



**Commissioner Nick Fish**  
City of Portland

**Date:** January 30, 2012

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

**From:** Commissioner Nick Fish and Director Traci Manning *NF*

**Subject:** FY 2012-13 Portland Housing Bureau Requested Budget

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

The new Portland Housing Bureau is continuing to make progress by aligning programs with its strategic plan, improving transparency and accountability, implementing its equity agenda, and ensuring its core mission is advanced in the face of declining resources.

As you know, we face a perfect storm: a rising tide of need; a national recession; high unemployment; and declining State and federal funding.

The requested budget includes over \$3 million in cuts to local and federal funding for critical programs serving low-income Portlanders. This will result in a reduction in services as well as decreased development and preservation of affordable homes. We have taken great care to seek out other resources, to combine our various funds sources in the most efficient manner possible, and to prioritize investments so they reflect community priorities.

As in past years, the City's General Fund is focused primarily on programs that help people prevent homelessness or end their homelessness as quickly as possible.

PHB is requesting \$4.75 million in historical one-time general fund support. At the top of our list is Short Term Rent Assistance, a particularly cost-effective tool for preventing homelessness and helping people end their homelessness.

Despite the challenges, we enter the new fiscal year with optimism. Thanks to your support, including nearly \$30 million in TIF Set-Aside dollars from the River District URA, Bud Clark Commons opened in June and is serving our community's most vulnerable. We broke ground in South Waterfront on the construction of new apartments to serve formerly homeless veterans. We continue to preserve critical Section 8 properties. And, we are making progress on our plan to end homelessness.

We are grateful for the Council's steadfast support in the past, and look forward to discussing the budget with you in the coming months.



## PORTLAND HOUSING ADVISORY COMMISSION

Jesse Beason

Andrew Colas

Rey España

Elisa Harrigan

Deborah Imse

Marc Jolin

Christine Lau

Carter MacNichol

Carmen Rubio

Shannon Singleton

Tobias Washington

Mark White

Brian Wilson

Sarah Zahn

Date: January 18, 2012

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

Re: PHB FY 2012-2013 Requested Budget

The Portland Housing Advisory Commission (PHAC) appreciates the opportunity to comment on the Portland Housing Bureau's (PHB's) FY 2012-2013 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.

This year's budget process has been particularly challenging given the increasing community need for PHB programs amidst federal and local cuts to the resources available to meet those needs. To cut funding at this time means moving fewer people out of homelessness, fewer evictions prevented, and fewer new affordable homes built.

We believe PHB has made sound choices to focus community resources on the most serious unmet housing needs. We strongly support fully funding the requested budget including Decision Packages 1 through 5, and ask that you support it as well.

We hope that City Council will once again provide on-going funding to support strong PHB programs that currently rely on one-time-only resources. We also ask you to champion the Bureau's progress towards a sustainable budget, by transitioning the Bureau's established programs with demonstrable outcomes from Serial One Time Only Funding to on-going funding. This request is consistent with our recommendations made last year, and the recommendations of prior Budget Advisory Committees to the precursor Bureau of Housing and Community Development.

We have endorsed the Bureau's Proposed Budget and Decision Packages 1-5 and want to highlight the following considerations.

A) We advised PHB to retain their Strategic Plan priorities, but recognize these are long term goals and recommend that PHB work to make targeted budget decisions based on current needs.

While we continue to support and recognize the long term importance of these investment priorities, this year we have given priority to safety net services to proactively address the realities of these harsh economic times. We support the smaller percentage cut to priority four services because we recognize the importance of maintaining our community's safety net, particularly emergency shelters.

B) When making cuts, we advise that PHB staff pay special attention not to dismantle system capacity.

PHB invests in proven, cost effective strategies implemented by community based partners. We advised PHB to seek to cut funding to programs in a way which would not permanently dismantle systems of care proven to be effective in serving our community's needs. For example, facility based services should not be cut to the extent that would require the shelter to shut down, nor should the Short Term Rent Assistance program be cut where the loss of FTE would inhibit the ability of the entire program to operate. This program is a best practice in cost effective and efficient end to or prevention of homelessness and is heavily reliant on serial one-time general funds.

C) We commend the leadership team's intentional staff driven budget process that has prioritized staff generated problem solving and expertise.

Throughout our budget process, it has been evident that staff at all levels have participated in providing creative solutions.

D) Within each investment priority, we recommend that PHB use a lens that maximizes leverage and avoids exposure.

Our budget process has examined all of PHB's resources not just City General Funds. We advised PHB to try to avoid cuts to programs with significant leverage and at the same time, to try to avoid cutting programs without any other sources of funding.

E) We continue to support PHB's equity agenda and have advised staff to ensure that budget decisions support increasing access to programs and funding for communities of color and reduce historical disparities in outcomes.

A commitment to equity permeates the work of the Bureau. We have examined PHB's data on who they serve and will continue to advocate that the Bureau use this data to inform budget decisions.

F) We continue to support the City's Investment in programs and strategies proven to assist low- and moderate -income families from Portland's communities or color to sustainably purchase a home or retain a home they already own.

In a budget year when we have focused on serving those most in need, we also recognize homeownership's important place in the housing continuum. A combination of incredibly low interest rates and housing prices make this a particular moment of opportunity to create ownership opportunity for minority communities that have been disproportionately impacted, first by gentrification, then by sub-prime lending. By providing new affordable homeownership opportunities for people living in PHB assisted housing, an affordable unit is opened up to another family in need. In this market, we encourage PHB to retain its homeownership programming, although it may not be the highest priority at this time.

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 Decision Packages 1-5. We feel PHB has taken a balanced and strategic approach during these challenging times.

Sincerely,

Portland Housing Advisory Commission

# Portland Housing Bureau

Community Development Service Area

Nick Fish, Commissioner-in-Charge

Traci Manning, Director

## Bureau Summary

### **BUREAU MISSION**

The mission of the Portland Housing Bureau (PHB) is to focus community resources on the unmet housing needs of the people of Portland. We accomplish our mission by:

- Building and preserving affordable housing
- Supporting programs that help low-income Portlanders find, rent, buy, retain, and repair their homes
- Bringing together our partners and leading them as we assess the city's housing needs, choose the best solutions to efficiently meet them, and identify how to pay for them
- Reaching out to racially and culturally diverse groups to ensure their participation in the economic opportunities our housing investments create

### **BUREAU OVERVIEW**

PHB stewards several sources of public funds for investments in affordable housing. Program investments cross a continuum from resources aimed at ending homelessness to rental housing for low-income individuals and families to targeted homeownership and 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 sources of funds in alignment with the Strategic Plan for loans and grants for capital construction of new or rehabilitated housing or for sub-recipient contracts to non-profits to deliver safety net services to Portlanders in poverty.

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

PHB is advised by the Portland Housing Advisory Commission (PHAC). This commission is intended to provide 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 has helped shape the new PHB Strategic Plan, and also serves as the bureau's budget advisory committee (BAC).

Equity is woven throughout PHB policy and operations. The 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 (such as the

Coalition of Communities of Color report) to understand unmet needs, and to intentionally hold its partners accountable for removing barriers and serving members of minority communities equitably.

## STRATEGIC DIRECTION

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

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

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

Through its strategic planning work, PHB has adopted 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's 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.

## Values

PHB upholds the following values:

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

## **Service Improvement Plan**

In FY 2012-13, PHB will continue implementation of the Strategic Plan, which prioritizes these as the top three areas for service improvement:

1. Review and update lending and asset management guidelines. Together with its housing industry partners, PHB is undertaking a careful examination of the process, guidelines and products it uses to underwrite housing projects and manage existing community housing assets for long-term viability. This initiative will improve transparency and service to customers, ensure that investments balance policy objectives against prudent fiscal practices, and maintain a healthy and sustainable portfolio that will serve generations of Portlanders. PHB has completed a good portion of the work in this area and intends to continue progress into FY 12-13. Success of the lending and asset management guidelines initiative will be measured by the financial health of the portfolio and by a survey of borrowers to measure customer service improvement. This initiative will be completed by June 30, 2013.
2. Implement a comprehensive, integrated PHB business and data system. PHB has procured and is in the process of implementing Housing Development Software (HDS). HDS will upgrade and unify the existing systems through which bureau originates and services housing loans, conducts assess management and compliance functions, and produces and analyzes investments and programmatic outcome data. Successful implementation of HDS is critical to providing timely and accurate information internally and externally to borrowers, community contractors, regulators, auditors, and the public. HDS will improve customer service to borrowers and contractors, enhance PHB's ability to analyze the impact of its programs and investments and provide for effective portfolio and asset management.

HDS implementation has begun with end-user training, fit-gap analysis, project plan development and on-site initiation of the Loan Servicing and Funds Management modules. PHB will hold its first HDS Stakeholder Group Meeting in February of 2012.

Success of HDS will be measured by customer service surveys and by the level of improvement to – and expansion of – PHB's online production report and dashboard. Implementation will be completed by June 30, 2012.

3. This year, PHB will set clear, measurable targets for utilization of all PHB-supported programs by subpopulations. PHB will also set measurable targets for contractor and sub-contractor participation. The bureau is currently developing strategies to set and achieve performance targets in the upcoming year with its Equity and Diversity Council, the PHAC, and community partners. The achievement of this goal will be measured by comparing utilization and participation data over FY 2011-12 to established baseline data. The results of the baseline data, targets, and each year's results are published and tracked in the bureau's production report. The distinct phases of this service improvement plan will be completed by December of 2012 and include: establish baseline data, set targets, implement contractual and policy changes, measure and report, and refine.

## **SUMMARY OF BUDGET DECISIONS**

### **PHB Budget Structure**

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

## **Budget Direction**

The bureau has engaged the PHAC to take on the role of budget advisory committee during the budget process. This citizen committee reviewed PHB financial, programmatic and strategic plan details, took public testimony, and provided recommendations concerning direction and priorities.

Additionally, OMF directed bureaus to participate in two program ranking exercises in an effort to guide budget decisions. The program rankings were developed by the PHAC, and the Core ranking was finalized by the PHB Executive Team, following input from PHB's Management Team.

PHB operates nearly all of its programs in contract with community partners. PHB contract managers had numerous conversations with contractors to help identify cuts with the least impact on the public being served.

Lastly, PHB conducted an intensive staff involvement component to the budget process. Representatives from each of the program areas and in different levels of the organization came together for a series of meetings to discuss and recommend budget reduction options. The recommendations stemmed from an employee budget input process comprised of team meetings and an anonymous staff survey. Many of the staff recommendations were implemented in the Requested Budget, and they offset approximately \$200,000 in budget reductions that the bureau was facing.

## **Federal Funds**

PHB received reduced allocations from HUD for federal funds: CDBG was reduced by 15% (\$1,103,089) and HOME was reduced by 28% (\$1,312,075). PHB's Requested Budget reflects cuts in each of these funds achieved through programmatic reductions based on PHB Strategic plan priorities.

## **Decision Packages**

The Requested Budget includes reductions of \$500,000 and add packages totaling \$4,775,300.

## **Ending Homelessness and Related Programs**

- **Prevention and Rapid Re-Housing** - Short-term rent assistance is a highly effective tool to prevent eviction, keep people housed, and to rapidly end homelessness for most families or individuals. A \$1.9 million one-time General Fund package continues funding to support cost effective, long-standing programs.
- **Housing Access Services** - This \$456,300 one-time General Fund package continues historical General Fund one-time funding for programs providing information and referral, advocacy and case management for low-income renters confronting homelessness, eviction, housing discrimination, and unhealthy housing conditions. PHB's Housing Access and Stabilization programs represent a community-wide safety net that assists individuals and households to obtain and retain housing, including those with rental screening barriers such as poor credit, evictions, and criminal history. These programs continue our commitments to fair housing and are especially critical given the current economic climate and tight local rental housing market.
- **Shelter and Emergency Services** - This package, funded by \$1,734,000 of one-time General Fund, continues long standing one-time General Fund resources for the three types of shelters PHB invests in: year-round, winter, and severe weather. Shelter operations remain a critical component of the safety net for the community, and PHB works closely with Multnomah County, Home Forward (formerly Housing Authority of Portland) and non-profit partners to ensure that investments and outcomes are closely aligned. Collaborative efforts are aimed at helping people in emergency shelters regain permanent housing as quickly as possible. For most individuals and families, the most cost-effective and humane approach is to minimize shelter stays by helping

people link to social, health, and employment services while helping them secure a permanent housing solution through programs like short-term rent assistance.

- **Bud Clark Commons Operating Costs** - The allocation of \$185,000 of one-time General Fund funds a portion of the operating costs. This amount is down from the \$390,000 from FY 11-12. The Bud Clark Commons opened in June 2011. In its first six months of operation, the Day Center served a total of 4,300 people, with an average of 600 daily visitors seeking services and basic needs. Nearly 300 people have found permanent homes through the Day Center since it opened.

### **Homeownership Programs**

Consistent with the PHB strategic plan, this package provides \$500,000 of one-time General Fund to support for homebuyer education and counseling and foreclosure prevention 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 URA's and certain federal funds to provide the down payment assistance to a subset of households that receive homebuyer education and counseling.

### **Reduction Packages**

#### **Cuts To Base Budget**

PHB made internal budget reductions within External Materials & Services to balance the base budget, prior to mandatory reductions. The bureau is continuing staffing reductions that occurred in FY 2010-11 and FY 11-12 by eliminating two additional vacant positions in the FY 12-13 Requested Budget -- a Senior Housing Administration Specialist and a Housing Compliance Analyst III. Both of the positions identified for reduction include a General Fund funding component; however, the General Fund portion of funding is very small compared to CDBG and HOME. PHB's total staffing is 55 positions after the two position reductions.

#### **Mandatory 8% General Fund Reduction**

City bureaus are required to submit cuts to ongoing general fund at a 4%, 6% and 8% level. These cuts amount to \$251,345, \$377,018 and \$502,691 respectively. The cuts will reduce various contracts in the shelter and emergency services program, as PHB utilizes federal dollars or TIF in the other program areas, which are taking a larger reduction. Programs with a higher priority in the Strategic Plan generally had lesser reductions. The following is a sample of the impacts will result from an 8% cut:

- 380 fewer families, seniors, women and disabled individuals moved from the streets and shelters into stable housing
- 480 fewer people served in Winter shelter
- 1,380 fewer homeless and formerly homeless people receiving supportive and housing retention services or assistance securing SSI/SSDI benefits
- 150 fewer households who are transitioning from homelessness will receive furnishings when they move into housing
- Bud Clark Commons day center will see a reduction in the total operating hours of the day
- 540 fewer people will receive basic services at Bud Clark Commons

## Summary of Bureau Budget

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2012-13
	Year-End	Year-End	Revised	Requested	Requested
	Actuals	Actuals	Budget	Without DP's	Budget
<b>Portland Housing Bureau</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	3,952,604	0	0	0	0
Personal Services	2,946,465	6,313,229	5,903,831	5,546,757	5,546,757
External Materials and Services	39,775,949	70,883,414	114,089,742	75,576,353	79,848,962
Internal Materials and Services	1,330,624	2,841,089	1,169,005	1,188,375	1,188,375
Capital Outlay	12,155	0	1,563,882	0	0
Debt Service	9,144,884	1,339,826	1,186,748	1,292,086	1,292,086
Fund Transfers - Expense	1,220,955	2,144,288	143,238	881,930	881,930
Contingency	0	0	2,524,140	2,712,955	2,712,955
<b>Total Expenditures</b>	<b>58,383,636</b>	<b>83,521,846</b>	<b>126,580,586</b>	<b>87,198,456</b>	<b>91,471,065</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	704,958	0	1,552,446	3,992,645	3,992,645
Charges for Services	7,000	355,528	260,800	213,908	213,908
Intergovernmental Revenues	27,036,639	61,069,348	98,154,204	63,386,855	63,386,855
Interagency Revenue	11,500	57,748	0	35,129	35,129
Fund Transfers - Revenue	344,143	2,139,288	3,855	0	0
Bond and Note Proceeds	11,825,138	4,704,000	8,313,777	12,275,185	12,275,185
Miscellaneous Sources	6,316,363	8,256,938	6,753,989	1,011,100	1,011,100
General Fund Discretionary	12,137,896	0	11,541,515	6,283,634	10,556,243
<b>Total Resources</b>	<b>58,383,636</b>	<b>76,582,849</b>	<b>126,580,586</b>	<b>87,198,456</b>	<b>91,471,065</b>

**Total FTE and Salary by Class  
Portland Housing Bureau**

Class	Title	CY_REVBUD {Rep}		V52_NO_DP {Rep}		V52_TOTAL {Rep}	
		No.	Amount	No.	Amount	No.	Amount
30000062	Accountant I	1.00	53,124	1.00	53,124	1.00	53,124
30000064	Accountant III	1.00	66,888	1.00	66,888	1.00	66,888
30000433	Administrative Specialist, Sr	1.00	72,924	1.00	72,924	1.00	72,924
30000441	Business Operations Manager	1.00	100,044	1.00	100,044	1.00	100,044
30000569	Financial Analyst, Principal	1.00	99,732	1.00	99,992	1.00	99,992
30000568	Financial Analyst, Sr	1.00	63,384	1.00	63,384	1.00	63,384
30001592	Housing Administrative Specialist, Sr	4.00	168,252	4.00	170,046	3.00	128,562
30001361	Housing Construction Coordinator	2.00	141,684	2.00	144,096	2.00	144,096
30001362	Housing Construction Coordinator, Sr	3.00	233,182	3.00	236,216	3.00	236,216
30001363	Housing Development Finance Coordinator	2.00	167,280	2.00	167,280	2.00	167,280
30000417	Housing Director	1.00	125,004	1.00	128,847	1.00	128,847
30001260	Housing Director, Assistant	1.00	102,660	1.00	105,117	1.00	105,117
30001587	Housing Financial Analyst	1.00	75,672	1.00	75,672	1.00	75,672
30001588	Housing Financial Analyst, Assistant	1.00	67,956	1.00	68,616	1.00	68,616
30001367	Housing Lead Grant Program Coordinator	1.00	68,100	1.00	69,724	1.00	69,724
30001369	Housing Loan Compliance Analyst II	1.00	63,852	1.00	63,852	1.00	63,852
30001370	Housing Loan Compliance Analyst III	1.00	54,084	1.00	54,084	0.00	12
30001364	Housing Loan Coordinator	1.00	44,532	1.00	44,532	1.00	44,532
30001365	Housing Loan Coordinator, Sr	2.00	130,596	2.00	135,951	2.00	135,951
30001596	Housing Management Assistant	1.00	53,064	1.00	55,242	1.00	55,242
30001608	Housing Policy Manager	1.00	88,008	1.00	91,308	1.00	91,308
30001595	Housing Program Coordinator	8.00	566,500	7.90	577,432	7.90	577,432
30001593	Housing Program Specialist	5.00	315,250	5.00	324,244	5.00	324,244
30001594	Housing Program Specialist, Assistant	4.00	233,316	4.00	236,942	4.00	236,942
30000453	Management Analyst, Principal	1.00	94,728	1.00	97,635	1.00	97,635
30000452	Management Analyst, Sr	1.00	84,636	1.00	84,636	1.00	84,636
30000012	Office Support Specialist II	1.00	43,956	1.00	43,956	1.00	43,956
30000464	Program Coordinator	2.00	135,906	2.00	138,916	2.00	138,916
30000465	Program Manager	3.00	240,816	3.00	246,704	3.00	246,704
30000466	Program Manager, Sr	1.00	100,044	1.00	100,044	1.00	100,044
30000495	Public Information Officer	1.00	71,016	1.00	72,456	1.00	72,456
<b>Total Full-Time Positions</b>		<b>56.00</b>	<b>\$3,926,190</b>	<b>55.90</b>	<b>\$3,989,904</b>	<b>53.90</b>	<b>\$3,894,348</b>
30001591	Housing Business Systems Analyst, Asst	1.00	54,045	1.00	56,262	1.00	56,262
<b>Total Limited Term Positions</b>		<b>1.00</b>	<b>\$54,045</b>	<b>1.00</b>	<b>\$56,262</b>	<b>1.00</b>	<b>\$56,262</b>
<b>Grand Total</b>		<b>57.00</b>	<b>\$3,980,235</b>	<b>56.90</b>	<b>\$4,046,166</b>	<b>54.90</b>	<b>\$3,950,610</b>

# 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 CFO/Business Operations Manager, and the Housing Policy Manager responsible for Equity, Policy & Communications.

## Business Operations Division

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

## Equity, Policy, and Communications

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

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

## Goals

The goals of the Director's Office include:

- Provide long-range vision and overall direction for Portland's affordable housing investments

- Ensure the bureau advances goals, strategies, and investment priorities from the PHB Strategic Plan, with a focus on advancing PHB's emerging social equity agenda
- 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
- Guide informed lending decisions and proactive asset management, including early assessment of risk and opportunity in the public investment in the affordable housing portfolio
- Deliver excellence in compliance services
- Support the bureau's 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 PHB's 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 funding reductions in the budget:

- Reduce employees work schedules (fewer hours worked per pay period)
- Reduce vacant positions
- Reduce sponsorships, memberships and subscriptions
- Minimize travel/training budget
- Audit use/necessity of all IT related devices including servers, e-mail boxes, fax lines, smart phones, software licenses
- Grants Office and Printing & Distribution interagency reductions
- Reduce office supplies
- Reduce funding for public involvement (renting meeting rooms, food/beverage service)
- Sublease empty office space at PHB to the Office of Equity & Human Relations

### Summary of Program Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Administration &amp; Support</b>					
Administration & Support	0	465,252	394,075	478,741	478,741
Administration	56,703	73	0	0	0
Business Services	2,931,582	4,812,394	6,070,643	4,728,651	4,728,651
Director's Office	684,916	582,556	536,760	389,521	389,521
Planning & Policy	125,883	700,123	910,008	784,368	784,368
<b>Total Administration &amp; Support</b>	<b>3,799,084</b>	<b>6,560,399</b>	<b>7,911,486</b>	<b>6,381,281</b>	<b>6,381,281</b>

**Portland Housing Bureau**  
Performance Measures

<b>Performance Measure</b>	<b>Type</b>	<b>FY 2009-10 Year-End Actuals</b>	<b>FY 2010-11 Year-End Actuals</b>	<b>FY 2011-12 Revised Budget</b>	<b>FY 2012-13 Performance No Dec Pkg</b>	<b>FY 2012-13 Performance With Dec Pkg</b>
<b>Administration &amp; Support</b>						
HC_0085 - Percent PHB data users providing accurate & timely data	EFFECTIVE	75%	85%	85%	90%	90%
HC_0083 - Admin costs as a percent of bureau-level budget	EFFICIENCY	9%	7%	8%	8%	8%
HC_0082 - Number of sub-recipient contracts processed	WORKLOAD	101	93	90	90	90
HC_0084 - Number of users trained and supported in PHB data systems	WORKLOAD	707	859	860	900	900
HC_0086 - Number of housing assets monitored	WORKLOAD	305	315	315	315	315

# 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 2010-11 HAS funding assisted nearly 4,500 families and individuals by preventing their homelessness, supporting their transition to greater housing stability, and/or enabling them to secure permanent homes.

HAS funds are contracted to 16 nonprofit and public agencies to provide a comprehensive range of services that address the diverse 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

## Goals

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

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

## Performance

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

## Changes to Activities and Services

Reductions in federal funds (CDBG and HOME) 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 will be increased jurisdictional coordination, including an in depth review of the 10-Year Plan, 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 against PHB strategic plan goals.

## Summary of Program Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Housing Access &amp; Stabilization</b>					
Housing Access & Stabilization	429,223	31,025	3,920	0	0
Access and Stabilization	0	0	1,460,448	1,959,644	2,373,144
Community Planning	57	0	0	0	0
Shelter & Emergency Services	1,838,579	2,025,554	5,107,303	2,936,099	4,582,060
Transitional Housing	3,740,252	6,433,739	0	0	0
Supportive Housing	4,895,957	3,703,806	4,305,175	3,835,222	3,673,821
Public Safety and Livability	687,052	0	0	0	0
Prevention & Rapid Rehousing	733,503	1,074,294	3,169,716	1,307,151	3,181,700
<b>Total Housing Access &amp; Stabilization</b>	<b>12,324,624</b>	<b>13,268,418</b>	<b>14,046,562</b>	<b>10,038,116</b>	<b>13,810,725</b>

**Portland Housing Bureau**  
Performance Measures

Performance Measure	Type	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Performance No Dec Pkg	FY 2012-13 Performance With Dec Pkg
<b>Housing Access &amp; Stabilization</b>						
HC_0050 - Percent of exits from shelter to stable housing	EFFECTIVE	28%	31%	31%	27%	30%
HC_0054 - Percent of households exited to long-term housing	EFFECTIVE	72%	61%	61%	51%	61%
HC_0062 - Percent of households receiving placement assistance at 6 months	EFFECTIVE	83%	86%	86%	85%	85%
HC_0063 - Percent of households receiving placement assistance at 12 months	EFFECTIVE	74%	76%	76%	75%	75%
HC_0065 - Percent of households exited into long-term housing with supportive services	EFFECTIVE	92%	71%	71%	65%	71%
HC_0095 - Average length of rent assistance, eviction prevention (in days)	EFFECTIVE	0	121	121	121	121
HC_0055 - Average length of stay in transitional housing (in days)	EFFICIENCY	309	254	254	255	255
HC_0049 - Number of households served in emergency shelters	WORKLOAD	1,935	1,635	1,635	870	1,640
HC_0053 - Number of households served in interim housing	WORKLOAD	286	338	338	300	300
HC_0057 - Number of households receiving rent assistance / eviction prevention	WORKLOAD	423	1,373	1,373	750	1,375
HC_0061 - Number of households receiving placement assistance	WORKLOAD	515	1,713	1,713	1,200	1,700
HC_0064 - Number of households residing in long-term assisted housing with supportive services	WORKLOAD	865	728	865	1010	1165

# Economic Opportunity

## **Description**

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

The CDBG allocation for FY 2012-13 reflects the bureaus estimate of a 15% reduction in the CDBG entitlement allocation.

## **Goals**

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

## **Changes to Activities and Services**

Information on changes is available in the PDC budget.

### Summary of Program Budget

	<b>FY 2009-10</b>	<b>FY 2010-11</b>	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2012-13</b>
	<b>Year-End</b>	<b>Year-End</b>	<b>Revised</b>	<b>Requested</b>	<b>Requested</b>
	<b>Actuals</b>	<b>Actuals</b>	<b>Budget</b>	<b>Without DP's</b>	<b>Budget</b>
<b>Economic Opportunity</b>					
Economic Opportunity	74,516	5,090	2,471,312	2,114,907	2,114,907
Workforce Development	2,492,068	2,364,408	0	0	0
Economic Opportunity Initiatives	551,483	(14,097)	0	0	0
Microenterprise Growth	302,462	952,600	0	0	0
<b>Total Economic Opportunity</b>	<b>3,421,530</b>	<b>3,308,001</b>	<b>2,471,312</b>	<b>2,114,907</b>	<b>2,114,907</b>

# Housing Production & Preservation

## Description

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

Funds for new housing development or preservation are made available through competitive funding cycles.

## Goals

This team has four major components:

1. Catalyzing affordable housing development through the disposition of publicly owned property in conjunction with PHB financing commitments
2. Strategically investing public resources to create and maintain a portfolio of affordable housing equally available to the community,
3. Structuring investments through the negotiation of loan terms and underwriting and closing these loans and grants in partnership with the City Attorney's office and, as necessary, OMF
4. Providing oversight and disbursements of PHB funds to projects while in construction

## Performance

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

## Changes to Services and Activities

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 team, in conjunction with PHB's Asset Management group, 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, health, 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.

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.

## Summary of Program Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Housing Production &amp; Preservation</b>					
Housing Production & Preservation	1,451,231	1,594,038	0	0	0
Rental Housing Access & Stabilization	5,087,865	3,004,368	1,262,147	0	0
Housing Development Support	0	0	1,192,573	1,290,567	1,290,567
Homeownership	5,544,137	(12,578)	0	0	0
Preservation	888	0	8,341,004	13,923,530	13,923,530
New Construction	0	224	62,383,336	34,476,341	34,476,341
Rehabilitation	12,435,835	38,828,105	16,208,519	7,836,842	7,836,842
<b>Total Housing Production &amp; Preservation</b>	<b>24,519,955</b>	<b>43,414,159</b>	<b>89,387,579</b>	<b>57,527,280</b>	<b>57,527,280</b>

**Portland Housing Bureau**  
Performance Measures

Performance Measure	Type	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Performance No Dec Pkg	FY 2012-13 Performance With Dec Pkg
<b>Housing Production &amp; Preservation</b>						
HC_0069 - Vacancy rate of units built 0 to 60% MFI	EFFECTIVE	3%	5%	5%	5%	5%
HC_0092 - Expiring section 8 rental units preserved at 0-60% MFI	EFFECTIVE	0	156	150	150	150
HC_0091 - Investment per affordable housing unit	EFFICIENCY	\$0	\$27,078	\$27,078	\$30,000	\$30,000
HC_0093 - Investment per expiring section 8 housing unit preserved	EFFICIENCY	\$0	\$21,250	\$21,250	\$25,000	\$25,000
HC_0094 - Investment per affordable unit rehabilitated	EFFICIENCY	\$0	\$21,518	\$21,518	\$25,000	\$25,000
HC_0070 - Rental units built affordable for 0 to 60% MFI	WORKLOAD	256	92	100	100	100
HC_0072 - Rental units built affordable for 61+ to 100% MFI	WORKLOAD	16	0	5	5	5
HC_0081 - Rental rehab units 0 to 60% MFI	WORKLOAD	397	181	180	180	180

# Homeowner Access & Retention

## Description

Homeowner Access & Retention (HAR) (previously Neighborhood Housing Programs) funds services to help new homebuyers access homeownership opportunities and support current homeowners in retaining their homes. Support for 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.

Funding for home repair grants and loans also helps current 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.

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.

## Goals

The goals of the Homeowner Access & Retention section include:

- 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

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

## Changes to Services and Activities

In alignment with the bureau's Strategic Plan, HAR 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.

### Summary of Program Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Homeowner Access &amp; Retention</b>					
Homeowner Access & Retention	0	1,407	0	0	0
Homebuyer & Foreclosure Education/Counseling	0	651,484	763,425	235,036	735,036
Homebuyer Financial Assistance	0	2,641,136	2,609,407	1,949,822	1,949,822
Homeownership Development	0	5,116,656	0	24	24
Healthy Homes	0	7,236	2,632,762	1,951,817	1,951,817
Home Repair	0	5,068,838	2,622,447	1,841,874	1,841,874
Tax Exemption & Fee Waiver	0	0	281,480	271,328	271,328
<b>Total Homeowner Access &amp; Retention</b>	<b>0</b>	<b>13,486,756</b>	<b>8,909,521</b>	<b>6,249,901</b>	<b>6,749,901</b>

**Portland Housing Bureau**  
Performance Measures

Performance Measure	Type	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Performance No Dec Pkg	FY 2012-13 Performance With Dec Pkg
<b>Homeowner Access &amp; Retention</b>						
HC_0038 - Number of households receiving homebuyer education/counseling and purchasing homes	EFFECTIVE	338	282	282	200	285
HC_0090 - Average investment for elderly/disabled receiving small home repairs	EFFICIENCY	\$0	\$1,136	\$1,136	\$1,140	\$1,140
HC_0096 - Investment per household owner occupied home repair	EFFICIENCY	\$0	\$13,292	\$13,292	\$13,000	\$13,000
HC_0037 - Number of households receiving homebuyer education or counseling	WORKLOAD	898	1,384	1,384	800	1,385
HC_0074 - Homeownership units built	WORKLOAD	284	142	140	140	140
HC_0076 - Number of owner occupied home repair loans	WORKLOAD	109	41	40	20	35
HC_0088 - Number of homeownership units assisted by limited tax exemptions	WORKLOAD	0	137	137	135	135
HC_0089 - Number of units assisted by system development charge waivers	WORKLOAD	0	143	143	145	145
HC_0097 - Number of households attending homebuyer fairs	WORKLOAD	0	810	810	0	0
HC_0098 - Number of elderly/disabled households receiving small scale repairs	WORKLOAD	0	1,510	1,510	1,400	1,500

# **FUND SUMMARIES**

# HOUSING INVESTMENT FUND

## 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 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.

### 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 2012-13 for the following reasons:

- Section 108 loan resources will be down in FY 2012-13 as compared to the FY 2011-12 Revised Budget, reflecting the completion of several affordable housing projects. Approximately half of the funds have been expended.
- There is a significant increase in General Fund overhead charges to the fund. This is the result of a change in methodology that focuses primarily on size of budget rather than services provided.
- PHB made a one-time allocation of \$180,000 to Homeownership Programs and Services (HOPS) subrecipient contracts from the HIF in FY 2011-12 after City Council decided not to fund this program with General Fund one-time dollars. The FY 12-13 Requested Budget includes a decision package of \$500,000 General Fund resources to support the program.

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.

In addition to subfunds for the HMIS match and Risk Mitigation Pool, PHB also established sub-funds in the HIF to track the following:

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

## Summary of Fund Budget

	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2012-13
	Year-End	Year-End	Revised	Requested	Requested
	Actuals	Actuals	Budget	Without DP's	Budget
<b>Housing Investment Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	3,088,123	0	0	0	0
Personal Services	296,416	739,063	727,370	891,134	891,134
External Materials and Services	7,490,875	5,621,744	9,267,915	7,607,888	7,607,888
Debt Service	5,207,001	12,983	0	0	0
Fund Transfers - Expense	1,220,955	2,139,288	67,666	288,774	288,774
Contingency	0	0	621,221	216,416	216,416
<b>Total Expenditures</b>	<b>17,303,370</b>	<b>8,513,078</b>	<b>10,684,172</b>	<b>9,004,212</b>	<b>9,004,212</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	2,514,567	0	1,285,595	437,819	437,819
Charges for Services	7,000	323,718	260,800	213,908	213,908
Intergovernmental Revenues	979,498	1,786,098	98,800	138,500	138,500
Interagency Revenue	0	46,248	0	0	0
Fund Transfers - Revenue	0	0	3,855	0	0
Bond and Note Proceeds	7,506,871	4,704,000	8,313,777	8,207,885	8,207,885
Miscellaneous Sources	6,295,434	1,497,216	721,345	6,100	6,100
<b>Total Resources</b>	<b>17,303,370</b>	<b>8,357,280</b>	<b>10,684,172</b>	<b>9,004,212</b>	<b>9,004,212</b>

# **CDBG GRANT FUND**

## **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 PDC to 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 allocated 15% less entitlement funding for the FY 2012-13 Requested Budget than in the FY 2011-12 Adopted, as a result of federal budget reductions.

## Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Community Development Block Grant Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	1,576,438	0	0	0	0
Personal Services	1,239,070	2,069,619	1,775,863	1,590,049	1,590,049
External Materials and Services	8,925,535	8,626,024	14,342,788	9,277,943	9,277,943
Internal Materials and Services	247,185	1,870,304	126,095	55,984	55,984
Debt Service	2,070,235	551,549	400,000	495,000	495,000
Contingency	0	0	671,000	1,172,593	1,172,593
<b>Total Expenditures</b>	<b>14,058,463</b>	<b>13,117,495</b>	<b>17,315,746</b>	<b>12,591,569</b>	<b>12,591,569</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	911,074	0	0	0	0
Charges for Services	0	(8)	0	0	0
Intergovernmental Revenues	10,675,831	12,609,557	17,315,746	11,527,569	11,527,569
Fund Transfers - Revenue	0	20,716	0	0	0
Bond and Note Proceeds	2,450,618	0	0	1,064,000	1,064,000
Miscellaneous Sources	20,940	9,308	0	0	0
<b>Total Resources</b>	<b>14,058,463</b>	<b>12,639,573</b>	<b>17,315,746</b>	<b>12,591,569</b>	<b>12,591,569</b>

# HOME GRANT FUND

## 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 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

PHB is allocating 28% less in federal entitlement funding for the FY 2012-13 Requested Budget than it did in the FY 2011-12 Adopted. This is due to the federal government passing a budget that significantly cuts domestic discretionary spending.

## Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>HOME Grant Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	114,040	0	0	0	0
Personal Services	368,931	363,476	384,077	362,300	362,300
External Materials and Services	5,980,965	4,768,223	8,241,940	5,214,172	5,214,172
Debt Service	1,867,649	0	0	0	0
Contingency	0	0	1,231,919	733,582	733,582
<b>Total Expenditures</b>	<b>8,331,585</b>	<b>5,131,700</b>	<b>9,857,936</b>	<b>6,310,054</b>	<b>6,310,054</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	(351,530)	0	0	0	0
Charges for Services	0	42	0	0	0
Intergovernmental Revenues	6,815,466	6,016,099	9,857,936	5,984,554	5,984,554
Bond and Note Proceeds	1,867,649	0	0	325,500	325,500
Miscellaneous Sources	0	443	0	0	0
<b>Total Resources</b>	<b>8,331,585</b>	<b>6,016,584</b>	<b>9,857,936</b>	<b>6,310,054</b>	<b>6,310,054</b>

# TAX INCREMENT FINANCING REIMBURSEMENT FUND

## FUND OVERVIEW

### Structure

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

### 30% Set Aside Policy Renewal

In October 2011, Council passed the renewal of the 30% TIF Set Aside policy. 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 five years.

## Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Tax Increment Financing Reimbursement Fund</b>					
<b>Expenditures</b>					
Unappropriated Fund Balance	347,833	0	0	0	0
Personal Services	277,055	2,097,702	1,956,074	1,772,547	1,772,547
External Materials and Services	110,032	33,805,471	64,047,562	42,142,439	42,142,439
Internal Materials and Services	458,090	1,450,123	1,034,895	702,234	702,234
Capital Outlay	0	0	1,563,882	0	0
Fund Transfers - Expense	0	0	73,744	584,235	584,235
Contingency	0	0	0	590,364	590,364
<b>Total Expenditures</b>	<b>1,193,009</b>	<b>37,353,295</b>	<b>68,676,157</b>	<b>45,791,819</b>	<b>45,791,819</b>
<b>Resources</b>					
Budgeted Beginning Fund Balance	0	0	119,685	3,554,826	3,554,826
Charges for Services	0	31,776	0	0	0
Intergovernmental Revenues	849,999	30,406,693	62,523,828	38,554,193	38,554,193
Fund Transfers - Revenue	344,143	2,118,572	0	0	0
Bond and Note Proceeds	0	0	0	2,677,800	2,677,800
Miscellaneous Sources	(1,132)	6,739,087	6,032,644	1,005,000	1,005,000
<b>Total Resources</b>	<b>1,193,009</b>	<b>39,296,128</b>	<b>68,676,157</b>	<b>45,791,819</b>	<b>45,791,819</b>

# **HEADWATERS APARTMENT COMPLEX FUND**

## **FUND OVERVIEW**

This fund reflects PHB expenses and revenues for the City-owned Headwaters Apartment complex. The property is managed by 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 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

### **SIGNIFICANT CHANGES FROM PRIOR YEAR**

None.

## Summary of Fund Budget

	FY 2009-10 Year-End Actuals	FY 2010-11 Year-End Actuals	FY 2011-12 Revised Budget	FY 2012-13 Requested Without DP's	FY 2012-13 Requested Budget
<b>Headwaters Apartment Complex Fund</b>					
<b>Expenditures</b>					
External Materials and Services	0	729	25,552	53,993	53,993
Debt Service	0	775,294	786,748	797,086	797,086
Fund Transfers - Expense	0	0	1,828	8,921	8,921
<b>Total Expenditures</b>	<b>0</b>	<b>776,023</b>	<b>814,128</b>	<b>860,000</b>	<b>860,000</b>
<b>Resources</b>					
Intergovernmental Revenues	0	1,060,568	814,128	860,000	860,000
Miscellaneous Sources	0	(286)	0	0	0
<b>Total Resources</b>	<b>0</b>	<b>1,060,283</b>	<b>814,128</b>	<b>860,000</b>	<b>860,000</b>

## Decision Package Summary

**Bureau:** Portland Housing Bureau

**Priority:** 01

**Type:** Unfunded Ongoing

**Decision Package:** HC\_01 - PHB - Prevention & Rapid Rehousing

**Program:** Housing Access & Stabilization

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	
<b>EXPENDITURES</b>								
External Materials and Services	1,900,000	0	1,900,000	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>1,900,000</b>	<b>0</b>	<b>1,900,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>								
General Fund Discretionary	1,900,000	0	1,900,000	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>1,900,000</b>	<b>0</b>	<b>1,900,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**  
 Short-term rent assistance is a highly effective tool to prevent eviction and keep people housed, particularly crucial among families with school-aged children, and to rapidly end homelessness for most families or individuals. This package helps backfill while restoring a previous and long-standing one-time funding. This is particularly crucial as our community recovers from the recession and high rates of unemployment.

**Expected Results:**  
 This decision package will result in the following outcomes:

- 625 households will move from the streets or shelters to permanent housing
- 725 households will be prevented from homelessness through eviction prevention and housing retention
- 85% of individuals placed or retained in permanent housing will retain housing 6 months following placement
- 80% of school-aged children will remain enrolled at the same school at 6-month follow-up
- 75% of students will increase state benchmark scores in reading

## Decision Package Summary

**Bureau:** Portland Housing Bureau

**Priority:** 02

**Type:** Unfunded Ongoing

**Decision Package:** HC\_02 - PHB - Homebuyer Support

**Program:** Homeowner Access & Retention

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	
<b>EXPENDITURES</b>								
External Materials and Services	500,000	0	500,000	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>500,000</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>								
General Fund Discretionary	500,000	0	500,000	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>500,000</b>	<b>0</b>	<b>500,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This request continues general fund support for homebuyer education and counseling and foreclosure prevention programs. Consistent with the PHB Strategic Plan, 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 to overcome gaps in minority homeownership and foreclosure rates. These funds will be leveraged with other PHB resources - notably TIF in at least two URA's and certain federal funds to provide the downpayment assistance to a subset of households that receive homebuyer education and counseling

**Expected Results:**

This decision package will result in the following outcomes:

- 100 low-income senior at risk homeowners receive support to stay in their homes.
- 10 low-income senior homeowners transition to stable, affordable rental housing.
- 50 low-income seniors (assisted the previous year) remain homeowners 12 months after receiving services, and 80% of them remain homeowners at fiscal year end.
- 15 low-income senior homeowners will receive permanent loan modifications or refinance their loans.
- 425 people receive HUD certified home buyer counseling and 160 people complete HUD certified home buyer education classes.
- 60 people complete financial literacy classes and 200 people complete orientation to permanently affordable homeownership.
- 20 households become new homeowners with down payment assistance loans and rehab grants from PHB.
- 84 households become new homeowners without financial assistance from PHB.

## Decision Package Summary

**Bureau:** Portland Housing Bureau

**Priority:** 03

**Type:** Unfunded Ongoing

**Decision Package:** HC\_03 - PHB - Housing Access Services

**Program:** Housing Access & Stabilization

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	
<b>EXPENDITURES</b>								
External Materials and Services	456,300	0	456,300	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>456,300</b>	<b>0</b>	<b>456,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>								
General Fund Discretionary	456,300	0	456,300	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>456,300</b>	<b>0</b>	<b>456,300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

Programs providing information & referral, as well as advocacy and case management for low-income renters confronting homelessness, eviction, housing discrimination and unhealthy housing conditions. PHB's Housing Access and Stabilization programs represent a community-wide safety net that assists individuals and households (many with rental screening barriers such as poor credit, evictions and criminal history) to obtain and retain housing. These programs are especially critical given the current economic climate and tight local rental housing market.

**Expected Results:**

This decision package will result in the following outcomes:

- 12,000 callers to 211Info provided help finding housing, food, emergency shelter, and more
- 180 disabled individuals assisted with securing Social Security benefits
- 60,000 copies of Rose City Resource Guide printed and distributed, listing housing and other resources for homeless/at-risk individuals

## Decision Package Summary

**Bureau:** Portland Housing Bureau

**Priority:** 04

**Type:** Unfunded Ongoing

**Decision Package:** HC\_04 - PHB - Shelter and Emergency Services

**Program:** Housing Access & Stabilization

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	
<b>EXPENDITURES</b>								
External Materials and Services	1,734,000	0	1,734,000	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>1,734,000</b>	<b>0</b>	<b>1,734,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>								
General Fund Discretionary	1,734,000	0	1,734,000	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>1,734,000</b>	<b>0</b>	<b>1,734,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

This package continues long standing general fund support for three types of shelters PHB invests in: year-round, winter and severe weather. Shelter operations remain a critical component of the safety net for the community, and PHB works closely with Multnomah County, Home Forward, and its non-profit partners to ensure that investments and outcomes are aligned as closely as possible in this arena. New collaborative efforts are aimed at helping people in emergency shelters to regain permanent housing as quickly as possible. In some cases, transitional housing is necessary given individual circumstances. But for individuals and families where that is not the case, the most cost-effective and humane approach is to minimize shelter stays by helping people link to social, health and employment services while helping them secure a permanent housing solution through programs like short-term rent assistance.

**Expected Results:**

This decision package will result in the following outcomes:

- 175 Portland residents assisted with shared housing situations
- 52 beds for homeless women 365 days per year. These beds help achieve 188 unduplicated women served in emergency shelter per year, 70 women placed into permanent housing, day services for 80 women per day, including lockers, showers, phones, etc.
- 85 beds of winter shelter for homeless men and women. These beds will help achieve 280 unduplicated men and women served. 25% will exit into permanent housing
- 150-300 beds of severe weather shelter available for up to 15 nights of severe winter weather
- 600 people served per day through day services for homeless and marginally housed adults and youth (including lockers, showers, storage and hospitality)
- 100 people engaged in services through crisis response and outreach to mentally ill homeless adults and families
- 30 beds of short-term youth shelter with supportive services (ages 13 to 25). These spaces will help achieve the following: 250 youth per year will receive short-term shelter and case management; 50 youth will move into permanent housing; 28 transitional and independent housing beds for homeless youth (ages 16 to 25); 70 youth will receive transitional housing; 65% of youth served will move into permanent housing.

## Decision Package Summary

**Bureau:** Portland Housing Bureau

**Priority:** 05

**Type:** Unfunded Ongoing

**Decision Package:** HC\_05 - PHB - Bud Clark Commons Operating Support- Yr 2

**Program:** Housing Access & Stabilization

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	
<b>EXPENDITURES</b>								
External Materials and Services	185,000	0	185,000	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>185,000</b>	<b>0</b>	<b>185,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>								
General Fund Discretionary	185,000	0	185,000	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>185,000</b>	<b>0</b>	<b>185,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

The second year of One-Time General Fund resources to provide operating costs for the Bud Clark Commons (the Commons) Day Center and Doreen's Place shelter. Funds will be used to cover critical operating and staffing costs to support individuals in preventing and/or ending their homelessness. Services include housing placement, homelessness prevention, supportive services (mental health, health services, employment), shelter and information & referral resources. The Commons opened in June 2010 and operates 7 days a week.

**Expected Results:**

This decision package will result in the following outcomes:

- 5,000 people provided basic services
- 1,000 people provided basic needs assessments and referral services
- 500 households assisted with housing assessments and/or searches
- 300 households placed in permanent housing
- 120 households assisted with eviction preventions/shelter diversions
- 400 people served in shelter

## Decision Package Summary

**Bureau:** Portland Housing Bureau

**Priority:** 01

**Type:** Realignments

**Decision Package:** HC\_06 - PHB - Position Reductions taken in Base Budget

**Program:** Bureauwide

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget		
<b>EXPENDITURES</b>									
Personal Services	0	0	0	0	0	0	0	0	0
External Materials and Services	0	0	0	0	0	0	0	0	0
Internal Materials and Services	0	0	0	0	0	0	0	0	0
Contingency	0	0	0	0	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>									
Interagency Revenue	0	0	0	0	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>FTE</b>									
Full-Time Positions	0.00	-2.00	-2.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FTE</b>	<b>0.00</b>	<b>-2.00</b>	<b>-2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

**Description:**

This package reflects the elimination of a vacant Senior Housing Administration Specialist and a vacant Housing Compliance Analyst III. Savings from these reductions were taken in order for the bureau to get to its base General Fund discretionary allocation, and to address reductions in the bureaus federal HOME and CDBG entitlement allocations. No dollar amounts are shown, as the dollar reductions were taken to get the bureaus base.

**Expected Results:**

The work performed by these positions will be covered by reorganizing existing staff and duties.

## Decision Package Summary

**Bureau:** Portland Housing Bureau

**Priority:** 03

**Type:** Reductions

**Decision Package:** HC\_07 - PHB - 8% Reduction

**Program:** Housing Access & Stabilization

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	
<b>EXPENDITURES</b>								
External Materials and Services	0	(125,673)	(125,673)	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(125,673)</b>	<b>(125,673)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>								
General Fund Discretionary	0	(125,673)	(125,673)	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(125,673)</b>	<b>(125,673)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

City-funded programs for our community's lowest-income and most vulnerable households have seen budget reductions and no cost-of-living adjustments for the last several years. At the same time, they have seen increasing numbers of low income and homeless people seeking services. Reductions are particularly hard on facility-based programs that may need to close their doors because they don't have enough funding to adequately staff the facility. [NOTE: THIS PACKAGE WILL RESULT IN A \$502,961. IT IS DISPLAYED AS A \$125,673 CUT BECAUSE THE FINANCIAL IMPACT WILL BE COMBINED WITH THE 4% REDUCTION PACKAGE AND 6% REDUCTION PACKAGE.]

**Expected Results:**

This decision package will result in the following outcomes:

- Loss of 15 FTE staff at nonprofit organizations, including outreach workers, social workers, and shelter staff
- 380 fewer families, seniors, women and disabled individuals moved from the streets and shelters into stable housing
- 41% reduction in Winter shelter funds, resulting in 480 fewer people served in Winter shelter
- 1,380 fewer homeless and formerly homeless people receiving supportive and housing retention services or assistance securing SSI/SSDI benefits
- Bud Clark Commons day center will close on Saturday and Sunday and 540 fewer people will receive basic services
- 45 Fewer youth and adults served in year-round shelters or transitional housing
- 800 Portland residents will not receive information and referrals; longer 211 wait times, reduced hours
- 150 fewer households who are transitioning from homelessness will receive furnishings when they move into housing

## Decision Package Summary

**Bureau:** Portland Housing Bureau

**Priority:** 02

**Type:** Reductions

**Decision Package:** HC\_08 - PHB - 6% Reduction

**Program:** Housing Access & Stabilization

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	
<b>EXPENDITURES</b>								
External Materials and Services	0	(125,673)	(125,673)	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(125,673)</b>	<b>(125,673)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>								
General Fund Discretionary	0	(125,673)	(125,673)	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(125,673)</b>	<b>(125,673)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

City-funded programs for our community's lowest-income and most vulnerable households have seen budget reductions and no cost-of-living adjustments for the last several years. At the same time, they have seen increasing numbers of low income and homeless people seeking services. Reductions are particularly hard on facility-based programs that may need to close their doors because they don't have enough funding to adequately staff the facility. [NOTE: THIS PACKAGE WILL RESULT IN A \$377,018 REDUCTION. IT IS DISPLAYED AS A \$125,673 CUT BECAUSE THE FINANCIAL IMPACT WILL BE COMBINED WITH THE 4% REDUCTION PACKAGE.]

**Expected Results:**

This decision package will result in the following outcomes:

- 800 Portland residents will not receive information and referrals; longer 211 wait times, reduced hours
- 153 fewer people moved from the streets or shelters into stable housing
- Loss of 13.25 FTE staff at nonprofit organizations, including outreach workers, social workers, and shelter staff
- 625 fewer homeless and formerly homeless people receiving supportive and housing retention services or assistance securing SSI/SSDI benefits, or reached by outreach workers
- 155 fewer households who are homeless, formerly homeless and or transitioning from homelessness will receive furnishings when they move into housing
- 37% reduction in Winter shelter funds, resulting in 480 fewer people served in Winter shelter
- Bud Clark Commons day center will close on Saturday and Sunday and 250 fewer people will receive basic services

## Decision Package Summary

**Bureau:** Portland Housing Bureau

**Priority:** 01

**Type:** Reductions

**Decision Package:** HC\_09 - PHB - 4% Reduction

**Program:** Housing Access & Stabilization

	FY 2012-13 Requested 1 Time DP	FY 2012-13 Requested Ongoing DP	FY 2012-13 Requested Total DP	FY 2013-14 Estimated Budget	FY 2014-15 Estimated Budget	FY 2015-16 Estimated Budget	FY 2016-17 Estimated Budget	
<b>EXPENDITURES</b>								
External Materials and Services	0	(251,345)	(251,345)	0	0	0	0	0
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>(251,345)</b>	<b>(251,345)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>REVENUES</b>								
General Fund Discretionary	0	(251,345)	(251,345)	0	0	0	0	0
<b>TOTAL REVENUES</b>	<b>0</b>	<b>(251,345)</b>	<b>(251,345)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Description:**

City-funded programs for our community's lowest-income and most vulnerable households have seen budget reductions and no cost-of-living adjustments for the last several years. At the same time, they have seen increasing numbers of low income and homeless people seeking services. Reductions are particularly hard on facility-based programs that may need to close their doors because they don't have enough funding to adequately staff the facility.

**Expected Results:**

This decision package will result in the following outcomes:

- 800 Portland residents will not receive information and referrals; longer wait times & reduced hours on 211
- 80 fewer people moved from the streets or shelters into stable housing
- Loss of 12 FTE staff at nonprofit organizations, including outreach workers, social workers, and shelter staff
- 600 fewer homeless and formerly homeless people receiving supportive and housing retention services or assistance securing SSI/SSDI benefits, or reached by outreach workers
- 155 fewer households who are homeless, formerly homeless and or transitioning from homelessness will receive furnishings when they move into housing
- 12% reduction in Winter shelter funds, resulting in 480 fewer people served in Winter shelter
- Bud Clark Commons day center will reduce weekend hours and 250 fewer people will receive basic services

## Portland Housing Bureau

### FY 2012-2017 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. The total resources available shrink from \$90 million to \$48 million rapidly. However, this is an improvement over the previous forecast, as revenues in some urban renewal areas show some stabilization over the out years of the forecast.

Tax increment financing (TIF) availability drops from a bubble of spending from 2009 through 2013 at level of \$40-60 million to a new normal in the \$17-18 million range. As noted in previous forecasts, the TIF spending bubble tends to stretch out due to project timing. Program income for both the HIF and the major entitlement grant funds continues to decline over the period as well, but not as dramatically. Again, the bubble can move as project timelines shift outward.

The future growth of the U.S. Department of Housing and Urban Development (HUD) entitlement is projected at new lower levels reflecting cuts to HOME of 28% and CDBG of 15%. Projections for these major funding sources are flat over the forecast due to the increased scrutiny of federal budget deficits. The forecast assumes that the City will continue its commitment to \$4.8 million in serial one-time General Fund resources, either as an ongoing or a continued one-time allocation. If not, bureau resources drop below the \$40 million mark. 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 perhaps 4-6 more over the remaining four years of the forecast.

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 \$48 million starting as soon as FY 2013-14. Details by funding source follow.

	<b>FY 2010-11</b>	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>
<b>Resources</b>	<b>Actual</b>	<b>Revised</b>	<b>Request</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
General Fund	9,630,367	12,405,068	11,070,908	11,016,616	11,190,082	11,407,164	11,640,548
Housing Investment Fund	9,035,145	11,316,798	9,004,212	2,502,063	1,464,968	1,557,266	1,759,099
CDBG	13,106,574	17,315,746	12,591,569	9,935,611	9,239,229	9,610,949	8,671,558
HOME	6,256,871	9,857,936	6,310,054	3,952,717	3,858,447	3,732,105	3,605,474
Federal Grants	7,925,765	5,651,966	5,842,503	3,391,140	3,016,201	2,781,493	2,781,493
Tax Increment Financing	37,282,041	60,269,775	45,791,819	17,557,706	17,719,235	18,144,949	16,082,239
Headwaters	1,060,349	1,184,326	860,000	1,118,436	1,176,006	1,228,576	1,276,146
<b>Total</b>	<b>\$ 84,297,112</b>	<b>\$ 118,001,614</b>	<b>\$ 91,471,065</b>	<b>\$ 49,474,289</b>	<b>\$ 47,664,167</b>	<b>\$ 48,462,502</b>	<b>\$ 45,816,557</b>
<b>Requirements</b>							
General Fund	9,630,367	12,405,068	11,070,908	11,016,616	11,190,082	11,407,164	11,640,548
Housing Investment Fund	8,437,489	11,316,798	9,004,212	2,502,063	1,464,967	1,557,266	1,759,099
CDBG	13,106,574	17,315,746	12,591,569	9,935,611	9,239,229	9,610,949	8,671,558
HOME	5,139,510	9,857,936	6,310,054	3,952,717	3,858,447	3,732,105	3,605,474
Federal Grants	8,184,697	5,651,966	5,842,503	3,391,140	3,016,201	2,781,493	2,781,493
Tax Increment Financing	36,202,481	60,269,775	45,791,819	17,557,706	17,719,235	18,144,949	16,082,239
Headwaters	1,060,349	1,184,326	860,000	1,118,436	1,176,006	1,228,576	1,276,146
<b>Total</b>	<b>\$ 81,761,467</b>	<b>\$ 118,001,614</b>	<b>\$ 91,471,065</b>	<b>\$ 49,474,289</b>	<b>\$ 47,664,167</b>	<b>\$ 48,462,502</b>	<b>\$ 45,816,557</b>

## General Fund

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Resources	Actual	Revised	Base	Request	Forecast	Forecast	Forecast	Forecast
Intergovernmental	75,000	75,000	-		-	-	-	-
Grant Indirect Charges	499,858	788,553	479,536	479,536	493,923	508,740	524,002	539,722
General Fund Discretionary								
One-Time	3,055,308	4,884,887		4,775,300	2,590,300	590,300	-	-
Ongoing	5,978,061	6,078,601	6,283,634	5,780,943	7,896,562	10,054,493	10,845,883	11,062,801
Encunbrance c/o		578,027						
Miscellaneous	22,140		35,129	35,129	35,832	36,548	37,279	38,025
<b>Total</b>	<b>9,630,367</b>	<b>12,405,068</b>	<b>6,798,299</b>	<b>11,070,908</b>	<b>11,016,616</b>	<b>11,190,082</b>	<b>11,407,165</b>	<b>11,640,548</b>
<b>Requirements</b>								
Personal Services	413,095	363,193	294,600	294,600	306,814	294,526	306,754	319,480
External/Internal M&S	441,343	1,124,286	1,220,690	1,220,690	1,354,135	1,351,047	1,375,913	1,401,532
Contracts								
Planning, Policy & Communications								
One-Time		150,000						
Housing Access & Stabilization	8,319,683	5,388,182	5,283,009	4,780,318	6,765,366	8,954,209	9,724,498	9,919,536
One-Time		5,129,407		4,275,300	2,090,300	90,300	-	-
Housing Production & Preservation	285,469							
One-Time								
Housing Access & Retention	170,777					-	-	-
One-Time		250,000		500,000	500,000	500,000	-	-
<b>Total</b>	<b>\$9,630,367</b>	<b>\$12,405,068</b>	<b>\$6,798,299</b>	<b>\$11,070,908</b>	<b>\$11,016,616</b>	<b>\$11,190,082</b>	<b>\$11,407,164</b>	<b>\$11,640,548</b>

### 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. For FY 2012-13, the bureau is requesting \$4.8 million in one-time General Fund, continuing the cycle of serial one-time funding of core programs (for specifics, see bureau request decision package submittals).

In terms of the bureau's existing ongoing General Fund discretionary allocation of \$6.2 million, approximately \$5.3 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, NSP, and TIF Reimbursement, and Housing Investment Funds. The bureau levies a 75.35% 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. A new resource for FY 2012-13 is revenue for the Office of Equity for subletting space on PHBs floor in the Commonwealth Building.

The forecast assumes that income from indirect charges to TIF and grant funds will decline noticeably. These declines could be mitigated by TIF project timelines slipping, creating a wider funding bubble over time, and by any increases in the HUD entitlements grants. However the bureau planning scenario is that this won't happen, and adjustments to General Fund indirect costs will need to occur – with a goal of minimizing the impact on program funding.

## Future Look

For FY 2012-13, PHB still faces gaps in General Fund discretionary resources. These gaps could include:

1. The forecast assumes approval of converting \$2 million in serial one-time General Fund to ongoing in FY 2013-14, and steps through the full conversion by the end of the forecast period. If this conversion plan cannot be followed, the bureau will still be relying on serial one-time funding.
2. The bureau made reductions of approximately \$310,000 in ongoing General Fund discretionary resources just to meet the FY 2012-13 allocation. This short fall was caused by primarily by reduced indirect cost recovery (due to prior staff cuts), but increases in OMF and City Attorney interagencies (due to two year lags in staffing metrics used for some interagencies) . Approximately \$140,500 of this reduction was made through staff recommendations as part of a cross functional team process that included all bureau staff. Reductions included two vacant positions, travel and training, supplies, and some interagencies. Staff costs were also shifted to other funding sources. The remainder of the reduction came from \$114,200 in cuts to Homeless Services programs.

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 non-General Fund 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 five years in the area of homeless services. 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 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
<b>Resources</b>	<b>Actual</b>	<b>Revised</b>	<b>Request</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
Beginning Balance	808,005	1,220,772	437,819	1,361,852	367,078	446,602	656,162
Charges for Services	322,306	304,504	213,908	218,962	224,787	231,128	237,600
Intergovernmental Revenues	53,225	123,800	138,500	141,350	145,804	150,436	151,637
Loan Proceeds	4,704,000	8,313,777	7,424,985	-	-	-	-
Loan Payoffs/Property Sales	353,435	665,000	-	-	-	-	-
Interest	883	10,000	6,100	7,499	6,499	8,300	11,300
Local Shared Revenue	1,732,860	-	-	-	-	-	-
Program Income	1,060,431	678,945	782,900	772,400	720,800	720,800	702,400
<b>Total</b>	<b>9,035,145</b>	<b>11,316,798</b>	<b>9,004,212</b>	<b>2,502,063</b>	<b>1,464,968</b>	<b>1,557,266</b>	<b>1,759,099</b>
<b>Requirements</b>							
Personal Services	739,098	727,370	891,134	807,350	840,242	799,481	832,020
External M&S	5,579,819	9,347,911	7,727,888	1,300,520	300,540	300,561	296,966
Transfers	2,118,572	67,666	288,774	290,000	145,000	70,000	72,000
Contingency	-	1,173,851	96,416	100,193	178,185	386,224	556,113
<b>Total</b>	<b>8,437,489</b>	<b>11,316,798</b>	<b>9,004,212</b>	<b>2,502,063</b>	<b>1,464,967</b>	<b>1,557,266</b>	<b>1,759,098</b>

The Housing Investment Fund (HIF) has been reorganized for a more transparent look at broad range of bureau services. For FY 2012-13, the primary HIF fund is being focused on the collection of program income for use in future affordable housing development as a means of offsetting future declines in TIF resources.

### 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 the HIF.

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 the HIF 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 the HIF.

As the bureau looks to more aggressively restructure loans to ensure the long term viability of the City's affordable housing infrastructure, there will potentially be additional downward pressure on program 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 (LTE) for single and multi-family properties, taking the duties over from PDC and the Bureau of Planning and Sustainability in FY 2010-11. The LTE program offers 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.

A third program that is managed by bureau staff and that also indirectly makes housing more affordable is the Mortgage Credit Certificate Program (MCC). A 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. The bureau has processed 158 certificates valued at approximately \$5.7 million over the life of the loans through December 2011.

Fees are paid by applicants for the LTE, SDC, and MCC programs to cover 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 fees for the LTE program in FY 2012-13.

### **Limited Tax Exemption Administration – Single Family**

	<b>FY 2010-11</b>	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>
<b>Resources</b>	<b>Actual</b>	<b>Revised</b>	<b>Request</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
Beginning Balance			57,868	58,957	60,011	61,133	62,328
Charges for Services	114,574	115,304	64,500	65,790	67,106	68,448	69,817
Interest	26		100				
<b>Total</b>	<b>114,600</b>	<b>115,304</b>	<b>122,468</b>	<b>124,747</b>	<b>127,117</b>	<b>129,581</b>	<b>132,145</b>
<b>Requirements</b>							
Personal Services	9,080	50,844	56,968	59,247	61,617	64,081	66,645
External M&S							
Housing Access & Retention	62,707	64,460	65,500	65,500	65,500	65,500	65,500
<b>Total</b>	<b>71,787</b>	<b>115,304</b>	<b>122,468</b>	<b>124,747</b>	<b>127,117</b>	<b>129,581</b>	<b>132,145</b>

### **Limited Tax Exemption Administration – Multi-Family**

	<b>FY 2010-11</b>	<b>FY 2011-12</b>	<b>FY 2012-13</b>	<b>FY 2013-14</b>	<b>FY 2014-15</b>	<b>FY 2015-16</b>	<b>FY 2016-17</b>
<b>Resources</b>	<b>Actual</b>	<b>Revised</b>	<b>Request</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
Beginning Balance			6,100	6,479	6,874	7,284	7,610
Charges for Services	3,050		3,380	3,380	3,380	3,380	3,380
<b>Total</b>	<b>3,050</b>	<b>-</b>	<b>9,480</b>	<b>9,859</b>	<b>10,254</b>	<b>10,664</b>	<b>10,990</b>
<b>Requirements</b>							
Personal Services			9,480	9,859	10,254	10,664	10,990
External M&S							
Housing Access & Retention							
<b>Total</b>	<b>-</b>	<b>-</b>	<b>9,480</b>	<b>9,859</b>	<b>10,254</b>	<b>10,664</b>	<b>10,990</b>

## System Development Charge Administration

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
<b>Resources</b>	<b>Actual</b>	<b>Revised</b>	<b>Request</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
Charges for Services	99,442	140,600	89,028	91,910	95,425	99,081	102,883
Interest	142			500	500	500	500
<b>Total</b>	<b>99,584</b>	<b>140,600</b>	<b>89,028</b>	<b>92,410</b>	<b>95,925</b>	<b>99,581</b>	<b>103,383</b>
<b>Requirements</b>							
Personal Services	85,625	109,152	84,028	87,389	90,885	94,520	98,301
External M&S							
Housing Access & Retention	3,929	31,448	5,000	5,020	5,040	5,061	5,082
<b>Total</b>	<b>89,554</b>	<b>140,600</b>	<b>89,028</b>	<b>92,409</b>	<b>95,925</b>	<b>99,581</b>	<b>103,383</b>

## Mortgage Credit Certificate Program Administration

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
<b>Resources</b>	<b>Actual</b>	<b>Revised</b>	<b>Request</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
Charges for Services	69,850	48,600	57,000	57,882	58,876	60,219	61,520
Local Shared Revenue	83,640						
Interest	247		500				
<b>Total</b>	<b>153,737</b>	<b>48,600</b>	<b>57,500</b>	<b>59,882</b>	<b>62,876</b>	<b>66,019</b>	<b>69,320</b>
<b>Requirements</b>							
Personal Services	79,894	46,068	57,030	59,882	62,876	66,019	69,320
External M&S							
Housing Access & Retention	1,212	2,532	470	-	-	-	-
<b>Total</b>	<b>81,106</b>	<b>48,600</b>	<b>57,500</b>	<b>59,882</b>	<b>62,876</b>	<b>66,019</b>	<b>69,320</b>

## 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.

Approximately \$7.2 million in projects have closed or are in the process of closing. Many of these financial assistance packages fall into the equity gap or cash flow types; therefore program income will be low. This means that CDBG will be making the repayments to HUD. CDBG capacity is at the \$500,000 limit. The bureau will need to review future projects to either identify better program income arrangements, or look to committing more CDBG long term (20-30 years). In last year's forecast, that additional amount was estimated at another \$500,000. Remaining Section 108 funding has been set aside to complete the preservation of several expiring Section 8 projects in the city. In the event that all of the funding is not needed for these preservation projects, it will be offered through a NOFA in the future.

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Resources	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Charges for Services	35,390						
Loan Proceeds	4,704,000	8,313,777	7,424,985				
Program Income	20,494						
<b>Total</b>	4,759,884	8,313,777	7,424,985	-	-	-	-
<b>Requirements</b>							
External M&S							
Housing Production & Preservation	14,258						
Projects							
Villa De Suenos	1,413,024	86,976					
Uptown	700,000						
Upshur	373,500	41,500					
Halsey	648,725						
Briarwood	1,115,617	323,383					
Los Jardines	-	400,000					
Roselyn	33,006						
Walnut Park		36,933					
Affordable Rental Housing		7,424,985	7,424,985				
<b>Total</b>	4,298,130	8,313,777	7,424,985	-	-	-	-

### 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.

### Internal Resources

Internal resources in the HIF consist of a number 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 \$750,000, 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.

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 \$120,000 appropriation and an \$80,000 contingency should be sufficient annually. The remaining \$600,000 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.

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Resources	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance	808,005	1,220,772	373,851	1,296,416	300,193	378,185	586,224
Interest		10,000	5,000	1,000	1,000	1,000	1,000
Local Shared Revenue	1,649,220						
Loan Payoffs/Property Sales	353,435	665,000					
Program Income	1,039,937	678,945	782,900	772,400	720,800	720,800	702,400
<b>Total</b>	<b>3,850,597</b>	<b>2,574,717</b>	<b>1,161,751</b>	<b>2,069,816</b>	<b>1,021,993</b>	<b>1,099,985</b>	<b>1,289,624</b>
<b>Requirements</b>							
Personal Services	518,184	470,987	576,561	479,623	498,808	443,761	461,511
External M&S	1,590	66,060					
Next Generation Loan Serv. & Asset Mgt. Sys	25,600	416,153					
Housing Access & Stabilization		200,000	200,000	200,000	200,000	200,000	200,000
Housing Production & Preservation	2,754						
Projects							
Sawash	29,240						
Bellrose	50,000						
Rosewood	187,301						
Clifford	253,725						
Eastgate	198,417						
Affordable Rental Housing				1,000,000			
Homeowner Access & Retention	465,214	180,000					
General Fund Overhead		67,666	288,774	290,000	145,000	70,000	72,000
TIF Working Capital Transfer	2,118,572						
Contingency	-	1,173,851	96,416	100,193	178,185	386,224	556,113
<b>Total</b>	<b>3,850,597</b>	<b>2,574,717</b>	<b>1,161,751</b>	<b>2,069,816</b>	<b>1,021,993</b>	<b>1,099,985</b>	<b>1,289,624</b>

### Program Income

Beginning in FY 2009-10, PHB began collecting all program income that is not grant-related in the HIF. Starting in FY 2010-11, additional income streams will become coming into the fund from the PDC HIF. These include loan fees, abatement fees, and loan income from the original HIF loans discussed earlier. HIF program income is used primarily to cover staff costs. These staff costs include the local match for the HMIS grant, loan servicing staff covered by fees (or not), tax abatement staff, and Housing Connections staff costs. The largest source of program 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 program income is that it is forecast to decline over time. To that end, the bureau has tried to 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 2012-13. 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. While this has not been an uncommon occurrence, it is unpredictable. The forecast notes, but 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 sees a 426% increase General Fund overhead charges. 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 annual debt repayment, the debt service reserve, and the excess revenue reserve.

At this date it is unclear whether City Lights will generate tangible 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 payment of the deferred developer fee at some point in the future outside of the forecast period as sufficient reserves are available (staff is currently analyzing options).

Resources	FY 2010-11	FY 2011-12	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Adopted	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance	-	284,326	284,326		227,936	290,506	348,076	400,646
Net Operating Income - PDC	1,060,568	814,728	900,000	859,500	890,000	885,000	880,000	875,000
Fund Transfers				-			-	
Interest	(219)			500	500	500	500	500
<b>Total</b>	<b>1,060,349</b>	<b>1,099,054</b>	<b>1,184,326</b>	<b>860,000</b>	<b>1,118,436</b>	<b>1,176,006</b>	<b>1,228,576</b>	<b>1,276,146</b>

Requirements								
External M&S	729		169,642	62,914	30,844	30,844	30,844	30,844
Debt Service	775,294	786,748	786,748	797,086	797,086	797,086	797,086	797,086
GFOH		1,828	-					
Contingency	284,326	310,478	227,936		290,506	348,076	400,646	448,216
<b>Total</b>	<b>1,060,349</b>	<b>1,099,054</b>	<b>1,184,326</b>	<b>860,000</b>	<b>1,118,436</b>	<b>1,176,006</b>	<b>1,228,576</b>	<b>1,276,146</b>

### Community Development Block Grant Fund

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
<b>Resources</b>	<b>Actual</b>	<b>Revised</b>	<b>Request</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
Carryover		7,485,118	3,807,551	1,172,593	488,211	912,931	51,540
Grants	9,589,402	9,031,902	\$7,720,018	7,720,018	7,720,018	7,720,018	7,720,018
ARRA	1,503,740	157,926					
Program Income	1,499,402	640,800	1,064,000	1,043,000	1,031,000	978,000	900,000
Encumbrance c/o	484,131						
Miscellaneous	29,899						
<b>Total</b>	<b>13,106,574</b>	<b>17,315,746</b>	<b>12,591,569</b>	<b>9,935,611</b>	<b>9,239,229</b>	<b>9,610,949</b>	<b>8,671,558</b>
<b>Requirements</b>							
Personal Services	2,069,619	1,775,863	1,590,049	1,553,651	1,615,797	1,530,429	1,591,646
Indirect	377,365	564,928	479,536	493,923	508,740	524,002	539,722
External/Internal M&S	223,339	156,095	55,984	55,750	56,000	56,500	57,000
General Fund Overhead					-	-	-
Contracts							
Housing Access & Stabilization	1,891,125	1,344,485	1,105,100	1,127,202	1,149,746	1,172,741	1,196,196
Planning, Policy & Communications			223,400	227,868	232,425	237,074	241,815
Housing Production & Preservation	303,270	205,000	150,000	150,000	150,000	150,000	137,417
Project & CHDO Support	625,827	149,300	-	-	-	-	-
Section 108 Repayment	551,549	495,000	495,000	495,000	495,000	495,000	495,000
Homeowner Access & Retention	831,760	1,632,405	1,205,000	1,229,100	1,253,682	1,278,756	1,297,855
BDS Inspections	225,600	-	-	-	-	-	-
Economic Opportunity	2,804,791	2,376,034	2,114,907	2,114,907	2,114,907	2,114,907	2,114,907
Projects							
Affordable Rental Housing		500,000	3,500,000	2,000,000	750,000	2,000,000	1,000,000
Butte	-	190,706					
Sawash/Tisitlal	198,061	22,258					
Taggart		237,238					
Kehillah		75,000	200,000				
Hatfield	-	846,727					
Otesha	-	1,279,230					
Hillsdale Terrace		1,500,000	300,000				
ARRA							
Economic Opportunity	498,210						
Affordable Rental Housing	22,117	-					
		82,314					
Hewitt Place	177,574	-					
Taggart	64,533						
PCRI-4Properties	631,319	75,612					
Arbor Glen	110,515						
PBOT Transfer	1,500,000						
Contingency		3,807,551	1,172,593	488,211	912,931	51,540	
<b>Total</b>	<b>13,106,574</b>	<b>17,315,746</b>	<b>12,591,569</b>	<b>9,935,611</b>	<b>9,239,229</b>	<b>9,610,949</b>	<b>8,671,558</b>

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 has lead 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 it is likely spending of these funds will be completed in FY 2011-12 (they must be spent by fall of 2012).

### 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. Under the public service cap, several eligible homeless services activities, homebuyer assistance, and weatherization are funded. Also found under the public service cap are several activities under contract with area agencies for their Economic Opportunity program.

### Program Income

CDBG program income has been in decline from highs of approximately \$2-5 million in the past 15 years. Program income is currently approximately \$1,100,000, boosted by more regular cash flow loan payments and income from two Section 108 loans. There is an interesting lag between the HUD tracking system and the City financial system in terms of program income. However, the receipt of program income directly to PHB has allowed for better tracking and forecasting. HUD uses the figures from their tracking system for the purposes of cap calculations. 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 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 spring BuMP and the Request and Approved Budget 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 two federal fiscal years, including the 15% cut impacting PHBs FY 2012-13 budget. The forecast assumes no growth in the entitlement from that point through the rest of the forecast. In addition, program income is forecast to continue to decline.

In terms of future obligations, the bureau has committed up to \$1.8 million in CDBG funds for the HAP Hillsdale Terrace Hope VI project. These funds are currently reserved and will be substantially disbursed in FY 2011-12, with the remainder carried over. The bureau has also committed to using all of a \$15 million HUD Section 108 loan, which is pledged against the City's CDBG entitlement, and will be repaid over 20-30 years with CDBG funds. There are a number of variables involved that will impact the ultimate annual payment, including interest rates, type of loan, and when funds are drawn on the loan. For planning purposes, the bureau is assuming \$495,000 annually once the full loan is expended. This assumes that the remainder of the loans from Section 108 proceeds is of the normally amortizing variety, which would throw off program 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.

## HOME

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
<b>Resources</b>	<b>Actual</b>	<b>Revised</b>	<b>Request</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
Beginning Balance		5,455,232	3,090,919	733,582	642,212	530,370	408,439
Grants	5,225,229	4,039,704	\$2,893,635	2,893,635	2,893,635	2,893,635	2,893,635
Program Income	1,031,642	363,000	325,500	325,500	322,600	308,100	303,400
Encumbrance c/o							
<b>Total</b>	<b>\$6,256,871</b>	<b>\$9,857,936</b>	<b>\$6,310,054</b>	<b>\$3,952,717</b>	<b>\$3,858,447</b>	<b>\$3,732,105</b>	<b>\$3,605,474</b>
<b>Requirements</b>							
Personal Services	363,476	384,077	381,272	238,000	247,520	234,896	244,292
External/Internal M&S							
Contracts							
Housing Access & Stabilization	379,396	436,971	395,000	402,605	410,657	418,870	427,248
Housing Production & Preservation							
CHDO Support	180,486	148,700	400,000	144,700	144,700	144,700	144,700
Projects							
Loan Servicing/Asset Mgmt System	12,977	372,829					
PCRI - Scattered Big10		355,670					
Providence House		-	375,000				
MLK Fargo		975,000					
Firland		1,000,000					
Rockwood	1,000,199	111,314					
Villa De Suenos	1,125,000						
Briarwood	757,215	50,000					
Ainsworth Court	526	1,399,474					
Affordable Rental Housing	-	500,000	3,500,000	2,000,000	2,000,000	2,000,000	2,000,000
Gresham Funds	1,320,235	884,482	392,500	392,500	392,500	392,500	392,500
Multnomah County Funds		148,500	132,700	132,700	132,700	132,700	132,700
Contingency		3,090,919	733,582	642,212	530,370	408,439	264,035
<b>Total</b>	<b>\$5,139,510</b>	<b>\$9,857,936</b>	<b>\$6,310,054</b>	<b>\$3,952,717</b>	<b>\$3,858,447</b>	<b>\$3,732,105</b>	<b>\$3,605,474</b>

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.

### 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 \$325,000, down from about \$500,000 in FY 2007-08. There is an interesting lag between the

HUD tracking system and the City financial system in terms of program income. However, the receipt of program income directly to PHB has allowed for better tracking and forecasting. HUD uses the figures from their tracking system for the purposes of cap calculations. The bureau budgets HOME program income less conservatively as the administration cap costs have been traditionally been less volatile 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 will become critical as TIF resources dwindle.

#### 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 spring BuMP and the Request and Approved Budgets 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 a substantial reduction in HOME entitlement funding (28%) impacting PHBs FY 2012-13 budget. The forecast assumes no growth in the entitlement from that point through the rest of the forecast. In addition, program 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 second phase allocations for these grants, and these additional funds are reflected in the forecast beginning in the current year for HOPWA, and in FY 2012-13 for ESG.

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, but the bureau is spending the funds over two fiscal years.

### HOPWA

Resources	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	1,556,489	1,503,025	1,766,241	1,766,241	1,531,533	1,296,824	1,296,824
Encumbrance c/o							
<b>Total</b>	1,556,489	1,503,025	1,766,241	1,766,241	1,531,533	1,296,824	1,296,824

Requirements							
Personal Services	30,764	34,677	68,298	71,030	55,271	38,882	40,437
External M&S							
Housing Production & Preservation	403,123	124,000					
Housing Access & Stabilization	1,122,602	1,344,348	1,697,943	1,695,211	1,476,261	1,257,942	1,256,387
<b>Total</b>	1,556,489	1,503,025	1,766,241	1,766,241	1,531,532	1,296,824	1,296,824

### ESG

Resources	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	493,438	440,264	971,609	971,609	971,609	971,609	971,609
<b>Total</b>	493,438	440,264	971,609	971,609	971,609	971,609	971,609

Requirements							
Personal Services	19,375	15,320	42,996	42,996	42,996	42,996	42,996
External M&S							
Housing Access & Stabilization	437,091	424,944	928,613	928,613	928,613	928,613	928,613
<b>Total</b>	456,466	440,264	971,609	971,609	971,609	971,609	971,609

### HPRRP-ARRA

Resources	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	2,047,735	163,497					
<b>Total</b>	2,047,735	163,497	-	-	-	-	-

Requirements							
Personal Services	57,464						
External M&S							
Housing Access & Stabilization	2,110,890	163,497					
<b>Total</b>	2,168,354	163,497	-	-	-	-	-

## 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 anticipates re-applying for lead funds in the fall 2012 federal funding process. The newest grant is the Healthy Homes Grant, being spent in collaboration with Multnomah County over three fiscal years. The Neighborhood Stabilization Program (NSP), a homeownership assistance grant has been spent over the past two fiscal years, and another award has been made for FY 2011-12. As in the prior forecast, it is assumed that there will be some carryover of NSP funds into FY 2012-13.

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 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 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	<u>Actual</u>	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
Grants	816,271	2,181,674	1,344,588				
<b>Total</b>	816,271	2,181,674	1,344,588	-	-	-	-

Requirements							
Personal Services	264,202	265,142	213,802		-	-	-
External M&S							
Housing Access & Retention	604,861	1,734,380	1,130,786				
Indirect	122,493	182,153					
<b>Total</b>	991,556	2,181,674	1,344,588	-	-	-	-

### **Healthy Homes**

Resources	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	<u>Actual</u>	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
Grants	8,659	441,341	418,429	140,230			

Requirements							
Personal Services	3,669	91,221	68,201	71,611		-	-
External M&S	4,990	350,120	350,228	68,619			
Housing Access & Retention							
<b>Total</b>	8,659	441,341	418,429	140,230	-	-	-

### **NSP**

Resources	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	<u>Actual</u>	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
Grants	2,504,084	301,962	807,330				
Program Income		107,143					
<b>Total</b>	2,504,084	409,105	807,330	-	-	-	-

Requirements							
Personal Services	68,891	57,632	49,188		-	-	-
External M&S							
Housing Access & Retention	2,435,193	310,000	758,142				
Indirect		41,473					
<b>Total</b>	2,504,084	409,105	807,330	-	-	-	-

**McKinney – OTIS**

Resources	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	<u>Actual</u>	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
Grants	270,717	271,986	271,986	271,986	271,986	271,986	271,986
<b>Total</b>	270,717	271,986	271,986	271,986	271,986	271,986	271,986

Requirements							
Personal Services	7,134	6,220	6,370	6,370	6,370	6,370	6,370
External M&S							
Housing Access & Stabilization	263,583	265,766	265,616	265,616	265,616	265,616	265,616
<b>Total</b>	270,717	271,986	271,986	271,986	271,986	271,986	271,986

**McKinney - HMIS**

Resources	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	<u>Actual</u>	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
Grants	228,372	241,074	241,074	241,074	241,074	241,074	241,074
<b>Total</b>	228,372	241,074	241,074	241,074	241,074	241,074	241,074

Requirements							
Personal Services	153,883	166,585	166,026	166,026	166,026	166,026	166,026
External M&S	74,489	74,489	75,048	75,048	75,048	75,048	75,048
Fund Transfer							
<b>Total</b>	228,372	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 is experiencing 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 causing a 791% in General Fund overhead charges. While these charges will moderate as TIF spending reverts to a new normal, it will be a substantial cost of doing business that the bureau not direct related to the cost of services.

### TIF Reimbursement Fund

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
Resources	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance		280,611					
Fund Transfers							
Tax Increment	265,513	1,758,854	2,171,181	2,039,959	1,876,355	1,786,131	1,760,512
Float	2,118,572						
<b>Total</b>	<b>\$ 2,384,085</b>	<b>\$ 2,039,465</b>	<b>\$ 2,171,181</b>	<b>\$ 2,039,959</b>	<b>\$ 1,876,355</b>	<b>\$ 1,786,131</b>	<b>\$ 1,760,512</b>
Requirements							
Personal Services - Direct Staff	1,200,405	1,194,943	887,835	805,902	810,000	777,000	743,000
Personal Services - Indirect Staff	897,296	930,799	884,712	832,712	866,020	800,661	800,661
General Fund Overhead		73,771	584,235	600,000	400,000	400,000	400,000
Bureau Indirect	1,486,789	1,034,895	702,234	607,247	610,335	585,470	559,851
<i>Staff &amp; Indirect Subtotal</i>	<i>\$ 3,584,490</i>	<i>\$ 3,234,408</i>	<i>\$ 3,059,016</i>	<i>\$ 2,845,861</i>	<i>\$ 2,686,355</i>	<i>\$ 2,563,131</i>	<i>\$ 2,503,512</i>
Float	2,118,572	-	-	-	-	-	-
<b>Total</b>	<b>\$ 2,384,085</b>	<b>\$ 2,039,465</b>	<b>\$ 2,171,181</b>	<b>\$ 2,039,959</b>	<b>\$ 1,876,355</b>	<b>\$ 1,786,131</b>	<b>\$ 1,760,512</b>

### Tax Revenue Forecast

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 wants to use a 200% coverage ratio on future long-term debt issuances in response to the financial markets. For FY 2012-13 and beyond, this reset is holding, and in fact in some URAs (primarily River District and Interstate) the resource outlook has improved slightly. In addition, a final bond issuance in the Convention Center URA has provided an unanticipated resource.

### Future Look

The TIF portion of the PHB budget for FY 2010-13 is in the \$40-60 million range annually. This is a bubble of funding that shrinks dramatically over the life of the forecast (to \$17-18 million), which will challenge the bureau in maintaining the supply of affordable housing delivery products.

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
<b>Central Eastside URA</b>							
<b>Resources</b>							
Loan Income	2,711	2,100	2,100	2,100	2,100	2,100	2,100
Tax Increment	842,842	74,268	40,776	35,843	1,080,812	2,646,344	82,137
Other	(755)						
<i>Central Eastside URA Total</i>	<i>\$844,798</i>	<i>\$76,368</i>	<i>\$42,876</i>	<i>\$37,943</i>	<i>\$1,082,912</i>	<i>\$2,648,444</i>	<i>\$84,237</i>
<b>Requirements</b>							
Personnel Services - Direct Staffing	19,075	28,214	12,444	10,745	25,000	45,000	25,000
Indirect Costs (Staffing and Overhead)	29,448	48,154	30,432	27,199	57,912	103,444	59,237
H80046 CES Clifford Apartments Rehab	796,275	-	-	-	-	-	-
H80045 Hooper Center							
H89030 Affordable Rental Housing	-				1,000,000	2,500,000	
<b>Convention Center URA</b>							
<b>Resources</b>							
Beginning Balance	-	44,634	0	(0)	(0)	(0)	(0)
Predev Loan Payoffs/Property Sales	300,000	1,563,882	1,000,000				
Loan Income	86,393	62,400	62,400	62,400	62,400	62,400	62,400
Tax Increment	3,459,172	976,536	9,323,779	476,687			
Other	(3,708)						
<i>Convention Center URA Total</i>	<i>\$3,841,857</i>	<i>\$2,647,452</i>	<i>\$10,386,179</i>	<i>\$539,087</i>	<i>\$62,400</i>	<i>\$62,400</i>	<i>\$62,400</i>
<b>Requirements</b>							
Personnel Services - Direct Staffing	129,818	78,398	78,019	84,917	15,500	16,000	16,500
Indirect Costs (Staffing and Overhead)	104,751	133,806	190,794	214,948	35,906	36,780	39,096
H19032 King/Parks Affordable Housing	135,664	-	-	-	-	-	-
Land Purchase Repayment		752,660					
H80003 Lloyd Cascadian Phase II	2,590	21,500	8,667				
H80010 Fremont Housing	-	-	-	-	-	-	-
H80026 Grant Warehouse - Affordable Housing	263,664	-	-	-	-	-	-
Land Purchase Repayment		811,222					
H80002 MFH - 2nd and Wasco	13,085	6,500	8,700				
H80042 OCC Miracles Club	2,564,744	362,752	-	-	-	-	-
H80043 Rose Qtr Afford Rental Housing	-	-	-	-	-	-	-
H89030 Affordable Rental Housing		-	10,100,000	239,222	10,994	9,620	6,804
H89049 McCoy Apartments Rehab	582,907	480,614	-	-	-	-	-
<i>Convention Center URA Total</i>	<i>\$3,797,223</i>	<i>\$2,647,452</i>	<i>\$10,386,180</i>	<i>\$539,087</i>	<i>\$62,400</i>	<i>\$62,400</i>	<i>\$62,400</i>
<b>Downtown Waterfront URA</b>							
<b>Resources</b>							
Beginning Balance		121,282	42,639	926,802	9,904	85,807	644,126
Loan Income	868,109	482,600	604,800	604,800	604,800	604,800	604,800
Tax Increment		-		517,400	1,717,345		
Other	3,054	3,000	3,000	3,000	3,000	3,000	3,000
<i>Downtown Waterfront URA Total</i>	<i>\$871,163</i>	<i>\$606,882</i>	<i>\$650,439</i>	<i>\$2,052,002</i>	<i>\$2,335,049</i>	<i>\$693,607</i>	<i>\$1,251,926</i>
<b>Requirements</b>							
Personnel Services - Direct Staffing		3,000	17,436	40,240	45,000	15,000	25,000
Indirect Costs (Staffing and Overhead)		5,120	42,639	101,858	104,242	34,481	59,237
H89030 Affordable Rental Housing	-	-		1,900,000	2,100,000		1,100,000
H20001 Butte Hotel		100,000					
Contingency		379,077	590,364	9,904	85,807	644,126	67,689
Program Income Repayment	749,881	119,685					
<i>Downtown Waterfront URA Total</i>	<i>\$749,881</i>	<i>\$606,882</i>	<i>\$650,439</i>	<i>\$2,052,002</i>	<i>\$2,335,049</i>	<i>\$693,607</i>	<i>\$1,251,926</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 sooner.
- 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 \$9.1 million for affordable housing in FY 2012-13.

- 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.

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
<b>Gateway Regional Center URA</b>							
<b>Resources</b>							
Beginning Balance		31,496	(0)	(0)	(0)	0	0
Predev Loan Payoffs/Property Sales			900,000				
Loan Income		250	-	-	-	-	-
Tax Increment	92,570	1,598,733	4,197,337	90,282	1,153,406	54,780	57,596
Other	(14)	(200)					
<i>Gateway Regional Center URA Total</i>	<i>\$92,556</i>	<i>\$1,630,279</i>	<i>\$5,097,337</i>	<i>\$90,282</i>	<i>\$1,153,406</i>	<i>\$54,780</i>	<i>\$57,596</i>
<b>Requirements</b>							
Personnel Services - Direct Staffing	35,600	42,959	91,522	25,000	15,500	16,000	16,500
Indirect Costs (Staffing and Overhead)	17,975	73,320	223,815	63,282	35,906	36,780	39,096
H89030 Affordable Rental Housing	-	-	-	-	1,100,000	-	-
H20017 Ventura Park	-	100,000	300,000				
H89034 Gateway/Glisan	7,485	1,414,000	4,480,000	-	-		
H20035 Property Management			2,000	2,000	2,000	2,000	2,000
<i>Gateway Regional Center URA Total</i>	<i>\$61,060</i>	<i>\$1,630,279</i>	<i>\$5,097,337</i>	<i>\$90,282</i>	<i>\$1,153,406</i>	<i>\$54,780</i>	<i>\$57,596</i>
<b>Net</b>	<b>\$ 31,496</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ (0)</b>	<b>\$ 0</b>	<b>\$ 0</b>	<b>\$ 0</b>
<b>Interstate URA</b>							
<b>Resources</b>							
Beginning Balance		350,412	0	(0)	(0)	0	(0)
Predev Loan Payoffs/Property Sales	2,434,996	1,500,000	510,000				
Loan Income	26,289	10,100	10,100	10,100	10,100	10,100	10,100
Tax Increment	2,974,568	5,532,822	5,372,973	4,225,529	1,586,868	1,583,675	2,663,793
Other	(152)						
<i>Interstate URA Total</i>	<i>\$5,435,701</i>	<i>\$7,042,922</i>	<i>\$5,893,073</i>	<i>\$4,235,629</i>	<i>\$1,596,968</i>	<i>\$1,593,775</i>	<i>\$2,673,893</i>
<b>Requirements</b>							
Personnel Services - Direct Staffing	299,645	259,275	165,358	180,000	180,000	180,000	200,000
Indirect Costs (Staffing and Overhead)	12,588	442,517	404,379	455,629	416,968	413,775	473,893
H34606 Killingsworth Block	-	850,000	-	-	-	-	-
H19032 King/Parks Affordable Housing		510,000	1,123,336				
Land Purchase		752,660					
H80026 Grant Warehouse - Affordable Housing							
Land Purchase		811,222					
H80042 Miracles Club		171,384					
H89049 McCoy Apartments Rehab		679,368					
H38712 Woolsey Corner Homeownership Dev	480,858	-	-	-	-	-	-
H89046 PCRI Home Exeter/Fessenden	605,808	20,000	-	-	-	-	-
H20027 PCRI Scattered Sites 2 (NOFA)	-	237,115					
H89030 Affordable Rental Housing	-	-	3,200,000	2,600,000	-	-	1,000,000
H89047 Bridge Meadows	1,140,140	103,509	-	-	-	-	-
H38711 Rivergate	192,501	19,250					
H89010 Home Repair Projects	479,010	688,778	500,000	500,000	500,000	500,000	500,000
H37932 HAP Afford Ownership/Rehab	1,600,393	646,991	-	-	-	-	-
H89020 Home Buyer Assistance	274,346	850,853	500,000	500,000	500,000	500,000	500,000
<i>Interstate URA Total</i>	<i>\$5,085,289</i>	<i>\$7,042,922</i>	<i>\$5,893,073</i>	<i>\$4,235,629</i>	<i>\$1,596,968</i>	<i>\$1,593,775</i>	<i>\$2,673,893</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.
- Interstate – This URA has seen some improvement in funds available for affordable housing. There is a substantial block of funds (currently in the bureaus NOFA process), but there is still a drop off in available funds until the last year of the forecast.

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	Actual	Revised	Request	Forecast	Forecast	Forecast	Forecast
<b>Lents Town Center URA</b>							
<b>Resources</b>							
Beginning Balance		117,333	0	0	0	0	(0)
Predev Loan Payoffs/Property Sales	1,430,000	1,000,000					
Loan Income	99,079	5,700	8,700	8,700	8,700	8,700	8,700
Tax Increment	2,911,937	6,728,606	1,597,534	1,665,905	2,899,798	4,477,818	1,684,269
Other	(1,599)	400					
<i>Lents Town Center URA Total</i>	<i>\$4,439,417</i>	<i>\$7,852,039</i>	<i>\$1,606,234</i>	<i>\$1,674,605</i>	<i>\$2,908,498</i>	<i>\$4,486,518</i>	<i>\$1,692,969</i>
<b>Requirements</b>							
Personnel Services - Direct Staffing	263,576	255,602	173,138	185,000	268,000	268,000	200,000
Indirect Costs (Staffing and Overhead)	573,423	436,248	423,405	468,286	620,819	616,066	473,893
H33441 Dahlia Commons/Svaboda	38,214	2,134,300	-	-	-	-	-
H33442 Habitat for Humanity #3	20,094	-	-	-	-	-	-
H20031 Beyer Court	-	330,872	-	-	-	-	-
H20032 Firland		1,114,000					
H20033 PCRI/Scat Site89/Ellis		88,882					
H89030 Affordable Rental Housing	-	-			1,000,000	2,600,000	
H89031 The Glen	1,306,710	462,359					
H20023 Holgate House	-	1,076,147					
H89010 Home Repair Projects	339,276	678,008	500,000	500,000	500,000	500,000	500,000
H37930 Scat Site Home Rehab & Subs HAP	1,508,154	807,000	-	-	-	-	-
H89020 Home Buyer Assistance	272,637	468,621	500,000	510,000	510,000	500,000	510,000
H20035 Property Management			9,691	11,319	9,679	2,453	9,076
<i>Lents Town Center URA Total</i>	<i>\$4,322,084</i>	<i>\$7,852,039</i>	<i>\$1,606,234</i>	<i>\$1,674,605</i>	<i>\$2,908,498</i>	<i>\$4,486,519</i>	<i>\$1,692,969</i>
<b>North Macadam URA</b>							
<b>Resources</b>							
Beginning Balance		207,451	0	(0)	0	0	(0)
Predev Loan Payoffs/Property Sales	329,464						
Tax Increment	3,170,045	9,362,572	9,959,182	1,320,626	69,646	72,572	1,711,626
Other	10,675						
<i>North Macadam URA Total</i>	<i>\$3,510,184</i>	<i>\$9,570,023</i>	<i>\$9,959,182</i>	<i>\$1,320,626</i>	<i>\$69,646</i>	<i>\$72,572</i>	<i>\$1,711,626</i>
<b>Requirements</b>							
Personnel Services - Direct Staffing	174,343	123,914	76,662	20,000	21,000	22,000	45,000
Indirect Costs (Staffing and Overhead)	3,009	211,490	187,475	50,625	48,646	50,573	106,626
H10543 Affordable Veterans Housing	3,125,381	9,234,619	9,695,045	1,250,000	-	-	-
H89030 Affordable Rental Housing	-	-	-	-	-	-	1,560,000
<i>North Macadam URA Total</i>	<i>\$3,302,733</i>	<i>\$9,570,023</i>	<i>\$9,959,182</i>	<i>\$1,320,625</i>	<i>\$69,646</i>	<i>\$72,573</i>	<i>\$1,711,626</i>

- Lents – There is some improvement in this URA as well, with a more positive blip in FY 2014-16.
- 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 for several years.

	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
	<u>Actual</u>	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
<b>River District URA</b>							
<b>Resources</b>							
Beginning Balance	157,601	250,377	(0)	(0)	(0)	(0)	0
Loan Income	587,144	426,562	421,000	394,400	394,400	394,400	394,400
Tax Increment	14,144,133	25,740,826	4,780,312	5,060,004	7,950,133	7,979,751	7,994,492
Other	(4,148)						
<i>River District URA Total</i>	<i>\$14,884,730</i>	<i>\$26,417,765</i>	<i>\$5,201,312</i>	<i>\$5,454,404</i>	<i>\$8,344,533</i>	<i>\$8,374,151</i>	<i>\$8,388,892</i>
<b>Requirements</b>							
Personnel Services - Direct Staffing	188,798	158,525	148,401	160,000	190,000	200,000	200,000
Indirect Costs (Staffing and Overhead)		270,562	362,911	405,004	440,133	459,751	473,893
H32138 The Ramona	6,542,242	547,758	-	-	-	-	-
H12030 Fairfield Apartments	22,705		65,000	64,400	64,400	64,400	65,000
H37938 Blanchet House Redev	143,743	4,002,250					
H89030 Affordable Rental Housing	-	60,000	3,600,000	4,800,000	7,650,000	7,650,000	7,650,000
H37937 Bud Clark Center	7,692,176	17,978,670	-	-	-	-	-
H37940 New Avenues for Youth	9,190	-	-	-	-	-	-
H80036 Yards at Union Station	4,025	3,400,000	1,000,000	-	-	-	-
H20035 Property Management	31,474		25,000	25,000			
<i>River District URA Total</i>	<i>\$14,634,353</i>	<i>\$26,417,765</i>	<i>\$5,201,312</i>	<i>\$5,454,404</i>	<i>\$8,344,533</i>	<i>\$8,374,151</i>	<i>\$8,388,893</i>
<b>South Park Blocks URA</b>							
<b>Resources</b>							
Beginning Balance		(11,929)	3,589,968				
Predev Loan Payoffs/Property Sales		3,552,826		1,800,000			
Loan Income	566,351	133,000	158,700	158,700	158,700	158,700	158,700
Tax Increment	2,800,311	750,148	3,204,517	192,428			
Other	26,469	2,000	2,000	2,000	7,124		
<i>South Park Blocks URA Total</i>	<i>\$3,393,131</i>	<i>\$4,426,045</i>	<i>\$6,955,185</i>	<i>\$2,153,128</i>	<i>\$165,824</i>	<i>\$158,700</i>	<i>\$158,700</i>
<b>Requirements</b>							
Personnel Services - Direct Staffing	88,687	80,643	124,855	100,000	50,000	15,000	15,000
Indirect Costs (Staffing and Overhead)	132,986	137,637	305,330	253,127	115,824	34,481	35,542
H12027 Jefferson West Apartments	39,998	86,000	50,000	50,000	-	-	-
H12035 Martha Washington	429,858	-	-	-	-	-	-
H12036 Admiral Apartments	314,346	-	-	-	-	-	-
H12037 Chaucer	2,083,563	531,797	-	-	-	-	-
H34510 SPB Section 8 Preservation	-	3,589,968	3,075,000	1,750,000		109,219	108,158
H34525 James Hawthorne	315,622	-	-	-	-	-	-
H20038 Park Tower Preservation		-					
H20037 Lexington Apartments Preservation							
H20036 1200 Tower Preservation			3,400,000				
<i>South Park Blocks URA Total</i>	<i>\$3,405,060</i>	<i>\$4,426,045</i>	<i>\$6,955,185</i>	<i>\$2,153,127</i>	<i>\$165,824</i>	<i>\$158,700</i>	<i>\$158,700</i>

- River District – This URA has a substantial number of projects winding up development for FY 2010-12, but resource growth and anticipated privately financed development in the URA has boosted the funds available for affordable rental housing significantly throughout the forecast. FY 2012-13 includes reprogramming construction savings from the Bud Clark Commons project (\$1.4 million).
- South Park Blocks – This URA is expiring. However the bureau also received a substantial (\$3.5 million) loan payoff in FY 2011-12 that will bolster remaining funds and program income in the URA.

# Portland Housing Bureau

## Management Data

Commissioner in Charge: Nick Fish  
 Bureau Director: Traci Manning  
 Website: www.portlandonline.com/phb  
 Administration: 7.8%  
 M/W/ESB Contract \$: 57.0% Prime

## Workforce Data

Minorities: 30.5%  
 Female: 60.0%  
 Non-Represented: 94.7%\*  
 Span of Control: 5.6 positions per supervisor  
 Management Layers: 1 to 3

## Resource and FTE Summary

	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Reductions	FY 2012-13 Add Packages	FY 2012-13 Requested
GF Ongoing	\$6,078,601	\$6,283,634	(\$502,691)	\$0	\$5,780,943
GF One-Time	\$4,883,892	\$0	\$0	\$4,272,609	\$4,775,300
GF Overhead	\$0	\$0	\$0	\$0	\$0
Federal Grants	\$24,541,828	\$24,744,126	\$0	\$0	\$24,744,126
TIF	\$54,264,923	\$45,791,819	\$0	\$0	\$45,791,819
Other Revenues	\$11,654,900	\$10,378,877	\$0	\$0	\$10,378,877
<b>Total Revenues</b>	<b>\$101,424,144</b>	<b>\$87,198,456</b>	<b>\$0</b>	<b>\$0</b>	<b>\$91,471,065</b>
FTE	57.00	56.90	(2.00)	0.00	54.90

## Bureau Overview and Significant Issues

The mission of the Portland Housing Bureau (PHB) is to focus community resources on the unmet housing needs of the people of Portland. The following key themes and significant issues have shaped PHB's Requested Budget.

**Strategic Plan** – PHB adopted a three-year Strategic Plan in 2010-11. The plan establishes four core goals on which PHB will focus these next three years. It also establishes four programmatic priorities for PHB investments. PHB developed its Requested Budget in close alignment with these priorities.

**Equity** – PHB emphasizes equity in its program investments. An emerging equity agenda recognizes the historic and institutional barriers to housing, homeownership, and economic stability experienced by communities of color. PHB seeks to place a greater reliance on community-validated data (such as the Coalition of Communities of Color report) to understand unmet needs, and to more intentionally hold itself and its partners accountable for removing barriers to serving members of minority communities in greater numbers.

**General Fund Serial One-Time Programs** – PHB has relied for many years on one-time allocations of General Fund resources to fund services such as emergency shelters, eviction prevention rent assistance and home ownership programs targeted to minority communities. PHB requested \$4.7 million in one-time funding in the Requested Budget.

**Mandatory General Fund Reduction** – PHB is making the required 8% General fund reduction of \$502,691. The bulk of the reduction is to various contracts in Housing Access and Stabilization and Shelter and Emergency Services.

**Federal Funding Cuts** – PHB's federal funds have been cut by 28% in HOME (\$1,103,089) and 15% in CDBG (\$1,312,075).

\* Effective Jan 2011, PHB's non-represented non-management staff voted to form a bargaining unit. Contract negotiations are ongoing.

## Bureau Dashboard

<b>PHB Homeownership Programs</b> <i>Households Assisted</i>	
Homebuyer Education & Counseling	1,384
Small-Scale Home Repair Projects	1,569
System Development Charge Waivers	143
Limited Tax Exemptions	137
New Homebuyer Tax Incentives	88
Downpayment Asst. Loans	15

<b>Housing Access and Stabilization</b> <i>Households Receiving New or Ongoing Support</i>	
Access and Stabilization	50,517
Short-Term Rent Assistance/Eviction Prev (3-6 Months)	2,211
Emergency Shelter Services (<90 days)	1,635
Long-Term Assisted Housing With Supportive Services	591
Interim Assisted Housing (<24 Months)	338

### Operating and Capital Requirements

	FY 2010-11 Actuals	FY 2011-12 Adopted	FY 2012-13 Base	FY 2012-13 Request	FY 2013-14 Estimate
Operating - Base	\$36,309,847	\$31,080,421	\$25,654,994	\$29,927,603	\$29,713,318
Operating - One-Time Initiatives	47,211,999	70,343,723	\$61,543,462	\$61,543,462	\$18,701,941
<b>Total</b>	<b>\$83,521,846</b>	<b>\$101,424,144</b>	<b>\$87,198,456</b>	<b>\$91,471,065</b>	<b>\$48,415,259</b>

### Overview of Major Projects and Initiatives

**Bud Clark Commons:** The project opened in June 2011 and provides 130 apartments for the most vulnerable people experiencing homelessness; a day resource center offering services to address basic needs and connections to community resources; and a 90-bed men's shelter.

**Block 49:** This project broke ground in April 2011 and will provide 209 housing units in the South Waterfront neighborhood for households earning 50% of Median Family Income (\$25k for a single-person household). 42 of the apartments are targeted to veterans earning less than 30% MFI (about \$15,000). PHB expects the project to open in Fall 2012.

**Strategic Plan Implementation:** PHB has developed and adopted a three-year strategic plan. PHB will develop and execute an implementation plan that will bring bureau goals, strategies, activities and metrics into alignment with the strategic plan.

### Major Assets Managed

	5 Years Ago	Current	5 Years From Now
Percent in Good Condition	N/A	79%	73%
Percent in Fair Condition	N/A	10%	15%
Percent in Poor Condition	N/A	11%	12%
Major Maintenance Backlog	N/A	\$0	\$100,000
Replacement Value Total	N/A	\$26,765,561	\$25,982,272

**Portland Housing Bureau  
Program Summary**

1. Program Title Manager Phone #	2. Program Description	3. Staff (FTE)		4. Requirements		5. Percent Admin	6. Resources				7. Output, Outcome, or Efficiency Measure(s)	8. Program Rankings	
		Regular	Limited Term	Operating	Capital		General Fund	Rates, Fees & IAs	Federal, State & Local	Other		Core	Community
<b>New Construction</b> Komi Kalevor 503-823-3123	Financial assistance for construction of new rental and homeowner affordable housing units.	4.2	-	34,476,341	-	0.0%	-	-	3,052,865	31,423,476	<b>Units Assisted</b> FY 2010-11 Actuals: 92 FY 2012-13 Target: 100  <b>PHB investment per unit</b> FY 2010-11 Actuals: \$27,078 FY 2012-13 Target: \$27,078	<b>1</b>	<b>3</b>
<b>Preservation</b> Komi Kalevor 503-823-3123	Preservation of expiring Section 8 projects. Preservation projects include acquisition and rehabilitation.	1.9	-	13,923,530	-	0.0%	-	-	2,474,217	11,449,313	<b>Rental Units Preserved</b> FY 2010-11 Actuals: 156 FY 2012-13 Target: 150  <b>PHB investment per unit</b> FY 2010-11 Actuals: \$21,250 FY 2012-13 Target: \$21,250	<b>2</b>	<b>1</b>
<b>Rehabilitation</b> Komi Kalevor 503-823-3123	Financial assistance for the repair and renovation of existing rental and homeowner affordable housing units.	2.8	-	7,836,842	-	0.0%	-	-	2,815,511	5,021,331	<b>Units Assisted</b> FY 2010-11 Actuals: 182 FY 2012-13 Target: 150  <b>PHB Investment Per Unit</b> FY 2010-11 Actuals: \$21,518 FY 2012-13 Target: \$21,518	<b>3</b>	<b>2</b>
<b>Housing Development &amp; Finance</b> Komi Kalevor 503-823-3123	Investments that complement new construction, preservation & rehabilitation, including project support contracts with non-profit community development partners and Section 108 loan program principal & interest payments. Also includes Federal resources passed through to Gresham (\$1.65M).	1.3	-	1,290,567	-	0.0%	-	-	1,132,312	158,255	<b>Projects Assisted</b> FY 2010-11 Actuals: 16 FY 2012-13 Target: 16	<b>4</b>	<b>6</b>
<b>Prevention &amp; Rapid Re-housing</b> Sally Erickson 503-823-0883	Short-term rent assistance (STRA) and other costs to prevent homelessness among households facing temporary crisis.	0.6	-	1,307,151	-	0.0%	269,355	-	1,037,796	-	<b>Households Served</b> FY 2010-11 Actuals: 1,373 FY 2012-13 Target: 1,373  <b>6-month / 12-month Retention Rate</b> FY 2010-11 Actuals: 87% / 80% FY 2012-13 Target: 87% / 80%	<b>5</b>	<b>4</b>
<b>Supportive Housing</b> Sally Erickson (823-0883)	Limited-term rent assistance (up to 24 mos.) and deposit/housing expenses associated with moving homeless into permanent housing, coupled with supportive services (e.g., outreach, counseling, placement). Primarily intended for chronically homeless people with disabilities.	1.2	-	3,833,660	-	0.0%	3,009,164	-	824,496	-	<b>Households Served</b> FY 2010-11 Actuals: 591 FY 2012-13 Target: 575	<b>6</b>	<b>5</b>

1. Program Title Manager Phone #	2. Program Description	3. Staff (FTE)		4. Requirements		5. Percent Admin	6. Resources				7. Output, Outcome, or Efficiency Measure(s)	8. Program Rankings	
		Regular	Limited Term	Operating	Capital		General Fund	Rates, Fees & IAs	Federal, State & Local	Other		Core	Community
<b>Healthy Homes</b> Andrea Matthiessen 503-823-2379	Financial and educational assistance in maintaining safe, healthy, and stable homes.	2.6	-	1,951,817	-	0.0%	-	-	1,951,817	-	<b>Lead Grant Units Assisted</b> FY 2010-11 Actuals: 40 FY 2012-13 Target: 50  <b>PHB Investment Per Lead Grant Unit</b> FY 2010-11 Actuals: \$13,600 FY 2012-13 Target: \$13,600	7	7
<b>Home Repair</b> Andrea Matthiessen 503-823-2379	Loans and grants for the repair of existing homes. Includes lead hazard control grants.	1.0	-	1,841,874	-	0.0%	-	-	776,618	1,065,256	<b>Households Receiving Home Repair Loans</b> FY 2010-11 Actuals: 41 (avg loan amt: \$13,292) FY 2012-13 Target: 20 (avg loan amt: \$13,292)  <b>Elderly/Disabled Household Mini-Rehab</b> FY 2010-11 Actuals: 1,528 (avg loan amt: \$1,136) FY 2012-13 Target: 1,528 (avg loan amt: \$1,136)	8	8
<b>Homebuyer &amp; Foreclosure Education / Counseling</b> Andrea Matthiessen 503-823-2379	Provides free or low-cost culturally-sensitive homebuyer education and foreclosure counseling services.	-	-	235,036	-	0.0%	-	-	235,036	-	<b>Households Attending Homebuyer Fairs</b> FY 2010-11 Actuals: 810 FY 2012-13 Target: 0  <b>Households Receiving Homebuyer Education &amp; Counseling</b> FY 2010-11 Actuals: 1,384 FY 2012-13 Target: 550	9	10
<b>Homebuyer Financial Assistance</b> Andrea Matthiessen 503-823-2379	Financial assistance to help homeowners refinance and renovate their homes; also down payment assistance loans for homebuyers.	2.0	-	1,949,822	-	0.0%	-	-	828,974	1,120,848	<b>Households Receiving Direct Financial Assistance To Purchase Homes</b> FY 2010-11 Actuals: 15 FY 2012-13 Target: 15	10	11
<b>Tax Exemption &amp; Fee Waiver Programs</b> Andrea Matthiessen 503-823-2379	Administration of limited tax exemption programs for single and multi-family residences, system development charge waivers, and Mortgage Credit Certificate program.	2.6	-	271,328	-	0.0%	-	217,990	-	53,338	<b>Total Homeownership Units Assisted By Limited Tax Exemptions</b> FY 2010-11 Actuals: 137 FY 2012-13 Target: 137  <b>Total Homeownership Units Assisted By System Development Charge Waivers</b> FY 2010-11 Actuals: 143 FY 2012-13 Target: 143	11	13
<b>Shelter &amp; Emergency Services</b> Sally Erickson 503-823-0883	Staffing and operation of year-round emergency housing programs for adults and youth (including \$1.2M transitional housing and youth funds passed through to Mult. Co.). Contracts include some services and rent assistance necessary to move people from shelters to housing.	0.7	-	2,937,661	-	0.0%	2,026,333	-	911,328	-	<b>New Households Receiving Emergency Shelter Service</b> FY 2010-11 Actuals: 1,635 FY 2012-13 Target: 1,500  <b>Percent Households Placed In Permanent Housing</b> FY 2010-11 Actuals: 31% FY 2012-13 Target: 31%  <b>Percent Of Households Served</b> FY 2010-11 Actuals: 75% FY 2012-13 Target: 75%	12	9
<b>(Housing) Access &amp; Stabilization</b> Sally Erickson 503-823-0883	Provides support to low income households by helping to identify and remove barriers to safe, stable housing.	1.1	-	1,959,644	-	0.0%	159,611	-	1,800,033	-	<b>New Households Receiving Information &amp; Education Referral Services</b> FY 2010-11 Actuals: 50,517 FY 2012-13 Target: 46,476	13	12

1. Program Title Manager Phone #	2. Program Description	3. Staff (FTE)		4. Requirements		5. Percent Admin	6. Resources				7. Output, Outcome, or Efficiency Measure(s)	8. Program Rankings	
		Regular	Limited Term	Operating	Capital		General Fund	Rates, Fees & IAs	Federal, State & Local	Other		Core	Community
<b>Director's Office</b> Traci Manning 503-823-2380	Comprised of the bureau director, assistant director, public information officer and director's assistant.	3.1	-	389,521	-	100.0% <sup>1</sup>	69,000	-	129,626	190,895		N/A	N/A
<b>Strategic Policy &amp; Planning</b> Daniel Ledezma 503-823-2353	SPP's goal is to define the comprehensive housing needs of Portland's residents, shape local housing policy and priorities, and to have a seat at the table as key decisions and investments are made.	5.0	-	784,368	-	100.0% <sup>1</sup>	53,666	-	448,807	281,895		N/A	N/A
<b>Business Services</b> Alissa Mahar 503-823-4160	Bureau-level administrative activities, including: accounting; asset management; audits; compliance; data management; financial management; loan servicing; purchasing; human resources; information technology; and research.	22.0	-	4,728,651	-	100.0% <sup>1</sup>	606,510	215,396	2,194,433	1,712,312	<b>Contracts &amp; Amendments Processed</b> FY 2010-11 Actuals: 93 FY 2012-13 Target: 93  <b>Housing Assets Monitored</b> FY 2010-11 Actuals: 315 FY 2012-13 Target: 315	N/A	N/A
<b>Administration &amp; Support</b> Various	Performs administrative and support activities specific to bureau programs.	4.9	-	478,741	-	100.0% <sup>1</sup>	54,902	73,176	128,804	221,859		N/A	N/A
<b>Economic Opportunity</b> Antoinette Pietka 503-823-2394	CDBG (i.e., Federal) funds passed through to PDC to support workforce and micro-enterprise projects.	-	-	2,114,907	-	0.0%	-	-	2,114,907	-		N/A	N/A
<b>Fund Level Expenses</b>	Debt service, cash transfers, contingency, and unappropriated fund balance.	-	-	4,886,971	-	N/A	-	806,007	2,401,175	1,679,789		N/A	N/A
<b>Total</b>		<b>56.80</b>	<b>-</b>	<b>87,198,456</b>	<b>-</b>		<b>6,248,541</b>	<b>1,312,569</b>	<b>25,258,755</b>	<b>54,378,567</b>			

## Customer Service Improvement Status Report

**Bureau:** Portland Housing Bureau  
**Staff Contact:** Alissa Mahar  
**Phone:** 503-823-4160  
**Date:** 1/31/2012

**Bureau Mission and Goals:** Please attach copies of your bureau's mission, goals, and any workplans or other policy documents that specifically address customer service improvement efforts. Please describe how your strategic plans include customer service, and any plans for improvement.

*Reference Materials:* Strategic Plan ([www.tinyurl.com/4aylcam](http://www.tinyurl.com/4aylcam))  
PHB Business Operations Expectations (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 two 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."

**Customer Service Assessment: Please attach a copy of your most recent customer service survey and survey results. Please indicate how your bureau assesses timeliness, accuracy, helpfulness, expertise, and available information. If you do not currently survey bureau customers, please explain any future plans.**

*Reference Materials:*    *Strategic Plan ([www.tinyurl.com/4aylcam](http://www.tinyurl.com/4aylcam))*  
*Strategic Plan Community Forum Summary ([www.tinyurl.com/4pcvrlo](http://www.tinyurl.com/4pcvrlo))*  
*Strategic Plan Focus Group Results ([www.tinyurl.com/4qwgwbwy](http://www.tinyurl.com/4qwgwbwy))*  
*Strategic Plan Community Survey Findings ([www.tinyurl.com/4nh6uhf](http://www.tinyurl.com/4nh6uhf))*  
*Portland Housing Advisory Commission ([www.tinyurl.com/47kxlee](http://www.tinyurl.com/47kxlee))*

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 Business Plan** – As PHB’s customer base has made clear, PHB must make positive contributions to increasing Equity through its investments. PHB has contracted with a consultant to assist in operationalizing key Equity-related goals and process improvements identified in the Strategic Plan.
- **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.

**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. Please share any details you can provide regarding progress in these areas over the past year (training program information, key bureau contacts, recruitment/evaluation material examples, etc.)**

*Reference Materials:*    *PHB Business Operations Expectations (attached)*  
*PHB Employee Evaluation Template (attached)*

### **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.

## BUSINESS OPERATIONS EXPECTATIONS, EFFECTIVE JULY 1, 2011

### 1. CUSTOMER SERVICE

- a. Includes Internal and External Customers of PHB
- b. Go the Extra Mile for customers – It will be recognized
- c. Be supportive of other functional areas at PHB. 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. 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 - 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. 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



HR-006 APE

# Portland Housing Bureau Annual Performance Evaluation

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## EMPLOYEE INFORMATION

Employee Name  
EMPLOYEE NAME

Employee Position  
EMPLOYEE POSITION / TITLE

Supervisor  
SUPERVISOR NAME

Work Team

- Current job description is accurate.  
 Current (  job description or  job classification ) needs revision.

Revision Explanation

Start Date (M/D/Y)  
RATING PERIOD

End Date (M/D/Y)  
TO

# SUPERVISOR EVALUATION

PERFORMANCE RATING	DEFINITION
Exceptional Performance	Commitment, quality and quantity of work and interpersonal relations were consistently exceptional. Job responsibilities were achieved in a clearly superior fashion. Where unusual situations arose, the response was thoroughly evaluated and implemented thoughtfully and in a timely manner.
Above Average	Work quality, quantity, commitment, and interpersonal relations exceeded work plan and job standards. All job responsibilities were met or exceeded. Where unusual situations arose they were handled in a professional manner.
Meets Requirements	Work quality, quantity, commitment and interpersonal relations were consistent with work plan and job standards. All job responsibilities were met. Where unusual situations arose, they were handled satisfactorily. Results met overall requirements.
Needs Improvement	Work quality, quantity, commitment and interpersonal relations met job standards but were marginal in some areas. Some objectives may not have been met because of problems that will require improvement.
Unsatisfactory Performance	Performance was below minimum requirements of the position and requires improvement. Significant job responsibilities and objectives were not met.

**INSTRUCTIONS:**

**Evaluation assessments shall be conducted at least annually for each employee you supervise as a tool for constructive feedback, professional development planning and to assess eligibility for merit-based pay increases. Before completing this form, a supervisor should review and consider the following sources:**

- **Employee and team work plans that set performance goals**
- **Employee performance as compared to expectations**
- **Previous evaluation and performance improvement plan**
- **Training history over the relevant period**

Employee performance should be evaluated against the total requirements and standards of the job and on the basis of activities and tasks actually performed. Under the "PERFORMANCE RATING" column, mark the box that most accurately describes the performance of the individual during the period covered and list examples of that performance in the "COMMENTS/SUPPORTING EXAMPLES" section. Examples provide key feedback to an employee and reassurance that the evaluation is squarely based upon observable considerations. For factors not applicable to the position, write "N/A". The Personal Improvement Plan (PIP) can be used for boxes marked needs improvement or unsatisfactory. The PIP will target goals for improvement.

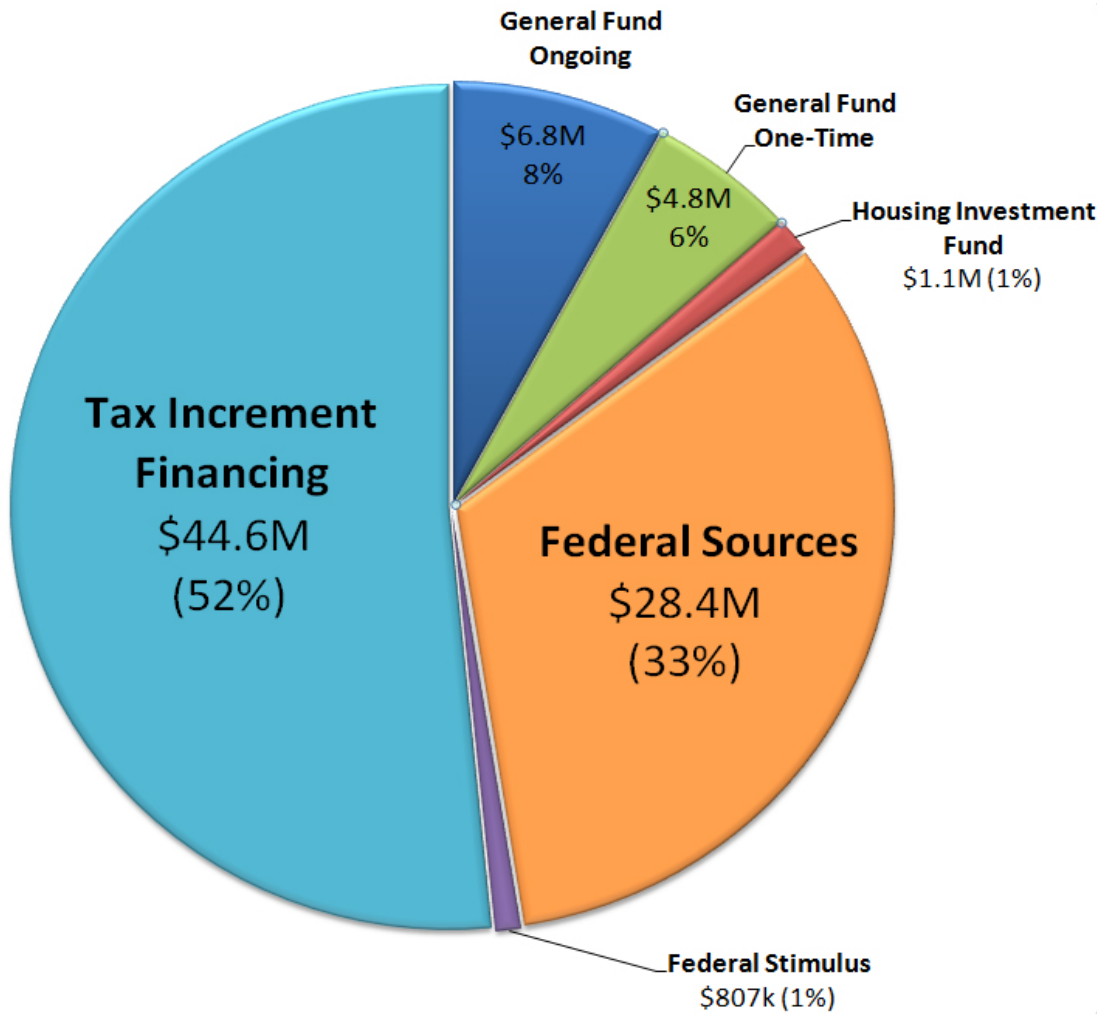
COMPETENCIES / PERFORMANCE FACTORS PRIORITY	PERFORMANCE RATING	COMMENTS / SUPPORTING EXAMPLES
<b>QUALITY &amp; PRODUCTIVITY</b> Produces or accomplishes accurate and thorough volumes of work meeting standards for volume and timeliness. Plans, and manages multiple functions, meeting goals & deadlines. Seeks improvement whenever possible. Sets & achieves individual goals & deadlines.	<input type="checkbox"/> Exceptional <input type="checkbox"/> Above Average <input type="checkbox"/> Meets Requirements <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory	
<b>WORKPLACE ENVIRONMENT</b> Proposes solutions to better accomplish PHB work. When appropriate, takes effective action without being told. Models positive communication and works	<input type="checkbox"/> Exceptional <input type="checkbox"/> Above Average <input type="checkbox"/> Meets Requirements <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory	

COMPETENCIES / PERFORMANCE FACTORS PRIORITY	PERFORMANCE RATING	COMMENTS / SUPPORTING EXAMPLES
<p>to improve working environment for all colleagues and avoids innuendo and negative speculation. Strives to continually improve job knowledge &amp; personal skills. Responds quickly to the needs and requests of others; consistently keeps clients' interests central when making decisions.</p>		
<p><b>DIVERSITY &amp; CROSS CULTURAL GOALS</b> Supports PHB's diversity goals for workplace and contractors. Makes people of all backgrounds feel welcome at PHB.</p> <p>Did you participate in accumulating points for Cultural Diversity?</p>	<p><input type="checkbox"/> Exceptional  <input type="checkbox"/> Above Average  <input type="checkbox"/> Meets Requirements  <input type="checkbox"/> Needs Improvement  <input type="checkbox"/> Unsatisfactory</p> <p><input type="checkbox"/> Yes  # of Points _____</p>	
<p><b>COMMITMENT &amp; POSITIVE APPROACH</b> Does what it takes to get the job done. Persists to overcome obstacles, demonstrates "can do" attitude and approaches work enthusiastically. Contributes to a harmonious, productive work group; acts as part of a team. Maintains reliable and consistent performance when multiple projects large volumes of work and/or tight deadlines are required; adapts to changing priorities.</p>	<p><input type="checkbox"/> Exceptional  <input type="checkbox"/> Above Average  <input type="checkbox"/> Meets Requirements  <input type="checkbox"/> Needs Improvement  <input type="checkbox"/> Unsatisfactory</p>	
<p><b>COMMUNICATION</b> Expresses self well and listens effectively; prepares and delivers effective presentations; keeps others informed; writes effectively (clear, thorough, concise, grammatically correct and appropriate in style and tone). Recognizes his/her impact on others; accepts feedback non-defensively; understands others' perspectives and modifies approach to achieve goals; deals appropriately with people in different positions and of different backgrounds.</p>	<p><input type="checkbox"/> Exceptional  <input type="checkbox"/> Above Average  <input type="checkbox"/> Meets Requirements  <input type="checkbox"/> Needs Improvement  <input type="checkbox"/> Unsatisfactory</p>	
<p><b>BUDGET/COST SENSITIVITY</b></p>	<p><input type="checkbox"/> Exceptional</p>	

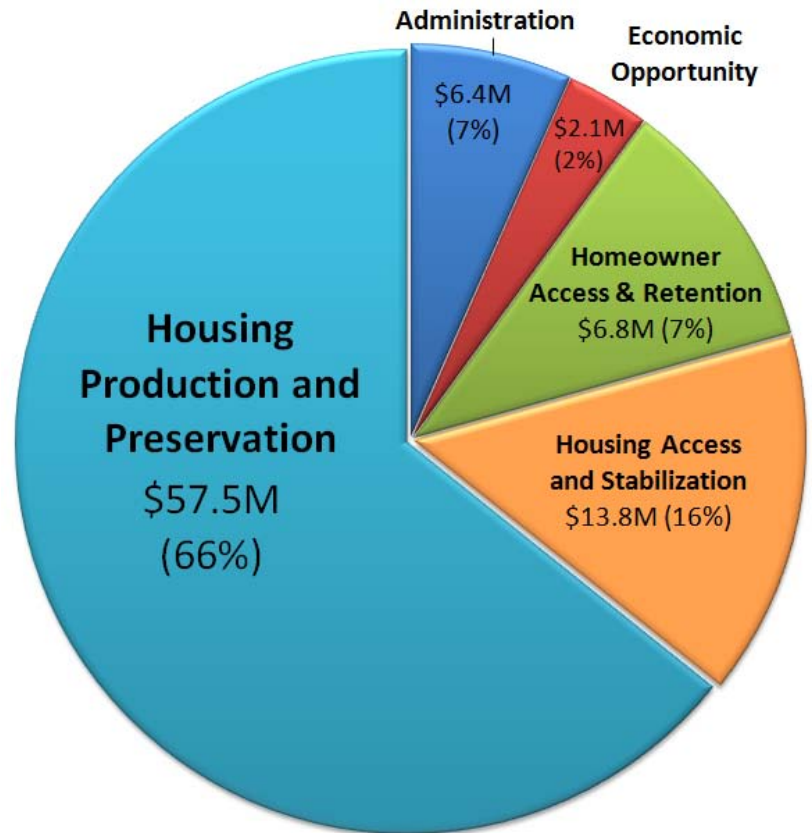
COMPETENCIES / PERFORMANCE FACTORS PRIORITY	PERFORMANCE RATING	COMMENTS / SUPPORTING EXAMPLES
Effectively uses all resources available; recommends cost savings or revenue-enhancing methods; compares costs and benefits of different courses of action and makes recommendations as appropriate.	<input type="checkbox"/> Above Average <input type="checkbox"/> Meets Requirements <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory	
<b>CONTRACT MANAGEMENT AND COMPLIANCE</b> If applicable, acts fairly & consistently with all sub-recipients, as demonstrated by contractor evaluations. Work and or projects have not contributed to HUD findings during the most recent review period. Keeps on schedule with monitoring activities, quarterly and annual reports, etc.	<input type="checkbox"/> Exceptional <input type="checkbox"/> Above Average <input type="checkbox"/> Meets Requirements <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory	
<b>CUSTOMER SERVICE</b> Effectively provides customer service to both internal and external customers (eg, helping each other reach success or assisting co-workers with cross-department needs).	<input type="checkbox"/> Exceptional <input type="checkbox"/> Above Average <input type="checkbox"/> Meets Requirements <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unsatisfactory	

# Portland Housing Bureau

## SOURCES OF FUNDS



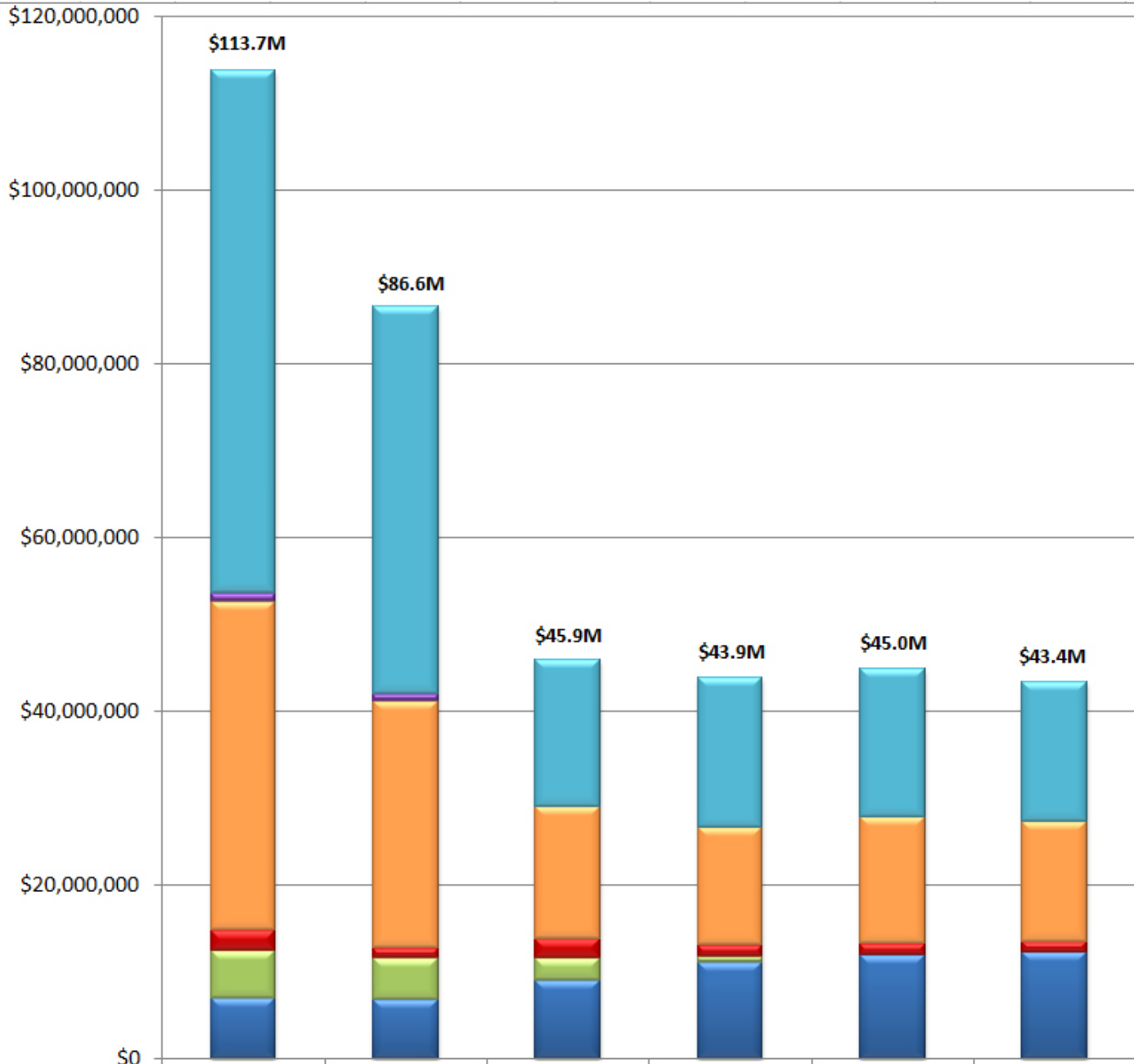
## BUDGET BY PROGRAM AREA



**FY 12-13 Requested Budget  
Total = \$86,550,311**

# Portland Housing Bureau

## 2012-13 OUTLOOK FOR FUNDING SOURCES



	FY 2011-12 Revised	FY 2012-13 Request	FY 2013-14 Forecast	FY 2014-15 Forecast	FY 2015-16 Forecast	FY 2016-17 Forecast
■ Tax Increment Financing	60,196,031	44,617,220	16,947,802	17,233,428	17,100,823	16,154,550
■ Federal Stimulus	911,371	807,330	-	-	-	-
■ Federal Sources	37,925,135	28,429,261	15,122,700	13,644,232	14,638,223	13,768,145
■ Housing Investment Fund	2,339,706	1,128,030	2,281,863	1,319,576	1,283,827	1,317,963
■ General Fund One-Time	5,462,914	4,775,300	2,590,300	590,300	-	-
■ General Fund Ongoing	6,942,154	6,793,170	8,933,829	11,117,445	11,935,181	12,179,125