

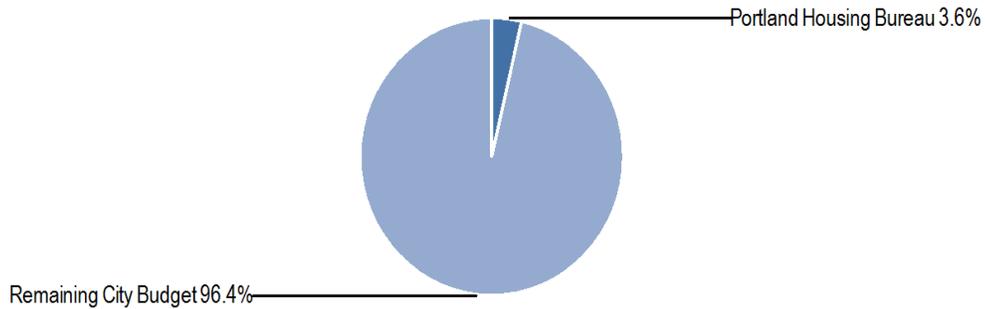
# Portland Housing Bureau

Community Development Service Area

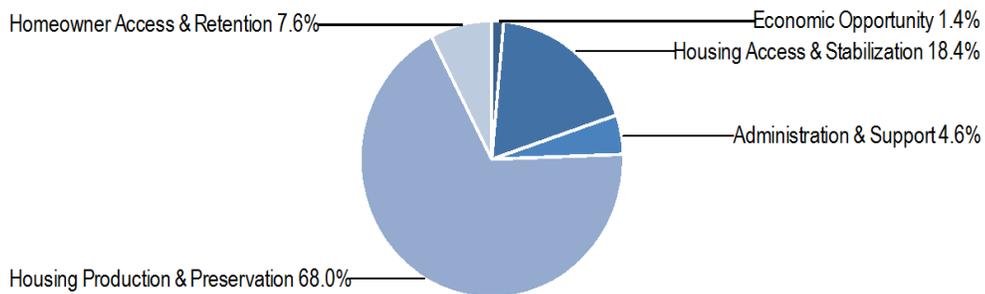
Dan Saltzman, Commissioner-in-Charge

Kurt Creager, Director

**Percent of City Budget**

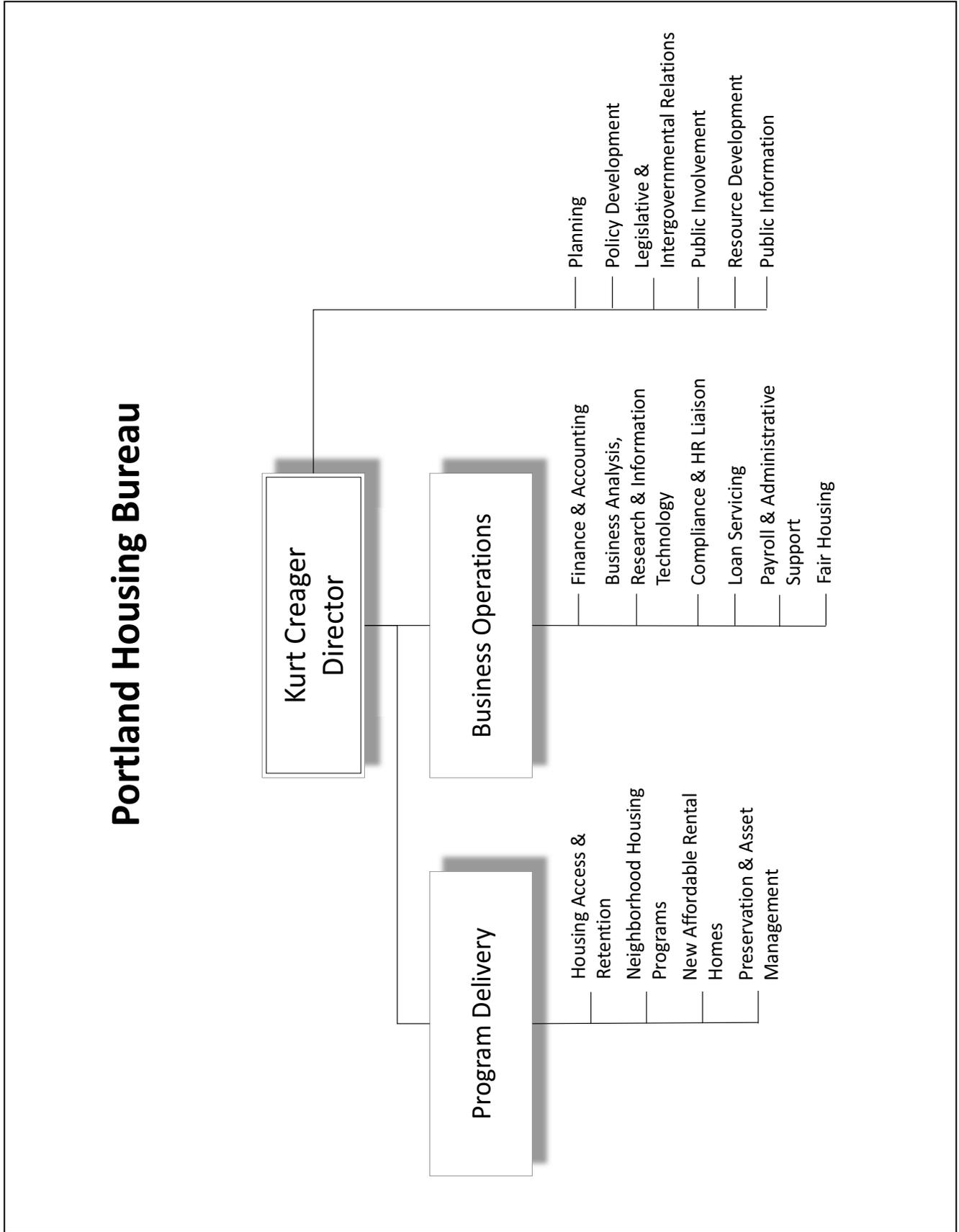


**Bureau Programs**



**Bureau Overview**

Expenditures	Revised FY 2015-16	Requested FY 2016-17	Change from Prior Year	Percent Change
Operating	86,304,573	152,667,709	66,363,136	76.89
Capital	0	0	0	0.00
<b>Total Requirements</b>	<b>86,304,573</b>	<b>152,667,709</b>	<b>66,363,136</b>	<b>76.89</b>
Authorized Positions	56.92	57.92	1.00	1.76



## **Bureau Summary**

### **Bureau Mission**

The mission of the Portland Housing Bureau (PHB) is to solve the unmet housing needs of the people of Portland. The bureau accomplishes its mission by building and preserving quality, affordable housing; supporting programs that help low-income Portlanders find, rent, buy, retain and repair their homes; bringing together our partners and leading them to assess the city's housing needs, choose sustainable solutions to efficiently meet them, and identify how to pay for them; and reaching out to Communities of Color to ensure their participation in the economic opportunities that quality housing investments create.

### **Bureau Overview**

The Portland Housing Bureau is responsible for several sources of public funds for investments in quality, affordable housing. Program investments span the continuum of housing services and include programs to prevent and end homelessness, develop rental housing for low-income individuals and families, and provide targeted homeownership and home retention programs. Funds come from three major sources: tax increment financing (TIF) that directs at least 45% of all tax increment financing expenditures to affordable housing under City policy; City General Fund; and federal funds.

PHB's federal funding comes from the U.S. Department of Housing and Urban Development (HUD) in the form of both entitlement grants (predominantly the Community Development Block Grant and HOME) and competitive grant funds. The Bureau deploys these resources in alignment with its 2011-2013 Strategic Plan as loans and grants for capital construction of new or rehabilitated housing, and for the delivery of homeless services that support the needs of Portland's most vulnerable residents.

The Portland Housing Advisory Commission advises both the bureau and City Council on strategic priorities, alignment opportunities, and trade-offs inherent in the expenditure of public funds. Although the commission does not have an explicit decision-making role, the commission helped shape the Bureau's Strategic Plan and also serves as the Bureau's budget advisory committee.

In addition to making programmatic investments, the Bureau leads local policy and planning efforts to improve alignment with state and local government partners working to prevent homelessness and support economic stability. The Portland Housing Bureau has proactively engaged with partners to critically review data, streamline its systems, and find efficiencies. As part of federal planning and reporting requirements, the bureau works closely with its jurisdictional partners to perform joint federal funding oversight, Fair Housing analysis and policy recommendations, and community needs and priorities hearings. As part of its work with Multnomah County, the bureau seeks to align its priorities, maximize funding leverage, and partner on regional solutions.

The Bureau aspires to deliver cost-effective, sustainable, and equitable strategies to meet the housing needs of vulnerable and low-income Portlanders. In modeling good government practices, the Bureau engages the communities it serves and makes data-driven decisions that result in cost-effective investments with maximum public benefits. Some examples of these processes include A Home for Everyone: A United Community Plan to End Homelessness in Multnomah County, and the Bureau's Equity Agenda.

Equity is woven throughout Bureau policy and operations. The Bureau's equity agenda recognizes and responds to the historic and institutional barriers to accessible housing, homeownership, and economic stability experienced by Communities of Color. The Portland Housing Bureau seeks to place a greater reliance on community-validated data to understand unmet needs, and to intentionally hold itself and partners accountable for removing barriers and serving members of minority communities equitably. Where appropriate, the Bureau conducts original source research, which is instrumental in producing the annual *State of Housing in Portland Report*, as well as the regional *Fair Housing Plan*, and the *Analysis of Impediments to Fair Housing*.

## Strategic Direction

Within the broader context of citywide planning efforts, and the recent declaration of a housing and homelessness emergency, the Bureau recognizes this as a critical moment to realign current program offerings through the budget process in order to better respond to City's current housing needs and position the Bureau to achieve the City's long-term planning goals.

In the last year, a significant amount of energy and resource has been committed to various efforts to understand and plan for the challenges and opportunities on the horizon -- the development of the *Draft 2035 Comprehensive Plan*, the *Central City 2035 Plan*, the continued updating and implementation of the *East Portland Action Plan*, the formation of the Anti-Displacement Coalition and their displacement mitigation recommendations, the Powell Division Bus Rapid Transit Planning, and the A Home For Everyone effort, to name a few. Taken together, these planning efforts have served to identify a significant need for robust new policy and programming strategies in the areas of displacement mitigation, affordable housing production, and ending homelessness.

These overarching priorities are supported by findings published in the *2015 State of Housing Report*, which shows that Communities of Color are being displaced and concentrated in East Portland and east Multnomah County geographic areas that correspond to a 15-25% drop in median household income and the most significant decline in the City's falling homeownership rates. These findings reveal that while service needs and their geographic scope continue to expand, the Housing Bureau remains limited in its capacity to provide programming outside of urban renewal areas.

*New General Fund Allocated  
for FY 2016-17*

In response to the housing and homelessness emergency, City Council provided an additional \$5 million ongoing and \$5 million one-time General Fund discretionary to the PHB base budget (i.e., adjusted base) which has allowed for some significant shifts in program funding for the coming year. These programmatic changes to the PHB adjusted base provide the Bureau greater flexibility to be nimble and responsive to the housing crisis, and take early action where the data points to a growing threat of displacement.

*Review of Programs in Base Budget*

The Mayor's FY 2016-17 Budget Guidance directed PHB to examine the performance of existing programs to determine if any resources should be reallocated. While recent changes to the Affordable Housing Set-Aside Policy increased urban renewal funding for affordable housing by an estimated \$66.5 million in Tax Increment Financing over the next 10 years, the review of existing Bureau programming (essentially a zero-base review) identified a significant lack of programming outside of urban renewal areas (URAs), especially in East Portland.

New programming for home repair, homeowner assistance services, and rental unit rehabilitation will therefore be added within the adjusted base, while existing Lents URA funding for those programs will shift to the General Fund within the adjusted base (ongoing), allowing this programming to be offered within the Lents URA boundaries and in the surrounding vicinity outside of the URA. The Lents URA funding freed up by this shift (\$1.1 million) can in turn go toward rental housing development as part of the fall 2016 Notice of Funding Availability (NOFA) or can still be used to support homeownership programs. In February and March, the Bureau will be holding community forums with residents in the Lents and Gateway areas, and will expand current community outreach efforts in the Interstate area, in order to get community input on the additional TIF funding from the Set-Aside increase.

*Alignment of Funding, Goals & Program Offerings*

Similarly, the Bureau examined the use of federal grant funds and determined that some adjustments could be made to better match funding sources with programming. Shifting funding for tenant-based rent assistance, homeownership programs, and fair housing programs from federal sources (HOME and CDBG) to ongoing General Fund within the adjusted base also frees up these federal funds for rental housing development, preparing for a robust fall 2016 NOFA.

The budget decisions described below therefore represent a coordinated and evidence-based effort to align planning goals with program offerings, taking into particular account the need for focused stabilization efforts in East Portland beyond urban renewal boundaries, displacement mitigation (with a particular focus on the implementation of the N/NE Neighborhood Housing Strategy and the associated Preference Policy, as well as the citywide expansion of multifamily rental programs), and A Home for Everyone implementation. Budget key performance measures are tied to the goals and policies adopted by the Home for Everyone Executive Committee as well as the *Draft 2035 Comprehensive Plan*.

*Historic Perspective*

The current increase in resources for affordable housing mirrors the mid-1990's, when the Housing Investment Fund (HIF) was created (Ordinance 168388, Resolution No. 35377) as a means to achieve the City's housing goals as established in the 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 a total of \$30 million in General Fund resources to the HIF over a three-year period starting in 1995.

The FY 2016-17 Requested Budget also aligns staffing and funding so that the Bureau is prepared to implement a number of programs currently under development, as well as potential programs associated with legislation currently under consideration in the State Legislature. These include voluntary incentive zoning, mandatory inclusionary zoning, and an affordable housing linkage fee. As the City's housing landscape transitions from majority owner-occupied to majority renter-occupied, PHB anticipates an increased need for expanded and new programming, and is preparing accordingly.

## Summary of Budget Decisions

### Add Packages

#### **A Home For Everyone: Expanded Veterans Assistance** (*\$200,000 one-time general fund*)

The package is the City's contribution (\$200,000 in this package plus \$87,500 in the one-time General Fund adjusted base) of a total investment of \$575,000 that includes the contribution from Multnomah County - as proposed by AHFE Coordinating Board and accepted by AHFE Executive Committee. These funds leverage significant federal program dollars and allow us to maintain the necessary capacity to ensure that homelessness among Veterans is rare, brief and one time.

This request expands Veterans assistance to increase year-round shelter for Veterans by 10 beds and increase short- and long-term rental assistance to help at least 30 additional Veterans obtain and maintain permanent housing.

#### **A Home For Everyone: Safety off the Streets** (*\$1,885,300 one-time general fund*)

The package is the City's contribution (\$1,885,300 in this package plus \$577,200 in the one-time General Fund adjusted base) of a total investment of \$4,925,000 that includes the contribution from Multnomah County - as proposed by AHFE Coordinating Board and accepted by AHFE Executive Committee. The requested funds will allow for some start-up capital expenses, but are assumed to primarily pay for ongoing shelter operating expenses. These funds will pay for only very limited on-site support services at each shelter site. The package will continue the one-time General Fund shelter investment (\$1.2 million) from the FY 2015-16 Fall BMP, that included the Jerome Sears Shelter and Peace Shelter.

The City's portion of the investment will provide at least 315 safe sleeping options in a combination of facility-based shelter and alternative shelter options to highly vulnerable people lacking access to permanent housing, including women, women escaping domestic violence, people of color, and people with severe mental illness.

The full \$4,925,000 investment will provide at least 630 safe sleeping options in a combination of facility-based shelter (approximately 410 beds) and alternative shelter options (approximately 265 beds), to highly vulnerable people lacking access.

#### **A Home For Everyone: Permanent Housing Placements** (*\$4,487,500 one-time general fund*)

This package specifically addresses the Rapid Re-housing portion of the AHFE Permanent Housing Placement program. PHB funded the Permanent Supportive Housing portion of the program with \$1,662,500 in the ongoing General Fund adjusted base (making the total City contribution \$6,150,000). The total investment of \$12,300,000 for Rapid Re-housing and Permanent Supportive Housing includes the contribution from Multnomah County - as proposed by AHFE Coordinating Board and accepted by AHFE Executive Committee.

The resources for Rapid Re-housing will increase permanent housing placements for highly vulnerable populations including Communities of Color, women (unaccompanied or with children), women escaping domestic violence, and female youth. Services will include short-term rental assistance, housing placement and retention staff support, and income acquisition assistance through employment and long term benefits access.

The City's portion of the investment will provide Rapid Re-housing rent support and services for 565 individuals or 297 households. The entire \$12,300,000 program including the Multnomah County contribution, will provide Rapid Re-housing or Permanent Supportive Housing rent support and services for 1,320 households.

**A Home For Everyone: Homelessness Prevention and Diversion** (*\$1,100,000 one-time general fund*)

The package is the City's contribution of a total investment of \$2,200,000 that includes the contribution from Multnomah County - as proposed by AHFE Coordinating Board and accepted by AHFE Executive Committee. The funding will increase prevention and diversion for highly vulnerable populations, including Communities of Color, women, families with children, and individuals with significant physical and mental health disabilities. Assistance will take the form of rental assistance, professional staffing to support housing placement and retention, legal assistance/tenant advocacy, and transportation assistance.

This package would prevent or divert from homelessness for least 500 additional people or 263 households in FY 2016-17. The total investment of \$2.2 million would serve 1,000 individuals.

**Citywide Rental Housing Development**(*\$10,000,000 one-time general fund*)

Year-over-year rent rates throughout Portland have increased by 12.6%, putting many cost-burdened households at risk of displacement or homelessness. Moreover, the A Home For Everyone Coordinating Board has identified the importance of linking development initiatives with supportive services, thereby creating a sustainable model that helps low-income households exiting homelessness. A General Fund allocation for citywide affordable housing preservation and development would allow the greatest flexibility in serving those residents most in need who are currently facing displacement and/or homelessness. These resources will allow the Bureau to take advantage of opportunities to complement the additional investment made through A Home For Everyone for the benefit of those exiting homelessness by building or purchasing units citywide, and targeting resources where the Bureau can currently only provide limited programming, if any at all. One-time funds are an effective way to make capital investments that secure long-term affordability in rental housing. This package would support the development of approximately 100 such units intended for those experiencing homelessness and/or those at risk of displacement.

**Program Design And Development Coordinator** (\$104,532 ongoing existing Tax Increment Financing and CDBG)

This package addresses the need for a Policy and Program Development Coordinator. The City is taking steps to adapt existing programs and develop new programs to respond to an increasing proportion of renter households in the city and the increasing demand for affordable housing units. The City is currently pursuing, or has already adopted, initiatives related to the establishment of preference policies and affirmative fair marketing, a voluntary incentive zoning program, a mandatory inclusionary zoning program, an affordable housing linkage fee program, increased renter protections, and others. These initiatives require additional staff support to develop the program detail and manage their implementation within the Bureau. Funding for the FTE position will come from existing URA and grant funds. Responsibilities and deliverables will include:

- ◆ Development of program materials and other administrative infrastructure;
- ◆ Drafting program and administrative rules;
- ◆ Development of training materials and administering trainings for bureau staff and service provider staff;
- ◆ Coordinating program implementation across City bureaus; and
- ◆ Coordinating the implementation of preference policies, tenant placement and affirmative fair marketing of affordable housing financed directly or indirectly by PHB.

## Administration & Support

<b>Description</b>	<p>The Administration &amp; Support program is comprised of the Director's Office and the Business Operations division.</p> <p><b>Director's Office</b></p> <p>The Director's Office includes policy, planning, public information, resource development, legislative and intergovernmental affairs, and executive level support. The director has six direct reports: the Assistant Housing Director responsible for Housing Programs; the Business Operations Manager; two management analysts leading policy, equity and legislative efforts; the Public Information Officer; and an executive assistant.</p> <p><b>Business Operations Division</b></p> <p>The Business Operations division includes Finance &amp; Accounting, Loan Servicing, Human Resources, Information Technology, Data Analysis &amp; Research, Compliance, 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.</p>
<b>Goals</b>	<p>The goals of the Director's Office include:</p> <ul style="list-style-type: none"><li>◆ Providing long-range vision and overall direction for Portland's affordable housing investments;</li><li>◆ Supporting and leveraging the Portland Housing Advisory Commission, and implementing their recommendations as appropriate;</li><li>◆ Ensuring the bureau advances goals, strategies, and investment priorities from the Strategic Plan, with a focus on advancing the bureaus equity agenda;</li><li>◆ Working collaboratively with a wide range of partners to solve the unmet housing needs of the people of Portland;</li><li>◆ Ensuring that future policy and implementation decision of the bureau improve housing access and economic opportunities for traditionally under-served populations; and</li><li>◆ Providing effective internal and external communications.</li></ul> <p>The goals of the Business Operations division include:</p> <ul style="list-style-type: none"><li>◆ Ensuring that administrative functions are delivered consistently, reliably, and effectively;</li><li>◆ Providing strong finance, accounting and loan servicing functions;</li><li>◆ Delivering excellence in compliance;</li><li>◆ Supporting the Bureaus equity goals through internal business practices, quality data, contract goals, and publications on the website;</li><li>◆ Strengthening data collection, data analysis, and data reporting by maximizing the use of all information technology systems;</li><li>◆ Ensuring timely, confidential, and supportive human resource services; and</li><li>◆ Informing the bureau on current housing needs, market and equity data to direct policies and practices.</li></ul>

# Portland Housing Bureau

## Community Development Service Area

### Performance

Performance goals for the Administration & Support program are focused on improving customer service relationships, using a data-driven approach to bureau policy and decision making, and managing administrative costs. The administrative costs metric below shows variability from year to year. This is because, although PHB's administrative costs remain relatively stable, there is significant variability in overall bureau expenditures from year to year due predominantly to the limited predictability of affordable housing project development cycles.

### Changes to Services and Activities

Improvements to data collection and reporting in collaboration with delivery teams will continue, as will efforts to streamline and improve loan portfolio management in close collaboration with the Asset Management team.

FTE & Financials	Actual FY 2013-14	Actual FY 2014-15	Revised FY 2015-16	Requested No DP FY 2016-17	Requested FY 2016-17
FTE	30.11	30.20	30.09	29.92	30.37
<b>Expenditures</b>					
Administration & Support	945,461	772,428	616,295	574,820	574,820
Asset Management	30	0	0	0	0
Business Services	3,610,637	4,697,600	4,012,230	5,474,788	5,521,816
Director's Office	280,723	577,847	1,118,534	741,216	741,216
Planning & Policy	724,731	(3)	0	0	0
<b>Total Expenditures</b>	<b>5,561,582</b>	<b>6,047,872</b>	<b>5,747,059</b>	<b>6,790,824</b>	<b>6,837,852</b>

Performance	Actual FY 2013-14	Actual FY 2014-15	Yr End Est. FY 2015-16	Base FY 2016-17	Target FY 2016-17
-------------	----------------------	----------------------	---------------------------	--------------------	----------------------

### Key Performance Measure

Percentage utilization of minority contracts in housing construction (contract \$ awarded)	15%	13%	15%	15%	15%
--	-----	-----	-----	-----	-----

### Effectiveness

Percentage utilization of minority, women, and emerging small business contracts in housing construction (contract \$ awarded)	20%	30%	20%	20%	20%
--	-----	-----	-----	-----	-----

### Efficiency

Administrative costs as a percentage of bureau level budget	14%	13%	7%	5%	5%
Administrative costs as a rolling three year average	10%	11%	10%	7%	6%

## Economic Opportunity

<b>Description</b>	City Council transferred the Economic Opportunity Initiative (EOI) to the Portland Development Commission (PDC) in July 2009. As part of the initiative, PHB passes Community Development Block Grant (CDBG) funds to PDC to support programs and services in three categories: adult workforce, youth workforce, and microenterprise. General Fund resources for these programs are budgeted directly in the PDC Special Appropriations allocation and are not reported here.
<b>Goals</b>	The City has invested in youth and adult workforce development, and microenterprise services since 2004 through EOI. PDC administers the microenterprise component and contracts with seven community agencies to provide services. Worksystems, Inc. administers the adult and youth workforce components and contracts with thirteen community agencies to provide services. The goals of this program are to raise the incomes of very low-income Portland residents through workforce and microenterprise development, focusing on reaching participants who often face multiple barriers to employment, including but not limited to: homelessness, limited English proficiency, criminal histories, drug and alcohol addictions, and lack of educational credentials and basic job preparation skills.
<b>Performance</b>	Performance of EOI programs can be found in the performance measures table, which includes both trend and projection information. Overall, the effectiveness measures reflect moderate to good performance.
<b>Changes to Activities and Services</b>	Programs are funded at the same level as FY 2015-16. The apparent decrease between FY 2015-16 and FY 2016-17 below reflects one-time carryover funds in the FY 2015-16 column.

FTE & Financials	Actual FY 2013-14	Actual FY 2014-15	Revised FY 2015-16	Requested No DP FY 2016-17	Requested FY 2016-17
FTE	0.06	0.09	0.08	0.09	0.09
<b>Expenditures</b>					
Economic Opportunity	5,667	7,987	34,691	11,778	11,778
Microenterprise Growth	563,734	561,908	0	0	0
Workforce Development	1,843,377	1,701,262	2,141,840	2,120,422	2,120,422
<b>Total Expenditures</b>	<b>2,412,778</b>	<b>2,271,157</b>	<b>2,176,531</b>	<b>2,132,200</b>	<b>2,132,200</b>

Performance	Actual FY 2013-14	Actual FY 2014-15	Yr End Est. FY 2015-16	Base FY 2016-17	Target FY 2016-17
<b>Effectiveness</b>					
Percentage of microenterprises increasing economic stability at program exit		57%	55%	55%	55%
<b>Workload</b>					
Total number of workforce participants		1,212	1,200	1,200	1,200
Total number of Microenterprise participants		353	350	350	350

## **Housing Access & Retention**

### **Description**

The Bureau's Housing Access & Retention team (HART) invests in programs and coordinates community initiatives that create housing stability for thousands of households per year by preventing or ending their homelessness, supporting their transition into stable housing, and enabling them to secure permanent homes. Last year, with City and other funds, HART's investments and initiatives helped nearly 12,000 families and individuals overcome housing instability and homelessness, including children and their parents, unaccompanied youth, Veterans, and disabled men and women.

The HART annual budget is funded primarily by City General Fund and federal grants from the U.S. Department of Housing and Urban Development (HUD) including Continuum of Care (CoC), Emergency Solutions Grant (ESG) and Housing Opportunities for Persons with AIDS (HOPWA). Funds are contracted to 19 nonprofit and public agencies to provide a comprehensive range of services that meet the needs of people experiencing homelessness or housing instability from street outreach to permanent housing placement. Services fall into four categories:

- ◆ Housing access
- ◆ Homeless rapid re-housing
- ◆ Supportive housing
- ◆ Shelter and emergency services

HART employs strategies proven to help people experiencing homelessness achieve housing stability and self-sufficiency, such as supportive housing, housing placement and street outreach, short-term rent assistance, benefits acquisition, and housing retention services. Bureau partners are contractually obligated to ensure equitable outcomes for clients from Communities of Color. Contractors are experts at serving people with barriers to housing such as mental health issues, criminal convictions, health challenges, and multiple episodes of homelessness.

HART increases influence in the broader community through:

- ◆ Innovative planning and partnership building with stakeholders to respond to changing community needs and trends;
- ◆ Coordination with jurisdictional partners to promote systems change and improve policies and practices to quickly end people's homelessness; and
- ◆ Data review, program evaluation, grant reporting, and analysis.

### **Goals**

In 2013, leadership from the City of Portland, City of Gresham, Multnomah County, and Home Forward created a renewed plan for ending homelessness in our community, called A Home for Everyone: A United Community Plan to End Homelessness in Multnomah County (AHFE). The plan chartered a new coordinating board to provide shared oversight of our community's work to end homelessness. The board is led by an executive committee, comprised of elected officials from Portland, Gresham and Multnomah County; leadership from Home Forward and Meyer Memorial Trust; as well as representatives from the faith and business community. That Coordinating Board and its Executive Committee, with leadership from local jurisdictions, developed a comprehensive action plan in

spring 2015, and implementation is underway. The action plan recommends investments in the most effective strategies, with a goal to reduce homelessness by 50% by 2017, in addition to ensuring that no families, women, or adults with disabilities are unsheltered by the January 2017 homeless street count. HART is fully aligned with the priorities and goals of A Home for Everyone.

## **Performance**

HART continues to measure the performance of its contracts by requiring that providers report performance data disaggregated by demographic. Contract monitoring through an equity lens aims to improve services to populations overrepresented in homeless statistics. HART performance measures and other metrics, as recorded through the Homeless Management Information System (HMIS) and the 2013 and 2015 Point-in-Time Counts, indicate a high demand for homeless services.

All programs continue to demonstrate effectiveness while serving an increasing number of households with shelter, homelessness prevention, and placement services. Program efficiencies in moving clients from shelter to housing were gained in the past year, with the average length of stay in emergency shelter decreasing slightly from 23.9 days to 23.23 days. However, given the challenging rental market, PHB expects this rate will rise in FY 2016-17. Of households receiving short-term rent assistance, 78% continue to retain their housing at 12 months.

HART performance measures are linked to the strategic goals proposed by the A Home For Everyone Coordinating Board and approved by the A Home For Everyone Executive Committee. The *A Home For Everyone* initiative strives to decrease by half the unmet housing need by 2017 through the placement of 1,350 individuals and prevention services to 1,000 individuals. Eighty-five percent of households receiving housing placements will retain their housing at 12 months.

In FY 2016-17, HART performance will be measured through six key indicators:

1. Total number of homeless households placed in permanent housing;
2. Retention rate of households placed in permanent housing at 6 and 12 months;
3. Number of households prevented from becoming homeless (through provision of rent assistance & housing services);
4. Average length of time spent in homeless shelter (All populations);
5. Number of individuals who have been homeless for a year or less; and
6. Percentage of households moved from homelessness into housing that subsequently return to homelessness.

## **Changes to Activities and Services**

The bureau made changes within its adjusted base (ongoing) to fund the City's contribution of \$1,662,500 of the Permanent Supportive Housing (PSH) portion of the AHFE Permanent Housing Placements program. With a matching investment from Multnomah County (for a total of \$3,325,000), the entire investment will provide rental assistance and support services to at least 190 people who, due to the severity of their disability, require permanent supportive housing. Resources will serve highly vulnerable individuals, including women, people of color, and people with severe mental illness, who are ineligible for or are unable to access other

# Portland Housing Bureau

## Community Development Service Area

permanent supportive housing options in our community. Rental assistance is budgeted at the equivalent of a federal housing choice voucher -- allowing participants to pay only 30% of their income toward rent -- and support services include a range of placement, housing retention, clinical, benefits acquisition and employment support services.

A total of \$5 million in homelessness program requests will be funded within the adjusted base (one-time), which breaks down as follows:

- ◆ \$1,575,000 - County-operated programs (youth shelter & transitional housing; Benefits Eligibility Specialists Team (BEST); Bridgeview transitional housing and Permanent Supportive Housing for people with mental illnesses exiting homelessness)
- ◆ \$500,000 - AHFE Veterans Rent Assistance (FY 2015-16 one-time)
- ◆ \$750,000 - AHFE Womens Winter Shelter Year-round (FY 2015-16 one-time)
- ◆ \$300,000 - AHFE Landlord Recruitment (FY 2015-16 one-time)
- ◆ \$1,210,300 - AHFE Intensive Street Engagement (FY 2015-16 one-time)
- ◆ \$87,500 - AHFE Expanded Veterans Assistance
- ◆ \$577,200 - AHFE Safety off the Streets

With the exception of the PSH services funding, all of the AHFE requests (both within the adjusted base and decision packages) are one-time funded for a three-year period (reflecting the City half of the total AHFE request). Funding for FY 2016-17 has been programmed to reduce homelessness by 50% for the target populations, funding for FY 2017-18 is intended to address the next 50%, and the funding for FY 2018-19 is intended to ramp down the program.

PHB staff will continue implementing a community plan to coordinate access to services for adults experiencing homelessness, in alignment with similar coordinated access among family, youth, adult, and Domestic Violence services. PHB staff will also continue leading the community-wide stakeholder group Operation 424 (which includes the US Department of Veterans Affairs, Multnomah County, Home Forward, nonprofits, local businesses, and advocates) to sustain the local effort to end homelessness among Veterans.

FTE & Financials	Actual FY 2013-14	Actual FY 2014-15	Revised FY 2015-16	Requested No DP FY 2016-17	Requested FY 2016-17
FTE	3.79	4.18	4.11	4.27	4.27
<b>Expenditures</b>					
Homeless Rapid Re-housing	2,435,491	3,268,425	5,175,254	4,584,286	9,271,786
Housing Access	669,739	665,311	2,309,084	903,193	2,003,193
Housing Access & Stabilization	239	23,726	47,296	0	0
Shelter & Emergency Services	4,466,107	5,238,971	4,779,603	6,577,776	8,463,076
Supportive Housing	6,246,458	6,727,844	6,084,724	7,525,326	7,525,326
<b>Total Expenditures</b>	<b>13,818,034</b>	<b>15,924,277</b>	<b>18,395,961</b>	<b>19,590,581</b>	<b>27,263,381</b>

Performance	Actual FY 2013-14	Actual FY 2014-15	Yr End Est. FY 2015-16	Base FY 2016-17	Target FY 2016-17
<b>Key Performance Measure</b>					
Retention rate of households placed in permanent housing at 12 months	77%	78%	84%	85%	85%
Percentage of households moved from homelessness into housing that subsequently return to homelessness	6%	3%	5%	5%	5%
<b>Effectiveness</b>					
Average length of time (days) spent in homeless shelter (All populations)	24	23	35	35	35
<b>Workload</b>					
Total number of homeless households placed in permanent housing	2,022	2,643	3,038	3,038	3,394
Number of households prevented from becoming homeless	2,616	2,772	3,000	3,000	3,263
Number of individuals who have been homeless for a year or less	790	779	779	779	779

## **Housing Production & Preservation**

### **Description**

The Housing Investment Production & Preservation (HIPP) team is responsible for investments in the development and preservation of affordable housing and the management of those investments. Funding sources for investment activities include Tax Increment Financing (TIF), Housing Investment Fund (HIF), Community Development Block Grant (CDBG), and HOME.

The Bureau typically uses competitive solicitations to allocate new project funding. In addition to providing long-term affordability for low-income Portlanders, Bureau funds advance economic development goals by supporting living wage jobs, and minority- and women-owned businesses.

Housing developers are required to develop, implement, and report on their efforts to provide contracting opportunities to minority, women, women, and emerging small business (MWESB), and must comply with federal and local low-income workforce utilization goals. Overall, in FY 2014-15, Bureau partners achieved a 30% MWESB participation rate and a 13% minority participation rate on a total of 12 PHB-funded projects. Over \$70 million dollars were expended (including \$27 million of City investment), with most projects either meeting or exceeding Social Equity Program goals and/or requirements.

HIPP also monitors the City's prior investments in an affordable housing portfolio of more than 13,000 units through basic compliance monitoring as well as risk analysis. As needed, HIPP also restructures existing investments with partners to help maintain and stabilize properties in the affordable housing portfolio.

### **Goals**

This team has four major goals:

- ◆ Strategic investment of public resources to create and maintain a citywide portfolio of affordable housing;
- ◆ Prudent structuring of investments through negotiation, underwriting and closing in partnership with the City Attorneys office and, as necessary, the Office of Management and Finance;
- ◆ Control, oversight, and disbursement of Bureau funds before, during, and after project construction; and
- ◆ Proactive management of Bureau investments using analytical tools to guide informed lending decisions, including early assessment of risk.

### **Performance**

An increasingly tight rental housing market has led to a 12.6% year-over-year increase in rents, which in turn has spurred significant higher-end rental development throughout Portland. More than half of the apartments constructed and occupied in the past five years are charging rents over \$2.50 per square foot, making a standard 700-square-foot one-bedroom apartment \$1,750. An analysis by PHB of the rental stock placed into service in 2015 indicates the average rent of new units in Portland is \$1,954 a month. These rents are affordable to households earning approximately 80% to 150% (and above) of area median family income, and most of these would be considered luxury units.

HIPP performance metrics show the opening of 182 newly affordable units, and the rehabilitation and preservation of 156 affordable housing units, nearly all of which are regulated to maintain affordability for households with incomes at or below 60% of the Median Family Income. Fifty-five percent of these units are located in high-opportunity areas. (PHB defines high-opportunity areas as those with access to transportation, family wage jobs via transit, childhood education, employment density, healthy eating, and active living.)

A rolling three-year-average of unit production shows that the Bureau consistently produces several hundred units each year. PHB investment per unit continues to vary depending on the type of affordable housing being developed and the amount of leverage achieved. Analysis of the Bureaus housing portfolio indicates that vacancy rates for the portfolio have remained consistently low at 3%. These performance metrics are directly tied to the *2035 Comprehensive Plan Policies 5.24 and 5.25* to preserve and produce affordable housing to meet the needs not met by the private market. In order to meet the *2035 Comprehensive Plan* goals, the Bureau is striving to produce at least 500 newly affordable units each year with an overall goal of producing at least 10,000 new regulated affordable housing units by 2035. This constitutes 8% of the projected new stock of housing in Portland, in alignment with historic trends.

#### **Changes to Activities and Services**

Recognizing Portland's growing housing crisis, HIPP released \$61.5 million in cash resources this October in the Fall 2015 Affordable Rental Housing Notice of Funding Availability (NOFA) the largest solicitation (by more than double) since the Bureaus inception. The 2015 NOFA also made available five publicly owned sites (more than any previous NOFA) and, most significantly, combined resources from sister agencies, including the Portland Development Commission (PDC), Home Forward (HF), and Multnomah County. The City and Multnomah County have historically partnered to fund health and housing services, but this first-time partnership on a development solicitation signals a deeper level of cooperation between the two governments and represents the next step in advancing toward a truly integrated system. At present, PHB expects the 2015 NOFA to result in double (possibly triple) the production from past NOFAs, funding between 10 and 15 projects and adding as many as 500 - 1,000 new and/or rehabilitated units. The final outcome will be known in March 2016.

In addition to producing new units, HIPP also has broad asset management responsibilities for the existing portfolio of 13,197 City-subsidized units. Upon reaching full staffing in FY 2015-16, PHB's asset management team (AMT) began a multi-year initiative to modernize operations. Assisted by full implementation of the Bureaus HDS software system, the AMT began a universal digitalization process, which has already reduced the time spent on annual compliance monitoring of more than 350 projects by 10%. Further benefits expected in FY 2016-17 include the creation of a risk-rating system that will allow the Bureau to predict capital needs within its portfolio and provide critical data to the HIPP teams underwriting function.

# Portland Housing Bureau

## Community Development Service Area

---

### *Development Projects Underway*

A number of significant projects that began in FY 2015-16 will continue into a second phase in FY 2016-17. Most notably, these include:

- ◆ After closing on a land purchase from Hoyt Street Properties at NW 14th Ave and Raleigh St in 2015, PHB is beginning pre-development of a 90-unit project on the parcel, which will target families at 0-30% of the Median Family Income those either facing or exiting homelessness thanks in part to a partnership with Home Forward that dedicates project-based Section 8 vouchers to the project. As a condition of the award, the developer, Innovative Housing Inc. (IHI), will integrate marketing and lease-up efforts through the Multnomah County Home Family System of Care (HFSC). This coordination between services and housing unit availability is expected to serve as model for future projects.
- ◆ FY 2015-16 marked a watershed year for cooperation with the Portland Development Commission (PDC), exemplified by three projects in the Lents Urban Renewal Area (URA) on PDC-owned sites Oliver Station, the Woody Guthrie, and 91st and Foster that will bring 159 affordable units at 60% MFI or below, 89 market-rate units, and nearly 34,000 square feet of ground-floor commercial space.
- ◆ PDC and PHB also jointly issued a request for proposals for a two-acre PDC site in the North Macadam URA (known currently as RiverPlace Parcel 3). The project, to be developed by Bridge Housing and Williams and Dame Development, will include 200 affordable units, 90 of which will serve tenants at or below 30% MFI with 80 project-based Section 8 vouchers provided by Home Forward.
- ◆ The Miracles Central (Oregon Convention Center URA) project currently under construction by Guardian/Central City Concern, the Hawthorne East (CDBG) preservation project by Northwest Housing Alternatives, and the Hill Park project (CDBG) by Gerding Edlen and Central City Concern will be underway in FY 2016-17.

In August 2015, PHB selected a team, lead by Portland Community Reinvestment Initiatives (PCRI) in partnership with Gerding Edlen, to develop the first multifamily project funded through the N/NE Neighborhood Housing Strategy on a PHB-owned site known as Grant Warehouse. Changes to the TIF Set-Aside formula increased FY 2016-17 resources in the Interstate URA, allowing PHB to dedicate another \$2.5 million to the Grant Warehouse project (above the existing \$4.5 million commitment) and increase the unit count from 52 to 81 (including 50 family-size units).

In November of 2015, the City Council approved shifting the short-term rental portion of transient lodging tax resources from the General Fund to the Housing Investment Fund. This transfer will receive an annual cost of living adjustment, and is limited to 0-60% MFI housing purposes. The FY 2016-17 budget reflects the securitization of this revenue stream (approximately \$14 million) for the purpose of acquiring property for use in building affordable housing at 0-60% MFI levels, primarily outside of URA's.

### *East Portland Rental Rehabilitation*

With \$1.5 million in the Bureaus adjusted base budget (ongoing), PHB will also launch an East Portland Rental Rehab Program, providing East Portland rental property owners with conditional grants to address outstanding code violations. Approximately 400 multifamily rental properties (more than 2,000 units) in East Portland currently have citations for outstanding code violations, including fire/life/safety and health/sanitation hazards with the potential to cause or exacerbate

health conditions in tenants. The majority of substandard units are occupied by low-income families, many with children, and a significant number from Communities of Color. In the escalating rental market, these units face possible rent increases, sale, or condo conversion. Through this program, PHB can serve a minimum of 10 East Portland properties (approximately 100 units) in FY 2016-17 in addressing safety hazards and improving living conditions for low-income renters. Moreover, the infusion of City funding into these properties will secure their continued affordability for a period of 10 years. This new initiative respond to advocacy from the East Portland Action Plan.

PHB also seeks to addresses issues of housing access through its Fair Housing budget. Specifically, FY 2016-17 investments in Fair Housing will support audit testing to uncover issues of housing discrimination, litigation in cases of alleged discrimination, and direct advocacy for renters outside of litigation, as well as help lines, referral services, and coordination of housing providers to improve housing choice. PHB added programming within the adjusted base (ongoing) that reaches underserved populations, including \$35,000 for the Safe Housing Project to organize non-English speaking residents in substandard private-market housing to collectively request needed repairs without risking their housing. An additional \$10,000 was added to enable Legal Aid Services of Oregon (LASO) to direct their outreach and training to culturally specific community partners in order to increase utilization of their programs by underserved communities. In response to doubled demand for referral and advocacy services, PHB increased its support for the Community Alliance of Tenants (CAT) Hotline, workshops, and new efforts to modernize operations. By adding support to the Bureau of Development Services Landlord Education Program, PHB supports effective outreach to small landlords with information on important changes in state and local Fair Housing laws.

FTE & Financials	Actual FY 2013-14	Actual FY 2014-15	Revised FY 2015-16	Requested No DP FY 2016-17	Requested FY 2016-17
FTE	13.41	13.49	13.93	13.88	14.43
<b>Expenditures</b>					
Affordable Housing Restru	12,434	39,097	0	0	0
Fair Housing	0	0	491,852	639,624	697,128
Housing Development Support	424,332	1,078,404	1,910,262	837,900	837,900
New Construction	5,352,914	15,841,117	0	0	0
NewAffordableRentalHomes	0	100,000	35,977,920	66,076,182	76,076,182
Preservation	1,997,565	1,604,110	0	0	0
Preservation & Asset Mgmt	0	0	8,743,808	23,186,617	23,186,617
Rehabilitation	2,880,686	9,557,074	0	(12)	(12)
<b>Total Expenditures</b>	<b>10,667,931</b>	<b>28,219,802</b>	<b>47,123,842</b>	<b>90,740,311</b>	<b>100,797,815</b>
<b>Performance</b>	<b>Actual FY 2013-14</b>	<b>Actual FY 2014-15</b>	<b>Yr End Est. FY 2015-16</b>	<b>Base FY 2016-17</b>	<b>Target FY 2016-17</b>
<b>Key Performance Measure</b>					
Housing units opened that are newly affordable	279	182	362	653	753

# Portland Housing Bureau

## Community Development Service Area

Performance	Actual FY 2013-14	Actual FY 2014-15	Yr End Est. FY 2015-16	Base FY 2016-17	Target FY 2016-17
<b>Effectiveness</b>					
Vacancy rate of units built 0% to 60% median family income	3%	3%	3%	3%	3%
Rolling three year average of total units opened and preserved	367	382	461	499	499
Percentage of housing units opened or preserved in high opportunity areas	54%	55%	50%	50%	50%
<b>Efficiency</b>					
Average investment per rental housing unit	\$31,000	\$51,000	\$75,000	\$75,000	\$75,000
<b>Workload</b>					
Affordable housing units preserved	288	156	58	150	150

## Homeowner Access & Retention

<b>Description</b>	<p>The Homeowner Access &amp; Retention program (HARP) invests in services to help families from Communities of Color access homeownership opportunities. The program also serves to prevent displacement of long-time community residents by helping current homeowners retain their homes through home repair programs, and by funding foreclosure prevention education and counseling. Support for low-income, first-time homebuyers includes education and counseling as well as financial assistance provided for down payments and closing costs.</p> <p>Funding for home repair grants and loans also helps current low-income homeowners maintain their homes. Programs to improve the condition of existing housing address the impact that housing conditions can have on health. These healthy homes programs include administration of federal funds to reduce lead-based paint hazards in homes with young children. HARP also administers programs that provide incentives for the development of new homeownership opportunities for low- and moderate-income households, including property tax and system development charge exemptions.</p>
<b>Goals</b>	<p>The goals of the Homeowner Access &amp; Retention program include:</p> <ul style="list-style-type: none"><li>◆ Increasing the number of new homebuyers from Communities of Color;</li><li>◆ Enabling homeownership by providing down payment assistance and closing costs, education, and counseling;</li><li>◆ Stabilizing vulnerable homeowners by providing foreclosure prevention services; and</li><li>◆ Providing home repair services to current homeowners so they can retain their homes.</li></ul>
<b>Performance</b>	<p>HARP performance measures show an increased demand for services, with the number of households receiving homebuyer education or counseling growing to 2,100 households. Of households receiving services, 28% purchased homes during the year. These performance metrics are directly tied to the <i>2035 Comprehensive Plan Policy 5.24</i> to preserve and produce affordable housing to meet the needs not met by the private market by coordinating plans and investments with housing providers and organizations.</p>
<b>Changes to Services and Activities</b>	<p>In alignment with the Bureau's Strategic Plan, HARP will focus on successfully achieving PHB's equity goals through continued partnerships with culturally specific organizations, but also by developing minority contracting goals for all construction-related funding. The program will target geographically flexible resources for homeownership and home repair to maximize the opportunities of homeownership and to prevent displacement in communities at risk. HARP will continue to align all available homeownership and home repair resources to fully maximize the effectiveness of limited public resources, anticipating that every \$1 invested in homeownership will leverage \$5 in private lending.</p>

# Portland Housing Bureau

## Community Development Service Area

---

### *Citywide Tax Exemption Programs*

HARP implements citywide property tax exemption programs, used to incorporate affordability into private development activities, for both new rental and homeownership projects. Over the past year, PHB has been evaluating the effectiveness of the Homebuyer Opportunity Limited Tax Exemption (HOLTE) and Multiple-Unit Limited Tax Exemption (MULTE) programs in order to maximize their utilization by the development community and refine the public benefits received by the City and the low-income families residing in units built through these programs.

PHB has modified the MULTE tax abatement program over the past year to streamline administrative requirements, emphasize minority contracting, prescribe a community-based lease-up process, and worked with Multnomah County to increase the program cap on foregone revenue from \$1 Million to \$3 Million annually.

The MULTE program anticipates being able to create or preserve over 300 units annually for household at or below 60% Median Family Income. In the last 2 months of 2105, \$1.6 Million of the new \$3 Million cap was committed to the development of 104 new affordable units and the preservation of 203 affordable units located in the Vancouver/Williams Corridor, Goose Hollow, and Central Eastside neighborhoods.

HARP will continue to implement the homeownership and home retention strategies detailed in the N/NE Neighborhood Housing Strategy, which will include an increased emphasis on community outreach, partnering with community-based programs and organizations, and homeownership development.

In addition, an allocation of \$500,000 in the Bureau's adjusted base budget will allow HARP to provide grants for emergency home repairs to approximately 60 low-income and elderly East Portland households located outside the urban renewal area, thereby helping these households retain their homes preventing displacement. These grants, provided through community partners, will leverage Multnomah County weatherization services and environmental home assessments through the Multnomah County Environmental Health Department. This will support better tracking and reporting on the long term health outcomes and improve home retention rates for long-time community residents.

### *Citywide Emergency Home Repair*

Current census data shows more than 3,000 low-income homeowners over the age of 70 living in East Portland neighborhoods that fall outside the urban renewal boundaries, many of whom may need emergency home repairs to keep them living safely in their homes. As neighborhood revitalization moves east from the urban core, these households are becoming increasingly vulnerable to involuntary displacement. Assistance addressing critical repair needs has been shown to help low-income homeowners retain their homes. Additionally, ensuring these homes have heat, hot water, and are free of trip-and-fall hazards has been shown to improve health outcomes. The majority of PHB's resources for these programs has historically been restricted to use within the Interstate and Lents URA's. New General Fund resources will expand access to the current list of nearly 100 low-income East Portland homeowners who have requested this type of assistance from PHB and were previously ineligible due to their location outside URA boundaries.

Through a \$300,000 General Fund allocation within the Bureau's adjusted base budget (ongoing), HARP will seek to address other factors contributing to involuntary displacement, such as predatory real estate practices (cash for homes), predatory lending (reverse mortgages), barriers to accessing appropriate private refinancing options, mounting property taxes and utilities, complications in estate planning, and the challenges of maintaining a large house. HARP has identified these as critical gaps in existing services to prevent further displacement of low-income homeowners citywide. This allocation will provide funding for homeowner retention services and case management for more than 300 homeowners, and support enhanced capacity for legal aid estate planning services, increased outreach and education around predatory real estate and lending practices, and assistance navigating existing community resources (Portland Water/Sewer Discount Program, Senior Property Tax Deferral Program, existing home repair assistance programs, a possible shared housing program, etc.) Integrating the awareness of, and access to, the resources that are currently available in the community creates an exponential increase in their collective impact for very little additional investment.

HARP will also continue to work cooperatively with the Bureau of Development Services (BDS) on the Council directive to support the Enhanced Rental Inspections Program, including an enhanced model of rental inspections, and increased landlord and tenant education and outreach in 2017.

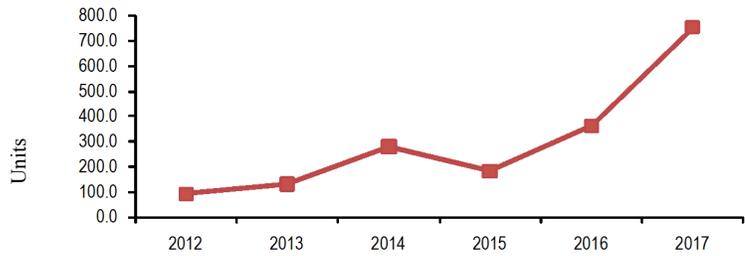
FTE & Financials	Actual FY 2013-14	Actual FY 2014-15	Revised FY 2015-16	Requested No DP FY 2016-17	Requested FY 2016-17
FTE	8.79	8.96	8.71	8.76	8.76
<b>Expenditures</b>					
Healthy Homes	1,043,993	652,630	1,000,000	857,491	857,491
Homebuyer & Foreclosure Education/Counseling	672,001	660,553	650,000	0	0
Homebuyer Financial Svcs	2,539,829	2,058,786	3,188,022	1,774,234	1,774,234
Homeowner Retention Svcs	1,366,957	1,933,315	4,630,155	4,075,949	4,075,949
Homeownership Development	1,380	46,877	505,012	4,031,654	4,031,654
Tax Exemption & Fee Waiver	335,245	320,353	520,423	514,522	514,522
<b>Total Expenditures</b>	<b>5,959,405</b>	<b>5,672,514</b>	<b>10,493,612</b>	<b>11,253,850</b>	<b>11,253,850</b>

Performance	Actual FY 2013-14	Actual FY 2014-15	Yr End Est. FY 2015-16	Base FY 2016-17	Target FY 2016-17
<b>Key Performance Measure</b>					
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	27%	28%	28%	28%	28%
Percentage of households receiving home repairs and retaining their homes 12 months after services	80%	83%	80%	80%	80%
Number of households receiving indirect assistance through foregone revenue (mortgage credit certificate, limited tax exemption, and system development charge exemption)	327	335	335	335	335
<b>Workload</b>					
Number of households receiving homebuyer education or counseling	2,061	996	2,100	2,100	2,100
Number of households receiving home repairs	667	516	730	850	850

## Performance Measures

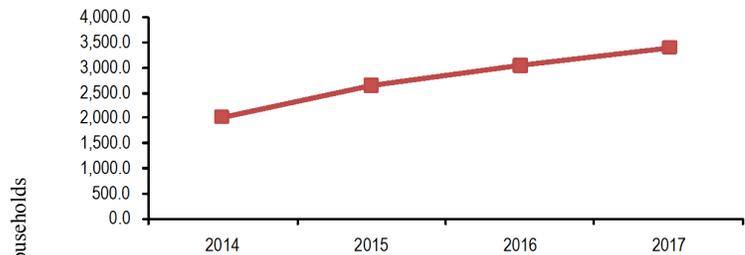
### Housing Units Opened that are Newly Affordable

HIPP performance metrics show the opening of 182 newly affordable units, and the rehabilitation and preservation of 156 affordable housing units. In FY 2016-17 PHB anticipates opening an additional 653 newly affordable units and rehabilitating and preserving 150 units. All PHB-sponsored rental units are affordable to families with incomes at or below 60% median family income.



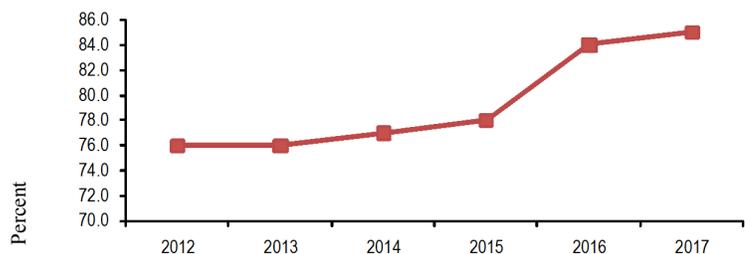
### Total Number of Homeless Households Placed in Permanent Housing

HART performance metrics show 2,643 households placed in permanent housing with an increasing number, 3,038 anticipated in FY 2016. The HART performance measures are linked to the strategic goals proposed by the Home For Everyone coordinating board and approved by the Home For Everyone Executive Committee. The Home For Everyone initiative strives to decrease by half the unmet housing need by 2017 through the additional placement of 1,350 individuals or 711 households in housing.



### Retention Rate of Homeless Households Placed in Housing at 12 months

A goal of the bureau and the broader community is to ensure that the homeless households placed in permanent housing retain their housing and do not return to homelessness. Homeless service providers contact households at 6 and 12 months after placement, and retention targets are 80% for 6 months and 70% for 12 months. A higher number indicates more people are staying in housing. Retention rates for prior fiscal years have consistently exceeded the target for 12 months.



	Actual FY 2013-14	Actual FY 2014-15	Revised FY 2015-16	Requested No DP FY 2016-17	Requested FY 2016-17
<b>Resources</b>					
<b>External Revenues</b>					
Charges for Services	350,337	515,911	511,437	541,800	541,800
Intergovernmental	26,789,294	37,442,139	61,064,662	80,888,301	80,992,833
Bond & Note	0	3,515,000	0	14,400,000	14,400,000
Miscellaneous	8,183,211	15,261,239	3,270,341	2,909,674	2,909,674
<b>Total External Revenues</b>	<b>35,322,842</b>	<b>56,734,289</b>	<b>64,846,440</b>	<b>98,739,775</b>	<b>98,844,307</b>
<b>Internal Revenues</b>					
General Fund Discretionary	10,793,770	13,127,076	17,270,253	22,397,203	40,070,003
Fund Transfers - Revenue	55,012	1,070,000	2,674,554	1,200,000	1,200,000
Interagency Revenue	76,891	79,701	98,463	100,964	100,964
<b>Total Internal Revenues</b>	<b>10,925,673</b>	<b>14,276,777</b>	<b>20,043,270</b>	<b>23,698,167</b>	<b>41,370,967</b>
Beginning Fund Balance	4,690,343	10,001,301	1,414,863	12,452,435	12,452,435
<b>Total Resources</b>	<b>\$50,938,858</b>	<b>\$81,012,367</b>	<b>\$86,304,573</b>	<b>\$134,890,377</b>	<b>\$152,667,709</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	5,495,241	5,727,573	6,472,576	6,872,041	6,976,573
External Materials and Services	31,900,148	51,263,561	75,990,031	122,131,269	139,804,069
Internal Materials and Services	1,024,341	1,144,488	1,474,398	1,504,456	1,504,456
<b>Total Bureau Expenditures</b>	<b>38,419,730</b>	<b>58,135,622</b>	<b>83,937,005</b>	<b>130,507,766</b>	<b>148,285,098</b>
<b>Fund Expenditures</b>					
Debt Service	1,430,346	1,381,301	1,513,414	2,759,769	2,759,769
Contingency	0	0	91,500	1,113,000	1,113,000
Fund Transfers - Expense	1,087,481	624,487	762,654	509,842	509,842
<b>Total Fund Expenditures</b>	<b>2,517,827</b>	<b>2,005,788</b>	<b>2,367,568</b>	<b>4,382,611</b>	<b>4,382,611</b>
Ending Fund Balance	10,001,301	20,870,957	0	0	0
<b>Total Requirements</b>	<b>\$50,938,858</b>	<b>\$81,012,367</b>	<b>\$86,304,573</b>	<b>\$134,890,377</b>	<b>\$152,667,709</b>
<b>Programs</b>					
Administration & Support	5,561,582	6,047,872	5,747,059	6,790,824	6,837,852
Economic Opportunity	2,412,778	2,271,157	2,176,531	2,132,200	2,132,200
Homeowner Access & Retention	5,959,405	5,672,514	10,493,612	11,253,850	11,253,850
Housing Access & Stabilization	13,818,034	15,924,277	18,395,961	19,590,581	27,263,381
Housing Production & Preservation	10,667,931	28,219,802	47,123,842	90,740,311	100,797,815
<b>Total Programs</b>	<b>38,419,730</b>	<b>\$58,135,622</b>	<b>\$83,937,005</b>	<b>\$130,507,766</b>	<b>\$148,285,098</b>

Community Development Service Area

Class	Title	Salary Range		Revised FY 2015-16		Requested No DP FY 2016-17		Requested FY 2016-17	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000061	Accounting Technician	34,445	49,462	1.00	40,392	1.00	42,810	1.00	42,810
30000441	Business Operations Manager	82,098	109,346	1.00	99,504	1.00	102,904	1.00	102,904
30000569	Financial Analyst, Principal	82,098	109,346	1.00	109,008	1.00	109,288	1.00	109,288
30000568	Financial Analyst, Sr	69,285	92,498	1.00	90,916	1.00	92,496	1.00	92,496
30001592	Housing Administrative Specialist, Sr	53,810	71,261	3.00	173,330	3.00	177,607	3.00	177,607
30001591	Housing Business Systems Analyst, Asst	57,803	76,586	1.00	71,142	1.00	74,074	1.00	74,074
30001361	Housing Construction Coordinator	60,674	80,434	2.00	141,108	2.00	141,108	2.00	141,108
30001362	Housing Construction Coordinator, Sr	66,955	88,754	3.00	215,136	3.00	221,220	3.00	221,220
30000417	Housing Director	112,195	160,618	1.00	160,620	1.00	160,620	1.00	160,620
30001260	Housing Director, Assistant	94,931	128,627	1.00	107,832	1.00	112,250	1.00	112,250
30001587	Housing Financial Analyst	63,752	84,469	3.00	221,104	3.00	225,844	3.00	225,844
30001588	Housing Financial Analyst, Assistant	57,803	76,586	1.00	67,896	1.00	70,196	1.00	70,196
30001367	Housing Lead Grant Program Coordinator	66,955	88,754	1.00	73,088	1.00	76,102	1.00	76,102
30001369	Housing Loan Compliance Analyst	53,810	71,261	1.00	53,808	1.00	53,808	1.00	53,808
30001364	Housing Loan Coordinator	57,803	76,586	1.00	65,208	1.00	67,896	1.00	67,896
30001365	Housing Loan Coordinator, Sr	63,752	84,469	2.00	153,540	2.00	156,114	2.00	156,114
30001596	Housing Management Assistant	57,803	76,586	1.00	69,046	1.00	71,871	1.00	71,871
30001363	Housing Portfolio Finance Coordinator	70,450	93,330	4.00	350,460	4.00	353,376	4.00	353,376
30001595	Housing Program Coordinator	66,955	88,754	8.92	744,101	8.92	759,798	9.92	832,386
30001593	Housing Program Specialist	60,674	80,434	4.00	278,776	4.00	286,465	4.00	286,465
30001594	Housing Program Specialist, Assistant	57,803	76,586	3.00	218,139	3.00	223,250	3.00	223,250
30000453	Management Analyst, Principal	82,098	109,346	1.00	82,092	1.00	84,340	1.00	84,340
30000452	Management Analyst, Sr	69,285	92,498	2.00	168,848	2.00	171,975	2.00	171,975
30000012	Office Support Specialist II	34,445	49,462	1.00	34,440	1.00	34,440	1.00	34,440
30000464	Program Coordinator	65,957	87,963	2.00	175,404	2.00	175,877	2.00	175,877
30000465	Program Manager	69,285	92,498	2.00	175,740	2.00	178,590	2.00	178,590
30000466	Program Manager, Sr	82,098	109,346	1.00	95,932	1.00	99,870	1.00	99,870
30000495	Public Information Officer	69,285	92,498	1.00	71,472	1.00	73,912	1.00	73,912
<b>TOTAL FULL-TIME POSITIONS</b>				54.92	4,308,082	54.92	4,398,101	55.92	4,470,689
<b>TOTAL PART-TIME POSITIONS</b>				0.00	0	0.00	0	0.00	0
30001595	Housing Program Coordinator	66,955	88,754	1.00	66,960	1.00	71,621	1.00	71,621
30000451	Management Analyst	62,795	83,720	1.00	76,099	1.00	65,588	1.00	65,588
<b>TOTAL LIMITED TERM POSITIONS</b>				2.00	143,059	2.00	137,209	2.00	137,209
<b>GRAND TOTAL</b>				56.92	4,451,141	56.92	4,535,310	57.92	4,607,898