



Portland Housing Bureau

Requested Budget

FY 2021-22







Portland Housing Bureau

Date: January 29, 2021

To: Mayor Ted Wheeler
Commissioner Jo Ann Hardesty
Commissioner Mingus Mapps
Commissioner Carmen Rubio
Auditor Mary Hull Caballero

From: Commissioner Dan Ryan and Director Shannon Callahan

Re: FY 2021-22 Portland Housing Bureau Requested Budget
[including Joint Office of Homeless Services Requested Budget]

We are pleased to submit the FY 2021-22 Requested Budget for the Portland Housing Bureau. This requested budget builds on the progress that Portland has made to address the affordable housing and houselessness crisis, as we work to expand services for people experiencing houselessness, develop more regulated affordable housing, implement fair housing and landlord-tenant services, and support homeownership for Black, Indigenous, Latinx and People of Color. Continued investments in programs that focus on affordable housing production, housing retention and stability, and the availability of Supportive Housing, align with the Council's priorities of addressing houselessness and economic recovery, in particular.

In the last five years, the Housing Bureau has opened 3,056 new units of affordable housing, providing homes to more than 6,000 Portlanders. In addition, the bureau is currently managing a development pipeline of 2,600 units of affordable rental and homeownership housing. Within the current budget environment, the bureau is focused on financial sustainability, addressing racial disparities in rental and ownership housing, stabilizing households in their current homes, and creating new affordable housing. The Housing Bureau's request budget remains structured around the agency's six strategic priorities:

Successful Implementation of Portland's Housing Bond

Portland's Housing Bond is on track to surpass all production goals promised to voters, with 1,490 total units either completed or in development. Of these units, 314 units are open and housing 726 Portlanders. All 12 Bond projects also include Supportive Housing, totaling 313 units paired with services to support households exiting houselessness. The bureau is now focused on the successful predevelopment, construction, and opening of all

buildings, and ensuring the highest-need communities in Portland can access these units as they become available. Through continued coordination with the Joint Office of Homeless Services on Supportive Housing, we are able to move more households out of temporary shelter or off the streets and into permanent affordable housing.

A Rental Services Office to Serve Both Renters and Landlords

Since the Rental Services Office was established in 2017, there has been a significant increase in services contracted through community partners, and direct services provided by Housing Bureau staff. Community partners are working at a tremendous pace to develop new programs, and the team is working to support renters and landlords during the COVID housing crisis providing direct services, including guidance on local and state regulation and moratoriums, to more than 3,000 households in the past year. In the last quarter of 2020, two-thirds (67%) of all calls were COVID related. Through the provision of services with our community partners, we are working to assist landlords and renters through the current economic crisis.

N/NE Housing Strategy to Address the Legacy of Displacement in N/NE Portland

The bureau has produced 500 units of affordable rental housing under the Strategy, exceeding the original goal of 380 rental units, and is well on track to meet or exceed goals for home repair loans (201 target) and grants (910 target), and new homeowner creation (110 target). To date, 95% of new homeowners created through the Strategy have been BIPOC; and BIPOC households represent the majority of those served through N/NE home repair programs (67% of loans and 70% of grants). City Council recently approved to increase the funds available from the Interstate Corridor tax increment finance district for the development more rental and ownership housing on land owned by the community and the Housing Bureau. The creation of new affordable housing in N/NE, and investments in home retention for vulnerable long-time homeowners in the area, will further the Council's racial equity goals as well as provide housing and economic stability to thousands of Portland families.

Creation of New Supportive Housing to Move People from Shelters into Housing

In October of 2017, City Council and the Multnomah County Board of Commissioners adopted parallel resolutions to create 2,000 new Supportive Housing units by 2028, in addition to the 3,724 units already in operation. Supportive Housing combines affordable housing with wrap-around services, like mental health and addiction counseling, that many people experiencing chronic houselessness need in order to be successful in housing, and live with stability, autonomy, and dignity. In the last two fiscal years, 1,051 new Supportive Housing units have opened or are in progress to open by 2023.

Support for A Home for Everyone and the Joint Office of Homeless Services

Ending houselessness is a top priority for the City of Portland. Like other West Coast cities, housing costs in Portland have risen faster than incomes, resulting in growing inequalities that push thousands more people into houselessness each year. The City has dramatically expanded funding and programming for houseless services, administered by the Joint Office of Homeless Services. City General Fund investments in houseless services have increased by more than \$20 million over that last ten years. Funds go towards supporting

a range of effective programs, including rent assistance, street outreach, supportive housing, emergency shelter, and alternative shelter programs.

Housing for Moderate Income Households Through Inclusionary Housing

The Inclusionary Housing program is designed to link the production of affordable housing to market-rate housing development in order to address the failure of the market to provide housing that is affordable to the majority of the city’s renters. In the 46 months the program has been in effect, the City has permitted, or is in process to permit, a minimum of 1,106 Inclusionary Housing units associated with 139 development projects – this is an additional 573 Inclusionary Housing units since last fiscal year. Through the development housing that is affordable for Portland’s working families throughout our city, we are able to provide housing opportunity and stability for Portland families during this economic crisis.

We continue to be grateful for City Council’s support of the Housing Bureau’s mission and strategic priorities.



PORTLAND HOUSING ADVISORY COMMISSION

Nate McCoy, *Chair*

Julia Delgado

Felicia Tripp Folsom

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Stephanie Kondor

Jessy Ledesma

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Taylor Smiley Wolfe

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BAC members

Marvin Dean

Thuan Duong

Date: January 29, 2021

To: Mayor Ted Wheeler
Commissioner Hardesty
Commissioner Mapps
Commissioner Rubio
Commissioner Ryan

Re: Housing Bureau FY 2021-2022 Request Budget

The Portland Housing Advisory Commission's (PHAC) Budget Advisory Committee (BAC) appreciates the opportunity to comment on the Portland Housing Bureau's (PHB) FY 2021-2022 request budget. We are committed to expanding affordable rental housing and homeownership opportunities for Black, Indigenous, and People of Color (BIPOC) and low-income households throughout Portland. We support the Housing Bureau's request budget and highlight the following considerations.

Once again, the BAC is compelled to remind Council that a state of housing emergency still exists. COVID-19 has deepened the current housing crisis, exacerbating the hardships and systemic disparities experienced by BIPOC households in our City.

We are encouraged by the City of Portland's recently adopted core values and urge Council to consider all budget decisions through the lens of justice. The BAC supports the City in this change in budget decision making.

The BAC understands the current economic realities brought on by the global pandemic and the need to make budget reductions. However, we feel that housing, now more than ever, is a critical lifeline for all Portlanders. A 5% cut across all bureaus may be an equal cut, but it is not an equitable approach to budgeting. As with all Housing Bureau programs, we want to support a budget that is recommended by the Director that will maintain programs and staffing at sustainable levels. So, while we accept eliminating a vacant staff position, cutting funding from an area of the City (East Portland) that has and continues to wait for city leadership and financial support is disheartening. We appreciate the balance and hard choices that the Housing Bureau must weigh in finding areas to cut. At the same time, housing has been a priority for City Council for many years and we strongly urge Council to reflect this City priority by not requiring the Bureau to continue to make annual cuts to its budget.

The BAC and PHAC stand firmly in support of the Preference Policy program and recommend that City Council include additional staffing requests or add packages submitted by the Housing Bureau and the North-Northeast Oversight Committee. Council has already shown support for this critical work by maximizing the indebtedness for the Interstate Corridor Urban Renewal Area. Now we respectfully request that Council ensure there is the necessary staffing to support this critical work.

Additionally, with a forward-looking focus to long-term economic stability, the BAC requests that Council align housing and workforce programming efforts to help increase household incomes, especially for BIPOC households. We applaud the focus on creating and maintaining regulated affordable housing across the housing continuum, from permanent supportive housing to homeownership. However, these units are in high demand with short supply and even with the lowered rents are still unaffordable for too many Portland households. For long-term stabilization, BIPOC and other low-income households must have the income to support all of their needs, including housing. The quickest way to jump start the economy is by building housing and doing so with strong requirements around utilization of Disadvantaged, Minority-Owned, Women-Owned, Emerging Small Businesses, Service Disabled Veterans Business Enterprises (D/M/W/ESB/SDVBE) and Certification Office for Business Inclusion and Diversity (COVID) firms ensures equity in contracting.

As the housing crisis continues and the full effects of the pandemic are realized, Portland will need clear, swift, and nimble responses to current and emerging housing needs. Full financial support for these measures are requested and expected. Additionally, the Housing Bureau is carrying out critical work for our City and should not be subject to hiring freezes in the coming year. Collaboration and partnerships across City bureaus, other government agencies, and with community organizations are essential to the success of these strategies.

In closing, members of the BAC would like to reinforce the importance of the City's commitment to racial equity and the necessity of viewing all allocations and budget decisions through a racial equity lens. We can no longer afford to wait to support our BIPOC community members. All Portlanders should have the opportunity to access the benefits and amenities that our great City offers. It is up to all of us, especially our leaders, to ensure that budget decisions are made only after fully considering both the intended and unintended consequences of such decisions.

Sincerely,

Portland Housing Advisory Commission
Budget Advisory Committee

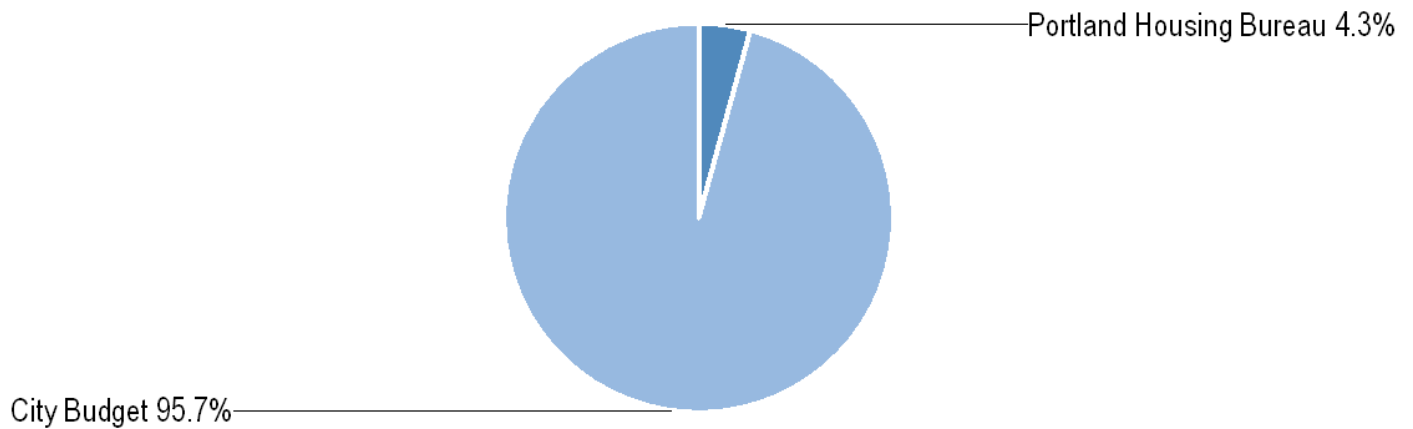
Portland Housing Bureau

Community Development Service Area

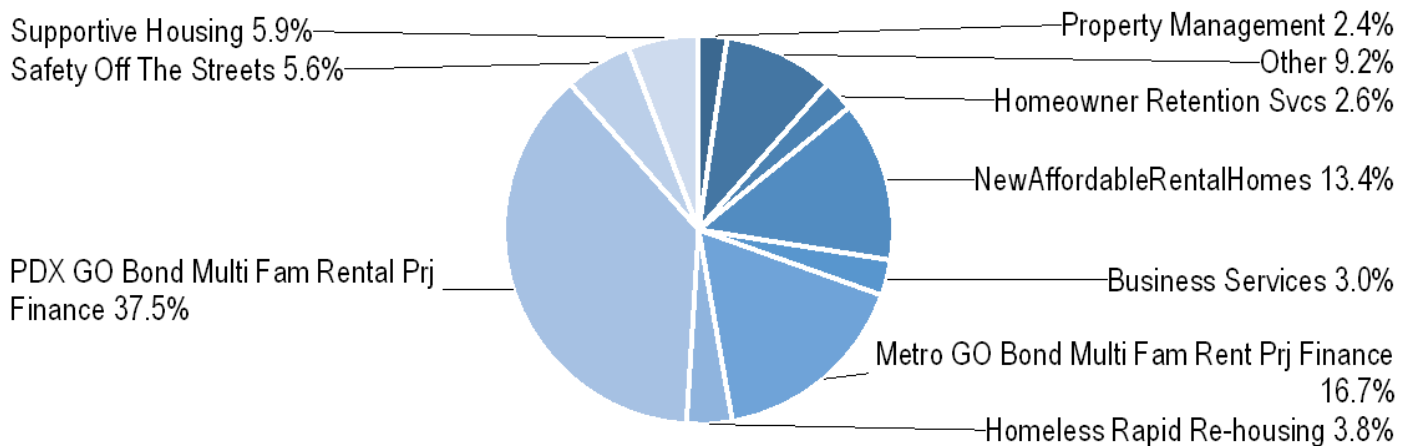
Dan Ryan, Commissioner-in-Charge

Shannon Callahan, Director

Percent of City Budget Graph

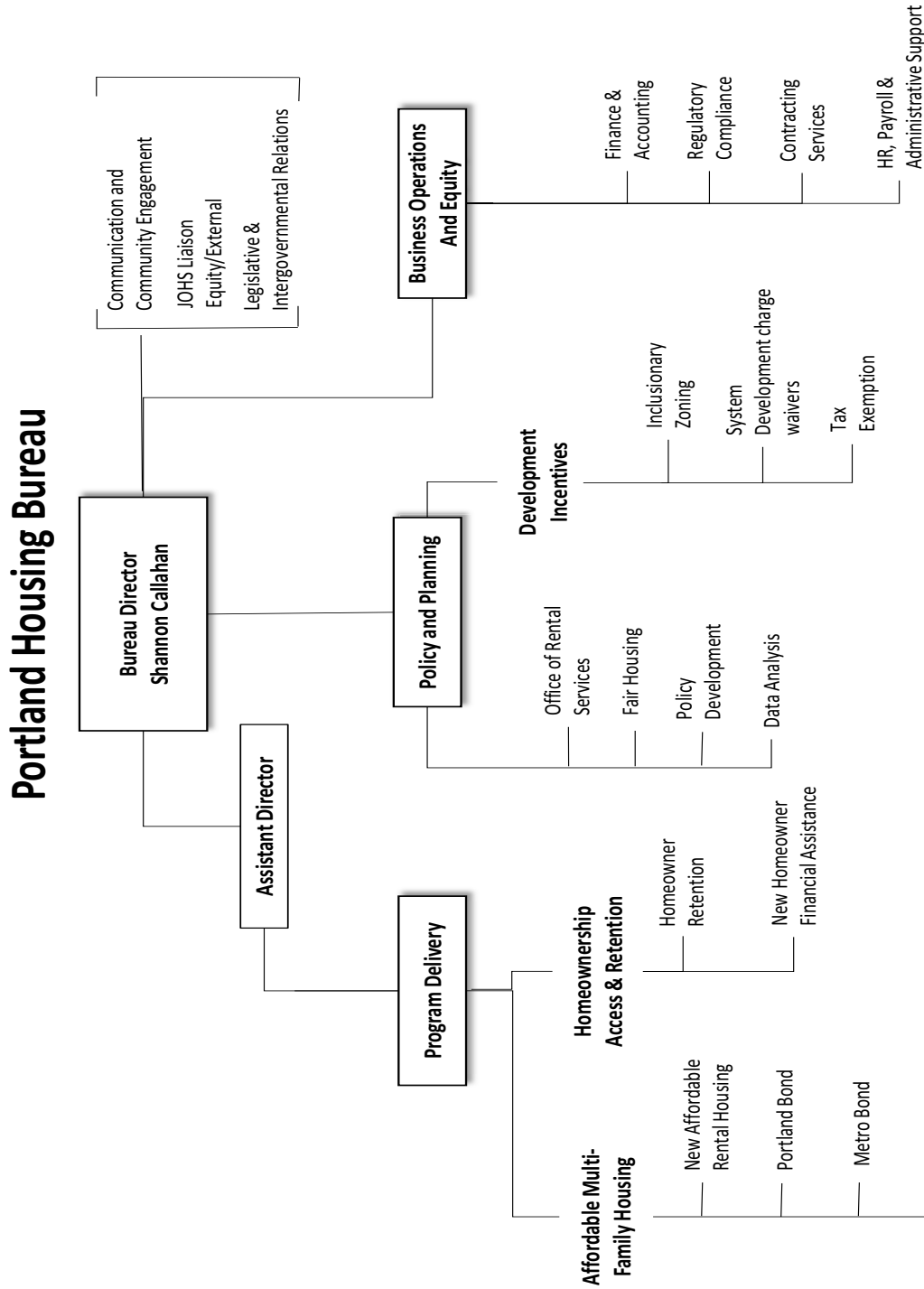


Bureau Programs



Bureau Overview

Requirements	Revised FY 2020-21	Requested FY 2021-22	Change from Prior Year	Percent Change
Operating	\$358,333,349	\$235,882,040	\$(122,451,309)	(34)%
Capital	\$12,637,209	\$3,450,000	\$(9,187,209)	(73)%
Total	\$370,970,558	\$239,332,040	\$(131,638,518)	(35)%
Authorized Positions	81.00	82.00	1.00	1.23%



Bureau Summary

Bureau Mission

The mission of the Portland Housing Bureau (PHB or Housing Bureau) 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, repair, and retain their homes; leading partnerships to assess the city's housing needs and identify efficient, sustainable solutions to meet them; and actively engaging with 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 the management of several sources of public funds. Investments span the housing continuum, from programs and services to prevent, address, and end homelessness; to quality, affordable rental housing development for low-income individuals and families; to targeted homebuying and home retention programs; and implementation of regulations and services to renters and landlords in the city's rental housing market.

Funds come from: (1) Tax Increment Financing (TIF). Per City policy, 45% of all TIF resources go toward affordable housing; (2) General Obligation bond funds for capital expenditures associated with the production and preservation of affordable housing; (3) City General Fund; and (4) federal funds; and (5) local sources including the Construction Excise Tax, Inclusionary Zoning fees, short-term rental revenue, and the Housing Investment Fund.

The bureau has four permanent advisory commissions that guide its work. The Portland Housing Advisory Commission (PHAC) advises the bureau and City Council on strategic priorities, alignment opportunities, and trade-offs inherent in the expenditure of public funds. Although it does not have an explicit decision-making role, PHAC helped to shape the bureau's Consolidated Plan and serves as the bureau's Budget Advisory Committee. Three other advisory committees – the Rental Services Commission, the N/NE Housing Strategy Oversight Committee, and the Bond Oversight Committee – provide guidance on the specific priorities noted in the following section.

Strategic Direction

Since its creation in 2009 as an affordable housing finance agency with a housing production focus, the bureau has steadily expanded its role, adding education, policy making, market regulation, and direct housing provision to its scope. Throughout this growth, bureau policies and investments have been grounded in data and guided by principles of racial justice, equity, and community decision-making.

New challenges have arisen due to the COVID-19 economic crisis. The bureau implemented four new programs in 2020 to provide housing and household support. In addition to deploying federal CARES Act funds for rent, household and homeowner assistance. The bureau made strategic reallocations within its existing resource based including deploying \$4.5 million in HOME grant fund revenue for rent assistance in affordable housing developments prioritizing funding for buildings with BIPOC residents and residents with a disability. PHB has also recognized \$5.1 million in additional Community Development Block Grant revenue from the CARES Act, with \$3.9 million providing community based rent support and \$1.3 million for small business and employment support through ProsperPortland.

Year after year, the annual State of Housing reports produced by the bureau have shown the ongoing effects of historic and institutional barriers in limiting housing opportunities and economic stability for Communities of Color, who are disproportionately impacted by gentrification and displacement in Portland. This data is at the core of the bureau's six strategic priorities, which center around increasing the supply of affordable housing; creating equitable pathways to homeownership through targeted efforts to reduce racial disparities; and preventing displacement through programming to stabilize families in the homes and neighborhoods where they live. Moving into the 2020-2021 fiscal year, the Housing Bureau will continue to push forward implementation of these priorities with an emphasis on measures to prevent and mitigate displacement.

Portland Housing Bond

The Portland Housing Bond's resources have financed the acquisition of two buildings providing 314 affordable homes. In April 2019, PHB announced a new funding opportunity for construction projects, property acquisitions, and the rehabilitation of existing buildings for affordable housing. On September 17, 2019, the City, in conjunction with Multnomah County, announced \$119.6 million in funding awards to nine new projects selected through the Bond Solicitation. Four of those projects selected are under construction, and two developments are already providing 314 affordable homes to over 700 Portlanders. Together with three previously identified Bond projects, these projects will create enough units to meet or exceed all the production goals of Portland's Housing Bond.

In FY 2020-21, PHB is working on predevelopment loans for the remaining 6 projects and assisting our partners in the permitting and predevelopment phases. Currently, these projects are targeting financial close over the next 12-18 months. Moreover, these projects serve to further the community priorities established in a policy framework created to guide Bond investments, including preventing displacement by prioritizing areas for investment at high risk for gentrification as well as setting high benchmarks for contract participation for State of Oregon certified Disadvantaged, Minority owned, Women owned, Emerging Small Business enterprises, and Service Disabled Veteran Business Enterprises (DWMESB).

Metro Affordable Housing Bond in City of Portland

In 2020, Portland City Council and Metro's Oversight Committee adopted Portland's Local Implementation Strategy (LIS) to guide the implementation of \$211 million, the portion of the regional Bond dedicated to Portland. With these funds, the city will create an additional 1,475 units of affordable housing, serving up to 4,500 people. Furthermore, 605 of the units will be affordable to households earning 30% of AMI and 737 will be family sized (providing two bedrooms or more

Currently, four projects, representing 435 units, or 29% of the total affordable housing unit goal, have received or have been committed Metro Housing Bond resources. Another four Supportive Housing project have received contingent awards to help them leverage other federal, State and local resources. In Spring, 2021, we will release a Metro Bond Opportunity Solicitation to fund another 350 to 500 units to advance the Metro and the City and County's Supportive Housing goals.

Rental Services Office

Since being established in 2017, PHB's Rental Services Office has been responsible for data analysis, policy development, and contracting for services related to fair housing and landlord-tenant law. In addition, the office provides information and referrals, and funds services in the areas of education and outreach, legal services, and policy and planning. The Rental Services Commission helps to advise on these services, which include landlord-tenant education, referrals for fair housing and legal assistance, fair housing testing, emergency referral services, and emergency relocation assistance for health and habitability issues.

N/NE Neighborhood Housing Strategy

The N/NE Neighborhood Housing Strategy is an initiative launched by the Portland Housing Bureau in 2014 to address the harmful legacy and ongoing threat of displacement due to urban renewal in North and Northeast Portland. A central feature of the strategy is the N/NE Preference Policy, which gives priority for affordable housing investments in the Interstate Corridor Urban Renewal Area to housing applicants with generational ties to the area who have been displaced, are at risk of displacement now, or who are descendants of households displaced from North or Northeast Portland.

Under the Strategy, PHB funds affordable rental housing development, homebuying opportunities, and home retention programs. The bureau is in the process of treading a new path to reach plan goals, including loan forgiveness, additional support from Portland Housing Center, and additional funding to construction grants. The bureau will also be piloting a home retention program aimed at providing stability to long-time, low-income homeowners of color in North and Northeast Portland. The N/NE Housing Strategy Oversight Committee helps to oversee implementation of this plan.

A Home For Everyone and the Joint Office of Homeless Services

Ending homelessness is a top priority for the City of Portland. Like other West Coast cities, housing costs in Portland have risen faster than incomes, resulting in growing inequalities that push thousands of people into homelessness each year. In response to the urgent need, the Portland City Council declared a State of Emergency on Housing and Homelessness in October 2015, which remains in effect. The City has dramatically expanded funding and programming for homeless services, administered by the Joint Office of Homeless Services (JOHS). Every year, these services respond to the housing needs of individuals and families experiencing homelessness through housing placement, prevention and other investments to ensure people find housing stability and a safe place off of the streets. City General Fund investments in homeless services have increased more than \$23.1million over the last ten years. Funds go towards supporting a range of effective programs, including rent assistance, street outreach, supportive housing, and emergency shelter.

Supportive Housing

In October 2017, City Council and the Multnomah County Board of Commissioners adopted parallel resolutions to create 2,000 new Supportive Housing units by 2028, in addition to the 3,724 units already in operation. Supportive Housing combines affordable housing with wrap-around services, like mental health and addiction counseling, that many people experiencing chronic homelessness need in order to be successful in housing, and live with stability, autonomy, and dignity. In the last two fiscal years, 1,051 new Supportive Housing units have opened or are in progress to open by 2023.

Inclusionary Housing

The Inclusionary Housing program is designed to link the production of affordable housing to market-rate housing development in order to address the failure of the market to provide housing that is affordable to the majority of the city's renters. In the 46 months the program has been in effect, the City has permitted, or is in process to permit, a minimum of 1,106 Inclusionary Housing units associated with 139 development projects – this is an additional 573 Inclusionary Housing units since last fiscal year. Through the development housing that is affordable for Portland's working families throughout our city, we are able to provide housing opportunity and stability for Portland families during this economic crisis.

Capital Budget

Capital Summary

CIP Highlights	In FY 2020-21, the bureau has continued to operate in its role as asset manager of affordable housing units acquired and constructed using proceeds from the Affordable Housing Bond. On November 6, 2018, voters changed the Oregon Constitution to allow for the lending of GO Bond proceeds for the creation of affordable housing. This is a notable change to the capital program that means that PHB has returned to its typical public-private partnership model for the creation of affordable housing. This also means that PHB may reconsider the disposition and ultimate ownership of the properties already acquired under the Bond program.
Major Issues	There will be many permanent supportive housing (PSH) units created with both Portland and Metro Affordable Housing bond funds. There will need to be additional funds identified from public and private partners to provide sufficient services to these PSH units.
Changes from Prior Year	PHB plans to lend Portland Bond funds, and the newly approved Metro Bond funds to private partners, therefore reducing the bureau’s capital program significantly over time. This represents a return to the gap financing model the bureau has used for many years to build affordable housing projects in the community. The structure of these financing deals will include a recovery mechanism for the costs of delivering the gap financing product to eligible development projects.
Council Goals and Priorities	This work supports the goals of the State of Housing Emergency, as well as the Housing Bond Policy Framework adopted by Council in October 2017. Additionally, the bureau’s capital investments are made with consideration to the 2035 Comprehensive Plan as discussed further below.
Criteria	The Housing Bureau facilitated a community process with the Strategic Advisory Group and the public to develop a comprehensive strategy to meet community needs within the opportunity-based nature of real estate development.

Capital Planning and Budgeting

Capital Planning Process	The bureau’s planning process for bond resources includes the expertise of in-house staff, bond counsel, the City Attorney’s Office, and the Office of Management & Finance. The bureau has a team of construction coordinators, all certified architects with construction backgrounds, who provide construction review and inspection for Housing Bureau gap-financed projects. Their expertise has also been used for due diligence on the acquisition of the Joyce Hotel, Ellington Apartments, and other property acquisitions. Those staff have been joined by staff from Home Forward to further review the needs of those properties and to provide capital planning and construction management expertise. Bond funds will be awarded through a number of Bond Opportunity Solicitation (BOS) rounds. Projects will be awarded funding after meeting minimum criteria and review by internal and external panels of experts.
City Comprehensive Plan	The bureau’s capital investments are made with consideration to the 2035 Comprehensive Plan, which tasks the bureau with goals such as preserving mobile home parks and expanding land banking work and anti-displacement activities.

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. PHB's history has been defined by tax increment funding (TIF) via the Council-approved affordable housing set-aside. The first steep drop in TIF resources foreshadowed a 'TIF Cliff' that bureau forecasting showed bottoming out in FY 2016-17. This drop was due to declines in property values during the 2008 recession and led to significant staffing reductions to both Prosper Portland and PHB in FY 2010-11. The economic recovery after 2008, in addition to a 45% increase in 2015 to the housing set-aside ('TIF Lift') wiped out the first TIF Cliff. The TIF revenue source has been at a high level for the past four years, but PHB has been forecasting another more permanent downturn for the mid-2020s; and that downturn is now solidly in the five-year forecast window. The TIF districts (TDs) are reaching maximum indebtedness and/or the final year to issue debt. Council action would be required to create additional TDs or to extend and increase maximum indebtedness (as was recently done in the Interstate TD) depending on forecasted tax growth capacity.

In the absence of more TIF and the expiration of both the City and Metro Affordable Housing Bond authority, there will be a reduction to pre-TIF Lift multi-family project gap financing, acquisition, and homeownership programs. Homeownership programs will be heavily impacted, losing as much as two-thirds of their base funding. Bureau operations and staff indirectly involved in the delivery of services will also be impacted by the reduction in resources.

The bureau has relatively modest resources remaining in the post-TIF era with federal funds, the construction excise tax, rental registration fees, and future short-term rental resources. Again, this will be a similar level of resources experienced by the bureau prior to the TIF Lift in 2015 and the bureau's focus may shift more toward project financial restructures, rehabilitation, and regulatory compliance with fewer new unit production projects.

Continued stability from the bureau's federal grants will be a key component of this future funding mix. U.S. Department of Housing and Urban Development (HUD) entitlement grant amounts reflect the existing federal budget agreement for 2020 federal funds. The forecast assumes decreases post 2021 due to uncertainty over the long-term impacts of COVID-19 spending at the federal level, while in the short-term significant HUD CARES Act funds are reflected in the forecast. Community Development Block Grant (CDBG) funding to the City can fluctuate slightly due to changes in regional poverty statistics. Loan income for both major entitlement grant funds continue to decline over the period. Further declines are attributed to loan pay offs or restructures.

Construction Excise Tax (CET) income had exceeded forecasts until the economic downturn caused by COVID-19. This revenue source was beginning to replace TIF as a primary source for multi-family project gap financing. However, a significant reduction is expected in the current year and FY 2021-22, with a slow 3 to 5-year recovery. Because there are significant limits on what staff and ancillary costs can

be charged to CET, the Short-Term Rental Lodging Tax fund (STR) will need to pick up those costs as a more flexible funding source, but STR has also seen a substantial decline due to COVID-19 and may also see a similar slow recovery. These reductions and the need to shift staffing to other funding sources will coincide with efforts toward right-sizing the bureau to fit the new resource reality.

Asset Management and Replacement Plan

A number of capital assets have been purchased to date through the Portland Housing Bond program, using a combination of the Housing GO Bond, the Short-term Rental Revenue Bond, interim borrowing, TIF and Housing Investment Fund sources. These assets include the following apartments:

- ◆ The Ellington
- ◆ East Burnside

The bureau also owns the Headwaters Apartments, constructed in 2006 with CityLights GO bonds. Other assets include property planned for future development or redevelopment:

- ◆ 30th and Powell
- ◆ Mt Tabor
- ◆ NE Prescott
- ◆ Carey Blvd
- ◆ Williams & Alberta
- ◆ The Joyce
- ◆ The Westwind
- ◆ The Fairfield

As aging existing apartment properties, the Ellington, Fairfield and Westwind have significant future major maintenance expenses. The bureau is planning to upgrade or redevelop these properties utilizing a mix of bond and other available resources (TIF, building equity, building income). The other properties listed for future development will likely pair bond gap financing resources with resources provided through development partners.

The East Burnside and Headwaters properties are relatively newer. The Headwaters has significant unexpected capital needs which came to light in late 2019, the bureau is working with its contracted asset manager, Home Forward, and the Office of Management and Finance's Debt Management Division on debt restructure options to address the financing and scope of the capital needs. East Burnside is also building a major maintenance reserve for the future needs of this building (less than one year old). PHB utilizes the expertise of both Home Forward and the building property management firms in identifying major maintenance needs and reserve levels.

Portland Housing Bureau

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target FY 2020-21	Target FY 2021-22	Strategic Target
EFFICIENCY					
Average investment per rental housing unit	\$96,000	\$85,000	\$125,000	\$125,000	\$125,000
Administrative costs as a percentage of bureau level budget	5%	5%	5%	5%	5%
Administrative costs as a rolling three-year average	7%	7%	7%	7%	7%
OUTCOME					
Average length of time (days) spent in homeless shelter (all populations)	64	67	85	60	60
Number of individuals who accessed homeless services, but who had not accessed homeless services in the previous two years	5,410	5,360	6,400	5,500	5,500
Number of people housed in newly opened affordable rental units	0	1,219	1,000	1,000	1,000
Percentage of family sized Inclusionary Housing (IH) units permitted	0%	20%	15%	15%	15%
Percentage of households moved from homelessness into housing that subsequently return to homelessness	26%	23%	25%	25%	25%
Percentage of households receiving home repairs and retaining their homes 12 months after services	94%	89%	80%	80%	80%
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	25%	13%	10%	10%	10%
Percentage of households receiving homebuyer subsidies from Communities of Color	0%	83%	60%	60%	60%
Percentage of housing units opened or preserved in high opportunity areas	61%	60%	50%	5%	50%
Percentage of Inclusionary Housing (IH) units affordable at 60% AMI or below	0%	63%	50%	50%	50%
Percentage of privately developed residential units permitted as affordable through the Inclusionary Housing (IH) program	0%	12%	10%	10%	10%
Percentage utilization of minority contracts in housing construction (contract \$ awarded)	17%	15%	10%	10%	10%
Percentage utilization of minority, women, and emerging small business contracts in housing construction (contract \$ awarded)	23%	30%	20%	20%	20%
Retention rate of households placed in permanent housing at 12 months	64%	61%	75%	75%	75%
Retention rate of households placed in permanent housing at 12 months (of those successfully contacted)	0%	85%	80%	80%	80%
Vacancy rate of units built 0% to 60% median family income	3%	3%	3%	3%	3%
OUTPUT					
Affordable housing units preserved	176	172	150	150	150
Housing units opened that are newly affordable	878	654	500	500	500
Number of households provided fair housing services	0	860	700	700	700
Number of households provided housing stabilization	0	272	245	245	245
Number of households provided landlord/tenant hotline services	0	5,137	3,145	3,145	3,145
Number of individuals prevented from becoming homeless	7,220	7,300	7,900	7,700	7,700
Number of landlords/tenants provided face to face services	0	944	670	670	670
Number of landlords/tenants provided outreach, education, and engagement services	0	14,647	13,500	135,500	13,500
Rolling three-year average of total units opened and preserved	899	956	897	843	843

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target FY 2020-21	Target FY 2021-22	Strategic Target
Total number of homeless individuals placed in permanent housing	5,770	5,090	5,500	5,950	5,950
WORKLOAD					
Count of households receiving homebuyer education or counselling	976	1,429	975	975	975
Number of households receiving home repairs	674	535	500	500	500
Number of households receiving indirect assistance through foregone revenue (mortgage credit certificate, limited tax exemption, and system development charge exemption)	266	176	140	140	140

Portland Housing Bureau

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Base FY 2021-22	Requested FY 2021-22
Resources					
External Revenues					
Taxes	7,619,000	8,887,749	3,475,000	2,524,300	2,524,300
Miscellaneous Fund Allocations	0	407,000	323,000	332,690	332,690
Charges for Services	9,000,689	3,783,063	10,163,758	10,169,345	10,169,345
Intergovernmental	61,550,077	52,668,006	165,770,285	85,666,626	85,666,626
Bond & Note	16,148,118	164,205,000	114,910,493	78,608,459	78,608,459
Miscellaneous	10,372,385	16,391,006	13,603,669	8,678,272	8,690,331
External Revenues Total	104,690,269	246,341,824	308,246,205	185,979,692	185,991,751
Internal Revenues					
General Fund Discretionary	36,056,523	36,992,278	33,448,958	32,241,744	40,697,132
Fund Transfers - Revenue	4,644,527	6,962,679	3,705,698	961,434	961,434
Interagency Revenue	123,793	101,039	23,559	19,627	19,627
Internal Revenues Total	40,824,843	44,055,996	37,178,215	33,222,805	41,678,193
Beginning Fund Balance	48,867,212	44,680,262	25,546,138	11,662,096	11,662,096
Resources Total	194,382,324	335,078,082	370,970,558	230,864,593	239,332,040
Requirements					
Bureau Expenditures					
Personnel Services	8,191,987	9,167,856	10,845,908	10,662,425	10,781,023
External Materials and Services	111,203,240	90,921,774	345,343,376	212,658,402	221,007,251
Internal Materials and Services	1,950,558	2,106,853	3,665,792	3,502,664	3,502,664
Capital Outlay	3,418,953	6,717,937	0	0	0
Bureau Expenditures Total	124,764,738	108,914,420	359,855,076	226,823,491	235,290,938
Fund Expenditures					
Debt Service	18,871,179	2,090,083	6,964,542	1,325,999	1,325,999
Contingency	0	0	754,063	594,453	594,453
Fund Transfers - Expense	6,066,143	1,956,359	3,396,877	2,120,650	2,120,650
Fund Expenditures Total	24,937,322	4,046,442	11,115,482	4,041,102	4,041,102
Ending Fund Balance	44,680,262	222,118,295	0	0	0
Requirements Total	194,382,322	335,079,157	370,970,558	230,864,593	239,332,040
Programs					
Administration & Support	650,852	137,953	—	—	—
Affordable Housing Restru	4,109	—	—	—	—
Business Services	5,078,847	5,343,279	6,212,649	7,008,889	7,003,348
Data Analytics and System	—	962,128	1,260,773	1,166,805	1,166,805
Director's Office	580,963	682,714	943,128	912,745	854,814
Economic Opportunity	(1)	—	—	—	—
Economic Opportunity Initiatives	—	2,247,675	2,349,067	2,349,067	2,349,067
Fair Housing	1,553,021	181,059	—	—	—
Healthy Homes	739,082	926,275	527	—	—

Portland Housing Bureau

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Base FY 2021-22	Requested FY 2021-22
Home Repair Grants	2,927,798	193	—	—	—
Homebuyer & Foreclosure Education/Counseling	245	—	—	—	—
Homebuyer Financial Svcs	3,743,777	5,092,975	5,057,984	3,380,081	3,380,081
Homeless Rapid Re-housing	—	—	96,361,553	7,185,981	8,883,224
Homeless Services	1,250,688	433,319	1,402,755	1,339,898	1,461,908
Homelessness Diversion	1,466,861	1,477,186	1,491,130	203,133	1,349,068
Homeowner Access & Retention	1,797,642	326,358	—	—	—
Homeowner Retention Svcs	1,765,030	5,164,296	8,185,397	6,118,375	6,118,375
Homeownership	—	4,314,942	5,866,798	44,896	44,896
Homeownership Development	281,056	(475,194)	—	—	—
Housing Development Support	885,983	1,007,453	2,242,800	2,516,421	2,526,887
Housing Production & Preservation	694	250	—	—	—
Inclusionary Housing	458,581	1,067,982	2,048,720	1,877,890	1,877,890
Metro GO Bond Multi Fam Rent Prj Finance	—	153,761	6,589,832	39,381,355	39,381,355
Microenterprise Growth	553,792	—	—	—	—
New Construction	77,960	(5,307)	—	—	—
NewAffordableRentalHomes	53,613,195	32,407,985	50,491,438	31,446,836	31,446,836
PDX GO Bond Multi Fam Rental Prj Finance	—	6,688,737	118,263,915	88,265,651	88,265,651
Permanent Supportive Housing	84,043	34,823	—	—	—
Planning & Policy	1,759,626	683,441	1,295,390	1,182,660	1,364,216
Preservation & Asset Mgmt	7,922,352	120,726	—	—	—
Property Management	3,180,026	5,427,351	10,078,448	5,561,352	5,561,352
Rapid Re-housing	11,265,516	9,414,231	8,354,461	—	—
Rehabilitation	317,714	(1,333,359)	—	—	—
Relocation Admin	131,413	1,995,856	3,723,555	3,924,118	3,924,118
Rental Housing Inspection	64,878	6,513	—	—	—
Rental Services	242,268	387	—	—	—
Rental Services Policy and Planning	—	143,110	192,806	182,285	182,285
Safety Off The Streets	9,758,969	10,586,000	13,045,358	8,687,493	13,236,848
Shelter & Emergency Services	—	1,350,000	—	—	—
Supportive Housing	8,028,727	9,626,084	11,977,497	13,385,816	13,816,066
System Support Services	2,343,815	2,721,505	1,134,275	701,744	1,095,848
Tax Exemption & Fee Waiver	405,404	685	—	—	—
Tax Exemption/Fee Waiver - Rental	124,955	(29)	—	—	—
Workforce Development	1,704,859	—	1,284,820	—	—
Total Programs	124,764,738	108,913,345	359,855,076	226,823,491	235,290,938

Portland Housing Bureau

Class	Title	Salary Range		Revised FY 2020-21		Requested No DP FY 2021-22		Requested FY 2021-22	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	81,151	1.00	49,287	1.00	68,331	1.00	68,331
30000061	Accounting Technician	34,798	58,662	1.00	56,700	1.00	57,511	1.00	57,511
30003003	Administrative Specialist II	48,277	94,878	1.00	65,332	1.00	65,332	1.00	65,332
30003006	Analyst I	53,290	104,701	3.00	265,649	3.00	265,649	3.00	265,649
30003007	Analyst II	63,336	111,681	1.00	96,825	1.00	96,825	1.00	96,825
30003008	Analyst III	69,805	133,873	3.00	327,766	3.00	327,766	3.00	327,766
30003013	Capital Project Manager II	63,336	111,681	1.00	63,700	1.00	101,920	1.00	101,920
30003030	Coordinator IV	69,805	133,873	3.00	310,388	3.00	310,388	3.00	310,388
30003034	Deputy Director I	91,728	161,390	1.00	140,607	1.00	140,607	1.00	140,607
30003037	Director I	111,696	201,191	1.00	161,054	1.00	161,054	1.00	161,054
30003056	Financial Analyst III	69,805	133,873	2.00	238,804	2.00	238,803	2.00	238,803
30001592	Housing Administrative Specialist, Sr	59,779	83,082	3.00	195,871	3.00	205,549	3.00	205,549
30001590	Housing Business Systems Analyst	70,845	98,506	1.00	39,404	1.00	74,515	1.00	74,515
30001591	Housing Business Systems Analyst, Asst	64,230	89,341	1.00	65,167	1.00	67,433	1.00	67,433
30001361	Housing Construction Coordinator	67,413	93,817	2.00	162,607	2.00	169,667	2.00	169,667
30001362	Housing Construction Coordinator, Sr	74,402	103,534	3.00	262,228	3.00	271,127	3.00	271,127
30001587	Housing Financial Analyst	70,845	98,506	2.00	175,656	2.00	184,190	2.00	184,190
30001588	Housing Financial Analyst, Assistant	64,230	89,341	1.00	71,200	1.00	75,153	1.00	75,153
30001367	Housing Lead Grant Program Coordinator	74,402	103,534	1.00	96,127	1.00	101,503	1.00	101,503
30001369	Housing Loan Compliance Analyst	59,779	83,082	1.00	63,744	1.00	67,294	1.00	67,294
30001364	Housing Loan Coordinator	64,230	89,341	1.00	86,352	1.00	87,588	1.00	87,588
30001365	Housing Loan Coordinator, Sr	70,845	98,506	2.00	112,620	2.00	148,966	2.00	148,966
30001596	Housing Management Assistant	64,230	89,341	2.00	144,801	2.00	150,785	1.00	83,352
30001363	Housing Portfolio Finance Coordinator	78,270	108,859	4.00	345,059	4.00	382,359	4.00	382,359
30001595	Housing Program Coordinator	74,402	103,534	15.00	1,224,904	15.00	1,346,490	16.00	1,424,636
30001593	Housing Program Specialist	67,413	93,817	4.00	312,975	4.00	329,411	5.00	400,204
30001594	Housing Program Specialist, Assistant	64,230	89,341	7.00	559,317	7.00	574,110	8.00	641,544
30003081	Manager I	80,205	148,724	1.00	125,861	1.00	125,860	1.00	125,860
30003082	Manager II	92,851	172,210	1.00	126,232	1.00	126,232	1.00	126,232
30000012	Office Support Specialist II	34,798	58,662	1.00	48,049	1.00	52,302	1.00	52,302
30003096	Public Information Manager	80,205	148,724	1.00	104,416	1.00	104,416	1.00	104,416

Portland Housing Bureau

Class	Title	Salary Range		Revised FY 2020-21		Requested No DP FY 2021-22		Requested FY 2021-22	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003097	Public Information Officer	63,336	111,681	1.00	87,651	1.00	87,651	1.00	87,651
30003103	Supervisor I - E	63,336	111,681	2.00	203,070	2.00	203,070	2.00	203,070
30003104	Supervisor II	69,805	133,873	1.00	113,030	1.00	113,030	1.00	113,030
	Total Full-Time Positions			76.00	6,502,453	76.00	6,882,887	78.00	7,031,827
30003006	Analyst I	53,290	104,701	1.00	83,200	1.00	83,200	1.00	83,200
30003029	Coordinator III	63,336	111,681	1.00	87,652	0.00	0	0.00	0
30001361	Housing Construction Coordinator	67,413	93,817	2.00	141,087	2.00	149,008	2.00	149,008
30001593	Housing Program Specialist	67,413	93,817	1.00	90,678	1.00	91,978	1.00	91,978
	Total Limited Term Positions			5.00	402,617	4.00	324,186	4.00	324,186
	Grand Total			81.00	6,905,070	80.00	7,207,073	82.00	7,356,013

Portland Housing Bureau

Bureau Capital Program Project	Prior Years	Revised FY 2020-21	Requested FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	5-Year Total
Acquisitions								
3000 SE Powell Boulevard	3,792,689	0	0	0	0	0	0	0
East Burnside Apartments	14,381,070	0	0	0	0	0	0	0
Joyce Hotel	5,404,166	0	3,450,000	0	0	0	0	3,450,000
NE Prescott Property	572,077	0	0	0	0	0	0	0
Westwind Apartments	3,756,838	170,000	0	0	0	0	0	0
Total Acquisitions	27,906,840	170,000	3,450,000	0	0	0	0	3,450,000
Total Requirements	27,906,840	170,000	3,450,000	0	0	0	0	3,450,000

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Base Budget FY 2021-22	Requested FY 2021-22
Resources					
External Revenues					
Charges for Services	0	0	0	2,371,435	2,371,435
Intergovernmental	0	0	0	0	0
Bond & Note	0	164,205,000	107,546,951	78,608,459	78,608,459
Miscellaneous	(3,295)	284,603	1,918,265	560,000	560,000
External Revenues Total	(3,295)	164,489,603	109,465,216	81,539,894	81,539,894
Internal Revenues					
Fund Transfers - Revenue	750,000	0	482,617	0	0
Internal Revenues Total	750,000	0	482,617	0	0
Beginning Fund Balance	0	(3,295)	0	0	0
Resources Total	746,705	164,486,308	109,947,833	81,539,894	81,539,894
Requirements					
Bureau Expenditures					
Personnel Services	550,000	765,360	1,189,594	1,147,192	1,126,261
External Materials and Services	0	107,693	105,272,225	79,458,459	79,479,390
Internal Materials and Services	200,000	472,507	747,472	384,243	384,243
Bureau Expenditures Total	750,000	1,345,560	107,209,291	80,989,894	80,989,894
Fund Expenditures					
Debt Service	0	621,949	2,188,542	0	0
Fund Transfers - Expense	0	0	550,000	550,000	550,000
Fund Expenditures Total	0	621,949	2,738,542	550,000	550,000
Ending Fund Balance	(3,295)	162,518,799	0	0	0
Requirements Total	746,705	164,486,308	109,947,833	81,539,894	81,539,894

Fund Overview

The Affordable Housing Development Fund was established by City Council action in April 2019. The fund is to be used for the Portland Bond and Metro Bond projects and financing activities, funded primarily by Housing General Obligation (GO) Bonds. Both are expected to be expended within the five year forecast period.

Managing Agency Portland Housing Bureau

Significant Changes from Prior Year

In April 2019, PHB announced a new funding opportunity for construction projects, property acquisitions, and the rehabilitation of existing buildings for affordable housing, which included \$70 million in funds from Portland's Housing Bond. Following a recent amendment to the state constitution allowing public-private partnerships in the development of bond projects, the Bond Opportunity Solicitation (BOS) marked the first time private and non-profit developers have had the opportunity to submit project proposals for funding from Portland's Housing Bond.

On September 17, 2019, the City, in conjunction with Multnomah County, announced \$119.6 million in funding awards to nine new projects selected through the BOS. In FY 2020-21, PHB is working on predevelopment loans for these projects and assisting our partners in the permitting and predevelopment phases. Currently, these projects are targeting financial close over the next 12-18 months.

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Base Budget FY 2021-22	Requested FY 2021-22
Resources					
External Revenues					
Charges for Services	13,175	10,188	0	0	0
Intergovernmental	10,135,605	5,494,006	17,654,828	11,108,856	11,108,856
Miscellaneous	1,583,608	1,532,022	1,025,000	1,200,000	1,200,000
External Revenues Total	11,732,389	7,036,216	18,679,828	12,308,856	12,308,856
Beginning Fund Balance	677,120	1,347,896	0	0	0
Resources Total	12,409,509	8,384,112	18,679,828	12,308,856	12,308,856
Requirements					
Bureau Expenditures					
Personnel Services	1,137,707	1,163,632	1,269,419	1,170,684	1,170,684
External Materials and Services	8,942,020	5,032,441	16,233,070	9,982,067	9,982,067
Internal Materials and Services	234,490	371,366	410,339	380,105	380,105
Bureau Expenditures Total	10,314,217	6,567,438	17,912,828	11,532,856	11,532,856
Fund Expenditures					
Debt Service	747,396	755,384	767,000	776,000	776,000
Fund Expenditures Total	747,396	755,384	767,000	776,000	776,000
Ending Fund Balance	1,347,896	1,061,290	0	0	0
Requirements Total	12,409,508	8,384,112	18,679,828	12,308,856	12,308,856

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

The CDBG Fund is an annual entitlement grant fund that is reimbursed by the federal government for actual expenditures less any program income received. The fund generally has only a small ending balance because requests for reimbursement cannot exceed expenditures less program income. Activity is booked directly to this fund and includes loan personnel services, loan disbursements, subrecipient contract payments and indirect costs, as well as loan receivables and 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

Overall appropriations in FY 2020-21 are lower compared to FY 2019-20, primarily based on several projects approaching completion in FY 2019-20. Continued uncertainty about support in Washington, DC for federal housing programs makes it difficult to forecast future resources. Additional information appears in the five year financial forecast.

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Base Budget FY 2021-22	Requested FY 2021-22
Resources					
External Revenues					
Charges for Services	5,662	593	0	0	0
Intergovernmental	1,434,687	1,878,205	10,232,329	11,077,933	11,077,933
Miscellaneous	615,411	980,472	292,000	192,000	192,000
External Revenues Total	2,055,759	2,859,270	10,524,329	11,269,933	11,269,933
Beginning Fund Balance	301,439	914,420	0	0	0
Resources Total	2,357,198	3,773,690	10,524,329	11,269,933	11,269,933
Requirements					
Bureau Expenditures					
Personnel Services	299,580	424,172	445,507	438,175	438,175
External Materials and Services	1,143,199	1,416,157	10,078,822	10,831,758	10,831,758
Bureau Expenditures Total	1,442,779	1,840,329	10,524,329	11,269,933	11,269,933
Ending Fund Balance	914,420	1,933,361	0	0	0
Requirements Total	2,357,199	3,773,690	10,524,329	11,269,933	11,269,933

Fund Overview

The HOME program is a federal entitlement program of the United States Department of Housing and Urban Development (HUD). 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. The City of Portland is the lead partner of the consortium, and is responsible for receiving and administering the HOME grant.

Structure

The HOME Grant Fund is reimbursed by the federal government for actual expenditures less program income. The fund generally has only a small ending balance because requests for reimbursement cannot exceed expenditures less program income. 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

Appropriations in FY 2020-21 were projected higher than the prior year reflecting new projects from the 2019 award cycle. No significant changes are anticipated for FY 2021-22.

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Base Budget FY 2021-22	Requested FY 2021-22
Resources					
External Revenues					
Bond & Note	16,148,118	0	0	0	0
Miscellaneous	38,684	17,699	0	0	0
External Revenues Total	16,186,802	17,699	0	0	0
Internal Revenues					
Fund Transfers - Revenue	97,818	0	0	0	0
Internal Revenues Total	97,818	0	0	0	0
Beginning Fund Balance	30,017	135,378	0	0	0
Resources Total	16,314,637	153,077	0	0	0
Requirements					
Bureau Expenditures					
Personnel Services	90,715	1,075	0	0	0
External Materials and Services	138,492	234	0	0	0
Internal Materials and Services	17,203	(233)	0	0	0
Capital Outlay	179,146	0	0	0	0
Bureau Expenditures Total	425,556	1,075	0	0	0
Fund Expenditures					
Debt Service	15,753,703	0	0	0	0
Fund Expenditures Total	15,753,703	0	0	0	0
Ending Fund Balance	135,378	153,076	0	0	0
Requirements Total	16,314,637	154,151	0	0	0

Fund Overview

The Housing Capital Fund was established by City Council action in April 2017. The fund is to be used for capital acquisition and financing activities, funded primarily by Housing General Obligation (GO) Bonds. This may include both the Portland Affordable Housing Bond passed by voters in 2016 and the Metro Regional Affordable Housing Bond approved in 2018.

Managing Agency Portland Housing Bureau

Significant Changes From Prior Year

On November 6, 2018, voters changed the Oregon Constitution to allow for the lending of GO Bond proceeds for the creation of affordable housing. This is a notable change to the program that will mean that the Portland Housing Bureau (PHB) can return to its typical public-private partnership model for the creation of affordable housing. This will also mean that PHB may reconsider the disposition and ultimate ownership of the properties already acquired under the Bond program.

The FY 2021-22 Requested Budget includes resource and expenditure appropriations for acquisition or financing of capital assets during the upcoming fiscal year.

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Base Budget FY 2021-22	Requested FY 2021-22
Resources					
External Revenues					
Taxes	0	1,897,872	0	24,300	24,300
Charges for Services	547,448	40,763	3,030,000	0	0
Intergovernmental	260,618	240,539	236,090	246,600	246,600
Bond & Note	0	0	2,188,542	0	0
Miscellaneous	663,059	6,310,368	2,730,000	3,993,263	3,993,263
External Revenues Total	1,471,125	8,489,542	8,184,632	4,264,163	4,264,163
Internal Revenues					
Fund Transfers - Revenue	2,813,450	6,180,838	2,655,490	678,578	678,578
Interagency Revenue	0	0	0	0	0
Internal Revenues Total	2,813,450	6,180,838	2,655,490	678,578	678,578
Beginning Fund Balance	7,506,089	2,817,820	7,087,460	1,585,918	1,585,918
Resources Total	11,790,664	17,488,200	17,927,582	6,528,659	6,528,659
Requirements					
Bureau Expenditures					
Personnel Services	1,131,869	839,947	1,375,429	1,465,706	1,455,240
External Materials and Services	5,636,799	1,639,545	10,927,484	3,904,105	3,914,571
Internal Materials and Services	2,320	0	551,632	527,791	527,791
Capital Outlay	0	0	0	0	0
Bureau Expenditures Total	6,770,988	2,479,492	12,854,545	5,897,602	5,897,602
Fund Expenditures					
Debt Service	288,703	0	3,500,000	0	0
Contingency	0	0	169,556	251,872	251,872
Fund Transfers - Expense	1,913,153	884,326	1,403,481	379,185	379,185
Fund Expenditures Total	2,201,856	884,326	5,073,037	631,057	631,057
Ending Fund Balance	2,817,820	14,124,382	0	0	0
Requirements Total	11,790,663	17,488,200	17,927,582	6,528,659	6,528,659

Fund Overview

The Housing Investment Fund (HIF) supports the City's housing initiatives, which serve to develop or preserve affordable housing in Portland or help low- and moderate-income individuals access affordable housing. In addition to development and preservation of housing units, there are several other programs tracked in this fund.

ServicePoint is a statewide homeless management information system that PHB manages on behalf of other agencies across the state. PHB recovers the costs of providing this service from these agencies via intergovernmental agreements.

The Housing Investment Fund includes a transfer from the General Fund based on short-term rental revenue, as well as funding administered on behalf of Multnomah County for rental housing development.

Subfunds exist for each of the different programs in this fund. Activities are booked directly to the sub-funds and include personnel services, software license fees, and recording fees, as well as loan receivables and repayment program income.

Managing Agency Portland Housing Bureau

Significant Changes from Prior Year

There are no significant changes from the prior year.

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Base Budget FY 2021-22	Requested FY 2021-22
Resources					
External Revenues					
Charges for Services	7,154,189	2,021,666	5,066,499	5,023,359	5,023,359
Bond & Note	0	0	4,175,000	0	0
Miscellaneous	90,291	85,993	46,000	67,500	67,500
External Revenues Total	7,244,480	2,107,658	9,287,499	5,090,859	5,090,859
Internal Revenues					
Fund Transfers - Revenue	178,959	59,184	28,591	51,053	51,053
Internal Revenues Total	178,959	59,184	28,591	51,053	51,053
Beginning Fund Balance	4,519,952	7,016,941	401,676	539,523	539,523
Resources Total	11,943,391	9,183,783	9,717,766	5,681,435	5,681,435
Requirements					
Bureau Expenditures					
Personnel Services	176,672	79,354	116,399	90,170	90,170
External Materials and Services	2,488,804	4,640,047	8,391,966	4,500,994	4,500,994
Internal Materials and Services	179,596	95,361	104,393	107,493	107,493
Capital Outlay	0	5,554	0	0	0
Bureau Expenditures Total	2,845,072	4,820,315	8,612,758	4,698,657	4,698,657
Fund Expenditures					
Debt Service	2,081,378	712,750	509,000	549,999	549,999
Contingency	0	0	539,482	342,581	342,581
Fund Transfers - Expense	0	0	56,526	90,198	90,198
Fund Expenditures Total	2,081,378	712,750	1,105,008	982,778	982,778
Ending Fund Balance	7,016,941	3,650,718	0	0	0
Requirements Total	11,943,391	9,183,783	9,717,766	5,681,435	5,681,435

Fund Overview

This fund was created in 2016 by City Council via Ordinance 188175 to house and track financial activity associated with multi-family housing property operations.

Managing Agency Portland Housing Bureau

Significant Changes Over Prior Year

In FY 2020-21, expenses have not changed very much compared to the prior year. Expenses consist of property management fees and general repair and maintenance of PHB owned properties.



	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Base Budget FY 2021-22	Requested FY 2021-22
Resources					
External Revenues					
Taxes	7,619,000	6,989,877	3,475,000	2,500,000	2,500,000
Charges for Services	297,326	794,548	1,248,518	1,430,514	1,430,514
Miscellaneous	317,722	1,173,664	4,159,234	1,306,400	1,306,400
External Revenues Total	8,234,048	8,958,089	8,882,752	5,236,914	5,236,914
Internal Revenues					
Fund Transfers - Revenue	524,300	552,317	364,000	231,803	231,803
Interagency Revenue	0	0	0	0	0
Internal Revenues Total	524,300	552,317	364,000	231,803	231,803
Beginning Fund Balance	11,139,941	16,504,983	8,292,971	4,317,599	4,317,599
Resources Total	19,898,289	26,015,389	17,539,723	9,786,316	9,786,316
Requirements					
Bureau Expenditures					
Personnel Services	417,323	839,820	835,948	881,069	881,069
External Materials and Services	2,733,699	8,658,489	16,644,476	8,849,196	8,849,196
Internal Materials and Services	242,282	27,876	10,739	11,780	11,780
Bureau Expenditures Total	3,393,305	9,526,185	17,491,163	9,742,045	9,742,045
Fund Expenditures					
Contingency	0	0	25,298	0	0
Fund Transfers - Expense	0	0	23,262	44,271	44,271
Fund Expenditures Total	0	0	48,560	44,271	44,271
Ending Fund Balance	16,504,983	16,489,204	0	0	0
Requirements Total	19,898,288	26,015,389	17,539,723	9,786,316	9,786,316

Fund Overview

City Council created this fund via Ordinance No. 187855. Its purpose is twofold.

First, this fund tracks the receipts from the City's Construction Excise Tax (CET) that funds affordable housing initiatives. Per City Code Chapter 6.08, 4% of these receipts are retained by the Bureau of Development Services for administration. Of the remaining proceeds, 15% is remitted to the Oregon Department of Housing and Community Services, 50% remain in this fund for use on finance-based incentives for programs that require affordable housing, and 35% remain in this fund to support the production and preservation of affordable housing units at and below 60% Median Family Income.

Second, this fund tracks the revenues and expenditures associated with the Inclusionary Housing Program. These include indirect subsidies, fees paid by developers in lieu of participating in the program, and administration expenses. The Portland Housing Bureau (PHB) administers indirect programs to promote affordable housing via foregone revenue. These programs include limited property tax exemptions and system development charge waivers.

Managing Agency Portland Housing Bureau

Significant Changes From Prior Year

Collections in FY 20-21 should begin to level off as a reflection of softening construction activity. The expenditures consist of CET funded projects, such as Findley Commons and CCC-Division, and pre-development loans for bond projects.

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Base Budget FY 2021-22	Requested FY 2021-22
Resources					
External Revenues					
Charges for Services	981,194	914,243	818,741	716,331	716,331
Intergovernmental	46,636,014	42,510,014	44,169,159	40,791,574	40,791,574
Miscellaneous	7,045,275	5,997,482	3,433,170	1,359,109	1,371,168
External Revenues Total	54,662,483	49,421,739	48,421,070	42,867,014	42,879,073
Internal Revenues					
Fund Transfers - Revenue	280,000	170,340	175,000	0	0
Internal Revenues Total	280,000	170,340	175,000	0	0
Beginning Fund Balance	23,868,510	15,050,542	9,764,031	5,219,056	5,219,056
Resources Total	78,810,993	64,642,621	58,360,101	48,086,070	48,098,129
Requirements					
Bureau Expenditures					
Personnel Services	3,068,410	3,408,657	3,760,649	3,586,008	3,582,367
External Materials and Services	52,412,779	30,005,066	52,191,543	42,495,075	42,510,775
Internal Materials and Services	1,166,464	1,378,187	1,358,224	1,270,391	1,270,391
Capital Outlay	3,239,808	6,712,383	0	0	0
Bureau Expenditures Total	59,887,461	41,504,293	57,310,416	47,351,474	47,363,533
Fund Expenditures					
Contingency	0	0	19,727	0	0
Fund Transfers - Expense	3,872,990	749,693	1,029,958	734,596	734,596
Fund Expenditures Total	3,872,990	749,693	1,049,685	734,596	734,596
Ending Fund Balance	15,050,542	22,388,635	0	0	0
Requirements Total	78,810,994	64,642,621	58,360,101	48,086,070	48,098,129

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 Prosper Portland (formerly known as the Portland Development Commission) urban renewal areas. Eligible costs are incurred by the Portland Housing Bureau for each individual urban renewal area (URA) and then reimbursed by Prosper Portland.

Sub-funds exist for each URA, as well as for each property asset that generates income. Activity is booked directly to the sub-funds and includes personnel services, loan disbursements, subrecipient contract payments, and indirect costs, as well as loan receivables and repayment program income. TIF affordable housing program income is netted from TIF reimbursements from Prosper Portland.

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

There will still be a significant decline in available funding over the next five years as URAs expire or reach maximum indebtedness and changes with project and construction timing continue.

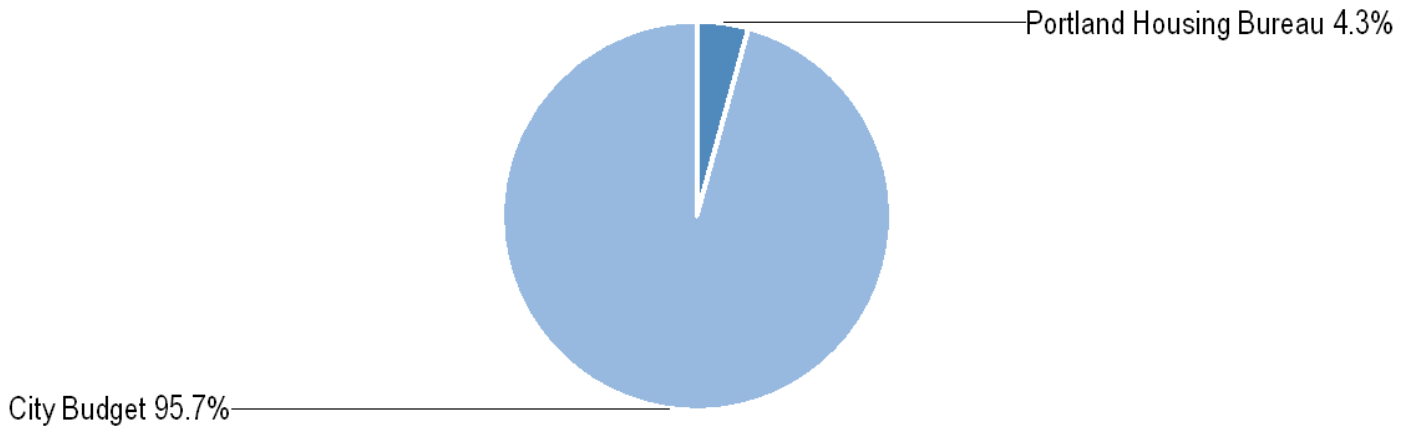
Portland Housing Bureau

Community Development Service Area

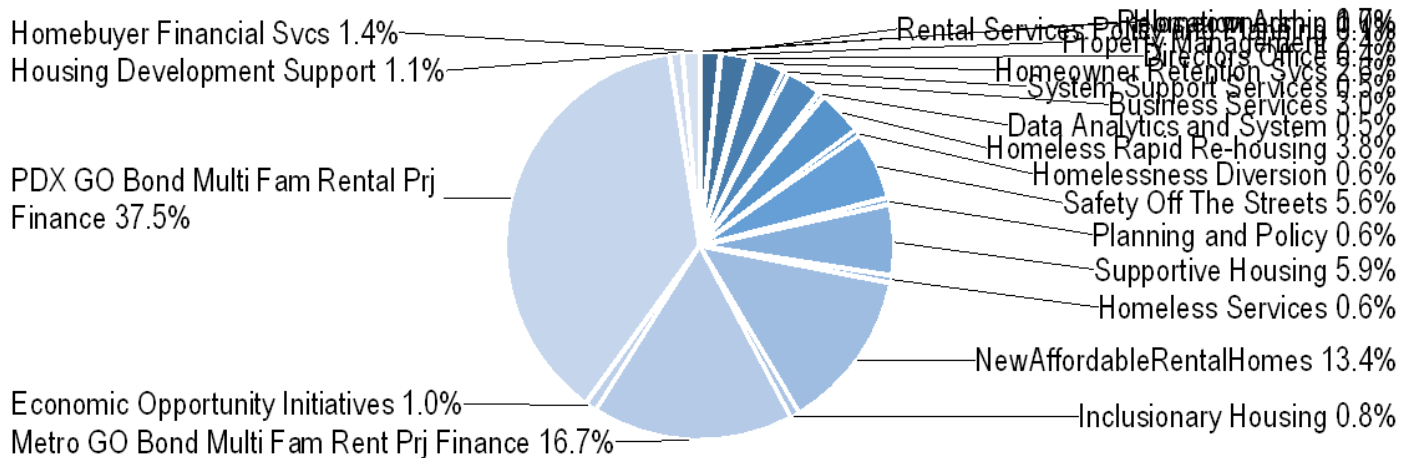
Dan Ryan, Commissioner-in-Charge

Shannon Callahan, Director

Percent of City Budget Graph



Bureau Programs



Bureau Overview

Requirements	Revised FY 2020-21	Requested FY 2021-22	Change from Prior Year	Percent Change
Operating	\$358,333,349	\$235,882,040	\$(122,451,309)	(34)%
Capital	\$12,637,209	\$3,450,000	\$(9,187,209)	(73)%
Total	\$370,970,558	\$239,332,040	\$(131,638,518)	(35)%
Authorized Positions	81.00	82.00	1.00	1.23%

Business Operations

Program Description & Goals

The Business Operations program includes Administrative Services, Finance and Accounting, Risk Analysis and Compliance, Human Resources and Contract Support. These activities ensure that the bureau service delivery programs have adequate support to carry out their functions in the most efficient and effective means possible. Goals include ensuring that administrative functions are delivered consistently, reliably, and effectively; providing strong finance, accounting, and loan servicing functions; delivering excellence in compliance; supporting the bureau’s equity goals through internal business practices, hiring, training, and contract goals; ensuring timely, confidential, and supportive human resource services; and supporting PHB’s advisory and oversight committees including the Portland Housing Advisory Commission, Fair Housing Advocacy Committee, N/NE Neighborhood Housing Strategy Oversight Committee, Bond Oversight Committee, and the Rental Services Commission.

Performance goals for the Business Operations program are focused on improving customer service relationships 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.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Administrative costs as a percentage of bureau level budget	5%	5%	5%	5%	5%
Administrative costs as a rolling three-year average	7%	7%	7%	7%	7%

Explanation of Services

The Administrative Services activity provides support to all teams in the bureau through meeting planning, organization, and transcriptions; space organization; managing equipment and supplies; telephone contacts from the public; supporting PHB’s advisory and oversight committees; assisting program teams with implementation of their recommendations as appropriate; and other bureau clerical support as needed.

The Finance and Accounting activity provides payment services in coordination with the Office of Management and Finance (OMF) for all program expenditures, including contract payments and loan disbursements; manages the bureau’s portfolio of approximately 1,800 loans - managing billings, receiving payments, and tracking deferred payment loans; budgets and monitors over three dozen funds with numerous statutory and policy restrictions; and provides financial reporting on bureau funds in accordance with City, State, Federal, GASB, and GAAP standards.

The Risk Analysis and Compliance (RAC) activity monitors City, State, and Federal compliance by bureau funding partners to protect the City's investment in affordability for low-income families and individuals; provides risk analysis on the financial viability of the housing portfolio for long-term sustainability; monitors regulatory agreements that define rent levels based on tenant's incomes for the next 60 or 99 years, ensuring safe and stable affordable housing for thousands of low-income families and individuals; and monitors prevailing wages on bureau financed construction projects.

The Human Resources activity assists with recruitment and retention of bureau staff in support of bureau managers. This includes timekeeping, managing the recruitment pipeline (including several classifications unique to the bureau), organizing and scheduling interview panels, onboarding, FMLA coordination, and other employee-related issues as needed.

The Contract Support activity includes the tracking of bureau contracts from initiation to final approval by the City Clerk's Office; providing expertise to bureau staff in navigating the City contracting process; managing the sub-recipient contractor monitoring process; managing RFP and RFI processes; and supporting the Finance and Accounting team with requisitions.

During the COVID crisis, the Business Operations team provided support and planning and project management for two of the three CARES programs: CVHAP and the HOME TBRA rent assistance, additionally over 100 contracts/amendments were processed for all the programs and invoices and payments for contracted services.

Equity Impacts

Within the Business Operations program, equity is a key value in how services are rendered. PHB utilizes MWESB firms for everything from trainings to food for community meetings and facilitation services. The contract specialist ensures that equity goals and standards are consistent across all sub-recipient contracts and adheres to the City's requirements for RFPs and Goods and Services Contracts. The RAC team tracks residents of regulated units by race, income, and family size, which assists the bureau overall in planning for additional units and marketing strategies with community partners. Bureau Operations managed the CARES funds Household Assistance Program, the goal was to ensure BIPOC households were served with the funds, 90% of the organizations contracted with were culturally specific organizations.

The HR team ensures that PHB's recruitment and hiring practices are equitable and seeks to hire staff that reflect the communities the bureau serves. Since 2012, the bureau has increased diversity of the staff by nearly 30%; women make up over 70% of the workforce, the bureau is currently 50% diverse. PHB's leadership team is comprised of 42% people of color and 71% women. The Bus Ops team also develops and tracks the Affirmative Action Goals and Equity roadmap goals for hiring, retention, and training of bureau staff.

Changes to Program

PHB has reallocated travel and training funds from Business Operations, decentralizing these amounts to the delivery programs. In addition, some of these funds have been allocated for bureau-wide trainings and specific equity trainings recommended by the bureau's Equity Committee.

Portland Housing Bureau

As an element of the mandatory 5% General Fund resource cut, a reduction to external materials and services was made to funds used for training.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	2,655,095	2,717,367	2,753,636	2,862,201	2,862,201
External Materials and Services	1,113,876	1,207,575	1,353,245	1,340,269	1,334,728
Internal Materials and Services	1,309,877	1,418,337	2,105,768	2,806,419	2,806,419
Bureau Expenditures Total	5,078,847	5,343,279	6,212,649	7,008,889	7,003,348
Fund Expenditures					
Contingency	0	0	33,873	0	0
Fund Transfers - Expense	1,267,764	1,022,518	1,405,731	1,044,820	1,044,820
Fund Expenditures Total	1,267,764	1,022,518	1,439,604	1,044,820	1,044,820
Ending Fund Balance	0	0	0	0	0
Requirements Total	6,346,611	6,365,797	7,652,253	8,053,709	8,048,168
<hr/>					
FTE	23.00	21.80	21.86	21.88	21.88

Budget Narrative

Resources	The Business Operations program is funded by many of the bureau’s funding sources, including the many flavors of TIF, federal grants, the HIF, and the General Fund.
Expenses	Program expenses are nearly evenly split between staff costs and bureau operating costs (rent, computer systems maintenance, and interagencies). Staffing costs are charged to the funding sources noted above – approximately 45% TIF, 15% HIF and General Fund, 25% federal funds, and 15% to the Bond and Building funds. Bureau operating costs are collected in the General Fund but are offset approximately 75% to indirect allocations to other funding sources.
Staffing	The Business Operations program consists of three teams, one contract specialist, and the Business Operations Manager. The Administrative Services team has 5.0 FTE, Finance and Accounting has 9.00 FTE, and the RAC team has 6.95 FTE.

Assets and Liabilities The Business Operations program has several bureau software systems recorded as assets, most notably the Housing Development Software (HDS) system. HDS is critical to managing and tracking the bureau loan portfolio, as well as tracking compliance for the portfolio of housing projects the bureau has financed.

Program Information

Program Contact: Leslie Goodlow

Contact Phone: 503-823-4160

Website: <https://www.portlandoregon.gov/phb/72621>

Data Analytics and Systems

Program Description & Goals

The Data Analytics and Systems team plays a key role in achieving outcomes for programs and services that provide stable, affordable, and equitable housing opportunities in Portland. The goal of the team is to produce operational change within the bureau and its programs through research and analysis, and by using data-driven insights to improve outcomes for affordable housing development and preservation; homeownership and home repair programs; homeless services; and programs to support renters and landlords. For each bureau program, the team works to ensure performance and outcome data is collected and analyzed in alignment with stated policy goals and objectives. Data analytic projects are assessed for their possible outcomes as well as their usefulness to policy makers and the public.

Explanation of Services

In the past several years, the City has significantly expanded funding and programming along the housing continuum. The Housing Bureau's Data Analytics and Systems team evaluates the short- and long-term impacts of policy changes on housing needs, equity, and Portland's affordable housing market, and uses data-driven insights to improve the Housing Bureau's programs and policies. The team supports and administers the bureau's data infrastructure and assesses program performance against targets. The team publishes weekly housing market reports and forecasts, an annual State of Housing report, data visualizations, maps, longitudinal studies, survey development, and provides qualitative and quantitative analysis. The team regularly responds to requests for information from the public, City bureaus, and elected officials.

Data management practices at PHB range from basic to advanced. While PHB datasets are available with metadata on the City's Open Data portal and Portland Maps, some datasets exist in stand-alone systems and are integrated in an ad hoc manner. Data is collected on a quarterly basis, if not more frequently, and the percentage of missing data is low. Privacy protection is a high priority of the bureau and is performed using an approval process that allows limited PII data to be used for approved projects. Leadership at the bureau and City Council has reported using PHB research and data analytics products to make policy decisions.

Equity Impacts

The Data Analytics and Systems team supports PHB's mission to address the housing needs of the people of Portland by using data-driven insights to improve outcomes in the bureau's work to build and preserve quality affordable housing; support programs that help Portlanders access and retain housing; help partners assess the city's housing needs; and reach communities of color to ensure their participation in the economic opportunities that quality housing investments create. The Data Analytics and Systems team advances equity by maintaining transparency in operating procedures and incorporating inclusive and interdisciplinary analytic practices into its work. Success in this program should result in identifying and influencing operational change within the bureau and supporting program strategies that promote equity through information, research, and analysis.

Changes to Program

For PHB’s new programs and policies, efforts are underway to standardize systemwide data collection and increase analytical capacity to better interpret service outcomes. In the near-term, the team is working to revamp how data for the Rental Services and Development Incentives programs are collected and reported to more accurately assess if outcomes are meeting the intended policy goals. In FY 2021-22, the team will conclude a systems assessment and begin implementing planned system changes to update the bureau’s software and data infrastructure. This work includes exploring a commercial off-the-shelf (COTS) system for data gathering and compliance for the City’s Residential Rental Registration program. A technical adjustment was made in FY 2020-21 to a position incorrectly classified as limited-term to permanent.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	0	761,092	889,340	916,805	916,805
External Materials and Services	0	201,036	371,433	250,000	250,000
Bureau Expenditures Total	0	962,128	1,260,773	1,166,805	1,166,805
Ending Fund Balance					
Requirements Total	0	962,128	1,260,773	1,166,805	1,166,805
FTE	0.00	6.55	6.85	6.85	6.85

Budget Narrative

Resources	The Data Analytics and Systems team is funded by a variety of sources within the bureau. Staffing is charged to the same sources as the Policy, Business Operations, and Director’s Office programs: TIF, federal grants, the HIF, and the General Fund - reflecting the broad support function the team provides to bureau programs.
Expenses	Program expenses are staffing costs. Annual expenses for data system hosting and maintenance are reflected in the Business Operations program to reflect the bureau-wide usage of many of these systems.
Staffing	Staffing for this program consists of 6.85 FTEs. This team collaborates with other bureau staff and service providers in developing data analysis products.
Assets and Liabilities	N/A

Program Information

Program Contact: Antoinette Pietka

Portland Housing Bureau

Contact Phone: 503-823-2394

Website: www.portlandoregon.gov/phb

Development Incentives

Program Description & Goals

The Development Incentives team administers all incentive programs and exemptions related to the production of affordable housing, in both private market and regulated housing development. The program includes Inclusionary Housing (IH), the Multiple-Unit Limited Tax Exemption (MULTE), the Non-Profit Limited Tax Exemption (NPLTE), the Homebuyer Opportunity Limited Tax Exemption (HOLTE), the System Development Charge (SDC) Exemption, the Affordable Housing Construction Excise Tax (CET) Exemption, the Local Transportation Infrastructure Charge (LTIC) Exemption, the Manufactured Dwelling Park (MDP) Bonus, the Deeper Housing Affordability (DHA) Bonus and the Affordable Housing Bonus Transfer Programs.

The program’s primary goals are to promote the inclusion of affordable housing in otherwise market-rate developments, to assist affordable housing developed and operated by nonprofit partners through financial incentives, and to support the creation of more affordable homeownership opportunities for low- to moderate-income households.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Percentage of family sized Inclusionary Housing (IH) units permitted	0%	20%	15%	15%	15%
Percentage of housing units opened or preserved in high opportunity areas	61%	60%	50%	5%	50%
Percentage of Inclusionary Housing (IH) units affordable at 60% AMI or below	0%	63%	50%	50%	50%
Percentage of privately developed residential units permitted as affordable through the Inclusionary Housing (IH) program	0%	12%	10%	10%	10%
Number of households receiving indirect assistance through foregone revenue (mortgage credit certificate, limited tax exemption, and system development charge exemption)	266	176	140	140	140

Explanation of Services

State and City policymakers have implemented regulations to increase the number of affordable units built. For-profit and nonprofit housing developers benefit from exemption programs, reducing permitting expenses and the ongoing cost of property taxes for both rental and homeownership projects, as well as both single-family and multifamily developments. Developers seeking deeper affordability and manufactured dwelling park owners also can receive density bonuses.

The Inclusionary Housing Program requires that buildings with 20 or more new units make at least 20% of the units affordable to households earning at or below 80% of median family income (MFI) with options for complying. The options include: 1) provide 10% of the new building’s units at or below 60% MFI; 2) provide 20% of the new building’s units at 80% MFI; 3) provide 20% of the new building’s units at 60% MFI, or 10% of the new building’s units at 30% MFI in another new building; 4) provide 25% of the new building’s units at 60% MFI, or 15% of the new building’s units at 30% MFI in an already existing building; or 5) pay a fee-in- lieu of providing affordable units.

The MULTE, HOLTE, and NPLTE Programs, as well as the SDC, CET, and LTIC Exemption Programs reduce the cost of developing and preserving affordable multi- and single-family rental and homeownership projects.

The DHA Bonus, Affordable Housing Bonus and MDP Bonus Programs provide density bonuses to developers and manufactured dwelling park owners who make the majority of their housing units in each property affordable to low- income households.

Staff reviews and approves applications prior to construction of new developments and prior to home purchases to confirm that both the property and the homebuyer meet program criteria. The outcomes of these programs can be seen through creating mixed-income neighborhoods, more affordable units for ten, 60, or 99 years ensuring long-term stability for families, keeping home prices below market rates, and reduced property taxes.

Equity Impacts

The Development Incentives team supports the PHB mission of addressing the housing needs of the people of Portland through both encouraging and requiring the development of affordable housing and increasing access for homeownership. The Development Incentives programming advances equity by increasing the number of housing options available to low- to moderate- income renters and homebuyers across the City through otherwise market-rate development, without competing with other bureau funding directed towards the most vulnerable residents, and by supporting publicly-funded projects through exemption programs. Success in this program would result in an increase in the number of affordable homes available to low- to moderate-income families and an increase in the number of households from communities of color accessing affordable housing opportunities through PHB.

Changes to Program

The dynamics of the housing market are constantly evolving, and the need for affordable housing, including at 60% and 80% median family income, continues. Changes to the Development Incentives Program include:

- ◆ Continued refinements to the IH Program including technical clarifications to program administration; and
- ◆ Development of the DHA Bonus and the Affordable Housing Bonus Transfer Programs resulting from zoning code changes

In FY 2021-22, PHB will implement additional programming to administer affordable housing restrictions for developments seeking bonus density through new zoning code as part of the Residential Infill Project.

New processing and application fees need to be implemented to cover staffing across the programs, including new fees to process additional legal documents and changes to already approved applications for programs with existing fees (the SDC Exemption and Limited Tax Exemption Programs) and establishing new fees for the IH and various bonus programs.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	380,187	798,212	783,000	824,513	824,513
External Materials and Services	56,582	241,895	1,254,981	1,041,597	1,041,597
Internal Materials and Services	21,812	27,876	10,739	11,780	11,780
Bureau Expenditures Total	458,581	1,067,982	2,048,720	1,877,890	1,877,890
Fund Expenditures					
Contingency	0	0	25,298	0	0
Fund Transfers - Expense	0	217,800	23,262	44,271	44,271
Fund Expenditures Total	0	217,800	48,560	44,271	44,271
Ending Fund Balance	16,504,983	16,489,204	0	0	0
Requirements Total	16,963,564	17,774,986	2,097,280	1,922,161	1,922,161
<hr/>					
FTE	3.45	6.15	6.00	6.00	7.00

Budget Narrative

Resources

Program income is currently generated through application and processing fees. Cost of living adjustments to these fees, as well as establishing fees for new programs added to the Development Incentives team, are anticipated for FY 2021-22. However, it is planned that a portion of in-lieu fee payments will become the primary funding stream for these program activities.

Expenses

Program costs for the inclusionary housing and indirect program activities are primarily for staffing and indirect costs. Ongoing expenses are limited and include document recording fees and payment to Multnomah County for each MULTE and HOLTE application approved.

Staffing

Staffing for the program is 6.05 FTEs, one of which is limited term. With the continuance of the IH Program and implementation of new programs, it is necessary to convert the limited-term position to a permanent position in FY 2021-22 to ensure sufficient customer service and timely review of applications and not delay building permits. The addition of more programming merits further supplementation of program staff by adding another Program Specialist and Program Coordinator as sufficient revenue is established from program fees and the fee-in-lieu.

Assets and Liabilities

While no City-owned assets are created by the program, affordable housing assets owned by third parties are created via indirect subsidy (limited tax exemptions and development fee waivers) and regulation (inclusionary zoning code).

Portland Housing Bureau

Program Information

Program Contact: Dory Van Bockel

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Director's Office

Program Description & Goals

The Director's Office ensures the bureau's strategic initiatives are effective, equitable, and responsive to community perspectives and need. The office is responsible for oversight across all bureau programs and services; engaging the public in bureau initiatives; fostering and maintaining partnerships within the community; ensuring the bureau works as efficiently as possible; and is transparent and accountable to the public. The Director's Office is responsible for Equity and Inclusion, and Communications and Community Engagement.

Explanation of Services

The office provides long-range vision and overall direction for Portland's affordable housing investments and strategic initiatives. Moreover, the Director's Office advances bureau goals, strategies, and investment priorities with a focus on advancing the bureau's equity agenda. The office addresses the broad scope of responsibilities by collaboratively working with a wide range of partners to meet the housing needs of the people of Portland. The office has an important role in ensuring that future policy and implementation decisions of the bureau improve housing access and economic opportunities for traditionally underserved populations. The office works to secure sustainable resources for the ongoing creation and preservation of affordable housing, as well as ensuring internal capacity exists to deliver quality service during the bureau's continuing growth and change. It also serves to support and leverage the guidance of the Portland Housing Advisory Commission, N/NE Neighborhood Strategy Oversight Committee, Bond Oversight Committee, Rental Services Commission, and Fair Housing Advocacy Committee, implementing their recommendations as appropriate.

Equity Impacts

The Director's Office ensures the implementation, delivery, and performance of all programs in support of the bureau's mission of building and preserving quality, affordable housing; supporting programs that help low income Portlanders find, rent, buy, retain, and repair their homes; convening partners to meet the housing needs of the people of Portland; and reaching out to communities of color to ensure their participation in the economic opportunities that quality housing investments create. The Director's Office staff includes the Equity and Inclusion Manager, a position focused on identifying, measuring, and aligning programs' equity outcomes.

PHB has a well-documented history of supporting equity and inclusion in contracting. Since its inception, the bureau has met or exceeded the City of Portland's goal of 20% Disadvantaged, Minority, Women, and Emerging Small Business (DMWESB) for construction sub-contracts. In July of 2016, PHB committed to a goal of 30% DMWESB participation by the year 2021 by implementing annual 2% target increases for all multi-family funded projects. Through a concerted outreach effort, the bureau also has supported workforce training and hiring goals.

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Since 2012 the bureau has increased diversity of the staff by nearly 30%, and women make up over 70% of the workforce. Additionally, with recent promotions the leadership team is now comprised of 54% people of color and 72% women. This team also develops and tracks the Affirmative Action Goals and Equity roadmap goals for hiring, retention, and training of bureau staff.

Changes to Program

For FY 2021-22 the 5% mandatory General Fund budget reduction will eliminate 1.0 FTE vacant Management Assistant position from the communications team. Additionally, the budget reduction includes bureau wide training funds of \$8,411.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	566,929	674,065	886,128	851,245	777,981
External Materials and Services	13,901	8,649	57,000	61,500	76,833
Internal Materials and Services	132	0	0	0	0
Bureau Expenditures Total	580,963	682,714	943,128	912,745	854,814
Ending Fund Balance	15,047,247	184,907,434	0	0	0
Requirements Total	15,628,210	185,590,148	943,128	912,745	854,814
FTE	5.00	6.75	5.77	5.77	5.07

Budget Narrative

Resources	This program is funded by a mix of resources – over 40% from Tax Increment Financing resources, with the remaining portions split somewhat evenly among federal grants, the GO Bond, and other local sources. The small amount of external materials and services is likewise spread among the same sources by means of the bureau’s internal cost recovery model.
Expenses	Program expenses consist primarily of the costs for seven positions and a small amount of material and services.
Staffing	Staff funded within the program include the Director, Assistant Director, the Equity and Inclusion Manager, the Communications Team, and an Executive Assistant.
Assets and Liabilities	N/A

Program Information

Program Contact: Shannon Callahan

Contact Phone: 503-823-2289

Website: www.portlandoregon.gov/phb

Economic Opportunity Initiative

Program Description & Goals

PHB funds the Economic Opportunity Initiative (EOI), a citywide program focused on increasing income and economic self-sufficiency for very low income residents. Prosper Portland administers the microenterprise component of the program and contracts with seven community agencies to provide services. Worksystems, Inc. administers the adult and youth workforce components and contracts with eleven community agencies to provide employment services. This program is part of a larger Prosper Portland initiative explained in the Prosper Portland Program Offers ‘Inclusive Business Resource Network’ and ‘Adult and Youth Workforce Development.’”

The goals of the program are to increase the incomes and economic opportunities for very low income Portland residents through workforce and microenterprise development.

Explanation of Services

There are two components to the EOI: Microenterprise and Workforce Development. The Microenterprise component consists of Prosper Portland contracting with community-based organizations to provide technical assistance and training to business owners and entrepreneurs in various areas including licensing, financing and taxes, business plans, financial literacy, legal assistance, marketing, product development, production, and management strategies. Detailed outcome data are listed in the Prosper Portland IBRN program offer.

The Workforce Development component of the program is accomplished by Prosper Portland contracting with Worksystems, Inc., this jurisdiction’s local workforce investment board, to administer services through subrecipient contracts with community-based agencies. Detailed outcome data are listed in the Prosper Portland Workforce Development program offer.

Equity Impacts

The EOI program supports the PHB mission of addressing the housing needs of the people of Portland by reaching out to communities of color to ensure their participation in the economic opportunities that quality housing investments create. EOI partners include culturally specific and culturally responsive agencies who prioritize reaching participants from communities of color, immigrants and refugees, and low-income participants. Additionally, the workforce program prioritizes support to those who have drug or alcohol addictions or have a history with the criminal justice system. Success in this program would result in participants’ businesses and employment becoming stable and sustainable, providing benefits and services to the greater community.

Changes to Program

EOI services in FY 2021-22 are anticipated to be funded at approximately the same level as the FY 2020-21 year. PHB anticipates a similar entitlement amount from HUD in FY 2021-22. This portion of the overall programs will not be affected by program cuts.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
External Materials and Services	0	2,247,675	2,349,067	2,349,067	2,349,067
Bureau Expenditures Total	0	2,247,675	2,349,067	2,349,067	2,349,067
Ending Fund Balance					
Requirements Total	0	2,247,675	2,349,067	2,349,067	2,349,067

Budget Narrative

- Resources** This program is funded by CDBG, a federal entitlement grant. CDBG for EOI funding is based on a standard percentage applied to entitlement amount from HUD. PHB reimburses Prosper Portland as expenses are incurred.
- Expenses** Funds for EOI support direct service delivery. A majority of the funding covers personnel expenses at partner organizations. A smaller portion covers participant support services, including items necessary for clients to access services such as work clothing, transportation fees, and school supplies. CDBG funds may also be used for operating costs that are explicitly connected to the direct services being delivered. CDBG funding does not cover any administrative costs for the subrecipients.
- Staffing** CDBG funding does not cover any staffing costs at Prosper Portland or Worksystems, Inc. Those costs are covered through other non-PHB funding sources. CDBG and additional funds cover personnel at four service delivery organizations for microenterprise and 12 service delivery organizations (22 programs) for workforce development. The PHB contract manager (0.05 FTE) is funded by CDBG as well.
- Assets and Liabilities** This program has no assets or liabilities.

Program Information

- Program Contact:** Anna Shook
- Contact Phone:** 503-823-2802
- Website:** www.portlandoregon.gov/phb/26428

Homeowner Access Programs

Program Description & Goals

The Portland Housing Bureau’s (PHB) Homeowner Access program invests in services to assist families, particularly from communities of color, access homeownership. Support for low income, first-time homebuyers includes prepurchase education and counseling as well as down payment assistance programs. Services are administered by PHB’s Neighborhood Housing Program (NHP) staff along with partnerships with nonprofit community service providers.

The goals of the Homeowner Access program include, but are not limited to, increasing the number of new homebuyers, addressing racial homeownership disparities, providing generational wealth creation opportunity, prioritizing households and families displaced by gentrification, and improving financial stability for residents.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	25%	13%	10%	10%	10%
Percentage of households receiving homebuyer subsidies from Communities of Color	0%	83%	60%	60%	60%
Count of households receiving homebuyer education or counselling	976	1,429	975	975	975

Explanation of Services

Creating additional homeownership opportunities is one of a few tools necessary to support the housing continuum, providing a pathway from homelessness to homeownership options in the market. Renters have been faced with increasing rents and rising living costs, while incomes haven’t met that same level of growth; homeownership provides a stabilized, long term affordable housing option.

In a very competitive and tight housing market, creating new homeowners continues to be a challenge. However, homeownership counseling and education through reputable and trusted community partners help to: 1) identify residents with a desire to improve their financial wellbeing and 2) provide necessary education that is culturally appropriate, based on the various histories and views of Portland residents.

Down Payment Assistance (DPA) subsidies are available in the form of a forgivable loan to first time homebuyers at or below 100% AMI. Total per household subsidies have recently increased in the Interstate URA to \$100,000 to address the higher priced market in the area, which necessitates a greater subsidy to allow families who make 100% of median family income purchase homes in the area. The total DPA subsidy for other areas of the city are capped at \$80,000 per household. TIF resources require that 10% of the subsidy are designate for use as a Home Improvement grant to be used within six months of closing.

Equity Impacts

PHB Homeowner Access Programs support the PHB mission of addressing the unmet housing needs of Portlanders by partnering with local nonprofit organizations to provide pre- and post-homeownership counseling and education, and by investing resources to support low income, first time homebuyers with down payment assistance.

Communities of color continue to face significant challenges in becoming homeowners, such as limited to no generational wealth, impacts from generations of disinvestment in communities resulting in credit and debt challenges, and most importantly communities of color continue to earn less than their white counterparts here in Portland and Multnomah County. PHB partners with a host of culturally specific service providers who support Portland residents with one-on-one and group financial counseling. Partners leverage additional resources necessary to support households' homeownership goals in the city of Portland, a tight and competitive housing market, targeting communities of color and communities that have been displaced or at risk of displacement, to ensure access, and their participation in the economic opportunities that quality housing investments create.

Down payment assistance is necessary in addressing the homeownership disparities, and policies should improve access and lessen challenges and barriers in obtaining resources. Success in this program should increase the number of homeowners from communities of color, improve their financial wellbeing, and strengthen trust from the community as it relates to past government actions.

Changes to Program

There have been no significant changes to this program.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	117,801	230,065	321,030	297,781	297,781
External Materials and Services	3,625,976	4,862,910	4,736,954	3,082,300	3,082,300
Bureau Expenditures Total	3,743,777	5,092,975	5,057,984	3,380,081	3,380,081
Ending Fund Balance					
Requirements Total	3,743,777	5,092,975	5,057,984	3,380,081	3,380,081
FTE	1.67	1.75	2.22	2.22	2.22

Budget Narrative

Resources	Funding sources for Homeowner Access Programs include federal funds (Community Development Block Grant, which has income and usage limitations), and Tax Increment Financing (TIF) in the Lents and Interstate urban renewal districts (which are limited by location to the districts and require a small construction component).
Expenses	As some of these programs involve direct service, staffing costs as a ratio of funds disbursed to citizens tend to be higher than multifamily programs. But funds disbursed via subrecipient contracts and loans are still the primary expense of the program.
Staffing	The different service delivery models require different skill sets within the team. Subrecipient contract with community partners require contract development, management, and monitoring. DPA loans require coordination with community partners to identify potential buyers, income qualification, loan origination, and where a home improvement grant is paired with a DPA loan, construction coordination. There are 2.52 FTEs dedicated to this program.
Assets and Liabilities	This program assists in financing the acquisition of homes by citizens, owned by those citizens through DPA loans. These are deferred payment loans, but the bureau holds liens on the properties, and loans are due upon change of occupancy. For loans originated after 2015, the forgiveness model described under Explanation of Services is in effect. Data indicates that many loans are paid off within the first 15 years, though since the DPA program is barely 15 years old, that trend will need to be monitored. The value received by the City for those loans not yet paid off is the benefit of a new homeowner, which represents a significant and critical component in the affordable housing resources available to the residents of Portland.

Program Information

Program Contact:	Dana Ingram
Contact Phone:	503-823-2375
Website:	www.portlandoregon.gov/phb

Homeowner Retention Programs

Program Description & Goals

Homeowner Retention programs are City investments available to assist families, particularly from communities of color, retain homeownership. Through direct loan origination and sub-recipient contracts, homebuyers receive post-purchase education and counseling as well as grants and loans.

The program serves to prevent displacement of long-time community residents by helping current homeowners retain their homes through home repair programs, foreclosure prevention counseling, and retention services. Funding for home repair grants and loans helps current low-income, vulnerable homeowners maintain their homes safely and age-in-place. Grant and loan programs are meant to improve the condition of existing housing and address the impact that unsafe housing conditions can have on health and safety. Lead paint remediation and healthy homes programs include administration of federal funds to reduce lead-based paint and environmental health hazards in homes with young children or vulnerable elderly occupants.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Percentage of households receiving home repairs and retaining their homes 12 months after services	94%	89%	80%	80%	80%
Number of households receiving home repairs	674	535	500	500	500

Explanation of Services

Home Retention Case Management services aim to preserve homeownership and prevent foreclosure. The program is available for new and longtime homeowners at or below 80% AMI, and provide support, counseling, and referral services. NHP is working to enhance and build upon existing relationships with other bureaus such as Bureau of Development Services (BDS) to address housing code violations. Recently, \$200,000 was set aside to enhance the program’s effectiveness, to provide additional services such as estate planning. A Request for Proposals for a Homeownership Asset Preservation Pilot Program was issued August 15, 2019. The 20-month pilot program aims to provide legal estate planning services targeting low-to-moderate income homeowners of color in the Interstate Corridor Urban Renewal Area or the N/NE Study Area who have owned their homes for 20-plus years.

Foreclosure Prevention Counseling services offered through two nonprofit culturally specific agencies provide HUD-approved housing counselors available to assist in avoiding foreclosure.

Home Repair Grants utilize bureau funding to support Community Partners with outreach, administration, and direct operational expenses. Homeowners receive small grants to address critical needs, health and safety issues, such as weatherization materials, accessibility features, wheelchair ramps, etc., and address BDS violations to avoid fines. These services are delivered through eight nonprofit community organizations through sub-recipient contracts with the following resources: Tax Increment Financing (TIF) in the Interstate and Lents

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Urban Renewal Areas (URAs) and N/NE resources, General Fund, and Community Development Block Grants (CDBG) (limited to \$5,000). On average, homeowners receive a grant amount of approximately \$2,000. Home repair grant partners provide these services to homeowners below 80% AMI, with a target of servicing households at 50% AMI and lower.

In cases where a grant doesn't cover the necessary repairs, Home Repair Loans, are available for homeowners in the Interstate and Lents URAs; administered by PHB's NHP Loan Coordinator. Home Repair loans are capped at \$40,000 per home and have an income limit of 80% AMI. PHB will continue to administer Prosper Portland N/NE Community Development Initiative resources to help moderate income households (80% AMI to 120% AMI) purchase and retain homes within the Interstate Urban Renewal Area.

Equity Impacts

PHB Home Retention Programs support the PHB mission of addressing the unmet housing needs of Portlanders by assisting low income residents in retaining their homes. Partnerships with nonprofit agencies help to identify households and provide services such as foreclosure prevention counseling and retention case management. Home repair programs such as the home repair grant, home repair loan, and lead hazard control program, preserve quality housing and protect City investments. PHB Home Retention Programs seek to advance equity by targeting vulnerable populations, low-income, elderly, and communities of color to ensure their participation in the economic opportunities that quality housing investments create and provide the means to safely and affordably retain their homes and age-in-place. Success in this program would increase homeowners' quality of life, support neighborhood stabilization and generational wealth, and improve health outcomes for these vulnerable populations.

Additionally, PHB funds home repair grants, loans, and lead remediation for families with children under the age of six. NHP has sub-recipient contracts with eight service providers, four of which are culturally specific organizations.

Changes to Program

In FY 2019-20, NHP increased the Home Repair grant amount per household (\$10,000 maximum) for the Interstate URA to better address home repair needs, with priority given to long time homeowners, targeting households of color.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	445,592	668,645	991,686	978,236	978,236
External Materials and Services	1,319,438	4,495,430	7,178,851	5,080,139	5,080,139
Internal Materials and Services	0	221	14,860	60,000	60,000
Bureau Expenditures Total	1,765,030	5,164,296	8,185,397	6,118,375	6,118,375

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Ending Fund Balance					
Requirements Total	1,765,030	5,164,296	8,185,397	6,118,375	6,118,375
FTE	4.10	6.24	5.95	7.68	7.68

Budget Narrative

Resources	Funding sources for the Homeowner Retention Programs include federal funds (Community Development Block Grant, which has income and usage limitations, and the Lead Paint Hazard Control grant); Tax Increment Financing (TIF) in the Lents and Interstate urban renewal districts (which are limited by location to the districts); and General Funds (limited to east Portland).
Expenses	As some of these programs involve direct service, staffing costs as a ratio of funds disbursed to citizens tend to be higher than multifamily programs. But funds disbursed via sub-recipient contracts and loans are still the primary expense of the program.
Staffing	The different service delivery models require different skill sets within the team. Subrecipient contracts with community partners require contract development, management, and monitoring. Home Repair loans require marketing in the community, income qualification, loan origination, and construction coordination. There are 5.40 FTEs dedicated to this program, including the addition of two limited-term construction coordinators with existing resources.
Assets and Liabilities	This program assists in financing the repair of homes for citizens. These are deferred payment loans, but the bureau holds liens on the properties, and loans are due upon change of occupancy. Data indicates that many loans are paid off within the first 15 years. The value received by the City for those loans not yet paid off is the benefit of a homeowner remaining in their home, which represents a significant and critical component in the affordable housing resources available to the residents of Portland. Additional assets belonging to the program are equipment used in field testing for the federal Lead-Paint Hazard Control program (paid for with grant funding), which is on a regular maintenance and replacement schedule.

Program Information

Program Contact:	Dana Ingram
Contact Phone:	503-823-2375
Website:	https://www.portlandoregon.gov/phb/74652

Housing Development Support

Program Description & Goals

This program encompasses support services and captures other general expenditures related to the long-term successful operation of multifamily affordable housing and Portland Housing Bureau's partners. This program is supported by staff in the Housing Investment and Portfolio Preservation (HIPP) team and the Risk Analysis and Compliance (RAC) team.

Program components include:

- ◆ Community Housing Development Organization (CHDO) operating assistance, funded by federal HOME funds and used by a CHDO (private nonprofit, community-based organizations) that have staff with the capacity to develop affordable housing for the community it serves;
- ◆ The HOME Consortium in partnership with the City of Gresham and Multnomah County, designated by HUD as a is away for local governments that would not otherwise qualify for funding to join with other contiguous units of local government to directly participate in HOME funds;
- ◆ HUD Section 108 loan repayment, a program that allows a jurisdiction to lend future allocations of federal funds with repayment and interest provisions under certain circumstance; and,
- ◆ The Risk Management Pool (RMP) to support Permanent Supportive Housing (PSH), funded by the bureau and managed by the Housing Development Center (HDC).

Explanation of Services

CHDO operating funds support capacity building among qualified owner, developer, or sponsor entities of HOME funded projects just before, during, and just after a project that is an eligible set-aside activity.

HOME Consortium activities include participation by Multnomah County and Gresham in joint projects with PHB (like The Nick Fish Project currently under construction) and homeownership loans.

Section 108 activity is the annual repayments to HUD of CDBG funds loaned out to projects, which will extend beyond 2030.

The RMP is an asset preservation tool for to support the long-term operations of building that provide permanent supportive housing through a shared risk pool approach. The amount of reserves set aside in the RMP to cover thousands of supportive housing units is less than if those individual properties had its own distinct reserve. The pool makes payments in the event a claim is made against the RMP. HDC, as the City's contractual partner, will review and process the paperwork to ensure compliance with the RMP requirements.

Equity Impacts

The Housing Development Support program supports PHB’s mission of addressing the housing needs of the people of Portland through: 1) building and preserving quality, affordable housing; 2) supporting programs that help low income Portlanders find, rent, and retain their homes; and 3) reaching out to communities of color to ensure their participation in economic opportunities that quality housing investments create.

PHB is advancing City Council’s goal to create 2,000 new PSH units, and the RMP is an integral component to achieving this goal. The RMP is targeted for buildings that house residents who have been chronically homeless. It helps mitigate the financial risks of affordable housing developers and owners in owning and managing a building with residents having special needs. A significant portion of the local homeless population also suffers from chronic mental health issues, substance abuse, and addiction. Locally, the area has a disproportionately high number of people of color amongst the homeless population, specifically African Americans.

The Housing Development Support program seeks to advance equity by increasing the number of PSH units for chronically homeless households, in particular for those who are BIPOC households, covered by the Risk Mitigation Pool, while supporting CHDO capacity building and ensuring federal compliance to HUD in the form of Section 108 loan repayments. Success in this program would be realized once the RMP has been replenished enough to support the City’s 2,000 PSH goal while new federal resources come to Portland to be loaned into new affordable housing.

Changes to Program

In its 15 years of operations, the RMP has assisted hundreds of formerly chronically homeless households remain in their homes as an eviction prevention tool. It currently is a risk mitigation fund for 830 PSH units. However, an estimated 800 or more are planned to be added to the RMP over the next 5-7 years. The RMP has seen a significant uptick in claims in the past two years, and could be effectively drawn down in the next two if more funds are not secured at the current spend down rate. Additional funds will be sought from the Metro Supportive Housing and Services measure via the Joint Office of Homeless Services.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	30,334	56,264	144,695	105,295	105,295
External Materials and Services	855,618	951,026	2,098,105	2,411,126	2,421,592
Internal Materials and Services	31	163	0	0	0
Bureau Expenditures Total	885,983	1,007,453	2,242,800	2,516,421	2,526,887
Fund Expenditures					
Debt Service	747,396	755,384	4,267,000	776,000	776,000

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Contingency	0	0	31,833	0	0
Fund Transfers - Expense	1,306,777	393,701	1,361,358	373,453	373,453
Fund Expenditures Total	2,054,172	1,149,085	5,660,191	1,149,453	1,149,453
Ending Fund Balance	0	0	0	0	0
Requirements Total	2,940,155	2,156,538	7,902,991	3,665,874	3,676,340

FTE	2.08	0.46	0.54	0.69	0.69
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Budget Narrative

Resources Program resources include the federal HOME entitlement grant, reserved for use by Multnomah County, Gresham, and CHDO eligible partners, as well as the federal CDBG entitlement committed to Section 108 loan payments. The Risk Mitigation Pool is a reserve located in the Housing Investment Fund that has been in place for over ten years. Staff costs have multiple funding sources, including tax increment financing and federal grants.

Expenses Program expenses include the staffing costs for portions of several positions supporting these program elements among the HIPP and RAC teams. Home Consortium funding reflects federal HOME grant dollars anticipated to be spent by Multnomah County and Gresham. The Section 108 repayment is made from PHB’s CDBG entitlement, offset partially by payments made to PHB by project funding partners.

Staffing Staffing is 0.69 FTE, which reflects portions of several positions in the bureau working on specific program activities as well as general support of multi-family project financing.

Assets and Liabilities Section 108 loan payments to HUD are a program liability that extends beyond FY 2029-30, and currently results in approximately \$730,000 in annual debt service. This payment reflects a pool of funds that financed capital assets owned by other nongovernmental entities through loans to those entities. These assets, while not owned by the City, represent a significant and critical component in the affordable housing resources available to the residents of Portland. The RMP is an asset maintenance tool that PHB makes available to affordable housing owners and developers as discussed in the program description section. As noted above, while these assets are not owned by the City, they are assets funded by the City.

Program Information

Contact: Jill Chen
Contact Phone: 503-823-3339

Website: <https://www.portlandoregon.gov/phb/74685>

Metro GO Bond Multi-Family Rental Housing Project Financing

Program Description & Goals

In November 2018, Metro area voters in Washington, Clackamas and Multnomah Counties approved Measure 26-199, the first ever regional bond for affordable housing. The measure authorizes Metro to issue up to \$652,800,000 in general obligation bonds for the development or acquisition of affordable housing. Using a formula based on assessed (real property) value, the City of Portland (City)'s share of the Metro Housing Bond is approximately 38 percent, or \$211 million, to create a least 1,475 units of affordable housing within the City. Of this total, 605 units will be for households with incomes at 30% AMI and 737 will be family-sized units. Additionally, Portland set a goal of creating 300 Supportive Housing units with Metro Housing Bond funds to help advance the City of Portland and Multnomah County goal of 2,000 new Supportive Housing units by 2028.

Explanation of Services

The implementation of the Metro Housing Bond is guided by the City of Portland's Local Implementation Strategy, which was approved by Metro in February 2020, and an Intergovernmental Agreement, executed in October, 2020. Metro is providing the bond proceeds to PHB in the form of grants, which will be used as gap loans in the bureau's typical public-private partnership model for the creation of affordable housing, similar to the Portland Housing Bond.

The implementation of the City of Portland's allocation of Metro Housing Bond will occur in three phases: 1) Metro direct award prior to Local Jurisdictions signing an IGA; 2) PHB's pre-development pipeline with an emphasis on increasing 30% AMI units; and 3) a series of competitive solicitations aligned with other public funders.

Phase 1: In July 2019, Metro Council approved \$22.9 million to redevelop Dekum Court, a public housing complex in northeast Portland owned and managed by Home Forward. This project will convert 40 units of public housing into a mixed-income community with 200 total apartments, 160 of which will be supported by Metro Bond funds.

Phase 2: Two of four projects in PHB's pipeline that have been identified with existing funding gaps have been approved by Metro for Metro Housing Bond awards. These two projects, Findley Commons and RiverPlace Phase II, will add 211 new affordable housing units, of which 55 are supportive housing for homeless veterans. They are expected to start construction at the end of calendar year 2020.

Phase 3: PHB launched its third phase with the release of a Request for Qualifications (RFQ) in October, 2020, for development teams working to create Supportive Housing for Black, Indigenous and People of Color (BIPOC) households. Up to \$15 million in capital funding from the Metro Housing Bond is available to create up to 200 new affordable housing units, of which potentially more than 100 will be Supportive Housing for chronically homelessness households.

Equity Impacts

The Metro GO Bond Housing program supports PHB's mission of addressing the housing needs of the people of Portland through: 1) building and preserving quality, affordable housing; 2) supporting programs that help low income Portlanders find, rent, and retain their homes; and 3) reaching out to communities of color to ensure their participation in economic opportunities that quality housing investments create.

The Metro GO Bond Housing program seeks to advance equity by evaluating each proposer for Metro funds on their commitment to advance racial equity and serve communities of color as priority populations. As part of the Bond Solicitation process, each developer will be asked to submit an equity plan that demonstrates their ability to meet PHB's disadvantaged minority, women, and emerging small business-service disabled veterans (DMWESB-SDV) contracting goals and workforce training goals; effective outreach and marketing strategies to reach priority population; experience with low barrier screening criteria; and provision of culturally responsive resident and supportive services. Success in this program would be realized when the housing produced by Metro GO Bonds a) increases the number of affordable housing units available and accessible to BIPOC households; b) achieves an aggregate 30 percent utilization of DMWESB-SDV construction contracts; and c) supports the creation of 300 Supportive Housing units for chronically homeless households.

Changes to Program

In May 2020, Metro passed the Supportive Housing and Services measure, generating \$250 million for the region to end homelessness for thousands of chronically homeless households. The Joint Office for Homeless Services is the lead agency for the planning and implementation of the Metro Supportive Housing and Services measure for Multnomah County. PHB and the JOHS are working to align these resources with the Metro Housing Bond for the creation of Supportive Housing. The Supportive Housing and Services measure will generate resources for two of the three prongs needed to create Supportive Housing: rental assistance and supportive services. The Metro Housing Bond provides the third prong: capital funding to build or acquire the affordable housing for those experiencing homelessness to move into.

Aligned with these resources for rental assistance and supportive services, PHB expects to further its third phase of implementation of the Metro Housing Bond with a Metro Bond Opportunity Solicitation released in Spring 2021. This Solicitation will release between \$50M and \$75M in Metro Housing Bond investments, which is expected to add 350-500 affordable housing units into the PHB pipeline. Additionally, those affordable housing projects with supportive housing units will be supported by the new resources from the Metro Supportive Housing and Services measure. These projects will receive an award letter from PHB in FY 2021-22 once they receive concept approval by Metro.

Portland Housing Bureau

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	0	153,758	490,516	477,706	467,240
External Materials and Services	0	3	6,099,316	38,903,649	38,914,115
Bureau Expenditures Total	0	153,761	6,589,832	39,381,355	39,381,355
Ending Fund Balance					
Requirements Total	0	153,761	6,589,832	39,381,355	39,381,355
<hr/>					
FTE	0.00	0.82	3.42	3.42	3.32

Budget Narrative

Resources	Primary resources for this program are grant proceeds from the Metro GO Bond.
Expenses	The primary cost is staffing costs for the team related directly and indirectly to the packaging and oversight of the bureau contribution to projects.
Staffing	Staffing for this program is 3.44 FTEs for the initial planning and projects under the Metro program. PHB will utilize its existing executive, community engagement, finance, and implementation staff during the early implementation of the bond. These staff collaborate with other bureau staff and the City Attorney’s Office.
Assets and Liabilities	At this time, this program will finance capital assets owned by other non-governmental entities through loans. These assets are represented on financial statements by loan receivables (for which a property lien would be held). The value received by this figure is the units developed using these loans. The capital assets, while not owned by the City, represent a significant and critical component in the affordable housing resources available to the residents of Portland. However, the financial relationship between the City and Metro has not been fully defined, especially in terms of assets and liabilities.

Program Information

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Contact Phone:	503-823-3377
Website:	www.portlandoregon.gov/phb

Multi Family Affordable Ownership Project Financing

Program Description & Goals

Since 2016, PHB has focused on creating affordable homeownership opportunities in the Interstate Corridor Urban Renewal Area (ICURA) for qualified households prioritized through the N/NE Preference Policy. Although real estate prices in Portland have recently leveled, most homes continue to be out of reach for the average low- and moderate-income households. The lack of affordable homeownership inventory continues in the private market, particularly in neighborhoods that are gentrifying such as in N/NE Portland. In the 2017 Notice of Funding Availability (NOFA), PHB addressed this by focusing resources and available land on subsidizing the development of new multifamily condo development for mixed income projects.

Program commitments are presently exclusive to the implementation of the N/NE Housing Strategy and include: the Olin, a Habitat for Humanity development, for 12 affordable condos which are expected to be completed by first quarter of 2020; the Kilpatrick Phase 1 and 2, a Habitat for Humanity development, for 30 affordable condos in construction; and a Proud Ground Project for 40 new affordable condos on 5020 Interstate (PHB owned land), which is in predevelopment.

Explanation of Services

This program seeks to address the need for affordable home ownership and the opportunity for wealth creation especially for people of color who historically have been displaced in N/NE Portland. The program provides affordable homes to low- and middle-income households, earning on average between 45%-100% area median income (AMI) or from \$39,555 to \$87,900 for a family of four. Housing produced under this program is regulated for a minimum of 99 years or is permanently affordable.

New multifamily, affordable condos cannot be developed without subsidy which buys down the cost of the affordable units. This program provides the needed City funds to enable the projects to be developed by nonprofit partners. This program seeks to optimize bureau investments, including land leases, by working with other funding sources including commercial banks and lenders, philanthropic institutions, and the State. Bureau staff works with the developer during predevelopment, financial close, through completion of construction. The total process can be 12 months to over four years depending on the size and complexity of the development.

This program provides the opportunity for home ownership to many households whose families were severely impacted by displacement in ICURA. Units sold provide housing stability to home owners and give them the opportunity for wealth creation.

Equity Impacts

The Multi Family Affordable Ownership Project Financing program supports the PHB mission of addressing the housing needs of the people of Portland through: 1) building and preserving quality, affordable housing; 2) supporting programs that help low income Portlanders find, rent, buy, retain, and repair their homes; and 3) reaching out to communities of color to ensure their participation in the economic opportunities that quality housing investments create.

The Multi Family Affordable Ownership Project Financing program seeks to advance equity by building sustainable, high quality homes for low income buyers in high opportunity areas and being sold in an inclusive and equitable manner such that these buyers have the opportunity for wealth creation.

Success for this program will be realized when a) the beneficiaries of all the home ownership projects currently under development are to be sold through the Preference Policy which targets low income families severely displaced in the ICURA, and b) the construction of these homes advances economic opportunity for DMWESB-SDV contractors by 30 percent utilization.

Changes to Program

Prosper Portland and Portland City Council are exploring the possibility of achieving maximum indebtedness in the ICURA in FY 21-22, thereby generating an additional \$45M for affordable housing developments. If this request is approved, a portion of these funds are slated to support Multi Family Affordable Ownership opportunities for N/NE Preference Policy households.

The 5020 condo project that was meant to support 40 affordable home ownership condos for N/NE Preference Policy families and 24 market rate condos was unable to secure construction financing due to COVID-19. At this time, the 5020 condo project is not moving forward. These resources will be reprogrammed to support homeownership opportunities in other forms in order to serve the same number of N/NE Preference Policy families.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	0	113,994	61,137	44,896	44,896
External Materials and Services	0	4,200,948	5,805,661	0	0
Bureau Expenditures Total	0	4,314,942	5,866,798	44,896	44,896
Ending Fund Balance					
Requirements Total	0	4,314,942	5,866,798	44,896	44,896
<hr/>					
FTE	0.00	1.45	0.37	0.37	0.37

Budget Narrative

- Resources** The Multi Family Ownership Project Financing program is currently focused in the ICURA, utilizing TIF funds limited to that geographic area. TIF funds for multi-family ownership are currently benefitting from resources created by the increase in housing set-aside in 2015. As forecast by both the bureau and Prosper Portland over the last few years, TIF funding will subside over the next three years as almost all districts reach maximum indebtedness or the final year to issue debt. To continue the program and expand its geographic reach, Prosper is contemplating increasing the ICURA indebtedness.
- Expenses** Almost all program expenditures are disbursements made as part of the financing package for multi-family affordable ownership projects. PHB lends the resources listed above to make up a financing gap typically found with affordable projects. These gap funds cover the difference between the equity a project attracts and the money that can be borrowed against the project as part of the financing package. The secondary cost is staffing costs for the team related directly to the packaging and oversight of the bureau contribution to projects.
- Staffing** Staffing for this program consists of 0.47 FTE, with assistance from staff from multiple teams to effectively implement the program.
- Assets and Liabilities** This program finances capital assets that are eventually owned by qualified homeowners for which PHB funds are provided as a permanent subsidy in exchange for an affordability covenant. These assets, while not owned by the City, represent a significant and critical component in the affordable home ownership stock that generates wealth creation opportunities for low income residents of Portland.

Program Information

- Contact:** Jill Chen
- Contact Phone:** 503-823-3339
- Website:** <https://www.portlandoregon.gov/phb/index.cfm?&c=72705>

Multi Family Affordable Rental Project Financing

Program Description & Goals

This program offer reflects all PHB funding available for multi-family rental projects that are not from the Portland General Obligation (GO) Bond or the Metro Bond grants. These funding sources could be but not limited to: Community Development Block Grant (CDBG), HOME, Tax Increment Financing and Construction Excise Tax. The Multi Family Rental Project Financing program manages large investments in the City’s new affordable housing portfolio to ensure affordable housing units are brought on-line and available in the most practicable manner. The multi-family delivery team, working through its partners, leverages City resources to develop new construction that delivers quality, affordable housing units which are rent regulated long-term, up to 99 years.

The City’s affordable housing production has more than doubled in the latter half of the decade, with an unprecedented 878 units opening in 2019 and more than 2,000 in pipeline . Despite the economic slowdown, PHB remains on track to exceed annual production targets for 2020.

The team is also responsible for any restructures and rehabilitations of the bureau’s prior investments. The regulated affordable rental housing portfolio consists of approximately 400 properties with over 14,000 units spread throughout the city. While creating new affordable housing units is critical, it is just as crucial to maintain the existing affordable stock. As with new construction, the team seeks to leverage existing resources, including those from the City, to redevelop projects and improve the quality and habitability of existing units and in many cases extend the City’s regulatory terms.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Average investment per rental housing unit	\$96,000	\$85,000	\$125,000	\$125,000	\$125,000
Number of people housed in newly opened affordable rental units	0	1,219	1,000	1,000	1,000
Percentage of housing units opened or preserved in high opportunity areas	61%	60%	50%	5%	50%
Percentage utilization of minority contracts in housing construction (contract \$ awarded)	17%	15%	10%	10%	10%
Percentage utilization of minority, women, and emerging small business contracts in housing construction (contract \$ awarded)	23%	30%	20%	20%	20%
Vacancy rate of units built 0% to 60% median family income	3%	3%	3%	3%	3%
Affordable housing units preserved	176	172	150	150	150
Housing units opened that are newly affordable	878	654	500	500	500
Rolling three-year average of total units opened and preserved	899	956	897	843	843

Explanation of Services

The Multi Family Rental Project Financing program seeks to address, in part, the City's housing crisis and the need for affordable rental homes. It also provides housing to the low-income households earning 60% of the area median income (AMI) or about \$55,260 for a family of four, and to very low-income residents earning 30% AMI or less, many of whom are at-risk of homelessness. Housing produced under this program are regulated for a minimum of 60 years (policy target 99 years). In addition, the restructures of regulated units retain the affordability and habitability of existing affordable housing projects.

This program provides the needed City investments to enable affordable housing projects to be developed by nonprofit and for-profit partners. PHB financings, for the most part, are awarded through a Notice of Funding Availability (NOFA) to ensure that projects awarded with the City's subsidized funding are through a transparent, widely accessible, public process. PHB issues one to two NOFAs each year and awards five to ten projects for funding per year. It is expected that in the next one to three years, most, if not all, PHB issued NOFAs will be funded by the GO Bond or the Metro Bond as these have short time frames for implementation.

PHB's funded portfolio is expected on average to have 20 requests for rehabilitation, restructures, and modifications each year, since each project is expected to require major rehabilitation or refinancing every 15 to 25 years. And as the affordable housing portfolio increases, requests of this nature are expected to increase. In some cases, restructures will require additional PHB funding as well as a new tax credit partnership.

Equity Impacts

The Multi Family Rental Project Financing program supports the PHB mission of addressing the housing needs of the people of Portland through: 1) building and preserving quality, affordable housing; 2) supporting programs that help low income Portlanders find, rent, buy, retain, and repair their homes; and 3) reaching out to communities of color to ensure their participation in economic opportunities that quality housing investments create.

The Multi Family Rental Project Financing program seeks to advance equity by requiring its development partners to report on their efforts to provide contracting opportunities to disadvantaged minority, women, and emerging small business – service disabled veterans (DMWESB-SDV), and compliance with federal and local low income workforce utilization goals. PHB has a well-documented history of supporting equity and inclusion in contracting. Since its inception, the bureau has met or exceeded the City of Portland's goal of 20% Disadvantaged, Minority, Women, and Emerging Small Business (DMWESB) for construction sub-contracts. In July of 2016, PHB committed to a goal of 30% DMWESB participation by the year 2021 by implementing annual 2% target increases for all multi-family funded projects. Through a concerted outreach effort, the bureau also has supported workforce training and hiring goals.

Success in this program would be realized when the housing produced by the various funding sources a) increases the number of affordable housing units available and accessible to BIPOC households; and b) achieves an aggregate 30 percent utilization of DMWESB-SDV construction contracts.

Changes to Program

Due to COVID-19's impact to the local economy, the bureau has experienced a significant reduction in budget projections of Construction Excise Tax proceeds. These proceeds were being used to develop multi-family rental development for smaller, innovative supportive housing projects and for pre-development activities for Portland Housing Bond projects. A reduction in these resources will lead to a reduction in the number of new affordable and/or supportive housing units. Depending on the full impact of these proceeds, it could also introduce a potential risk for developers unable to advance their own funds to cover the pre-development costs needed to make the projects secure full financing.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	901,967	878,822	799,958	608,305	608,305
External Materials and Services	48,736,344	24,745,930	49,691,480	30,838,531	30,838,531
Internal Materials and Services	269,328	70,851	0	0	0
Capital Outlay	3,705,556	6,712,383	0	0	0
Bureau Expenditures Total	53,613,195	32,407,985	50,491,438	31,446,836	31,446,836
Fund Expenditures					
Debt Service	124,043	0	0	0	0
Fund Transfers - Expense	3,211,602	0	0	0	0
Fund Expenditures Total	3,335,646	0	0	0	0
Ending Fund Balance	7,016,941	3,650,718	0	0	0
Requirements Total	63,965,782	36,058,703	50,491,438	31,446,836	31,446,836
FTE					
	7.03	12.19	5.82	4.72	4.72

Budget Narrative

Resources

The Multi Family Rental Project Financing program has a wide range of funding sources that pay for project financing and staff. Traditionally, the primary source has been the TIF housing set-aside that directs up to 45% of all TIF expenditures to affordable housing per City policy. Federal funds such as CDBG and HOME are another traditional source for multi-family project financing. Local funding has increased significantly in the last three years, with the City and County both contributing General Fund resources via the Housing Investment Fund (HIF). In addition, City Council added a Construction Excise Tax (CET) dedicated primarily to multi-family development.

Expenses Almost all program expenditures are disbursements made as part of the financing package for multi-family affordable rental housing projects. PHB lends the resources listed above to make up a financing gap typically found with affordable projects. These gap funds cover the difference between the equity a project attracts and the money that can be borrowed against the project as part of the financing package. For FY 2019-20, the amounts appropriated are either: a) projects under construction, b) projects with a legal funding commitment, or c) projects for which funding has been awarded. The secondary cost is staffing costs for the team related directly to the packaging and oversight of the bureau contribution to projects.

Staffing Staffing for this program consists of 5.82 FTEs (including an additional Senior Housing Loan Coordinator being added with existing resources), who spend an estimated 70% of time on developing new affordable rental housing and about 30% on restructuring and modifications of affordable housing projects. This team collaborates with other bureau staff and the City Attorney’s Office in getting project financing delivered. The same positions working in this program are also working on the bond programs.

Assets and Liabilities This program finances capital assets owned by other nongovernmental entities through loans. These assets are represented on the City’s financial statements by approximately \$438 million of gross loan receivables (for which the City holds a property lien), which is primarily soft debt, thus the net receivables are closer to \$60 million. The value received by the City for the difference in the gross and net figures is the approximately 400 properties with over 13,000 units developed using these loans. These assets, while not owned by the City, represent a significant and critical component in the affordable housing resources available to the residents of Portland. All PHB gap-financed buildings are required to have asset management plans and replacement reserves. In addition, the Risk Assessment and Compliance (RAC) team reviews regulatory agreements for compliance with asset management requirements, grant funding requirements, and in some cases financial condition.

Program Information

Program Contact: Jill Chen

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Website: www.portlandoregon.gov/phb

Policy and Planning

Program Description & Goals

The PHB Policy and Planning program staff are responsible for the policy and planning functions of the bureau. The work of this program is dynamic and includes implementation of community and City plans for new initiatives, policy frameworks for program implementation, policy research and recommendations, City code and administrative rules, Memorandums of Understanding and Intergovernmental.

Agreements development and implementation, and oversight and advisory body staff work. The work of the Policy and Planning staff is directed by the PHB Director, Commissioner-in-Charge, and City Council.

There are no program-specific performance measures associated with this program, but goals include increased resources to meet and exceed the City's affordable housing goals, the implementation of national housing policy best practices, the structure of programs to meet the changing needs of low-income Portland households, development and implementation of plans and programs based on the direction of City Council, the administration of code and rules based on direction from City Council.

Explanation of Services

Affordable housing, renter protections, anti-displacement, equitable development and homelessness prevention are priority issues for Portlanders and City Council. To address these issues, the City has many new and ongoing initiatives requiring policy and planning work. This program funds staff who each are assigned a portfolio of policy and planning issues. Many initiatives are consistent year-to-year, but as new initiatives are identified by City Council, the Commissioner-in-Charge, or the bureau, they are assigned based on workload and expertise.

In recent fiscal years new products of this program include: COVID-19 rent assistance programs, the Portland Housing Bond policy framework, Joint Office of Homeless Services IGA management, the Permanent Supportive Housing 2,000 Unit Plan, N/ NE Housing Strategy development and implementation, mandatory relocation assistance code and administrative rules development, Inclusionary Housing program development, construction excise tax program development, affordable housing land use bonuses and incentives, the SW Corridor Equitable Housing Strategy, and Broadway Corridor planning.

Equity Impacts

The Policy and Planning program supports the PHB mission of addressing the housing needs of the people of Portland through supporting programs that help low income Portlanders find, rent, buy, retain, and repair their homes; and, bringing together 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. This program advances equity by assessing the housing market and its impacts on different communities in Portland, and designing and implementing

policy and program interventions that meet the diverse needs of different communities, grounded in remedying historically racist housing policies and practices. Success in this program would result in the reduction or elimination in housing disparities between communities with regard to housing cost and stability.

Changes to Program

In the current fiscal year, assessing impacts of COVID-19 and planning and implementing COVID-19 housing services are a substantial new body of work. . The bureau anticipates this work will continue into FY 2021-22, in addition to new planning work, but this work can likely be absorbed with current resources.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	1,407,974	592,526	641,178	669,848	893,107
External Materials and Services	351,862	87,115	654,212	512,812	471,109
Internal Materials and Services	(211)	3,800	0	0	0
Bureau Expenditures Total	1,759,626	683,441	1,295,390	1,182,660	1,364,216
Ending Fund Balance					
Requirements Total	1,759,626	683,441	1,295,390	1,182,660	1,364,216
FTE	12.64	7.00	5.08	5.08	7.08

Budget Narrative

Resources The Policy and Planning Team is funded by a variety of sources within the bureau. Staffing is charged to the same sources as the Business Operations, Data Analytics and Systems, and Director’s Office programs: TIF, federal grants, the HIF, and the General Fund.

Expenses Program expenses are primarily salaries and benefits for policy and planning staff, as well as materials and services for consulting, meeting space and materials, printing and distribution, etc.

Staffing This program includes 5.08 FTEs. Staff are assigned a portfolio of policy and planning issues (see Explanation of Services section) and are responsible for the associated work products.

Assets and Liabilities N/A

Program Information

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Portland Housing Bureau

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Portland GO Bond Multi-Family Rental Housing Project Financing

Program Description & Goals

In 2016, Portland voters approved Measure 26-179, Portland’s Housing Bond, which authorizes the City to issue up to \$258.4 million in general obligation (GO) bonds for affordable housing. PHB plans to use Portland’s Housing Bond proceeds to develop new affordable housing and purchase non-regulated occupied rental housing. The priorities and goals established by the Bond’s Policy Framework guide how PHB identifies, purchases, builds, and renovates new homes. The policies and goals in place regarding how to use the bond funds are to:

- ◆ Build or acquire 1,300 or more affordable housing units, of which 650 of the bond funded units should be ‘family-sized,’ i.e. two or more bedrooms. At least 600 units will be for households earning 30% or less of area median income (AMI), and 300 will be supportive housing for households experiencing homelessness, contingent upon availability of services funding
- ◆ Create access for Priority Communities, identified as: communities of color; families, including families with children, immigrant and refugee communities, and intergenerational households; households experiencing homelessness or at imminent risk of becoming homeless; and households facing imminent displacement.

Bond metrics are included in the Multifamily Affordable Rental Housing program offer since a singular affordable housing project can be funded by multiple PHB sources.

Explanation of Services

In the first two years of implementation of the Portland GO Housing Bond, the Oregon Constitution restricted the use of GO Bonds for projects that were owned by a public entity. During this time, PHB purchased two existing apartment complexes – The Ellington (263 units) and 105th and Burnside (51 units) – and offered development rights to the construction of 3000 SE Powell (206 units) to Home Forward, a public housing authority.

On November 6, 2018, voters changed the Oregon Constitution to allow for the lending of GO Bond proceeds for the creation of affordable housing. This meant that PHB has returned to its typical public- private partnership model for the creation of affordable housing.

In April, 2019, PHB announced a Bond Opportunity Solicitation (BOS), a \$77 million funding opportunity for new construction projects, property acquisitions, and the rehabilitation of existing buildings for affordable housing. This marked the first time private and nonprofit developers were able to submit proposals for bond funding following the state constitutional amendment.

Through the BOS, PHB awarded \$114.3 million to nine new projects, adding approximately 930 units of affordable housing to the Portland Housing Bond pipeline, including 443 units affordable at 30% AMI, 329 units of family-size housing, and 254 units of Supportive Housing.

Combining these nine projects with the three already funded by the Portland Housing Bond, PHB, through its development partners, is slated to meet or exceed all of the goals set out by the 2016 measure. The ten projects are expected to financially close during Fiscal Years 2020-21 and 2021-22, a milestone that demarks the beginning of construction.

Equity Impacts

The Portland GO Bond Housing program supports PHB's mission of addressing the housing needs of the people of Portland through: 1) building and preserving quality, affordable housing; 2) supporting programs that help low income Portlanders find, rent, and retain their homes; and 3) reaching out to communities of color to ensure their participation in economic opportunities that quality housing investments create.

The Portland GO Bond Housing program seeks to advance equity by evaluating each proposer for Portland Bond funds on their commitment to advance racial equity and serve communities of color as priority populations. As part of the Bond Solicitation process, each developer will be asked to submit an equity plan that demonstrates their ability to meet PHB's disadvantaged minority, women, and emerging small business-service disabled veterans (DMWESB-SDV) contracting goals and workforce training goals; effective outreach and marketing strategies to reach priority population; experience with low barrier screening criteria; and provision of culturally responsive resident and supportive services.

Success in this program would be realized when the housing produced by the Portland GO Bonds a) increases the number of affordable housing units available and accessible to BIPOC households; b) achieves an aggregate 30 percent utilization of DMWESB-SDV construction contracts; and c) supports the creation of 300 Supportive Housing units for chronically homeless households.

Changes to Program

Over the course of the past year, two projects have been able to significantly increase its unit production due to changes to zoning and/or more land becoming available. Altogether, the units added to development plans this year means there are now 1,490 units of Bond housing open or in development throughout our city—enough housing for approximately 3,072 people. This represents an increase of 190 affordable housing more units, or 15%, than initially expected to create through the Portland Housing Bond.

Due to the financial impact of COVID-19, investors seeking to provide LIHTC equity in affordable housing projects are hesitant to make future commitments in 2021. Projects without commitments for tax credits may face reductions in pricing not seen since the housing crash of 2007. Therefore, the remaining Portland Bond funds will only be released once the ten projects have secured all other financing to ensure these projects can move forward and be constructed as budgeted.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	0	567,085	1,189,594	1,147,192	1,126,261
External Materials and Services	0	5,649,145	116,326,849	87,118,459	87,139,390
Internal Materials and Services	0	472,507	747,472	0	0
Bureau Expenditures Total	0	6,688,737	118,263,915	88,265,651	88,265,651
Fund Expenditures					
Debt Service	0	621,949	2,188,542	0	0
Fund Transfers - Expense	0	0	550,000	550,000	550,000
Fund Expenditures Total	0	621,949	2,738,542	550,000	550,000
Ending Fund Balance					
Requirements Total	0	7,310,687	121,002,457	88,815,651	88,815,651
<hr/>					
FTE	0.00	2.70	8.49	8.39	8.19

Budget Narrative

Resources	Primary resources for this program are proceeds from the Housing GO Bond. Some bond related staffing and administrative costs that are not bond reimbursable are paid from the Housing Investment Fund.
Expenses	The primary expenses of the program to date have been the acquisition of apartment properties and land for development. This activity will now shift to disbursements of PHB bond-funded loans made as part of the financing package for awarded multi-family affordable rental housing projects. The secondary cost is staffing costs for the team related directly to the packaging and oversight of the bureau contribution to projects.
Staffing	Staffing for this program consists of 8.39 FTEs (including a portion of an additional Senior Housing Loan Coordinator being added with existing resources), who collaborate with other bureau staff and the City Attorney's Office in getting project financing delivered. The same positions working in this program also are working on the Multi-Family Rental Project Financing program and the Metro GO Bond Multi-Family Rental Housing program.
Assets and Liabilities	A number of capital assets have been purchased to date through the Portland Housing Bond program, through a combination of the Housing GO Bond, the Short-term Rental Revenue Bond, interim borrowing, TIF, and Housing Investment Fund sources. These assets include the following apartments: the Ellington, East Burnside, the Joyce, NE Prescott, and the Westwind Apartments. As an aging

existing property, the Ellington has significant future major rehabilitation needs and maintenance expense. PHB is working with its contracted asset manager Home Forward on capital asset plans for the Ellington. Property management costs for all properties can be found in the Property Management program offer, along with further discussion of asset and liability issues for these properties.

Program Information

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Property Management

Program Description & Goals

PHB currently owns 16 parcels of real property. Properties fall into four categories: land leases for affordable housing development, housing owned by the bureau, properties under development, and properties planned for future development.

- Land Leases: Three properties are land under long-term (up to 99 years) ground leases for affordable housing development. Lessees are responsible for operations and maintenance of the land.
- Housing Bureau Owned Properties: The Housing Bureau owns four rental properties – the Fairfield, the Ellington, East Burnside, and the Headwaters. Home Forward asset manages these buildings on PHB’s behalf.
- Properties under active development: There are four properties owned by PHB that are under active development, including: 3000 SE Powell being developed by Home Forward; 5827 NE Prescott being development by NAYA and Community Development Partners; Westwind being developed by Central City Concern; and the Joyce Hotel renovation being rehabilitated by Community Partners for Affordable Housing. These properties are all being developed as part of Portland’s Housing Bond and the 2019 Bond Opportunity Solicitation. PHB will convey a fee simple interest in these PHB-owned properties under Disposition Development Agreements. The deeds of conveyance for these sites will contain a Deed Restriction on the land requiring the site to be used for affordable housing for 99-years unless released by the City.
- Properties for future development: PHB owns five properties which will be available for future affordable housing development on varying timelines - 60th and SE Stark, 102nd and E Burnside, N. Williams and Alberta, and Carey Boulevard. Another property, the 5020 N. Interstate Ave. site, was previously awarded for home ownership but the developer could not secure all of the financing needed. This site will be made available for development again in the future. In addition, PHB is planning to address rehabilitation and repair needs at two properties - the Ellington and Fairfield Hotel.

Explanation of Services

PHB has a number of responsibilities and requirements as a result of owning property which fit into two broad categories: day-to-day property management and longer-term asset management. Property management includes such activities as tenant services, leasing, maintenance, security, and vendor contracting. PHB has leveraged the capacity and expertise of Home Forward to asset manage its occupied rental properties and to property manage all, where possible, sites for future development.

Equity Impacts

The Property Management program supports the PHB mission of addressing the housing needs of the people of Portland through: 1) building and preserving quality, affordable housing; 2) supporting programs that help low income Portlanders find, rent, buy, retain, and repair their homes; and 3) reaching out to communities of color to ensure their participation in the economic opportunities that quality housing investments create.

The Property Management program seeks to advance racial equity by promoting housing access for vulnerable populations through the implementation of project screening criteria, marketing and lease-up plans, and ongoing programming, partnering with culturally specific services, homeless service providers, and neighborhood-based organizations for outreach and referrals into the housing.

Success in this program results in an increase in the number of affordable homes available to low-income households and an increase in the number of BIPOC households and other vulnerable populations, such as those living with disabilities and households experiencing homelessness, accessing affordable housing opportunities through PHB-owned developments or developments on land leased from PHB.

Changes to Program

In 2019, PHB included three owned properties in the Bond Opportunity Solicitation to be developed by mission-based partners for Portland’s Housing Bond program. At the time of the solicitation, PHB had intended to provide these sites to the awarded developer on a 99-year ground lease. Given the complexity of structuring private equity that utilizes Low Income Housing Tax Credits (LIHTCs) with a PHB 99-year leasehold and the importance of giving lenders clear security interest, PHB will convey a fee simple interest in these PHB-owned properties under Disposition Development Agreements. The deeds of conveyance for these sites will contain a Deed Restriction on the land requiring the site to be used for affordable housing for 99-years unless released by the City.

In FY 2020-21, PHB addressed unexpected capital and maintenance needs at the Headwaters Apartments. In FY 2021-22, PHB will plan for capital and maintenance needs at the Fairfield Hotel and Ellington Apartments.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	79,985	54,587	98,981	101,219	101,219
External Materials and Services	2,914,610	5,230,431	9,748,146	5,299,188	5,299,188
Internal Materials and Services	185,430	136,779	231,321	160,945	160,945
Capital Outlay	0	5,554	0	0	0
Bureau Expenditures Total	3,180,026	5,427,351	10,078,448	5,561,352	5,561,352
Fund Expenditures					
Debt Service	398,474	0	509,000	549,999	549,999

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Contingency	0	0	559,209	342,581	342,581
Fund Transfers - Expense	0	0	56,526	108,106	108,106
Fund Expenditures Total	398,474	0	1,124,735	1,000,686	1,000,686
Ending Fund Balance					
Requirements Total	3,578,500	5,427,351	11,203,183	6,562,038	6,562,038

FTE	0.22	0.28	0.78	0.81	0.81
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Budget Narrative

- Resources** Acquisition of these properties utilized many funding sources: TIF, HIF, various bond proceeds, and interim financing. Operations and maintenance of the properties are covered primarily by property income (rents), although holding costs for a couple are covered by TIF, and the bureau is subsidizing two others from HIF sources. In FY 2019-20, one-time and ongoing funds were added to support drug and alcohol treatment services as part of permanent supportive housing services.
- Expenses** Current expenses are the operations and maintenance of the properties. These expenses can include major maintenance items that are not capitalized.
- Staffing** PHB has spread staffing responsibility for this program among the Affordable Rental Housing, Bond, and Business Operations teams. This consists of approximately 0.72 FTE dispersed over a number of individual staff positions.
- Assets and Liabilities** PHB property assets have a value of approximately \$90 million. These properties vary in need from major rehabilitation to major maintenance to construction. Newer properties like the East Burnside and Headwaters apartments have time to build maintenance reserves, while older properties like the Ellington may need additional financing to address major maintenance issues. For PHB-owned buildings, property management contractors are required to provide multi-year capital needs assessments for review by bureau staff, and Home Forward advises on proper replacement and capital reserve amounts.

Program Information

- Contact:** Tanya Wolfersperger
- Contact Phone:** 503-823-1354
- Website:** www.portlandoregon.gov/phb/26428

Rental Services Policy and Planning

Program Description & Goals

The Rental Services Policy and Planning Program is responsible for data analysis, policy development, and regulation related to fair housing and landlord-tenant law. The program works to develop and implement policy and regulation associated with landlord-tenant and fair housing law. This work includes research, data analysis, and policy development as directed by the Housing Bureau Director, Commissioner-in-Charge, and City Council; staff support to the City's Rental Services Commission and Fair Housing Advocacy Committee; technical assistance for the public on local and state landlord-tenant law; administration of the City's mandatory relocation assistance exemption process; and administration of the City's rental unit registration requirement. There are no program-specific performance measures associated with this program offer.

Explanation of Services

Over 46% of households in Portland are renters, and renter households are disproportionately low income or from communities of color. When compared with similar jurisdictions across the nation, or the homeownership market, the rental housing markets in Portland and Oregon are making progress for a modern regulatory framework to maintain a healthy market for both renters and landlords. Outside of COVID-19, renters are experiencing higher rates of displacement due to the rising cost of rent and stagnant incomes, and this displacement has created a need for the City to address and modernize its services and regulations. COVID-19 has exacerbated this need as renters are disproportionately low-income, working in industries impacted by COVID-19, and from BIPOC communities.

This program is one of two associated with the Rental Services Office, the City's landlord-tenant and fair housing organization. This program exists to develop and implement policy and regulation associated with landlord-tenant and fair housing law. Some initiatives are consistent year-to-year, but as new initiatives are identified by City Council, the Commissioner-in-Charge, or the bureau, they are assigned based on workload and expertise.

This program is responsible for leading the coordination and implementation of Rental Services Office workplan and projects, along with the policy and planning associated with contract management, rental unit registration, rental unit application and screening process rules, and rental unit security deposit rules. Other responsibilities include contract management, mandatory relocation technical assistance, rental registration technical assistance and administrative processing. Moreover, this program is responsible for staffing and supporting the Fair Housing Advocacy Committee and the Rental Services Commission, data analysis, pilot program development and evaluation, and national research and comparative analysis.

The results of the program offer include increased knowledge and understanding of rights and responsibilities for landlords and renters under landlord-tenant and fair housing law; administrative processing of mandatory relocation assistance exemptions and payments; a complete registration of rental units; tenant-landlord services contracts; and successful development of policies and regulations as directed by City Council.

Equity Impacts

The Rental Services Policy and Planning program supports the PHB mission of addressing the housing needs of the people of Portland through supporting programs that help low income Portlanders find, rent, buy, retain, and repair their homes; and, bringing together 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.

This program advances equity by assessing landlord-tenant and fair housing law and its impacts on different communities in Portland and designing and implementing policy and program interventions that meet the diverse needs of different communities, grounded in remedying historically racist housing policies and practices. Success in this program would result in the reduction or elimination in housing disparities between communities with regard to fair housing violations, accessing rental housing units, forced entry and detainer evictions, no cause rental agreement terminations, and other rental housing actions.

Changes to Program

In FY 2019-20, 2.0 FTEs were funded with one-time General Fund resources. In FY 2020-21, those positions were funded with rental registration revenue. These 2.0 FTEs provide technical assistance to the public on landlord-tenant law and process exemptions for mandatory relocation assistance.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	0	128,535	182,806	182,285	182,285
External Materials and Services	0	14,575	10,000	0	0
Bureau Expenditures Total	0	143,110	192,806	182,285	182,285
Ending Fund Balance					
Requirements Total	0	143,110	192,806	182,285	182,285
FTE	0.00	1.45	1.27	1.27	1.27

Budget Narrative

Resources	The program is primarily funded by the City's General Fund, along with rental registration revenue and some CDBG resources.
Expenses	Program expenses are primarily salaries and benefits for policy and planning staff, as well as payments for consulting, meeting space and materials, printing and distribution, etc.
Staffing	This program offer includes 1.22 FTE. Staff are assigned a portfolio of policy and planning issues (see Explanation of Services section) and are responsible for the associated work products.
Assets and Liabilities	N/A

Program Information

Contact:	Kim McCarty
Contact Phone:	503-823-5312
Website:	www.portlandoregon.gov/phb

Tenant and Landlord Programs

Program Description & Goals

The Tenant-Landlord Program is responsible for services related to fair housing and landlord-tenant law, managing contracts for services with community-based organizations. These services include education and training, legal assistance, fair housing testing, emergency referral services, and emergency relocation assistance for health and safety. A primary focus of these contracted services is to provide access to information about rights and responsibilities so renters can overcome knowledge and resource barriers to quickly get their housing needs met and barriers resolved. If education services are insufficient, case management and legal assistance are available for issues including eviction, harassment, discrimination, and reasonable accommodations.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Number of households provided fair housing services	0	860	700	700	700
Number of households provided housing stabilization	0	272	245	245	245
Number of households provided landlord/tenant hotline services	0	5,137	3,145	3,145	3,145
Number of landlords/tenants provided face to face services	0	944	670	670	670
Number of landlords/tenants provided outreach, education, and engagement services	0	14,647	13,500	135,500	13,500

Explanation of Services

The Tenant-Landlord Program supports education and legal services that are provided through community-based contractors with expertise in landlord-tenant and fair housing law.

Education services include: hotlines for landlord-tenant and fair housing law; community trainings and technical assistance provided by culturally specific organizations; community workshops provided by legal assistance organizations; targeted education and training interventions provided by renter’s rights organizations; and other activities. Education is offered in a variety of formats including self-advocacy coaching, letter writing clinics, policy committees, and other interventions from legal and non-legal professionals on behalf of renters seeking assistance.

Legal services include: case management and referral services provided by culturally specific organizations and renters’ rights organizations; legal assistance and representation provided by landlord-tenant legal assistance agencies and fair housing organizations; fair housing testing and enforcement provided by legal assistance and fair housing organizations; two pilot programs: tenant-landlord mediation services and criminal record expungements; and other activities.

The results of the program include increased knowledge and understanding of rights and responsibilities for landlords and renters under landlord-tenant and fair housing law; resolutions to disputes between landlords and tenants; stabilized housings and the prevention of displacement; and the stable relocation to new housing.

Equity Impacts

The tenant and landlord programs support the PHB mission of addressing the housing needs of the people of Portland through supporting programs that help low-income Portlanders find, rent, buy, retain, and repair their homes; and bringing together 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. This rental services policy and planning program advances equity by assessing landlord-tenant and fair housing law and its impacts on different communities in Portland and designing and implementing policy and program interventions that meet the diverse needs of different communities, grounded in remedying historically racist housing policies and practices. Success in this program would result in the reduction or elimination in housing disparities between communities with regard to fair housing violations, accessing rental housing units, forced entry and detainer evictions, no cause rental agreement terminations, and other rental housing actions.

Changes to Program

There are no significant changes expected for FY 2021-22, although adjustments may be required depending on the level of Rental Registration revenue received by the City in FY 2020-21 and FY 2021-22.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	131,413	435,108	612,223	594,898	594,898
External Materials and Services	0	1,560,748	2,555,700	2,865,700	2,865,700
Internal Materials and Services	0	0	555,632	463,520	463,520
Bureau Expenditures Total	131,413	1,995,856	3,723,555	3,924,118	3,924,118
Fund Expenditures					
Contingency	0	0	103,850	251,872	251,872
Fund Expenditures Total	0	0	103,850	251,872	251,872
Ending Fund Balance					
Requirements Total	131,413	1,995,856	3,827,405	4,175,990	4,175,990
FTE	2.50	4.40	4.85	4.85	4.85

Budget Narrative

Resources

The program is funded from both Community Development Block Grant (CDBG) funding and General Fund ongoing resources. Rental Registration Fee revenue was new in FY 2020-21, and there is some uncertainty as to the level of that revenue that will be achieved in FY 2021-22.

Expenses Program expenses are primarily staff and contract payments for education and legal services. Staffing costs are associated with management of the contracts and operating the Relocation Assistance activity.

Staffing This program offer includes 4.90 FTE. Staff operate the Relocation Assistance activity and manage numerous Fair Housing, legal assistance, education, and outreach contracts.

Assets and Liabilities N/A

Program Information

Program Contact: Kim McCarty

Contact Phone: 503-823-5312

Website: www.portlandoregon.gov/phb

JOHS Administration and Operations

Program Description & Goals

The Joint Office of Homeless Services (JOHS) is the backbone agency supporting a collective impact approach to preventing and ending homelessness in Portland and Multnomah County. The City and the County consolidated resources and services under the JOHS to fund community initiatives to prevent and ultimately end homelessness for tens of thousands of individuals and families each year. The JOHS is guided by the shared values and common agenda of the A Home for Everyone (AHFE) partners and a commitment to maximizing the benefits of local public investments.

Explanation of Services

Homelessness is an ongoing crisis in Portland and Multnomah County. In the last several years, the city and county's communities have come together and responded in unprecedented ways. The JOHS represents a shared commitment between the City of Portland and Multnomah County to expand, improve, and simplify access to the range of services needed to address homelessness in our community.

JOHS administers contracts for homeless services, plans and manages systems of care, oversees system reporting and evaluation, conducts homeless street counts and one night shelter counts, and writes proposals to and monitors funds issued by the U.S. Department of Housing and Urban Development's Continuum of Care program. These operations affect the lives of tens of thousands of homeless singles, youth, families, and survivors of domestic violence in our community.

Through the JOHS, funds are contracted to 40-plus nonprofit and public agencies to provide a comprehensive range of services to assist people experiencing homelessness or housing instability. The JOHS receives funding and policy direction from the City of Portland and Multnomah County, and policy guidance from A Home for Everyone (AHFE), our regional ending homelessness initiative, as well as the City of Gresham and Home Forward. The JOHS, by integrating staffing and funding, offers the City and County enhanced operational coordination and effectiveness in the delivery of homeless services.

Equity Impacts

The JOHS is committed to and has taken numerous steps to realize the AHFE goal of achieving racial equity in homeless services and eliminating disparate rates of homelessness on the basis of race and ethnicity. To that end, the JOHS has:

- (1) Improved data collection and outcome reporting using inclusive racial identities;
- (2) Created standards of practice for all contractors that include cultural responsiveness and culturally specific service provision;
- (3) Included a requirement for organizational equity assessments, plans, and progress reporting in all contracts;
- (4) Prioritized and increased funding to culturally specific organizations through local procurement processes and prioritization of culturally specific programs in competitive federal applications; and

(5) Prioritized staff support to the AHFE Equity Committee, the local launch of a national initiative to address the role of racism in causing and perpetuating homelessness (“Supporting Partnerships for Anti-Racist Communities”), and the implementation of the AHFE equity lens in all AHFE planning efforts (including most recently around planning for chronic homelessness and permanent supportive housing).

The JOHS is further increasing its internal capacity to support racial equity work through the recent hire of an Equity Manager, who will lead the JOHS’s racial equity efforts with AHFE and its contractors, and the development and implementation of both the County’s, as well as an office-specific, workforce equity plan.

Multiple elements of structural racism drive racial disparities in homelessness both locally and nationally. Locally, people from three racial groups were confirmed to be over-represented in the homeless population, according to the 2019 Point in Time Count of Homelessness. These are people identifying as Native American/American Indian/Alaska Native, Native Hawaiian/Pacific Islander, or Black/African American. Among these three groups, people identifying as Native American/American Indian/Alaska Native were the most over-represented. People identifying as Black/African American were the least over-represented. Achieving equity in the delivery of homeless services requires that all communities have equitable access through multiple pathways into services, and that services are culturally specific and responsive. All JOHS investments are evaluated using an equity lens.

Changes to Program

There are no significant changes to this program planned for FY 2021-22.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
External Materials and Services	1,250,688	433,319	451,745	510,179	510,179
Bureau Expenditures Total	1,250,688	433,319	451,745	510,179	510,179
Ending Fund Balance					
Requirements Total	1,250,688	433,319	451,745	510,179	510,179

Budget Narrative

Resources

The City’s proposed contribution to the JOHS budget includes resources from the City’s General Fund and two federal grants: (1) Emergency Solutions Grant (ESG) and (2) Housing Opportunities for Persons with AIDS (HOPWA).

Portland Housing Bureau

Expenses City funds are pass through payments to JOHS and are used to support office staffing and service charges for facilities, information technology, distribution and records, and materials and supplies for office operations. City funds are passed through to the JOHS. The total JOHS budget is represented in the Multnomah County budget where the office is hosted. For more information, please see the Multnomah County JOHS budget.

Staffing For specific FTE detail, please see the Multnomah County JOHS Budget.

Assets and Liabilities N/A

Program Information

Program Contact: Marc Jolin

Contact Phone: 503-988-5531

Website: multco.us/joint-office-homeless-services

JOHS Employment Services

Program Description & Goals

A Home for Everyone (AHFE) partners have prioritized alignment of employment and housing resources to help people who are experiencing, or are at risk of homelessness, to achieve long-term economic and housing stability. This highly effective program connects employment and housing resources for homeless families, adults, and youth with a focus on culturally specific services.

Explanation of Services

This program sustains critical capacity in several targeted employment and housing initiatives, with an emphasis on meeting the needs of families, youth, and communities of color. All programs assist households experiencing homelessness or housing instability by offering a combination of housing assistance and access to a range of workforce supports, provided in a culturally specific or culturally responsive manner. Programs include:

- ◆ Family Employment Services provides capacity to an existing network of six nonprofit employment providers to connect families to career track employment services, housing resources, and community-based support, and to the Employment Opportunity Program (EOP). Participants who are survivors of domestic violence or who are eligible for the Supplemental Nutrition Assistance Program (SNAP) are prioritized.
- ◆ Youth Employment Services expands capacity provided by Homeless Youth Continuum partners to improve employment and housing alignment through pre-readiness support, job training, day labor opportunities, and work experiences and internships.
- ◆ Equitable Access to Employment, implemented by a culturally specific provider, supports individuals and families seeking employment and experiencing homelessness to secure culturally specific employment services.
- ◆ Adult Employment Services and Rent Assistance provides capacity through the EOP, and its multiple culturally specific providers, to offer employment and housing support for adults, including adults in couples or parents with adult children, rent assistance for housing placement, and career coaching and expanded one-stop employment services and resources to serve young adults of color, many of whom are exiting the corrections system.

Equity Impacts

Multiple elements of structural racism drive racial disparities in homelessness both locally and nationally. Locally, people from three racial groups were confirmed to be over-represented in the homeless population, according to the 2019 Point-in-Time Count of Homelessness. These are people identifying as Native American/American Indian/Alaska Native, Native Hawaiian/Pacific Islander, or Black/African American. Among these three groups, people identifying as Native American/American Indian/Alaska Native were the most over-represented. People identifying as Black/African American were the least over-represented.

Portland Housing Bureau

Achieving equity in the delivery of homeless services requires that all communities have equitable access through multiple pathways into services, and that services are culturally specific and responsive. All JOHS investments are evaluated using an equity lens.

This program advances racial equity by prioritizing employment and housing resources to communities of color. Of the employment and housing support services provided to participants that are experiencing homelessness or at imminent risk of losing their housing, at least 75% are from communities of color.

Changes to Program

There are no significant changes to this program planned for FY 2021-22.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
External Materials and Services	0	0	951,010	829,719	951,729
Bureau Expenditures Total	0	0	951,010	829,719	951,729
Ending Fund Balance					
Requirements Total	0	0	951,010	829,719	951,729

Budget Narrative

Resources

This program is supported by the City's General Fund

Expenses

City funds are pass through payments to JOHS and are used to support contracted services. The total JOHS budget is represented in the Multnomah County budget where the office is hosted. For more information, please see the Multnomah County JOHS budget.

Staffing

Not applicable. See Multnomah County's budget for staffing and FTE details.

Assets and Liabilities

N/A

Program Information

Program Contact: Marc Jolin

Contact Phone: 503-988-5531

Website: multco.us/joint-office-homeless-services

JOHS Homelessness Diversion

Program Description & Goals

Diversion services are a subset of homelessness prevention strategies that reduce the number of people becoming street and shelter homeless by diverting them from homelessness when they are leaving incarceration, a hospital, or an unsustainable doubled-up situation. Done correctly, diversion is a much better strategy for the individual or family because it avoids the trauma of becoming homeless. Like other prevention strategies, it can be substantially less costly to divert a person from homelessness than to help end it once he or she has become homeless.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Number of individuals prevented from becoming homeless	7,220	7,300	7,900	7,700	7,700

Explanation of Services

As an intervention, diversion is considered a trauma informed approach that keeps individuals and families from falling into street and shelter homelessness by helping them identify and gain access to alternative temporary and long-term housing options. Diversion is recognized nationally and locally as a critical tool in reducing street and shelter homelessness. This program funds diversions from homelessness for AHFE priority populations, in particular for women, people of color, people with disabilities, and people fleeing domestic violence. All of the providers contracted to provide services through this program are culturally specific or culturally responsive.

Diversion occurs primarily through three recommended strategies adopted by the AHFE Executive Committee, all of which have been shown to be effective at diverting people from homelessness: 1) flexible financial assistance for agencies providing shelter or coordinating access to shelter that allows them to help people sustain a current non-permanent living situation (e.g. safely doubled up) rather than come to shelter; 2) staff and financial support to assist with placing people who are leaving healthcare and treatment programs directly into permanent housing; and 3) long-distance transportation assistance to individuals and families with permanent housing options in other communities and who without the transportation assistance could not access that permanent housing and would instead access the local shelter system.

Equity Impacts

Achieving equity in the delivery of homeless services requires that all communities have equitable access through multiple pathways into services, and that services are culturally-specific and culturally-responsive. All JOHS investments are evaluated using an equity lens.

Of those newly prevented from becoming homeless in FY 2018-19, 76% were people from communities of color; 36% identified as Black or African American; 29% identified as Hispanic or Latino/a; 7% identified as American Indian or Alaska Native; 5% identified as Asian; and 3% identified as Native Hawaiian or Pacific Islander.

Changes to Program

There are no significant changes to this program planned for FY 2021-22.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
External Materials and Services	1,466,861	1,477,186	1,491,130	203,133	1,349,068
Bureau Expenditures Total	1,466,861	1,477,186	1,491,130	203,133	1,349,068
Ending Fund Balance					
Requirements Total	1,466,861	1,477,186	1,491,130	203,133	1,349,068

Budget Narrative

Resources The City's General Fund supports this program.

Expenses City funds are pass through payments to JOHS and are used to support contracted services. The total JOHS budget is represented in the Multnomah County budget where the office is hosted. For more information, please see the Multnomah County JOHS budget.

Staffing Not applicable. See Multnomah County's budget for staffing and FTE details.

Assets and Liabilities N/A

Program Information

Program Contact: Marc Jolin

Contact Phone: 503-988-5531

Website: multco.us/joint-office-homeless-services

JOHS Housing Placement/Retention

Program Description & Goals

For the majority of people experiencing homelessness, returning to permanent housing requires a combination of limited duration, highly flexible rent assistance, housing placement and retention support staffing, and help acquiring income. This housing placement and retention strategy, often referred to as ‘rapid rehousing’ (RRH), is a recognized national best practice and critical strategy prioritized through A Home for Everyone (AHFE) to significantly decrease homelessness among the most vulnerable in our community. RRH accounts for a significant majority of new placements into housing each year.

A goal of the bureau and the broader community is to ensure that homeless households placed in permanent housing retain their housing and do not return to homelessness. Twelve months after households exit a permanent housing program to a permanent destination, homeless service providers contact them to assess whether they are still housed. The target for housing retention is 75%. In FY 2018-19, the percentage of households due for a 12-month follow-up that were confirmed to have retained their housing was 64%. However, many households due for follow-up could not be successfully contacted, which reduced the positive outcome. Of the households successfully contacted, 85% were confirmed to have retained their housing.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Percentage of households moved from homelessness into housing that subsequently return to homelessness	26%	23%	25%	25%	25%
Retention rate of households placed in permanent housing at 12 months	64%	61%	75%	75%	75%
Retention rate of households placed in permanent housing at 12 months (of those successfully contacted)	0%	85%	80%	80%	80%
Total number of homeless individuals placed in permanent housing	5,770	5,090	5,500	5,950	5,950

Explanation of Services

Investments in rapid rehousing programs leverage significant federal, state, and local resources to support the efforts of people experiencing homelessness to secure and retain permanent housing. Services are delivered by a range of highly skilled nonprofit partners and directed to communities of color, women, and other vulnerable adults experiencing homelessness. Housing services include flexible rent assistance and housing placement and retention staffing accessed through:

- ◆ Culturally-specific service providers serving communities of color;
- ◆ Shelters, day centers, and street outreach programs;
- ◆ The Short-Term Rent Assistance program that consolidates multiple federal, state, and local funding streams into aligned eviction prevention and rapid rehousing delivered through close to 20 nonprofit partners through Home Forward; and
- ◆ Multi-agency mobile in-reach teams that include staff from culturally-specific, domestic violence, and behavioral health providers to assist adults in emergency shelters and other safety-off-the-streets options to quickly exit shelter and return to housing.

Equity Impacts

Achieving equity in the delivery of homeless services requires that all communities have equitable access through multiple pathways into services, and that services are culturally-specific and -responsive. All JOHS investments are evaluated using an equity lens.

Of those newly placed in Rapid Rehousing in FY 2018-19, 66% were people from communities of color; 40% identified as black or African American; 17% identified as Hispanic or Latino/a; 10% identified as American Indian or Alaska Native; 5% identified as Native Hawaiian or Pacific Islander; and 2% identified as Asian.

Changes to Program

There are no significant changes to this program planned for FY 2021-22.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
External Materials and Services	0	0	96,361,553	7,185,981	8,883,224
Bureau Expenditures Total	0	0	96,361,553	7,185,981	8,883,224
Ending Fund Balance					
Requirements Total	0	0	96,361,553	7,185,981	8,883,224

Budget Narrative

Resources

The City's contribution to the JOHS budget is General Fund resources.

Expenses City funds are pass through payments to JOHS and are used to support staffing and contracted services. The total JOHS budget is represented in the Multnomah County budget where the office is hosted. For more information, please see the Multnomah County JOHS budget.

Staffing Not applicable. See Multnomah County’s budget for staffing and FTE details.

Assets and Liabilities Not applicable.

Program Information

Program Contact: Marc Jolin

Contact Phone: 503-988-5531

Website: multco.us/joint-office-homeless-services

JOHS Safety Off the Streets

Program Description & Goals

This program provides for basic safety of people experiencing homelessness. This includes a range of emergency night and day shelter services, including shelter for specific populations, winter and severe weather shelter, and associated emergency services expenses. While not a solution to homelessness, emergency shelter and associated emergency services are vital to protecting the basic health and safety of individuals and families while they are experiencing homelessness, particularly those with disabling conditions and older adults. Day and night shelters are critical locations for people to learn about and access the services they need to find permanent housing, acquire an income, and receive health-related services. Most adult shelters have priority access for women, veterans, those with disabilities, and those ages 55 and older. Other shelters are specifically for youth under 24 years old, domestic violence survivors, and families with children.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Average length of time (days) spent in homeless shelter (all populations)	64	67	85	60	60
Number of individuals who accessed homeless services, but who had not accessed homeless services in the previous two years	5,410	5,360	6,400	5,500	5,500

Explanation of Services

Emergency shelter and associated emergency services are vital to protecting the basic health and safety of individuals and families while they are experiencing homelessness, particularly those with disabling conditions and older adults. This program includes the following:

- Night shelter: Overnight shelter programs for all populations include approximately 1,400 beds of year-round shelter and 300 beds of winter shelter. Shelters are low-barrier and most, such as the Willamette Center, operate 24/7. Funds are contracted to nonprofit providers to pay the operating expenses for shelter, including maintenance, staffing, materials and supplies, and on-site services.
- Day shelter: Day shelters serve the purpose of providing a safe place to be out of the elements during the day, access to showers and other hygiene services, and as a vital point of access to the services needed to end homelessness. Day shelters function as resource centers, bringing together numerous partners at one location to offer an array of services, including employment, health care, and education.
- Severe weather shelter: In the event of severe weather that significantly elevates the risk to people sleeping unsheltered in our community, additional shelter capacity is added and remains in place for the duration of the event. This program includes base funding to open severe weather shelter on an as-needed basis during the course of the year.
- Emergency assistance: This program also funds an array of services associated with ensuring basic safety, including staffing, flexible funding for material needs, and extended information and referral services during winter months.

- Alternative shelter: Alternative shelter spaces (including ‘villages’) provide a safe space to sleep and access resources for those who are not currently served by traditional shelters. People using these alternative shelters have improved access to services with the goal of moving in to permanent housing as quickly as possible.

Equity Impacts

Achieving equity in the delivery of homeless services requires that all communities have equitable access through multiple pathways into services, and that services are culturally-specific and -responsive. All JOHS investments are evaluated using an equity lens.

Of the people newly served in Emergency Shelter in FY 2018-19: 48% were people from communities of color; 24% identified as black or African American; 13% identified as Hispanic or Latino/a; 13% identified as American Indian or Alaska Native; 3% identified as Native Hawaiian or Pacific Islander; and 3% identified as Asian.

Changes to Program

There are no significant changes to this program planned for FY 2021-22.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	0	0	0	0	0
External Materials and Services	9,758,969	10,586,000	13,045,358	8,687,493	13,236,848
Bureau Expenditures Total	9,758,969	10,586,000	13,045,358	8,687,493	13,236,848
Ending Fund Balance					
Requirements Total	9,758,969	10,586,000	13,045,358	8,687,493	13,236,848

Budget Narrative

Resources	The City’s contribution to the JOHS budget is from the City’s General Fund and the federal Emergency Solutions Grant (ESG).
Expenses	City funds are pass through payments to JOHS and are used to support staffing, contracted services, and facilities charges. The total JOHS budget is represented in the Multnomah County budget where the office is hosted. For more information, please see the Multnomah County JOHS budget.
Staffing	Not applicable. See Multnomah County’s budget for staffing and FTE details.
Assets and Liabilities	N/A

Program Information

Program Contact: Marc Jolin

Portland Housing Bureau

Contact Phone: 503-988-5531

Website: multco.us/joint-office-homeless-services

JOHS Supportive Housing

Program Description & Goals

Supportive housing is recognized as the most successful intervention for people with significant disabilities who are homeless or at imminent risk of homelessness. Supportive housing is most commonly permanent housing, but in certain circumstances, including for people in recovery, transitional supportive housing (limited duration housing with intensive attached services) has proven an effective strategy to help people stabilize and return to unsupported permanent housing. The significant majority of supportive housing in our community is permanent supportive housing; it offers those who are chronically homeless or living with significant ongoing disabilities a combination of permanently affordable rent and longer-term wrap around support services needed to end their homelessness. This program offer funds a combination of long-term support services and operating expenses connected to supportive housing.

Performance	Actuals FY 2018-19	Actuals FY 2019-20	Target 2020-21	Target FY 2021-22	Strategic Target
Percentage of households moved from homelessness into housing that subsequently return to homelessness	26%	23%	25%	25%	25%
Retention rate of households placed in permanent housing at 12 months	64%	61%	75%	75%	75%
Total number of homeless individuals placed in permanent housing	5,770	5,090	5,500	5,950	5,950

Explanation of Services

On any given night, there are more than 1,700 individuals who have been homeless for more than a year and are living with one or more severe disabilities. These individuals are considered chronically homeless. Offering a combination of permanently affordable housing and appropriate ongoing support services has proven locally and nationally to be the most cost-effective response for those who are chronically homelessness. This program provides continued support for two types of programs prioritized by and coordinated through AHFE – transitional recovery housing and permanent supportive housing.

Permanent supportive housing serves those with long-term disabilities, including mental illness and addictions, who usually have long-term or cyclical homelessness in their background. Transitional recovery housing serves those who require time-limited intensive recovery and other support services, but who can graduate from intensive support services into unsupported permanent housing. Transitional housing provides no-cost or extremely low-cost housing for up to two years along with intensive recovery support services tailored to the needs of the target population.

This program provides a range of supportive housing for highly vulnerable disabled adults. In some cases, funding is used to provide only the support services because rent assistance is provided through, for example, a grant from the U.S. Department of Housing and Urban Development (HUD). In other cases, funds support primarily the long-term rental subsidy needs of participants, and support services are leveraged through other systems, such as the health care system. Finally, there are programs where local funds provide both the rental assistance and the bulk of the support services because of the unique needs of the subpopulation served by the program or the absence of other sources of support.

Equity Impacts

Achieving equity in the delivery of homeless services requires that all communities have equitable access through multiple pathways into services, and that services are culturally-specific and culturally-responsive. All JOHS investments are evaluated using an equity lens.

Of the people newly served in Permanent Supportive Housing in FY 2018-19, 52% were people from communities of color; 21% identified as American Indian or Alaska Native; 20% identified as black or African American; 13% identified as Hispanic or Latino/a; 5% identified as Native Hawaiian or Pacific Islander; and 3% identified as Asian.

Changes to Program

In late 2017, Portland City Council and the Multnomah County Board of Commissioners adopted parallel resolutions directing the development of a plan to guide the production of at least 2,000 new units of supportive housing in Multnomah County by 2028. The plan was completed in September 2018, and in the time since the resolutions were adopted, the City, County, and Home Forward have almost 1,000 new units of supportive housing that have already been developed or are in the pipeline. Many of these units have been created through coordinated capital investments from the Portland Housing Bond and dedicated supportive service funding through the Joint Office of Homeless Services. The creation of new supportive housing units will be dependent on identification of additional supportive housing capital, operating, and services funding. Recent passage of the Metro Regional Affordable Housing Bond, completion of a related regional supportive housing plan, and advancement of developing partnerships with the health and criminal justice sectors will aid in these efforts.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
External Materials and Services	8,028,727	9,626,084	11,977,497	13,385,816	13,816,066
Bureau Expenditures Total	8,028,727	9,626,084	11,977,497	13,385,816	13,816,066
Ending Fund Balance					
Requirements Total	8,028,727	9,626,084	11,977,497	13,385,816	13,816,066

Budget Narrative

Resources	The City’s contribution to the JOHS budget includes General Fund resources and the federal grant, Housing Opportunities for Persons with AIDS (HOPWA).
Expenses	City funds are pass through payments to JOHS and are used to support staffing and contracted services. The total JOHS budget is represented in the Multnomah County budget where the office is hosted. For more information, please see the Multnomah County JOHS budget.
Staffing	Not applicable. See Multnomah County’s Budget for staffing and FTE details.
Assets and Liabilities	N/A

Program Information

Program Contact:	Marc Jolin
Contact Phone:	503-988-5531
Website:	multco.us/joint-office-homeless-services

JOHS System Support Services

Program Description & Goals

Improving system coordination and access is one of the core strategies of A Home for Everyone (AHFE). This program funds the support services needed to make homeless services easier to access and more effective. These services support systems of care across populations as well as specific sub-populations (adults, families, youth, veterans, and domestic violence survivors). Supports include training, information and referral services, coordinated entry, partnership, and development.

Explanation of Services

The effectiveness of homeless services, overall and at the population-specific level, depends on the support services funded through this program, including:

- **Access:** Equitable and efficient access to available services is an essential commitment of (AHFE). Access starts with information about the services available and must be available in a variety of formats to reach diverse populations. Programs include telephone, online, and print information and referral, as well as in-person assessment. Equitable and efficient access to services also requires coordinated entry systems tailored to specific populations.
- **Training and Education:** Through AHFE, the JOHS community has adopted a set of guidelines for the delivery of services that anticipate shared practices that require system-wide and population-specific training for staff. There are also training and education programs offered to support people seeking services, both community-wide and within specific populations.
- **Partnership Development:** Increasing the resources available to people experiencing homelessness, beyond the JOHS, requires the development of partnerships that leverage resources in other systems and in the private sector. This program fosters these partnerships for the benefit of the effort to end homelessness as a whole and for specific populations. Examples include coordination among landlords and service providers, as well as services to recruit and support landlords to make units available for households referred through community nonprofits.
- **Point-In-Time Count:** In order to receive HUD funding, communities must conduct an annual point-in-time count of people sleeping in homeless shelters and a biennial point-in-time count of people sleeping in places not meant for human habitation (i.e. tents, cars, etc.). The sheltered and unsheltered count is a community-wide effort involving dozens of organizations. This program supports the efforts necessary to undertake a count including administrative support, communication, partner coordination, volunteer recruitment and management, as well as data entry and evaluation.

Equity Impacts

Achieving equity in the delivery of homeless services requires that all communities have equitable access through multiple pathways into services, and that services are culturally specific and responsive. All JOHS investments are evaluated using an equity lens.

In FY 2018-19, 31% of the Information and Referral callers identified as black or African American, 13% identified as Hispanic or Latino/a, 5% identified as American Indian or Alaska Native, 3% identified as Native Hawaiian or Other Pacific Islander, and 2% identified as Asian.

Changes to Program

There are no significant changes to this program planned for FY 2021-22.

Program Budget

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Requested No DP FY 2021-22	Requested FY 2021-22
Requirements					
Bureau Expenditures					
Personnel Services	1	0	0	0	0
External Materials and Services	2,343,814	2,721,505	1,134,275	701,744	1,095,848
Bureau Expenditures Total	2,343,815	2,721,505	1,134,275	701,744	1,095,848
Ending Fund Balance					
Requirements Total	2,343,815	2,721,505	1,134,275	701,744	1,095,848

Budget Narrative

Resources: The City’s contribution to the JOHS budget is from the City’s General Fund.

Expenses: City funds are pass through payments to JOHS and are used to support staffing and contracted services that cross systems of care and populations to improve access to homeless services. The total JOHS budget is represented in the Multnomah County budget where the office is hosted. For more information, please see the Multnomah County JOHS budget.

Staffing: Not applicable. See Multnomah County’s budget for staffing and FTE details.

Assets and Liabilities: N/A

Program Information

Program Contact: Marc Jolin

Contact Phone: 503-988-5531

Website: multco.us/joint-office-homeless-services



City of Portland
Portland Housing Bureau

PM1. Report for FY 2021-22 Requested Budget

Run Date & Time

Friday, January 29, 2021

4:36:54 PM

OUTCOME MEASURES

	Performance Measure	KPM	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Actuals	FY 2020-21 Target	FY 2020-21 YTD Actuals	FY 2021-22 Target	Strategic Target
HC_0106	Retention rate of households placed in permanent housing at 12 months	X	59%	64%	61%	75%	50%	75%	75%
HC_0111	Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	X	13%	25%	13%	10%	0	10%	10%
HC_0113	Percentage of households receiving home repairs and retaining their homes 12 months after services	X	80%	94%	89%	80%	0	80%	80%
HC_0121	Percentage utilization of minority contracts in housing construction (contract \$ awarded)	X	12%	17%	15%	10%	15%	10%	10%
HC_0127	Percentage of households receiving homebuyer subsidies from Communities of Color	X	N/A	0	83%	60%	83%	60%	60%
HC_0128	Number of people housed in newly opened affordable rental units	X	N/A	0	1,219	1,000	160	1,000	1,000
HC_0129	Retention rate of households placed in permanent housing at 12 months (of those successfully contacted)	X	0	0	85%	80%	89%	80%	80%
HC_0135	Percentage of privately developed residential units permitted as affordable through the Inclusionary Housing (IH) program	X	0	0	12%	10%	12%	10%	10%
HC_0136	Percentage of Inclusionary Housing (IH) units affordable at 60% AMI or below	X	0	0	63%	50%	63%	50%	50%
HC_0069	Vacancy rate of units built 0% to 60% median family income		3%	3%	3%	3%	0	3%	3%
HC_0108	Average length of time (days) spent in homeless shelter (all populations)		48	64	67	85	72	60	60
HC_0109	Number of individuals who accessed homeless services, but who had not accessed homeless services in the previous two years		5,018	5,410	5,360	6,400	940	5,500	5,500
HC_0110	Percentage of households moved from homelessness into housing that subsequently return to homelessness		28%	26%	23%	25%	20%	25%	25%

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HC_0118	Percentage of housing units opened or preserved in high opportunity areas	60%	61%	60%	50%	60%	5%	50%
HC_0120	Percentage utilization of minority, women, and emerging small business contracts in housing construction (contract \$ awarded)	20%	23%	30%	20%	30%	20%	20%
HC_0137	Percentage of family sized Inclusionary Housing (IH) units permitted	0	0	20%	15%	20%	15%	15%

EFFICIENCY MEASURES

	Performance Measure	KPM	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Actuals	FY 2020-21 Target	FY 2020-21 YTD Actuals	FY 2021-22 Target	Strategic Target
HC_0083	Administrative costs as a percentage of bureau level budget		5%	5%	5%	5%	0	5%	5%
HC_0117	Average investment per rental housing unit		\$100,000	\$96,000	\$85,000	\$125,000	0	\$125,000	\$125,000
HC_0119	Administrative costs as a rolling three-year average		7%	7%	7%	7%	0	7%	7%

OUTPUT MEASURES

	Performance Measure	KPM	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Actuals	FY 2020-21 Target	FY 2020-21 YTD Actuals	FY 2021-22 Target	Strategic Target
HC_0070	Housing units opened that are newly affordable	X	804	878	654	500	121	500	500
HC_0105	Total number of homeless individuals placed in permanent housing	X	5,591	5,770	5,090	5,500	1,000	5,950	5,950

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Code	Description	Indicator	2017-18	2018-19	2019-20	2020-21	2020-21	2021-22	2021-22
HC_0107	Number of individuals prevented from becoming homeless	X	7,458	7,220	7,300	7,900	7,440	7,700	7,700
HC_0130	Number of households provided housing stabilization	X	0	0	272	245	91	245	245
HC_0132	Number of households provided landlord/tenant hotline services	X	0	0	5,137	3,145	1,336	3,145	3,145
HC_0133	Number of landlords/tenants provided face to face services	X	0	0	944	670	97	670	670
HC_0115	Affordable housing units preserved		183	176	172	150	60	150	150
HC_0116	Rolling three-year average of total units opened and preserved		688	899	956	897	0	843	843
HC_0131	Number of households provided fair housing services		0	0	860	700	0	700	700
HC_0134	Number of landlords/tenants provided outreach, education, and engagement services		0	0	14,647	13,500	0	135,500	13,500

WORKLOAD MEASURES

Code	Performance Measure	KPM	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Actuals	FY 2020-21 Target	FY 2020-21 YTD Actuals	FY 2021-22 Target	Strategic Target
HC_0037	Count of households receiving homebuyer education or counselling		1,169	976	1,429	975	650	975	975
HC_0112	Number of households receiving home repairs		721	674	535	500	83	500	500
HC_0114	Number of households receiving indirect assistance through foregone revenue (mortgage credit certificate, limited tax exemption, and system)		104	266	176	140	30	140	140

Portland Housing Bureau

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Friday, January 29, 2021

4:36:54 PM

Decision Package Summary

Run Date: 2/1/21

Details

Run Time: 1:02:20 PM

DP: 11377 - Housing General Fund Reduction of 5%

DP Type

Priority

New

SUB

1

No

Package Description

The bureau is recommending the following to meet its 5% reduction target for the General fund and the Short-Term Rental fund:

- The elimination of a vacant Housing Management Assistant position currently assigned to the Communications Team;
- A reduction in bureau-wide travel and training;
- \$114,200 reduction to the East Portland Grants pilot program.

Service Impacts

The East Portland program and funding was originally allocated by City Council as a program to help incentivize affordability in private market rentals in exchange for rehabilitation loans. The program was not successful, and the funding waxed and waned over the ensuing years. A program manager was hired for the program in March of 2019 to work with the East Portland community on a community-based program design, while utilizing the available grant funds of \$484K for a grants-based program for 2 fiscal years. The grant funds were sequestered in the FY 2020-21 budget due to the COVID economic crisis. The Housing Bureau received authorization to once again program the funds in the Fall BuMP. The \$484,000 in funds have been allocated for a rent assistance program in East Portland for the remainder of the fiscal year.

Because the program does not yet have program outcomes or a complete program design in place, we recommend reducing the available grant and program funds in the amount of \$114,200 to meet the bureau's reduction target.

Equity Impacts

The equity impact of this reduction is relatively limited because of the limited reach of the program. If this temporary program continued into next fiscal year as well, given the average amount of assistance received under the current program, the reduction in the number of households provided COVID rent assistance by six to eight households. If instead, the bureau were to proceed with the original use plan for the East Portland funds (grants for community based anti-displacement programs) the reduction would decrease the overall number of grants from a range of four to six down to a range of three to four.

Budget Detail

Fund		2021-22 Request - V52 with DP	2021-22 CBO Recommended- V53	2021-22 Proposed-V54	2021-22 Approved - V55	2021-22 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	-122,611	0	0	0	0
100000	Personnel	-59,157	0	0	0	0
213020	External Materials and Servi	10,466	0	0	0	0
213020	Personnel	-10,466	0	0	0	0
217020	External Materials and Servi	10,466	0	0	0	0
217020	Personnel	-10,466	0	0	0	0
221000	External Materials and Servi	15,700	0	0	0	0
221000	Personnel	-15,700	0	0	0	0
221005	Personnel	12,059	0	0	0	0
230000	External Materials and Servi	20,931	0	0	0	0
230000	Personnel	-20,931	0	0	0	0
	Sum:	-169,709	0	0	0	0

	Major Object Name	Revenue				
100000	General Fund Discretionary	-181,768	0	0	0	0
221004	Intergovernmental	-12,059	0	0	0	0
221004	Miscellaneous	12,059	0	0	0	0
221005	Intergovernmental	12,059	0	0	0	0
221005	Miscellaneous	0	0	0	0	0
	Sum:	-169,709	0	0	0	0

Decision Package Summary

Details

Budget Detail

Fund	2021-22 Request - V52 with DP	2021-22 CBO Recommended- V53	2021-22 Proposed-V54	2021-22 Approved - V55	2021-22 Adopted - V56
Major Object Name	Revenue				

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30001596 - Housing Management Assistant	-1.00	-67,433	0	-32,069	-104,661
Total	-1.00	-67,433	0	-32,069	-104,661

Decision Package Summary

Run Date: 2/1/21

Details

Run Time: 1:02:20 PM

DP: 11383 - N/NE Preference Policy

DP Type

Priority

New

ADD

0

No

Package Description

The implementation of the N/NE Preference Policy requires the Housing Bureau to annually, or twice annually, to administer a full application and waitlist management program. This includes outreach, engagement, and marketing; establishing and managing partnerships with community-based organizations and service providers; collecting and processing applications; and managing an ongoing waitlist for referrals to available program slots. To sustainably administer the N/NE Preference Policy, the Housing Bureau needs 2.0 FTE (1.0 Assistant Housing Program Specialist, and 1.0 Housing Program Coordinator) and \$75,000 in materials and services.

Service Impacts

Since 2016, the Housing Bureau has done its best to administer the N/NE Preference Policy with very limited resources and staffing. The bureau has temporarily reassigned staff from other programs, hired and rehired temporary staff, and operated above capacity. The bureau has now reached a point where these piecemeal solutions are no longer viable. The bureau now has over 500 affordable rental housing units, regularly leasing and releasing, that utilize the preference policy. In addition, with the recent action of City Council to increase the maximum indebtedness of the Interstate Corridor TIF District, the number of homeownership and rental units will only increase, increasing the workload associated with administering the N/NE Preference Policy.

If this decision package is not approved, the bureau will attempt to continue to administer the N/NE Preference Policy as it has been, but service quality will fall and the potential for mistake/failure will rise.

Equity Impacts

A cornerstone of the Housing Bureau's N/NE Neighborhood Housing Strategy is the N/NE Preference Policy, which prioritizes historic residents and their descendants for affordable homeownership and rental housing programs. This decision package will enhance the PHB's ability to address the housing needs of this community through supporting programs that help low income Portlanders find, rent, buy, retain, and repair their homes; and, bringing together 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. This program advances equity by assessing the housing market and its impacts on different communities in Portland, and designing and implementing policy and program interventions that meet the diverse needs of different communities, grounded in remedying historically racist housing policies and practices. Success in this program would result in the reduction or elimination in housing disparities between communities with regard to housing cost and stability.

Budget Detail

Fund		2021-22 Request - V52 with DP	2021-22 CBO Recommended- V53	2021-22 Proposed-V54	2021-22 Approved - V55	2021-22 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	75,000	0	0	0	0
100000	Personnel	223,259	0	0	0	0
	Sum:	298,259	0	0	0	0
	Major Object Name	Revenue				
100000	General Fund Discretionary	298,259	0	0	0	0
	Sum:	298,259	0	0	0	0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30001594 - Housing Program Specialist, Assistant	1.00	67,434	0	32,069	104,662
30001595 - Housing Program Coordinator	1.00	78,146	0	34,473	118,597
Total	2.00	145,580	0	66,542	223,259

DP: 11386 - East Portland Community Development Prog

DP Type

Priority

New

ADD

0

No

Package Description

The City has been increasing the volume of planning and community development project being implemented by various city agencies close to and in East Portland. These initiatives include, but are not limited to, the potential development of new TIF districts in Cully and East Portland, the East Portland equitable development project, the coordination of East Portland anti-displacement initiatives, in addition to increased service delivery (contract management) in East Portland. These initiatives are either directly managed by the Housing Bureau, or affordable housing is a core component of the planning and development project, and as a result, sustained staffing at the Housing Bureau is needed to support these efforts.

Service Impacts

In FY 2019-20 a limited-term program coordinator dedicated to the East Portland policy and planning work for the Housing Bureau was created. The intent of a limited-term position was to assess the need and value of the position before deciding whether to convert it to an ongoing position. In the short period of time since the position approval, the need, importance, and value of having an additional program coordinator to lead and support East Portland work is clear, and the desire to establish an ongoing position is supported by community stakeholders.

This decision package is to convert the current limited-term program coordinator (1.0 FTE) in the policy and planning program offer to a permanent position. Additional funding is not needed for this position, the bureau has ongoing general fund to support this. If this decision package is not approved, the ability of the Housing Bureau to develop policy and community development plans, and to contract manage direct services in East Portland, will be significantly reduced.

Equity Impacts

The conversion of the program coordinator position to ongoing will enhance PHB's capacity to address the needs of communities in Cully and East Portland, the East Portland equitable development project, the coordination of East Portland anti-displacement initiatives, in increased service delivery. This supports PHB's mission of addressing the housing needs of the people of Portland through supporting programs that help low income Portlanders find, rent, buy, retain, and repair their homes; and, bringing together 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. This program advances equity by assessing the housing market and its impacts on different communities in Portland, and in designing and implementing policy and program interventions that meet the diverse needs of different communities, grounded in remedying historically racist housing policies and practices. Success in this program would result in the reduction or elimination in housing disparities between communities with regard to housing cost and stability.

Budget Detail

Fund	2021-22 Request - V52 with DP	2021-22 CBO Recommended- V53	2021-22 Proposed-V54	2021-22 Approved - V55	2021-22 Adopted - V56
Major Object Name	Expense				
225030 Personnel	0	0	0	0	0
Sum:	0	0	0	0	0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30001593 - Housing Program Specialist	1.00	70,793	0	32,822	109,030
Total	1.00	70,793	0	32,822	109,030

DP: 11387 - Joint Office of Homeless Services

DP Type

Priority

New

ADD

0

No

Package Description

Since the inception of the Joint Office of Homeless Services (JOHS) in FY 2017, a significant portion of the critical services delivered by the office have been funded by the City with one-time-only funding. This package, when combined with the base budget requested program offers, provides the JOHS with a current service level budget. This funding package represents 19% of the total City contribution to the JOHS budget.

Our community's plan to address homelessness seeks to maximize reductions in homelessness through a strategic balancing of investments in programs that keep people in the housing they have, move people from homelessness back into permanent housing, and offer shelter options that provide safety off the streets and the necessary support services to transition people as quickly as possible to permanent housing. This package reflects a significant portion of our existing investments in all three areas. The funds contained here represent about 24% of the total City funding for emergency shelter capacity, including a significant amount of year-round shelter as well as seasonal and temporary shelter capacity. It also includes 19% of the current housing placement and retention capacity funded through the City's contribution to the JOHS budget, and about 4% of the contribution to supportive housing programs.

These investments support outreach and housing placement staff at multiple partner agencies, culturally specific services, rental assistance, housing retention services and wrap around supports for adult only households, families with children, and youth. A significant majority of funding committed to diversion programs and employment supports is also represented in this package.

Service Impacts

This program represents the one-time-only (OTO) City General Funds that have been supporting core ongoing services since the inception of the JOHS.

- \$394,104 System Support
- \$2,549,355 Safety off the Streets
- \$1,697,243 Housing Placement/Retention
- \$430,250 Supportive Housing
- \$1,145,935 Diversion
- \$122,010 Employment
- \$6,338,898

City funds are pass thru payments to JOHS and are used to support contracted services. The total JOHS budget is represented in the Multnomah County budget where the office is hosted.

This funding supports the existing current service level services resulting in the total KPM's submitted for FY 2022.

System Impacts:

Collectively, funding this current service capacity provides the following services to the community:

1. Maintains over 300 year-round emergency shelter beds, serving approximately 1,600 people annually and avoiding the equivalent of a nearly 20% increase in unsheltered homelessness;
2. Places at least 110 people from shelter into permanent housing;
3. Provides 25 units of youth transitional housing with around the clock support services;
4. Maintains 45 units of supportive housing;
5. Prevents 675 people from becoming homeless through diversion and employment assistance; and
6. Supports a multi-disciplinary outreach team that provides housing placement services and rent assistance.

Assumptions: What are the assumptions and estimates used in describing the expected results/outcomes? Based on prior year outcomes.

Measuring outcomes: Does the bureau have a system in place to track and report on expected results? JOHS has a comprehensive outcomes tracking system through the Homeless Management Information System and quarterly reporting. In all cases the funded provider will be obligated to provide regular outcome reporting.

Equity Impacts

Multiple elements of structural racism drive racial disparities in homelessness both locally and nationally. Locally, people from three racial groups were confirmed to be overrepresented in the homeless population, according to the 2019 Point in Time Count of Homelessness. These are people identifying as Native American/American Indian/Alaska Native, Native Hawaiian/Pacific Islander, or Black/African American. Among these three groups, people identifying as Native American/American Indian/Alaska Native were the most overrepresented. People identifying as Black/African American were the least overrepresented.

Achieving equity in the delivery of homeless services requires that all communities have equitable access through multiple pathways into services, and that services are culturally-specific and -responsive. All JOHS investments are evaluated using an equity lens.

These investments will positively impact the health, safety and opportunity to escape homelessness of some of the most vulnerable populations in our community. While the JOHS is committed to minimizing the impact of reductions in current service level for culturally-specific organizations and other organizations that are best positioned to decrease racial disparities in homelessness, any loss to current service levels will negatively affect system-level ability to decrease racial disparities in homelessness and improve racial equity outcomes.

Budget Detail

Fund	2021-22 Request - V52 with DP	2021-22 CBO Recommended- V53	2021-22 Proposed-V54	2021-22 Approved - V55	2021-22 Adopted - V56
Major Object Name	Expense				

Decision Package Summary

Details

Budget Detail

Fund		2021-22 Request - V52 with DP	2021-22 CBO Recommended- V53	2021-22 Proposed-V54	2021-22 Approved - V55	2021-22 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	6,338,897	0	0	0	0
	Sum:	6,338,897	0	0	0	0
	Major Object Name	Revenue				
100000	General Fund Discretionary	6,338,897	0	0	0	0
	Sum:	6,338,897	0	0	0	0

DP: 11388 - JOHS Shelter Capital

DP Type

Priority

New

ADD

0

No

Package Description

On any given night, there are over 2,000 people who were unsheltered living in Multnomah County. In FY 2019, both the City and County committed to \$5.0 million for a total of \$10 million to support shelter capital funding. This funding was established to develop long term, high quality, year-round emergency shelters, and to continue providing seasonal temporary shelter during cold weather months. To date, the City, through JOHS and the Portland Housing Bureau (PHB), has invested \$3.0 million. This package funds the balance of the City's \$5.0 million commitment at \$2.0 million. These resources are matched by the County funds already budgeted for shelter capital by Multnomah County. Prior to the formation of the Joint Office, the City and County were faced with an unprecedented housing and homelessness crisis. The Joint Office is guided by the shared values and the common agenda of A Home for Everyone (AHFE). In order to have a lasting impact on the homelessness crisis, a three-pronged, balanced approach was created that included prevention, shelter expansion, as well as housing placement and retention. Initially, shelter space was sought that could be used immediately to provide safety off the streets for our most vulnerable community members. At the time, it was understood that some of the space would be shorter term, using temporarily vacant space offered by local business owners or in City or County-owned buildings, like the Hansen Building. While there is still a role for temporary seasonal shelter, we are actively working to transition all year-round shelter to higher quality facilities. This program offer will provide the needed capital for the JOHS to move forward in developing high quality, year-round shelter capacity for multiple populations in improved facilities; as well as, funding to support the establishment of additional alternative/transitional shelter and temporary/seasonal shelters. These resources will complement funds for shelter capital provided by Multnomah County.

Service Impacts

Please describe the service delivery model, including organizational structures, FTE, budget information and performance measures. Impact: What are the expected results/outcomes of the request? Please refer to impact on performance measures and KPMs as appropriate. This request will result in high quality long term emergency shelter development, including alternative shelter/transitional shelter. Assumptions: What are the assumptions and estimates used in describing the expected results/outcomes? This is a long standing commitment by the City of Portland. Measuring outcomes: Does the bureau have a system in place to track and report on expected results? JOHS has a comprehensive outcomes tracking system through the Homeless Management Information System and quarterly reporting. In all cases the funded provider will be obligated to provide regular outcome reporting.

Equity Impacts

These capital investments will positively impact the health, safety and opportunity to escape homelessness of some of the most vulnerable populations in our community. Our unsheltered population is increasingly made up of older, more disabled, people and it is disproportionately comprised of people of color – in particular people who identify as Native American, African American, and Native Hawaiian/Pacific Islanders. Within the highly vulnerable unsheltered population, those who are transgender face even more significant risks associated with their gender identity; they face unique forms of prejudice, discrimination, and too often violence based on their gender identity, including in traditional shelter programs. Alternative shelters also provide critical safety and support services to people whose history of trauma and/or disabilities make using larger, traditional shelters impossible. Of the people newly served in Emergency Shelter in FY 2020, 44% were people from communities of color; 22% identified as Black or African American; 13% identified as Hispanic or Latino/a/x; 12% identified as American Indian or Alaska Native; 3% identified as Native Hawaiian/Pacific Islander, and 2% identified as Asian.

Budget Detail

Fund		2021-22 Request - V52 with DP	2021-22 CBO Recommended- V53	2021-22 Proposed-V54	2021-22 Approved - V55	2021-22 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	2,000,000	0	0	0	0
	Sum:	2,000,000	0	0	0	0
	Major Object Name	Revenue				
100000	General Fund Discretionary	2,000,000	0	0	0	0
	Sum:	2,000,000	0	0	0	0



Portland Housing Bureau

Portland Housing Bureau FY 2021-2026 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 this 12-year forecast period has been maintaining affordable housing delivery levels in the face of a significant increase in resources for the first years of the 12-year period, and then a substantial decline in year four of the forecast to a new, lower level of stability. COVID-19 is having a significant short-term impact on the collection of the bureau's newer revenue sources, and the recovery of those sources will be slow.

Tax Increment Funding

PHB's history has been defined by tax increment funding (TIF) via the Council-approved affordable housing set-aside. The first steep drop in TIF resources foreshadowed a "TIF Cliff" that bureau forecasting showed bottoming out in FY 2016-17. This drop was due to declines in property values during the 2008 recession and led to significant staffing reductions to both Prosper Portland and PHB in FY 2010-11. The economic recovery after 2008, in addition to a 45% increase in 2015 to the housing set-aside ("TIF Lift") wiped out the first TIF Cliff. The TIF revenue source has been at a high level for the past four years, but PHB has been forecasting another more permanent downturn for the mid-2020s; and that downturn is now solidly in the five-year forecast window. The TIF districts (TDs) are reaching maximum indebtedness and/or the final year to issue debt. Council action would be required to create additional TDs or to extend and increase maximum indebtedness (as was recently done in the Interstate TD) depending on forecasted tax growth capacity.

Future Resources

In the absence of more TIF and the expiration of both the City and Metro Affordable Housing Bond authority, there will be a reduction to pre-TIF Lift multi-family project gap financing, acquisition, and homeownership programs. Homeownership programs will be heavily impacted, losing as much as two-thirds of their base funding. Bureau operations and staff indirectly involved in the delivery of services will also be impacted by the reduction in resources. This new level of bureau resources is more visible in the 12-year forecast included as an addendum to this document.

The bureau has relatively modest resources remaining in the post-TIF era with federal funds, the construction excise tax, rental registration fees, and future short-term rental resources. Again, this will be a similar level of resources experienced by the bureau prior to the TIF Lift in 2015 and the bureau's focus may shift more toward project financial restructures, rehabilitation, and regulatory compliance with fewer new unit production projects.

Continued stability from the bureau's federal grants will be a key component of this future funding mix. U.S. Department of Housing and Urban Development (HUD) entitlement grant amounts reflect the existing federal budget agreement for 2020 federal funds. The forecast assumes decreases post 2021 due to uncertainty over the long-term impacts of COVID-19 spending at the federal level, while in the short-term significant HUD

CARES Act funds are reflected in the forecast. Community Development Block Grant (CDBG) funding to the City can fluctuate slightly due to changes in regional poverty statistics. Loan income for both major entitlement grant funds continue to decline over the period. Further declines are attributed to loan pay offs or restructures.

Construction Excise Tax (CET) income had exceeded forecasts until the economic downturn caused by COVID-19. This revenue source was beginning to replace TIF as a primary source for multi-family project gap financing. However, a significant reduction is expected in the current year and FY 2021-22, with a slow 3 to 5-year recovery. Because there are significant limits on what staff and ancillary costs can be charged to CET, the Short-Term Rental Lodging Tax fund (STR) will need to pick up those costs as a more flexible funding source, but STR has also seen a substantial decline due to COVID-19 and may also see a similar slow recovery. These reductions and the need to shift staffing to other funding sources will coincide with efforts toward right-sizing the bureau to fit the new resource reality.

Other Risks to the Forecast

- Ongoing support services funding for new Permanent Supportive Housing (PSH) units and potential operating support for other new units is still under discussion with multiple local partners in the affordable housing continuum.
- Funding for homeownership programs as demand continues to expand outside of TIF districts.
- Continued growth in employee and central services support costs.
- As other City bureaus add housing affordability requirements, they look to PHB as a partner to provide regulatory compliance expertise, which PHB is not currently staffed for.

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, as well as federal budget decisions and economic conditions. Note that most fund summaries reflect unbudgeted working capital to show the movement of unused funds from one fiscal year to the next where it may be utilized. Therefore, some totals in the forecast won't match the budget load appropriations.

All Funds	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
General Fund	35,852,280	42,667,924	35,051,031	35,774,752	36,354,820	36,679,758
Housing Investment Fund	19,187,171	11,713,792	10,757,525	10,701,327	9,111,692	8,027,347
Rental Services Office	3,515,059	4,483,909	4,828,281	4,852,555	5,090,444	5,195,492
Housing Bonds	171,603,326	202,726,205	131,116,812	72,181,593	41,535,518	9,932,177
Construction Excise Tax	24,308,142	18,361,436	18,952,837	21,544,787	24,195,335	6,350,409
Inclusionary Housing	1,312,918	1,662,717	1,701,319	1,756,520	1,813,164	1,871,838
CDBG	26,184,699	12,406,666	9,596,970	9,465,433	9,228,571	8,825,182
HOME	12,407,802	11,471,420	4,371,463	4,204,081	4,092,987	4,080,365
Federal Grants	4,229,140	3,870,663	3,750,663	3,627,525	3,810,663	3,810,663
Tax Increment Financing	57,942,168	50,155,521	40,912,366	67,146,160	12,727,846	2,234,127
Property	10,259,262	7,952,358	7,552,129	7,402,762	7,086,944	7,073,602
Total	\$ 366,801,967	\$ 367,472,610	\$ 268,591,395	\$ 238,657,495	\$ 155,047,984	\$ 94,080,960
Requirements						
General Fund	35,852,280	42,667,924	35,051,031	35,774,752	36,354,820	36,679,760
Housing Investment Fund	19,187,171	11,713,792	10,757,525	10,701,328	9,111,692	8,027,347
Rental Services Office	3,515,059	4,483,909	4,828,281	4,852,555	5,090,444	5,195,492
Housing Bonds	171,603,326	202,726,205	131,116,812	72,181,592	41,535,518	9,932,177
Construction Excise Tax	24,308,142	18,361,436	18,952,837	21,544,787	24,195,335	6,350,409
Inclusionary Housing	1,312,918	1,662,717	1,701,319	1,756,520	1,813,164	1,871,837
CDBG	26,184,699	12,406,666	9,596,970	9,465,433	9,228,571	8,825,182
HOME	12,407,802	11,471,420	4,371,462	4,204,080	4,092,987	4,080,364
Federal Grants	4,229,140	3,870,663	3,750,663	3,627,525	3,810,663	3,810,663
Tax Increment Financing	57,942,168	50,155,521	40,912,367	67,146,161	12,727,846	2,234,127
Property	10,259,262	7,952,358	7,552,129	7,402,762	7,086,944	7,073,602
Total	\$ 366,801,967	\$ 367,472,610	\$ 268,591,395	\$ 238,657,495	\$ 155,047,984	\$ 94,080,960

General Fund

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Indirect Charges to Other Bureau Funds	2,386,275	1,951,287	2,025,541	1,834,933	996,806	673,005
<i>General Fund Discretionary</i>						
Joint Office One-Time	4,069,648	8,338,897				
PHB One-Time	(25,725)				400,000	
Joint Office Ongoing	25,928,799	28,606,378	29,178,506	30,053,861	30,955,477	31,884,141
PHB Ongoing	3,481,244	3,751,735	3,826,770	3,865,136	3,981,090	4,100,523
Services	12,039	19,627	20,216	20,822	21,447	22,090
Total	35,852,280	42,667,924	35,051,032	35,774,752	36,354,820	36,679,759
Requirements						
Personnel Services	979,317	1,048,916	1,091,922	907,670	624,885	650,505
External/Internal M&S - Operations	3,536,516	3,489,633	3,606,011	3,635,160	3,596,579	2,967,421
<i>Program Delivery</i>						
Joint Office	25,928,799	28,606,378	29,168,999	30,047,822	30,949,256	31,877,734
Joint Office One-Time	4,069,648	8,338,897				
Permanent Supportive Housing	322,400	322,400	322,400	322,400	322,400	322,400
COVID-19 Response						
Homeownership Access & Retention	491,800	491,800	491,800	491,800	491,800	491,800
East Portland Initiative	484,100	369,900	369,900	369,900	369,900	369,900
Renter-Landlord Services	39,700					
Total	\$35,852,280	\$42,667,924	\$35,051,031	\$35,774,752	\$36,354,820	\$36,679,760

Historical Look

PHB has been identified as a General Fund bureau for years, despite most of its funding comes from other sources. This funding mix began to change in FY 2006-07 when over \$6 million in one-time General Fund resources were allocated to the bureau in the Fall Budget Monitoring Process (BMP). This use of one-time funds for what would become ongoing services lead to a structural imbalance, and each subsequent annual budget submission included a substantial request for General Fund resources (ongoing and/or one-time) to fill the gap. Unfortunately, the gap was filled primarily with additional one-time funds. In FY 2012-13, the City Council directed that \$4.6 million of this serial one-time funding be converted to ongoing funding.

General Fund Discretionary

PHBs Base General Fund allocation is split – one portion (\$28,606,378) is the ongoing funding passed-through to the Joint Office of Homeless Services (JOHS); the portion that remains at PHB is \$3,751,735

The Requested Budget includes decision packages for the JOHS in the amount of \$6,338,897 one-time to maintain current service levels and \$2,000,000 one-time for shelter capital needs and programming. For PHB, in addition to the 5% (\$181,890) reduction package, the bureau is requesting \$298,635 in ongoing general fund resources to add one FTE and materials to continue the Preference Policy.

Internal Resources

Internal General Fund resources consist primarily of indirect cost recovery charges to the CDBG, TIF and bond funds. The bureau levies an 89.44% indirect charge (as outlined in the City's indirect cost plan) against the program staff costs in each of these funds. These charges offset the indirect costs (not staffing costs, which are charged directly) not attributable to the General Fund. Please note that the table above shows indirect charges as a Resource, instead of a contra-expense in External/Internal Material & Services. PHB also charges the Office of Equity and Human Rights (OEHR) for financial services.

Future Look

The bureau funds homeownership and rental access and stabilization programs with Tax Increment Financing (TIF) resources. While an excellent tool within TIF Districts (TDs), limiting these programs to those areas does not address gentrification and displacement in 87% of the city outside of TDs, General Fund dollars are a potential tool to provide these services Citywide.

The out years of the forecast show placeholders for additional one-time funding, in the event PHB needs a bridge in the process of right-sizing the bureau to new resource limitations.

Housing Investment Fund

Historical Look

The Housing Investment Fund (HIF) was formally created in 1995 to achieve the City's housing goals as established in the Metro 2040 plan and to 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 \$34.6 million over a 12-year period. The funds were almost exclusively transferred to Prosper Portland for housing development and retention programs. These funds were tracked in a Prosper Portland Housing Investment Fund that is now merged with the City HIF. A significant portion of the funds were packaged into loans, and income from these loans is the funding source for the primary HIF fund.

Primary HIF

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance						
<i>Working Capital</i>	169,127	1,960,126	1,822,014	1,672,582	1,498,699	1,365,592
Interest	15,000	15,000	15,000	5,000	5,000	5,000
Transfer from General Fund						
Other						
Loan Payoffs/Property Sales	1,874,301					
Loan Income	425,000	425,000	425,000	425,000	425,000	425,000
Total	\$ 2,483,428	\$ 2,400,126	\$ 2,262,014	\$ 2,102,582	\$ 1,928,699	\$ 1,795,592
Requirements						
Personnel Services	408,275	455,746	474,432	493,883	488,107	508,120
External/Internal M&S	15,027	26,037	25,000	25,000	25,000	25,000
General Fund Overhead	96,819	96,329	90,000	85,000	50,000	35,000
Contingency	3,181					
<i>Working Capital</i>	1,960,126	1,822,014	1,672,582	1,498,699	1,365,592	1,227,472
Total	\$ 2,483,428	\$ 2,400,126	\$ 2,262,014	\$ 2,102,582	\$ 1,928,699	\$ 1,795,592

Program Income

Program income includes loan income from the original HIF loans discussed earlier. HIF program income is used primarily to cover staff costs and special projects.

The major issue with loan income is that it is forecast to decline over time due to restructures and loan payoffs. To that end, the bureau is more conservative in how much ongoing staff cost to plan against this income stream and the forecast therefore reflects declining Personnel Services usage of HIF resources beyond the forecast period. This downward trend is tempered somewhat by the potential payoff of original HIF loans, and the City being repaid a portion of principal. This is an unpredictable occurrence, and the long-range forecast does not rely on any such payoffs.

Reserve and Match Funds

Risk Mitigation Guarantee Pool

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Working Capital	-	10,000	15,000	20,000	25,000	15,000
Cash Transfer	322,400	322,400	322,400	322,400	322,400	322,400
Interest	10,000	5,000	5,000	5,000	5,000	5,000
Total	\$ 332,400	\$ 337,400	\$ 342,400	\$ 347,400	\$ 352,400	\$ 342,400
Requirements						
External M&S						
Affordable Rental Housing	322,400	322,400	322,400	322,400	337,400	337,400
Working Capital	10,000	15,000	20,000	25,000	15,000	5,000
Total	\$ 332,400	\$ 337,400	\$ 342,400	\$ 347,400	\$ 352,400	\$ 342,400

The Risk Mitigation Pool is used to pay damage claims by subscribed landlords for excess wear and tear on housing units used for permanent supportive housing (PSH) by extremely low-income residents, often experiencing other challenges. 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. In addition, the size and usage of the Pool will be part of the ongoing discussions surrounding PSH funding as new units are added to the pool. PHB has been transferring General Fund PSH resources to replenish the pool.

HMIS (Homeless Management Information System) Local Match

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Working Capital	59,925	61,987	49,424	36,785	24,517	11,758
Intergovernmental Revenues	236,000	236,000	248,947	261,577	273,957	287,936
Interest	2,150	2,000	2,000	2,000	2,000	2,000
Total	\$ 298,075	\$ 299,987	\$ 300,371	\$ 300,362	\$ 300,474	\$ 301,694
Requirements						
Personnel Services	61,691	75,563	88,586	97,345	110,216	119,624
External M&S	174,397	175,000	175,000	178,500	178,500	182,070
Working Capital	61,987	49,424	36,785	24,517	11,758	
Total	\$ 298,075	\$ 299,987	\$ 300,371	\$ 300,362	\$ 300,474	\$ 301,694

PHB has developed a growing local match for the HUD McKinney HMIS grant, which is providing additional resources for the staffing of the program. The program provides homeless data collection services statewide and the bureau collects user fees from participating jurisdictions.

New to the HIF

There are some newer pieces to the HIF: 1) the Short-Term Rental lodging tax, 2) a Short-Term Rental per night fee, and 3) a Rental Registration fee. All funding sources are being used or may be used in conjunction with both Portland and Metro Bond affordable housing projects either as funding for use prior to the collection of program delivery fees or as a potential source for any project deficits.

Short -Term Rental Lodging Tax

Resources	FY 2020-21 Revised	FY 2021-22 Request	FY 2022-23 Forecast	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast
Beginning Balance						
<i>Working Capital</i>	2,784,245	28,582	3,551,439	2,832,245	1,955,931	1,325,940
Transfer from General Fund	557,969	338,369	330,000	336,600	343,332	350,199
Fall BuMP additional transfer	1,753,871		128,891	300,000	600,000	768,000
Interest	25,000	15,000	15,000	20,000	15,000	15,000
Bond Bridge Funding Repayment		3,982,617	-			
Total	\$ 5,121,085	\$ 4,364,568	\$ 4,025,330	\$ 3,488,845	\$ 2,914,263	\$ 2,459,139
Requirements						
Personnel Services	493,408	460,489	899,334	1,276,207	1,328,531	1,383,001
External M&S	60,137	67,830	85,000	85,000	85,000	85,000
ITS Fee		34,116	35,481	36,900	38,376	39,911
Bond Bridge Funding	3,982,617					
IH subsidy	364,000	231,803	133,270	134,807	136,416	128,014
Property subsidies	192,341	18,891	40,000			
<i>Working Capital</i>	28,582	3,551,439	2,832,245	1,955,931	1,325,940	823,213
Total	\$ 5,121,085	\$ 4,364,568	\$ 4,025,330	\$ 3,488,845	\$ 2,914,263	\$ 2,459,139

In November of 2015, the City Council approved shifting the short-term rental portion of Transient Lodging Tax proceeds from the General Fund to the Housing Investment Fund. This transfer will receive an annual cost of living adjustment and is limited to housing initiatives. The forecast reflects short-term rental income dropping substantially due to COVID-19, reflected by the significant drop in the projected fall BMP transfer amount.

The bureau is currently using STR as a source for non-bond eligible costs, as well as bridge funding until bond projects program delivery fees are available. Moving forward, STR will be a key source of staff funding and transitional bureau operations funding as affordable housing projects move from TIF and bond funding to CET (which has limitations on these uses).

Short -Term Rental Nightly Fee

Resources	FY 2020-21 Revised	FY 2021-22 Request	FY 2022-23 Forecast	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast
Beginning Balance						
<i>Working Capital</i>	4,106,669	2,761,711	3,277,411	3,802,139	2,735,856	1,888,522
Taxes	750,000	500,000	500,000	600,000	850,000	1,200,000
Interest	50,000	40,000	50,000	60,000	30,000	40,000
Total	\$ 4,906,669	\$ 3,301,711	\$ 3,827,411	\$ 4,462,139	\$ 3,615,856	\$ 3,128,522
Requirements						
Affordable Rental Housing				1,700,000	1,700,000	1,700,000
Joint Office One-Time	2,144,958					
ITS Fee		24,300	25,272	26,283	27,334	28,428
<i>Working Capital</i>	2,761,711	3,277,411	3,802,139	2,735,856	1,888,522	1,400,094
Total	\$ 4,906,669	\$ 3,301,711	\$ 3,827,411	\$ 4,462,139	\$ 3,615,856	\$ 3,128,522

Short-Term Rental per night fee resources were established in FY 2018-19, and there is not data enough to accurately forecast the future. In addition, this fee has been significantly impacted by COVID-19. These funds will factor into the bureaus future resources and could involve of uses around 0-60% AMI housing.

Rental Services Office SubFund

Resources	FY 2020-21 Revised	FY 2021-22 Request	FY 2022-23 Forecast	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast
Beginning Balance						
Working Capital	1,500,059	953,909	1,239,781	957,055	814,694	914,742
Fees	2,000,000	3,500,000	3,553,500	3,862,500	4,248,750	4,248,750
Interest	15,000	30,000	35,000	33,000	27,000	32,000
Total	\$ 3,515,059	\$ 4,483,909	\$ 4,828,281	\$ 4,852,555	\$ 5,090,444	\$ 5,195,492
Requirements						
Personnel Services	384,518	473,908	508,725	529,583	551,296	573,899
Bureau Indirect			219,534	226,129	232,913	239,901
External M&S	1,325,000	1,360,700	1,973,171	2,032,366	2,093,337	2,156,137
Software Maintenance Contract		600,000	618,000	636,540	655,636	675,305
Internal M&S	551,632	459,520	473,306	487,505	502,130	517,194
General Fund Overhead			78,490	125,738	140,390	146,309
Software Implementation	300,000	350,000				
Working Capital	953,909	1,239,781	957,055	814,694	914,742	886,747
Total	\$ 3,515,059	\$ 4,483,909	\$ 4,828,281	\$ 4,852,555	\$ 5,090,444	\$ 5,195,492

The Rental Services Office (RSO) is responsible for fair housing and landlord-tenant services, developing code and administrative rules associated with local landlord-tenant law, processing exemptions to local mandatory relocation assistance, and providing technical assistance and information (in person, via email, and over the phone) to renters and landlords on general landlord-tenant law.

To implement these responsibilities in FY 2019-20 the RSO appropriated \$2.8 million, including \$1.3 million of ongoing general and federal funds to cover direct staff and service costs and \$1.5 million of one-time general and cannabis funds to fund new programs, services, and pilots.

City Council authorized rental registration fees of \$60 per unit per year to raise revenue to cover some of the costs of the RSO. This fee level assumes less than 100% compliance in early years of the requirement, and the fee level will need to be adjusted to account for inflation and to ensure sufficient program resources.

The table above does not contain the entire current service level RSO budget. \$555,000 in staff and contract costs are funded by CDBG for FY 2021-22. \$214,000 in staff costs are funded with ongoing General Fund for FY 2021-22. Current fee estimates are not enough to absorb all costs into the RSO fund in the first two years of collections. These costs will be moved gradually to the RSO fund over the forecast period.

The forecast above reflects a lower first year estimate from the OMF Revenue Division than was estimated when the fee was passed by City Council. Estimates of revenue in subsequent years reflect this reset, with growth occurring due to assumed additional compliance, and three percent fee increases every two years. The five-year forecast shows maintaining current service levels. This forecast has no room for additional services from the rental registration fee, and the fee increases in the forecast may not be sufficient to cover current service levels outside of the forecast window.

Inclusionary Housing Fund

Construction Excise Tax

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance	-	-	-	-	-	-
<i>Working Capital</i>	15,908,658	11,705,436	10,237,837	12,621,837	18,198,037	3,332,047
Misc Taxes	2,500,000	2,500,000	2,559,000	2,686,950	2,821,298	2,962,363
Predev Loan Repayment	500,000	-	-	-	3,000,000	-
GO Bonds Predev Loan Repayment	5,224,484	4,000,000	6,000,000	6,000,000	-	-
Interest	175,000	156,000	156,000	236,000	176,000	56,000
Total	\$ 24,308,142	\$ 18,361,436	\$ 18,952,837	\$ 21,544,787	\$ 24,195,335	\$ 6,350,409
Requirements						
External M&S						
Opportunity Funds	-	-	-	3,000,000	20,500,000	2,150,000
OHCS Transfer	301,779	301,000	316,000	331,750	348,288	365,652
Affordable Rental Development Projects	7,406,494	1,807,599	-	-	-	-
Portland GO Bond Predevelopment Loans	4,688,993	2,000,000	2,000,000	-	-	-
Metro GO Bond Predevelopment Loans	-	4,000,000	4,000,000	-	-	-
Refunds	340,000	15,000	15,000	15,000	15,000	15,000
<i>Working Capital</i>	11,570,876	10,237,837	12,621,837	18,198,037	3,332,047	3,819,757
Total	\$ 24,308,142	\$ 18,361,436	\$ 18,952,837	\$ 21,544,787	\$ 24,195,335	\$ 6,350,409

This fund tracks receipts from the City's Construction Excise Tax that funds affordable housing initiatives. Per City Code chapter 6.08, 4% of these receipts are retained by the Bureau of Development Services for administration. Of the remaining proceeds, 15% is remitted to the Oregon Department of Housing and Community Services (OHCS); 50% remain in this fund for use on finance-based incentives for programs that require affordable housing; and 35% remain in this fund to support the production and preservation of affordable housing units at and below 60% AMI.

Future income forecasts are informed by economic forecast factors used by the Bureau of Development Services for tracking building permit fee activity. This forecast reflects both current and future development of multi-family projects, and the use of CET for predevelopment loans for both Portland and Metro Bond projects. Tax collections in FY 2020-21 have dropped significantly due to COVID-19 and are forecast to continue at this lower level in FY 2021-22. The recovery is anticipated to take three to five years. While this will not adversely impact the use of CET in support of Portland and Metro Bond projects, it will reduce funds available for future multi-family projects.

Tax Exemptions and Fee Waivers

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance						
Working Capital	217,461	-	-	-	-	-
Transfers	364,000	231,803	133,270	134,807	136,416	128,014
Program Subsidy (In Lieu)	15,912					
Charges for Services	710,568	1,430,514	1,567,649	1,621,313	1,676,369	1,743,424
Interest	4,977	400	400	400	379	400
Total	\$ 1,312,918	\$ 1,662,717	\$ 1,701,319	\$ 1,756,520	\$ 1,813,164	\$ 1,871,838
Requirements						
Personnel Services	835,948	881,069	917,193	954,798	993,944	1,034,696
External M&S	417,671	725,597	725,626	740,658	755,469	770,579
Internal M&S	10,739	11,780	12,016	12,256	12,501	12,751
Contingency	25,298					
General Fund Overhead	23,262	44,271	46,485	48,809	51,249	53,812
Working Capital						
Total	\$ 1,312,918	\$ 1,662,717	\$ 1,701,319	\$ 1,756,520	\$ 1,813,164	\$ 1,871,837

This fund tracks the revenues and expenditures associated with indirect subsidies, waivers, and fees paid in lieu of participating in programs, primarily the inclusionary zoning program.

The bureau has several programs that subsidize affordable housing and homeownership in an indirect way. One of these programs is the System Development Charge (SDC) Waiver program for affordable housing. The program is intended to assist developers by reducing their costs when building affordable housing, exempting them from paying SDC's levied by the City when they build residential housing units meeting program requirements. PHB also manages Limited Tax Exemption programs for single family homes (HOLTE). These programs offer eligible homebuyers who purchase newly-constructed homes in certain parts of Portland a ten-year limited property tax exemption.

The Inclusionary Housing Program requires that buildings with 20 or more new units make at least 20% of the units affordable to households earning at or below 80% of median family income (MFI) with options for complying. The options include: 1) provide 10% of the new building's units at or below 60% MFI; 2) provide 20% of the new building's units at 60% MFI; 3) provide 20% of the new building's units at 60% MFI, or 10% of the new building's units at 30% MFI, in another new building; 4) provide 25% of the new building's units at 60% MFI, or 15% of the new building's units at 30% MFI, in an already existing building; or 5) pay a fee-in-lieu of providing affordable units.

Another indirect affordable housing program managed by bureau staff is the Mortgage Credit Certificate Program (MCC). MCC is an IRS-approved tax credit, which reduces homeowners' federal income taxes as long as they keep the loan and continuously occupy the home as their principal residence. The maximum amount of the MCC tax credit equals 20 percent of the annual mortgage interest paid on the homebuyer's first mortgage loan. In calendar year 2016 the bureau processed 174 certificates (174 additional homeowners) valued at approximately \$8.2 million over the life of the loans.

Fees paid by applicants for these programs cover some of the cost of administration. New for FY 2021-22 are fees collected to cover inclusionary zoning applications.

Housing Property Fund

Resources	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Working Capital	339,961	2,090,274	1,650,548	1,395,454	983,116	855,605
Fund Transfers	4,084,061	45,781	-	-	-	-
Property Income	5,796,136	5,739,690	5,846,511	5,955,429	6,066,485	6,179,722
Interest	39,104	76,613	55,070	51,879	37,343	38,275
Total	\$ 10,259,262	\$ 7,952,358	\$ 7,552,129	\$ 7,402,762	\$ 7,086,944	\$ 7,073,602

Requirements						
Personnel Services - Direct Staffing	130,219	105,412	94,937	98,657	102,524	106,544
General Fund Overhead	56,276	108,106	93,126	96,154	99,284	102,521
Operating Costs	3,923,115	4,127,582	4,213,587	4,299,743	4,394,787	4,492,123
Debt Service	714,000	708,500	705,250	701,250	701,150	701,150
Reserves						
Major Maintenance	3,314,538	1,252,210	1,049,775	1,223,842	933,594	731,937
Replacements	30,840	-	-	-	-	500,000
Working Capital	2,090,274	1,650,548	1,395,454	983,116	855,605	439,327
Total	\$ 10,259,262	\$ 7,952,358	\$ 7,552,129	\$ 7,402,762	\$ 7,086,944	\$ 7,073,602

This fund was created in 2016 to house and track financial activity associated with bureau owned multi-family housing property operations. Reflected in the table are the gross operating revenues and expenses for the Ellington, Headwaters, East Burnside, and Fairfield Apartments, and future development parcels.

Federal Grants

Community Development Block Grant Fund

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Carryover/Working Capital	6,482,097	2,471,692	97,809	56,696	106,396	13,007
Grants	8,734,974	8,734,974	8,472,925	8,218,737	7,972,175	7,972,175
CDBG-CV1	5,139,281					
CDBG-CV3	4,501,662					
Program Income	1,326,685	1,200,000	1,026,236	1,190,000	1,150,000	840,000
Total	\$ 26,184,699	\$ 12,406,666	\$ 9,596,970	\$ 9,465,433	\$ 9,228,571	\$ 8,825,182
Requirements						
Personnel Services	1,241,779	1,170,684	1,218,682	1,268,648	1,320,663	1,177,020
Indirect	380,339	350,106	407,677	432,831	479,078	351,365
External/Internal M&S	30,000	30,000	30,000	30,000	30,000	30,000
Contracts						
Rental Services	555,000	555,000				
Affordable Rental Housing	11,014	12,000	12,000	12,000	12,000	12,000
Section 108 Repayment	767,000	776,000	780,000	792,000	802,000	807,000
Homeownership Access & Retention	350,000	200,000	204,000	204,000	208,080	208,080
Foreclosure Prevention	282,000	282,000	287,640	287,640	293,393	293,393
Homebuyer Education	544,000	544,000	554,880	554,880	565,978	565,978
H89020 Downpayment Assistance	500,000	500,000	510,000	510,000	520,200	520,200
H89010 Home Repair Grants	869,000	840,000	856,800	856,800	873,936	873,936
Economic Opportunity	2,349,067	2,349,067	2,278,595	2,210,237	2,210,237	2,210,237
CDBG-CV 1 PHB	3,854,461					
CDBG-CV 2 Prosper Portland	1,284,820					
CDBG-CV3	4,501,662					
Projects						
Opportunity Funds	6,192,865	3,500,000	2,400,000	2,200,000	1,900,000	1,700,000
3032 Powell		1,200,000				
Working Capital	2,471,692	97,809	56,696	106,396	13,007	75,974
Total	\$ 26,184,699	\$ 12,406,666	\$ 9,596,970	\$ 9,465,433	\$ 9,228,571	\$ 8,825,182

This fund is used to hold and account for the City's CDBG entitlement from HUD, as well as program income. 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 within 60 days, often after the City deadline for the PHB request budget. In the past, this led the bureau to budget the prior year entitlement allocation.

Caps

Among the limits on CDBG funding are caps on the use of funds for administration, 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 support staff and indirect costs under the administration and planning cap in addition to some service contracts and consulting services. Also found under the administration and planning cap are administrative activities under sub-recipient contracts with area service delivery agencies and Fair Housing programs. Under the public service cap, homebuyer assistance is funded.

Program Income

CDBG program income has been in decline from highs of approximately \$2-5 million in the past 15 years. Loan income is approximately \$1,000,000. PHB and HUD use program income figures from the HUD IDIS tracking

system for the purposes of cap calculations. This resource is also forecast to go down over time due to restructures and loan payoffs, which could impact staffing and program delivery spending.

Program Delivery

PHB funds program delivery staff under CDBG. Most program services are delivered via third party contract (the same is true with almost all 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 can build up CDBG funds to use in years where other resources are less available; but this can cause less future flexibility in using CDBG funds for other programs and present the risk of missing HUD expenditure timelines. The availability of CDBG for rental housing development and homeownership programs is one of the few resources available to PHB outside of TDs.

Future Look

Continued uncertainty about support in Washington, DC for federal housing programs makes it difficult to forecast future resources. As the graph on the next page shows, the bureau has seen a decline in CDBG entitlement funding from ten to fifteen years ago; and then a significant increase in the FY 2019 allocation. The bureau takes a conservative approach and assumes 3% declines over the near term of the forecast, with eventual corresponding decrease in spending. There is the potential of some loan payoffs in the forecast.

HOME

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Carryover/Working Capital	8,110,855	7,175,473	201,754	175,726	217,780	214,658
Grants	4,004,947	4,004,947	3,884,799	3,768,255	3,655,207	3,655,207
Program Income	292,000	291,000	284,910	260,100	220,000	210,500
Total	\$12,407,802	11,471,420	\$4,371,463	\$4,204,081	\$4,092,987	\$4,080,365
Requirements						
Personnel Services	448,624	438,175	406,140	422,792	440,126	458,172
External/Internal M&S						
CHDO Operating Support	100,000	120,000	120,000	120,000	120,000	120,000
Projects						
Opportunity Funds		5,000,000	2,800,000	2,600,000	2,500,000	2,500,000
H30561 Garden Park		1,000,000				
H30565 Powellhurst		2,815,000				
COVID-19 Response	3,120,000	1,000,000				
Gresham Funds	1,182,546	660,733	640,911	621,684	603,033	603,033
Admin	70,806	66,733	64,731	62,789	60,905	60,905
Multnomah County Funds	295,574	153,659	149,049	144,578	140,240	140,240
Admin	14,779	15,366	14,905	14,458	14,024	14,024
Working Capital	7,175,473	201,754	175,726	217,780	214,658	183,990
Total	\$12,407,802	11,471,420	\$4,371,462	\$4,204,080	\$4,092,987	\$4,080,365

This fund is used to hold and account for the City's HOME entitlement from HUD, as well as program income. Much like CDBG, HOME is a formula-based entitlement grant. It is subject to the same timeline as the CDBG entitlement, and thus the bureau has tended to budget the prior year entitlement allocation at the start of the City budget cycle. Currently, HUD has an adopted budget and HUD is in the process of developing allocations for participating jurisdictions.

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.

HOME also has subfunds, which puts additional restrictions on some of the allocation to benefit community-based developers. Another unique feature is that HOME funds are part of a local consortium with Gresham and Multnomah County, and PHB provides billing and administrative assistance via an IGA.

Program Income

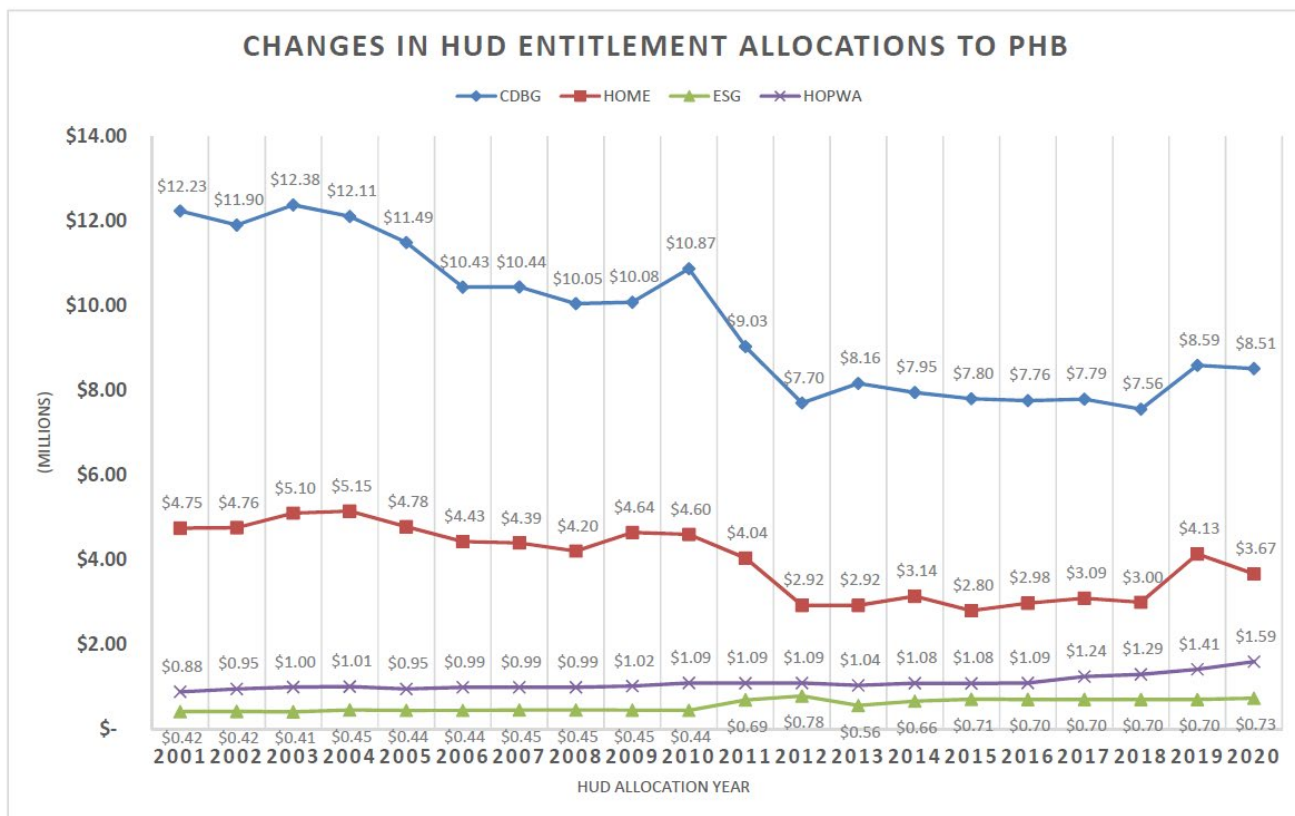
HOME program income has been in decline from highs of approximately \$2 million in the past fifteen years. Program income is currently approximately \$400,000. PHB and HUD use program income figures from the HUD IDIS tracking system for the purposes of program incomes and subfund usage calculations. The bureau currently budgets HOME program income conservatively as the administration cap usage have been traditionally been low under HOME. This resource is also forecast to go down moderately over time, which could impact staff and program delivery spending.

Program Delivery

PHB funds program delivery staff working on HOME funded projects from CDBG funds per HUD recommendation. HOME funds are used primarily for affordable housing development. The availability of HOME for rental housing development is one of the few resources available to PHB outside of TDs. The bureau can build up HOME funds to use in years where other resources are less available; but this can cause less future flexibility in using HOME funds for other programs and presents the risk of missing HUD expenditure timelines.

Future Look

As the graph on the next page shows, the bureau has seen a decline in CDBG entitlement funding from ten to fifteen years ago; and then a significant increase in the FY 2019 allocation. The bureau takes a conservative approach and assumes 3% declines over the near term of the forecast, with eventual corresponding decreases in spending. Loan income is forecast to continue to decline as noted above, though there is the potential of some loan payoffs in the forecast.



A steady downward trend in HOME and CDBG funding (in actual dollars) is interrupted only by boosts in funding early in the Great Recession of 2008-11 and then the significant increase of FY 19.

Other Federal Grants

Entitlement Grants

PHB receives two other, smaller entitlement grants in addition to HOME and CDBG – the Emergency Solutions Grant (ESG), used for shelter and supportive housing services; and Housing for Persons With AIDS (HOPWA). Both grant amounts are passed through to the Joint Office of Homeless Services. They are formula-based and subject to a similar allocation timeline process as HOME and CDBG and are subject to similar constraints noted in the discussions of those grants.

HOPWA

Resources	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	1,717,254	1,817,254	1,717,254	1,717,254	1,717,254	1,717,254
HOPWA-CV1	249,909					
Total	\$ 1,967,163	\$ 1,817,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254
Requirements						
External M&S		100,000				
HOPWA-CV1	249,909					
Homeless Services	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254
Total	\$ 1,967,163	\$ 1,817,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254

The HOPWA grant has shown significant growth over the past three funding cycles, leading future estimates continuing at the FY 2020 level with a higher confidence level. Also shown are HUD CARES Act awards, which like the base ESG award is programmed and spent by the JOHS.

ESG

Resources	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	747,743	747,743	747,743	747,743	747,743	747,743
ESG-CV1	2,578,424					
ESG-CV2	14,401,261					
Total	\$ 17,727,428	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743
Requirements						
Personnel Services	-	-	-	-	-	-
External M&S						
ESG-CV1	2,578,424					
ESG-CV2	14,401,261					
Homeless Services	747,743	747,743	747,743	747,743	747,743	747,743
Total	\$ 17,727,428	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743

ESG is forecast at a stable level, but prior year experience shows random decreases in the award, so there is some risk to a stable forecast. Also shown are significant HUD CARES Act awards, which like the base ESG award is programmed and spent by the JOHS.

Categorical Grants

The bureau also receives two competitive or categorical grants.

Lead Hazard Abatement

Resources	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast
17 Grant (HC00130)	1,018,477						
20 Grant (HC00160)	500,000	1,060,000	1,040,000	400,000			
				516,862	1,100,000	1,100,000	283,138
Total	\$ 1,518,477	\$ 1,060,000	\$ 1,040,000	\$ 916,862	\$ 1,100,000	\$ 1,100,000	\$ 283,138
Requirements							
Personnel Services	218,366	229,616	200,000	200,000	200,000	200,000	100,000
External M&S	18,327	90,000	63,000	63,000	63,000	63,000	15,000
Internal M&S			2,000	2,000	2,000	2,000	138
Homeownership Access & Retention	1,281,784	680,384	715,000	591,862	775,000	775,000	143,000
Bureau Indirect	-	60,000	60,000	60,000	60,000	60,000	25,000
Total	\$ 1,518,477	\$ 1,060,000	\$ 1,040,000	\$ 916,862	\$ 1,100,000	\$ 1,100,000	\$ 283,138

For over twenty years, PHB has been successfully applying for the HUD Lead Grant, the most recent version of which was awarded (\$3 million) in FY 2020-21 and extends into FY 2023-24.

McKinney-HMIS Grant

Resources	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	245,666	245,666	245,666	245,666	245,666	245,666
Total	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666
Requirements						
Personnel Services	158,632	170,666	170,666	170,666	170,666	170,666
External M&S	87,034	75,000	75,000	75,000	75,000	75,000
Total	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666

The McKinney Homeless Management Information System (HMIS) grant funds the Service Point system used by agencies and providers to track a wide range of social services data. As noted in the HIF section, the bureau receives income for servicing the system from partner agencies as a match in addition to the grant funds. The grant funds staffing, training, and software maintenance costs. The forecast reflects the long-term flat funding of this grant.

Tax Increment Financing – Housing Set Aside

Tax Increment Financing (TIF) is not new to either the City or to housing development. TIF funds for housing (also known as the Housing Set Aside) are expended by PHB, which is reimbursed by Prosper Portland, net of program income received by the bureau. PHB receives the program income directly, because the City now holds all affordable housing loans. Affordable housing funding in TIF Districts (TDs) is driven by the Housing set-aside passed by the City Council in 2006, updated in 2011, and modified in 2015 to allocate 45% of TIF dollars to affordable housing. There is another housing set-aside review due in FY 2020-21.

Structure

PHB has set up a series of funds to be able to track costs by TD. Indirect costs are collected in a TIF Reimbursement fund and are allocated to each TD based upon 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. There are also restrictions in terms of location. The location restrictions also put pressure on the bureaus' less restrictive funding sources when needs outside of TDs arise.

Tax Increment Revenue Forecast – Future Look

The affordable housing emergency and the demand for new units led to resources being pulled forward in the forecast. Funding from TIF sources will settle into the \$10-\$14 million range in the final three years. Into the later-2020's, residual income from loans made to affordable housing projects will continue to provide income for restructures or rehabilitation of existing projects.

TIF District	Maximum Indebtedness	Indebtedness Issued as of 06/30/19	Indebtedness Remaining as of June 30, 2019	Projected Indebtedness to Be Issued	Last Date to Issue Long Term Debt
Downtown Waterfront	\$165.0	\$165.0	\$0.0	\$0.0	2008
South Park Blocks	\$143.6	\$112.0	\$31.6	\$0.0	2008
Airport Way	\$72.6	\$72.6	\$0.0	\$0.0	2011
Convention Center	\$167.5	\$167.5	\$0.0	\$0.0	2013
Lents Town Center	\$245.0	\$185.8	\$59.2	\$59.2	2020
River District	\$489.5	\$465.4	\$24.1	\$24.1	2021
Gateway	\$164.2	\$61.0	\$103.2	\$34.9	2022
Central Eastside	\$126.0	\$117.1	\$8.9	\$8.9	2023
North Macadam	\$288.6	\$180.7	\$107.9	\$107.9	2025
Interstate Corridor	\$335.0	\$265.2	\$69.8	\$69.8	N/A
Neighborhood Prosperity Initiative	\$7.5	\$3.4	\$4.1	\$4.1	N/A

Notes:

- (1) Reduced Rate Plan: Bonds and Local Option Levies approved after 10/06/2001 do not contribute to TIF.
- (2) Standard Rate Plan: Local Option Levies approved after 01/01/2013 do not contribute to urban renewal. River District and NPI Districts are subject to revenue sharing.
- (3) Not all districts are projected to reach maximum indebtedness due to debt coverage requirements and current market conditions.

As the table above shows, all TIF districts are reaching maximum indebtedness and/or the final year to issue debt during the forecast. It should be noted that this table does not reflect the very recent increase in maximum indebtedness approved by Council in Interstate. It is estimated that remaining debt in TDs will begin to be paid off in FY 2023-24. Discussions are underway about what the next generation of TIF might look like; whether additional TIF districts could be added by City Council, or an extension of maximum indebtedness in an existing district potentially could lead to more housing set-aside being available are decisions not made yet. This forecast does not include any assumptions about changes to or potential future TDs.

The following is a brief discussion of trends in each TD.

TIF Districts finishing

The Downtown Waterfront, South Park Blocks, and Convention Center TIF districts are all well past the date to issue new debt and at the maximum limit (debt issued is scheduled for payoff in 2024-25). PHB expects to draw the remaining TIF housing set-aside during FY 2019-20; however, in both Downtown Waterfront and South Park Blocks the bureau has cash resources available from both loan payoffs and property sales.

- **Downtown Waterfront** – In Downtown Waterfront, these funds will be used in FY 2020-21 to complete the Henry affordable housing rehabilitation. Funds from this TD also purchased and funded the relocation for the Westwind Apartments, which will be the site of a Portland GO Bond affordable housing project. Loan income and potential loan payoffs will continue to provide limited resources through the end of the decade.

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Downtown Waterfront						
Resources						
Working Capital	8,616,234	510,800	388,043	768,382	898,642	300,690
Predev Loan Payoffs/Property Sales						
Loan Income	600,000	600,000	484,900	484,900	484,900	484,900
TIF Housing Set Aside	2,657	-	-	-	-	-
Other	50,000	12,260	6,668	10,000	19,021	6,000
Downtown Waterfront Total	\$9,268,891	\$1,123,060	\$879,611	\$1,263,282	\$1,402,563	\$791,590
Requirements						
Personnel Services - Direct Staffing	25,247	24,723	25,000	55,000	20,000	
Bureau Indirect Costs (Staffing and Overhead)	82,821	75,294	86,229	209,640	231,873	
Affordable Rental Housing						
Projects						
Opportunity Funds				100,000	850,000	
Westwind	272,000					
Henry - CCC	8,378,023	635,000				
Working Capital	510,800	388,043	768,382	898,642	300,690	791,590
Downtown Waterfront Total	\$9,268,891	\$1,123,060	\$879,611	\$1,263,282	\$1,402,563	\$791,590

- **South Park Blocks** – Funds will be used to pair with Portland GO Bond funds for the affordable housing project at the Joyce Hotel site, which was purchase with South Park Block resources. Loan income will continue to provide limited resources through the end of the decade, and the fund has residual cash for another potential project during the forecast.

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	Revised	Request	Forecast	Forecast	Forecast	Forecast
South Park Blocks						
Resources						
Working Capital	7,189,392	6,311,528	4,006,939	4,003,308	3,608,069	232,069
Predev Loan Payoffs/Property Sales		1,100,000			500,000	
Loan Income	124,000	124,000	124,000	124,000	124,000	124,000
TIF Housing Set Aside	145,056					
Other	24,264	15,141	19,615	28,877	25,000	3,237
South Park Blocks Total	\$7,482,712	\$7,550,669	\$4,150,554	\$4,156,185	\$4,257,069	\$359,306
Requirements						
Personnel Services - Direct Staffing	16,630	23,169	5,000	10,000	25,000	9,306
Bureau Indirect Costs (Staffing and Overhead)	54,554	70,561	17,246	38,116		
Affordable Rental Housing				500,000	4,000,000	350,000
Projects						
Joyce Hotel Development	1,100,000	3,450,000	125,000			
Working Capital	6,311,528	4,006,939	4,003,308	3,608,069	232,069	
South Park Blocks Total	\$7,482,712	\$7,550,669	\$4,150,554	\$4,156,185	\$4,257,069	\$359,306

- Convention Center** - The Home Forward affordable housing Block 45 project is currently in construction and includes funds from Multnomah County. This is likely the final project in this TD, as current loan income is scheduled to complete at the end of the forecast period. At this time, it is not clear if the remaining loan in the TD will provide additional residual funds for continued activity.

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Convention Center						
Resources						
Working Capital	79,903	50,000	-	62,500	125,000	
Loan Income	37,782	62,500	62,500	62,500	31,297	
TIF Housing Set Aside	316,573	-	-	-	-	
Convention Center Total	\$434,258	\$112,500	\$62,500	\$125,000	\$156,297	\$0
Requirements						
Personnel Services - Direct Staffing	11,081	11,288			7,509	
Bureau Indirect Costs (Staffing and Overhead)	36,350	34,378				
Affordable Rental Housing	-	66,834			148,788	
Projects						
Block 45 - HF	336,827					
Working Capital	50,000		62,500	125,000		
Convention Center Total	\$434,258	\$112,500	\$62,500	\$125,000	\$156,297	\$0

Neighborhood TIF Districts winding down

The Gateway, Interstate, and Lents TDs (commonly known as the neighborhood districts) still have housing set aside funds available, and the forecast shows these funds being programmed through four years of the forecast. With resources winding down, and unmet potential in each district, the potential for either extension of time and/or increasing debt limits where possible have been discussed. Decisions on that have not been made at this time and any action will require public process and City Council approval.

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Gateway Regional Center						
Resources						
Working Capital	(493,521)	-	-	-	-	
TIF Housing Set Aside	1,414,526	627,355	1,247,704	6,523,323	688,798	
Other						
Gateway Regional Center Total	\$921,005	\$627,355	\$1,247,704	\$6,523,323	\$688,798	\$0
Requirements						
Personnel Services - Direct Staffing	35,620	30,739	55,000	65,000	20,000	
Bureau Indirect Costs (Staffing and Overhead)	116,849	93,616	189,704	247,756	231,873	
Affordable Rental Housing	15,497	500,000				
Projects						
Opportunity Funds			1,000,000	6,207,567	436,925	
106th & Halsey	750,000					
Property Management	3,039	3,000	3,000	3,000		
Working Capital						
Gateway Regional Center Total	\$921,005	\$627,355	\$1,247,704	\$6,523,323	\$688,798	\$0

- Gateway Regional Center** – The 106th and Halsey affordable housing project is underway, using a mix of HOME and TIF funding. Additional funds for affordable housing during the forecast period, and additional resources due to bond issue savings push resources into FY 2023-24. An issue in Gateway has been the inability of the district to generate the same positive tax increment growth as other neighborhood TDs due to depreciation on personal property taxed equipment offsetting growth in real property values. The ability to issue debt in Gateway expires in 2022, and current tax forecasts for the district do not anticipate enough increment growth to issue any additional debt (beyond that planned for known expenditures) by that deadline.

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Interstate						
Resources						
Working Capital	1,670,309	-	-	-	-	-
Loan Income	40,000	52,509	41,731	34,426	30,000	17,160
TIF Housing Set Aside	18,552,596	15,056,111	18,105,772	28,056,835	3,707,409	
Other						
Interstate Total	\$20,262,905	\$15,108,620	\$18,147,503	\$28,091,261	\$3,737,409	\$17,160
Requirements						
Personnel Services - Direct Staffing	970,188	908,867	600,000	370,000	120,000	
Bureau Indirect Costs (Staffing and Overhead)	3,182,634	2,767,957	2,069,503	1,410,306	1,391,238	
Affordable Rental Housing		4,315,532	13,900,000	25,003,702	2,226,171	
Projects						
H30537 Strong Property	245,000	45,755	10,000	10,000		
H30274 King/Parks - PCRI	557,000					
H30270 N. Williams - Bridge	490,031					
Homeownership Access & Retention						
H89010 Home Repair Grants	500,000	500,000	200,000			
H30415 AAAH Kilpatrick	500,000					
H30536 Carey Blvd	33,000	13,000	13,000	13,000		
5020 Holding Costs		5,000	5,000	5,000		
N/NE Neighborhood Housing Strategy (\$20,000,000; \$21,000,000 gross)						
Outreach						
Planning, Policy, & Outreach	205,000	42,509				
Homeownership Access & Retention						
H89011 Homeowner Retention	877,370					
H89021 Homebuyer Assistance	281,338					
H30301 Proud Gound						
H89051 PCRI	542,406					
Home Repair Grants	260,000	160,000				
H89050 Olin	100,000					
TIF Lift (\$32,000,000; \$33,598,538 gross)						
Affordable Rental Housing		3,500,000				
H30342 Magnolia II - IHI	568,223					
H30321 Argyle	7,774,344					
Homeownership Access & Retention						
H89013 Homeowner Retention	450,000	1,200,000	1,030,000	959,253		
H89023 Homeownership Asst.		1,500,000				
H89013 Home Repair Grants	150,000	150,000	320,000	320,000		
H89051 Homeownership - DPAL	846,442					
H30290 Proud Ground 5020 Homeownership						
Prosper Portland Homeownership Strategy						
Homeownership Access & Retention						
H89014 Home Repair	1,109,237					
H89024 Homeownership Opportunity	620,692					
Working Capital						17,160
Interstate Total	\$20,262,905	\$15,108,620	\$18,147,503	\$28,091,261	\$3,737,409	\$17,160

- **Interstate** – The table above shows the additional funds generated from the increase in maximum indebtedness approved by Council. While activity slows in FY 2021-22, project activity will increase again through the rest of the forecast.

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Lents Town Center						
Resources						
Working Capital	357,335	-	-	-	-	-
Predev Loan Payoffs/Property Sales			300,000			
Loan Income	92,800	12,600	12,600	12,600	12,600	12,600
TIF Housing Set Aside	3,042,251	2,313,952	5,977,660	2,040,959	214,086	-
Interest	(216,727)					
Lents Town Center Total	\$3,275,659	\$2,326,552	\$6,290,260	\$2,053,559	\$226,686	\$12,600
Requirements						
Personnel Services - Direct Staffing	230,548	244,284	290,000	220,000	18,000	
Bureau Indirect Costs (Staffing and Overhead)	756,297	743,968	1,000,260	838,560	208,686	
Affordable Rental Housing		300,000	4,000,000	341,943		
Projects						
H30140 Woody Guthrie	70,408					
Homeownership Access & Retention						
H89010 Homeowner Retention	80,200				-	-
Home Repair Grants	500,000	500,000	500,000	353,056		
H89020 Homebuyer Financial Assistance	606,826	538,300	500,000	300,000	-	-
TIF Lift						
Homeownership Access & Retention						
H89013 Homeowner Retention	370,380					
Home Repair Grants	231,000					
H89023 Homebuyer Financial Assistance	430,000					
Working Capital						12,600
Lents Town Center Total	\$3,275,659	\$2,326,552	\$6,290,260	\$2,053,559	\$226,686	\$12,600

- **Lents Town Center** – This forecast reflects additional resources beginning in FY 2021-22. Current activity is focused on homeownership programs.

Downtown TIF Districts winding down

The River, North Macadam (South Waterfront), and Central Eastside districts are winding down as well, also reaching the last dates for issuing new debt during the forecast period. Each district still has housing set aside funds available, and the forecast shows these funds being programmed through the end of the forecast period.

	FY 2020-21 Revised	FY 2021-22 Request	FY 2022-23 Forecast	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast
North Macadam						
Resources						
Working Capital	204,852	-	-	-	-	-
Predev Loan Payoffs/Property Sales				1,000,000		
Loan Income	35,040	35,040	35,040	35,040	35,040	35,040
TIF Housing Set Aside	14,353,228	12,321,828	2,387,419	18,792,151	1,418,457	
Other						
North Macadam Total	\$14,593,120	\$12,356,868	\$2,422,459	\$19,827,191	\$1,453,497	\$35,040
Requirements						
Personnel Services - Direct Staffing	56,789	51,145	50,000	68,000	17,850	
Bureau Indirect Costs (Staffing and Overhead)	186,292	155,762	172,459	259,191	206,947	
Affordable Rental Housing						
Projects						
Opportunity Funds			1,000,000	19,500,000	1,228,700	
Riverplace	2,700,000					
H30673 Riverplace Parcel II	11,650,039	12,149,961	1,200,000			
Working Capital						35,040
North Macadam Total	\$14,593,120	\$12,356,868	\$2,422,459	\$19,827,191	\$1,453,497	\$35,040

- **North Macadam/South Waterfront** – The forecast reflects completion of Riverplace Phase I. Also reflected is funding of the Riverplace Phase II project using district funds and Metro Bond funds. The district still has significant opportunity funds for a future project(s), as well as a slight possibility of additional increment growth before the ability to issue debt expires in 2025.

	FY 2020-21 Revised	FY 2021-22 Request	FY 2022-23 Forecast	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast
Central Eastside						
Resources						
Working Capital	1,324	-	-	-	-	-
Loan Income	1,876	3,200	3,200	2,366	3,200	3,200
TIF Housing Set Aside	111,405	143,975	1,130,275	4,659,958	248,897	-
Other						
Central Eastside Total	\$114,605	\$147,175	\$1,133,475	\$4,662,324	\$252,097	\$3,200
Requirements						
Personnel Services - Direct Staffing	16,791	11,661	30,000	30,000	8,000	
Bureau Indirect Costs (Staffing and Overhead)	55,082	35,514	103,475	32,324	32,324	
Affordable Rental Housing	42,732					
Projects						
Opportunity Funds		100,000	1,000,000	4,600,000	211,773	
Working Capital						3,200
Central Eastside Total	\$114,605	\$147,175	\$1,133,475	\$4,662,324	\$252,097	\$3,200

- **Central Eastside** – The table on the previous page shows remaining funds in this TD. These funds are in the pre-planning stage, with no specific project identified at this time. The ability to issue debt in Central Eastside expires in 2022, and current plans for the district do not anticipate issuing any additional debt (beyond that planned for known expenditures) by that deadline.

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
	Revised	Request	Forecast	Forecast	Forecast	Forecast
River District						
Resources						
Working Capital	-	-	-	-	83,162	538,431
Loan Income	471,800	474,368	444,917	444,035	466,800	466,800
TIF Housing Set Aside	1,117,214	10,328,353	6,133,383			
Other	-				3,469	10,000
River District Total	\$1,589,014	\$10,802,721	\$6,578,300	\$444,035	\$553,431	\$1,015,231
Requirements						
Personnel Services - Direct Staffing	44,153	54,744	100,000	75,000	15,000	15,000
Bureau Indirect Costs (Staffing and Overhead)	144,841	166,723	344,917	285,873		
Projects						
Opportunity Funds		2,900,000				
Fairfield Apartments		6,500,000				
TIF Lift - Post Office			6,133,383			
Medford	1,400,000	1,181,254				
Working Capital				83,162	538,431	1,000,231
River District Total	\$1,589,014	\$10,802,721	\$6,578,300	\$444,035	\$553,431	\$1,015,231

- River District** – The forecast reflects remaining projects in the district, as well funding earmarked by agreement with Prosper Portland for the Broadway Corridor for the development of property owned by PHB in the project area. Remaining opportunity funds could be used for this project, or to address funding needs with existing affordable housing facilities in the district. Loan income and potential loan payoffs will continue to provide limited resources through the end of the decade.

Portland and Metro Bonds

Portland Bond	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
<i>Working Capital</i>	(1,811,367)	69,502,288	15,629,475	7,723,790	-	-
Transfers	482,617	-	-	-	-	-
Program Delivery Fee	4,418,265	3,890,581	-	1,730,385	700,438	550,000
Bond Proceeds	164,205,000	39,420,000	-	-	-	-
Interest	(32,936)	560,011	460,000	265,000	-	-
Total	\$ 167,261,579	\$ 113,372,880	\$ 16,089,475	\$ 9,719,175	\$ 700,438	\$ 550,000
Requirements						
Personnel Services	1,189,594	1,126,261	939,920	909,524	141,608	-
External M&S	225,274	870,931	41,327	16,979	8,830	-
Internal M&S	747,472	384,243	365,298	317,273	-	-
General Fund Overhead	550,000	550,000	550,000	550,000	550,000	550,000
Transfers	-	-	-	-	-	-
Projects	95,046,951	94,811,970	6,469,141	7,925,399	-	-
<i>Working Capital</i>	69,502,288	15,629,475	7,723,790	-	-	-
Total	\$ 167,261,579	\$ 113,372,880	\$ 16,089,475	\$ 9,719,175	\$ 700,438	\$ 550,000

Metro Grant	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
<i>Working Capital</i>	(153,808)	492,444	69,672,799	51,709,089	6,712,418	6,871,467
Project Share	4,000,000	86,806,151	44,200,000	10,500,000	33,272,000	2,450,000
Program Delivery Fee	94,221	2,044,730	1,145,538	247,329	842,662	57,710
Transfers	401,278	-	-	-	-	-
Interest	56	10,000	9,000	6,000	8,000	3,000
Total	\$ 4,341,747	\$ 89,353,325	\$ 115,027,337	\$ 62,462,417	\$ 40,835,080	\$ 9,382,177
Requirements						
Personnel Services	490,516	558,248	668,248	700,000	681,613	500,000
External M&S	5,039	150,000	150,000	50,000	10,000	3,000
Transfers	-	401,278	-	-	-	-
H30568 Findley	1,614,529	-	-	-	-	-
H30673 Riverplace Parcel II	1,739,219	-	-	-	-	-
H30561 Garden Park	-	1,771,000	-	-	-	-
H30565 Powellhurst	-	2,800,000	-	-	-	-
Project Disbursements	-	-	12,500,000	30,000,000	33,272,000	8,531,403
Future Project Awards	-	14,000,000	50,000,000	25,000,000	-	-
<i>Working Capital</i>	492,444	69,672,799	51,709,089	6,712,418	6,871,467	347,774
Total	\$ 4,341,747	\$ 89,353,325	\$ 115,027,337	\$ 62,462,418	\$ 40,835,080	\$ 9,382,177

The tables above reflect activity for the Housing General Obligation (GO) Bonds. This includes both Portland and Metro bond issues. Both are expected to be expended by the end of the forecast period, coinciding with TIF funding going away.

On November 6, 2018, voters state-wide changed the Oregon Constitution to allow for the lending of GO Bond proceeds for the creation of affordable housing. This is a notable change to the program that will mean that PHB can return to its typical public-private partnership model for the creation of affordable housing. This is a first of its kind funding model for an Oregon GO Bond and has required the creation of a program delivery fee for the recovery of bureau and City ancillary costs (staffing, indirect, support services). PHB may also reconsider the disposition and ultimate ownership of the properties already acquired under the Bond program.

Also, in 2018 Portland-area voters approved Measure 26-199, the Regional Affordable Housing Bond, which authorizes Metro to issue up to \$652,800,000 in general obligation bonds for the development (new) or acquisition of (existing) affordable housing. PHB will receive approximately \$200 million of these funds.

Portland Housing Bureau

FY 2021-2033 Twelve-Year Financial Forecast

The following is an addendum to the bureau's five-year financial forecast that extends out to 12 years. This 12-year forecast illustrates the expiration of the GO Bond, as well as significant changes in Tax Increment Funding (TIF) and is a major component of long-term financial modelling the bureau does. The Portland Housing Bureau (PHB) and Prosper Portland began forecasting on a twelve-year basis several years ago for their TIF resources. PHB receives a 45% Housing Set-Aside from those TIF resources and that has been the bureau's primary funding source. Forecasting all PHB resources over a twelve-year period was a natural progression that allows the bureau to analyze the interplay of TIF and other funding sources, as well as identifying the opportunities and challenges that may lurk beyond the range of a 5-year forecast. The downside of such a far-reaching forecast is that they lose accuracy the farther out one looks; but they are useful for thinking about higher-level trends.

All Funds	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
General Fund	35,852,280	42,667,924	35,051,031	35,774,752	36,354,820	36,679,758	37,739,516	38,909,825	40,033,640	41,251,518	42,523,701	43,855,180	45,159,395
Housing Investment Fund	19,187,171	11,713,792	10,757,525	10,701,327	9,111,692	8,027,347	7,563,401	7,206,674	6,946,342	7,523,187	7,310,216	6,939,495	6,554,047
Rental Services Office	3,515,059	4,483,909	4,828,281	4,852,555	5,090,444	5,195,492	5,289,960	5,244,628	5,188,865	4,986,892	4,771,344	4,652,921	4,790,791
Housing Bonds	171,603,326	202,726,205	131,116,812	72,181,593	41,535,518	9,932,177	2,910,209	-	-	-	-	-	-
Construction Excise Tax	24,308,142	18,361,436	18,952,837	21,544,787	24,195,335	6,350,409	6,974,671	10,329,120	9,795,626	6,542,956	9,663,404	10,099,625	6,450,156
Inclusionary Housing	1,312,918	1,662,717	1,701,319	1,756,520	1,813,164	1,871,838	1,932,617	1,835,584	1,894,262	1,955,031	2,017,970	2,083,163	2,148,839
CDBG	26,184,699	12,406,666	9,596,970	9,465,433	9,228,571	8,825,182	8,869,149	8,762,952	8,723,691	8,780,737	8,586,155	8,621,342	8,547,175
HOME	12,407,802	11,471,420	4,371,463	4,204,081	4,092,987	4,080,365	4,024,197	3,938,644	3,887,536	3,904,556	3,877,497	3,835,782	3,778,811
Federal Grants	4,229,140	3,870,663	3,750,663	3,627,525	3,810,663	3,810,663	2,993,801	2,710,663	2,710,663	2,710,663	2,710,663	2,710,663	2,085,409
Tax Increment Financing	57,942,168	50,155,521	40,912,366	67,146,160	12,727,846	2,234,127	3,026,638	3,680,122	3,238,687	1,607,436	1,958,976	2,607,202	2,180,428
Property	10,259,262	7,952,358	7,552,129	7,402,762	7,086,944	7,073,602	7,267,992	8,030,917	8,099,165	7,979,234	7,863,130	8,319,908	9,324,234
Total	\$ 366,801,967	\$ 367,472,610	\$ 268,591,395	\$ 238,657,495	\$ 155,047,984	\$ 94,080,960	\$ 88,592,150	\$ 90,649,129	\$ 90,518,476	\$ 87,242,209	\$ 91,283,056	\$ 93,725,281	\$ 91,019,284
Requirements													
General Fund	35,852,280	42,667,924	35,051,031	35,774,752	36,354,820	36,679,760	37,739,516	38,909,824	40,033,640	41,251,517	42,523,701	43,855,180	45,159,395
Housing Investment Fund	19,187,171	11,713,792	10,757,525	10,701,328	9,111,692	8,027,347	7,563,401	7,206,674	6,946,342	7,523,187	7,310,216	6,939,496	6,554,048
Rental Services Office	3,515,059	4,483,909	4,828,281	4,852,555	5,090,444	5,195,492	5,289,960	5,244,628	5,188,865	4,986,892	4,771,344	4,652,921	4,790,791
Housing Bonds	171,603,326	202,726,205	131,116,812	72,181,592	41,535,518	9,932,177	2,910,209	-	-	-	-	-	-
Construction Excise Tax	24,308,142	18,361,436	18,952,837	21,544,787	24,195,335	6,350,409	6,974,671	10,329,120	9,795,626	6,542,956	9,663,405	10,099,625	6,450,156
Inclusionary Housing	1,312,918	1,662,717	1,701,319	1,756,520	1,813,164	1,871,837	1,932,617	1,835,584	1,894,262	1,955,031	2,017,970	2,083,163	2,148,838
CDBG	26,184,699	12,406,666	9,596,970	9,465,433	9,228,571	8,825,182	8,869,149	8,762,952	8,723,691	8,780,737	8,586,155	8,621,342	8,547,175
HOME	12,407,802	11,471,420	4,371,462	4,204,080	4,092,987	4,080,364	4,024,197	3,938,644	3,887,536	3,904,556	3,877,496	3,835,782	3,778,811
Federal Grants	4,229,140	3,870,663	3,750,663	3,627,525	3,810,663	3,810,663	2,993,801	2,710,663	2,710,663	2,710,663	2,710,663	2,710,663	2,085,409
Tax Increment Financing	57,942,168	50,155,521	40,912,367	67,146,161	12,727,846	2,234,127	3,026,638	3,680,122	3,238,687	1,607,436	1,958,976	2,607,202	2,180,428
Property	10,259,262	7,952,358	7,552,129	7,402,762	7,086,944	7,073,602	7,267,992	8,030,917	8,099,165	7,979,234	7,863,130	8,319,908	9,324,234
Total	\$ 366,801,967	\$ 367,472,610	\$ 268,591,395	\$ 238,657,495	\$ 155,047,984	\$ 94,080,960	\$ 88,592,150	\$ 90,649,129	\$ 90,518,476	\$ 87,242,209	\$ 91,283,056	\$ 93,725,281	\$ 91,019,284

General Fund

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Indirect Charges to Other Bureau Funds	2,386,275	1,951,287	2,025,541	1,834,933	996,806	673,005	675,312	733,695	712,226	750,462	807,613	887,610	902,797
<i>General Fund Discretionary</i>													
Joint Office One-Time	4,069,648	8,338,897											
PHB One-Time	(25,725)				400,000								
Joint Office Ongoing	25,928,799	28,606,378	29,178,506	30,053,861	30,955,477	31,884,141	32,840,665	33,825,885	34,840,662	35,885,881	36,962,458	38,071,332	39,213,472
PHB Ongoing	3,481,244	3,751,735	3,826,770	3,865,136	3,981,090	4,100,523	4,223,539	4,350,245	4,480,752	4,615,175	4,753,630	4,896,239	5,043,126
Services	12,039	19,627	20,216	20,822	21,447	22,090							
Total	35,852,280	42,667,924	35,051,032	35,774,752	36,354,820	36,679,759	37,739,516	38,909,825	40,033,640	41,251,518	42,523,701	43,855,180	45,159,395
Requirements													
Personnel Services	979,317	1,048,916	1,091,922	907,670	624,885	650,505	677,176	780,168	812,155	878,130	1,076,734	1,209,412	1,258,998
External/Internal M&S - Operations	3,536,516	3,489,633	3,606,011	3,635,160	3,596,579	2,967,421	3,044,174	3,126,468	3,203,725	3,310,617	3,307,837	3,397,987	3,510,705
<i>Program Delivery</i>													
Joint Office	25,928,799	28,606,378	29,168,999	30,047,822	30,949,256	31,877,734	32,834,066	33,819,088	34,833,660	35,878,670	36,955,030	38,063,681	39,205,592
Joint Office One-Time	4,069,648	8,338,897											
Permanent Supportive Housing	322,400	322,400	322,400	322,400	322,400	322,400	322,400	322,400	322,400	322,400	322,400	322,400	322,400
COVID-19 Response													
Homeownership Access & Retention	491,800	491,800	491,800	491,800	491,800	491,800	491,800	491,800	491,800	491,800	491,800	491,800	491,800
East Portland Initiative	484,100	369,900	369,900	369,900	369,900	369,900	369,900	369,900	369,900	369,900	369,900	369,900	369,900
Renter-Landlord Services	39,700												
Total	\$35,852,280	\$42,667,924	\$35,051,031	\$35,774,752	\$36,354,820	\$36,679,760	\$37,739,516	\$38,909,824	\$40,033,640	\$41,251,518	\$42,523,701	\$43,855,180	\$45,159,395

Housing Investment Fund

Primary Housing Investment Subfund

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance								-	-	-	-	-	-
Working Capital	169,127	1,960,126	1,822,014	1,672,582	1,498,699	1,365,592	1,227,472	1,055,019	870,879	608,162	443,203	246,158	50,603
Interest	15,000	15,000	15,000	5,000	5,000	5,000	1,500	1,500	1,500	1,000	750	600	500
Transfer from General Fund													
Other													
Loan Payoffs/Property Sales	1,874,301												
Loan Income	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	369,000	314,200	300,000	300,000	300,000
Total	\$ 2,483,428	\$ 2,400,126	\$ 2,262,014	\$ 2,102,582	\$ 1,928,699	\$ 1,795,592	\$ 1,653,972	\$ 1,481,519	\$ 1,241,379	\$ 923,362	\$ 743,953	\$ 546,758	\$ 351,103
Requirements													
Personnel Services	408,275	455,746	474,432	493,883	488,107	508,120	528,953	550,640	573,217	430,159	447,795	466,155	318,707
External/Internal M&S	15,027	26,037	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	5,000	5,000
General Fund Overhead	96,819	96,329	90,000	85,000	50,000	35,000	45,000	35,000	35,000	25,000	25,000	25,000	25,000
Contingency	3,181												
Working Capital	1,960,126	1,822,014	1,672,582	1,498,699	1,365,592	1,227,472	1,055,019	870,879	608,162	443,203	246,158	50,603	2,396
Total	\$ 2,483,428	\$ 2,400,126	\$ 2,262,014	\$ 2,102,582	\$ 1,928,699	\$ 1,795,592	\$ 1,653,972	\$ 1,481,519	\$ 1,241,379	\$ 923,362	\$ 743,953	\$ 546,758	\$ 351,103

Short Term Rental Tax Subfund

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance													
Working Capital	2,784,245	28,582	3,551,439	2,832,245	1,955,931	1,325,940	823,213	631,451	752,446	813,942	880,368	706,103	512,059
Transfer from General Fund	557,969	338,369	330,000	336,600	343,332	350,199	357,203	364,347	371,634	1,332,783	1,372,766	1,413,949	1,456,368
Fall BuMP additional transfer	1,753,871		128,891	300,000	600,000	768,000	1,151,040	1,335,571	1,375,638	1,416,907	1,459,415	1,503,197	1,548,293
Interest	25,000	15,000	15,000	20,000	15,000	15,000	10,000	10,000	10,000	26,517	34,092	37,909	39,447
Bond Bridge Funding Repayment		3,982,617	-										
Total	\$ 5,121,085	\$ 4,364,568	\$ 4,025,330	\$ 3,488,845	\$ 2,914,263	\$ 2,459,139	\$ 2,341,456	\$ 2,341,369	\$ 2,509,718	\$ 3,590,149	\$ 3,746,641	\$ 3,661,158	\$ 3,556,167
Requirements													
Personnel Services	493,408	460,489	899,334	1,276,207	1,328,531	1,383,001	1,439,704	1,498,732	1,560,180	2,584,147	2,850,097	2,966,951	3,088,596
External M&S	60,137	67,830	85,000	85,000	85,000	85,000	40,000	25,000	10,000	10,000	10,000	10,000	10,000
ITS Fee		34,116	35,481	36,900	38,376	39,911	41,507	43,168	44,894	46,690	48,558	50,500	52,520
Bond Bridge Funding	3,982,617												
IH subsidy	364,000	231,803	133,270	134,807	136,416	128,014	188,793	22,023	80,702	68,944	131,883	121,648	187,324
Property subsidies	192,341	18,891	40,000										
Working Capital	28,582	3,551,439	2,832,245	1,955,931	1,325,940	823,213	631,451	752,446	813,942	880,368	706,103	512,059	217,726
Total	\$ 5,121,085	\$ 4,364,568	\$ 4,025,330	\$ 3,488,845	\$ 2,914,263	\$ 2,459,139	\$ 2,341,455	\$ 2,341,369	\$ 2,509,718	\$ 3,590,149	\$ 3,746,641	\$ 3,661,158	\$ 3,556,166

Short Term Rental Tax Subfund

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance													
Working Capital	4,106,669	2,761,711	3,277,411	3,802,139	2,735,856	1,888,522	1,400,094	1,205,529	1,009,782	807,805	604,549	399,963	293,993
Taxes	750,000	500,000	500,000	600,000	850,000	1,200,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,600,000	1,600,000
Interest	50,000	40,000	50,000	60,000	30,000	40,000	35,000	35,000	30,000	30,000	30,000	30,000	30,000
Total	\$ 4,906,669	\$ 3,301,711	\$ 3,827,411	\$ 4,462,139	\$ 3,615,856	\$ 3,128,522	\$ 2,935,094	\$ 2,740,529	\$ 2,539,782	\$ 2,337,805	\$ 2,134,549	\$ 2,029,963	\$ 1,923,993
Requirements													
Affordable Rental Housing				1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000
Joint Office One-Time	2,144,958												
ITS Fee		24,300	25,272	26,283	27,334	28,428	29,565	30,747	31,977	33,256	34,586	35,970	37,409
Working Capital	2,761,711	3,277,411	3,802,139	2,735,856	1,888,522	1,400,094	1,205,529	1,009,782	807,805	604,549	399,963	293,993	186,584
Total	\$ 4,906,669	\$ 3,301,711	\$ 3,827,411	\$ 4,462,139	\$ 3,615,856	\$ 3,128,522	\$ 2,935,094	\$ 2,740,529	\$ 2,539,782	\$ 2,337,805	\$ 2,134,549	\$ 2,029,963	\$ 1,923,993

HMIS Local Match SubFund

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Working Capital	59,925	61,987	49,424	36,785	24,517	11,758	-	-	-	-	-	-	6,026
Intergovernmental Revenues	236,000	236,000	248,947	261,577	273,957	287,936	297,679	313,025	325,197	341,571	354,736	372,217	387,359
Interest	2,150	2,000	2,000	2,000	2,000	2,000	2,800	2,832	2,866	2,900	2,936	2,000	2,000
Total	\$ 298,075	\$ 299,987	\$ 300,371	\$ 300,362	\$ 300,474	\$ 301,694	\$ 300,479	\$ 315,857	\$ 328,063	\$ 344,471	\$ 357,672	\$ 374,217	\$ 395,385
Requirements													
Personnel Services	61,691	75,563	88,586	97,345	110,216	119,624	118,409	130,146	142,352	155,046	168,247	174,977	189,877
External M&S	174,397	175,000	175,000	178,500	178,500	182,070	182,070	185,711	185,711	189,425	189,425	193,214	200,000
Working Capital	61,987	49,424	36,785	24,517	11,758							6,026	5,508
Total	\$ 298,075	\$ 299,987	\$ 300,371	\$ 300,362	\$ 300,474	\$ 301,694	\$ 300,479	\$ 315,857	\$ 328,063	\$ 344,471	\$ 357,672	\$ 374,217	\$ 395,385

Risk Mitigation Guarantee Pool Subfund

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Working Capital	-	10,000	15,000	20,000	25,000	15,000	5,000	-	-	-	-	-	-
Cash Transfer	322,400	322,400	322,400	322,400	322,400	322,400	322,400	322,400	322,400	322,400	322,400	322,400	322,400
Interest	10,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total	\$ 332,400	\$ 337,400	\$ 342,400	\$ 347,400	\$ 352,400	\$ 342,400	\$ 332,400	\$ 327,400	\$ 327,400	\$ 327,400	\$ 327,400	\$ 327,400	\$ 327,400
Requirements													
External M&S													
Affordable Rental Housing	322,400	322,400	322,400	322,400	337,400	337,400	332,400	327,400	327,400	327,400	327,400	327,400	327,400
Working Capital	10,000	15,000	20,000	25,000	15,000	5,000							
Total	\$ 332,400	\$ 337,400	\$ 342,400	\$ 347,400	\$ 352,400	\$ 342,400	\$ 332,400	\$ 327,400	\$ 327,400	\$ 327,400	\$ 327,400	\$ 327,400	\$ 327,400

Rental Services SubFund

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance													
Working Capital	1,500,059	953,909	1,239,781	957,055	814,694	914,742	886,747	846,416	661,366	464,393	118,318	-	-
Fees	2,000,000	3,500,000	3,553,500	3,862,500	4,248,750	4,248,750	4,376,213	4,376,213	4,507,499	4,507,499	4,642,724	4,642,724	4,782,006
Interest	15,000	30,000	35,000	33,000	27,000	32,000	27,000	22,000	20,000	15,000	10,302	10,197	8,786
Total	\$ 3,515,059	\$ 4,483,909	\$ 4,828,281	\$ 4,852,555	\$ 5,090,444	\$ 5,195,492	\$ 5,289,960	\$ 5,244,629	\$ 5,188,865	\$ 4,986,892	\$ 4,771,344	\$ 4,652,921	\$ 4,790,792
Requirements													
Personnel Services	384,518	473,908	508,725	529,583	551,296	573,899	597,429	621,923	647,422	673,967	701,599	730,365	760,310
Bureau Indirect			219,534	226,129	232,913	239,901	247,097	254,511	262,146	270,010	278,111	286,454	295,048
External M&S	1,325,000	1,360,700	1,973,171	2,032,366	2,093,337	2,156,137	2,220,821	2,287,446	2,356,069	2,426,751	2,256,554	2,064,251	2,126,178
Software Maintenance Contract		600,000	618,000	636,540	655,636	675,305	695,564	716,431	737,924	760,062	782,864	806,350	830,540
Internal M&S	551,632	459,520	473,306	487,505	502,130	517,194	532,710	548,691	565,152	582,106	599,569	617,556	636,083
General Fund Overhead			78,490	125,738	140,390	146,309	149,922	154,260	155,758	155,677	152,647	147,945	142,632
Software Implementation	300,000	350,000											
Working Capital	953,909	1,239,781	957,055	814,694	914,742	886,747	846,416	661,366	464,393	118,318			
Total	\$ 3,515,059	\$ 4,483,909	\$ 4,828,281	\$ 4,852,555	\$ 5,090,444	\$ 5,195,492	\$ 5,289,960	\$ 5,244,628	\$ 5,188,865	\$ 4,986,892	\$ 4,771,344	\$ 4,652,921	\$ 4,790,791

Inclusionary Housing Fund

Construction Excise Tax SubFund

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance	-	-	-	-	-	-	-	-	-	-	-	-	-
Working Capital	15,908,658	11,705,436	10,237,837	12,621,837	18,198,037	3,332,047	3,819,757	6,075,786	5,910,591	3,006,995	4,933,219	5,681,506	2,344,456
Misc Taxes	2,500,000	2,500,000	2,559,000	2,686,950	2,821,298	2,962,363	3,083,913	3,186,834	3,318,535	3,484,462	3,658,685	3,841,619	4,033,700
Predev Loan Repayment	500,000	-	-	-	3,000,000	-	-	1,000,000	500,000	-	1,000,000	500,000	-
GO Bonds Predev Loan Repayment	5,224,484	4,000,000	6,000,000	6,000,000	-	-	-	-	-	-	-	-	-
Interest	175,000	156,000	156,000	236,000	176,000	56,000	71,000	66,500	66,500	51,500	71,500	76,500	72,000
Total	\$ 24,308,142	\$ 18,361,436	\$ 18,952,837	\$ 21,544,787	\$ 24,195,335	\$ 6,350,409	\$ 6,974,671	\$ 10,329,120	\$ 9,795,626	\$ 6,542,957	\$ 9,663,404	\$ 10,099,625	\$ 6,450,156
Requirements													
External M&S													
Opportunity Funds	-	-	-	3,000,000	20,500,000	2,150,000	500,000	4,000,000	6,350,000	1,150,000	3,500,000	7,250,000	1,200,000
OHCS Transfer	301,779	301,000	316,000	331,750	348,288	365,652	383,885	403,529	423,631	444,737	466,899	490,169	515,102
Affordable Rental Development Projects	7,406,494	1,807,599	-	-	-	-	-	-	-	-	-	-	-
Portland GO Bond Predevelopment Loans	4,688,993	2,000,000	2,000,000	-	-	-	-	-	-	-	-	-	-
Metro GO Bond Predevelopment Loans	-	4,000,000	4,000,000	-	-	-	-	-	-	-	-	-	-
Refunds	340,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Working Capital	11,570,876	10,237,837	12,621,837	18,198,037	3,332,047	3,819,757	6,075,786	5,910,591	3,006,995	4,933,219	5,681,506	2,344,456	4,720,054
Total	\$ 24,308,142	\$ 18,361,436	\$ 18,952,837	\$ 21,544,787	\$ 24,195,335	\$ 6,350,409	\$ 6,974,671	\$ 10,329,120	\$ 9,795,626	\$ 6,542,956	\$ 9,663,405	\$ 10,099,625	\$ 6,450,156

Inclusionary Zoning/Indirect Housing Subsidy Programs SubFund

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance													
Working Capital	217,461	-	-	-	-	-	-	-	-	-	-	-	-
Transfers	364,000	231,803	133,270	134,807	136,416	128,014	188,793	22,023	80,702	68,944	131,883	121,648	187,324
Program Subsidy (In Lieu)	15,912												
Charges for Services	710,568	1,430,514	1,567,649	1,621,313	1,676,369	1,743,424	1,743,424	1,813,161	1,813,161	1,885,687	1,885,687	1,961,115	1,961,115
Interest	4,977	400	400	400	379	400	400	400	400	400	400	400	400
Total	\$ 1,312,918	\$ 1,662,717	\$ 1,701,319	\$ 1,756,520	\$ 1,813,164	\$ 1,871,838	\$ 1,932,617	\$ 1,835,584	\$ 1,894,263	\$ 1,955,031	\$ 2,017,970	\$ 2,083,163	\$ 2,148,839
Requirements													
Personnel Services	835,948	881,069	917,193	954,798	993,944	1,034,696	1,077,119	961,281	1,000,693	1,041,721	1,084,432	1,128,894	1,173,320
External M&S	417,671	725,597	725,626	740,658	755,469	770,579	785,990	801,710	817,744	834,099	850,781	867,797	885,153
Internal M&S	10,739	11,780	12,016	12,256	12,501	12,751	13,006	13,266	13,532	13,802	14,078	14,360	14,647
Contingency	25,298												
General Fund Overhead	23,262	44,271	46,485	48,809	51,249	53,812	56,502	59,327	62,294	65,408	68,679	72,113	75,718
Working Capital													
Total	\$ 1,312,918	\$ 1,662,717	\$ 1,701,319	\$ 1,756,520	\$ 1,813,164	\$ 1,871,837	\$ 1,932,617	\$ 1,835,584	\$ 1,894,262	\$ 1,955,031	\$ 2,017,970	\$ 2,083,163	\$ 2,148,838

Housing Property Fund

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Working Capital	339,961	2,090,274	1,650,548	1,395,454	983,116	855,605	939,326	1,584,308	1,527,291	1,294,729	1,053,471	1,382,850	1,179,036
Fund Transfers	4,084,061	45,781	-	-	-	-	-	-	-	-	-	-	640,020
Property Income	5,796,136	5,739,690	5,846,511	5,955,429	6,066,485	6,179,722	6,295,183	6,412,913	6,532,956	6,655,359	6,780,169	6,907,434	7,475,302
Interest	39,104	76,613	55,070	51,879	37,343	38,275	33,484	33,697	38,918	29,146	29,490	29,624	29,876
Total	\$ 10,259,262	\$ 7,952,358	\$ 7,552,129	\$ 7,402,762	\$ 7,086,944	\$ 7,073,602	\$ 7,267,993	\$ 8,030,917	\$ 8,099,165	\$ 7,979,234	\$ 7,863,130	\$ 8,319,908	\$ 9,324,234
Requirements													
Personnel Services - Direct Staffing	130,219	105,412	94,937	98,657	102,524	106,544	110,724	115,069	119,587	124,284	129,167	134,244	139,522
General Fund Overhead	56,276	108,106	93,126	96,154	99,284	102,521	105,867	109,327	112,906	116,606	120,433	124,392	128,487
Operating Costs	3,923,115	4,127,582	4,213,587	4,299,743	4,394,787	4,492,123	4,581,400	4,665,046	4,753,968	4,820,335	4,919,530	5,021,087	5,125,069
Debt Service	714,000	708,500	705,250	701,250	701,150	701,150	701,150	701,150	701,150	701,150	701,150	701,150	701,150
Reserves													
Major Maintenance	3,314,538	1,252,210	1,049,775	1,223,842	933,594	731,937	184,544	863,034	1,116,826	813,388	560,000	910,000	934,402
Replacements	30,840	-	-	-	-	500,000	300,000	300,000	500,000	500,000	300,000	500,000	1,300,000
Working Capital	2,090,274	1,650,548	1,395,454	983,116	855,605	439,327	1,284,308	1,277,291	794,729	903,471	1,132,849	929,035	995,604
Total	\$ 10,259,262	\$ 7,952,358	\$ 7,552,129	\$ 7,402,762	\$ 7,086,944	\$ 7,073,602	\$ 7,267,992	\$ 8,030,918	\$ 8,099,165	\$ 7,979,234	\$ 7,863,130	\$ 8,319,908	\$ 9,324,234

Note: This forecast assumes only properties already owned or planned for development at the current time. Changes to the State Constitution occurred in November 2018 and the City may or may not choose to own apartment buildings; thus these numbers would decline substantially.

Community Development Block Grant (CDBG) Fund

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Carryover/Working Capital	6,482,097	2,471,692	97,809	56,696	106,396	13,007	75,974	20,777	31,516	78,562	23,980	69,547	-
Grants	8,734,974	8,734,974	8,472,925	8,218,737	7,972,175	7,972,175	7,972,175	7,972,175	7,972,175	7,972,175	7,972,175	7,972,175	7,972,175
CDBG-CV1	5,139,281												
CDBG-CV3	4,501,662												
Program Income	1,326,685	1,200,000	1,026,236	1,190,000	1,150,000	840,000	821,000	770,000	720,000	730,000	590,000	579,620	575,000
Total	\$ 26,184,699	\$ 12,406,666	\$ 9,596,970	\$ 9,465,433	\$ 9,228,571	\$ 8,825,182	\$ 8,869,149	\$ 8,762,952	\$ 8,723,691	\$ 8,780,737	\$ 8,586,155	\$ 8,621,342	\$ 8,547,175
Requirements													
Personnel Services	1,241,779	1,170,684	1,218,682	1,268,648	1,320,663	1,177,020	1,225,278	1,275,514	1,247,810	1,298,970	1,352,228	1,407,669	1,465,384
Indirect	380,339	350,106	407,677	432,831	479,078	351,365	394,271	438,936	414,304	459,791	507,142	556,435	607,749
External/Internal M&S	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Contracts													
Rental Services	555,000	555,000											
Affordable Rental Housing	11,014	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Section 108 Repayment	767,000	776,000	780,000	792,000	802,000	807,000	815,000	822,000	822,000	800,000	350,000	350,000	350,000
Homeownership Access & Retention	350,000	200,000	204,000	204,000	208,080	208,080	208,080	208,080	200,000	200,000	200,000	200,000	200,000
Foreclosure Prevention	282,000	282,000	287,640	287,640	293,393	293,393	293,393	293,393	285,000	250,000	285,000	285,000	250,000
Homebuyer Education	544,000	544,000	554,880	554,880	565,978	565,978	565,978	565,978	550,000	550,000	550,000	550,000	550,000
H89020 Downpayment Assistance	500,000	500,000	510,000	510,000	520,200	520,200	520,200	520,200	520,000	500,000	520,000	520,000	500,000
H89010 Home Repair Grants	869,000	840,000	856,800	856,800	873,936	873,936	873,936	755,099	753,777	745,759	800,000	800,000	752,334
Economic Opportunity	2,349,067	2,349,067	2,278,595	2,210,237	2,210,237	2,210,237	2,210,237	2,210,237	2,210,237	2,210,237	2,210,237	2,210,237	2,210,237
CDBG-CV 1 PHB	3,854,461												
CDBG-CV 2 Prosper Portland	1,284,820												
CDBG-CV3	4,501,662												
Projects													
Opportunity Funds	6,192,865	3,500,000	2,400,000	2,200,000	1,900,000	1,700,000	1,700,000	1,600,000	1,600,000	1,700,000	1,700,000	1,700,000	1,600,000
3032 Powell		1,200,000											
Working Capital	2,471,692	97,809	56,696	106,396	13,007	75,974	20,777	31,516	78,562	23,980	69,547		19,471
Total	\$ 26,184,699	\$ 12,406,666	\$ 9,596,970	\$ 9,465,433	\$ 9,228,571	\$ 8,825,182	\$ 8,869,149	\$ 8,762,952	\$ 8,723,691	\$ 8,780,737	\$ 8,586,155	\$ 8,621,342	\$ 8,547,175

HOME Fund

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Carryover/Working Capital	8,110,855	7,175,473	201,754	175,726	217,780	214,658	183,990	109,037	88,929	105,949	108,890	67,175	10,204
Grants	4,004,947	4,004,947	3,884,799	3,768,255	3,655,207	3,655,207	3,655,207	3,655,207	3,655,207	3,655,207	3,655,207	3,655,207	3,655,207
Program Income	292,000	291,000	284,910	260,100	220,000	210,500	185,000	174,400	143,400	143,400	113,400	113,400	113,400
Total	\$12,407,802	11,471,420	\$4,371,463	\$4,204,081	\$4,092,987	\$4,080,365	\$4,024,197	\$3,938,644	\$3,887,536	\$3,904,556	\$3,877,497	\$3,835,782	\$3,778,811
Requirements													
Personnel Services	448,624	438,175	406,140	422,792	440,126	458,172	476,957	411,512	343,384	357,463	372,119	387,375	403,258
External/Internal M&S													
CHDO Operating Support	100,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Projects													
Opportunity Funds		5,000,000	2,800,000	2,600,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,400,000
H30561 Garden Park		1,000,000											
H30565 Powellhurst		2,815,000											
COVID-19 Response	3,120,000	1,000,000											
Gresham Funds	1,182,546	660,733	640,911	621,684	603,033	603,033	603,033	603,033	603,033	603,033	603,033	603,033	603,033
Admin	70,806	66,733	64,731	62,789	60,905	60,905	60,905	60,905	60,905	60,905	60,905	60,905	60,905
Multnomah County Funds	295,574	153,659	149,049	144,578	140,240	140,240	140,240	140,240	140,240	140,240	140,240	140,240	140,240
Admin	14,779	15,366	14,905	14,458	14,024	14,024	14,024	14,024	14,024	14,024	14,024	14,024	14,024
Working Capital	7,175,473	201,754	175,726	217,780	214,658	183,990	109,037	88,929	105,949	108,890	67,175	10,204	37,350
Total	\$12,407,802	11,471,420	\$4,371,462	\$4,204,080	\$4,092,987	\$4,080,365	\$4,024,197	\$3,938,644	\$3,887,536	\$3,904,556	\$3,877,497	\$3,835,782	\$3,778,811

Other Federal Grants - Entitlement Grants

Housing for Persons With AIDS (HOPWA)

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Grants	1,717,254	1,817,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,092,000
HOPWA-CV1	249,909												
Total	\$ 1,967,163	\$ 1,817,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,092,000
Requirements													
External M&S		100,000											
HOPWA-CV1	249,909												
Homeless Services	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,092,000
Total	\$ 1,967,163	\$ 1,817,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,092,000

Emergency Solutions Grant (ESG)

Resources	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Grants	747,743	747,743	747,743	747,743	747,743	747,743	747,743	747,743	747,743	747,743	747,743	747,743	747,743
ESG-CV1	2,578,424												
ESG-CV2	14,401,261												
Total	\$ 17,727,428	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743
Requirements													
Personnel Services	-	-	-	-	-	-	-	-	-	-	-	-	-
External M&S													
ESG-CV1	2,578,424												
ESG-CV2	14,401,261												
Homeless Services	747,743	747,743	747,743	747,743	747,743	747,743	747,743	747,743	747,743	747,743	747,743	747,743	747,743
Total	\$ 17,727,428	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743	\$ 747,743

Other Federal Grants - Categorical Grants

Lead Hazard Abatement Grant

Resources	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
17 Grant (HC00130)	1,018,477												
20 Grant (HC00160)	500,000	1,060,000	1,040,000	400,000									
				516,862	1,100,000	1,100,000	283,138						
Total	\$ 1,518,477	\$ 1,060,000	\$ 1,040,000	\$ 916,862	\$ 1,100,000	\$ 1,100,000	\$ 283,138	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Requirements													
Personnel Services	218,366	229,616	200,000	200,000	200,000	200,000	100,000						
External M&S	18,327	90,000	63,000	63,000	63,000	63,000	15,000						
Internal M&S			2,000	2,000	2,000	2,000	138						
Homeownership Access & Retention	1,281,784	680,384	715,000	591,862	775,000	775,000	143,000						
Bureau Indirect	-	60,000	60,000	60,000	60,000	60,000	25,000						
Total	\$ 1,518,477	\$ 1,060,000	\$ 1,040,000	\$ 916,862	\$ 1,100,000	\$ 1,100,000	\$ 283,138	-	-	-	-	-	-

Note: This forecast assumes one additional renewal of the Lead Hazard Abatement Grant. The bureau has had success getting grant renewal for two decades. While the potential for future renewals is promising it is not forecast.

HUD McKinney HMIS Grant

Resources	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Grants	245,666	245,666	245,666	245,666	245,666	245,666	245,666	245,666	245,666	245,666	245,666	245,666	245,666
Total	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666
Requirements													
Personnel Services	158,632	170,666	170,666	170,666	170,666	170,666	170,666	170,666	170,666	170,666	170,666	170,666	170,666
External M&S	87,034	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000
Total	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666

Tax Increment District Subfunds

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Downtown Waterfront													
Resources													
Working Capital	8,616,234	510,800	388,043	768,382	898,642	300,690	791,590	1,285,667	1,266,667	81,867	197,067	523,267	746,467
Predev Loan Payoffs/Property Sales									500,000				
Loan Income	600,000	600,000	484,900	484,900	484,900	484,900	484,900	471,000	320,200	320,200	320,200	320,200	320,200
TIF Housing Set Aside	2,657	-	-	-	-	-	-	-	-	-	-	-	-
Other	50,000	12,260	6,668	10,000	19,021	6,000	9,177	20,000	20,000	5,000	6,000	8,000	8,000
Downtown Waterfront Total	\$9,268,891	\$1,123,060	\$879,611	\$1,263,282	\$1,402,563	\$791,590	\$1,285,667	\$1,776,667	\$2,106,867	\$407,067	\$523,267	\$851,467	\$1,074,667
Requirements													
Personnel Services - Direct Staffing	25,247	24,723	25,000	55,000	20,000			10,000	25,000	10,000		5,000	24,000
Bureau Indirect Costs (Staffing and Overhead)	82,821	75,294	86,229	209,640	231,873								
Affordable Rental Housing													
Projects													
Opportunity Funds				100,000	850,000			500,000	2,000,000	200,000		100,000	1,000,000
Westwind	272,000												
Henry - CCC	8,378,023	635,000											
Working Capital	510,800	388,043	768,382	898,642	300,690	791,590	1,285,667	1,266,667	81,867	197,067	523,267	746,467	50,667
Downtown Waterfront Total	\$9,268,891	\$1,123,060	\$879,611	\$1,263,282	\$1,402,563	\$791,590	\$1,285,667	\$1,776,667	\$2,106,867	\$407,067	\$523,267	\$851,467	\$1,074,667

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
South Park Blocks													
Resources													
Working Capital	7,189,392	6,311,528	4,006,939	4,003,308	3,608,069	232,069	-	128,600	260,100	284,100	-	25,400	2,386
Predev Loan Payoffs/Property Sales		1,100,000			500,000								
Loan Income	124,000	124,000	124,000	124,000	124,000	124,000	124,000	124,000	124,000	124,000	123,400	123,986	123,986
TIF Housing Set Aside	145,056												
Other	24,264	15,141	19,615	28,877	25,000	3,237	4,600	7,500	5,000	5,000	2,000	3,000	3,000
South Park Blocks Total	\$7,482,712	\$7,550,669	\$4,150,554	\$4,156,185	\$4,257,069	\$359,306	\$128,600	\$260,100	\$389,100	\$413,100	\$125,400	\$152,386	\$129,372
Requirements													
Personnel Services - Direct Staffing	16,630	23,169	5,000	10,000	25,000	9,306			5,000	13,100			
Bureau Indirect Costs (Staffing and Overhead)	54,554	70,561	17,246	38,116									
Affordable Rental Housing				500,000	4,000,000	350,000			100,000	400,000	100,000	150,000	100,000
Projects													
Joyce Hotel Development	1,100,000	3,450,000	125,000										
Working Capital	6,311,528	4,006,939	4,003,308	3,608,069	232,069		128,600	260,100	284,100		25,400	2,386	29,372
South Park Blocks Total	\$7,482,712	\$7,550,669	\$4,150,554	\$4,156,185	\$4,257,069	\$359,306	\$128,600	\$260,100	\$389,100	\$413,100	\$125,400	\$152,386	\$129,372

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Convention Center													
Resources													
Working Capital	79,903	50,000	-	62,500	125,000								
Loan Income	37,782	62,500	62,500	62,500	31,297								
TIF Housing Set Aside	316,573	-	-	-	-								
Convention Center Total	\$434,258	\$112,500	\$62,500	\$125,000	\$156,297	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Requirements													
Personnel Services - Direct Staffing	11,081	11,288			7,509								
Bureau Indirect Costs (Staffing and Overhead)	36,350	34,378											
Affordable Rental Housing	-	66,834			148,788								
Projects													
Block 45 - HF	336,827												
Working Capital	50,000		62,500	125,000									
Convention Center Total	\$434,258	\$112,500	\$62,500	\$125,000	\$156,297	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Lents Town Center													
Resources													
Working Capital	357,335	-	-	-	-	-	12,600	25,200	37,800	46,900	55,600	64,300	73,000
Predev Loan Payoffs/Property Sales			300,000										
Loan Income	92,800	12,600	12,600	12,600	12,600	12,600	12,600	12,600	9,100	8,700	8,700	8,700	8,700
TIF Housing Set Aside	3,042,251	2,313,952	5,977,660	2,040,959	214,086	-	-	-	-	-	-	-	-
Interest	(216,727)												
Lents Town Center Total	\$3,275,659	\$2,326,552	\$6,290,260	\$2,053,559	\$226,686	\$12,600	\$25,200	\$37,800	\$46,900	\$55,600	\$64,300	\$73,000	\$81,700
Requirements													
Personnel Services - Direct Staffing	230,548	244,284	290,000	220,000	18,000								
Bureau Indirect Costs (Staffing and Overhead)	756,297	743,968	1,000,260	838,560	208,686								
Affordable Rental Housing		300,000	4,000,000	341,943									
Projects													
H30140 Woody Guthrie	70,408												
Homeownership Access & Retention													
H89010 Homeowner Retention	80,200				-	-	-	-	-	-	-	-	-
Home Repair Grants	500,000	500,000	500,000	353,056									
H89020 Homebuyer Financial Assistance	606,826	538,300	500,000	300,000	-	-	-	-	-	-	-	-	-
TIF Lift													
Homeownership Access & Retention													
H89013 Homeowner Retention	370,380												
Home Repair Grants	231,000												
H89023 Homebuyer Financial Assistance	430,000												
Working Capital						12,600	25,200	37,800	46,900	55,600	64,300	73,000	81,700
Lents Town Center Total	\$3,275,659	\$2,326,552	\$6,290,260	\$2,053,559	\$226,686	\$12,600	\$25,200	\$37,800	\$46,900	\$55,600	\$64,300	\$73,000	\$81,700

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Interstate													
Resources													
Working Capital	1,670,309	-	-	-	-	-	17,160	33,660	46,360	57,860	62,160	66,460	70,760
Loan Income	40,000	52,509	41,731	34,426	30,000	17,160	16,500	12,700	11,500	4,300	4,300	4,300	4,300
TIF Housing Set Aside	18,552,596	15,056,111	18,105,772	28,056,835	3,707,409								
Other													
Interstate Total	\$20,262,905	\$15,108,620	\$18,147,503	\$28,091,261	\$3,737,409	\$17,160	\$33,660	\$46,360	\$57,860	\$62,160	\$66,460	\$70,760	\$75,060
Requirements													
Personnel Services - Direct Staffing	970,188	908,867	600,000	370,000	120,000								
Bureau Indirect Costs (Staffing and Overhead)	3,182,634	2,767,957	2,069,503	1,410,306	1,391,238								
Affordable Rental Housing		4,315,532	13,900,000	25,003,702	2,226,171								
Projects													
H30537 Strong Property	245,000	45,755	10,000	10,000									
H30274 King/Parks - PCRI	557,000												
H30270 N. Williams - Bridge	490,031												
Homeownership Access & Retention													
H89010 Home Repair Grants	500,000	500,000	200,000										
H30415 AAAH Kilpatrick	500,000												
H30536 Carey Blvd	33,000	13,000	13,000	13,000									
5020 Holding Costs		5,000	5,000	5,000									
N/NE Neighborhood Housing Strategy (\$20,000,000; \$21,000,000 gross)													
Outreach													
Planning, Policy, & Outreach	205,000	42,509											
Homeownership Access & Retention													
H89011 Homeowner Retention	877,370												
H89021 Homebuyer Assistance	281,338												
H30301 Proud Gound													
H89051 PCRI	542,406												
Home Repair Grants	260,000	160,000											
H89050 Olin	100,000												
TIF Lift (\$32,000,000; \$33,598,538 gross)													
Affordable Rental Housing		3,500,000											
H30342 Magnolia II - IHI	568,223												
H30321 Argyle	7,774,344												
Homeownership Access & Retention													
H89013 Homeowner Retention	450,000	1,200,000	1,030,000	959,253									
H89023 Homeownership Asst.		1,500,000											
H89013 Home Repair Grants	150,000	150,000	320,000	320,000									
H89051 Homeownership - DPAL	846,442												
H30290 Proud Ground 5020 Homeownership													
Prosper Portland Homeownership Strategy													
Homeownership Access & Retention													
H89014 Home Repair	1,109,237												
H89024 Homeownership Opportunity	620,692												
Working Capital						17,160	33,660	46,360	57,860	62,160	66,460	70,760	75,060
Interstate Total	\$20,262,905	\$15,108,620	\$18,147,503	\$28,091,261	\$3,737,409	\$17,160	\$33,660	\$46,360	\$57,860	\$62,160	\$66,460	\$70,760	\$75,060

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Gateway Regional Center													
Resources													
Working Capital	(493,521)	-	-	-	-								
TIF Housing Set Aside	1,414,526	627,355	1,247,704	6,523,323	688,798								
Other													
Gateway Regional Center Total	\$921,005	\$627,355	\$1,247,704	\$6,523,323	\$688,798	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Requirements													
Personnel Services - Direct Staffing	35,620	30,739	55,000	65,000	20,000								
Bureau Indirect Costs (Staffing and Overhead)	116,849	93,616	189,704	247,756	231,873								
Affordable Rental Housing	15,497	500,000											
Projects													
Opportunity Funds			1,000,000	6,207,567	436,925								
106th & Halsey	750,000												
Property Management	3,039	3,000	3,000	3,000									
Working Capital													
Gateway Regional Center Total	\$921,005	\$627,355	\$1,247,704	\$6,523,323	\$688,798	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
North Macadam													
Resources													
Working Capital	204,852	-	-	-	-	-	35,040	70,080	105,120	140,160	175,200	210,240	245,280
Predev Loan Payoffs/Property Sales				1,000,000									
Loan Income	35,040	35,040	35,040	35,040	35,040	35,040	35,040	35,040	35,040	35,040	35,040	35,040	35,040
TIF Housing Set Aside	14,353,228	12,321,828	2,387,419	18,792,151	1,418,457					-	-	-	-
Other													
North Macadam Total	\$14,593,120	\$12,356,868	\$2,422,459	\$19,827,191	\$1,453,497	\$35,040	\$70,080	\$105,120	\$140,160	\$175,200	\$210,240	\$245,280	\$280,320
Requirements													
Personnel Services - Direct Staffing	56,789	51,145	50,000	68,000	17,850								
Bureau Indirect Costs (Staffing and Overhead)	186,292	155,762	172,459	259,191	206,947								
Affordable Rental Housing													
Projects													
Opportunity Funds			1,000,000	19,500,000	1,228,700								
Riverplace	2,700,000												
H30673 Riverplace Parcel II	11,650,039	12,149,961	1,200,000										
Working Capital						35,040	70,080	105,120	140,160	175,200	210,240	245,280	280,320
North Macadam Total	\$14,593,120	\$12,356,868	\$2,422,459	\$19,827,191	\$1,453,497	\$35,040	\$70,080	\$105,120	\$140,160	\$175,200	\$210,240	\$245,280	\$280,320

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Central Eastside													
Resources													
Working Capital	1,324	-	-	-	-	-	3,200	6,400	9,600	12,800	16,000	19,200	22,400
Loan Income	1,876	3,200	3,200	2,366	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200
TIF Housing Set Aside	111,405	143,975	1,130,275	4,659,958	248,897	-	-	-	-	-	-	-	-
Other													
Central Eastside Total	\$114,605	\$147,175	\$1,133,475	\$4,662,324	\$252,097	\$3,200	\$6,400	\$9,600	\$12,800	\$16,000	\$19,200	\$22,400	\$25,600
Requirements													
Personnel Services - Direct Staffing	16,791	11,661	30,000	30,000	8,000								
Bureau Indirect Costs (Staffing and Overhead)	55,082	35,514	103,475	32,324	32,324								
Affordable Rental Housing	42,732												
Projects													
Opportunity Funds		100,000	1,000,000	4,600,000	211,773								
Working Capital						3,200	6,400	9,600	12,800	16,000	19,200	22,400	25,600
Central Eastside Total	\$114,605	\$147,175	\$1,133,475	\$4,662,324	\$252,097	\$3,200	\$6,400	\$9,600	\$12,800	\$16,000	\$19,200	\$22,400	\$25,600

	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
River District													
Resources													
Working Capital	-	-	-	-	83,162	538,431	1,000,231	967,031	9,475	-	478,309	725,109	46,909
Loan Income	471,800	474,368	444,917	444,035	466,800	466,800	466,800	466,800	466,800	466,800	466,800	466,800	466,800
TIF Housing Set Aside	1,117,214	10,328,353	6,133,383										
Other	-				3,469	10,000	10,000	10,644	8,725	11,509	5,000		
River District Total	\$1,589,014	\$10,802,721	\$6,578,300	\$444,035	\$553,431	\$1,015,231	\$1,477,031	\$1,444,475	\$485,000	\$478,309	\$950,109	\$1,191,909	\$513,709
Requirements													
Personnel Services - Direct Staffing	44,153	54,744	100,000	75,000	15,000	15,000	10,000	35,000	10,000		25,000	45,000	45,000
Bureau Indirect Costs (Staffing and Overhead)	144,841	166,723	344,917	285,873									
Projects													
Opportunity Funds		2,900,000					500,000	1,400,000	475,000		200,000	1,100,000	350,000
Fairfield Apartments		6,500,000											
TIF Lift - Post Office			6,133,383										
Medford	1,400,000	1,181,254											
Working Capital				83,162	538,431	1,000,231	967,031	9,475		478,309	725,109	46,909	118,709
River District Total	\$1,589,014	\$10,802,721	\$6,578,300	\$444,035	\$553,431	\$1,015,231	\$1,477,031	\$1,444,475	\$485,000	\$478,309	\$950,109	\$1,191,909	\$513,709

Portland Housing Bureau

Cost of Service Study

FY 2021-22

Introduction

In compliance with the City of Portland's Comprehensive Financial Management Policy 2.06, the Portland Housing Bureau (PHB) is including in its Requested Budget submission a cost of service study for those programs and functions in the bureau whose operations currently charge fees. These are the indirect, Servicepoint and loan servicing programs.

This study updates fees narrowly focused on some portions of the bureaus Indirect affordable housing subsidy programs.

Indirect Programs

About the Program

PHB's Indirect Program provides financial assistance in the form of tax and development fee exemptions and credits (i.e., indirectly) in order to promote development of and access to affordable homeownership and rental housing. The bureau defines affordability in relation to Median Family Income (MFI). In addition to revenues foregone by Multnomah County and the City of Portland (property taxes and system development charges, respectively) the Portland Housing Bureau incurs expenses in the course of administering these programs, primarily in the form of program staff salaries & benefits and indirect costs. The bureau charges fees to the customers accessing and benefitting from these programs in order to offset the costs of service delivery.

Program Details

1. Limited Tax Exemptions

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

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

2. System Development Charge Exemptions

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

- **Homeownership SDC Exemption Program** – Exemptions available only for home purchased by homebuyers at 100% MFI for a family of four

- **Rental SDC Exemption Program** – Exemptions available only for units rented to tenants at 60% MFI or below

3. Mortgage Credit Certificate Program

After June 30, 2020, the Portland MCC program will be ending. The Housing Bureau's application to the Oregon Private Activity Bond Committee for an allocation to continue the program has been denied. The committee noted that they saw a higher return on investment in preserving the state allocation authority for targeted economic development activities and the anticipated increased volume of regulated affordable housing on the horizon.

Fees and Fee Structure

PHB's fee structure is currently calibrated to generally recover the direct staff costs of the programs from fees while subsidizing the indirect costs incurred by the bureau. In FY 2021-22, PHB will implement additional programming in to administer affordable housing restrictions for developments seeking bonus density through new zoning code as part of the Better Housing by Design and Residential Infill Project endeavors. PHB will also expand programming to conduct further compliance on CET exemptions as well as add new programming to exempt Transportation Street Use Permit (TSUP) fees for affordable housing projects. However, fees for these services are not part of this study but will be part of future review by the bureau.

Other new processing and application fees will be reviewed at a future date to address staffing need across the programs, including new fees to process additional legal documents and changes to already approved applications for programs with existing fees (the SDC Exemption, and the Limited Tax Exemption Programs) and reviewing at a future date new fees for the IH, CET, TSUP Exemption and the MDP Bonus Programs, plus the programs to implement the Better Housing by Design and the Residential Infill Project bonuses.

Cost of Service Analysis

Each of these programs provides a significant financial benefit to the consumer (i.e., developer, homebuyer, lender or property manager) as described above, but also provides a public benefit to the City of Portland in the form of affordable housing development. Given the mutual benefits, PHB's fee structure is designed such that both the private beneficiaries and PHB share the costs of the programs. The budgeted costs, projected revenues and overall cost recovery for these programs are displayed in figures 1 and 2 on the following page.

Figure 1: FY 2021-22 Indirect Program Projected Costs and Revenues

	Costs			Fees		
	<i>Program</i>	<i>Indirect</i>	<i>Total</i>	<i>Gross</i>	<i>Pass-Thru</i>	<i>Net</i>
HOLTE	92,562	78,113	170,676	239,750	(114,835)	124,915
MULTE	68,941	58,179	127,119	-	-	-
NP LTE	110,049	18,722	128,772	23,625	-	23,625
SDC Homeownership	41,709	92,870	134,580	162,000	(16,675)	145,325
SDC Rental	22,186	35,199	57,384	22,500	(2,240)	20,260
IH	357,797	18,722	376,520	208,900	(188,400)	20,500
Total	693,244	301,806	995,050	656,775	(322,150)	334,625

Figure 2: FY 2020-21 Indirect Program Projected Cost Recovery

	Cost Recovery Ratio		Subsidy / (Surplus)	
	<i>Program</i>	<i>Overall</i>	<i>Program</i>	<i>Total</i>
HOLTE	135%	73%	(32,353)	45,761
MULTE	0%	0%	68,941	127,119
NP LTE	21%	18%	86,424	105,147
SDC Homeownership	348%	108%	(103,616)	(10,745)
SDC Rental	91%	35%	1,926	37,124
IH	6%	5%	337,297	356,020
Total	48%	34%	358,619	660,425

Next Steps

Looking forward, PHB will explore addressing the cost recovery deficit. This exploration may include phasing in or increasing fees, perhaps identifying another funding streams, and continuing to review service delivery for efficiencies and savings.

City of Portland
Requested Budget Equity Report

Portland Housing Bureau

Requested Budget & Racial Equity Plan Update:

The mission of the Portland Housing Bureau is to meet the housing needs of the people of Portland.

The bureau's racial equity plan addresses five areas: community engagement and outcomes, contracting, culture, workforce, and equitable services. All programs in our 2021-22 requested budget attends to at least one of these focus areas.

The Equity & Inclusion Manager is holding off on updating PHB's Five Year Racial Equity Plan (REP) based on discussions with other bureau equity managers and staff from the Office of Equity and Human Rights (OEHR). The REP will be reviewed and updated in concert with these and other stakeholders.

Racial Equity Plan Link: <https://www.portland.gov/phb/about/planning-and-equity>

Requested Budget Community Engagement:

The bureau focuses its work on the lowest-income residents, who, due to systemic racism, social stratification and marginalization resulting from complex historical and contemporary systems of oppression are disproportionately Black, Indigenous, immigrant and refugee, people of color, or people with disabilities. It is these communities who were considered not only as we put together the requested budget, but as we develop, implement, and deliver programs throughout the year.

Base Budget Constraints:

As with previous years, a consistent challenge are the limitations on funding available to the bureau for housing interventions. Historically, the most significant portion of the bureau budget is use limited to capital construction and capital improvements (tax increment financing, Portland Housing Bond, Metro Bond, etc.). With the adoption of the Metro Permanent Supportive Housing measure, the resources needed for services has increased significantly, but gaps persist in the areas of affordable homeownership and anti-displacement services (estate planning, foreclosure prevention, homeowner stabilization, damage mitigation, rent support, relocation assistance, etc.). These limitations have been alleviated (to a small degree) with federal funds, general fund, and other funds that have been allocated to the bureau in recent years, but this continues to be a challenge.

City of Portland
Requested Budget Equity Report

Notable Changes:

Even prior to this past year, Portland was in the midst of a housing emergency. The COVID-19 pandemic has highlighted the precariousness of housing for BIPOC communities, in addition to creating even greater need for housing. Although the pandemic has significantly increased housing needs, PHB's mission, values, and planning remain the same: we aim to meet the unmet housing needs of the lowest-income Portlanders.

The proposed budget uplifts the programs that we believe best serve the city and attends to its core values of fiscal responsibility, anti-racism and equity. We believe these programs offer the best opportunities for mitigating housing inequities.

There are no significant realignments that will change the impact of the bureau's programs on communities, including BIPOC, immigrants and refugees, and people with disabilities.

Equity Manager Role in Budget Development

The Equity Manager (EM) was involved in the budget by serving on the Bureau's Budget Advisory Council (BAC). In this role she had the opportunity to provide input on the entire requested budget, including impacts on marginalized communities. She participated in the development of PHB's language access policy, which highlighted the need for program specific funds to meet these requirements. Additionally, the EM coordinated and contributed to the completion of this Budget Equity Tool, which enabled her to provide feedback on the budget proposal.

Equity Manager:	Thuan Duong	Contact Phone:	823-2361
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ADA Title II Transition Plan:

The proposed budget supports the work of the Equity & Business Operations Manager, the Equity & Inclusion Manager and other staff who ensure that PHB is in compliance with requirements of the Americans with Disabilities Act Title II and Title VI.

Accommodations:

The Housing Bureau has allocated funds for translation and interpretation into each direct service program area, following the development of PHB's Language Access Policy. The proposed budget also supports the work of the Equity & Business Operations Manager, the Equity & Inclusion Manager and other staff who ensure that PHB is in compliance with requirements of the Americans with Disabilities Act Title II and Title VI.

City of Portland
Requested Budget Equity Report

Capital Assets & Intergenerational Equity

The bureau’s planning process for capital assets includes the expertise of in-house staff, the City Attorney’s Office, and OMF. Those staff have been joined by staff from Home Forward to further review the needs of those properties and to provide planning and operational expertise to ensure that the apartment buildings owned by the Housing Bureau are financed and maintained in a manner that ensures multi-generational affordability over the life of the property.

Measure Title	PM 2018-19 Actuals	PM 2019-20 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
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Data Tracking Methodology:

The Housing Bureau uses a client management information system, ServicePoint, to track program access and service outcomes for populations receiving services funded through our subrecipient contracts. The Housing Bureau’s Web Compliance Management System (WCMS) tracks program access and service outcomes for housing units in its rental housing portfolio. Qualitative data is collected through community needs hearings, evaluation focus groups, and surveys.

Hiring, Retention, & Employment Outreach:

PHB seeks to hire a diverse workforce, one that reflects the communities we serve. We believe that diversity is a component of equity and justice. Over the past few years PHB has averaged 50% racial diversity in our workforce. Hiring in a virtual environment (FY2020-21) has been a challenge. Despite the challenges, we followed both the city’s equity and affirmative action goals of convening diverse interview panels and including equity-focused questions at each phase of the hiring process. Once the hiring freeze was lifted we worked diligently to fill vacancies. PHB advertises in a number of culturally specific media and organizations including: The Observer, The Skanner, Partners in Diversity, and the National Forum for Black Public Administrators. We understand that an equitable hiring process is critical to advancing the City’s core values of Equity and Anti-Racism. We also understand that retention of this diverse workforce is also key in meeting these goals. In the past year the PHB Equity Council has been reconvened. The Equity Council is still developing its work plan and foundational documents but it is prioritizing developing a racial equity training program for staff. Although training is not, in and of itself, a sufficient tool to dismantle racism and other inequities, we believe that trainings are necessary and will create a more racially informed workforce, leading to a workplace that supports its diverse employees. The requested budget includes training funds for this program.

City of Portland
Requested Budget Equity Report

Contracting Opportunities

A sizeable portion (over 70%) of PHB's budget is used in the creation and construction of City-regulated affordable housing units. Almost all (estimated >95%) PHB's funds used to support the production of these units are awarded through solicitations for which key criteria for award are the proposers' ability to meet PHB and City goals for Equity. Components of proposer's Equity Plan are 1) discussion of the roles and responsibilities of the development team and its members as those relate to the specific housing needs in the community, including who has access to the housing opportunities to be created by this project; and 2) discussion on how the development team will create community economic opportunities related to DMWESB-SVN owned Business Enterprises Contracting, Workforce Training and Hiring, Professional Services and Commercial Space. Under the DMWESB-SVN subcontracting, PHB's target for hard cost construction is 30% (compared to the City's current 20%) and for soft costs is 20% (compared to no requirement under the City). In addition, based off feedback from certified firms, in the BOS 2019, PHB piloted that subcontracts of \$300,000 or more would need to comply with the City's Workforce Training and Hiring program (compared to the City's current \$100,000). Current DMWESB-SVN certified firms' total value of contracts and subcontracts of PHB supported projects is about 30% for the period from 2016-2020.

Engaging Communities Most Impacted by Inequities

Each of the bureau's advisory groups (NNE Housing Strategy Oversight Committee, Portland Housing Advisory Council, Renter Services Commission) were given an opportunity to weigh in on the bureau's budget planning for the 2021-2022 fiscal year. Additionally, the bureau held a community budget zoom meeting on December 3rd. In this public meeting, participants were able to weigh in on priorities for both services and housing development.

City of Portland
Requested Budget Equity Report

Empowering Communities Most Impacted by Inequities

PHB has budgeted for ongoing support of the N/NE Housing strategy oversight committee, they hold 6 meetings per year, in a “normal” year funding includes meeting space, food, video recording and copies of documents. The Oversight Committee seeks to provide opportunities for individuals displaced out of NE Portland, primarily African American and low-income individuals.

The Renter Services commission meets monthly, PHB has budgeted to continue to provide appropriate support for this community advisory group, their goal is to support renters and provide information to landlords.

The proposed budget builds community capacity in multiple ways, including:

- Personnel funding for positions that support PHB’s work in community engagement and capacity building
- Funding subrecipient, community-based organizations who employ staff with lived experience and who provide culturally congruent services for their communities
- Funding advisory bodies made up of community member