



# Portland Community Reinvestment Initiatives, Inc.



## HOUSING DREAMS



PCRI Executive Director  
Maxine Fitzpatrick

“Where do we go from here” was the question I addressed in our 2000 Organizational Report, a seemingly timeless question. The issue of financial stability and affordable housing is more pressing than ever. According to the Bipartisan Millennial Housing Commission’s Report entitled *Meeting Our Nation’s Housing Challenges*, “There is simply not enough affordable housing.” Housing remains the single largest expenditure for most American families, and it is the single greatest source of wealth for many homeowners.

In 1991, Portland Community Reinvestment Initiatives, Inc.’s (PCRI) goals were the preservation of a viable affordable housing stock and the prevention of the displacement of indigenous residents. After 10 years, we are proud to say that we have achieved those objectives, and we have expanded our services to focus on child care advocacy at the urging of our residents.

“PCRI will continue its affordable housing efforts by developing ways it can assist low-income renter households in owning their own homes.”

What will the next 10 years bring? PCRI will continue its affordable housing efforts by developing ways it can assist low-income renter households in owning their own homes at a cost comparable to what they can afford to pay. PCRI’s single family, scattered site rental portfolio is excellent homeownership preparation. It acquaints a household with what it takes to live in and maintain a private dwelling. The process of moving from renter to owner involves education, property availability and financing. PCRI’s future commitment will be to create mechanisms to address those issues head-on and provide opportunities for low-income families to attain the American dream of homeownership.

Over the next decade, we will continue to develop affordable rental housing. Affordable rental housing leads the way

to financial stability and asset building, which subsequently becomes the channel to wealth creation. We will use sources such as the Federal Home Loan Bank, the largest source of private sector grants for affordable housing in the country. We will partner with lenders to access opportunities created by the secondary market, Fannie Mae and Freddie Mac. We will continue our long-term, mutually beneficial relationship with the Portland Development Commission, the State of Oregon Housing and Community Services Department, the Department of HUD and numerous other supporters as listed in this report.

PCRI welcomes the challenge to provide homeownership opportunities for hard-working, low-income families. Where do we go from here? From providing housing for those who dream of homeownership to providing homeownership opportunities.

## ASSET MANAGEMENT

Though PCRI's primarily single-family home portfolio is difficult to manage, it has a proud tradition of exercising great care in the maintenance of this unusual asset. All property management services, from leasing to maintenance, are handled in-house by PCRI staff, several of whom are PCRI residents.

The high replacement and maintenance costs of the mostly older homes places an added financial burden on PCRI's mission of providing long-term, affordable housing. PCRI's reputation of providing excellent management services has allowed for an expansion of its portfolio. In December 2001, PCRI acquired Park Terrace, an 88-unit apartment complex. This acquisition ensures that these units will remain affordable to the many senior residents living in them.

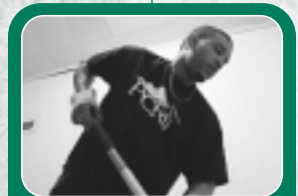
On average, PCRI's maintenance crew processed more than 100 work orders each month during 2000-2001. This skilled crew has also been trained and certified in lead safe work practices. PCRI's maintenance crew members have other special areas of focus, such as gas furnace repair and carpentry. One of PCRI's goals is to continue to train employees in areas of interest to them that are also beneficial to the organization's mission. This method of operation supports PCRI's goal of developing in-house expertise, and reduces the amount of services the company must outsource.

Over the past few years, PCRI's occupancy rate has averaged at least 95% or higher. Responsible residents and a skilled property management team have allowed the organization to maintain a rent collection rate in the area of 97%. PCRI is very proud of these statistics; however, there is more work to do to ensure that the portfolio remains sound and affordable for the long-term.

Objectives towards this goal include the annual accrual of a 10% operating reserve and a self-sustaining operation. PCRI is also in the process of developing a more formalized and expanded Asset Management Plan to be in place by 2004.



Before and after photos of two PCRI rehabilitation projects.



PCRI's maintenance staff of six workers processes more than 100 work orders per month.

## PROGRAMS

As an affordable housing provider, PCRI's commitment extends far beyond the actual house or apartment. PCRI takes the time and the initiative to ask residents '*what else?*'. What else would you like our organization to do to support you? What else do you need to reach your goals? It is from these and other questions that PCRI has developed its Programs Department, which offers supportive services to residents.



Providing affordable childcare has been a priority of parents and PCRI staff for years now.

Residents are involved in many aspects of program development, identifying priorities and planning for the future.



## CHILD CARE

PCRI's Programs Department saw an expansion in its work during these past two years. **The Child Care Program** expanded to include a partnership with Peninsula Children's Center and the North/Northeast Provider Network administered through the center. **The PCRI's Parent Child Care Network**, a group of residents who meet monthly to talk about child care issues, has blossomed into a national model, receiving recognition in *Enterprise Quarterly* publication.

The Network was invited to form the first Stand for Children team in Portland. Members of the Network now sit on local and statewide decision-making bodies, helping to decide where and how child care funding should be allocated. The PCRI Parent Network served as a model for a city-wide demonstration project. By the end of 2001, the model of these two original networks expanded to nine networks, including one Spanish and one Russian-speaking network.

**The Emergency Child Care Scholarship Program** expanded to include parents from its sister network, the North/Northeast Provider Network. During this time the scholarship benefited 32 households, totaling more than \$12,000 in assistance.

PCRI also constructed its first home for a **family child care provider home**. One more high quality provider is able to remain in business and keep serving low-income families in our neighborhoods, and more parents now have access to good child care.

## VOLUNTEERS

In other programs, PCRI expanded its services to include **volunteers**. As a non-profit, our resources have to stay focused on the basics: maintaining affordable rents and providing safe, healthy homes. So, this means that some aesthetics and certain improvements are not a priority. Through a grant from the City of Portland, we were able to partner with volunteers from Hands on Portland, Portland Community College's B-Fit Program and Committed Partners for Youth to do volunteer projects for needy PCRI houses. Through volunteerism, we painted, landscaped and built fences for residents.

## COMPUTER INITIATIVES

PCRI helped an initial group of residents begin to "bridge the digital divide" in partnership with One Economy Corporation. Eighteen households received computer training, new computers and Internet access. This initiative is the beginning of a continuing opportunity for residents to have access to computers, something they did not have before.

## OUTREACH

PCRI continues to reach out to residents through its quarterly newsletter, annual resident barbecues, and annual interviews. We are aware that it is the residents of PCRI who create the vibrant, healthy communities that PCRI works so hard to maintain and support. It is with this knowledge in mind that we focus on learning and working with North and Northeast Portland's biggest natural resource: its people.

- Opened first family child care provider home.
- Completed Operations Manual for all aspects of PCRI's day-to-day activities.
- Completed scattered site new construction projects at NE 24th and NE 127th.
- Awarded the 2001 Governor's Livability Award.
- Acquired the historic Ocie Trotter building on NE MLK which will become the future home of PCRI.
- Awarded the Spirit of Portland Award for Non-Profit Group of the Year.
- Acquired Park Terrace Apartments.

## HOUSING DEVELOPMENT: HOLISTIC, HEALTHY, HOMES

We at PCRI take great pride in our committed efforts to rehabilitate and construct new affordable housing for residents of North and Northeast Portland. What makes PCRI special is our work beyond the basics. PCRI doesn't just rehabilitate and construct houses: it creates homes in which residents are proud to live.

While we've worked to sustain affordable rentals throughout our service area, recently we've expanded our definition of sustainability to include "green" building of the homes. Now, our commitment to sustainable housing not only includes affordable rents, but environmentally conscious building materials and energy efficient heating systems. Residents can expect improved air quality, reductions in toxins from paint and flooring, and lower utility bills while their homes remain comfortable.

PCRI also expanded its focus to include the special needs of potential residents. All new developments contain wheelchair-accessible units.

We also expanded our developments to include specialized housing. In March 2001, PCRI held an open house for the first home developed specifically for a family child care provider and her business. This rehabilitated home included specific amenities such as a kiddie-sized bathroom, naproom, child care furniture, fenced yard, dishwasher and large refrigerator that will stay with the home. The provider has a separate living area on the second floor of her home, allowing her to maintain a private space while operating a home-based business. This development not only increased the number of affordable housing units in the neighborhood, it increased the amount of high-quality child care available for PCRI residents and the larger community.

Residents aren't the only people noticing PCRI's dedication to quality design. PCRI received the 2001 Governor's Livability Award for its new development project in which a lot sized for a single family home was subdivided, transforming it into a space for two roomy single family homes with a shared driveway.

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*PCRI doesn't just rehabilitate and construct houses:  
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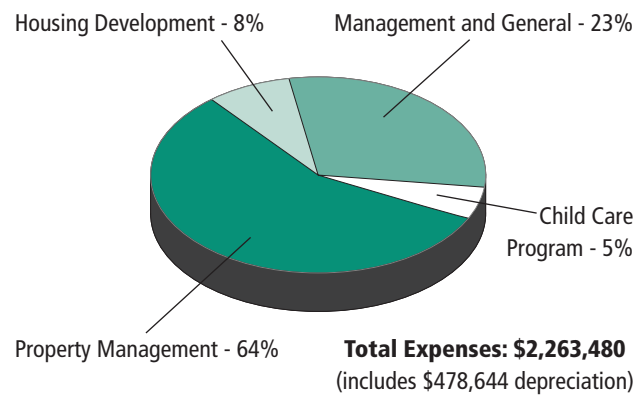
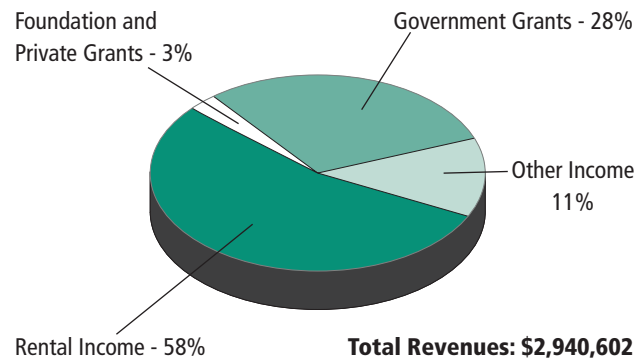


Construction projects in 2001 have expanded PCRI's portfolio of affordable housing.

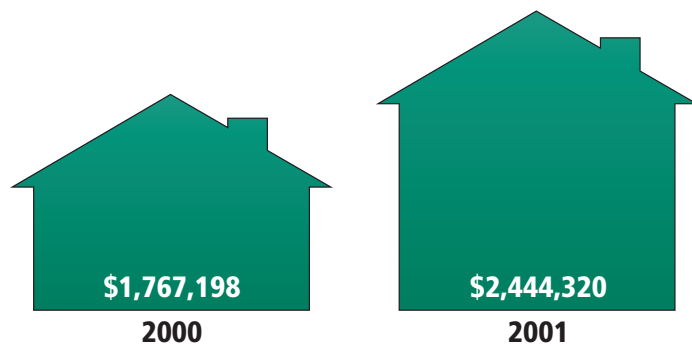
## 2001 BALANCE SHEET

<b>Assets</b>	
Cash and cash equivalents	444,763
Accounts receivable and other current assets	56,181
Long- term receivables	223,865
Property, equipment and furnishings	13,308,277
<b>Total assets</b>	<b>14,033,086</b>
<b>Liabilities</b>	
Accounts payable and other current liabilities	206,522
Other long- term liabilities	71,624
Notes and mortgages payable	11,310,620
<b>Total liabilities</b>	<b>11,588,766</b>
<b>Net Assets</b>	
Unrestricted	2,343,437
Temporarily restricted	100,883
<b>Total net assets</b>	<b>2,444,320</b>
<b>Total liabilities and net assets</b>	<b>14,033,086</b>

## 2001 REVENUE & EXPENSES



## PCRI NET ASSETS



## FUNDERS

Portland Neighborhood Development Support Collaborative  
 Portland Development Commission  
 Bureau of Housing & Community Development  
 Oregon Housing & Community Services  
 US Bancorp Foundation  
 Bank of America

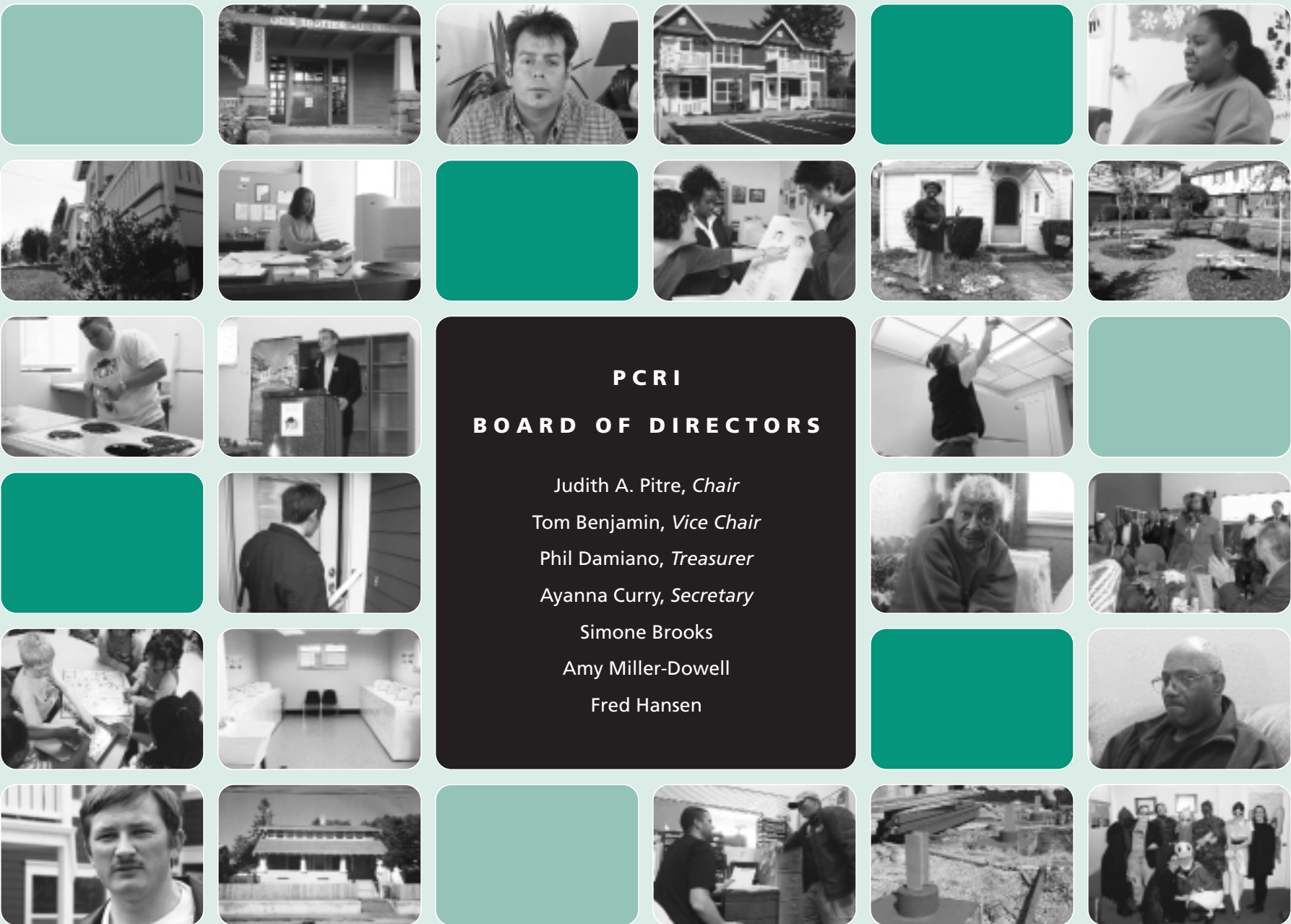
NW Natural  
 PacifiCorp Foundation  
 Key Bank  
 Surdna Foundation  
 U.S. Department of Housing and Urban Development  
 U.S. Department of Health and Human Services  
 Enterprise Foundation

Grants approved but not received from 2000-2001 are not included.



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