Requirements						
Personnel Services	2,097,702	1,822,427	1,698,501	2,382,762	2,382,762	2,382,762
External Materials and Services	33,805,471	43,251,449	55,381,787	26,268,143	26,268,143	26,268,143
Internal Materials and Services	1,450,123	1,034,895	702,234	903,062	903,062	903,062
Total Bureau Expenditures	37,353,296	46,108,771	57,782,522	29,553,967	29,553,967	29,553,967
Debt Service	0	15,000	0	0	0	0
Contingency	0	0	646,917	83,073	83,073	83,073
Fund Transfers - Expense	0	73,744	584,235	869,739	869,739	869,739
Total Fund Expenditures	0	88,744	1,231,152	952,812	952,812	952,812
Ending Fund Balance	2,290,667	5,400,630	0	0	0	0
Total Requirements	39,643,963	51,598,145	59,013,674	30,506,779	30,506,779	30,506,779

Fund Overview

The Tax Increment Financing (TIF) Reimbursement Fund accounts for the reimbursement of housing-related costs that are funded from tax increment proceeds in the various Portland Development Commission (PDC) urban renewal areas. Eligible costs will be incurred by the Portland Housing Bureau (PHB) for each individual urban renewal area, and then reimbursed by PDC. The bureau processes loan activity directly. This includes processing loan disbursements, recording loan receivables, and receipting program income associated with loan repayments. TIF affordable housing program income is netted from TIF reimbursements from PDC.

Carryover

Appropriations remaining at the end of the fiscal year are carried over in the fall supplemental budget process of the following fiscal year. The supplemental budget includes obligated carryover, appropriation for projects that have been authorized and budgeted in the prior year, and carryover appropriation for expanded projects or new requests.

Managing Agency

Portland Housing Bureau

Significant Changes from Prior Year

Education URA	During FY 2012-13, PHB established a sub-fund in to track affordable housing resources and activities associated with the newly-established Education URA in Southwest Portland.
30% Set Aside Policy Renewal	In October 2011, Council passed the renewal of the 30% TIF set-aside policy, the City policy that dedicates a portion of TIF resources to affordable housing investment. Updates were made to the calculation of the set-aside funds from expenditure based to revenue based using a blended methodology that includes actual expenditures from 2006-2012 and forecasted bond revenue from 2012 - 2015. Program income now remains with the agency where it was generated and staffing and overhead costs are included within set-aside calculations.
Decline in TIF Resources	Due to the combined impact of expiring urban renewal districts and growth in property values that is weaker than previously forecasted, PHB is projecting a decline in available TIF resources for affordable housing over the next three to five years.

	Actual FY 2010-11	Actual FY 2011-12	Revised FY 2012-13	Requested No DP FY 2013-14	Requested FY 2013-14	Proposed FY 2013-14
Resources						
Intergovernmental	1,060,568	1,015,468	860,000	860,000	860,000	
Miscellaneous	0	1,938	0	1,293	1,293	
Total External Revenues	1,060,568	1,017,406	860,000	861,293	861,293	
Fund Transfers - Revenue	0	254,335	0	0	0	
Total Internal Revenues	0	254,335	0	0	0	
Beginning Fund Balance	0	284,260	0	0	0	
Total Resources	1,060,568	1,556,001	860,000	861,293	861,293	
Requirements						
External Materials and Services	1,014	176	62,914	65,000	65,000	
Total Bureau Expenditures	1,014	176	62,914	65,000	65,000	
Debt Service	775,294	977,735	797,086	796,293	796,293	
Total Fund Expenditures	775,294	977,735	797,086	796,293	796,293	
Ending Fund Balance	284,260	578,090	0	0	0	
Total Requirements	1,060,568	1,556,001	860,000	861,293	861,293	

Fund Overview

This fund reflects expenses and revenues for the City-owned Headwaters Apartment complex. The property is managed by the Portland Development Commission (PDC) through a property management firm. Tenant revenue is collected by PDC (per bond covenants) and the net income after property management and insurance costs is sent to the Portland Housing Bureau (PHB) monthly. PHB is responsible for making the semi-annual debt service payments on the bonds sold for the construction of the property with this revenue.

Managing Agency Portland Housing Bureau



Decision Package Summary

Bureau: Portland Housing Bureau

Priority: 06

Type: Reductions

Decision Package: HC_01 - Federal Entitlement Grant Sequestration

Program: Several

	FY 2013-14 Requested 1 Time DP	FY 2013-14 Requested Ongoing DP	FY 2013-14 Requested Total DP	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	FY 2017-18 Estimated Budget
EXPENDITURES							
External Materials and Services	0	(1,090,314)	(1,090,314)	0	0	0	0
Contingency	0	(159,191)	(159,191)	0	0	0	0
TOTAL EXPENDITURES	0	(1,249,505)	(1,249,505)	0	0	0	0
REVENUES							
Intergovernmental Revenues	0	(1,249,505)	(1,249,505)	0	0	0	0
TOTAL REVENUES	0	(1,249,505)	(1,249,505)	0	0	0	0

Description:

PHB projects that our allocation of federal funds from HUD will be reduced up to 10% due to “sequestration”. The proposed budget includes projected cuts to CDBG by \$770,210 and HOME by \$292,039. We also projected a \$78,216 reduction to the Emergency Solutions Grant and \$109,072 reduction to Housing Opportunities for People with HIV/AIDS (HOPWA). PHB’s Requested Budget reflects cuts in each of these funds achieved through programmatic reductions based on PHB Strategic Plan priorities. More than 30% of the PHB budget is made up of federal funding. Because of federal funding rules, only a small percentage of our funds can be used for public services. The 10% cut in these funds not only indicates a permanent funding loss, but it also constricts the proportional amount of the flexible amount of federal funding that can be used for core services essential to the housing stability of the people we serve. This year, we project that of the \$770,210 cut to CDBG, \$450,000 will have to be cut from programs providing services, and our other sources of funding cannot be used to backfill these because they are more prescriptive and can only be used for “bricks and sticks”.

Expected Results:

Below is a sample of the impacts that result because of the projected federal cuts:

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

Decision Package Summary

Bureau: Portland Housing Bureau

Priority: 05

Type: Unfunded Ongoing

Decision Package: HC_02 - Budget Note Clarification

Program: Several

	FY 2013-14 Requested 1 Time DP	FY 2013-14 Requested Ongoing DP	FY 2013-14 Requested Total DP	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	FY 2017-18 Estimated Budget	
EXPENDITURES								
External Materials and Services	0	0	0	327,635	172,467	178,504	184,751	0
TOTAL EXPENDITURES	0	0	0	327,635	172,467	178,504	184,751	0
REVENUES								
General Fund Discretionary	0	0	0	327,635	172,467	178,504	184,751	0
TOTAL REVENUES	0	0	0	327,635	172,467	178,504	184,751	0

Description:

The FY 2012-13 Adopted budget includes the following Budget Note. "Council directs the Office of Management and Finance to add sustainable funding for the Safety Net to the FY 2013-14 5-year forecast. The Office of Management and Finance should increase the Portland Housing Bureau's current appropriation level target by \$4,600,000, which will replace the bureau's historic reliance on one-time funds." The City Budget Office made a literal interpretation of the Budget Note, and does not intend to add a COLA to this amount as it does with the rest of PHBs ongoing General Fund discretionary funding. While a literal translation, this decision does not appear to meet the spirit of the Budget Note, that of adding "sustainable funding for the Safety net". PHB uses General Fund discretionary funds primarily for Safety Net services, and not adding an annual COLA (as is done with virtually all ongoing General Fund discretionary) reduces resources available to these programs due to inflation. This package seeks to clarify the Budget Note by requesting the COLA on the \$4.6 million ongoing funding be added to the forecast beginning in FY 2014-15, in an amount retroactive to FY 2013-14.

Expected Results:

Decision Package Summary

Bureau: Portland Housing Bureau

Priority: 07 **Type:** Bureau Adds

Decision Package: HC_03 - I/A Providers Add-Back Package

Program: Business Operations

	FY 2013-14 Requested 1 Time DP	FY 2013-14 Requested Ongoing DP	FY 2013-14 Requested Total DP	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	FY 2017-18 Estimated Budget	
EXPENDITURES								
Internal Materials and Services	0	37,662	37,662	0	0	0	0	0
TOTAL EXPENDITURES	0	37,662	37,662	0	0	0	0	0
REVENUES								
General Fund Discretionary	0	37,662	37,662	0	0	0	0	0
TOTAL REVENUES	0	37,662	37,662	0	0	0	0	0

Description:
 Most OMF interagency providers have prepared add back packages to restore funding up to 100% CSL. These add back packages are to restore services that were either cut to get to 90% CSL, or to add back different packages as realignments. PHB is matching these add back packages with their own single decision package per OMF request and CBO direction.

Expected Results:
 OMF will provide expected results in their packages

Decision Package Summary

Bureau: Portland Housing Bureau

Priority: 01

Type: Realignments

Decision Package: HC_04 - Keep the Clark Center Open

Program: Shelter & Emergency Services

	FY 2013-14 Requested 1 Time DP	FY 2013-14 Requested Ongoing DP	FY 2013-14 Requested Total DP	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	FY 2017-18 Estimated Budget	
EXPENDITURES								
External Materials and Services	0	424,650	424,650	0	0	0	0	0
TOTAL EXPENDITURES	0	424,650	424,650	0	0	0	0	0
REVENUES								
General Fund Discretionary	0	424,650	424,650	0	0	0	0	0
TOTAL REVENUES	0	424,650	424,650	0	0	0	0	0

Description:

The Clark Center is a 90-bed shelter for single homeless men. The program, operated by Transition Projects, provides shelter to 688 homeless men annually, assisting them in finding permanent housing and stability. Men primarily access the Clark Center through the Bud Clark Commons Day Center. A waiting list is maintained that averages more than 250 names.

The program offers the following services:

- Emergency shelter for up to four months, including meals
- Initial assessments and referrals to supportive services
- Housing placement services with an emphasis on rapid placement into housing
- Financial assistance for application fees, move-in costs and obtaining identification
- Case management
- Ongoing housing retention support.

PHB funds approximately 72% of the Clark Center budget with a mix of General Fund and federal sources.

This decision package aligns with Portland Plan Action #81, which includes continuing implementation of effective, long-term solutions and integration of housing programs with other essential support services, and working with Multnomah County to maintain a safety net for emergency housing needs.

Expected Results:

Failure to fund this decision package will result in service cuts that will eliminate or reduce the following annual outcomes:

- 90-bed, facility-based shelter capacity
- 688 homeless men served, of which 43% will move to stable housing

Decision Package Summary

Bureau: Portland Housing Bureau

Priority: 02

Type: Bureau Adds

Decision Package: HC_05 - Preserve the Safety Net

Program: Shelter & Emergency Services

	FY 2013-14 Requested 1 Time DP	FY 2013-14 Requested Ongoing DP	FY 2013-14 Requested Total DP	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	FY 2017-18 Estimated Budget	
EXPENDITURES								
External Materials and Services	0	331,050	331,050	0	0	0	0	0
TOTAL EXPENDITURES	0	331,050	331,050	0	0	0	0	0
REVENUES								
General Fund Discretionary	0	331,050	331,050	0	0	0	0	0
TOTAL REVENUES	0	331,050	331,050	0	0	0	0	0

Description:

Provide funding for critical emergency services to vulnerable homeless populations. Youth Shelter will provide 30 beds of year-round shelter for youth. Winter Recuperation Care and Winter Shelter provide a safe, warm place to sleep and shelter from severe, life-threatening weather conditions from November through April—the coldest months of the year—to women and medically vulnerable individuals.

Winter Recuperative Care provides funding to serve 10 medically fragile homeless adults in a recuperative facility where they are connected with a medical provider and housing. Each winter, the City provides funding to a non-profit partner to operate a winter shelter for vulnerable homeless women during the winter. Funding also supports additional winter shelter capacity to SAFES women’s shelter. The Youth Shelter serves 229 homeless youth each year.

This decision package aligns with Portland Plan Action #81, which includes continuing implementation of effective, long-term solutions and integration of housing programs with other essential support services, and working with Multnomah County to maintain a safety net for emergency housing needs.

Expected Results:

Failure to fund this decision package will result in service cuts that will eliminate or reduce the following annual outcomes:

- 85 beds for highly vulnerable homeless women experiencing mental illness, fleeing from domestic violence and the elderly available during the coldest months from November through April
- 530 homeless women served
- 10 beds of recuperative housing for medically vulnerable homeless transitioning out of the hospital
 - o 75% of which move into stable housing
 - o 100% secure a permanent medical provider
- 30 beds serving homeless youth
 - o 25 homeless youth served
 - o 5 youth placed into stable housing
 - o 40% youth are from communities of color

Decision Package Summary

Bureau: Portland Housing Bureau

Priority: 03

Type: Bureau Adds

Decision Package: HC_06 - Perm Housing & Access for Vulnerable Populations

Program: Supportive Housing, Access & Stabilization, Shelter

	FY 2013-14 Requested 1 Time DP	FY 2013-14 Requested Ongoing DP	FY 2013-14 Requested Total DP	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	FY 2017-18 Estimated Budget
EXPENDITURES							
External Materials and Services	0	216,300	216,300	0	0	0	0
TOTAL EXPENDITURES	0	216,300	216,300	0	0	0	0
REVENUES							
General Fund Discretionary	0	216,300	216,300	0	0	0	0
TOTAL REVENUES	0	216,300	216,300	0	0	0	0

Description:

Provide funding for programs that support permanent housing outreach, placement, services and stabilization for vulnerable people. These programs employ our communities' most effective strategies to end homelessness and stabilize people with significant barriers in housing. They support the Strategic Plan by employing best practices known to transition vulnerable people from the streets and into stable homes.

Programs include mental health homeless outreach and housing placement, homeless street outreach, housing placement and retention, alcohol and drug free communities, Key Not a Card rent assistance and housing placement for chronically homeless families, Rose City Resource Guide, Rent Well, Youth Transitional Housing and Community Engagement Program.

This decision package aligns with Portland Plan Action #81, which includes continuing implementation of effective, long-term solutions and integration of housing programs with other essential support services, and working with Multnomah County to maintain a safety net for emergency housing needs.

Expected Results:

Failure to fund this decision package will result in service cuts that will eliminate or reduce the following annual outcomes:

- 1 mental health street outreach worker will be funded, resulting in 140 street outreach contacts to unsheltered mentally ill individuals and 15 people not placed into permanent housing and retention support.
- 12 homeless individuals in recovery from addictions will receive transition housing and support.
- 5 chronically homeless individuals with multiple disabilities will secure permanent housing and support.
- 9 chronically homeless families, the majority of whom are from communities of color, will secure permanent housing and support.
- 6,000 resource guides will be available annually to homeless and low-income people
- 15 civic and community agencies will have access to the resource guide
- 300 graduates from Rent Well will have landlord guarantees
- 8 youth will receive transitional housing and support, 5 of which will be placed into permanent housing

Decision Package Summary

Bureau: Portland Housing Bureau

Priority: 04

Type: Bureau Adds

Decision Package: HC_07 - Stabilize Families and Prevent foreclosure

Program: Homebuyer Education and Counseling

	FY 2013-14 Requested 1 Time DP	FY 2013-14 Requested Ongoing DP	FY 2013-14 Requested Total DP	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	FY 2017-18 Estimated Budget	
EXPENDITURES								
External Materials and Services	0	74,201	74,201	0	0	0	0	0
TOTAL EXPENDITURES	0	74,201	74,201	0	0	0	0	0
REVENUES								
General Fund Discretionary	0	74,201	74,201	0	0	0	0	0
TOTAL REVENUES	0	74,201	74,201	0	0	0	0	0

Description:

Provide funding for programs that build the pipeline of potential homebuyers from communities of color and help homeowners retain their home. The Portland housing market had a disproportionate impact on low-income households that has resulted in displacement, gentrification and clusters of people of color living in neighborhoods with less opportunity. These programs support our Equity Agenda, which implements our commitment to equity in opportunity into our Strategic Plan. The North and Northeast Homeowner Retention program provides case management, foreclosure prevention counseling, and information and referrals to assist senior (55 years old or more) homeowners in North and Northeast Portland to retain their homes or transition to other affordable housing. It also provides case management to low-income households facing the possibility of losing their homes. Services include identification of barriers to maintaining their homes, information and referral, and applying for federal disability and medical subsidies, temporary loan modification, and applying for permanent loan modification or refinancing.

This decision package aligns with Portland Plan Action #80, which is to support programs that move people of color into homeownership and develop clear strategies and targets; and utilize and strengthen the existing capacity of nonprofit partners to provide effective home ownership assistance to households of color.

Expected Results:

Failure to fund this decision package will result in service cuts that will eliminate or reduce the following annual outcomes:

- 671 households from communities of color will receive homeownership counseling and education, 20% who become homeowners
- 45 households outside of North and Northeast Portland will be served by the homeownership retention program, 87 will remain in their homes, and the rest will be helped to transition into alternate affordable housing

Portland Housing Bureau

FY 2013-2018 Five-Year Financial Forecast

Overview

The Portland Housing Bureau (PHB) has a variety of funding sources for the provision of affordable housing in the City of Portland and throughout the region. In general, the challenge for PHB over the five-year forecast period is maintaining affordable housing delivery levels in the face of diminishing resources.

Tax increment financing (TIF) availability drops from a bubble of spending from 2009 through 2014 at level of \$40-54 million to a new normal in the \$17-23 million range. This reflects a slight increase in available TIF funding over the forecast period due to a more positive revenue outlook in some urban renewal areas (URA). As noted in previous forecasts, the TIF spending bubble tends to stretch out due to project timing. Loan income for both the HIF and the major entitlement grant funds continues to decline over the period as well due loans paying off or restructures.

U.S. Department of Housing and Urban Development (HUD) entitlement grant amounts reflect an assumed 10% reduction in available funds for FY 2013-14. These grants are projected at these new lower levels, and flat over the forecast due to the increased scrutiny of federal budget deficits.

The forecast accounts for the conversion of bureau serial one-time funding (\$4.6 million) to ongoing funding starting in FY 2013-14, which gives the bureau an ongoing General Fund discretionary allocation of approximately \$11 million. However the \$4.6 million does not receive an annual COLA due an interpretation of the CBO.

The reductions in TIF and federal funds have driven the right-sizing of both the delivery and administrative structure of the bureau; 8 positions eliminated in FY 2010-11, 10 in FY 2011-12, two in FY 2012-13, and while none in FY 2013-14 up to 4-8 more over the remaining four years of the forecast depending on competitive grant funding.

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Resources	Actual	Revised	Forecast	Forecast	Forecast	Forecast	Forecast
General Fund	11,661,692	11,757,365	11,325,384	11,591,940	11,910,838	12,103,565	12,297,150
Housing Investment Fund	4,317,099	3,226,673	2,728,070	2,352,806	2,248,301	2,229,741	2,215,963
CDBG	10,146,459	16,801,705	11,544,504	9,076,715	8,579,945	7,988,181	7,822,486
HOME	3,695,049	8,748,820	5,093,730	3,326,301	2,942,683	2,832,173	2,889,143
Federal Grants	3,804,261	7,242,648	3,868,152	3,307,649	3,198,648	2,198,649	2,198,649
Section 108	1,050,048	1,556,494	6,000,000	-	-	-	-
Tax Increment Financing	51,771,666	41,193,570	34,201,436	19,851,098	23,232,057	17,406,990	21,515,205
Headwaters	1,301,333	1,253,871	1,350,371	1,452,664	1,554,889	1,654,405	1,754,566
Total	\$ 87,747,606	\$ 91,781,146	\$ 76,111,647	\$ 50,959,172	\$ 53,667,363	\$ 46,413,704	\$ 50,693,163
Requirements							
General Fund	11,661,692	11,757,365	11,325,384	11,591,939	11,910,839	12,103,565	12,297,150
Housing Investment Fund	4,317,099	3,226,673	2,728,070	2,352,806	2,248,301	2,229,741	2,215,963
CDBG	10,146,459	16,801,705	11,544,504	9,076,715	8,579,945	7,988,181	7,822,486
HOME	3,695,049	8,748,820	5,093,730	3,326,301	2,942,683	2,832,173	2,889,143
Federal Grants	3,804,261	7,242,648	3,868,152	3,307,650	3,198,649	2,198,649	2,198,650
Section 108	1,050,048	1,556,494	6,000,000	-	-	-	-
Tax Increment Financing	51,771,665	41,193,569	34,201,436	19,851,098	23,232,059	17,406,990	21,515,205
Headwaters	1,301,333	1,253,871	1,350,371	1,452,664	1,554,889	1,654,405	1,754,566
Total	\$ 87,747,606	\$ 91,781,146	\$ 76,111,647	\$ 50,959,173	\$ 53,667,364	\$ 46,413,704	\$ 50,693,163

The following is a brief discussion of the outlook for these and other funding sources. It contains forward-looking statements that are subject to change by future policy direction of the City Council and/or bureau management. Below is a table that shows the major funding resources and requirements for PHB. The forecast shows bureau funding stabilizing at approximately \$50 million starting in FY 2014-15; in FY 2013-14 if prior year carry forward funds are not counted. Details by funding source follow, as does the bureaus cost of service study.

Note that some fund summaries reflect unbudgeted working capital in order to show the movement of unused funds from one fiscal year to the next where it may be utilized.

General Fund

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2013-14	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Resources	Actual	Revised	Base	90 % Base	Request	Forecast	Forecast	Forecast	Forecast
Intergovernmental	75,000	75,000							
Grant Indirect Charges	577,454	479,536	405,923	405,923	405,923	395,779	409,552	361,385	376,201
General Fund Discretionary									
One-Time	4,332,310	4,909,753							
Ongoing	6,078,601	5,861,971	10,838,629	9,754,766	10,838,629	11,113,129	11,415,989	11,654,549	11,830,912
Encunbrance c/o	578,027	343,166							
Space Rental/Services	14,313	50,939	73,332	73,332	73,332	75,532	77,798	80,132	82,536
Miscellaneous	5,987	37,000	7,500	7,500	7,500	7,500	7,500	7,500	7,500
Total	11,661,692	11,757,365	11,325,384	10,241,521	11,325,384	11,591,940	11,910,839	12,103,565	12,297,150
Requirements									
Personnel Services	429,517	294,863	548,314	548,314	548,314	582,067	553,882	576,591	600,231
External/Internal M&S	913,247	1,199,750	964,451	964,451	1,002,113	1,058,595	1,146,602	1,247,975	1,319,979
Contracts									
Planning, Policy & Communications			40,700	40,700	40,700	41,412	42,448	42,488	43,000
One-Time	10,643	139,400							
Housing Access & Stabilization	5,388,182	4,899,538	9,256,919	8,295,656	9,267,656	9,435,099	9,681,272	9,735,876	9,818,940
One-Time	4,684,784	4,723,814							
Housing Access & Retention			515,000	392,400	466,601	474,767	486,636	500,636	515,000
One-Time	235,319	500,000							
Total	\$11,661,692	\$11,757,365	\$11,325,384	\$10,241,521	\$11,325,384	\$11,591,939	\$11,910,839	\$12,103,565	\$12,297,150

Historical Look

PHB has been identified as a General Fund bureau for a number of years, despite the majority of its' funding coming from entitlement grants. This funding mix began to change in FY 2006-07 when over \$6 million in one-time General Fund discretionary resources were allocated to the bureau in the fall supplemental budget adjustment (BuMP).

General Fund Discretionary

Most of these one-time resources were targeted to ongoing core program commitments (primarily in the area of Homeless Services). Funding ongoing needs with one-time funds created a structural imbalance, or gap, in the bureau's General Fund budget. Many of these services are funded with other sources, but PHB is leveraging these sources to the maximum, as there are grant restrictions on these types of services. For example, Community Development Block Grant (CDBG) and HOME grant funds may be used for rent assistance and shelter, but only within specified limits – both of these entitlements grants are more of a “bricks and sticks” resource.

As a result of the structural imbalance created in FY 2006-07, each subsequent annual budget submission included a substantial request for General Fund discretionary resources (sometimes ongoing, sometimes one-time) to fill the gap. Unfortunately, the gap has been filled primarily with additional one-time funds. In FY 2012-13, the City Council directed that \$4.6 million of this serial one-time funding be converted to ongoing for the future.

In terms of the bureau's original FY 2013-14 ongoing General Fund discretionary allocation of \$10.8 million, approximately \$9.5 million is targeted to program delivery (again primarily Homeless Services) in the form of pass-through contracts with sub-recipient agencies. The remaining funds cover Homeless Services program delivery staff, and indirect staffing and costs. Indirect staffing include portions of those positions in the Director's Office and Policy and Planning involved with homeless policy setting and planning, as well as Business Operations where the processing of the sub-recipient contracts occurs. Indirect costs include building rent, Office of Management and Finance (OMF) interagencies, and other miscellaneous costs.

Internal Resources

Bureau internal resources consist primarily of indirect cost recovery charges to the CDBG, Lead, and TIF Reimbursement Funds. The bureau levies an 81.75% indirect charge (as outlined in the City's A-87 cost allocation plan, approved by HUD) against the program staff costs in each of these funds. This rate may change during the budget process when OMF completes its review of bureau indirect rates. These charges offset the indirect costs (not staffing costs, which are charged directly) not attributable to the General Fund, while keeping those costs in one accounting area for ease of tracking and administration. An additional resource is revenue from the Office of Equity for subletting space and some administrative services on PHBs floor in the Commonwealth Building. Future Look

For FY 2013-14, PHB still faces gaps in General Fund discretionary resources. These gaps could include:

1. The bureau made a number of shifts in staff funding due to both the conversion of formerly one-time General Fund to ongoing, and the need to free up CDBG Admin and Planning cap resources for sub-recipients administration costs and an increased focus on asset management. The shift of staffing costs to the General Fund was accomplished without impacting programs due to increases in indirect cost recovery resources and reductions in net operating costs.
2. In order to meet budget direction to submit a ninety percent General Fund base budget, PHB made reductions totally \$1,083,863. While add backs in this amount have been requested, it is not certain how much if any may be restored to the bureau budget

In addition to these gaps, the bureau funds a number of homeownership and rental access and stabilization programs with tax increment financing resources. While an excellent tool within urban renewal areas, limiting these programs to those areas does not match with the bureaus' equity agenda. Outside of urban renewal areas, General Fund dollars are a potential tool to provide these non-"bricks and sticks" services Citywide. But the larger issue is that resources are declining, and the City needs to consider the development of other affordable housing resources.

It should be noted that PHB expects to significantly improve alignment with Multnomah County and Home Forward over the next few years in the area of homeless services as part of the 10 Year Reset. These three jurisdictions invest considerable local, state and federal resources in programs designed to end people's homelessness. With ongoing collaboration and shared analysis, PHB and its partner jurisdictions hope to both improve outcomes for people and ensure the best possible use of public funds.

Housing Investment Fund

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Resources	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Fund Balance	-	954,090	566,921	270,042	200,000	200,000	200,000
Charges for Services	377,552	555,674	322,275	328,720	345,326	352,233	359,277
Intergovernmental Revenues	199,915	138,500	139,894	144,319	148,921	150,092	151,286
Loan Payoffs/Property Sales	650,237	-	-	-	-	-	-
Interest	21,868	6,100	6,292	6,000	6,000	6,000	5,900
Working Capital	2,232,568	872,309	1,086,688	998,725	943,054	916,417	913,500
Program Income	834,959	700,000	606,000	605,000	605,000	605,000	586,000
Total	4,317,099	3,226,673	2,728,070	2,352,806	2,248,301	2,229,741	2,215,963
Requirements							
Personnel Services	668,829	896,135	1,044,561	931,251	917,383	897,741	931,425
External M&S	695,220	488,142	297,000	237,500	243,500	244,500	245,500
Transfers	322,001	288,774	217,742	141,000	71,000	74,000	77,000
Working Capital	2,631,049	1,453,622	1,068,767	943,055	916,418	913,500	862,037
Contingency	-	100,000	100,000	100,000	100,000	100,000	100,000
Total	4,317,099	3,226,673	2,728,070	2,352,806	2,248,301	2,229,741	2,215,962

Historical Look

The HIF was formally created in 1995 as a means to achieve the City's housing goals as established in Metro 2040 plan and provide gap financing for housing projects that fulfilled the goals of the Livable City Housing Initiatives and the strategies developed by the Livable City Housing Council. The City Council allocated totaled \$34.6 million over the five year period. The funds were almost exclusively transferred to PDC for housing development and retention programs. These funds were tracked in a PDC Housing Investment Fund that is now merged with the City HIF. A significant portion of the funds were packaged into loans.

Loan Portfolio

The portfolio of loans in the HIF is currently valued at approximately \$20 million. The discounted value is estimated to be about \$6 million. The following discussion gives insight not only into the HIF loan portfolio, but also the bureaus entire portfolio in general. The CDBG, HOME, and URA funds contain the other portions of the bureau loan portfolio.

The HIF portfolio is made up of several different types of loans: cash flow loans, equity gap loans, amortized loans, and deferred payment loans. Cash flow loans make up almost \$11 million of the book value of the portfolio. Equity gap loans make up about \$5 million of the portfolio. An Equity gap loan is a "last resort" financing product, used only when other financing has been maximized and the housing project does not generate sufficient cash flow (after operating expenses and required senior debt service) to allow loan payments back to PHB.

Equity gap loans differ from grants in that grants cannot be used in projects that also use tax credits. Cash flow loans, like equity gap loans, make payments to PHB only when there are net revenues after paying all expenses and other debt service. These types of loans contribute to the highly discounted value of the portfolio. They also limit the program income that accrues back to PHB.

As the bureau looks to more aggressively restructure loans to ensure the long term viability of the City's affordable housing infrastructure, there is additional downward pressure on loan income.

Indirect Programs

The City Council further directed that a Development Fee (SDC) Waiver program for affordable housing be implemented within the resources of the HIF, a program now administered by PHB. The program is intended to assist developers by reducing their costs when building affordable housing, exempting them from paying SDCs levied by the City when they build residential housing units meeting program requirements. PHB also manages the Limited Tax Exemption Program for single (HOLTE) and multi-family properties (MULTE), taking the duties over from PDC and the Bureau of Planning and Sustainability in FY 2010-11. The LTE programs offer eligible homebuyers who purchase newly constructed homes in certain parts of Portland a ten-year limited property tax exemption. In addition similar exemptions are offered on multi-family properties, both for-profit and not-for-profit.

A third program that is managed by bureau staff and that also indirectly makes housing more affordable is the Mortgage Credit Certificate Program (MCC). MCC is an IRS-approved tax credit, which reduces homeowners' federal income taxes as long as they keep the loan and continuously occupy the home as their principal residence. The maximum amount of the MCC tax credit equals 20 percent of the annual mortgage interest paid on the homebuyer's first mortgage loan. In calendar year 2012 the bureau processed 68 certificates valued at approximately \$1.8 million over the life of the loans.

Fees are paid by applicants for the LTE, SDC, and MCC programs to cover some of the cost of administration. Sub-funds within the HIF track the income that pays County recording fees and staffing costs for programs. Adjustments to SDC fees were made July 1, 2010, and PHB will be looking at changes to those fees as well as those for the LTE programs in the near future. Fee structures are discussed in the Cost of Service section later in this document.

Limited Tax Exemption Administration – Single Family

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Resources	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Charges for Services	144,331	64,500	109,925	112,124	114,366	116,653	118,986
Interest		100					
Working Capital	43,740	76,576	18,708	18,708	18,126	16,933	20,303
Total	188,071	141,176	128,633	130,832	132,492	133,586	139,289
Requirements							
Personnel Services	43,403	56,968	43,425	45,205	47,059	43,783	45,578
External M&S							
Housing Access & Retention	68,092	65,500	66,500	67,500	68,500	69,500	70,500
Working Capital	76,576	18,708	18,708	18,126	16,933	20,303	23,211
Total	188,071	141,176	128,633	130,831	132,492	133,586	139,289

Limited Tax Exemption Administration – Multi-Family

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Resources	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance		6,100	7,961				
Charges for Services	32,232	47,380	58,250	59,415	70,635	72,048	73,489
Interest	82						
Working Capital	3,356	35,670	46,709	43,048	30,956	23,382	15,450
Total	35,670	89,150	112,920	102,463	101,591	95,430	88,939
Requirements							
Personnel Services		9,480	39,872	41,507	43,209	44,980	43,701
External M&S							
Housing Access & Retention		25,000	30,000	30,000	35,000	35,000	35,000
Working Capital	35,670	54,670	43,048	30,956	23,382	15,450	10,237
Total	35,670	89,150	112,920	102,463	101,591	95,430	88,938

System Development Charge Administration

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Resources	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Charges for Services	112,939	89,028	90,800	92,616	94,468	96,357	98,284
Working Capital	10,776	26,716	26,716	29,611	31,402	31,485	29,752
Interest	68		500	500	500	500	500
Total	123,783	115,744	118,016	122,727	126,370	128,342	128,536
Requirements							
Personnel Services	90,937	84,028	83,405	86,825	90,384	94,090	97,948
External M&S							
Housing Access & Retention	6,130	5,000	5,000	4,500	4,500	4,500	4,500
Working Capital	26,716	26,716	29,611	31,402	31,485	29,752	26,088
Total	123,783	115,744	118,016	122,727	126,369	128,342	128,536

Mortgage Credit Certificate Program Administration

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Resources	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Charges for Services	88,050	62,016	63,300	64,566	65,857	67,174	68,518
Local Shared Revenue							
Working Capital	72,781	127,862	127,862	111,290	92,914	72,634	50,344
Interest	642	500	500	500	500	500	400
Total	161,473	190,378	191,662	176,356	159,271	140,308	119,262
Requirements							
Personnel Services	27,374	62,046	74,872	77,942	81,137	84,464	87,927
External M&S							
Housing Access & Retention	6,237	470	5,500	5,500	5,500	5,500	5,500
Working Capital	127,862	127,862	111,290	92,914	72,634	50,344	25,835
Total	161,473	190,378	191,662	176,356	159,271	140,308	119,262

Primary HIF

In FY 2000-01, the City Council made the last major decision involving HIF funding by including \$500,000 in ongoing and \$3.85 million in one-time General Fund discretionary resources. These resources were not transferred to PDC and eventually went to fund ongoing core programming in the bureau (BHCD at the time), in the areas of Homeless Services and Housing Access and Stabilization Services. The ongoing General Fund discretionary funding was eventually increased to \$958,000 in FY 2007-08 and moved out of the HIF to be part of the BHCD allocation.

While the initial HIF funding was from General Fund resources, over the years new funding sources (primarily debt based) and new programs have been added to the HIF. Some have come and gone (Smart Growth, Preservation Line of Credit, Housing Opportunity Bonds, City Lights, Housing Revolving Loan – all PDC managed), but one project born of these programs remains – Headwaters, which has been moved to its own fund and is discussed later.

Primary HIF

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Resources	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance	-	747,990	358,960	70,042	-	-	-
Interest	9,189	5,000	1,000	1,000	1,000	1,000	1,000
Other	6,650						
Loan Payoffs/Property Sales	650,237						
Program Income	834,959	700,000	606,000	605,000	605,000	605,000	586,000
Working Capital	1,255,032	673,241	123,699	53,657	28,401	32,180	63,229
Total	2,756,067	2,126,231	1,089,659	729,699	634,401	638,180	650,229
Requirements							
Personnel Services	462,555	576,546	688,218	560,298	531,221	500,951	521,490
External M&S	2,205	48,000					
Next Generation Loan Serv. & Asset Mgt. Sys	368,113	199,139					
Equity, Policy, & Communications	-		60,000				
Housing Production & Preservation		13,100					
Projects							
PCRI		443,000					
Jubilee		75,000					
Homeowner Access & Retention	179,962						
General Fund Overhead	67,666	288,774	217,742	141,000	71,000	74,000	77,000
Transfer to Headwaters	254,335						
Working Capital	1,421,231	482,672	123,699	28,401	32,180	63,229	51,739
Contingency							
Total	2,756,067	2,126,231	1,089,659	729,699	634,401	638,180	650,229

Internal Resources

Internal resources in the HIF consist of a couple of reserves which are earmarked for a specific purpose.

Of the designated reserves, the largest is for the Risk Mitigation Pool. Currently standing at approximately \$700,000, these funds are used to pay damage claims by subscribed landlords for excess wear and tear on housing units used for supportive housing. A risk factor for this pool is that it is over subscribed. The bureau has worked with OMF Risk Management to mitigate potential issues, but annual claims will need to be monitored closely for any trends that would indicate higher usage than the pool can withstand.

Risk Mitigation Pool

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Resources	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance		200,000	200,000	200,000	200,000	200,000	200,000
Interest	4,709		3,292	4,000	4,000	4,000	4,000
Working Capital	835,669	636,318	636,318	639,610	643,610	647,610	651,610
Total	840,378	836,318	839,610	843,610	847,610	851,610	855,610
Requirements							
External M&S							
Housing Development Finance	4,060	100,000	100,000	100,000	100,000	100,000	100,000
Working Capital	836,318	636,318	639,610	643,610	647,610	651,610	655,610
Contingency		100,000	100,000	100,000	100,000	100,000	100,000
Total	840,378	836,318	839,610	843,610	847,610	851,610	855,610

Another reserve is the Fresh Start Guarantee, which is used in conjunction with a state grant to provide landlord education. This pool of funds started at \$150,000 a few years ago, but has only been expended from recently. It is anticipated that funds will continue to be drawn down until fully expended.

PHB combined and no longer fully appropriates these two reserves. The cash is tracked separately in a sub fund. As both are a risk mitigation pool, and have the same original funding source, there is not a need to track in separate funds. In addition, past usage has shown that a \$100,000 appropriation and a \$100,000 contingency should be sufficient annually. The remaining \$638,000 reserve can remain in fund balance.

PHB has developed a growing local match for the McKinney HMIS grant, which is providing additional resources for the staffing of the program. The program provides homeless data collection services statewide, the bureau collects user fees from participating jurisdictions. The fee structure is discussed in the Cost of Service section later in this document.

HMIS Local Match

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Resources	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Intergovernmental Revenues	199,915	138,500	139,894	144,319	148,921	150,092	151,286
Working Capital	11,214	106,676	106,676	102,801	97,645	92,193	82,812
Interest	528	500	1,000				
Total	211,657	245,676	247,570	247,120	246,566	242,285	234,098
Requirements							
Personnel Services	44,560	107,067	114,769	119,475	124,373	129,472	134,781
External M&S	60,421	31,933	30,000	30,000	30,000	30,000	30,000
Working Capital	106,676	106,676	102,801	97,645	92,193	82,812	69,317
Total	211,657	245,676	247,570	247,120	246,566	242,284	234,098

Program Income

Beginning in FY 2009-10, PHB began collecting all program income that is not grant-related in the HIF. In FY 2010-11, additional income streams came into the fund from the PDC HIF. These included loan fees, abatement fees, and loan income from the original HIF loans discussed earlier. HIF program income is used primarily to cover staff costs and special projects. The largest source of income, from the original HIF loans, is used as a source for general staff costs that are difficult to attribute to other funding sources.

The major issue with loan income is that it is forecast to decline over time, due to restructures and loan payoffs. To that end, the bureau is planning to be more conservative in how much ongoing staff cost to plan against this income stream and the forecast reflects declining Personal Services usage of HIF resources after FY 2013-14. This downward trend is tempered somewhat by the potential of original HIF loans being paid off, and the City being repaid a portion of principle. This is an unpredictable occurrence, more prevalent recently with the sale of properties due to attractive interest rates. The forecast does not rely on any such payoffs.

Future Look

A number of future trends for portions of the HIF have been noted in previous sections. However, the bureau is experiencing a significant cost increase via General Fund overhead charges. This increase is driven by a change in overhead metrics from one based upon use of services to one based primarily on budget size and secondarily on staffing. This change was made to fit the Council-approved City financial policy that overhead charges be “predictable and equitable”. Because of pass-through payments related to a PDC first-mortgage program (that has since been cancelled) and Section 108 disbursements recently, the HIF saw a 426% increase General Fund overhead charges for FY

2012-13. As the spike in HIF expenditures passes further into history, the forecast assumes a moderation in these charges.

Headwaters

One City Lights project, the Headwaters – a multi-income property, was completed. The project was executed by PDC. Rental income is collected by a property management firm, income net of property management costs is collected by PDC and transferred to PHB and held in reserve. This reserve covers the annual debt repayment, interest on the deferred developer fee, the debt service reserve, and the excess revenue reserve.

At this date it is unclear whether City Lights will generate significant excess revenue from the Headwaters project. The bureau is conservatively estimating positive excess revenue generation at this point in the forecast. This scenario also assumes the calling of Series B bonds and the payoff of the deferred developer fee at some point in the future (outside of the forecast period) as sufficient reserves are available. Staff continues to analyze options.

Resources	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Working Capital	284,327	296,371	393,871	491,164	589,889	689,405	789,566
Net Operating Income - PDC	1,015,068	957,000	956,000	961,000	964,000	964,000	964,000
Interest	1,938	500	500	500	1,000	1,000	1,000
Total	1,301,333	1,253,871	1,350,371	1,452,664	1,554,889	1,654,405	1,754,566

Requirements							
External M&S	175						
Debt Service	786,748	797,086	796,293	799,861	802,570	801,925	795,530
Deferred Developer's Fee	190,987	34,699	34,699	34,699	34,699	34,699	34,699
Insurance		28,215	28,215	28,215	28,215	28,215	28,215
Working Capital	323,423	393,871	491,164	589,889	689,405	789,566	896,122
Total	1,301,333	1,253,871	1,350,371	1,452,664	1,554,889	1,654,405	1,754,566

Community Development Block Grant Fund

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Resources	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Carryover		8,101,606	3,758,905	1,302,616	862,346	348,082	197,887
Grants	8,098,204	\$7,701,777	6,931,599	6,931,599	6,931,599	6,931,599	6,931,599
ARRA	395,148						
Program Income	1,653,107	911,000	854,000	842,500	786,000	708,500	693,000
Encumbrance c/o							
Miscellaneous		87,322					
Total	10,146,459	16,801,705	11,544,504	9,076,715	8,579,945	7,988,181	7,822,486
Requirements							
Personnel Services	1,481,960	1,606,224	1,234,077	1,284,674	1,285,296	1,337,993	1,392,851
Indirect	421,875	479,536	320,345	333,479	347,152	361,385	376,201
External/Internal M&S	112,591	30,000	30,000	30,000	35,000	35,000	35,000
Contracts							
Housing Access & Stabilization	1,219,790	1,108,700	664,950	876,700	875,700	869,700	861,700
Planning, Policy & Communications	82,749	247,400	182,700	157,100	157,100	156,600	155,900
Housing Production & Preservation	30,000	150,281	130,000	130,000	130,000	130,000	130,000
Project & CHDO Support	149,137	-	-	-	-	-	-
Section 108 Repayment	405,546	495,000	495,000	495,000	495,000	495,000	495,000
Homeowner Access & Retention	1,398,534	1,384,361	1,198,750	1,004,000	1,003,200	1,001,200	998,200
BDS Inspections	-	-	-	-	-	-	-
Economic Opportunity	2,411,939	2,114,907	1,903,416	1,903,416	1,903,416	1,903,416	1,903,416
Projects							
Affordable Rental Housing			507,650	2,000,000	2,000,000	1,500,000	1,300,000
Butte		190,706					
Sawash/Tisitlal	33,671						
Kehillah		275,000					
Hatfield	840,865	5,862					
Otesha	307,090	1,078,642					
Park/Lexington		2,626,181					
Bronough			1,500,000				
PCRI Restructure			1,525,000				
Stephens Creek		1,250,000	550,000				
ARRA							
Otesha	82,314						
Taggart	235,352						
PCRI-4Properties	76,187						
Working Capital	856,859	3,758,905	1,302,616	862,346	348,082	197,887	174,218
Total	10,146,459	16,801,705	11,544,504	9,076,715	8,579,945	7,988,181	7,822,486

This fund is used to hold and account for the City's CDBG entitlement from HUD, as well as program income generated from the entitlement.

Annual Entitlement

HUD uses a formula to determine each grantee's share of the CDBG funding pool. That pool for a particular year is contingent upon the federal budget process. Many times, the HUD budget is the result of a continuing resolution passed after the start of the federal fiscal year (October 1). Once the total CDBG amount is determined, HUD develops the

allocations. This can take a minimum of 6-8 weeks, often after the City deadline for the PHB request budget. This led the bureau in the past to budget the prior year entitlement allocation.

In FY 2009-10, the City received an additional \$2.7 million in CDBG funds under the American Re-Investment and Recovery Act (CDBG-ARRA). This was a one-time allocation of funds, and these funds were expended by fall 2012 deadline.

Currently, HUD is operating under a continuing resolution until March, at which time department funds will be sequestered unless Congress takes further action on the federal 2012-13 budget. PHB has assumed a 10% reduction in federal entitlement grants funds for the FY 2013-14 (when the HUD 2012-13 funds will be available to grantees).

Caps

Among the limits on CDBG funding are caps on the use of funds for administration and planning and public service. The cap percentage for administration and planning is 20% of the entitlement and program income; the percentage for public service is 15% of the entitlement and program income.

PHB puts a mix of administrative staff and indirect costs under the administration and planning cap in addition to some service contracts and consulting services. Also found under the administration and planning cap are administrative activities under contract with area service delivery agencies. Under the public service cap, several eligible homeless services activities and homebuyer assistance are funded.

Program Income

CDBG program income has been in decline from highs of approximately \$2-5 million in the past 15 years. Loan income is currently approximately \$900,000, boosted by income from four Section 108 loans. PHB and HUD use program income figures from the HUD tracking system for the purposes of cap calculations.

This resource is also forecast to go down over time due to restructures and loan payoffs, which impacts staffing and program delivery spending.

Program Delivery

PHB funds program delivery staff under CDBG. Most services are delivered via third party contract (the same is true with almost all of the bureau's funding), though in the case of housing development projects, the exact nature and amount of the funding is not known very far into the future. The bureau will focus on setting aside CDBG to use in years where TIF resources are scarce; however there will be less future flexibility in using CDBG funds for other programs while maximizing resources for affordable housing development projects.

Carryover

The CDBG fund has a long history of carryover due to the ebb and flow of housing project schedules. The bureau has tightened both budgeting and schedule estimates, as well as being more diligent about whether all prior year entitlement funds have been accessed. Carryover of appropriations will still need to occur, but the bureau will use the BuMP, Request, and Approved budget processes to be more transparent about those changes.

Future Look

On the one hand, the current federal administration is more amenable to spending funds on affordable housing. On the other hand, they are facing substantial budget deficits. The bureau has seen reductions in CDBG entitlement funding

each of the last three federal fiscal years, including the 10% cut assumed in PHBs FY 2013-14 budget. The forecast assumes no growth in the entitlement from that point through the rest of the forecast. In addition, Loan income is forecast to continue to decline.

Section 108

In the spring of 2009, the Council approved \$15 million of borrowing from HUD under the Section 108 program. The focus of the funding is the preservation of existing affordable housing. This line of credit is backed by the City’s CDBG entitlement (and secondarily by the City General Fund). Current policy is for no more than 25% of the bureau’s 2008-09 CDBG commitment (equaling approximately \$500,000) to affordable rental housing be used as a principle and interest repayment source. The CDBG forecast reflects that figure. This assumes that remaining loans made from Section 108 proceeds are hard debt, which would throw off loan income that could be used in lieu of CDBG for repayment to HUD. If not, further CDBG (up to another \$500,000) would be committed long term to debt repayment. Approximately \$7.2 million in projects have been completed. Remaining funds may be offered through a NOFA in the future.

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Resources	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Working Capital	564,226	292,750					
Loan Proceeds	400,000	1,263,744	6,000,000				
Program Income	85,822						
Total	1,050,048	1,556,494	6,000,000	-	-	-	-
Requirements							
External M&S							
Housing Production & Preservation							
Projects							
Villa De Suenos	86,976						
Upshur	-	41,500					
Briarwood	257,930	65,453					
Los Jardines	375,459	24,541					
Walnut Park	36,933						
Working Capital	292,750						
Affordable Rental Housing		1,425,000	6,000,000				
Total	1,050,048	1,556,494	6,000,000	-	-	-	-

HOME

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
Resources	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Carryover	294,696	5,036,967	2,259,080	494,951	126,333	20,823	91,793
Grants	2,988,619	2,920,389	2,628,350	2,628,350	2,628,350	2,628,350	2,628,350
Pre Dev Loan		92,664					
Service Charges & Fees	1,401	1,500					
Program Income	410,333	697,300	206,300	203,000	188,000	183,000	169,000
Encumbrance c/o							
Total	\$3,695,049	\$8,748,820	\$5,093,730	\$3,326,301	\$2,942,683	\$2,832,173	\$2,889,143
Requirements							
Personnel Services	367,388	362,300	374,122	337,411	351,245	261,546	272,269
External/Internal M&S							
Contracts							
Housing Access & Stabilization	365,997	436,080	395,000	402,900	410,958	419,177	427,561
Housing Production & Preservation	104,212						
CHDO Support	255,264	125,000	131,400	131,400	131,400	131,400	131,400
Projects							
Loan Servicing/Asset Mgmt System	206,983	228,846					
PCRI - Scattered Big10	26,246	359,424					
Providence House			375,000				
Elliot/Cook Phase I	-	975,000					
Firland	1,000,000						
Rockwood	111,134						
Hawthorne East				1,500,000			
Ainsworth Court	1,257,825	142,175					
Greenview		2,815,034					
Glisan Commons			880,000				
Affordable Rental Housing			2,000,000	400,000	1,500,000	1,400,000	1,500,000
Gresham Funds		997,324	389,000	389,000	389,000	389,000	389,000
Multnomah County Funds		143,557	139,257	139,257	139,257	139,257	139,257
Working Capital		2,164,080	409,951	26,333	20,823	91,793	29,656
Total	\$3,695,049	\$8,748,820	\$5,093,730	\$3,326,301	\$2,942,683	\$2,832,173	\$2,889,143

This fund is used to hold and account for the City’s HOME entitlement from HUD, as well as program income generated from the entitlement.

Entitlement

Much like CDBG, HOME is a formula-based entitlement grant. It is subject to the same timeline as the CDBG entitlement, and thus the bureau has tended to budget the prior year entitlement allocation at the start of the City budget cycle.

Currently, HUD is operating under a continuing resolution until March, at which time department funds will be sequestered unless Congress takes further action on the federal 2012-13 budget. PHB has assumed a 10% reduction in federal entitlement grants funds for the FY 2013-14 (when the HUD 2012-13 funds will be available to grantees).

Caps

As with CDBG, HOME has a cap on the use of funds for administration. The HOME cap percentage for administration is only 10% of the entitlement and program income – there is not a public service cap. PHB puts a mix of administrative staff and indirect costs under the administration cap. PHB budgets right up to the cap.

Program Income

HOME program income has been in decline from highs of approximately \$2 million in the past decade. Program income is currently approximately \$206,000, down from about \$500,000 in FY 2007-08. PHB and HUD use program income figures from the HUD tracking system for the purposes of cap calculations.

The bureau currently budgets HOME program income less conservatively as the administration cap usage have been traditionally been low under HOME. This resource is also forecast to go down moderately over time, which impacts staff and program delivery spending.

Program Delivery

PHB funds program delivery staff working on HOME funded projects from CDBG funds per HUD recommendation. The bulk of HOME funds are used for affordable housing development. The availability for this use is critical as HOME is one of the few resources available to PHB outside of URAs.

Carryover

The HOME fund also has a long history of carryover due to the ebb and flow of housing project schedules. The bureau has tightened both budgeting and schedule estimates, as well as being more diligent about whether all prior year entitlement funds have been accessed. Carryover of appropriations will still need to occur, but the bureau will use the BuMP, Request, and Approved budget processes to be more transparent about those changes.

Future Look

HOME is subject to the same uncertainty at the federal level as CDBG. The bureau has seen reductions in HOME entitlement funding each of the last three federal fiscal years, including the 10% cut assumed in PHBs FY 2013-14 budget. The forecast assumes no growth in the entitlement from that point through the rest of the forecast. In addition, Loan income is forecast to continue to decline.

Federal Grants

Entitlements

PHB receives two other, smaller entitlement grants – the Emergency Solutions grant (ESG) and Housing for People With AIDS (HOPWA). They are formula based and subject to a similar allocation timeline process as HOME and CDBG. The bureau has received a second phase allocations for HOPWA, and these additional funds are reflected in the forecast for HOPWA.

In FY 2009-10, the City received an additional \$4.2 million in ESG formula funds under ARRA with the Housing Placement and Rapid Re-housing Program (HPRRP). This was a one-time allocation of funds, and funds were expended by fall 2012 deadline.

HOPWA

Resources	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	1,321,867	1,557,845	1,448,773	1,090,649	981,649	981,649	981,649
Encumbrance c/o	140,893	374,483					
Total	1,462,760	1,932,328	1,448,773	1,090,649	981,649	981,649	981,649

Requirements							
Personnel Services	46,453	74,766	75,051	59,528	33,969	35,361	35,881
External M&S							
Housing Access & Stabilization	1,416,307	1,857,562	1,373,722	1,031,121	947,680	946,288	945,768
Total	1,462,760	1,932,328	1,448,773	1,090,649	981,649	981,649	981,649

ESG

Resources	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	449,036	1,277,205	703,940	703,940	703,940	703,940	703,940
Total	449,036	1,277,205	703,940	703,940	703,940	703,940	703,940

Requirements							
Personnel Services	30,785	88,742	57,762	60,130	62,596	59,957	62,415
External M&S							
Housing Access & Stabilization	418,251	1,188,463	646,178	643,810	641,344	643,983	641,525
Total	449,036	1,277,205	703,940	703,940	703,940	703,940	703,940

HPRRP-ARRA

Resources	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	82,148	85,836					
Total	82,148	85,836	-	-	-	-	-

Requirements							
External M&S							
Housing Access & Stabilization	82,148	85,836					
Total	82,148	85,836	-	-	-	-	-

Categorical Grants

The bureau also receives a number of competitive or categorical grants. The oldest of these is the Lead Grant, the most recent version of which was awarded in the fall of 2009 and extends into FY 2012-13. The bureau has re-applied for lead funds in the fall 2012 federal funding process, and anticipates up to \$3 million over three years if approved. The forecast assumes grant approval; budget adjustments will need to be made if the bureau does not receive the grant.

The Healthy Homes Grant will end in the spring of 2014. The Neighborhood Stabilization Program (NSP), a homeownership assistance grant, is in its second phase. The program does throw off income from property sales that helps extend its work. On the smaller side of categorical grants, Homeless Management Information Systems (HMIS) funds the Service Point system used by agencies and providers to track a wide range of social services data. As noted in the HIF section, the bureau receives income for servicing the system from partner agencies as a match in addition to the grant funds. McKinney/OTIS is another grant that focuses on homeless services. These grants have remained stable over time, and are forecast to remain so.

Lead

Resources	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
09 Grant	1,020,317	1,495,024					
12 Grant			1,000,000	1,000,000	1,000,000		
Total	1,020,317	1,495,024	1,000,000	1,000,000	1,000,000	-	-

Requirements							
Personnel Services	205,263	209,561	231,390	240,646	250,271		
External M&S							
Housing Access & Retention	815,054	1,285,463	706,310	697,054	687,329		
Indirect			62,300	62,300	62,400		
Total	1,020,317	1,495,024	1,000,000	1,000,000	1,000,000	-	-

Healthy Homes

Resources	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Resources							
Grants	146,343	642,619	202,379				

Requirements							
Personnel Services	61,798	104,473	82,272		-	-	-
Indirect			23,278				
External M&S	84,545	538,146	96,829				
Housing Access & Retention							
Total	146,343	642,619	202,379	-	-	-	-

NSP

Resources	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	(39,661)	807,330					
Program Income	172,210	468,000					
Total	132,549	1,275,330	-	-	-	-	-

Requirements							
Personnel Services	1,651	49,188					
External M&S							
Housing Access & Retention	130,898	1,226,142					
Total	132,549	1,275,330	-	-	-	-	-

McKinney – OTIS

Resources	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	262,828	271,986	271,986	271,986	271,986	271,986	271,986
Total	262,828	271,986	271,986	271,986	271,986	271,986	271,986

Requirements							
Personnel Services	4,849	6,150	6,914	7,197	6,452	6,716	6,991
External M&S							
Housing Access & Stabilization	257,979	265,836	265,072	264,789	265,534	265,270	264,995
Total	262,828	271,986	271,986	271,986	271,986	271,986	271,986

McKinney - HMIS

Resources	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	248,280	241,074	241,074	241,074	241,074	241,074	241,074
Total	248,280	241,074	241,074	241,074	241,074	241,074	241,074

Requirements							
Personnel Services	174,019	166,026	172,792	179,876	171,636	178,674	170,384
External M&S	74,261	75,048	68,282	61,198	69,438	62,400	70,690
Total	248,280	241,074	241,074	241,074	241,074	241,074	241,074

Tax Increment Financing

Tax Increment Financing (TIF) is not new to either the City or to housing development. TIF funds for housing will be expended by PHB, which will then be reimbursed by PDC, net of program income received by the bureau. PHB receives the program income directly, because the City now holds all of the affordable housing loans. Affordable housing funding in urban renewal areas (URAs) is driven by the 30% Housing set-aside passed by the City Council in 2006.

Structure

PHB has set up a series of funds to be able to track direct costs by URA. Indirect costs are collected in the fund summary below, and will be allocated based upon the direct expenses. The General Fund section discussed how indirect costs are allocated. TIF is not very different from many of PHBs' grant sources in that it has restrictions on use in terms of type of expense. In addition there are restrictions in terms of location. The location restrictions also put pressure on the bureaus' less restrictive funding sources when opportunities arise that cannot be fully addressed with TIF.

The bureau continues to experience a significant cost increase via General Fund overhead charges applied to the TIF fund. This increase is driven by a change in overhead metrics from one based upon use of services to one based primarily on budget size and secondarily on staffing. This change was made to fit the Council-approved City financial policy that overhead charges be "predictable and equitable". The bubble of housing development spending in the TIF fund is caused a 791% in General Fund overhead charges in FY 2012-13, and another 49% increase in FY 2013-14. While these charges will moderate as TIF spending reverts to a new normal, it will be a cost of doing business for the bureau.

Staffing charged to the various TIF funds is increasing as a reflection of several projects anticipated as a result of the 2012 NOFA, and proportionally fewer federally funded projects.

TIF Reimbursement Fund

Resources							
Tax Increment	2,039,465	2,175,528	3,095,153	3,303,487	3,242,723	3,122,863	3,060,166
Other							
Float							
Total	2,039,465	2,175,528	3,095,153	3,303,487	3,242,723	3,122,863	3,060,166
Requirements							
Personnel Services - Direct Staff	976,754	843,445	1,143,483	1,192,500	1,227,500	1,235,000	1,285,000
Personnel Services - Indirect Staff	930,799	889,059	1,322,352	1,428,618	1,539,242	1,498,251	1,559,679
General Fund Overhead	73,771	584,235	869,739	900,000	700,000	615,000	450,000
Bureau Indirect	1,034,895	702,234	903,062	974,869	1,003,481	1,009,613	1,050,488
<i>Staff & Indirect Subtotal</i>	<i>\$ 3,016,219</i>	<i>\$ 3,018,973</i>	<i>\$ 4,238,636</i>	<i>\$ 4,495,987</i>	<i>\$ 4,470,223</i>	<i>\$ 4,357,863</i>	<i>\$ 4,345,166</i>
Total	\$ 2,039,465	\$ 2,175,528	\$ 3,095,153	\$ 3,303,487	\$ 3,242,723	\$ 3,122,863	\$ 3,060,166

Tax Revenue Forecast – Future Look

After PDC and OMF took a hard look at tax revenue forecasts in 2011, resources for most URAs had been reset downward. The reason for the reset was a decline in property values where the real market value of more properties is coming within 70% of assessed value. In addition, OMF changed to a 200% coverage ratio on future long-term debt issuances in response to the financial markets. For FY 2013-14 and beyond, this reset is holding, and in fact in some URAs (primarily River District, Interstate, and Gateway) the resource outlook has improved slightly. In addition, increment is beginning to collect in the new Education URA. The TIF portion of the PHB budget for FY 2013-14 is approximately \$34 million. This is the end a bubble of funding that stabilizes over the life of the five year life of the forecast to \$19-23 million, which will challenge the bureau in maintaining the supply of affordable housing delivery products. The next TIF funding challenge will come beyond the range of this forecast as many URAs lose their ability to

sell more debt in the early 2020's. The bureau will need to re-evaluate service delivery for affordable housing as that time approaches, much as it did at the time of the merger.

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Revised	Forecast	Forecast	Forecast	Forecast	Forecast
Central Eastside URA							
Resources							
Beginning Balance	47,481	0	27,478	24,041	91,861	68,891	2,219
Loan Income	2,798	3,200	3,200	3,200	3,200	3,200	3,200
Tax Increment		62,430	37,466	1,015,429	2,638,003	88,917	91,719
Other							
<i>Central Eastside URA Total</i>	<i>\$50,279</i>	<i>\$65,630</i>	<i>\$68,144</i>	<i>\$1,042,670</i>	<i>\$2,733,064</i>	<i>\$161,008</i>	<i>\$97,138</i>
Requirements							
Personnel Services - Direct Staffing	16,282	10,659	11,898	40,000	100,000	45,000	30,000
Indirect Costs (Staffing and Overhead)	33,997	27,493	32,205	110,809	264,173	113,789	64,919
H89030 Affordable Rental Housing				800,000	2,300,000		
Working Capital		27,478	24,041	91,861	68,891	2,219	2,219
<i>Central Eastside URA Total</i>	<i>\$50,279</i>	<i>\$65,630</i>	<i>\$68,144</i>	<i>\$1,042,670</i>	<i>\$2,733,064</i>	<i>\$161,008</i>	<i>\$97,138</i>
Convention Center URA							
Resources							
Beginning Balance	15,274	0	830,252	593,224	181,447	61,861	36,145
Predev Loan Payoffs/Property Sales	1,563,882	1,000,000					
Loan Income	67,745	62,500	62,500	62,500	62,500	62,500	62,500
Tax Increment	976,536	1,057,986	11,176,364	276,122	-	-	-
<i>Convention Center URA Total</i>	<i>\$2,623,437</i>	<i>\$2,120,486</i>	<i>\$12,069,116</i>	<i>\$931,846</i>	<i>\$243,947</i>	<i>\$124,361</i>	<i>\$98,645</i>
Requirements							
Personnel Services - Direct Staffing	58,755	76,234	207,159	125,000	50,000	25,000	25,000
Indirect Costs (Staffing and Overhead)	122,681	196,633	560,733	346,277	132,086	63,216	59,536
Land Purchase Repayment	752,660						
H80003 Lloyd Cascadian Phase II	28,242	8,667	4,000	3,000			
Land Purchase Repayment	811,222						
H80002 MFH - 2nd and Wasco	6,511	8,700	4,000				
H80042 OCC Miracles Club	362,752	-	-	-	-	-	-
H89030 Affordable Rental Housing	-	1,000,000	10,700,000	276,122			
H89049 McCoy Apartments Rehab	480,614	-	-	-	-	-	-
Working Capital		830,252	593,224	181,447	61,861	36,145	14,109
<i>Convention Center URA Total</i>	<i>\$2,623,437</i>	<i>\$2,120,486</i>	<i>\$12,069,116</i>	<i>\$931,846</i>	<i>\$243,947</i>	<i>\$124,361</i>	<i>\$98,645</i>
Downtown Waterfront URA							
Resources							
Beginning Balance	121,282	537,031	1,086,122	9,542	12,865	2,235	434,374
Loan Income	631,146	658,500	658,500	658,500	658,500	658,500	658,500
Tax Increment			517,400	1,717,345	-	-	-
Other	4,288	3,000	5,000	4,500	4,000	3,000	3,000
<i>Downtown Waterfront URA Total</i>	<i>\$756,716</i>	<i>\$1,198,531</i>	<i>\$2,267,022</i>	<i>\$2,389,887</i>	<i>\$675,365</i>	<i>\$663,735</i>	<i>\$1,095,874</i>
Requirements							
Personnel Services - Direct Staffing	-	17,436	69,462	100,000	75,000	65,000	65,000
Indirect Costs (Staffing and Overhead)	-	44,973	188,018	277,022	198,130	164,361	154,794
H89030 Affordable Rental Housing	-	310,000	2,000,000	2,000,000	400,000		800,000
H20001 Butte Hotel	100,000	50,000					
Working Capital	537,031	776,122	9,542	12,865	2,235	434,374	76,080
Program Income Repayment	119,685						
<i>Downtown Waterfront URA Total</i>	<i>\$756,716</i>	<i>\$1,198,531</i>	<i>\$2,267,022</i>	<i>\$2,389,887</i>	<i>\$675,365</i>	<i>\$663,735</i>	<i>\$1,095,874</i>

- Central Eastside – A URA with minimal available resources, funding available for affordable housing has further improved from the prior forecast, with higher-than-anticipated amount occurring as soon as FY 2014-15.

- Convention Center - An expiring URA, some portions moved to the Interstate URA via a boundary change in 2011. A final bond sale has produced an additional \$10 million for affordable housing that is in the bureaus current NOFA process.
- Downtown Waterfront – This URA is also expiring. There is approximately \$2.2 million allocated for affordable housing, but the URA also has a healthy amount of program income that will boost the amount of funds for affordable housing to approximately \$4 million over the next two fiscal years.

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Revised	Requested	Forecast	Forecast	Forecast	Forecast
Gateway Regional Center URA							
Resources							
Beginning Balance	31,496	0	-	-	-	-	-
Predev Loan Payoffs/Property Sales		956,974	1,350,000				
Loan Income	123	-	-	-	-	-	-
Tax Increment	928,970	3,571,552	1,083,689	765,915	238,712	231,361	1,438,702
Other	158,398	1,062					
<i>Gateway Regional Center URA Total</i>	<i>\$1,118,987</i>	<i>\$4,529,588</i>	<i>\$2,433,689</i>	<i>\$765,915</i>	<i>\$238,712</i>	<i>\$231,361</i>	<i>\$1,438,702</i>
Requirements							
Personnel Services - Direct Staffing	73,350	91,522	75,993	70,000	65,000	65,000	70,000
Indirect Costs (Staffing and Overhead)	153,155	236,066	205,696	193,915	171,712	164,361	166,702
H89030 Affordable Rental Housing	-	-	-	500,000			1,200,000
H20017 Ventura Park	84,570	400,000					
H89034 Gateway/Glisan	807,689	3,800,000	2,150,000	-			
H20035 Property Management	223	2,000	2,000	2,000	2,000	2,000	2,000
Working Capital							
<i>Gateway Regional Center URA Total</i>	<i>\$1,118,987</i>	<i>\$4,529,588</i>	<i>\$2,433,689</i>	<i>\$765,915</i>	<i>\$238,712</i>	<i>\$231,361</i>	<i>\$1,438,702</i>
Interstate URA							
Resources							
Beginning Balance	249,832	0	-	122,306	144,348	35,743	-
Intergovernmental	916,711						
Fund Transfers							
Predev Loan Payoffs/Property Sales	1,795,745	510,000					
Loan Income	11,867	6,800	8,300	8,300	8,300	8,300	8,300
Tax Increment	1,725,844	7,357,943	4,288,012	2,218,595	2,193,527	2,625,055	4,727,598
Other	(1,873)						
<i>Interstate URA Total</i>	<i>\$4,698,126</i>	<i>\$7,874,743</i>	<i>\$4,296,312</i>	<i>\$2,349,201</i>	<i>\$2,346,175</i>	<i>\$2,669,098</i>	<i>\$4,735,898</i>
Requirements							
Personnel Services - Direct Staffing	244,648	155,480	235,786	240,000	250,000	275,000	315,000
Indirect Costs (Staffing and Overhead)	510,826	401,035	638,220	664,853	660,432	694,098	750,158
H34606 Killingsworth Block	181,000	669,000	-	-	-	-	-
H19032 King/Parks Affordable Housing	22,399	1,613,712					
Land Purchase	752,660						
H80026 Grant Warehouse - Affordable Housing							
Land Purchase	811,222						
H80042 Miracles Club	171,391						
H89049 McCoy Apartments Rehab	538,585	136,991					
H89046 PCRI Homeownership Development	20,125	-	-	-	-	-	-
H20027 PCRI Scattered Sites Big 10	73,684	193,533					
H89030 Affordable Rental Housing	-		1,300,000	300,000	400,000	700,000	2,600,000
Lifeworks	-	3,200,000		-	-	-	-
Beech Street		300,000	1,000,000				
Redwood/Jubilee		100,000					
H89047 Bridge Meadows	71,073	-	-	-	-	-	-
H38711 Rivergate	6	18,891					
H89010 Home Repair Projects	411,976	555,685	500,000	500,000	500,000	500,000	500,000
H37932 HAP Afford Ownership/Rehab	479,948	-	-	-	-	-	-
H89020 Home Buyer Assistance	408,583	530,416	500,000	500,000	500,000	500,000	500,000
Working Capital			122,306	144,348	35,743		70,740
<i>Interstate URA Total</i>	<i>\$4,698,126</i>	<i>\$7,874,743</i>	<i>\$4,296,312</i>	<i>\$2,349,201</i>	<i>\$2,346,175</i>	<i>\$2,669,098</i>	<i>\$4,735,898</i>

- Gateway – The bulk of available funds are committed to a project currently underway, but by FY 2014-15 there may be additional funds available for affordable housing, with more coming online at the end of the forecast period.
- Interstate – This URA has seen some improvement in funds available for affordable housing. There is a project currently underway, but there are still some funds available through the forecast period, especially at the end..

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Revised	Requested	Forecast	Forecast	Forecast	Forecast
Lents Town Center URA							
Resources							
Beginning Balance	61,605	0	-	21,485	48,033	62,551	76,720
Intergovernmental	1,388,870						
Predev Loan Payoffs/Property Sales	1,294,525	540,000					
Loan Income	40,832	13,100	13,100	13,100	13,100	13,100	13,100
Tax Increment	2,594,177	3,491,233	2,154,283	2,888,599	3,475,433	2,165,584	5,202,515
Other							
<i>Lents Town Center URA Total</i>	<i>\$5,380,009</i>	<i>\$4,044,333</i>	<i>\$2,167,383</i>	<i>\$2,923,184</i>	<i>\$3,536,566</i>	<i>\$2,241,235</i>	<i>\$5,292,335</i>
Requirements							
Personnel Services - Direct Staffing	255,602	151,111	226,045	230,000	240,000	245,000	250,000
Indirect Costs (Staffing and Overhead)	533,698	389,766	611,853	637,151	634,015	619,515	595,363
H33441 Dahlia Commons/Svaboda	1,710,306	90,000	-	-	-	-	-
H20031 Beyer Court	330,991	141,178	-	-	-	-	-
H20032 Firland	627,351	486,649					
H20033 PCRI/Scat Site89/Ellis	4,345	54,468					
H89030 Affordable Rental Housing	-	500,000	300,000	1,000,000	1,600,000	300,000	3,400,000
H89031 Bellrose Station	459,494						
H20023 Kah Sahn Chako Haws	19	1,221,147					
H89010 Home Repair Projects	347,139	500,000	500,000	500,000	500,000	500,000	500,000
H37930 Scat Site Home Rehab & Subs HAP	645,358	-	-	-	-	-	-
H89020 Home Buyer Assistance	465,706	500,000	500,000	500,000	500,000	500,000	500,000
H20035 Property Management		10,014	8,000	8,000			
Working Capital			21,485	48,033	62,551	76,720	46,972
<i>Lents Town Center URA Total</i>	<i>\$5,380,009</i>	<i>\$4,044,333</i>	<i>\$2,167,383</i>	<i>\$2,923,184</i>	<i>\$3,536,566</i>	<i>\$2,241,235</i>	<i>\$5,292,335</i>
North Macadam URA							
Resources							
Beginning Balance	233,780	0	-	-	9,799	28,415	25,481
Intergovernmental	174,992						
Tax Increment	6,521,689	11,218,642	1,437,077	94,629	100,555	1,661,714	3,479,730
Other							
<i>North Macadam URA Total</i>	<i>\$6,930,461</i>	<i>\$11,218,642</i>	<i>\$1,437,077</i>	<i>\$94,629</i>	<i>\$110,354</i>	<i>\$1,690,129</i>	<i>\$3,505,211</i>
Requirements							
Personnel Services - Direct Staffing	88,402	73,098	17,718	22,500	22,500	75,000	85,000
Indirect Costs (Staffing and Overhead)	184,584	188,544	47,959	62,330	59,439	189,648	202,423
H10543 Grays Landing	6,657,475	10,957,000	1,371,400	-	-	-	-
H89030 Affordable Rental Housing	-	-	-	-	-	1,400,000	3,100,000
Working Capital				9,799	28,415	25,481	117,788
<i>North Macadam URA Total</i>	<i>\$6,930,461</i>	<i>\$11,218,642</i>	<i>\$1,437,077</i>	<i>\$94,629</i>	<i>\$110,354</i>	<i>\$1,690,129</i>	<i>\$3,505,211</i>

- Lents – There is some improvement in this URA as well, with significant funds becoming available in FY 2014-15.
- North Macadam/South Waterfront – While a newer URA, increment growth has only recently picked up, and has been used for debt to cover the costs of the Block 49 affordable housing project. After the completion of that project, there is no funding for affordable housing until the end of the forecast period.

	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18
	Actual	Revised	Forecast	Forecast	Forecast	Forecast	Forecast
River District URA							
Resources							
Beginning Balance	66,066	-	-	48,438	198,601	30,794	100,694
Intergovernmental	545,166						
Predev Loan Payoffs/Property Sales	779,990	80,000					
Loan Income	539,125	558,300	558,300	558,300	558,300	558,300	558,300
Tax Increment	23,895,763	4,219,174	6,060,004	8,003,673	11,496,038	8,008,406	3,327,233
Other							
<i>River District URA Total</i>	<i>\$25,826,110</i>	<i>\$4,857,474</i>	<i>\$6,618,304</i>	<i>\$8,610,411</i>	<i>\$12,252,939</i>	<i>\$8,597,500</i>	<i>\$3,986,227</i>
Requirements							
Personnel Services - Direct Staffing	166,088	146,614	214,436	275,000	315,000	325,000	325,000
Indirect Costs (Staffing and Overhead)	346,792	378,167	580,430	761,810	832,145	821,806	773,972
H32138 The Ramona	547,758	-	-	-	-	-	-
H12030 Fairfield Apartments	(3,918)	65,000	50,000	50,000	50,000	50,000	
H37938 Blanchet House Redev	4,028,478						
H89030 Affordable Rental Housing	-	1,000,000	5,700,000	7,300,000	11,000,000	7,300,000	2,700,000
H37937 Bud Clark Center	17,338,700	-	-	-	-	-	-
H80036 Yards at Union Station	3,407,377	1,766,693	-	-	-	-	-
Medford	-	1,476,000					
H20035 Property Management	(5,165)	25,000	25,000	25,000	25,000		
Working Capital			48,438	198,601	30,794	100,694	187,255
<i>River District URA Total</i>	<i>\$25,826,110</i>	<i>\$4,857,474</i>	<i>\$6,618,304</i>	<i>\$8,610,411</i>	<i>\$12,252,939</i>	<i>\$8,597,500</i>	<i>\$3,986,227</i>
South Park Blocks URA							
Resources							
Beginning Balance	(11,929)	3,447,508	-	151,676	199,214	272,028	350,496
Intergovernmental	303,880						
Predev Loan Payoffs/Property Sales	3,548,581	110,000					
Loan Income	339,855	254,900	254,900	254,900	254,900	254,900	254,900
Tax Increment	193,315	1,464,233	2,252,710				
Other	13,839	7,500		-			
<i>South Park Blocks URA Total</i>	<i>\$4,387,541</i>	<i>\$5,284,141</i>	<i>\$2,507,610</i>	<i>\$406,576</i>	<i>\$454,114</i>	<i>\$526,928</i>	<i>\$605,396</i>
Requirements							
Personnel Services - Direct Staffing	73,627	121,291	55,556	55,000	50,000	50,000	50,000
Indirect Costs (Staffing and Overhead)	153,733	312,850	150,378	152,362	132,086	126,432	119,073
H12027 Jefferson West Apartments	69,804	50,000	50,000	-	-	-	-
H12036 Admiral Apartments	818	-	-	-	-	-	-
H12037 Chaucer	532,024		-	-	-	-	-
H34510 SPB Section 8 Preservation	-						
H20038 Park Tower Preservation	-	1,400,000	2,100,000				
H20037 Lexington Apartments Preservation							
H20036 1200 Tower Preservation	110,027	3,400,000					
Working Capital	3,447,508		151,676	199,214	272,028	350,496	436,323
<i>South Park Blocks URA Total</i>	<i>\$4,387,541</i>	<i>\$5,284,141</i>	<i>\$2,507,610</i>	<i>\$406,576</i>	<i>\$454,114</i>	<i>\$526,928</i>	<i>\$605,396</i>
Education URA							
Resources							
Beginning Balance							
Predev Loan Payoffs/Property Sales							
Loan Income							
Tax Increment		-	336,779	413,133	492,771	626,648	715,451
Working Capital				227,688	8,864	33,131	30,418
<i>Education URA Total</i>	<i>\$0</i>	<i>\$0</i>	<i>\$336,779</i>	<i>\$640,821</i>	<i>\$501,635</i>	<i>\$659,779</i>	<i>\$745,869</i>
Requirements							
Personnel Services - Direct Staffing			29,430	35,000	60,000	65,000	70,000
Indirect Costs (Staffing and Overhead)			79,660	96,958	158,504	164,361	166,702
H12027 Jefferson West Apartments							
H89030 Affordable Rental Housing				500,000	250,000	400,000	400,000
Working Capital			227,688	8,864	33,131	30,418	109,167

- River District – This URA has a substantial number of projects completed over the past two fiscal years, but resource growth and anticipated privately financed development in the URA has boosted the funds available for affordable rental housing significantly throughout the forecast. Up to \$11 million is under consideration in the bureaus current NOFA process..
- South Park Blocks – This URA is expiring. However, loan payoffs have bolstered remaining funds and program income in the URA to allow work on additional Preservation projects.
- Education – The newest URA, initial tax increment collections are allowing the bureau to continue planning work for future projects.

Cost of Service Study – February 2013

Introduction

In compliance with the City of Portland's Comprehensive Financial Management Policy 2.06, the Portland Housing Bureau (PHB) has completed an initial cost of service study for those programs in the bureau whose operations are supported by fees.

Indirect Programs

PHB's Indirect Programs provide indirect financial assistance in the form of tax and development fee exemptions and credits in order to promote development of and access to affordable homeownership and rental housing. The bureau defines affordability in relation to Median Family Income (MFI). The cost of the financial assistance is foregone revenue.

PHB incurs expenses in the course of administering these programs, primarily in the form of staff salaries, benefits and indirect costs. The bureau charges fees to the customers (most often low income residents) accessing and benefitting from these programs in order to offset the costs of service delivery.

Limited Tax Exemptions

PHB administers Limited Tax Exemption (LTE) programs that encourage the construction and preservation of affordable housing. There are three such programs:

- Homebuyer Opportunity Limited Tax Exemption (HOLTE) – A 10-year property tax exemption for residential structural improvements (up to 100% MFI for a family of four)
- Multiple-Unit Limited Tax Exemption (MULTE) – A 10-year property tax exemption for multi-unit structural improvements (minimum 20% of units at 60% MFI or below)
- Non-Profit Low Income Housing Limited Tax Exemption (NPLTE) – Full property tax exemptions for non-profit organizations that own low-income rental properties (only for units at 60% or below)

System Development Charge Exemptions

PHB administers System Development Charge (SDC) programs that assist developers by exempting them from residential SDC's charged by Water, Parks, Transportation and Environmental Services. There are two such programs:

- Homeownership SDC Exemption Program – Exemptions available only for home purchased by homebuyers at 100% MFI for a family of four
- Rental SDC Exemption Program – Exemptions available only for units rented to tenants at 60% MFI or below

Mortgage Credit Certificate Program

PHB offers low and moderate income households (up to 115% of 100% MFI for a family of four depending on household size) in Portland the opportunity to get an ongoing federal tax credit through a Mortgage Credit Certificate (MCC) -- an IRS-approved tax credit that reduces federal income taxes owed as long as the homebuyers keep their loan and continuously occupy the home as their principal residence.

Cost Recovery

As described above, each of these programs charges fees intended to offset the costs of service delivery. The table below summarizes projected annual costs of each program and the proportion recovered from the fees charged.

	Cost (Gross)	Fees (Gross)	Fees (Pass-Through)	Fees (Net)	Cost (Net)	% Recovered
HOLTE	116,235	107,750	(74,500)	33,250	82,985	29%
MULTE	46,847	55,000	(30,000)	25,000	21,847	53%
NPLTE	39,774	3,250	-	3,250	36,524	8%
SDC Homeownership	148,114	103,500	(8,520)	94,980	53,134	64%
SDC Rental	27,213	4,600	-	4,600	22,613	17%
MCC	90,239	54,425	(666)	53,759	36,480	60%
Total	468,421	328,525	(113,686)	214,839	253,582	46%

As the table above illustrates, none of these programs is projected to recover 100% of its costs.

Loan Origination Fees

PHB allocates the majority of its budget to providing financial assistance to developers and private citizens in order to promote the development of affordable rental housing and access to affordable homeownership. Most of this financial assistance comes in the form of loans.

Loan origination fees are standard practice in the private sector lending industry. Most commonly, a loan origination fee represents a specific percentage of the value of the total loan (e.g., one percent, one half of one percent).

In PHB's multi-family housing program, PHB at times charges a percentage loan origination fee. This fee, however, is not applied to all projects. Often, a determination is made that the project cannot afford the additional cost of an origination fee to the overall project financing structure. In PHB's down payment assistance program, PHB charges a standard \$500 loan origination fee.

Cost Recovery

Regarding the multi-family housing program, since an origination fee is a percentage of the total loan amount, the fee cannot be driven directly by the cost of underwriting and processing the loan. First, the level of effort does not necessarily scale according to the size of the loan; for example, many of the same underwriting, legal, closing and construction management requirements exist regardless of the amount loaned to the borrower. And second, funding source-specific requirements alter the equation. For instance, a federally funded loan for \$1 million requires a higher level of effort than a similarly sized non-federally funded loan.

Regarding the down payment assistance program, the question of cost recovery is simpler but is pre-empted by another fact. Loan origination fees on down payment assistance loans are funded entirely by PHB; therefore, none of these costs are recovered from an external source.

HMIS User Fees

PHB manages a homeless management information system (HMIS) as part of the HUD McKinney grant it receives. This reporting system is utilized by government and non-profit agencies state-wide. User fees are charged to the user agencies and, in combination with the McKinney grant, funds pay for license fees and bureau staff time that is involved with management of the system, the data, and training. Funds are also reserved for software updates and hardware replacement.

The expansion to a state-wide system began in FY 2011-12, and fees were developed to recover costs. Cost recovery is scaled to the total number of users in the system as well as the needs of the individual agency and the grant funding. Due to the grant funding component, the fees are not set for full cost recovery. Between the grant and user fees, the program is self-sufficient.

Cost Recovery

Users pay actual seat license fees as set by the vendor. Fees to the bureau are flat rate based upon vendor charges and the pool of users. These fees will adjust annually based upon cost increases from the vendor and changes to pool of users. Fees for per hour services were set initially at \$175, reflective of fees the vendor charges for service. Actual cost per hour plus bureau indirect for staff providing the service came to \$176.18. Exhibit A shows a sample pricing table for a larger sized agency.

FY 2013-14 will be the first year that the bureau is collecting full year fees from all participants, allowing for a check-in review of rates and their cost recovery, as well as some initial actual data on staff time incurred.

Next Steps

PHB will incorporate this analysis into ongoing processes focused on assessing what fee structure would be appropriate to support these activities going forward. These processes will consider and attempt to answer these questions:

Indirect Programs

- What is the capacity of clients to absorb fee increases?
- What is value of the benefit received vs. the size of the fee itself?
- Might a tiered, partially-refundable fee structure be appropriate? (e.g., where a portion of a total fee could be refunded if an application failed to progress through a key step in the process)
- What (if any) subsidy to these programs is appropriate given what the programs achieve in increasing affordable housing in the city?

Loan Origination Fees

- What restrictions exist on charging fees when staff time and indirect costs are already reimbursed from a particular funding source (e.g., grants)?
- Is there value to collecting an origination fee when PHB provides the borrower the funding for both the loan and the fee?
- How do loan origination fees fit into the long-term vision for the financial stability of PHB's multi-family housing program? Is a different fee structure appropriate?

Exhibit A

Sample Pricing Table and Notes:

ROCC (OHCS)							10/8/2012
New ServicePoint Licenses		2					
Existing ServicePoint Licenses		124					
ART AdHoc Licenses		0					
ART Viewer Licenses		28					
		Rate	Quantity	Amount	Pro-Rated If applicable	Total Due	
CMIS/HMIS Access							
CMIS/HMIS Standard Set Up ¹	One Time Fee Per "CoC" ¹⁰	\$4,000.00	0	\$0.00	--	N/A	
CMIS/HMIS Annual Support ²	Annual Fee**	\$175.00	120	\$21,000.00	100%	\$21,000.00	
CMIS/HMIS Annual Support ²	Annual Fee** [Online Sept]	\$175.00	4	\$700.00	83%	\$583.31	
CMIS/HMIS Annual Support ²	Annual Fee** [Online Oct]	\$175.00	2	\$350.00	75%	\$262.50	
CMIS/HMIS Customization ³ /Training ⁴	Per Hour	\$175.00	0	TBD	--	TBD	
ServicePoint License Purchase ⁵	One Time Fee	\$200.00	2	\$400.00	--	\$400.00	
ServicePoint Annual Access Fee ⁶	Annual Fee*	\$175.00	120	\$21,000.00	100%	\$21,000.00	
ServicePoint Annual Access Fee ⁶	Annual Fee** [Online Sept]	\$175.00	4	\$700.00	83%	\$583.31	
ServicePoint Annual Access Fee ⁶	Annual Fee** [Online Oct]	\$175.00	2	\$350.00	75%	\$262.50	
ART Ad Hoc License ⁷	Annual Fee***	\$200.00	0	\$0.00	--	\$0.00	
ART Report Viewer License ⁸	Annual Fee***	\$100.00	28	\$2,800.00	--	\$2,800.00	
System Administration ⁹	Annual Fee*	TBD	TBD	TBD	--	TBD	
<p>ServicePoint Access Includes:</p> <ul style="list-style-type: none"> Bowman Dedicated Server Service AIRS Taxonomy License, Integration & Update Fee SSL Certificate Annual Fee ServicePoint Training Site Annual License & Maintenance Fee Premium Disaster Recovery ServicePoint Source Code Escrow Annual Fee Public Key Infrastructure (PKI) Solution Maintenance 							
Total Fees:				\$47,300.00	Adjusted	\$46,891.62	
<p>Sept 2012 Vendor costs will increase 4.11%</p> <p>All fees are per "Parent Provider", "Lead Organization", or "Continuum of Care" unless otherwise noted</p> <p>All footnotes are inclusive but not limited to:</p> <p>1 - Lead Organization Level; Provider programs created per HUD data standards; Local administrator user account; Initial "Train the Trainer" training. Pricing is subject to complexity and scale, pricing is subject to [3] HMIS Customizations.</p> <p>2 - Ongoing administrative support for local administrator and "Train the Trainer" training for System enhancements. [Minimum of \$3500 per year]</p> <p>3 - Customizations in the way of Assessments, Screens, New Programs, Reporting, etc...</p> <p>4 - Webinar training; Train the Trainer, New End User, other requested training</p> <p>5 - Each user must have a dedicated non-shared license to access ServicePoint</p> <p>6 - Annual software, maintenance and access fee for all users required (Cost of ServicePoint)</p> <p>ART is used for creating custom reports using fields from ServicePoint</p> <p>7 - This Advanced Reporting Tool (ART) license allows user to develop reports</p> <p>8 - This ART license allows user to view created reports, there are no development capabilities.</p> <p>9 - System Administration subject to negotiation* would be applied to the appropriate "Subsidiary Account"</p> <p>Software maintenance includes periodic enhancements made to the system by Bowman Systems</p> <p>Other - Data Clean up and Data Entry is the responsibility of the Service Provider or Lead Organization</p> <p>Data Integration is currently not available. Future Data Integration plans will be developed. Data integrations services will have a fee (yet to be determined)</p> <p>*PHB HMIS IGA and Contract years begin on July 1. Initial IGA or contract "annual" fees will be pro-rated for mid year starts.</p> <p>** CMIS/HMIS Annual Support minimum invoice cost \$3500 annually.</p> <p>*** ART licenses are not pro-rated, as they have their purchase price included in the first year.</p>							

Customer Service Improvement Status Report

Bureau: Portland Housing Bureau
Staff Contact: Leslie Goodlow
Phone: 503-823-4160
Date: 2/4/2013

Bureau Mission and Goals: Please attach any copies of recent workplans or other policy documents that specifically address customer service improvement efforts in your bureau over the past year. Please describe how your strategic plans include customer service, and any plans for future customer service improvement efforts.

Reference materials: Strategic Plan (<http://tinyurl.com/b37u65d>)
PHB Business Operations Expectations (attached)
Subrecipient Contractor Equity Goal Setting Kickoff Meeting (attached)

The Portland Housing Bureau (PHB) serves those Portlanders whose need for safe, affordable housing is not met by the private market. Thus, our customers are both persons with unmet affordable housing needs as well as those local agencies, non-profits and developers with whom PHB partners to deliver services. The following three key documents speak to the bureau's commitment to customer service.

1. Strategic Plan – PHB has adopted a three-year strategic plan that was developed with extensive input from our customers, community stakeholders and housing system partners. The following is a sample of strategic goals identified in the plan that speak to customer service:

- Goal 2.C: Increase participation by minority-owned and economically-disadvantaged firms in the economic opportunities created by PHB investments
- Goal 4.B: Establish and meet highest standards for customer service and regulatory compliance
- Goal 4.C: Provide the community with clear, consistent, reliable data on Portland's housing needs and trends and on the performance of PHB's programs and projects.
- Goal 4.E: Ensure that a wide range of perspectives inform PHB's agenda, decision-making and policy-setting

PHB is managing efforts to meet these goals via a comprehensive implementation plan that details the numerous concrete steps and deadlines necessary to accomplish the strategic goals.

2. Business Operations Expectations – PHB business operations staff have committed themselves to a set of professional standards. Customer service is prominent amongst these. The following is an excerpt from this guiding document.

- "Customer service includes internal and external customers of PHB."
- "Go the extra mile for customers – it will be recognized."
- "Be supportive of other functional areas at PHB. We are all part of the same organization."
- "Respond to customer emails to let them know you are working on their request, and how it will be triaged."
- "Inform customers about project status so they know what is happening."
- "Create an extended absence greeting for your voicemail as well as an 'out of office' message for email directing customers to someone who can help them in your absence."

3. Subrecipient Contractor Equity Goals – As a part of PHB's larger equity agenda, PHB is working collaboratively with subrecipients to develop contract performance goals intended to

The Customer Service Advisory Committee is helping to implement Bureau Innovation Project #7 recommendations to improve the City of Portland's customer service. www.portlandonline.com/csac

Contacts: John Dutt, Office of Neighborhood Involvement, CSAC Chair, 503-825-2625 or Tenzin Choephel, CSAC Staff 503-823-3542

close disparities in access to PHB's services experienced by communities of color in Portland. The attached presentation from 5/17/2012 was used in a kickoff meeting with the contractors.

Customer Service Assessment: Please attach a copy of any recent customer service surveys or other customer service assessment tools including results. If you do not currently survey bureau customers, please explain any future plans to do so.

Reference Materials: *Strategic Plan* (<http://tinyurl.com/b37u65d>)
Portland Housing Advisory Commission (<http://tinyurl.com/47kxlee>)

PHB did not undertake a formal customer service survey in the past year. We do have plans for a survey to be completed in July of this year, and then annually with the start of each fiscal year. PHB takes very seriously the feedback and priorities of its diverse customer base, the following sample describes several ways in which the bureau listens and responds to this input.

- **Strategic Plan** – PHB's customer base had a deep and broad-based role in shaping the strategic plan. (See the reference materials listed above for additional detail.)
- **Portland Housing Advisory Commission (PHAC)** – As PHB's citizen advisory body, the PHAC provides PHB with ongoing feedback regarding the bureau's strategic direction.
- **Equity Council** - As PHB's customer base has made clear, PHB must make positive contributions to increasing Equity through its investments. The PHB Equity Council (EC) provides a forum for discussion and a source for advising PHB leadership on the following:
 - Implementation of the PHB Equity Agenda
 - Adapting and formalizing an Equity Lens for PHB decision making
 - Development of a PHB bureau equity plan (required for all city bureaus)
 - Liaison with the Citywide Equity Committee
- **Contract Management Workgroup** – PHB passes significant resources to "subrecipients" (primarily non-profits) to provide services. In order to improve the effectiveness of these partnerships with subrecipient contractors, PHB has established a standing contract management workgroup whose primary charge is to engage in troubleshooting and ongoing process improvement. The contract management workgroup has published a desk manual for training purposes at all levels.
- **Citizen Involvement In Budget Process** – In the FY 2013/14 budget development process, PHB responded to a criticism that some of the key vehicles for public input into PHB's process had come in years past after many budget decisions had been made. The bureau responded this year by working with the Coordinating Committee to End Homelessness (CCEH) and the PHB Federal Consolidated Plan development team to schedule, coordinate and facilitate a single public hearing in the community as part of the PHB public budget involvement process. This hearing took place on 11/14/2012 – well in advance of the Requested Budget submission deadline.

2013 Notice of Funding Availability (NOFA) – In response to feedback from developers regarding PHB's expectations of proposals in the 2012 NOFA, PHB has done three things to improve the 2013 NOFA process. First, PHB has held mandatory informational sessions for all parties submitting proposals in order to help ensure expectations are clear. Second, the bureau has revised the scoring methodology to be more structured and more easily interpreted by the developers. Third, through the revamped scoring methodology, PHB has significantly increased the ways in which development teams can receive credit for equity and diversity initiatives.

Workforce Development: Please describe any efforts you have made to develop customer service competency within your workforce in the areas of recruitment, training, and evaluation over the past year. Please share any details regarding progress in these areas over the past year (training program information, key bureau contacts, recruitment/evaluation material examples, etc.)

Recruitment

While the bureau's financial forecast has limited PHB's ability to recruit for vacant positions, PHB continues to prioritize hires that strengthen the bureau's customer service foundation. To this end, PHB will target candidates with a deep knowledge of:

- **Customer Service** – Candidates will illustrate an ability to provide customer-friendly operations and responsiveness to contractor and borrower questions.
- **Public Funding Stewardship** – Candidates will illustrate an ability to maintain sound financial management that minimizes disruptions to sub-recipient contractor projects and services.
- **Business Process Improvement** – Candidates will embrace the opportunities from process improvement and organizational development, which will focus on optimizing business processes that impact our customers.
- **Data Reporting** – Candidates will demonstrate a proven ability to both collect and report on key performance indicators that are valuable to PHB's partners and decision makers.

Education & Evaluation

Each member of the PHB administrative staff is held accountable to the bureau's "Business Operations Expectations" which set a standard for high-quality bureau customer service. Also, each member of the PHB staff is evaluated on customer service competency during his or her annual review. Customer service is considered a core competency for all staff.

Additionally, PHB is developing a Bureau-wide training plan which will encompass all trainings for all levels of staff and management, regarding compliance, equity/diversity and customer service. Each staff member will have an individualized training plan developed jointly with their manager to ensure staff receives trainings appropriate to their position and that are beneficial to the Bureau. PHB has also established a \$10,000 training fund for AFSCME Local 189 employees as stipulated in its collective bargaining agreement. This fund is intended to support ongoing professional development as opposed to current job-specific requirements.

BUSINESS OPERATIONS EXPECTATIONS, EFFECTIVE JULY 1, 2012

1. CUSTOMER SERVICE

- a. Includes Internal and External Customers of PHB
- b. Go the Extra Mile for customers
 - 1. It will be recognized
- c. Supportive of other functional areas at PHB
 - 1. We are all part of the same organization

2. TAKING INITIATIVE

- a. Make suggestions for improvement
 - 1. Identify potential solutions
 - 2. Be Proactive
- b. Let your supervisor know what you need from them to succeed
- c. Don't wait to bring an issue to your supervisor's attention
- d. Exhibit ownership of projects, activities, and responsibilities
 - 1. Be committed to quality and seeing things through to completion

3. TEAM MENTALITY

- a. Help each other succeed
- b. If one part of the team looks bad, then that will negatively reflect on the whole team
- c. Work together to find solutions to challenges
- d. Be a reliable back up
- e. Step up to help when you see someone struggling
- f. Encourage others and reward positive actions
- g. Constructively discuss negative actions to expedite improvement
- h. Share information that is helpful to others

4. NOTIFICATIONS

- a. Provide your supervisor advance notice of time you want to take off
 - 1. please use leave request form
- b. Receive advance approval from your supervisor if you want to change your scheduled work hours for any day
- c. Call or email your supervisor if you will be late or sick
- d. Include your supervisor on email correspondence when you believe they should be looped in
- e. Notify your timekeeper of leave time

5. EMAIL

- a. Expectation is that you will check your email at least hourly, unless you are in meetings or out of the office
- b. Expectation is that you will respond to customer emails letting them know that you are working on their request, and how it will be triaged among other requests for your assistance
- c. Expectation that you will inform customers about project status so they know what is happening with it
- d. Expectation is that you will create an extended absence greeting for your voice mail as well as an "Out of Office" message for email directing customers to someone who can help them in your absence.
 - 1. This is for leaves of one day or more

6. MEETINGS

- a. Attending Section Staff Meetings should be a priority

- b. Be prepared for meetings and flag issues for your supervisor in advance of complex or sensitive meetings

BY SIGNING THIS DOCUMENT, YOU ACKNOWLEDGE THAT YOU HAVE READ AND UNDERSTAND THE EXPECTATIONS FOR THE BUSINESS OPERATIONS TEAM.



PHB Sub-recipient Contractors Meeting

Equity Agenda

May 17, 2012



PHB Strategic Plan Investment Priorities

Priority 1 – Provide more rental housing for the most vulnerable people

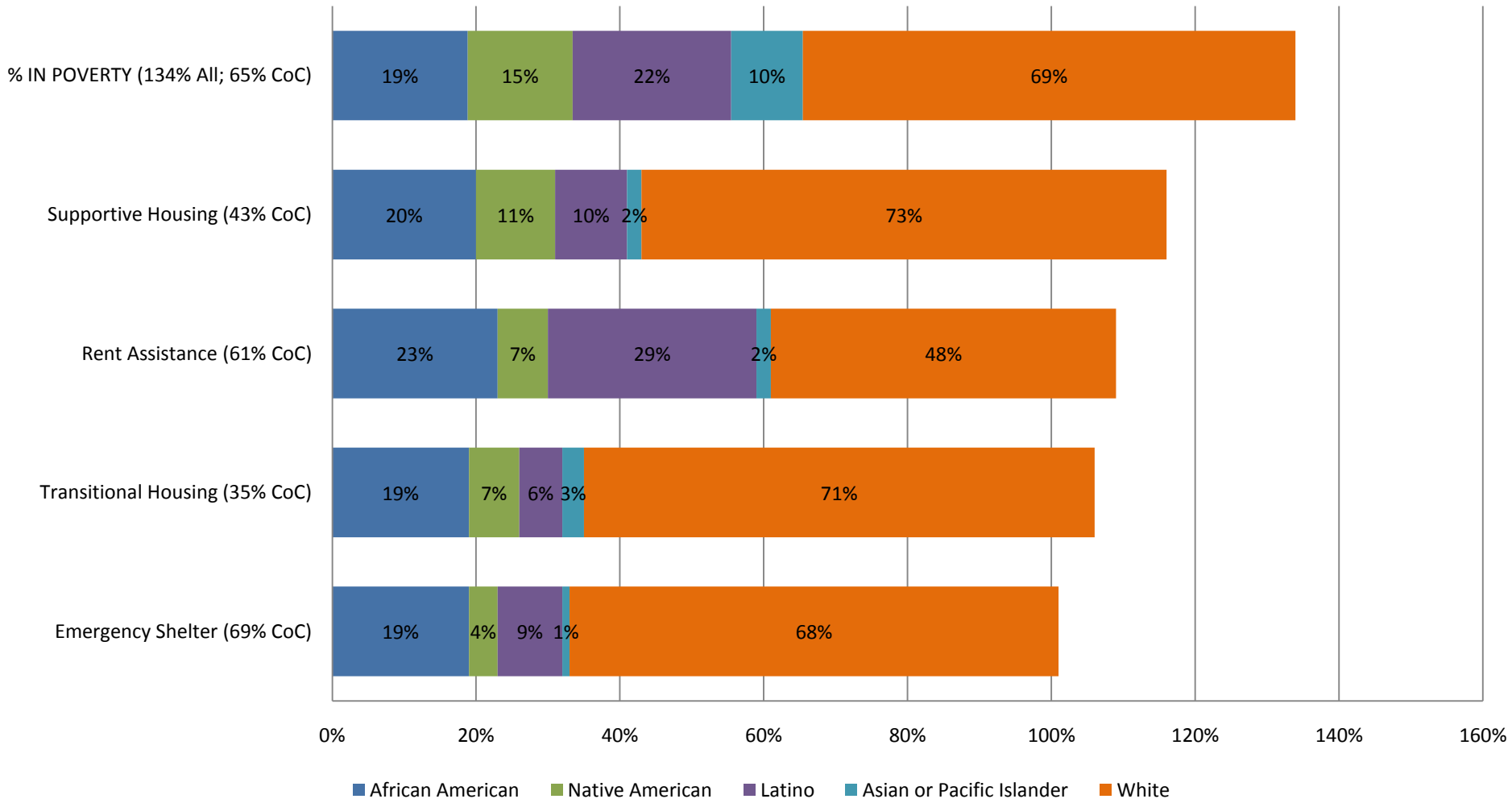
Priority 2 – Move people quickly from homelessness to permanent housing while preventing families from losing their homes (becoming homeless)

Priority 3 – Help Portlanders from communities of color buy a home or keep the home they already own

Priority 4 – Provide a safety net that includes shelters and other short-term help for low-income Portlanders who are homeless or at risk of homelessness.

Equity Goals by Strategic Plan Priority

Priority 2 & 4 - Move People from homelessness to permanent housing/Prevent housing loss; Safety net for those at risk of homelessness



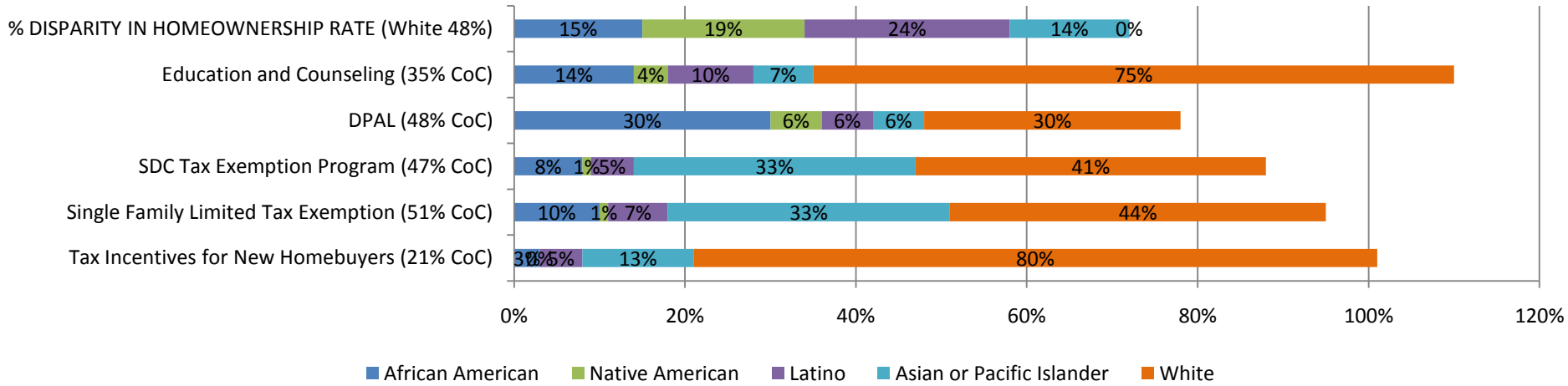
Example - Sub-recipient Contractor Equity Goal Setting

Priority 2 – Move people quickly from homelessness to permanent housing while preventing families from losing their homes (becoming homeless)

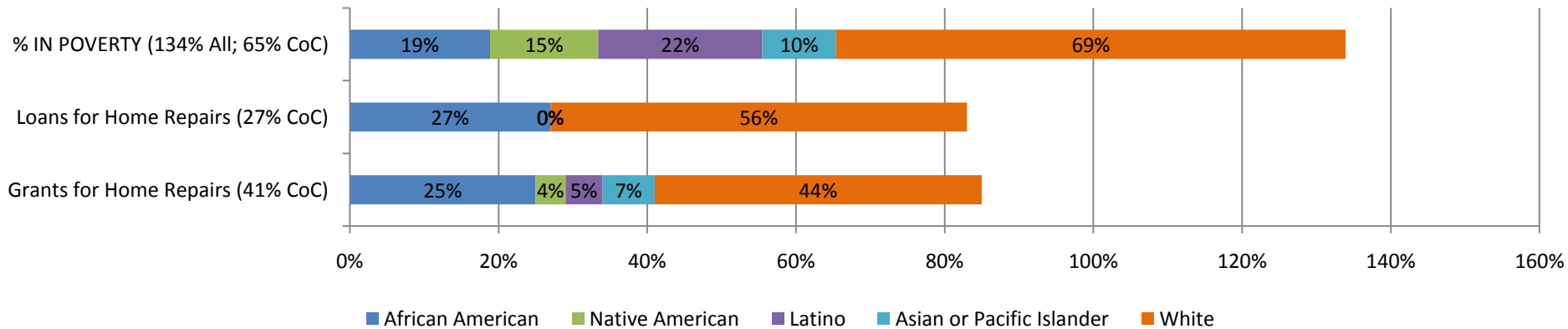
RENT ASSISTANCE		# Hshlds Served	African American	Native American	Latino	Asian Pacific Islander
OUTPUTS <u>Contractor A</u> (serves general population)		50	12%	7%	24%	1%
	Yr 1	50	15%	10%	24%	4%
	Yr 2	50	18%	13%	24%	7%
	Yr 3	50	19%	15%	24%	10%
OUTCOMES <u>Contractor A</u>						
	Yr 1	Describe organizational equity efforts				
		Continue effective delivery to Latino Community - Best Practice?				
OUTPUTS <u>Contractor B</u> (AA culturally specific)		10	75%	10%	10%	5%
	Yr 1	10	75%	10%	10%	5%
	Yr 2	10	75%	10%	10%	5%
	Yr 3	10	75%	10%	10%	5%
OUTCOMES <u>Contractor B</u>						
	Yr 1	Describe organizational equity efforts				
		Review Service Model - Learning for Other CS Providers? Collaborate/Refer to other CS Providers				

Equity Goals by Strategic Plan Priority

Priority 3 - Help Portlanders from communities of color buy a home



Priority 3 - Help Portlanders from communities of color keep the home they already own



Portland Housing Bureau

Example - Sub-recipient Contractor Equity Goal Setting

Priority 3 – Help Portlanders from communities of color to buy a home

EDUCATION & COUNSELING		# Hshlds Served	African American	Native American	Latino	Asian Pacific Islander
OUTPUTS Contractor A (serves general population)		200	10%	4%	24%	10%
	Yr 1	100	12%	10%	24%	12%
	Yr 2	100	13%	13%	24%	14%
	Yr 3	100	15%	19%	24%	14%
OUTCOMES Contractor A						
	Yr 1	Describe organizational equity efforts				
		Continue effective delivery to Latino Community - Best Practice?				
OUTPUTS Contractor B (NA culturally specific)		50	5%	80%	10%	1%
	Yr 1	30	6%	80%	10%	2%
	Yr 2	30	7%	80%	11%	3%
	Yr 3	30	7%	80%	12%	3%
OUTCOMES Contractor B						
	Yr 1	Describe organizational equity efforts				
		Review Service Model - Learning for Other CS Providers				
		Collaborate/Refer to other CS Providers				

Example - Sub-recipient Contractor Equity Goal Setting

Priority 3 – Help Portlanders from communities of color keep the home they already own

GRANTS FOR HOME REPAIRS		# Hshlds Served	African American	Native American	Latino	Asian Pacific Islander
OUTPUTS Contractor A (serves general population)		125	24%	4%	5%	7%
	Yr 1	75	24%	7%	10%	8%
	Yr 2	75	24%	10%	15%	9%
	Yr 3	75	24%	15%	22%	10%
OUTCOMES Contractor A						
	Yr 1	Describe organizational equity efforts				
		Continue effective delivery to African American Community - Best Practice?				
OUTPUTS Contractor B (Latino culturally specific)		50	10%	5%	80%	2%
	Yr 1	30	10%	5%	80%	2%
	Yr 2	30	8%	7%	80%	3%
	Yr 3	30	9%	8%	80%	3%
OUTCOMES Contractor B						
	Yr 1	Describe organizational equity efforts				
		Review Service Model - Learning for Other CS Providers Collaborate/Refer to other CS Providers				

Summary of General Fund and CDBG Public Service Cap Reductions
FY 2013/14 Requested Budget

Strategic Plan Investment Priority	Functional Area Description	General Fund Reduction	CDBG Public Service Cap Reduction	Total Reduction	Total Budget (All Funds) by Functional Area	Cut as % of Total Functional Area Budget
Priority Two	Prevention: Reduce Short Term Rent Assistance	\$0	\$97,890	\$97,890	\$2,974,554	3%
	Supportive Housing: Reduce mental health outreach, Alcohol and Drug Free Communities, Community Engagement Program, Key Not a Card family rent assistance, Street outreach, Youth Transitional Housing and the Bridgeview by 5%	\$173,300	\$23,860	\$197,160	\$5,095,802	4%
	Supportive Housing: Reduce Bud Clark Commons PSH by 10%	\$27,000	\$0	\$27,000		
Priority Three	Homebuyer Education and Counseling: Reduce education and counseling contracts, eliminate homeownership fairs	\$42,600	\$6,250	\$48,850	\$792,575	16%
	Foreclosure Prevention/Home Retention: Reduce homeownership retention program	\$80,000	\$0	\$80,000		
Priority Four	Emergency Services: Eliminate winter recuperation care, winter shelter and the Clark Center	\$449,000	\$322,000	\$771,000	\$4,504,598	19%
	Emergency Services: Reduce youth and other shelters by 5%	\$93,190	\$0	\$93,190		
	Access: Eliminate Housing Connections, Shared Housing, Rent Well Administration, Oregon Community Warehouse	\$215,773	\$0	\$215,773	\$824,126	27%
	Access: Reduce Rose City Resource Guide by 10%	\$3,000	\$0	\$3,000		
Total		\$1,083,863	\$450,000	\$1,533,863		

Portland Housing Bureau Add-Back Requests
FY 2013/14 Requested Budget

Name	Description	Amount
Keep the Clark Center Open	Restore funding to keep the 90 Bed men's Clark Center Shelter Open	\$424,650
Preserve the Safety Net	Provide funding to provide winter recuperation care, winter shelter and the youth shelter	\$331,050
Permanent Housing and Access for Vulnerable Populations	<p>Provide funding for programs that support permanent housing outreach, placement, services and stabilization for vulnerable people</p> <p>Programs include mental health outreach and housing placement, street outreach, housing placement and retention, alcohol and drug free communities, family rent assistance, Rose City Resource Guide, Rent Well, youth transitional housing, and Community Engagement Program</p>	\$216,300
Stabilize Families: Prevent Foreclosure	Provide funding for programs that build the pipeline of potential homebuyers from communities of color and help homeowners retain their home	\$74,241
OMF/IA	OMF/IA Add back	\$37,622
Total		\$1,083,063

Portland Housing Bureau
Summary of Financial Assistance Projects

	FY 2013-14 Requested	FY 2014-15 Forecast	FY 2015-16 Forecast	FY 2016-17 Forecast	FY 2017-18 Forecast
Central Eastside URA					
Notice of Funding Availability (NOFA)	-	900,000	2,300,000	-	-
Convention Center URA					
Notice of Funding Availability (NOFA)	10,700,000	276,122			
Lloyd Cascadian Phase II	4,000	3,000			
2nd and Wasco	4,000	-	-	-	-
Downtown Waterfront URA					
Notice of Funding Availability (NOFA)	2,000,000	2,000,000	400,000		800,000
Gateway Regional Center URA					
Notice of Funding Availability (NOFA)	-	500,000			1,200,000
Gateway/Glisan	2,150,000	-	-	-	-
Property Management	2,000	2,000	2,000	2,000	2,000
Interstate URA					
Notice of Funding Availability (NOFA)	1,300,000	300,000	400,000	700,000	2,600,000
Beech Street	1,000,000				
Home Buyer Assistance	500,000	500,000	500,000	500,000	500,000
Home Repair Projects	500,000	500,000	500,000	500,000	500,000
Lents Town Center URA					
Notice of Funding Availability (NOFA)	300,000	1,000,000	1,600,000	300,000	3,400,000
Home Repair Projects	500,000	500,000	500,000	500,000	500,000
Home Buyer Assistance	500,000	500,000	500,000	500,000	500,000
Property Management	8,000	8,000	-	-	-
North Macadam URA					
Notice of Funding Availability (NOFA)	-	-	-	1,400,000	3,100,000
Grays Landing	1,371,400	-	-	-	-
River District URA					
Notice of Funding Availability (NOFA)	5,700,000	7,300,000	11,000,000	7,300,000	2,700,000
Fairfield Apartments	50,000	50,000	50,000	50,000	
Property Management	25,000	25,000	25,000	-	-

Portland Housing Bureau
Summary of Financial Assistance Projects

	FY 2013-14 <u>Requested</u>	FY 2014-15 <u>Forecast</u>	FY 2015-16 <u>Forecast</u>	FY 2016-17 <u>Forecast</u>	FY 2017-18 <u>Forecast</u>
South Park Blocks URA					
Park Tower Preservation	2,100,000	-	-	-	-
Jefferson West Apartments	50,000	-	-	-	-
Education URA					
Notice of Funding Availability (NOFA)		500,000	250,000	400,000	400,000
Community Development Block Grant (CDBG)					
Notice of Funding Availability (NOFA)	507,650	2,000,000	2,000,000	1,500,000	1,300,000
Bronaugh	1,500,000	-	-	-	-
PCRI Restructure	1,525,000	-	-	-	-
Stephens Creek	550,000	-	-	-	-
HOME Grant					
Notice of Funding Availability (NOFA)	2,000,000	400,000	1,500,000	1,400,000	1,500,000
Providence House	375,000	-	-	-	-
Hawthorne East	-	1,500,000	-	-	-
Glisan Commons	880,000	-	-	-	-