



Portland Housing Bureau

Requested Budget

FY 2019-20





Portland Housing Bureau

Mayor Ted Wheeler • Director Shannon Callahan

Date: January 18, 2019

To: Commissioner Chloe Eudaly
Commissioner Nick Fish
Commissioner Amanda Fritz
Commissioner Jo Ann Hardesty
Auditor Mary Hull Caballero

From: Mayor Ted Wheeler and Director Shannon Callahan

Re: FY 2019-2020 Portland Housing Bureau Request Budget

We are pleased to submit the requested budget for the Portland Housing Bureau.

To address the ongoing affordable housing and homelessness crisis, through our shared efforts, Portland has made meaningful progress by increasing affordable housing production and preservation, passage of local landlord-tenant regulations and services, and expanding services for people experiencing homelessness. These increased resources and services have led to record numbers served in shelter, transitional housing, new affordable housing units, and stabilization and anti-displacement services. We are even more fortunate that new resources and potential resources are forthcoming as Metro works with local jurisdictions to release regional bond funding.

The Housing Bureau's request budget is structured around the agency's six strategic priorities outlined below, and the resources and organizational capacity necessary to accomplish the shared expectations and goals we, as a community, have established in recent years.

Portland Housing Bond

In November 2016, Portland voters approved measure No. 26-179, authorizing \$258.4 million in general obligation bonds to fund at least 1,300 units of newly affordable housing. In November 2018, Oregon voters approved measure 102, amending the Oregon Constitution to allow local bonds to be used to finance affordable housing through nongovernmental organizations. The Housing Bureau is working to update the Portland Housing Bond implementation plan to reflect the changes to Oregon law.

Rental Services Office

Since it was established in 2017, PHB's Rental Services Office is responsible for data analysis, policy development, and contracting for services related to fair housing and landlord-tenant law. In 2017 and 2018 the Mayor's Budget nearly doubled the level of funding for education and legal services for fair housing and landlord-tenant law. Moving into 2019, the Housing Bureau is requesting continued funding to support the current services contracts of the Rental Services Office, resources to support the procurement of a permanent rental registration system, and staff capacity to stabilize the Rental Services Office administrative functions.

N/NE Neighborhood Housing Strategy

The North/Northeast Neighborhood Housing Strategy, a five-year plan for how to invest the \$20 million according to the stated priorities of the community, was originally presented to Portland City Council on January 28, 2015. Today, the N/NE Housing Strategy is a living plan and currently operates with a \$75 million-dollar budget. Despite some success in stabilizing families with rental housing, the fact that there is still more to do continues to drive the bureau's work. We are in the process of treading a new path to reach our goals including: and equitable approach to loan forgiveness, additional support toward reaching our homeownership goals from Portland Housing Center, and additional capacity and services to stabilize low-income homeowners.

A Home For Everyone and the Joint Office of Homeless Services

Ending homelessness is a major 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 homelessness each year. The City has dramatically expanded funding and programming for homeless services, administered by the Joint Office of Homeless Services. City general fund investments in homeless services have increased more than \$21.2 million over that 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, the Portland City Council and the Multnomah County Board of Commissioners adopted parallel resolutions stating the goal to create 2,000 new supportive housing units by 2028. Supportive housing combines affordable housing with wrap around services that help people who face the most complex challenges to live with stability, autonomy and dignity. The estimated investment of \$592 million to \$640 million over 10 years is needed to reach the goal of creating 2,000 new supportive housing units. Operating costs after those 10 years are estimated at \$43 million to \$47 million a year. Over the last fiscal year, the City has worked with local and state jurisdictional and community partners in unprecedented ways to create new supportive housing units. As a result of these and other collaborative efforts, 517 new supportive housing units have opened or will be by the year 2021. Moving forward, the Housing Bureau will continue to develop funding strategies to achieve the 2028 goal, and to integrate supportive housing into affordable housing development projects.

Inclusionary Housing

The Inclusionary Housing program is designed to supplement the City's publicly financed affordable housing development and help bridge the affordable housing gap by linking the production of affordable housing to the production of market-rate housing. Under IH, all residential buildings proposing 20 or more units are required to provide a percentage of the new units at rents affordable to households at 80% MFI, with an emphasis on households earning 60% MFI or less. In the 18 months the program has been in effect, the City has permitted, or is in process to permit, a minimum of 362 Inclusionary Housing units associated with 43 development projects. These projects represent roughly 2,269 total units of housing under the program to date. Currently, there are another 57 projects with a potential 6,309 units in some stage of the early assistance or pre-application process. Over the course of 2018 the Housing Bureau has made numerous refinements and calibrations to the program based on stakeholder input, and looking toward 2019, the bureau will continue to make refinements and track the calibration and feasibility of the program to ensure effectiveness.

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



PORTLAND HOUSING ADVISORY COMMISSION

Maxine Fitzpatrick
Felicia Tripp Folsom
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Ramsay Weit

BAC Members
Michelle DePass
Faez Soud

Date: February 4, 2019

To: Mayor Ted Wheeler
Commissioner Eudaly
Commissioner Fish
Commissioner Fritz
Commissioner Hardesty

Re: PHB FY 2019-2020 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 2019-2020 request budget. We are committed to PHAC's mission, vision, and values and support the bureau's hard work to expand housing opportunities for low-income households and Communities of Color throughout Portland. We endorse the bureau's request budget and would like to highlight the following considerations.

We would like to thank City Council and Portland communities for supporting resources for the development and preservation of affordable housing over the last few years. With Portland continuing to face challenges in addressing homelessness, housing affordability, and displacement, resources that provide subsidized rental and ownership opportunities and those that mitigate displacement are critical to addressing these problems.

The PHAC BAC opposes any cuts to funding for housing and homeless resources. Across the board cuts of 1% does not comply with the City's equity goals. Not all community challenges and services are created equally. To ask all bureaus to cut an equal amount, when there is such disparity in the unmet needs of low-income, very low-income, and no-income households, it creates a greater burden on those impacted communities, resulting in an inequitable budgeting process and inequitable outcomes. We would like to see a budget approved that reflects the City's priorities and aligns with the community's commitment to equity.

We support both of PHB's two new program proposals. The first and highest priority, sets aside fees received from short-term rentals to create a rent subsidy reserve fund that will support the development and operation of desperately needed permanently supportive housing (PSH) in our community. We are fortunate to have access to both City and Metro

bond funds that will help Portland build PSH, but people living at such low-income levels cannot afford to pay rents that are essential to covering the maintenance and operating costs of this housing. Without rent subsidy, PSH cannot house those who need it most. The other new program designates funds for East Portland community development, following through on the City's previous commitments to East Portland.

Beyond these two program proposals, the PHAC BAC is extremely committed to seeing the City's PSH and 0-30% housing targets met and we urge City Council to take any measures necessary to meet these goals. We believe additional reinvestment in the City's Risk Mitigation Pool, whether this year on in a future budget cycle, is an important tool to incentivize developers and builders by offsetting the economic risk inherent in operating deeply affordable, special needs housing.

Further, the PHAC BAC opposes any cuts to the Joint Office of Homeless Services (JOHS). Even maintaining the current level of service at the JOHS leaves a dismaying amount of unmet needs. We are also concerned that the cost of living for workers in the homeless service industry and those working for our non-profit partners is outpacing wages and these workers may end up needing the very services they provide.

There are increasing income disparities that are exacerbating Portland's housing crisis. We see ripe opportunities to connect the dots between construction industry jobs the City supports through its housing budget and underemployed, low-income residents that same housing is designed to shelter. Both women and people of color, highly represented in regulated affordable housing, are woefully underrepresented in the construction trades, a career path that could offer living wage jobs and economic stability for many struggling families. We urge Prosper Portland to direct over \$2M of Economic Opportunity Initiative funds that are passed through PHB's budget via intergovernmental agreement to programs that recruit, prepare, and support both adults and young people for careers in the construction industry. Portland has several pre-apprenticeship training programs that could be better aligned with the City's workforce development initiatives for the benefit of the construction industry as well as the many families of color and households headed by single mothers who cannot currently afford to live anywhere in Portland.

We support maintaining the current funding service level for the Rental Services Office (RSO) at PHB as well as funding that will facilitate the office's workload that will only increase under the current housing conditions and new city policies.

In the coming months we look forward to reviewing and commenting on Council Members' Directions to Develop for new proposed PHB programs, as well as the Mayor's proposed budget for the Bureau.

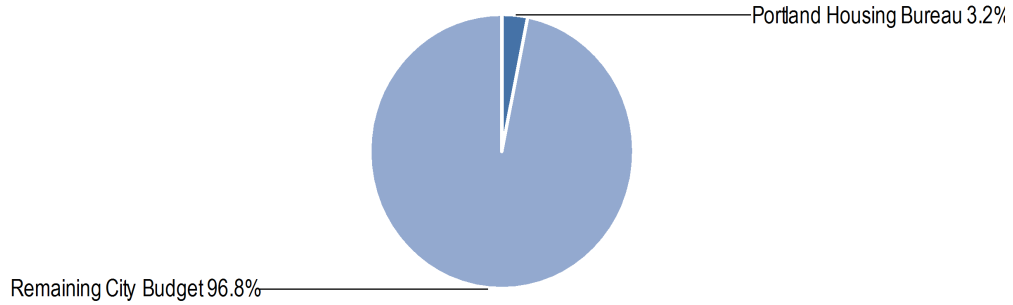
Portland is fundamental to the equity agenda at this time. The request budget should be based on thoughtful, comprehensive housing strategy. We support fully funding the requested budget and ask that you support it as well.

Sincerely,

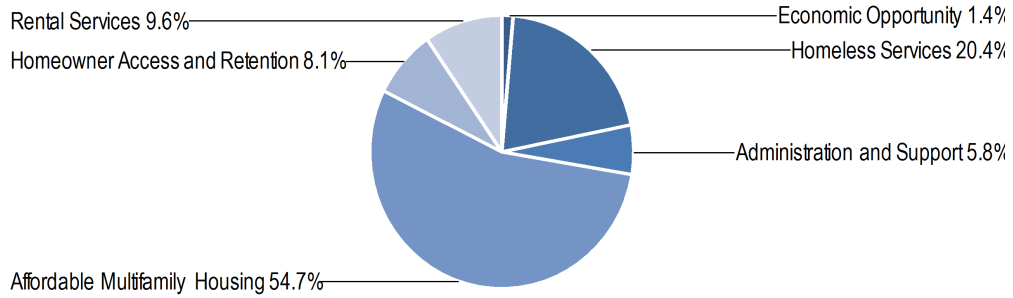
Portland Housing Advisory Commission - Budget Advisory Committee

Portland Housing Bureau

Percent of City Budget

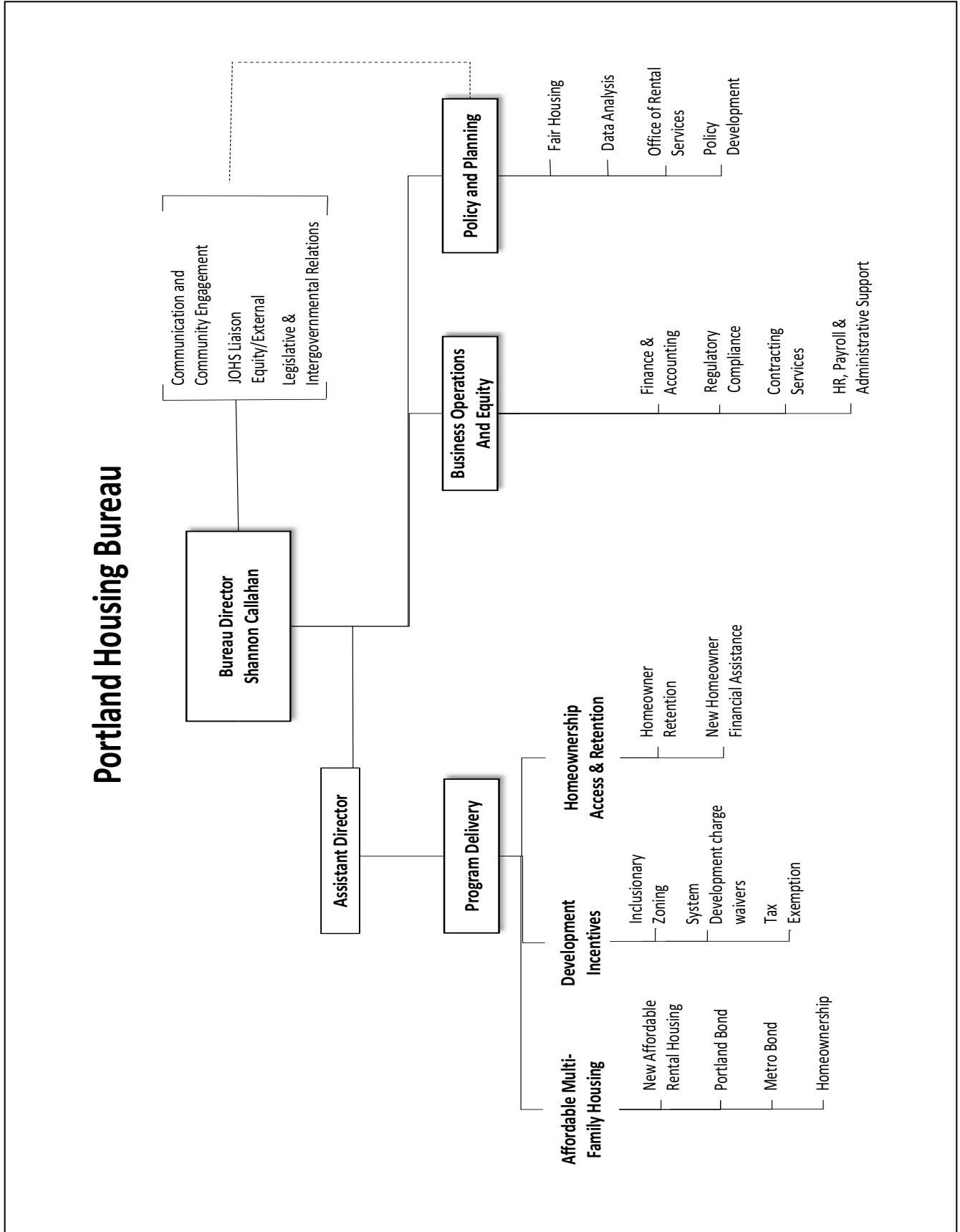


Bureau Programs



Bureau Overview

Requirements	Revised FY 2018-19	Requested FY 2019-20	Change from Prior Year	Percent Change
Operating	72,893,409	80,828,220	7,934,811	10.89
Capital	136,297,324	90,131,824	(46,165,500)	(33.87)
Total Requirements	209,190,733	170,960,044	(38,230,689)	(18.28)
Authorized Positions	75.00	98.00	23.00	30.67



Bureau Summary

Bureau Mission

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

Bureau Overview

The Portland Housing Bureau is responsible for the management of several sources of public funds utilized in the investment of quality affordable housing. Investments span the continuum of housing services and include programs to prevent, address and aim to end homelessness, develop rental housing for low-income individuals and families, provide targeted homeownership and home retention programs, and administer regulation and services to renters and landlords engaged in the rental housing market. Funds come from four major sources: (1) tax increment financing (TIF) that directs at least 45% of all tax increment financing expenditures to affordable housing under city policy; (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 local sources including the Construction Excise Tax, Inclusionary Zoning fees, short term rental revenue, and the Housing Investment Fund.

PHB's federal funding comes from the U.S. Department of Housing and Urban Development (HUD) in the form of both entitlement grants (predominantly the Community Development Block Grant and HOME) and competitive grant funds. The Bureau deploys these resources in alignment with its 2016–2020 Consolidated Plan primarily as loans and grants for capital construction of new or rehabilitated housing, through its homeownership services, and in its economic opportunity programs.

The Housing Bureau has four permanent advisory commissions that guide its work, each with a specific scope of work and area of responsibility:

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

2. **The Rental Services Commission** advises the Bureau and City Council on the Housing Bureau Office of Rental Services and serves as the primary public forum for discussion of rental housing law and regulation, and renter-owner programs and services administered by the Housing Bureau.

3. **The N/NE Housing Strategy Oversight Committee** was formed in 2014 to oversee the implementation of the N/NE Neighborhood Housing Strategy. The Oversight Committee meets every other month and reports annually to City Council on the Housing Bureau's progress toward the goals and commitments made in the N/NE Housing Strategy.

4. **The Bond Oversight Committee** consists of five independent community members appointed to oversee the expenditure of the City's first general obligation affordable housing bond. The \$258.4 million bond, approved by voters in November 2016, will allow the City to build and preserve an additional 1,300 units of affordable housing.

In addition to making programmatic investments, the Bureau tracks market rental unit production through its yearly State of Housing report. While Portland leads the state in housing production, work remains in providing services for Portland's most vulnerable residents. Through the Joint Office of Homeless Services, the Bureau leads local policy and planning efforts to improve alignment with state and local government partners working to prevent homelessness and support economic stability.

The Bureau uses data to drive its actions, guided by principles of racial justice, equity, and community decision making. From internal projects, like the Bureau's 5-year Racial Equity Roadmap; to external projects like the N/NE Preference Policy, Inclusionary Zoning programs, and the Rental Services Office, the Bureau has sought to allocate time and resources to the needs demonstrated in the data. Its work aims to achieve equity through community engagement and responsible use of public investments. The annual State of Housing reports have shown how historic and institutional barriers to accessible housing, homeownership, and economic stability continue to systematically disadvantage Communities of Color. The Bureau has a responsibility to address this inequity through its work, and to allocate time and resources efficiently to reflect the importance of this priority.

The Portland Housing Bureau proactively engages with partners to critically review data, streamline its systems, and find efficiencies. As part of federal planning and reporting requirements, the Bureau works closely with its jurisdictional partners to perform joint federal funding oversight, Fair Housing analysis and policy recommendations, and community needs and priorities hearings. The Bureau continually seeks to align its priorities, maximize funding leverage, and partner on regional solutions.

Strategic Direction

Since it was created in 2009, the Bureau has expanded from its original role as an Urban Renewal Agency with a production focus, adding education, policy making, market regulation, and direct housing provision. Moving into the 2019-2020 fiscal year the Housing Bureau will continue to focus on the implementation of its 6 strategic priorities.

Portland Housing Bond

In November 2016, Portland voters approved measure No. 26-179, authorizing \$258.4 million in general obligation bonds to fund at least 1,300 units of newly affordable housing. A Policy Framework adopted by City Council identifies priority populations and location criteria to guide building and land acquisitions for the Bond that reflect the community's goals of preventing displacement, advancing racial equity, and making a visible impact on homelessness. By aligning bond-financed housing with the homeless service system and culturally specific organizations, Bond projects focus on serving Communities of Color; families with children, immigrant and refugee communities, and intergenerational households; households experiencing/at imminent risk of homelessness; and households facing imminent displacement. Under the framework, Bond investments should also be balanced throughout the city, focusing on areas in neighborhoods vulnerable to gentrification and displacement – particularly where there are high concentrations of

residents from Communities of Color. In November 2018, Oregon voters approved measure 102, amending the Oregon Constitution to allow local bonds to be used to finance affordable housing through nongovernmental organizations. The Housing Bureau is working to update the Portland Housing Bond implementation plan to reflect the changes to Oregon law.

Rental Services Office

Since it was established in 2017, PHB's Rental Services Office is responsible for data analysis, policy development, and contracting for services related to fair housing and landlord-tenant law. In addition, the office provides services, information, and referrals in the areas of education and outreach, legal services, and policy and planning. These services 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. The City's Rental Registration Program is a partnership between the Revenue Division, Housing Bureau, and Bureau of Technology Services. Effective beginning on or after January 1, 2018 (due for most filers in April, 2019), the Revenue Division will require all rental property owners or property managers to register their residential rental activity and provide rental location addresses on a schedule to the Business License Tax return. In 2017 and 2018 the Mayor's Budget nearly doubled the level of funding for education and legal services for fair housing and landlord-tenant law. These funds not only supported expanded services, but new staff for policy and planning at the Housing Bureau Office of Rental Services. Moving into 2019, the Housing Bureau is requesting continued funding to support the current services contracts of the Rental Services Office, resources to support the procurement of a permanent rental registration system, and staff capacity to stabilize the Rental Services Office administrative functions.

N/NE Neighborhood Housing Strategy

Less than two decades ago, the neighborhoods that comprise inner North and Northeast Portland were home to the highest concentration of African American residents anywhere in the city—or in the state. Although decades of segregation had confined them there, the community gave rise to a vibrant cultural center, replete with African American businesses, churches, and other cultural institutions. City efforts during the 1990s to address the crime and blight that had begun to consume the area brought about profound neighborhood transformations, but left many longtime residents with fewer and fewer housing options. Within a decade, the percentage of African Americans in the total population of the area had fallen by more than half. In response to community action and demands for action, in March 2014, Mayor Charlie Hales, with the support of Housing Commissioner Dan Saltzman, dedicated an additional \$20 million in Tax Increment Financing dollars from the Interstate Corridor Urban Renewal Area to affordable housing to begin to address the ongoing threat of displacement and gentrification. After a seven-month community engagement process the 'North/Northeast Neighborhood Housing Strategy' (the Strategy—a five-year plan for how to invest the \$20 million according to the stated priorities of the community) was presented to Portland City Council on January 28, 2015. The N/NE Housing Strategy is a living plan. Since the 2015, Bureau staff have closely monitored the strategy and striven to adjust programming, budget, or implementation to keep the promises originally made to the community – the strategy currently operates with a \$75 million-dollar budget. A central feature of the strategy is the N/NE Preference Policy, which gives priority for the City's affordable housing investments in the Interstate Corridor Urban Renewal Area to current

and former residents of the N/NE Portland community. Despite some success in stabilizing families with rental housing comes the knowledge that there is still more to do continues to drive the bureau's work. We are in the process of treading a new path to reach this goal including: loan forgiveness, additional support from Portland Housing Center, and additional funding to construction grants.

A Home For Everyone and the Joint Office of Homeless Services

Ending homelessness is a major 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 homelessness each year. The most recent Point in Time Count found 4,177 people experiencing homelessness on a night in February 2017, a 10 percent increase from 2015. People of color continue to be over-represented among the population experiencing homelessness, and the number of individuals who report being chronically homeless or having a disabling condition continues to rise. In response to the urgent need, the Portland City Council declared a State of Emergency on Housing and Homelessness three years ago, which has remained in effect. The City has dramatically expanded funding and programming for homeless services, administered by the Joint Office of Homeless Services. 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. The City and Multnomah County fund the Joint Office of Homeless Services. The office leads local efforts to end homelessness through its A Home for Everyone community collaboration. City general fund investments in homeless services have increased more than \$21.2 million over that last ten years. Funds go towards supporting a range of effective programs, including rent assistance, street outreach, supportive housing, and emergency shelter. Due to significant new investments, the City served more people than ever before across the housing spectrum in FY 2018-19. The JOHS and its funded nonprofit and community partners achieved the following outcomes, exceeding annual targets.

Supportive Housing

In October 2017, the Portland City Council and the Multnomah County Board of Commissioners adopted parallel resolutions stating the goal to create 2,000 new supportive housing units by 2028. The resolution was passed in response to one of our community's most urgent needs. Supportive housing is an evidence-based housing solution for individuals and families who have a disability and the experience of long-term (chronic) homelessness. Supportive housing combines affordable housing with wrap around services that help people who face the most complex challenges to live with stability, autonomy and dignity. Services may include, but are not limited to, mental health and addiction services, intensive case management, and health care. An analysis conducted by the Corporation for Supportive Housing (CSH) in September 2018 indicates Multnomah County has a current gap of at least 2,400 units of supportive housing. The estimated investment of \$592 million to \$640 million over 10 years is needed to reach the goal of creating 2,000 new supportive housing units. Operating costs after those 10 years are estimated at \$43 million to \$47 million a year. The report from CSH includes a plan to align those costs across all levels of government and alongside the private development, philanthropic and health care sectors. Over the last fiscal year, the City has worked with local and state jurisdictional and

community partners in unprecedented ways to create new supportive housing units. As a result of these and other collaborative efforts, 517 new supportive housing units have opened or will be by the year 2021. Moving forward, the Housing Bureau will continue to develop funding strategies to achieve the 2028 goal, and integrate supportive housing into all possible affordable housing development projects.

Inclusionary Housing

The Inclusionary Housing program is designed to supplement the City’s publicly financed affordable housing development and help bridge the affordable housing gap by linking the production of affordable housing to the production of market-rate housing. Under IH, all residential buildings proposing 20 or more units are required to provide a percentage of the new units at rents affordable to households at 80% MFI, with an emphasis on households earning 60% MFI or less. In the 18 months the program has been in effect, the City has permitted, or is in process to permit, a minimum of 362 Inclusionary Housing units associated with 43 development projects. These projects represent roughly 2,269 total units of housing under the program to date. The affordable units in privately financed projects are roughly equivalent to \$32 million in public subsidies. Most of these units are located in high opportunity areas with access to good schools, jobs, transit, and other community amenities. Currently, there are another 57 projects with a potential 6,309 units in some stage of the early assistance or pre-application process. Over the course of 2018 the Housing Bureau has made numerous refinements and calibrations to the program based on stakeholder input, and looking toward 2019, the bureau will continue to make refinements and track the calibration and feasibility of the program to ensure effectiveness.

Capital Budget

Capital Summary

CIP Highlights

In FY 2019-20, the bureau plans to reconfigure 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 will mean that 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.

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 to provide sufficient services to these PSH units.

Changes from Prior Year

PHB plans to lend the majority of Portland Bond funds, and the newly approved Metro Bond funds to private partners, therefore reducing the capital program significantly over time. This funding model is quite like 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.

Portland Housing Bureau

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 OMF. 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 property acquisitions. Those staff have been joined 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 vast majority of the bureau's financial activity is in the form of gap financing. The shift to owning capital assets discussed in the FY 18-19 Budget, will likely be discontinued. The Housing Bureau's history has been defined by urban renewal TIF resources via the Council-approved affordable housing set-aside. It is a history of peaks and valleys: peaks from rising property values and the increase in the amount of funding set-aside, and valleys from shrinking property values and the end of individual URAs.

The first steep drop in TIF resources was due to declines in property values, and led to significant staffing reductions at both Prosper Portland (formerly the Portland Development Commission) and the Housing Bureau. This revenue source is currently at a high level, but is expected to experience another more permanent downturn in four to eight years as almost all districts reach maximum indebtedness or the final year to issue debt. This coincides with the expiration of both the City and Metro Affordable Housing Bond authority. Council action would be required to create additional Urban Renewal Areas (URAs), increase maximum indebtedness depending on forecasted tax growth capacity, or refer additional bonds to the ballot

In absence of Council action, there will be a significant reduction in both gap financing and capital acquisition and construction, as well as near elimination of the bureau's homeownership programs. . The bureau has modest resources remaining in the post-TIF, post-bond era with federal funds, the construction excise tax, and future short-term rental resources. Limited resources will require difficult decisions as to the longer term role of the bureau in affordable housing.

**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
- ◆ 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 an active capital needs assessment, and funds are set aside from net income in a major maintenance reserve. 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.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Requested No DP FY 2019-20	Requested FY 2019-20
Resources					
External Revenues					
Taxes	1,824,101	9,036,976	4,972,500	4,100,000	4,100,000
Charges for Services	3,590,659	6,355,732	6,141,076	6,538,817	6,538,817
Intergovernmental	65,613,859	55,282,681	106,565,090	74,432,722	74,432,722
Bond & Note	84,701,266	24,095,702	21,580,220	16,350,000	16,350,000
Miscellaneous	13,448,491	11,072,814	8,929,481	3,483,891	3,483,891
Total External Revenues	169,178,376	105,843,906	148,188,367	104,905,430	104,905,430
Internal Revenues					
General Fund Discretionary	26,134,081	28,753,135	36,490,688	28,087,726	49,480,591
Fund Transfers - Revenue	3,256,237	8,754,374	3,645,237	1,068,399	1,068,399
Interagency Revenue	98,270	116,687	119,320	130,808	130,808
Total Internal Revenues	29,488,588	37,624,196	40,255,245	29,286,933	50,679,798
Beginning Fund Balance	27,880,115	40,207,162	20,439,121	15,176,834	15,176,834
Total Resources	\$226,547,079	\$183,675,264	\$208,882,733	\$149,369,197	\$170,762,062
Requirements					
Bureau Expenditures					
Personnel Services	6,386,600	7,631,162	8,817,288	9,911,323	11,680,430
External Materials and Services	67,514,056	86,837,029	167,077,104	133,466,086	151,672,106
Internal Materials and Services	1,606,481	3,594,986	2,044,038	2,144,619	3,760,339
Capital Outlay	68,159,705	18,560,430	22,444,663	500,000	500,000
Total Bureau Expenditures	143,666,842	116,623,608	200,383,093	146,022,028	167,612,875
Fund Expenditures					
Debt Service	39,011,753	11,963,233	3,488,900	1,468,750	1,468,750
Contingency	0	0	3,463,489	340,315	340,315
Fund Transfers - Expense	3,661,322	6,221,213	1,855,251	1,538,104	1,538,104
Total Fund Expenditures	42,673,075	18,184,446	8,807,640	3,347,169	3,347,169
Ending Fund Balance	40,207,162	48,867,212	0	0	0
Total Requirements	\$226,547,079	\$183,675,266	\$209,190,733	\$149,369,197	\$170,960,044
Programs					
Affordable Multifamily Housing	100,284,772	68,442,400	126,718,387	91,687,565	91,687,565
Economic Opportunity	2,108,134	2,123,292	2,302,436	2,309,817	2,309,817
Rental Services	0	1,344,316	2,515,921	1,410,581	16,056,078
Administration & Support	6,491,222	9,468,300	8,771,425	9,772,801	9,772,801
Homeowner Access & Retention	8,250,624	9,364,263	25,498,662	13,515,097	13,515,097
Homeless Services	26,532,081	25,881,036	34,576,262	27,326,167	34,271,517
Total Programs	\$143,666,833	\$116,623,608	\$200,383,093	\$146,022,028	\$167,612,875

This table summarizes project expenses by capital programs.

Bureau Capital Program Project	Prior Years	Revised FY 2018-19	Requested FY 2019-20	Capital Plan				5-Year Total
				FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	
Acquisitions								
3000 SE Powell Boulevard	3,548,844	3,403,913	350,000	0	0	0	0	350,000
East Burnside Apartments	14,378,900	10,000	0	0	0	0	0	0
NE Prescott Property	84,752	455,000	0	0	0	0	0	0
Westwind Apartments	3,001,401	3,800,000	680,000	0	0	0	0	680,000
Total Acquisitions	21,013,897	7,668,913	1,030,000	0	0	0	0	1,030,000
Total Requirements	21,013,897	7,668,913	1,030,000	0	0	0	0	1,030,000

Class	Title	Salary Range		Revised FY 2018-19		Requested No DP FY 2019-20		Requested FY 2019-20	
		Minimum	Maximum	No.	Amount	No.	Amount	No.	Amount
30000061	Accounting Technician	37,461	53,789	1.00	53,789	1.00	53,789	1.00	53,789
30003005	Administrative Specialist IV	63,336	105,373	1.00	94,058	1.00	94,058	1.00	94,058
30003006	Analyst I	53,290	98,800	3.00	259,563	3.00	259,563	3.00	259,563
30003007	Analyst II	63,336	105,373	1.00	89,523	1.00	89,523	1.00	89,523
30003008	Analyst III	69,805	126,318	2.00	196,966	2.00	196,966	2.00	196,966
30003013	Capital Project Manager II	63,336	105,373	1.00	94,723	1.00	94,723	1.00	94,723
30003030	Coordinator IV	69,805	126,318	2.00	177,379	2.00	194,376	2.00	194,376
30003034	Deputy Director I	80,205	140,338	1.00	130,000	1.00	130,000	1.00	130,000
30003037	Director I	111,696	189,842	1.00	109,792	1.00	155,000	1.00	155,000
30003055	Financial Analyst II	63,336	105,373	2.00	197,808	2.00	197,808	2.00	197,808
30003056	Financial Analyst III	69,805	126,318	1.00	116,938	1.00	116,938	1.00	116,938
30001592	Housing Administrative Specialist, Sr	57,533	76,190	3.00	178,249	3.00	184,062	3.00	184,062
30001591	Housing Business Systems Analyst, Asst	61,818	81,910	1.00	81,910	1.00	81,910	1.00	81,910
30001361	Housing Construction Coordinator	64,875	86,029	2.00	163,418	2.00	166,605	2.00	166,605
30001362	Housing Construction Coordinator, Sr	71,614	94,931	3.00	246,709	3.00	252,065	3.00	252,065
30001587	Housing Financial Analyst	68,182	90,334	2.00	165,084	2.00	169,553	2.00	169,553
30001588	Housing Financial Analyst, Assistant	61,818	81,910	2.00	148,907	2.00	150,270	2.00	150,270
30001367	Housing Lead Grant Program Coordinator	71,614	94,931	1.00	84,162	1.00	87,575	1.00	87,575
30001369	Housing Loan Compliance Analyst	57,533	76,190	1.00	57,533	1.00	58,708	1.00	58,708
30001364	Housing Loan Coordinator	61,818	81,910	1.00	78,739	1.00	81,910	1.00	81,910
30001365	Housing Loan Coordinator, Sr	68,182	90,334	2.00	174,397	3.00	247,453	3.00	247,453
30001596	Housing Management Assistant	61,818	81,910	2.00	124,059	2.00	145,272	2.00	145,272
30001363	Housing Portfolio Finance Coordinator	75,338	99,819	4.00	319,220	4.00	359,987	4.00	359,987
30001595	Housing Program Coordinator	71,614	94,931	14.00	1,104,276	14.00	1,182,178	18.00	1,474,543
30001593	Housing Program Specialist	64,875	86,029	4.00	292,011	4.00	302,558	8.00	567,383
30001594	Housing Program Specialist, Assistant	61,818	81,910	7.00	506,074	7.00	527,052	15.00	1,031,577
30003082	Manager II	92,851	162,490	1.00	116,938	1.00	116,938	1.00	116,938
30000012	Office Support Specialist II	37,461	53,789	2.00	63,810	2.00	92,180	2.00	92,180
30000465	Program Manager	74,090	98,904	0.00	0	0.00	0	3.00	222,269
30003096	Public Information Manager	80,205	140,338	0.00	0	1.00	110,271	1.00	110,271
30003097	Public Information Officer	63,336	105,373	1.00	91,957	1.00	91,957	1.00	91,957
30003103	Supervisor I - E	63,336	105,373	1.00	94,058	1.00	94,058	1.00	94,058
30003104	Supervisor II	69,805	126,318	1.00	116,938	1.00	116,938	1.00	116,938
TOTAL FULL-TIME POSITIONS				71.00	5,728,987	73.00	6,202,245	92.00	7,486,229
TOTAL PART-TIME POSITIONS				0.00	0	0.00	0	0.00	0
30003006	Analyst I	53,290	98,800	0.00	0	1.00	76,045	1.00	76,045
30001591	Housing Business Systems Analyst, Asst	61,818	81,910	1.00	30,909	1.00	63,066	1.00	63,066
30001361	Housing Construction Coordinator	64,875	86,029	2.00	64,875	2.00	132,413	2.00	132,413
30001595	Housing Program Coordinator	71,614	94,931	0.00	0	1.00	73,091	1.00	73,091
30001593	Housing Program Specialist	64,875	86,029	1.00	71,029	1.00	73,951	1.00	73,951
TOTAL LIMITED TERM POSITIONS				4.00	166,813	6.00	418,566	6.00	418,566
GRAND TOTAL				75.00	5,895,800	79.00	6,620,811	98.00	7,904,795

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Requested No DP FY 2019-20	Requested FY 2019-20	Proposed FY 2019-20
Resources						
Charges for Services	568,189	490,564	556,350	499,435	499,435	
Intergovernmental	5,365,588	379,087	280,000	284,648	284,648	
Miscellaneous	5,121,025	1,331,649	550,572	437,592	437,592	
Total External Revenues	11,054,802	2,201,300	1,386,922	1,221,675	1,221,675	
Fund Transfers - Revenue	1,200,000	2,940,542	2,533,450	346,360	346,360	
Total Internal Revenues	1,200,000	2,940,542	2,533,450	346,360	346,360	
Beginning Fund Balance	5,643,430	12,620,938	8,086,310	1,568,280	1,568,280	
Total Resources	17,898,232	17,762,780	12,006,682	3,136,315	3,136,315	
Requirements						
Personnel Services	984,488	1,367,717	1,091,127	1,293,373	1,293,373	
External Materials and Services	2,315,455	3,008,195	9,393,222	1,022,814	1,022,814	
Internal Materials and Services	31,000	3,515	0	0	0	
Total Bureau Expenditures	3,330,943	4,379,427	10,484,349	2,316,187	2,316,187	
Debt Service	0	0	258,703	0	0	
Contingency	0	0	377,767	0	0	
Fund Transfers - Expense	1,946,353	5,877,265	1,193,863	820,128	820,128	
Total Fund Expenditures	1,946,353	5,877,265	1,830,333	820,128	820,128	
Ending Fund Balance	12,620,938	7,506,089	0	0	0	
Total Requirements	17,898,234	17,762,781	12,314,682	3,136,315	3,136,315	

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.

Other Programs

The Portland Housing Bureau (PHB) administers indirect programs to promote affordable housing via foregone revenue. These programs include limited property tax exemptions, system development charge waivers, and mortgage credit certificates.

ServicePoint is a statewide homeless management information system that PHB manages on behalf 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.

Structure

Sub-funds exist for each of the different programs in this fund. Activities are booked directly to the sub-funds, and includes 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

The bureau has three projects underway using different HIF resources. These include a Central City Concern project (Stark Street), as well as an eastside health center being financed by Multnomah County. Allocations in this fund can fluctuate significantly from year -to-year based on project timing.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Requested No DP FY 2019-20	Requested FY 2019-20	Proposed FY 2019-20
Resources						
Charges for Services	1,098	891	0	0	0	0
Intergovernmental	3,917,464	5,816,393	5,953,846	6,913,904	6,913,904	6,913,904
Miscellaneous	409,566	487,371	400,000	395,000	395,000	395,000
Total External Revenues	4,328,128	6,304,655	6,353,846	7,308,904	7,308,904	7,308,904
Total Internal Revenues	0	0	0	0	0	0
Beginning Fund Balance	163,224	127,862	0	0	0	0
Total Resources	4,491,352	6,432,517	6,353,846	7,308,904	7,308,904	7,308,904
Requirements						
Personnel Services	313,259	286,208	299,621	445,818	445,818	445,818
External Materials and Services	4,050,231	5,844,870	6,054,225	6,863,086	6,863,086	6,863,086
Total Bureau Expenditures	4,363,490	6,131,079	6,353,846	7,308,904	7,308,904	7,308,904
Total Fund Expenditures	0	0	0	0	0	0
Ending Fund Balance	127,862	301,439	0	0	0	0
Total Requirements	4,491,352	6,432,518	6,353,846	7,308,904	7,308,904	7,308,904

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 will not have an ending fund 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 2019-20 are projected higher than the prior year reflecting new projects from the 2018 award cycle.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Requested No DP FY 2019-20	Requested FY 2019-20	Proposed FY 2019-20
Resources						
Charges for Services	8,371	4,807	0	0	0	0
Intergovernmental	7,006,630	8,691,711	15,945,014	12,001,870	12,001,870	12,001,870
Miscellaneous	1,982,878	2,133,070	2,368,029	1,025,000	1,025,000	1,025,000
Total External Revenues	8,997,878	10,829,589	18,313,043	13,026,870	13,026,870	13,026,870
Total Internal Revenues	0	0	0	0	0	0
Beginning Fund Balance	295,984	595,348	0	0	0	0
Total Resources	9,293,862	11,424,937	18,313,043	13,026,870	13,026,870	13,026,870
Requirements						
Personnel Services	1,342,041	1,197,551	1,147,511	1,356,959	1,356,959	1,356,959
External Materials and Services	6,296,598	8,564,188	16,182,055	10,375,407	10,375,407	10,375,407
Internal Materials and Services	333,607	251,501	235,477	512,607	512,607	512,607
Total Bureau Expenditures	7,972,245	10,013,240	17,565,043	12,244,973	12,244,973	12,244,973
Debt Service	726,268	734,577	748,000	756,000	756,000	756,000
Contingency	0	0	0	25,897	25,897	25,897
Total Fund Expenditures	726,268	734,577	748,000	781,897	781,897	781,897
Ending Fund Balance	595,348	677,120	0	0	0	0
Total Requirements	9,293,862	11,424,937	18,313,043	13,026,870	13,026,870	13,026,870

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 2019-20 are lower compared to FY 2018-19, primarily based several projects are approaching completion in FY 2018-19.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Requested No DP FY 2019-20	Requested FY 2019-20	Proposed FY 2019-20
Resources						
Taxes	1,824,101	9,036,976	4,972,500	4,100,000	4,100,000	
Charges for Services	0	1,488	0	70,000	70,000	
Miscellaneous	4,200	98,859	40,500	54,000	54,000	
Total External Revenues	1,828,301	9,137,323	5,013,000	4,224,000	4,224,000	
Fund Transfers - Revenue	198,992	680,499	659,300	509,515	509,515	
Total Internal Revenues	198,992	680,499	659,300	509,515	509,515	
Beginning Fund Balance	0	1,847,976	1,247,000	5,462,500	5,462,500	
Total Resources	2,027,293	11,665,798	6,919,300	10,196,015	10,196,015	
Requirements						
Personnel Services	150,817	337,342	414,250	502,516	502,516	
External Materials and Services	20,796	61,143	6,260,033	9,693,499	9,693,499	
Internal Materials and Services	7,704	127,373	245,017	0	0	
Total Bureau Expenditures	179,317	525,858	6,919,300	10,196,015	10,196,015	
Total Fund Expenditures	0	0	0	0	0	
Ending Fund Balance	1,847,976	11,139,941	0	0	0	
Total Requirements	2,027,293	11,665,799	6,919,300	10,196,015	10,196,015	

Fund Overview

City Council created this fund via ordinance 187855. Its purpose is twofold.

First, it 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.

Managing Agency Portland Housing Bureau

Significant Changes From Prior Year

The bureau saw healthy collections of CET revenue in FY 2017-18, and that trend continues in FY 2018-19. Collections in FY 19-20 should begin to drop as a reflection of softening construction activity. Expenditures increases reflect the first affordable housing projects funded with CET.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Requested No DP FY 2019-20	Requested FY 2019-20	Proposed FY 2019-20
Resources						
Charges for Services	2,081,397	5,022,848	4,950,160	5,230,459	5,230,459	
Intergovernmental	305,391	0	0	0	0	
Miscellaneous	24,007	61,763	27,238	40,000	40,000	
Total External Revenues	2,410,795	5,084,611	4,977,398	5,270,459	5,270,459	
Fund Transfers - Revenue	1,200,000	28,000	248,487	42,184	42,184	
Total Internal Revenues	1,200,000	28,000	248,487	42,184	42,184	
Beginning Fund Balance	1,298,103	1,963,205	2,561,776	7,366	7,366	
Total Resources	4,908,898	7,075,816	7,787,661	5,320,009	5,320,009	
Requirements						
Personnel Services	7,308	102,533	236,901	49,839	49,839	
External Materials and Services	823,358	1,600,540	2,380,618	4,117,925	4,117,925	
Internal Materials and Services	30,541	26,416	151,596	125,077	125,077	
Total Bureau Expenditures	861,206	1,729,490	2,769,115	4,292,841	4,292,841	
Debt Service	832,769	826,374	2,097,197	712,750	712,750	
Contingency	0	0	2,921,349	314,418	314,418	
Fund Transfers - Expense	1,251,718	0	0	0	0	
Total Fund Expenditures	2,084,487	826,374	5,018,546	1,027,168	1,027,168	
Ending Fund Balance	1,963,205	4,519,952	0	0	0	
Total Requirements	4,908,898	7,075,816	7,787,661	5,320,009	5,320,009	

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 2018-19, this fund includes the income and expense budgets for three of the five apartment buildings owned by the bureau, and land the bureau is holding for future development.

	Actual FY 2016-17	Actual FY 2017-18	Revised FY 2018-19	Requested No DP FY 2019-20	Requested FY 2019-20	Proposed FY 2019-20
Resources						
Bond & Note	84,701,266	24,095,702	21,580,220	16,350,000	16,350,000	
Miscellaneous	58,423	(41,151)	300,000	0	0	
Total External Revenues	84,759,688	24,054,551	21,880,220	16,350,000	16,350,000	
Fund Transfers - Revenue	467,245	5,047,366	50,000	0	0	
Total Internal Revenues	467,245	5,047,366	50,000	0	0	
Beginning Fund Balance	0	170,715	0	0	0	
Total Resources	85,226,933	29,272,632	21,930,220	16,350,000	16,350,000	
Requirements						
Personnel Services	50,072	181,193	1,135,253	1,175,947	1,175,947	
External Materials and Services	84,825	199,214	2,337,000	14,602,504	14,602,504	
Internal Materials and Services	54,311	97,153	492,054	571,549	571,549	
Capital Outlay	47,414,295	18,362,773	17,580,913	0	0	
Total Bureau Expenditures	47,603,502	18,840,333	21,545,220	16,350,000	16,350,000	
Debt Service	37,452,716	10,402,282	385,000	0	0	
Total Fund Expenditures	37,452,716	10,402,282	385,000	0	0	
Ending Fund Balance	170,715	30,017	0	0	0	
Total Requirements	85,226,933	29,272,632	21,930,220	16,350,000	16,350,000	

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 Bonds.

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 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.

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.

C3 - Capital Improvement Plan Summaries

Capital Improvement Plan

Project Name	Prior Year CIP	2018-19 Revised Budget	2020 Request	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	5-Year Total
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Portland Housing Bureau

Acquisitions

3000 SE Powell Boulevard **New Project: NO** **Total Project Cost: \$5,250,000** **Area: Southeast**
Confidence Level: Low **Original Project Cost: 4,499,000** **Objective: Expansion**

Project Description

This property was acquired in August 2017. Current project costs reflect that this property is being prepared to become a project funded through Affordable Housing Bond proceeds. As such, remaining capital costs will be limited to the acquisition and applicable predevelopment work

Revenue Source(s)

Housing Investment Fund, Housing GO Bond

Total Requirements	3,548,844	3,403,913	350,000	0	0	0	0	350,000
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

Westwind Apartments **New Project: NO** **Total Project Cost: \$4,441,000** **Area: Northwest**
Confidence Level: Moderate **Original Project Cost:** **Objective: GRO: New**

Project Description

The Westwind Apartments were acquired in 2018 and provide 70 units of affordable housing. Current project costs reflect that this property is being prepared to become a project funded through Affordable Housing Bond proceeds. As such, remaining capital costs will be limited to the acquisition and applicable predevelopment work.

Revenue Source(s)

Downtown Waterfront URA, Housing GO Bond

Total Requirements	3,001,401	3,800,000	680,000	0	0	0	0	680,000
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

C3 - Capital Improvement Plan Summaries

Capital Improvement Plan

Project Name	Prior Year CIP	2018-19 Revised Budget	2020 Request	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	5-Year Total
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Portland Housing Bureau

Acquisitions

NE Prescott Property

New Project: NO

Total Project Cost: \$560,800

Area: Southeast

Confidence Level: Moderate

Original Project Cost:

Objective: Expansion

Project Description

This property was purchased in 2018, and could accommodate as many as 75 units of affordable housing. Current project costs reflect that this property is being prepared to become a project funded through Affordable Housing Bond proceeds. As such, remaining capital costs will be limited to the acquisition and applicable predevelopment work.

Revenue Source(s)

Interim Financing, Housing GO Bond

Total Requirements	84,752	455,000	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

East Burnside Apartments

New Project: NO

Total Project Cost: \$14,378,900

Area: Southeast

Confidence Level: High

Original Project Cost: 14,700,888

Objective: Expansion

Project Description

The East Burnside Apartments were purchased in 2018. It was a newly completed building purchased post-construction. It contains 51 units, including 9 PSH units. This property is a project funded through Affordable Housing Bond proceeds.

Revenue Source(s)

Interim Financing, Housing GO Bonds

Total Requirements	14,378,900	10,000	0	0	0	0	0	0
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

C3 - Capital Improvement Plan Summaries

Capital Improvement Plan

Project Name	Prior Year CIP	2018-19 Revised Budget	2020 Request	2021 Estimate	2022 Estimate	2023 Estimate	2024 Estimate	5-Year Total
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Portland Housing Bureau

Acquisitions

Joyce Hotel

New Project: NO

Total Project Cost: \$6,000,000

Area:

Confidence Level: Low

Original Project Cost: 10,920,000

Objective:

Project Description

The Joyce Hotel was acquired in 2016. Current project costs reflect that this building will be renovated to preserve the existing 69 units of affordable housing in the downtown core as part of the Affordable Housing Bond. As such, remaining capital costs will be limited to the acquisition and applicable predevelopment work.

Revenue Source(s)

South Park Blocks URA, Housing GO Bonds

Total Requirements	5,404,166	1,850,000	500,000	0	0	0	0	500,000
Operating and Maintenance Costs	0	0	0	0	0	0	0	0

Bureau Name	Project Code - Name	New Project	Project Total
Portland Housing Bureau	H30288 - 3000 SE Powell	NO	\$5,250,000
Portland Housing Bureau	H30289 - Joyce Hotel	NO	\$6,000,000
Portland Housing Bureau	H30470 - Westwind Building, 323-327 NW 6th Ave	NO	\$4,441,000
Portland Housing Bureau	H30500 - NE Prescott	NO	\$560,800
Portland Housing Bureau	H30502 - E Burnside	NO	\$14,378,900

Business Operations

Program Description & Goals

The Business Operations program includes Administrative Services, Finance & 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;
- 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.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	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%	0	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.

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.

The HR team ensures that PHB's recruitment and hiring practices are equitable and seeks to hire staff that reflect the communities we serve. Since 2012 the bureau has increased diversity of the staff by nearly 30%; 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

A bureau reorganization in late FY 2017-18 brought the RAC team back to Business Operations, leading to increased collaboration between the loan servicing function and housing portfolio risk analysis. This collaboration continues as the two teams formalize the collection of cash flow loan payments due from financed projects.

The Finance and Accounting team continues to react to changes in bureau business lines as it deals with staffing transitions. These transitions have allowed the team to bring on different skill sets to address the changes, as well as solidify team succession planning. Continued complexity in Bureau financial transactions and potential increased volume of those complex transactions due to the Metro Bond funding will need to be monitored in terms of staffing capacity.

One of the staffing transitions involved one position moving from the Finance and Accounting team to the RAC team. In addition, another RAC position was converted to permanent status. These changes were made in response to additional compliance work; as the demand to produce more affordable housing has continued to increase, the need for compliance monitoring has grown. This need will continue to grow as more units are added with the bonds, especially those with PSH services, and staffing capacity will need to be monitored.

One position is being reclassified during FY 2018-19 and moved from the Administrative Services team to the Director's Office to provide direct support to the Bureau Director's team.

The Bureau is experiencing space issues as staffing has ramped up to address the volume of unit development and the support work that it generates. This will lead to more space organization and management effort by the Administrative Services team, but space is running out on the fifth floor of the Commonwealth Building shared by PHB and OEHR. PHB subleases space to OEHR, as well as providing some administrative and financial services.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	1,057,797	1,553,312	1,166,900	2,006,021
Internal Materials and Services	1,479,919	1,607,204	1,718,863	1,349,305
Personnel	2,177,867	2,544,553	2,584,441	2,667,051
Fund Expense				
Contingency	0	0	18,000	25,897
Debt Service	620,894	30,844	0	0
Fund Transfers - Expense	1,935,612	1,087,880	1,402,764	986,405
Sum:	7,272,089	6,823,792	6,890,968	7,034,679
	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	21	23.18	18	22.95
Sum:	21	23.18	18	22.95

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 inter agencies). 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

Bureau: Portland Housing Bureau

<https://www.portlandoregon.gov/>

Website: phb/72621

Program Contact: Leslie Goodlow

Contact Phone 503-823-4160

Data Analytics and Systems

Program Description & Goals

The Data Analytics & Systems team plays a key role in achieving outcomes for affordable housing services and providing stable, affordable, and equitably available housing in Portland. The team uses data driven insights to improve outcomes for affordable housing development and preservation; homeownership and home repair; homeless services; and programs available to renters and landlords. For each bureau program the team works to ensure that data is available, can be analyzed, and aligns 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. All Data Analytics & Systems Team projects have the potential for replication and use in different operational areas inside the bureau or elsewhere in the City. The goal of the team is to produce operational change within the bureau and its programs through the use of research and analysis.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
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Explanation of Services

In the past three years the City has significantly expanded funding and programming along the housing continuum. The Housing Bureau’s Data Analytics & Systems Team uses data driven insights to improve the Housing Bureau’s programs and policies. The team evaluates the short and long-term impacts of policy changes on housing needs, equity, and Portland’s affordable housing market. The team supports and administers the Housing Bureau’s data infrastructure and assesses program performance against targets. The team publishes quarterly housing market reports and forecasts, data visualizations and 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.

The team produces the State of Housing Report annually which provides comprehensive information on the rental market, and the Housing Bureau’s progress towards its strategic priorities and goals. The Report serves as a key source of data to guide policy and programming.

The Data Analytics & Systems Team key performance metrics act as a scorecard as to how Housing Bureau data is stored and accessed; what is collected; privacy and documentation practices; and data use and buy-in at all levels of the bureau.

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 report using PHB research and data analytics products to make policy decisions.

Equity Impacts

The Data Analytics and Systems team recognizes that data and analysis can be powerful tools for distilling vast and disparate data and overcoming obstacles, but it can also inadvertently reproduce biases and inequities. The team works to maintain transparency and incorporate inclusive analytics practices into its work. Datasets with metadata are made available to the public and the team engages in regular reporting to different community groups and stakeholders that are impacted by our work.

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 is collected and reported to more accurately identify if outcomes are meeting their intended policy goals.

In FY 2019-20 the team will be conduct a systems assessment and plan to determine if the bureau's systems needs are being met through its current software and data infrastructure. This work will include exploring a commercial off-the-shelf (COTS) system for data gathering and compliance for the City's Residential Rental Registration program. The OMF Revenue Division currently collects residential rental information on a form designed by Revenue, to be submitted with each Business License Tax form. PHB uses the data from the program to maintain a current inventory of rental housing units within the City to provide essential support for existing and potential tenant protection policies.

These efforts and the information collected will be used to determine program outcomes and help prioritize resources for PHB in the future.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	0	0	0	234,050
Personnel	0	0	0	1,044,671
Sum:	0	0	0	1,278,721
	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	0	0	0	8.17
Sum:	0	0	0	8.17

Resources: The Data Analytics & 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 7.0 FTE. This team collaborates with other bureau staff and service providers in developing data analysis products.

Assets and Liabilities: N/A

Program Information

Bureau:	Portland Housing Bureau	Program Contact:	Antoinette Pietka
Website:	https://www.portlandoregon.gov/phb/76186	Contact Phone	503-823-2394

Director's Office

Program Description & Goals

The Director's Office works across all sections of the Housing Bureau to ensure the bureau's strategic initiatives are effective, equitable and responsive to community perspectives and need. The Director's 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 strategic and policy direction, as well as, Equity and Inclusion, Communications, and Community Engagement.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
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Explanation of Services

The Director's Office program exists for many important reasons. 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 Director's 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 under-served populations. The office works to secure sustainable resources for the ongoing creation and preservation of affordable housing, as well as, ensure 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.

Performance goals for the Director's Office program are focused on fostering collaborative relationships with the community and organizations, using a data-driven equity approach to bureau policy and decision making, and improving methods of communication and engagement.

Equity Impacts

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.

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

The Director's Office is heavily impacted by changes in housing policy. As the need for affordable housing and homelessness relief continues, the Housing Bureau will continue to see growth. In response to the growing responsibilities of the Housing Bureau, the Director's Office will include the shifting of a position from Business Operations to provide an Executive Assistant to support the administrative and scheduling needs of the Director (the Director has not had dedicated administrative support in the past). In addition, to meet the growing need to communicate proactively and strengthen its engagement with the public the Director's Office will include a Public Information Manager position funded within existing resources.

Voters approved Oregon Measure 102 to amend the state Constitution to allow more flexibility in the use of bond funds for affordable housing initiatives. This amendment changes the business of PHB since the Bond passed in 2016, in which PHB was prohibited from spending bond funds on any development that was not owned and operated by the city. Now, PHB can lend bond dollars to private parties to fund affordable housing projects, resulting in more affordable units. The Director's Office is heavily involved in planning for and implementing bond projects, and the long-term business plan of PHB.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	45,831	26,980	29,000	31,000
Internal Materials and Services	1,025	60	0	0
Personnel	483,444	506,616	774,576	1,057,078
Ending Fund Balance	0	23,868,510	0	0
Sum:	530,300	24,402,166	803,576	1,088,078
	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	3	2	3	7
Sum:	3	2	3	7

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: Staffing funded within the program (7.0 FTE) include the Director, Assistant Director, the Equity and Inclusion Manager the Public Information Manager and Officer, the Public Outreach coordinator; and an Executive Assistant.

Assets and Liabilities: Not applicable.

Program Information

Bureau:	Portland Housing Bureau	Program Contact:	Shannon Callahan
	https://www.portlandoregon.gov/phb/	Contact Phone	503-823-2289

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, Memo of Understanding (MOU)/ Intergovernmental Agreement (IGA) development and implementation, 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.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
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Explanation of Services

Affordable housing and homelessness 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 the products of this program include: 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, the N/NE Preference Policy development and implementation, mandatory relocation assistance code and administrative rules development, Inclusionary Housing program development, construction excise tax (CET) program development, affordable housing land use bonuses and incentives, the SW Corridor Equitable Housing Strategy, the Broadway Corridor planning.

The results of the program offer 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 administrative of code and administrative rules based on direction from City Council.

Equity Impacts

The work products of the policy and planning program offer direct bureau programs, spending, and rules/code, and as a result have a substantial impact on racial equity. The policy and planning staff regularly involve Communities of Color, low-income communities, and historically marginalized communities in planning and decision-making processes, to the extent possible, and produce work products that actualize racial equity.

Changes to Program

The Bureau is moving ongoing General Fund resources within the 1% constraint to this program for the development. In the current fiscal year workload and deliverables have expanded to include plans and policies associated with permanent supportive housing, the metro affordable housing bond, Broadway and Southwest corridors, and other planning work. The bureau anticipates continued work in these areas next fiscal year, in addition to new planning work, but the new deliverables can likely be absorbed with current resources.

In addition, the Bureau is adding a limited term Housing Program Coordinator position to analyze and assist with the housing concepts and studies initiated by bureau partners. The position is funded by existing resources due to the broad range of these initiatives.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	150,083	77,013	380,693	587,840
Internal Materials and Services	1,115	313	0	269
Personnel	417,476	798,209	1,597,887	795,516
Sum:	568,674	875,535	1,978,580	1,383,625
	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	3.92	6.74	17	6.34
Sum:	3.92	6.74	17	6.34

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 6.29 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

Bureau: Portland Housing Bureau
<https://www.portlandoregon.gov/phb/26428>

Program Contact: Matthew Tschabold

Website: phb/26428

Contact Phone (503) 823-1854

JOHS Administration and Operations

Program Description & Goals

The City makes significant investments in programs and community initiatives to prevent and ultimately end homelessness for tens of thousands of individuals and families each year. In FY 2017, the City of Portland and the County consolidated resources and services under the City and County Joint Office of Homeless Services (JOHS), 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. The JOHS is the backbone agency supporting a collective impact approach to preventing and ending homelessness in the City of Portland and Multnomah County.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
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Explanation of Services

Homelessness is an ongoing crisis in the City of Portland and Multnomah County. In the last several years, our community has 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.

Created by a July 2016 intergovernmental agreement between the City of Portland and Multnomah County, 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, and families, as well as survivors of domestic violence in Portland and Multnomah County.

Through the JOHS, funds are contracted to more than 40 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/or 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’ racial equity efforts with AHFE and our contractors, and the development and implementation of both the County’s and an office-specific workforce equity plan.

Changes to Program

In FY 2019, \$1.25 million was budgeted as one-time-only funding for Emergency Shelter strategic capital improvements.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	151,168	45,200	1,250,000	496,975
Internal Materials and Services	-34	0	0	0
Personnel	-168	0	0	0
Sum:	150,966	45,200	1,250,000	496,975

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

Expenses: City funds are pass thru 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. There is 0.05 FTE shown for PHB representing the IGA manager.

Assets and Liabilities: Not applicable.

Program Information

Bureau: Portland Housing Bureau
multco.us/joint-office-homeless-
Website: services

Program Contact: Marc Jolin
Contact Phone 503-988-5531

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, youth and communities of color. The Homeless Youth continuum far exceeded its target goals in FY 2018 but the outcomes are not anticipated for FY 2019.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
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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 and/or who are eligible for 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/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 identifying as American Indian/Alaska Native are more than 400% more likely to experience homelessness than those identifying as White Alone, Not Hispanic; Black/African American or Native Hawaiian/Other Pacific Islanders are each nearly 200% more likely. People identifying as Black/African Americans represent 16.2% of those experiencing homelessness at a point in time; American Indian/Alaska Native, 10.2%; Hispanic/Latino, 10.2%; Native Hawaiian/Other Pacific Islanders, 2.6%; and Asian, 1.4%. Racial disparities are greater among those who are doubled-up and among families with children versus adults.

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 targeting 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

The additional 14% or \$133,680 of the City General funds for this program can be found in the Direction to Develop package for continuation of services funded with one-time-only funding. In FY 2019, Employment Services were part of the Diversion program and have been moved into a stand alone program.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	0	0	0	791,420
Sum:	0	0	0	791,420

Resources: The City's contribution to the JOHS budget includes City General Fund.

Expenses: 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. 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

Bureau: Portland Housing Bureau
multco.us/joint-office-homeless-
Website: services

Program Contact: Marc Jolin
Contact Phone 503-988-5531

JOHS Homelessness Diversion

Program Description & Goals

Diversion services are a subset of homelessness prevention strategies in our community. This program represents the City funding to reduce the number of people becoming street and shelter homeless in our community by diverting them from homelessness when they are leaving incarceration, a hospital, an unsustainable doubled-up situation. Done correctly, diversion is a much better strategy for the individual or family because they avoid the trauma of becoming homeless, and for the community, because, like other prevention strategies, it can be substantially less costly to divert a person from homelessness than to help them end it once they have become homeless.

Important Note: Unless otherwise noted, the outputs and outcomes presented in the JOHS Program Offers reflect total outputs/outcomes achieved through all investments in those program areas, including County and City ongoing and one-time funding, and additional leveraged state, federal and private resources. Projected outputs/outcomes assume current service level funding from all these sources, including both City ongoing and one-time. In other words, program outputs/outcomes are not disaggregated by funding type.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
Number of individuals prevented from becoming homeless	6,139	7,458	3,284	8,000	8,000

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 and 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:

- 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;
- Staff and financial support to assist with placing people who are leaving healthcare and treatment programs directly into permanent housing; and,
- 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

Multiple elements of structural racism drive racial disparities in homelessness both locally and nationally. Locally, people identifying as American Indian/Alaska Native are more than 400% more likely to experience homelessness than those identifying as White Alone, Not Hispanic; Black/African American or Native Hawaiian/Other Pacific Islanders are each nearly 200% more likely. People identifying as Black/African Americans represent 16.2% of those experiencing homelessness at a point in time; American Indian/Alaska Native, 10.2%; Hispanic/Latino, 10.2%; Native Hawaiian/Other Pacific Islanders, 2.6%; and Asian, 1.4%. Racial disparities are greater among those who are doubled-up and among families with children versus adults.

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 prevented from becoming homeless in FY 2018: 33% identified as Black/African American; 28% Hispanic/Latino/a/x; 8% American Indian/Alaska Native; 4% Native Hawaiian/Other Pacific Islander; and 4% Asian.

Changes to Program

The additional 82% or \$1,255,560 of the City General funds for this program can be found in the Direction to Develop package for continuation of services funded with one-time-only funding. In FY 2019, Employment Services were part of the Diversion program and have been moved into a stand alone program.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	841,380	1,530,197	2,356,295	269,940
Sum:	841,380	1,530,197	2,356,295	269,940

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

Expenses: 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. 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

Bureau: Portland Housing Bureau
multco.us/joint-office-homeless-services

Program Contact: Marc Jolin

Contact Phone 503-988-5531

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 un-supported 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 the combination of permanently affordable rent and longer-term wrap around support services they need to truly end their homelessness. This program offer funds a combination of long-term support services and operating expenses connected to supportive housing.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
Total number of homeless individuals placed in permanent housing	4,889	5,591	1,478	5,900	5,900
Retention rate of households placed in permanent housing at 12 months	74%	59%	55%	75%	75%
Percentage of households moved from homelessness into housing that subsequently return to homelessness	27%	28%	0	26%	26%

Explanation of Services

On any given night, there are nearly 1,300 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. Supportive housing programs are our community's most effective response to chronic homelessness. Offering a combination of permanently affordable housing and appropriate ongoing support services has proven locally and nationally to be the most cost effective way to end the homelessness of this population. This program offer provides continued support for two types of programs prioritized by and coordinated through AHFE for these individuals – transitional recovery housing and permanent supportive housing.

Supportive housing is for those who would not be successful in their housing without additional supportive services, and for whom services would be less effective without stable 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 be anticipated to graduate from those intensive support services and into unsupported permanent housing. Transitional housing programs typically provide no-cost or extremely low-cost housing for up to two years, coupled with intensive recovery support services tailored to the needs of the program's target population.

This program supports 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 program 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 and/or the absence of other sources of support.

Equity Impacts

Multiple elements of structural racism drive racial disparities in homelessness both locally and nationally. Locally, people identifying as American Indian/Alaska Native are more than 400% more likely to experience homelessness than those identifying as White Alone, Not Hispanic; Black/African American or Native Hawaiian/Other Pacific Islanders are each nearly 200% more likely. People identifying as Black/African Americans represent 16.2% of those experiencing homelessness at a point in time; American Indian/Alaska Native, 10.2%; Hispanic/Latino, 10.2%; Native Hawaiian/Other Pacific Islanders, 2.6%; and Asian, 1.4%. Racial disparities are greater among those who are doubled-up and among families with children versus adults.

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 served in Permanent Supportive Housing in FY 2018: 24% identified as Black/African American; 15% Hispanic/Latino/a/x; 13% American Indian/Alaska Native; 4% Native Hawaiian/Other Pacific Islander; and 3% Asian.

Changes to Program

In late 2017, the 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 documented 517 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 (anticipated in early 2019), and advancement of developing partnerships with the health and criminal justice sectors will aid in these efforts.

The additional 5% or \$471,440 of the City General funds for this program can be found in the Direction to Develop package for continuation of services funded with one-time-only funding.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	5,357,843	6,804,694	10,248,327	10,088,232
Personnel	1	-130	0	0
Sum:	5,357,845	6,804,564	10,248,327	10,088,232

Resources: The City's contribution to the JOHS budget includes City General Fund and the federal grant, Housing Opportunities for Persons with AIDS (HOPWA).

Expenses: City funds are pass thru 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

Bureau: Portland Housing Bureau
multco.us/joint-office-homeless-services

Program Contact: Marc Jolin

Contact Phone 503-988-5531

JOHS Housing Placement/Retention

Program Description & Goals

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

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
Total number of homeless individuals placed in permanent housing	4,889	5,591	1,478	5,900	5,900
Retention rate of households placed in permanent housing at 12 months	74%	59%	55%	75%	75%
Percentage of households moved from homelessness into housing that subsequently return to homelessness	27%	28%	0	26%	26%

Explanation of Services

This program continues a range of existing housing placement and retention programs developed and coordinated through AHFE and the JOHS, including key elements of the housing placement capacity expansion initiated during FY 2017. These 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. They 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 at Home Forward multiple federal, state and local funding streams into aligned eviction prevention and rapid rehousing delivered through close to 20 non-profit partners; 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 (like organized camps) to quickly exit shelter and return to housing.

Equity Impacts

Multiple elements of structural racism drive racial disparities in homelessness both locally and nationally. Locally, people identifying as American Indian/Alaska Native are more than 400% more likely to experience homelessness than those identifying as White Alone, Not Hispanic; Black/African American or Native Hawaiian/Other Pacific Islanders are each nearly 200% more likely. People identifying as Black/African Americans represent 16.2% of those experiencing homelessness at a point in time; American Indian/Alaska Native 10.2%; Hispanic/Latino, 10.2%; Native Hawaiian/Other Pacific Islanders, 2.6%; and Asian, 1.4%. Racial disparities are greater among those who are doubled-up and among families with children versus adults.

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: 42% identified as Black/African American; 16% Hispanic/Latino/a/x; 11% American Indian/Alaska Native; 5% Native Hawaiian/Other Pacific Islander; and 3% Asian.

Changes to Program

\$252,000 of housing placement contracted staffing and the associated client rent assistance was reduced to meet the 1% General Fund Constraint. Loss of this funding will result in an estimated 35 fewer people being placed into housing and receiving support services.

\$250,000 of previously contracted funds are being reallocated into direct staffing to support the ongoing adult system programming work of the JOHS. We expect that any reductions in household placements will be offset by improvements in overall system support and service coordination resulting from more appropriate system staffing.

The additional 20% or \$1,859,620 of the City General funds for this program can be found in the Direction to Develop package for continuation of services funded with one-time-only funding. Reported 12-month retention rates are anticipated to remain at FY 2018 levels due to continued housing market challenges and income stagnation.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	0	12,246	608,264	6,983,980
Sum:	0	12,246	608,264	6,983,980

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

Expenses: City funds are pass thru 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

Bureau: Portland Housing Bureau
multco.us/joint-office-homeless-
Website: services

Program Contact: Marc Jolin
Contact Phone 503-988-5531

JOHS Safety Off the Streets

Program Description & Goals

This offer represents the City support 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 also 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 & older. Other shelters are specifically for youth under 24, domestic violence survivors, and families with children.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
Average length of time (days) spent in homeless shelter (all populations)	60	48	48	110	110
Number of individuals who accessed homeless services, but who had not accessed homeless services in the previous two years	6,077	5,018	0	5,000	5,000

Explanation of Services

The basic safety of people experiencing homelessness requires funding for a full range of emergency night and day shelter services, including shelter for specific populations, severe weather shelter, and associated emergency services expenses. 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 also 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. This program includes the following:

Night shelter: Overnight shelter programs for all populations include approximately 1,500 beds of year round shelter and 275 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/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 created that remains in place for the duration of the severe weather event. This program includes base funding that is contracted to a nonprofit agency 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, e.g., “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

Multiple elements of structural racism drive racial disparities in homelessness both locally and nationally. Locally, people identifying as American Indian/Alaska Native are more than 400% more likely to experience homelessness than those identifying as White Alone, Not Hispanic; Black/African American or Native Hawaiian/Other Pacific Islanders are each nearly 200% more likely. People identifying as Black/African Americans represent 16.2% of those experiencing homelessness at a point in time; American Indian/Alaska Native, 10.2%; Hispanic/Latino, 10.2%; Native Hawaiian/Other Pacific Islanders, 2.6%; and Asian, 1.4%. Racial disparities are greater among those who are doubled-up and among families with children versus adults.

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 served in Emergency Shelter in FY18: 21% identified as Black/African American; 13% Hispanic/Latino/a/x; 12% American Indian/Alaska Native; 4% Native Hawaiian/Other Pacific Islander; and 2% Asian.

Changes to Program

The overall level of year-round permanent shelter for adults is proposed to continue and we expect to transition to two higher quality, year round adult shelters in the coming fiscal year. Year-over-year decreases in total people served in shelter are primarily due to increased length of time in shelter, as people in shelter continue to face challenges finding permanent housing opportunities. Increased permanent housing placement will likely decrease length of time in shelter and increase numbers served in shelter. The additional 28% or \$2,793,250 of the City General funds for this program can be found in the Direction to Develop package for continuation of services funded with one-time-only funding. In FY 2019, this program contained \$300,000 of alternative shelter capital improvements.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	10,649,974	9,260,246	9,898,582	7,672,939
Personnel	28,837	37,398	0	0
Sum:	10,678,812	9,297,644	9,898,582	7,672,939
	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	0.22	0.28	0	0
Sum:	0.22	0.28	0	0

Resources: The City's contribution to the JOHS budget is City General Fund and the federal Emergency Solutions Grant (ESG).

Expenses: City funds are pass thru 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: Not applicable.

Program Information

Bureau: Portland Housing Bureau
multco.us/joint-office-homeless-services

Website:

Program Contact: Marc Jolin
Contact Phone 503-988-5531

JOHS System Support Services

Program Description & Goals

Improving system coordination and access is one of the core strategies of A Home for Everyone. This program funds an array of 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). These supports include training, information and referral services, coordinated entry, partnership development, and other similar services.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
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Explanation of Services

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

- **Access:** Equitable and efficient access to available services is an essential commitment of A Home for Everyone. Access starts with information about the services available, and that information must be available in a variety of formats to reach diverse populations. Programs supported in this area 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/Education:** Through A Home for Everyone, our community has adopted a set of guidelines for the delivery of services, and those guidelines anticipate certain 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 those funded through the JOHS, requires the development of partnerships that leverage resources in other systems and in the private sector. This program offer funds programs that foster 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. The funding requested will provide the support necessary to undertake a count including administrative support, communication, partner coordination, volunteer recruitment and management, as well as data entry and evaluation.

Equity Impacts

Multiple elements of structural racism drive racial disparities in homelessness both locally and nationally. Locally, people identifying as American Indian/Alaska Native are more than 400% more likely to experience homelessness than those identifying as White Alone, Not Hispanic; Black/African American or Native Hawaiian/Other Pacific Islanders are each nearly 200% more likely. People identifying as Black/African Americans represent 16.2% of those experiencing homelessness at a point in time; American Indian/Alaska Native, 10.2%; Hispanic/Latino, 10.2%; Native Hawaiian/Other Pacific Islanders, 2.6%; and Asian, 1.4%. Racial disparities are greater among those who are doubled-up and among families with children versus adults.

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.

On a quarterly basis, between 29% and 32% of the Information and Referral callers were African American, 13-14% were Hispanic or Latino, 6% were Native American or Alaska Native, and 2-3% were Asian or Native Hawaiian/Other Pacific Islander, respectively.

Changes to Program

The additional 40% or \$431,800 of the City General funds for this program can be found in the Direction to Develop package for continuation of services funded with one-time-only funding.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	1,587,561	102,772	1,045,910	656,000
Personnel	40,695	23,829	0	0
Sum:	1,628,256	126,601	1,045,910	656,000
	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	0.26	0.17	0	0
Sum:	0.26	0.17	0	0

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

Expenses: City funds are pass thru 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: Not applicable.

Program Information

Bureau: Portland Housing Bureau
multco.us/joint-office-homeless-
Website: services

Program Contact: Marc Jolin
Contact Phone 503-988-5531

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.

The goals of the program are to increase the incomes and economic opportunities for very low-income Portland residents through workforce and microenterprise development. EOI is focused on reaching participants who often face multiple barriers to employment, including but not limited to: homelessness, limited English proficiency, criminal histories, drug and alcohol addictions, and lack of educational credentials and job preparation skills.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
Total number of workforce participants	1,178	1,394	628	825	825
Total number of Microenterprise participants	262	210	163	300	300
Percentage of workforce participants employed at graduation	65%	40%	0	40%	40%
Percentage of microenterprises increasing economic stability at program exit	85%	41%	0	41%	41%

Explanation of Services

The City Council authorized the formation of the EOI program in 2004 to increase economic development and workforce opportunities for very low-income Portland residents. Advancing economic opportunity is a goal of the City and part of the City/Multnomah County Consolidated Plan. In July 2009, EOI was transferred from the former Bureau of Housing and Community Development to Prosper Portland. The PHB maintains an IGA with Prosper Portland to implement this direction. The mission of the EOI is to provide services in the categories of microenterprise and workforce development. The initiative prioritizes reaching people with multiple barriers to economic opportunity, including those experiencing homelessness, limited English proficiency, criminal histories, drug and alcohol addictions, and lack of education and job preparation skills.

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. Program success is measured by the number of individuals receiving microenterprise services and the number of businesses achieving stabilization and growth milestones.

The Workforce Development component of the program is accomplished by Prosper Portland contracting with Worksystems, Inc., our jurisdiction's local workforce investment board, to administer services through sub-recipient contracts with community-based agencies. These agencies provide the following services to youth and adult job seekers: career planning, work readiness training, job training and placement, job search assistance, college readiness, post-secondary placement and retention support. Additionally, organizations are funded to provide community based workforce navigation services through the workforce system. Success of this program is determined by the amount of people served with workforce services, placed in employment, and enrolled in post-secondary education.

Equity Impacts

The goal of EOI is to provide access to services for individuals from marginalized communities. 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 and/or alcohol addictions or have a history with the criminal justice system. Last fiscal year (FY17-18,) 68% of participants in EOI identified as people of color. Data is collected and reported on a quarterly basis and is disaggregated by race and ethnicity. Program staff analyze data to determine issues and opportunities for improvement to advance more equitable access and outcomes. One significant change implemented in FY17-18 was adding capacity of two culturally appropriate Workforce Community Navigator staff (for a total of three FTE), to reach individuals and communities not currently engaged with WorkSource centers and/or who are experiencing additional barriers to accessing services.

Changes to Program

EOI services in FY 2019-20 are anticipated to be funded at approximately the same level as FY 2018-19 year. PHB anticipates a similar entitlement amount from HUD in FY 2019-20. The program will not be impacted by the 1% constraint requirement. EOI plans to maintain consistent staffing levels to provide services in FY 2019-20.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	-21,196	0	0	2,302,436
Personnel	0	0	0	7,381
Sum:	-21,196	0	0	2,309,817
	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	0	0	0	0.05
Sum:	0	0	0	0.05

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 for 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 which includes 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 sub-recipients.

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 13 service delivery organizations (22 programs) for workforce development. Staffing at partner organizations is directly linked to how much funding is allocated to these programs each year. The PHB contract manager (0.05 FTE) is funded by CDBG as well.

Assets and Liabilities: N/A

Program Information

Bureau: Portland Housing Bureau
www.portlandoregon.gov/phb/
Website: 26428

Program Contact: Jennifer Chang
Contact Phone 503-823-2391

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:

- o The Risk Management Pool (RMP), funded by the bureau and managed by the Housing Development Center (HDC). The RMP supports the City’s Permanent Supportive Housing (PSH) goals by reducing risks for affordable housing owners and developers by reimbursing them for some financial losses associated with operating PSH units, which are beyond those of affordable housing;
- o Community Housing Development Organization (CHDO) operating assistance, funded by HOME funds and used by a CHDO (private non-profit, community-based organizations) that have staff with the capacity to develop affordable housing for the community it serves;
- o The HOME Consortium, designated by HUD is a way 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. PHB is the lead entity for a consortium that includes Multnomah County and Gresham. As the lead entity PHB is responsible for the long-term affordability requirements of all projects developed by the consortium and disburses HOME funds on behalf of the other members; and,
- o HUD Section 108 loan repayment. In 2008, PHB applied for and was granted access to the Section 108 loan pool, which offers state and local governments the ability to transform a small portion of their CDBG funds into federally guaranteed loans to pursue physical and economic revitalization projects. The majority of these funds have been used to implement several housing rehabilitation projects under the 11 X 13 initiative.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
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Explanation of Services

- The RMP provides funds training and education to the owners of multifamily affordable rental housing providing supportive housing. The pool also makes payments in the event a claim is made against the RMP. HDC will review and process the paperwork to ensure compliance with the RMP requirements.
- 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 in joint projects with PHB (like the Stark Street project currently under construction) and homeownership loans provided by the City of Gresham.
- Section 108 activity in this program is the annual repayments to HUD, which will extend beyond 2030.

Equity Impacts

The RMP is targeted for residents who have been or are currently homeless. A significant portion of the local homeless population also suffer from chronic mental health issues, substance abuse and addiction. Locally, we have a disproportionately high number of people of color amongst the homeless population, specifically African Americans, who earn significantly less and have been priced out of most neighborhoods in Portland.

Changes to Program

In the current fiscal year, workload and deliverables have not changed as management of these contracts continue without shifts in the Bureau requirements. The RMP will be re-evaluated as part of the regional discussion on funding PSH units.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	930,695	879,880	2,317,209	1,915,086
Internal Materials and Services	0	39	0	0
Personnel	71,983	138,974	0	72,417
Fund Expense				
Debt Service	726,268	734,577	1,158,000	756,000
Fund Transfers - Expense	636,237	5,133,333	452,487	551,699
Sum:	2,365,183	6,886,804	3,927,696	3,295,202
	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	0	0	0	0.55
Sum:	0	0	0	0.55

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 position 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 PHBs CDBG entitlement, offset partially by payments made to PHB by project funding partners.

Staffing: Staffing is 0.55 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 2030, 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 non-governmental 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

Bureau:	Portland Housing Bureau	Program Contact:	Jill Chen
Website:	https://www.portlandoregon.gov/phb/74685	Contact Phone	503-823-3339

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. PHB continues 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.

The Multi Family Affordable Ownership Project Financing program collaborates with several Bureau programs; including the Policy and Planning program who identifies N/NE Preference buyers and with the Homeowner Access program who coordinates buyer readiness and home ownership training. The Bureau works with its partners to leverage City resources to develop projects such that its investments can become a permanent subsidy upon sale to qualified low-income buyers. During FY17-18, it was determined that \$125,000 per unit subsidy was required for the construction of new permanently affordable homes in the ICURA and that PHB’s subsidy could apply to those households earning 80% Area Median Income (AMI) or less for a 2BR and 100% AMI or less for a 3BR. These subsidized homes are permanently affordable and regulated at their respective income levels even after the initial home owners sells their home.

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 is under construction; the Kilpatrick Phase 1 & 2 , a Habitat for Humanity development, for 30 affordable condos expected to start construction by 4/30/19; and a Proud Ground Project for 40 new affordable condos on 5020 Interstate, PHB owned land, which is in pre-development.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
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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 \$36,630 to \$81,400 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 non-profit partners. This program seeks to optimize Bureau investments, including land leases, by working with other funding sources including commercial banks/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 4 years depending on 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 gives them the opportunity for wealth creation.

Equity Impacts

For all PHB multifamily development programs, PHB partners are required to report on their efforts to provide contracting opportunities to minority, women and emerging small business (MWESB), and must comply with federal and local low-income workforce utilization goals. However, PHB partners have indicated that it may be difficult to meet these targets due to the leveraged “sweat equity” required by some of the projects. In addition, MWESB subcontracting performance remains a challenge largely due to the extremely tight construction market and the difficulty in finding certified firms with available capacity.

Changes to Program

PHB has created the Multi Family Affordable Ownership Project financing program in response to market trends of homeownership affordability. The median home sales price citywide rose from \$257,487 in 2011 to \$406,192 in 2017, an increase of 58 percent, or over \$148,000. The median home sales price in Portland now exceeds \$400,000 in over two thirds (68 percent) of the neighborhoods in the city. The median home sales price in the Interstate Corridor is \$449,386, an increase of 71% from the 2011 median of \$263,435, making affordable homeownership out of reach for most people of color whose families have been displaced in the ICURA. According to the State of Housing Report, homeownership rates among Black, Native, and Hawaiian-Pacific-Islander households is 30% or less compared to White households at 54%.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	0	0	0	2,735,000
Personnel	0	0	0	175,345
Sum:	0	0	0	2,910,345
	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	0	0	0	1.35
Sum:	0	0	0	1.35

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 riding 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 four years as almost all districts reach maximum indebtedness or the final year to issue debt. To continue the program and expand its geographic reach additional sources of funds will need to be developed.

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. 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 1.35 FTE, budgetarily, and includes staff from multiple teams to effectively implement the program.

Assets and Liabilities: This program finances capital assets owned by other non- governmental entities through loans. These assets are represented on the City’s financial statements by loan receivables (for which the City holds a property lien). The value received by the City through the loans is the value of the units created in the community. 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.

Both PHB gap-financed and owned multi-family buildings are required to have asset management plans and replacement reserves. For the gap financed projects, the bureau has an Risk Assessment and Compliance (RAC) team that reviews regulatory agreements for compliance with asset management requirements, grant funding requirements, and in some cases financial condition. In addition, physical condition inspections are done by construction coordinators as requested by the RAC team.

Program Information

Bureau: Portland Housing Bureau
[https://www.portlandoregon.gov/
phb/index.cfm?&c=72705](https://www.portlandoregon.gov/phb/index.cfm?&c=72705)

Program Contact: Jill Chen

Contact Phone 503-823-3339

Development Incentives

Program Description & Goals

The Development Incentives program encompasses all financial incentives and exemptions related to the production of affordable housing in both the private market and regulated affordable housing. The program includes the Inclusionary Housing (IH), Multiple-Unit Limited Tax Exemption (MULTE), Non-Profit Limited Tax Exemption (NPLTE), Homebuyer Opportunity Limited Tax Exemption (HOLTE), System Development Charge (SDC) Exemption and Affordable Housing Construction Excise Tax (CET) Exemption, and the Mortgage Credit Certificate (MCC) Programs.

The program's primary goals are to promote inclusion of affordable housing in otherwise market-rate developments and to assist affordable housing developed and operated by non-profit partners, as well as to make homeownership more affordable to low- to moderate-income households.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
Number of households receiving indirect assistance through foregone revenue (mortgage credit certificate, limited tax exemption, and system development charge exemption)	142	104	65	140	140
Percentage of housing units opened or preserved in high opportunity areas	73%	60%	50%	50%	50%

Explanation of Services

Policy makers at the State and City Council implemented regulations to increase the number of affordable units built. For-profit and non-profit housing developers benefit from exemption programs, reducing permitting expenses and the on-going cost of property taxes for both rental and homeownership projects, as well as, both single- and multi-family developments. Homebuyers also benefit from a reduction in their long-term income taxes.

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.

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

The Mortgage Credit Certificate Program makes homeownership more affordable and accessible through a direct federal income tax credit.

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 10, 60 or 99 years ensuring long-term stability for families, keeping home prices below market rates, and reduced property or income taxes.

Equity Impacts

Developers providing affordable housing through the IH, MULTE, HOLTE and SDC exemption programs are encouraged to partner with local non-profit housing providers to reach households most in need of the affordable housing the program makes available. The MULTE Program requires that at least 5% of affordable units within a project be fully adaptable to ADA standards.

The interim-use MULTE program requires applications to include a contract with a third-party technical assistance provider to help the general contractor be successful towards reaching a 20% participation goal in construction contracting by MWESB firms.

Changes to Program

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

- Refinements to the IH Program including adjustments to the applicability of the MULTE program for IH projects, consolidation and clarification of the IH fee-in-lieu rates, and the adoption of administrative rules for the IH Homeownership program;
- Approved use of the MULTE program on an interim basis for projects not required to participate in the IH Program; and
- Monitoring the income affordability of subsequent homebuyers purchasing homes in the HOLTE Program.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	20,826	47,466	83,533	960,459
Internal Materials and Services	1,738	30,143	24,547	0
Personnel	165,180	211,297	360,468	753,876
Ending Fund Balance	0	11,139,941	0	0
Sum:	187,744	11,428,848	468,548	1,714,335

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	2.67	3.71	9	6.15
Sum:	2.67	3.71	9	6.15

Resources: Program income is currently generated through application and processing fees. Cost of living adjustments to these fees are anticipated for FY 2019-20. It is planned that a portion of in-lieu fee payments will become the primary funding stream for these program activities, but the bureau is looking at additional options.

Expenses: Program costs for the inclusionary housing and indirect program activities are primarily for staffing and indirect costs. On-going expenses are limited and include document recording fees, payment to the Multnomah County for each MULTE and HOLTE application approved, and an application fee to the State upon renewing allocations for the MCC. PHB allocates a percentage of the CET revenue, per code, to Bureau of Development Services for their role in applying the fees and exemptions within building permits and collecting revenue. In addition, 15% of residential CET is remitted to the State of Oregon Housing and Community Services department. The remaining CET is available for affordable housing under specific guidelines in statute.

Staffing: Staffing for the program is 6.15 FTE, one of which is limited-term. With the continuance of the IH Program, it is necessary to continue funding for the limited-term position to ensure sufficient customer service and timely review of applications to not delay building permits.

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).

Program Information

Bureau: Portland Housing Bureau
<https://www.portlandoregon.gov/phb/72626>

Program Contact: Dory Van Bockel
Contact Phone 503-823-4469

Metro GO Bond Multi-Family Rental Housing Project

Program Description & Goals

In 2018 Metro-area voters approved Measure 26-199, the first ever Regional Affordable Housing Bond, which authorizes Metro to issue up to \$652,800,000 in general obligation bonds for the development or acquisition of affordable housing. Leading up to the vote, Metro conducted a series of public engagement activities. From those emerged the Regional Investment Strategy (Strategy) for the Metro Bond. The primary goal of the Metro Housing Bond Program is create at least 3,900 new affordable homes, of which:

- At least 1,600 will be affordable to households making 30% of area median income (AMI) or below;
- At least 1,950 will be sized for families, with 2 or more bedrooms;
- No more than 10 percent will be provided for households making 61-80% of area median income.

Multnomah County’s share, using a formula based on assessed (real property) value, is roughly 45%. Using AV to allocate funds results in approximately \$200M for Portland to create over 1,400 units of affordable housing, serving up to 4,500 people. The program is brand new with no implementation history. As the program rolls out, PHB will track, among other things, dollars spent, units created, and people served.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
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Explanation of Services

PHB as the lead for the Metro Bond program for property in the city of Portland was decided during the planning that led up to the November 2018 ballot measure. The program directly aligns with, and other than program-specific goals, is nearly identical to the city’s existing Housing Bond Program: 100% of the units created through the program will serve households earning 60% or less of area median income (AMI). Metro Bond goals for Portland include 605 units at 0-30% AMI (there is no PSH goal currently). Also included in this program is a fund that uses the \$4/night short-term rental fee as a source to help subsidize operations of buildings developed using Metro Bond funds, likely in the form of a voucher. While the Portland and Metro Housing Bond Programs are similar in goals and affordability targets, the implementation strategy for the Metro bonds will need to reflect the different types of operating support to achieve those goals.

Equity Impacts

PHB's work with Metro is guided by the following four principles which were derived from Metro's Strategy to Advance Racial Equity, Diversity, and Inclusion and conversations with key stakeholders who participated in a six month public process convened prior to the referral of the Measure:

1. Lead with racial equity;
2. Create opportunity for those in need;
3. Create opportunity throughout the region, including to help prevent displacement in changing neighborhoods where communities of color live today; and
4. Ensure long-term benefits and good use of public dollars.

Metro will be requiring all implementation parties to conduct a robust community engagement planning process prior to the release of funds. Local plans will include strategies to advance racial equity strategies to eliminate barriers in accessing housing for communities of color and other historically marginalized communities.

Changes to Program

PHB's implementation of the Metro Bond program is brand new as the initiative that authorized the bond was passed by voters in November 2018.

PHB anticipates using existing staffing for early implementation of the program. As the program parameters are developed by Metro, PHB will assess the need for additional staff support for finance, legal and program implementation. No operating or rent support has yet been identified for these units. This fund would as currently conservatively contemplated could sustain approximately 100-140 units for 30 years.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	0	0	0	10,687,554
Internal Materials and Services	0	0	0	90,209
Personnel	0	0	0	103,772
Sum:	0	0	0	10,881,535
	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	0	0	0	0.75
Sum:	0	0	0	0.75

Resources: Primary resources for this program are proceeds from the Metro GO Bond. The exact nature of the flow of funds to the City has not been determined at this time.

Expenses: The primary expenses of the program are expected to be disbursements made as part of the financing package for 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 is 1.0 FTE for the initial planning and projects under the Metro Bond. 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, the nature of this program would 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

Bureau: Portland Housing Bureau

Program Contact: Karl Dinkelspiel

Website:

Contact Phone 503-823-1354

Multi Family Affordable Rental Project Financing

Program Description & Goals

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 a most practicable manner. The multi-family delivery team, working through its partners, leverage City resources to develop new construction that deliver quality, affordable housing units which are rent regulated long term, up to 99-years.

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 13,000 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.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
Vacancy rate of units built 0% to 60% median family income	3%	3%	3%	3%	3%
Housing units opened that are newly affordable	511	804	172	500	500
Affordable housing units preserved	145	183	60	150	150
Rolling three-year average of total units opened and preserved	471	688	0	714	700
Average investment per rental housing unit	\$110,000	\$100,000	0	\$110,000	\$110,000
Percentage of housing units opened or preserved in high opportunity areas	73%	60%	50%	50%	50%
Percentage utilization of minority, women, and emerging small business contracts in housing construction (contract \$ awarded)	21%	20%	0	20%	20%
Percentage utilization of minority contracts in housing construction (contract \$ awarded)	14%	12%	0	15%	15%

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 needs to the low-income households, earning 60% of the Area Median Income (AMI) or about \$48,840 for family of 4, 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 non-profit 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 1-2 NOFAs each year and awards 5-10 projects for funding per year. Each NOFA will have specific requirements including a) the targeted population served, such as those at-risk of homelessness, b) the income requirements including those at 0-30%, c) unit size and location and d) equity in contracting and in the program delivery.

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 15-25 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. The PHB analysis and approval process is like that used for new construction projects.

FY 2018-19 continues to be an exceptionally busy year for PHB and this team with 26 projects in construction or in the development pipeline representing over 2,100 units which is over four times the annual production levels required under the 2035 Comp Plan.

Equity Impacts

It should be noted that all PHB programs seek to address equitable outcomes. In particular for this program, PHB development partners are required to report on their efforts to provide contracting opportunities to minority, women and emerging small business (MWESB), and must comply 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 exceed 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.

Of the 2100 affordable housing units in production, a total of 583 units or 27% (143 in construction and 440 in pipeline) are in the Interstate Corridor Urban Renewal Area subject to the N/NE Preference Policy which seeks to address historic displacement and the impacts of gentrification.

Changes to Program

It continues to be a pivotal time for the PHB for many reasons. First, the declaration of a continued housing emergency and the surge in resources; first from the increased allocation of the Tax Increment Financing (TIF) set-aside for housing in 2015, then the passage of the City's General Obligation (GO) Bonds in 2016. Most recently in 2018, the voters approved the Metro Bond and a constitutional amendment allowing the use of GO bond funds with more traditional affordable housing finance methods. The Bureau is already working through an extensive pipeline of new housing projects and the influx of additional funds is likely to lead to increased community expectations.

To meet the 2035 Comprehensive Plan goals, the Bureau has exceeded the Comp Plan production target of 500 newly affordable units a year and is on track to reach the overall goal of producing at least 10,000 new regulated affordable housing units on or before 2035.

In conjunction with the lack of affordability, cost of construction has skyrocketed, increasing at 8-12% per annum over the past 2-3 years, making the creation of new affordable units much costlier than previously projected and the impact of construction delays costlier.

Due to the increased level of homelessness and the need for permanent supportive housing (PSH), City Council sought to address this crisis by passing a resolution to provide 2,000 units of PSH units over the next 10 years. The City's efforts are a collaboration between the Bureau and the Joint Office of Homeless Services (JOHS) which has been working together to increase PSH units in affordable housing supported by Bureau funds for both development of units and services for those units.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
Capital Outlay	63,919,636	17,913,870	22,430,913	500,000
External Materials and Services	23,958,842	44,332,313	92,013,824	62,877,100
Internal Materials and Services	38,797	16,975	165,000	85,000
Personnel	749,222	675,206	865,347	966,829
Fund Expense				
Contingency	0	0	359,767	0
Debt Service	37,178,291	10,370,699	233,703	0
Fund Transfers - Expense	1,089,473	0	0	0
Ending Fund Balance	0	4,549,969	0	0
Sum:	126,934,261	77,859,033	116,068,554	64,428,929
	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	5.42	5.62	0	6.84
Sum:	5.42	5.62	0	6.84

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.

TIF funds for multi-family housing are currently riding the crest of a wave of 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 four years as almost all districts reach maximum indebtedness or the final year to issue debt. That would leave CET as the only source of local funding (excepting bond resources, addressed in other program offers) to go along with federal sources (which have dwindled significantly from 15 years ago, but have stabilized more recently). While the emphasis on multi-family project financing will shift from this program to bond programs over the next five to seven years, by FY 2026-27 will be reliant other local funding sources to be place to maintain this program at current levels.

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 6.84 FTE (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 also are working on the bond programs.

Assets and Liabilities: This program finances capital assets owned by other non- governmental 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 by 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.

Both PHB gap-financed and owned apartment buildings are required to have asset management plans and replacement reserves. For the gap financed projects, the bureau has an Risk Assessment and Compliance (RAC) team that reviews regulatory agreements for compliance with asset management requirements, grant funding requirements, and in some cases financial condition. In addition, physical condition inspections are done by construction coordinators as requested by the RAC team.

Program Information

Bureau:	Portland Housing Bureau	Program Contact:	Jill Chen
Website:	https://www.portlandoregon.gov/phb/74263	Contact Phone	503-823-3339

Portland GO Bond Multi-Family Rental Housing Proje

Program Description & Goals

In 2016 Portland voters approved Measure 26-179, Portland’s Housing Bond, which authorizes the City to issue up to \$258,400,000 in general obligation bonds for affordable housing. PHB plans to use the GO 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 are guiding how PHB identifies, purchases, builds and renovates 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:
 - o 650 of the bond funded units be “family-sized,” i.e. two or more bedrooms; and
 - o at least 600 units will be for households earning 30% or less of area median income (AMI), 300 may be supportive housing for households experiencing homelessness.
- Create access for Priority Communities, identified as:
 - o Communities of Color;
 - o Families, including families with children, immigrant and refugee communities, families with foster children and intergenerational households;
 - o Households experiencing homelessness or at imminent risk of becoming homeless; and
 - o Households facing imminent displacement.
- Develop throughout the city, priority given to locations where there is:
 - o Little or no existing affordable housing opportunities;
 - o High risk of gentrification, especially with large concentrations of communities of color; and
 - o Good access to education, transportation, services, economic opportunities and green spaces.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
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Explanation of Services

At the time of passage of the authorizing Measure, Oregon’s Constitution prohibited GO Bond funds from being lent to artificial third-party entities, preventing the ability to utilize private ownership models and financing sources. The Portland Housing Bond program was originally designed in accordance with this restriction. This meant that projects had to be owned by a governmental entity, and that there were limited ways to leverage bond funds. PHB staff first implemented the program in the context of this reality, funds being used to acquire existing rental apartment projects and vacant land that will be redeveloped with affordable housing.

This model differs from the one typically used by PHB, where the Bureau lends resources 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. Without the city’s gap financing, projects would not have sufficient funding to get built.

Equity Impacts

As with all PHB programs, the Housing Bond serves low-income people, many of whom are people of color and people with disabilities. For the Housing Bond properties, PHB has made a concerted effort to serve those with the highest needs, who may have barriers to access housing in the private market. For the Ellington and 10506 E. Burnside buildings PHB developed and implemented leasing programs specifically targeted to reach these communities. Aspects of the leasing program included:

- 0-30% AMI units – referrals through the Homeless Family System of Care (led by the nonprofit JOIN.) The family system is funded by the City/County Joint Office of Homeless Services.
 - o A subset of the 0-30% AMI units are dedicated as Supportive Housing, with wrap around services.
- 60% AMI units – when vacancies occur, property management sends out an “advance notification” to the community agency partner list. Agencies have a 14-day window to make referrals of eligible households. The list is comprised primarily of housing focused organizations serving culturally specific communities and homeless families.

All these organizations are either culturally-specific or have significant culturally-specific programs. In addition, PHB acquired the Westwind Apartments in part to ensure that the highly vulnerable tenants there were not displaced.

PHB has a well-documented history of supporting equity and inclusion in contracting. Since its inception, the Bureau has met or exceed 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.

Changes to Program

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 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.

PHB expects that by the first half of FY 2019-20 the planning for this potential transition will be complete. Regardless of the latitude the 2018 Constitutional Amendment provides, PHB is still bound to meet the goals laid out in the Framework and the original Measure. PHB expects that rather than the bureau creating the units as would have happened in the pre-Constitutional amendment environment, those obligations will be implemented by PHB’s partners.

PHB will lend some or most of the remainder of Housing Bond funds to private partners. PHB’s experience lending TIF and federal funds suggests that private partners will be able to leverage major sources of outside funding especially federal Section 42 Low Income Housing Tax Credit (LIHTC) equity and conventional construction/permanent debt. These sources can make up anywhere from roughly one-third to two-thirds of project financing. PHB expects this will stretch Housing Bond funds further.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	0	0	0	3,588,950
Internal Materials and Services	0	0	0	481,340
Personnel	0	0	0	553,710
Sum:	0	0	0	4,624,000
	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	0	0	0	4.25
Sum:	0	0	0	4.25

Resources: Primary resources for this program are proceeds from the Housing GO Bond. Some bond related 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. This acquisition activity will now shift to disbursements made as part of the financing package for 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 4.5 FTE (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.

Assets and Liabilities: A number 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 Westwind

Other assets include property planned for future development:

- 30th and Powell
- Mt Tabor
- The Joyce
- NE Prescott

As aging existing apartment properties, the Ellington and Westwind have significant future major maintenance expenses. 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

Bureau: Portland Housing Bureau	Program Contact: Karl Dinkelspiel
Website: https://www.portlandoregon.gov/phb/74262	Contact Phone 503-823-1354

Property Management

Program Description & Goals

PHB currently owns 15 pieces 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 five rental properties – the Fairfield, the Ellington, 105 E Burnside, the Westwind and the Headwaters. Home Forward asset manages these buildings on PHB’s behalf.
- **Properties under active development:** Two properties are under active development by PHB – a new development at 30th & SE Powell, and the Joyce Hotel renovation and rehabilitation. PHB is responsible for the property management for these parcels.
- **Properties for future development:** The bureau owns five properties which will be available for future affordable housing development on varying timelines due to current occupancy – 5020 N. Interstate Ave., 5827 NE Prescott, 60th & Belmont, 102nd & E Burnside, and Carey Boulevard Property.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
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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. Properties slated for future development are managed by PHB staff. PHB has leveraged the capacity and expertise of Home Forward to asset manage its occupied rental properties.

Equity Impacts

In keeping with PHB’s broader mission, the property management/asset management program supports the provision of affordable housing either through direct ownership of property or through leasing of property to mission-based partners. PHB requires that all units are made available to households earning 60% AMI or less. Disproportionately, these are households of color or households with disabilities. PHB’s selection criteria for partners typically include an emphasis on culturally specific services and/or outreach during lease-up. PHB actively assists non-culturally specific partners in creating and fostering partnerships that help disadvantaged communities.

Changes to Program

Prior to 2016, PHB properties were asset managed by Prosper Portland under the terms of an IGA. From 2016 to 2018 PHB managed its own properties. In 2018, recognizing the bureau lacked capacity to asset manage its expanding real property assets, PHB entered into an IGA with Home Forward to provide asset & property management services.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	98,302	408,506	3,111,093	4,968,347
Internal Materials and Services	14,206	-19,798	56,928	165,472
Personnel	0	64,036	142,133	7,099
Fund Expense				
Contingency	0	0	3,085,722	314,418
Debt Service	0	0	2,097,197	712,750
Sum:	112,508	452,745	8,493,073	6,168,086
	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	0	1.57	0	0.06
Sum:	0	1.57	0	0.06

Resources: Acquisition of these properties utilized many funding sources: TIF, HIF, various bond proceeds, and interim financing. Operations and maintenance of the properties is covered primarily by property income (rents); though holding costs for a couple are covered by TIF, and the bureau is subsidizing two others from HIF sources.

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 0.06 FTE dispersed over a number of individual staff.

Assets and Liabilities: These 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 issue. Both Housing Bureau gap-financed and owned apartment buildings are required to have asset management plans and replacement reserves. 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

Bureau: Portland Housing Bureau
[https://www.portlandoregon.gov/
phb/26428](https://www.portlandoregon.gov/phb/26428)

Program Contact: Karl Dinkelspiel

Contact Phone 503-823-1354

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 pre-purchase 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.

Through the following program service delivery models, 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 City of Portland residents. The following service delivery models make up the Homeowner Access Program.

- Homeownership education and counseling
- Down payment assistance (DPA)
- Homeownership development

Homeownership education and counseling services are provided by HUD Certified Community Partners by way of sub recipient contracts with the Bureau. Culturally specific educational courses are provided to households working towards purchasing a home, along with one-on-one counseling that provides case-by-case analysis of the household’s unique circumstances with support through the entire homeownership process. Partnerships with non-profits create additional opportunities for homebuyers to access additional programs and leverage other resources that have proven beneficial in becoming a successful homeowner.

Down Payment Assistance (DPA) loans and grants are administered directly by PHB staff, and act as a means by which the Bureau impacts housing affordability, with a subsidy that reduces the costs of the home purchase, therefore reducing the monthly financial obligations to the household. DPA has proven to be an essential tool in providing access to affordable homeownership opportunities and support permanent affordability.

FY 2017/18 and 2018/19 resources for DPA in the Interstate Urban Renewal Area (URA) have been dedicated to new homeownership development initiatives to address the City’s increased housing prices and low housing stock.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
Number of households receiving homebuyer education or counseling	975	1,169	403	975	975
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	15%	13%	0	10%	10%

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 history and views of Portland residents.

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 area of the City are capped at \$80,000 per household. TIF resources require that 20% of the subsidy are designate for use as a Home Improvement grant to be used within 6 months of closing.

In 2018, City Council approved new DPA guidelines which allow for loan forgiveness. Under the DPA loan forgiveness structure, 50% of the original loan amount is forgiven on the 15th anniversary of the original loan note. Three percent of the original loan amount will be forgiven annually on the anniversary date of the original loan note, starting year 16 and continuing until year 29. At the end of year 30, any remaining balance will be forgiven. A home sale or refinance prior to year 30, will require a payoff of any remaining balance on the loan.

Equity Impacts

Communities of color continue to face significant challenges in becoming homeowners; factors 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. The Homeowner Access Program's main goal is to assist low income and people of color to become homeowners through counseling assistance and down payment assistance. PHB contracts with several culturally specific organizations to provide both counseling and the down payment assistance programs.

Down payment assistance is necessary in addressing the homeownership disparities, and policies should improve access and lessen challenges and barriers in obtaining resources.

Changes to Program

In December 2017, Council unanimously approved the Home Purchase Assistance Program (HPAP). HPAP provides assistance that is directly funded by the first mortgage lender. The lender is reimbursed for the assistance, which is wrapped up in a silent second loan (forgiven pro rata over 10 years), by selling them to a third-party program administrator, George K Baum (GKB). The lender is also reimbursed for the 1st mortgage by selling it to either their Servicer or Freddie Mac directly. The Freddie Mac piloted program allows for a 1% fee (of the purchase price) to be charged on each loan. This fee is split 50/50 between PHB and GKB. PHB pays for staff time related to managing the program, however the program may generate revenue that can be used for Housing Bureau programming. This is a program that is new to the Neighborhood Housing list of services.

PHB Interstate TIF homeownership financial assistance is subject to the Preference Policy Potential homeowners must be identified through the PHB Preference Policy to gain access to Down Payment Assistance (DPA) resources in the ICURA. This creates a significant challenge in reaching the homeownership goals stated in the N/NE Neighborhood Strategy plan, as PHB and community partners work to serve and prepare marginalized communities which have decades of disinvestments.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	1,734,400	1,885,767	8,492,185	3,377,848
Personnel	56,194	161,295	122,600	235,715
Sum:	1,790,595	2,047,062	8,614,785	3,613,563
	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	0.66	0.93	0	1.85
Sum:	0.66	0.93	0	1.85

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 and loan origination, and where a home improvement grant is paired with a DPA loan, construction coordination. There are 1.83 FTE 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

Bureau:	Portland Housing Bureau	Program Contact:	Dana Ingram
Website:	https://www.portlandoregon.gov/phb/74630	Contact Phone	503-823-2375

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. Grant and loan programs are meant to improve the condition of existing housing and address the impact that housing conditions can have on health and safety. Lead 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.

Loans (administered by PHB) and grants (community partners) aim to help older adults and people with disabilities retain and live safely in their homes through home repair assistance.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
Number of households receiving home repairs	586	721	96	600	600
Percentage of households receiving home repairs and retaining their homes 12 months after services	88%	80%	0	80%	80%

Explanation of Services

Homeowners in the City of Portland are experiencing poor property conditions resulting from deferred maintenance and long-term residents have experienced rapidly increasing property taxes. Elderly residents are at risk of displacement when incomes are reduced, and medical expenses are increased, finding it more difficult to age in place and pass on generational wealth.

New homeowners are stretched to afford home purchases in the City, therefore post purchase counseling, fix it fairs, financial fitness workshops, etc, provide the support and information to help homeowners maintain their homes, and provide proactive resources, and set expectations.

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, loan modification counseling, financial planning, etc.

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 addresses BDS fines. These services are delivered through 8 nonprofit community organizations through sub-recipient contracts with the following resources: Tax Increment Financing (TIF) in the Interstate and Lents Urban Renewal Areas (URA's) and N/NE resources, General Fund (GF), and Community Development Block Grant (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 City; administered by PHB's NHP Loan Coordinator. Home Repair loans are capped at \$40,000 per home, 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.

Since 2016, PHB has worked within the multi-agency efforts of the Lents Stabilization Oregon Solutions Project to stabilize households living in the Johnson Creek Floodplain against the rising costs of flood hazard insurance and pressures of gentrification rapidly increasing in what has been a historically affordable and stable neighborhood. In 17/18 PHB launched a two-year Flood Insurance Savings Program to help low-income households save hundreds of dollars annually on their flood insurance. In 18/19, PHB expanded the success of that programming to serve additional low-income property owners by developing a set of holistic interventions through an existing sub recipient contract to maximize the ability of households in the floodplain retain their homes.

In FY 2018-19, PHB began implementing a new round of federal Lead-Paint Hazard Control resources to protect children from exposure to harmful lead-paint and dust. Additionally, the Bureau was awarded funding to address environmental hazards and habitability issues in homes receiving lead-hazard reduction services.

Children in Portland are at risk of lead poisoning due to significant concentrations of older housing and the number of low-income households with children under the age of six living in neighborhoods with older housing. Although the PLHCP will not limit lead hazard reduction to specific target areas, outreach, education, and blood lead testing services will be targeted to selected zip codes where both factors converge. In the PLHCP target area in North and Northeast Portland, 16,801 units were built before 1940, making-up 42% of all housing units in the area. 51% of families in the target area earn 80% AMI or less, and just over one-third of families earn less than 50% AMI.

Equity Impacts

Through several activities, PHB assists low income minorities and seniors stay in their homes, for example, by funding foreclosure prevention, and a new program to provide case management to assist families in keeping homes within the family. Additionally, PHB funds home repair grants and loans, and lead remediation for families with children under the age of six.

Changes to Program

A change for FY 2018-19 was a reprogramming of \$200,000 in CDBG to enhance the effectiveness of the program goals of homeowner retention to provide services like estate planning and financial fitness for home repair loan/grant clients. NHP staff is currently working to design the programs structure with community input. A limited-term was added during FY 18-19 to assist with program workload.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	3,538,900	3,597,335	4,799,729	8,306,033
Internal Materials and Services	0	0	0	59,800
Personnel	305,110	484,202	509,573	895,701
Sum:	3,844,010	4,081,537	5,309,302	9,261,534
	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	3.59	5.57	0	7.85
Sum:	3.59	5.57	0	7.85

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); and Tax Increment Financing (TIF) in the Lents and Interstate urban renewal districts (which are limited by location to the districts).

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 contracts with community partners require contract development, management, and monitoring. Home Repair loans require marketing in the community, income qualification and loan origination, and construction coordination. There are 7.87 FTE dedicated to this program, including the addition of a limited term construction coordinator 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 (paid for with grant funding), which are on a regular maintenance and replacement schedule.

Program Information

Bureau: Portland Housing Bureau
[https://www.portlandoregon.gov/
phb/74652](https://www.portlandoregon.gov/phb/74652)

Program Contact: Dana Ingram

Contact Phone 503-823-2375

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 to get information and assistance with local landlord-tenant law requirements; administration of the city’s mandatory relocation assistance exemption process; and, administration of the city’s rental unit registration requirement.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
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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 market in Portland, and Oregon, is largely missing a modern regulatory framework to maintain a healthy market for both renters and landlords. Renters are experiencing higher rates of displacement due to 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.

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 the Fair Housing Advocacy Committee, contract management, rental unit registration, and other high-priority initiatives. Other responsibilities include contract management and mandatory relocation assistance. Moreover, this program is responsible for data analysis, pilot program development and evaluation, and national research and comparative analysis. Other day to day functions of the program are rental registration technical assistance and administrative processing.

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 focuses services on individuals from underserved communities who have barriers to housing and opportunity. This includes having an intentional focus on reaching Communities of Color, immigrant and refugee communities, people with limited English proficiency and individuals with disabilities. Education services are provided in a culturally-responsive manner and several sub-contractors provide culturally-specific rental services. Data is collected and reported on a quarterly basis and is disaggregated by race and ethnicity. Program staff analyze data to determine issues and opportunities for improvement to advance more equitable access and outcomes.

Changes to Program

Increasing rents and stagnant incomes for renter households have led to an increase in displacement and an increased demand for technical assistance from the city's low-income renters and Communities of Color. In addition, as City Council has adopted new landlord-tenant regulations there has been an increase in the need for technical assistance and administrative process from renters and landlords.

In the current, 2018-2019 fiscal year 2.0 FTE are funded with one-time general fund. Without continued funding for these staff, the Rental Services Office staff will be reduced by 2.0 FTE, or 40%. These 2.0 FTE provide technical assistance to the public on landlord-tenant law and process exemptions for mandatory relocation assistance. Losing these staff will require the bureau to eliminate these services or cut other services to redirect existing staff.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	0	0	0	10,000
Personnel	0	0	0	132,940
Sum:	0	0	0	142,940

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	0	0	0	1.04
Sum:	0	0	0	1.04

Resources: The program is funded from primarily General Fund, with 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 1.04 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

Bureau: Portland Housing Bureau
[https://www.portlandoregon.gov/
phb/72622](https://www.portlandoregon.gov/phb/72622)

Program Contact: Kim McCarty

Contact Phone 503-823-5312

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, reasonable accommodations.

Measure Title	PM 2016-17 Actuals	PM 2017-18 Actuals	PM 2018-19 YTD Actual	PM 2019-20 Target	Strategic Target
Number of renter clients who were provided information and referrals	1,947	2,602	848	2,250	2,250
Average number of monthly referrals to affordable housing with OneApp Oregon Application	0	408	400	400	400
Number of renter clients provided direct services					

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 market in Portland, and Oregon, is largely missing a modern regulatory framework to maintain a healthy market for both renters and landlords. Renters are experiencing higher rates of displacement due to 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.

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 renter’s 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; 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 Program focuses services on individuals from underserved communities who have barriers to housing and opportunity. This includes having an intentional focus on reaching Communities of Color, immigrant and refugee communities, people with limited English proficiency and individuals with disabilities. Education services are provided in a culturally-responsive manner and several sub-contractors provide culturally-specific rental services. Data is collected and reported on a quarterly basis and is disaggregated by race and ethnicity. Program staff analyze data to determine issues and opportunities for improvement to advance more equitable access and outcomes.

Changes to Program

Increasing rents and stagnant incomes for renter households have led to an increase in displacement and an increased demand for education services and legal services from the city's low-income renters and Communities of Color. Additionally, as an increasing priority for City Council, the demands and expectations of the program have increased.

Funding for service contracts has nearly doubled in the last two fiscal years, but the increased level of service has been funded with primarily one-time funding. Without sustainable increased funding for the Tenant-Landlord Program offer the level of service will decline to levels seen prior to the 2017-2018 fiscal year. \$500,000 of service contract funding for education and legal services is currently funded with one-time funds. Without continued funds the bureau will cut community services contracts by this amount.

Program Budget

	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
Bureau Expense				
External Materials and Services	0	0	0	865,700
Internal Materials and Services	0	0	0	4,000
Personnel	0	0	247,173	397,941
Sum:	0	0	247,173	1,267,641
	2016-17 Actuals	2017-18 Actuals	2019 Revised Budget	2019-20 Request - V52 -No DP
FTE	0	0	0	3.5
Sum:	0	0	0	3.5

Resources: The program is funded from both CDBG funding and General Fund ongoing and one-time resources.

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 3.5 FTE, with only 1.5 FTE funded with ongoing resources. Staff operate the Relocation Assistance activity, and manage numerous Fair Housing, legal assistance, education and outreach contracts.

Assets and Liabilities: N/A

Program Information

Bureau: Portland Housing Bureau
[https://www.portlandoregon.gov/
phb/72622](https://www.portlandoregon.gov/phb/72622)

Program Contact: Kim McCarty
Contact Phone 503-823-5312

Form Header Org	Program	Program Description & GoalsLength	Explanation of Services Length	Changes to Program Length	Resources Length	Expenses Length	Staffing Length	Assets and Liabilities Length	Equity Impacts Length
HC	CDASBS	1,480	2,299	1,971	164	459	233	310	1,121
HC	CDASDA	953	1,964	1,235	325	200	154	3	496
HC	CDASDO	648	1,534	1,347	354	114	226	16	921
HC	CDASPC	593	1,554	800	262	194	186	3	428
HC	CDEH00	652	1,591	117	199	423	132	15	1,496
HC	CDEHCE	468	1,756	304	72	249	75	3	1,307
HC	CDEHHD	1,189	1,519	306	65	249	75	3	1,222
HC	CDEHHP	928	2,261	1,300	147	262	75	15	1,223
HC	CDEHRA	714	1,349	942	65	262	75	15	1,216
HC	CDEHSO	973	2,621	799	113	283	75	15	1,209
HC	CDEHSS	515	2,291	188	64	344	75	15	1,260
HC	CDEOEI	898	2,262	328	218	499	509	3	1,069
HC	CDHCHD	1,942	839	241	439	391	181	723	431
HC	CDHCHO	2,329	1,379	813	605	729	137	977	617
HC	CDHCIH	832	1,908	667	322	740	277	232	628
HC	CDHCMB	1,206	953	561	160	299	322	635	918
HC	CDHCNH	1,053	2,127	1,725	1,523	737	504	1,158	1,189
HC	CDHCPB	1,535	1,080	1,423	172	384	379	769	1,900
HC	CDHCPM	1,211	483	339	326	148	215	733	672
HC	CDHMFA	2,305	1,958	1,341	325	255	452	742	845
HC	CDHMRT	1,178	4,570	395	329	255	455	728	367
HC	CDTLPL	796	2,132	863	76	180	190	3	703
HC	CDTLRA	762	2,076	875	93	206	221	3	688

City of Portland
Portland Housing Bureau
Performance Measures

Run Date: 2/4/19
Run Time: 12:39:50 PM

	Performance Measure	KPM	Measure Type Name	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 YTD Actuals	FY 2019-20 Target	Strategic Target
HC_0037	Number of households receiving homebuyer education or counseling	NA	WORKLOAD	975	1,169	403	975	975
HC_0039	Total number of workforce participants	NO	WORKLOAD	1,178	1,394	628	825	825
HC_0045	Total number of Microenterprise participants	NO	WORKLOAD	262	210	163	300	300
HC_0069	Vacancy rate of units built 0% to 60% median family income	NA	OUTCOME	3%	3%	3%	3%	3%
HC_0070	Housing units opened that are newly affordable	YES	OUTPUT	511	804	172	500	500
HC_0083	Administrative costs as a percentage of bureau level budget	NA	EFFICIENCY	5%	5%	5%	5%	5%
HC_0105	Total number of homeless individuals placed in permanent housing	YES	OUTPUT	4,889	5,591	1,478	5,900	5,900
HC_0106	Retention rate of households placed in permanent housing at 12 months	YES	OUTCOME	74%	59%	55%	75%	75%
HC_0107	Number of individuals prevented from becoming homeless	YES	OUTPUT	6,139	7,458	3,284	8,000	8,000
HC_0108	Average length of time (days) spent in homeless shelter (all populations)	NA	OUTCOME	60	48	48	110	110
HC_0109	Number of individuals who accessed homeless services, but who had not accessed homeless services in the	NA	OUTCOME	6,077	5,018	0	5,000	5,000
HC_0110	Percentage of households moved from homelessness into housing that subsequently return to homelessness	NO	OUTCOME	27%	28%	0	26%	26%
HC_0111	Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	YES	OUTCOME	15%	13%	0	10%	10%
HC_0112	Number of households receiving home repairs	NO	WORKLOAD	586	721	96	600	600
HC_0113	Percentage of households receiving home repairs and retaining their homes 12 months after services	YES	OUTCOME	88%	80%	0	80%	80%
HC_0114	Number of households receiving indirect assistance through foregone revenue (mortgage credit certificate,	NO	WORKLOAD	142	104	65	140	140
HC_0115	Affordable housing units preserved	NA	OUTPUT	145	183	60	150	150
HC_0116	Rolling three-year average of total units opened and preserved	NA	OUTPUT	471	688	0	714	700
HC_0117	Average investment per rental housing unit	NA	EFFICIENCY	\$110,000	\$100,000	0	\$110,000	\$110,000
HC_0118	Percentage of housing units opened or preserved in high opportunity areas	NO	OUTCOME	73%	60%	50%	50%	50%

City of Portland
Portland Housing Bureau
 Performance Measures

Run Date: 2/4/19
 Run Time: 12:39:50 PM

HC_0119	Administrative costs as a rolling three-year average	NA	EFFICIENCY	7%	7%	0	7%	7%
HC_0120	Percentage utilization of minority, women, and emerging small business contracts in housing construction	NO	OUTCOME	21%	20%	0	20%	20%
HC_0121	Percentage utilization of minority contracts in housing construction (contract \$ awarded)	YES	OUTCOME	14%	12%	0	15%	15%
HC_0122	Percentage of workforce participants employed at graduation	NO	OUTCOME	65%	40%	0	40%	40%
HC_0123	Percentage of microenterprises increasing economic stability at program exit	NO	OUTCOME	85%	41%	0	41%	41%
HC_0124	Number of renter clients who were provided information and referrals	NO	WORKLOAD	1,947	2,602	848	2,250	2,250
HC_0125	Average number of monthly referrals to affordable housing with OneApp Oregon Application	NO	WORKLOAD	0	408	400	400	400
HC_0126	Number of renter clients provided direct services	YES	OUTPUT					
HC_0127	Percentage of households from Communities of Color receiving PHB homebuyer loans	YES	OUTCOME	0	0			
HC_0128	Number of people housed in newly opened affordable rental units	YES	OUTCOME	0	0	250	1,000	1,000

Issue Title: Inclusionary Housing Market Analysis

Commissioner(s) Issuing Direction: Mayor Wheeler

Issue Overview and Desired Goal/Outcome(s): The City adopted a comprehensive Inclusionary Housing program effective February of 2017. As we approach 2 years of program operation a market analysis would provide guidance for calibration of the program's incentives and requirements to align with current market realities. Costs of an independent, comprehensive market analysis is estimated at \$150,000.

Desired Funding Options: One-time funds

Additional Requests/Notes: none

Issue Title: Rental Services Offices – Continuation of Services

Commissioner(s) Issuing Direction: Mayor Wheeler

Issue Overview and Desired Goal/Outcome(s): The Rental Services Office currently has a significant portion of its budget funded with one-time funds. It is anticipated that these services and staffing will be funded by a to be adopted Rental Registration Fee but that the revenue from the fee would not be available until 2020/2021.

To maintain the currently level of service, one-time funding for 2.0 FTE and \$500,000 is needed in the 2019-2020 fiscal year. In addition, the Rental Services Office is now at a size and workload where a program manager is needed. This puts the total one-time general fund need in the 2019-2020 fiscal year at \$800,000.

Desired Funding Options: One-time funds to maintain current service level until fee-based revenue is available

Additional Requests/Notes: none

Issue Title: Rental Services Offices – Rental Registration Expansion

Commissioner(s) Issuing Direction: Mayor Wheeler

Issue Overview and Desired Goal/Outcome(s): A Rental Registration system is operational on the Business License tax platform. Basic information will be collected regarding rental units in the City of Portland. However, to expand on data collection regarding the condition and other details regarding rental units (bedroom size, ADA accessible, etc.) an expanded rental registration platform is needed. To procure and implement a rental registration system, beginning in FY 2019-2020, \$830,000 in one-time funding will be needed next fiscal year, followed by ongoing maintenance costs between \$600,000-\$700,000 per year.

Desired Funding Options: One-time funds until fee-based revenue is available

Additional Requests/Notes: none

Issue Title: Joint Office of Homeless Services One-Time Service Funding

Commissioner(s) Issuing Direction: Mayor Wheeler

Bureau(s) Directed: Joint Office of Homeless Services (through the Portland Housing Bureau)

Issue Overview and Desired Goal/Outcome(s): The “A Home for Everyone: A United Community Plan to End Homelessness for Portland/Multnomah County” proposed an ambitious goal: to reduce Portland’s unmet housing need in half by June 2017. Since the creation of the Joint Office of Homeless Services (JOHS) in FY 2016-17, the City has contributed a total of approximately \$29.2 million in one-time General Fund resources, based on the original premise of temporarily ramping up service capacity and then shifting toward prevention after June 2017. The City and JOHS have served record numbers of individuals and households through homeless services and related services along the affordable housing spectrum over the past three fiscal years. However, outcome measures do not necessarily reflect a decline in unmet housing need, and waitlists highlight continued demand for services that outpace available resources.

The FY 2018-19 Adopted Budget includes approximately \$6.6 million in one-time General Fund resources for homeless services from the City of Portland. As part of FY 2019-20 budget development, the JOHS is directed to request one-time resources to continue FY 2018-19 one-time service investments. This is in addition to the City’s ongoing JOHS General Fund budget for FY 2019-20, which is over \$24.9 million. The City anticipates that the JOHS will come forward in FY 2020-21 budget development with a five-year budgetary and service plan based on the next phase of strategic planning by A Home for Everyone in the upcoming year.

Funding Options: In recognition of the limited projected available one-time General Fund resources in the current economic forecast, the JOHS is encouraged to identify new contributions from public and private funding sources based on the shared regional challenges and responsibilities related to affordable housing and homeless services.

Additional Requests/Notes: Please identify the scalable service tradeoffs if there are not sufficient one-time General Fund resources available to match prior year one-time contributions.



Commissioner Chloe Eudaly
City of Portland

Friday, January 18, 2019

To: Shannon Callahan, Director, Portland Housing Bureau

Cc: Jessica Kinard, Interim Director, City Budget Office

From: Commissioner Chloe Eudaly, Commissioner JoAnn Hardesty

Re: PHB Directive to Develop FY 2019-2020

Issue Title: Rental Services Office

Commissioner(s) Issuing Direction: Commissioners Eudaly and Hardesty

Bureau(s) Directed: Portland Housing Bureau

Issue Overview and Desired Goal/Outcome(s): The Portland Housing Bureau is stretched to capacity with its current budget and does not have the ability to add new staff or resources in the Rental Services Office to meet the growing need. The status quo budget is already considered underfunded for the office and increasing capacity is the only way we will be able to adequately address growing much needed city services for both landlords and tenants.

SHORT TERM REQUESTS

These are requests that need to be funded immediately in order to meet our obligations to landlords and tenants in the city.

Screening Criteria Implementation

It is very likely that in the next few months, Council may be approving a tenant protection regulation ordinance that will dramatically increase the need for more resources from the Rental Services Office. Commissioner Eudaly's screening criteria and security deposit regulations will require a 6-month implementation plan that will include trainings, mailings, website updates, and staffing to navigate the increased volume of calls and visits to the office in Spring 2019.

Increased Staff Capacity

Because of new tenant protections we have already passed, plus additional protections we intend to bring to council, it is critical for staffing to be adequate to meet the demand. At current levels, staffing is unable to address the high volume of calls and processing of administrative rules and enforcement of policies. We are requesting a doubling of current staff levels.

LONG TERM REQUESTS

In addition, there are services that the RSO currently do not provide that would benefit the city including:

Rental Licensing: *Require ongoing registration of all rental dwelling units in order to collect data and distribute landlord/tenant educational materials.*

Registration of landlords is essential to collecting the data we need to make sound policy decisions in the future. However, licensing of landlords in the city would increase our ability to bring enforcement of our regulations in-house and minimize the need for a discriminatory complaint based system that relies on the courts to hear cases. In the future, we can consider expanding to a licensing model that uses mandatory inspections to ensure safe housing and compliant businesses.

Landlord/Tenant Notices: *Require that tenant notices of any kind conform to a specific template and be submitted to the city as well as the tenant.*

This is an essential component to acquiring data and providing for the proper training and education of not only landlord and tenant rights, but also of the laws and regulations. Providing this service will allow for lessening conflicts and increasing knowledge of rights and responsibilities as well as standardize the process for both parties.

Universal Eviction Defense: *Expand legal services to cover eviction defense for all tenants.*

Evictions that land in court are rife with power imbalances and often result in displacement outcomes for the tenants. Landlords have access to money which affords them the privilege of attorneys that the average tenant does not have access to. Universal eviction defense has been proven to be an effective strategy in New York, where a large feasibility study found major cost savings for the city by providing legal assistance and preventing evictions. It has proven so successful they are improving and expanding the program. Portland tenants are regularly evicted without the opportunity to respond or remedy and it is costing the city money in externalized costs to provide resources once they have been displaced.

Funding Options: General fund

Additional Information Requests/Notes: While our offices clearly prioritize funding the short term requests first, it is our preference that we also receive a full budget analysis on the long term requests with an explanation of their potential feasibility for future implementation if it is determined they cannot be funded this year.

Issue Title: Convert New Fee-Based Programs to Ongoing

Commissioner(s) Issuing Direction: Mayor Wheeler

Bureau Directed: OMF and PHB

Issue Overview and Desired Goal/Outcome(s): In FY 18-19 City Council created two new programs in the Revenue Division; the Rental Registration Program (3.0 FTE to track all rental locations in the City of Portland) and the Accessory Dwelling Unit System Development Charge waiver program (1.0 FTE monitoring SDC waivers to ensure no rentals occur on short-term rental platforms for a period of ten years). Council intended both fee-based programs to be permanent and paid for by fees.

OMF and PHB are directed to propose appropriate fee levels that will support both programs, currently estimated at \$500,000 combined. It should also provide information about different fee scenarios for the Rental Registration Program fee to help fund other services related to housing, homelessness and/or rental monitoring and inspections.

Desired Funding Options: New Fee-based Revenues

Additional Requests/Notes: none

FY 2019-20 Direction to Develop

Issue Title: [Coordinated Community Planning and Development in East Portland, Southwest Corridor, and Northeast Portland](#)

Commissioner(s) Issuing Direction: Mayor Wheeler, Commissioner Eudaly

Bureau(s) Directed: Prosper Portland, Bureau of Planning and Sustainability, Portland Bureau of Housing, Portland Bureau of Transportation

Issue Overview and Desired Goal/Outcome(s): Collectively, the partner Bureaus are planning, implementing, and investing in multiple projects and policy directives towards Portland's long-term future growth in East Portland, SW Corridor, and NE Portland. The Bureaus' work in these areas often overlaps but at times is not optimally coordinated with regards to planning, communications, community outreach, implementation, or outcomes. This diminishes how the community experiences the City and produces inefficient investments and outcomes. This directive is an initial step toward greater collaboration and impact, an important corner stone to delivering on the City's shared commitment to improved equitable access and outcomes.

- East Portland: Activities and investments in this area would increase coordination and impact of city work in East Portland. The focus would be on responding to community demands for greater collaboration and investment in the next generation of the 2009 East Portland Action Plan; supporting the Neighborhood Prosperity Network program partners in East Portland; working with Rosewood on an equitable development/anti-displacement issues (partially funded by Metro); and strengthening implementation of the Division Transit Project, particularly the community-based Portland Local Action Plan (approved by City Council in July 2016).
- Southwest Corridor: Activities and investments in this area would begin to implement the Southwest Corridor Equitable Housing Strategy (approved by City Council in October 2018). The initial focus should be on strengthening the community ability to help guide this implementation through organizing and capacity building with the Community Work Group and existing businesses along the proposed light rail alignment; undertaking predevelopment analysis for affordable housing and commercial development investments to help stabilize the business community and create new wealth creation opportunities; and, developing an integrated community development funding strategy for City investments along the corridor, including the City match in the proposed Southwest Corridor Light Rail project.
- Northeast Portland: Activities and investments in this area would follow through on commitments to make sure redevelopment of the area achieves equitable development outcomes and benefits to the N/NE Portland community. The focus should be on coordination among public agencies and community engagement to make sure the outcomes of the Oregon Department of Transportation led I5 project align with the N/NE Quadrant Plan (adopted by City Council in October 2012), the City interests in the long-term success of the Rose Quarter as a regional event center and important redevelopment opportunity, the priorities and work of the on-going community-based processes in N/NE and at the Hill Block property.

The Partner Bureaus are directed to propose a one-time funding package which reflects specific staffing, community investment, and tasks required to implement on City Council project and policy priorities in each of the three communities as described above. The partner Bureaus are further

directed to work with the Bureau of Revenue and Financial Services to determine a robust funding strategy for stable, long term public investment to implement on community priorities and action plans within each of the geographies.

Funding Options: Provide options to utilize / leverage existing resources as well as request new resources as necessary. The collaborating bureaus (Prosper Portland, Portland Housing Bureau, Bureau of Planning and Sustainability and Portland Bureau of Transportation) have identified needs for additional funding for staff, program expenditures to benefit residents and businesses, consultant services and property acquisition funds. Across all four bureaus this could be approximately \$2,168,000 (\$573,000 for Prosper Portland). This adds to and leverages significant other project, program and staff expenditures for work in these three areas from the collaborating Bureaus.

Additional Information Requests/Notes: Given the various Bureau's involved in this work and direction, it is understood that the expertise, function, roles and responsibilities of each of the Bureaus within this collaborative approach will be as follows:

- Portland Housing Bureau – affordable housing policy, funding/financing, predevelopment, bond measure implementation, home ownership/wealth creation, and related community capacity building/engagement
- Prosper Portland – real estate development, funding/financing, business stabilization and technical assistance, workforce navigation/training, commercial predevelopment assistance, business ownership/wealth creation, and related community capacity building/engagement
- Portland Bureau of Transportation - transportation policy, project design, and funding, and related community capacity building/engagement
- Bureau of Planning and Sustainability - bureau coordination, area planning, land use research and analysis, urban design, zoning map and code amendments, and related community capacity building/engagement
- Bureau of Revenue and Financial Services – City funding, property and asset management

DP: 7681 - JOHS One-Time Service Funding

DP Type

Priority

New

ADD

2

No

Package Description

This package, when combined with the base budget requested program offers provides the Joint Office of Homeless Services with a current service level. This funding package represents just over 20% of the total City contribution to the JOHS budget.

Our community's plan to address homelessness seeks to achieve a balanced investment between strategies that keep people in their housing, move people from homelessness into housing, and offer safety off the streets to those who have not yet been able to return to permanent housing. This package reflects a significant portion of our existing investments in all three areas. The funds contained here represent about 27% 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 20% of the current housing placement and retention capacity funded through the City's contribution to the Joint Office budget, and about 5% 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 recently introduced diversion programs and some new employment supports are also represented in this package.

Service Impacts

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

1. Maintains 150 year-round emergency shelter beds, serving approximately 800 people annually and avoiding the equivalent of a nearly 9% increase in unsheltered homelessness;
2. Places at least 130 people from shelter into permanent housing;
3. Provides 28 units of youth transitional housing with around the clock support services;
4. Maintains 50 units of supportive housing;
5. Prevents 775 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.

Equity Impacts

Multiple elements of structural racism drive racial disparities in homelessness both locally and nationally. Locally, people identifying as American Indian/Alaska Native are more than 400% more likely to experience homelessness than those identifying as White Alone, Not Hispanic; Black/African American or Native Hawaiian/Other Pacific Islanders are each nearly 200% more likely. People identifying as Black/African Americans represent 16.2% of those experiencing homelessness at a point in time; American Indian/Alaska Native, 10.2%; Hispanic/Latino, 10.2%; Native Hawaiian/Other Pacific Islanders, 2.6%; and Asian, 1.4%. Racial disparities are greater among those who are doubled-up and among families with children versus adults.

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.

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		2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V54	2019-20 Approved - V55	2019-20 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	6,945,350	0	0	0	0
		6,945,350	0	0		0
	Major Object Name	Revenue				
100000	General Fund Discretionary	6,945,350	0	0	0	0
		6,945,350	0	0		0
		0	0	0		0

DP: 7682 - Rental Registration Expansion

DP Type

Priority

New

ADD

4

Yes

Package Description

A Rental Registration system is currently operational on the Revenue Division’s Business License Tax platform. Beginning in 2018 tax year all rental property owners are required to register their rental activity and provide rental addresses on a schedule that accompanies their City of Portland tax return. The rental unit information collected on the tax return is limited, and the Revenue Division intends to retire the Business License Tax platform in 2020-2022. To replace the functionality of the current software platform and collect additional data regarding the condition and other details regarding rental units (bedroom size, ADA accessible, etc.) an expanded rental registration platform is needed. To procure and implement a rental registration system, beginning in FY 2019-2020, \$875,000 will be needed in one-time funding. FY 2020-2021 will require \$150,000 for project implementation with system maintenance costs between \$600,000 - \$700,000 per year.

Service Impacts

While the current Rental Registration system is an important first step, it is imperative that the City expand rental registration into a robust program on a software platform that provides useful data for City programs and policies. When compared with similar jurisdictions across the nation the rental housing market in Portland is largely missing a modern regulatory framework to maintain a healthy market for both renters and landlords. Renters are experiencing high rates of displacement due to 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.

Rental registration is a critical component of the City’s regulatory framework. Portland’s rental registry has the potential to provide an inventory of rental units and their owners and supply critical information for outreach to tenants and landlords, community needs analysis, evaluation, and regulatory compliance. There are approximately 126,000 housing units subject to the Rental Registration program. Investment in a robust software platform that can collect and disseminate information about these units will provide Portland’s regulatory framework with a solid structure to support a healthy market for both renters and landlords.

Equity Impacts

Over 46% of households in Portland are renters, and renter households are disproportionately low-income or from Communities of Color. Many of the services the Rental Registration program supports are focused on individuals from underserved communities who have barriers to housing and opportunity. This includes an intentional focus on reaching Communities of Color, immigrant and refugee communities, people with limited English proficiency and individuals with disabilities.

Budget Detail

Fund		2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V54	2019-20 Approved - V55	2019-20 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	1,425,000	0	0	0	0
100000	Internal Materials and Servic	100,000	0	0	0	0
		1,525,000	0	0		0
	Major Object Name	Revenue				
100000	General Fund Discretionary	1,525,000	0	0	0	0
		1,525,000	0	0		0
		0	0	0		0

DP: 7683 - Rental Services Continuation

DP Type

Priority

New

ADD

3

No

Package Description

The Rental Services Office is responsible for policy and planning, service contracts, and regulation related to fair housing, landlord-tenant law, and the rental housing market.

The office 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 to get information and assistance with local landlord-tenant law requirements; administration of the city’s mandatory relocation assistance exemption process; and, administration of the city’s rental unit registration requirement.

In addition, the office is responsible for contracts 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, reasonable accommodations.

Service Impacts

The Rental Services Office currently has 5 FTE and \$1.6 million in service contracts for education services, legal services, health and safety relocation, and more. Within the FTE and service contracts budget a significant portion, 2.0 FTE and \$700,000, is funded with one-time funds. To maintain the currently level of service, one-time funding for 2.0 FTE and \$500,000 is needed in the 2019-2020 fiscal year. In addition, the Rental Services Office is now at a size and workload where a program manager is needed. This puts the total one-time general fund need in the 2019-2020 fiscal year at \$835,000.

The 2.0 FTE are responsible for mandatory relocation assistance and rental registration technical assistance and administrative processing. Without sustainable increased funding for the Rental Services Policy and Planning Program, the bureau will not be able to support the new Rental Services Office administrative functions.

Funding for service contracts has nearly doubled in the last two fiscal years, but the increased level of service has been funded with primarily one-time funding. Without sustainable increased funding the level of service will decline to levels seen prior to the 2017-2018 fiscal year.

Equity Impacts

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 market in Portland, and Oregon, is largely missing a modern regulatory framework to maintain a healthy market for both renters and landlords. Renters are experiencing higher rates of displacement due to 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.

The services in this decision package focus on individuals from underserved communities who have barriers to housing and opportunity. This includes having an intentional focus on reaching Communities of Color, immigrant and refugee communities, people with limited English proficiency and individuals with disabilities. Education services are provided in a culturally-responsive manner and several sub-contractors provide culturally-specific rental services. Data is collected and reported on a quarterly basis and is disaggregated by race and ethnicity. Program staff analyze data to determine issues and opportunities for improvement to advance more equitable access and outcomes.

Budget Detail

Fund	Major Object Name	2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V54	2019-20 Approved - V55	2019-20 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	515,000	0	0	0	0
100000	Personnel	509,300	0	0	0	0
		1,024,300	0	0		0
	Major Object Name	Revenue				
100000	General Fund Discretionary	826,318	0	0	0	0
		826,318	0	0		0
		-197,982	0	0		0

Decision Package Summary

Details

Position Detail					
Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30000465 - Program Manager	1.00	74,090	0	33,580	113,338
30001594 - Housing Program Specialist, Assistant	2.00	126,131	0	62,200	197,981
Total	3.00	200,221	0	95,781	311,318

DP: 7685 - Inclusionary Housing Market Analysis

DP Type

Priority

New

ADD

3

Yes

Package Description

Portland Housing Bureau is requesting \$150,000 of one-time funding for a market analysis to provide data and analysis for ongoing refinements to the inclusionary housing program incentives and requirements.

The Inclusionary Housing (IH) Program requires that buildings with 20 or more new units must provide at least 20% of the units affordable to households earning at or below 80% of median family income (MFI) with multiple options for complying.

PHB is directed to periodically review the inclusionary housing outcomes in order to determine if the program options and incentives are consistent with City goals.

Service Impacts

The scope of work includes a request for proposals process, selection of consultant, prototype development, performance of the analysis, discussion of results, and general recommendations based on findings. Prototype development may include zoning, heights, parcel size, financial incentives the program offers, and parking requirements.

Several technical changes have already been made to the program including; simplification of the fee-in-lieu schedule, correction to the zoning and floor area ratio requirements for tax exemptions in the Central City, and adoption of administrative rules for homeownership units. Additional technical changes to the administrative rules will be proposed in early spring to clarify program requirements.

Equity Impacts

As with other PHB programs, inclusionary housing is designed to serve low-income households, which are disproportionately Communities of Color and people experiencing a disability.

Developers providing affordable housing through the IH Program are encouraged to partner with local non-profit housing providers to reach households most in need of the affordable housing the program makes available. The tax exemption for affordable units requires that at least 5% of the affordable units within a project be fully adaptable to ADA standards.

Additionally, the interim MULTE program requires applications to include a contract with a third-party technical assistance provider to help the general contractor be successful towards reaching a 20% participation goal in construction contracting by MWESB firms.

During public outreach processes, intentional effort is made to reach out to organizations that work with low-income households and Communities of Color.

Budget Detail

Fund	Major Object Name	2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V54	2019-20 Approved - V55	2019-20 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	150,000	0	0	0	0
		150,000	0	0		0
	Major Object Name	Revenue				
100000	General Fund Discretionary	150,000	0	0	0	0
		150,000	0	0		0
		0	0	0		0

DP: 7686 - Ongoing New Fee-Based Program Conversion

DP Type

Priority

New

ADD

4

No

Package Description

When city council adopted the rental registration requirement in 2018 there was significant discussion about the Rental Services Office being fee supported in the future. City council elected not to have a per unit fee in year one of registration and directed the Housing Bureau and the Bureau of Revenue and Financial Services to return with a proposed fee in the Spring of 2019 to cover the cost of rental registration compliance and the Housing Bureau Rental Services Office.

Service Impacts

Equity Impacts

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 market in Portland, and Oregon, is largely missing a modern regulatory framework to maintain a healthy market for both renters and landlords. Renters are experiencing higher rates of displacement due to 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.

The services in this decision package focus on individuals from underserved communities who have barriers to housing and opportunity. This includes having an intentional focus on reaching Communities of Color, immigrant and refugee communities, people with limited English proficiency and individuals with disabilities. Education services are provided in a culturally-responsive manner and several sub-contractors provide culturally-specific rental services. Data is collected and reported on a quarterly basis and is disaggregated by race and ethnicity. Program staff analyze data to determine issues and opportunities for improvement to advance more equitable access and outcomes.

Budget Detail

Fund		2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V54	2019-20 Approved - V55	2019-20 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	2,100,000	0	0	0	0
100000	Internal Materials and Servic	570,000	0	0	0	0
100000	Personnel	112,038	0	0	0	0
		2,782,038	0	0		0
	Major Object Name	Revenue				
100000	General Fund Discretionary	2,782,038	0	0	0	0
		2,782,038	0	0		0
		0	0	0		0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30001595 - Housing Program Coordinator	1.00	73,091	0	33,356	112,039
Total	1.00	73,091	0	33,356	112,039

DP: 7719 - Coordinated Community Development

DP Type

Priority

New

ADD

4

Yes

Package Description

\$1,000,000 of one-time funding to establish a land acquisition fund for affordable housing investments. This fund is a new service. A land acquisition fund is a flexible financing tool for developing and preserving affordable housing. Funds may be used to purchase vacant land or improved property. Land acquisition funds are generally used for naturally occurring affordable housing, low rent housing without subsidy, that are usually Class B and C rental properties. This is a coordinated request between partner bureaus towards greater collaboration and impact with regards to planning, communications, community outreach, implementation, and outcomes related to activities and investments in East Portland, Northeast Portland, and the Southwest Corridor.

Service Impacts

Lending of funds typically involves a guarantee of affordability, streamlined application process, and predictable loan terms. In other cities, affordability requirements target households at 80% of the median family income. Additionally, the duration of required affordability varies from 15 years to long term affordability and loan repayment schedules range from 3-10 years. In 2016, the City funded \$1,000,000 to Network for Oregon Affordable Housing (NOAH) to support the production of approximately 313 units across the city. Additional NOAH funds were leveraged with the City funds at a rate of about 4:1. There is a 2% interest rate on the loan which is divided and collected in 2 parts; 1% interest is due in quarterly payments and 1% due in 3 years at completion of the loan. Borrower may use funds in coordination with other sources of capital for acquisition. Funds are available on a revolving basis; as loaned funds are repaid, they become available for new acquisitions. This \$1,000,000 request anticipates similar loan terms, leveragability, and production levels to the 2016 funding to NOAH.

Equity Impacts

As with other PHB programs, the land acquisition fund will be designed to serve low-income households, which are disproportionately Communities of Color and people experiencing a disability.

During public outreach processes, intentional effort is made to reach out to organizations that work with low-income households and Communities of Color.

All PHB multifamily development program partners are required to report on their efforts to provide contracting opportunities to minority, women and emerging small business (MWESB), and must comply with federal and local low-income workforce utilization goals.

Budget Detail

Fund		2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V54	2019-20 Approved - V55	2019-20 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	1,000,000	0	0	0	0
		1,000,000	0	0		0
	Major Object Name	Revenue				
100000	General Fund Discretionary	1,000,000	0	0	0	0
		1,000,000	0	0		0
		0	0	0		0

DP: 7823 - RSO - Screening Criteria

DP Type

Priority

New

ADD

4

Yes

Package Description

Commissioner Eudaly's Office has been in the process of developing proposed City Code requirements for screening criteria and security deposits in the City of Portland. As a part of the proposal there is a concept for a delayed effective date with direction to the Housing Bureau to provide trainings, mailings, materials, web content, and technical assistance on the new code. While the specifics of the proposal are still being determined, the Housing Bureau has been asked to estimate the cost of providing the implementation functions.

Service Impacts

As the Housing Bureau and the Bureau of Revenue and Financial Services have implemented rental unit registration, there has been a 1% call rate for technical assistance on the new registration requirement. The registration notification is directed only at owners of rental property, and we would anticipate a call rate of 2%-4% for screening criteria and security deposit code requirements, the result of adding renters and a more detailed level of technical assistance needed. This would require at least 2.0 FTE in addition to current staffing levels. In addition to increased staff, the bureau would need resources for materials, translations services, printing and distribution, etc. This budget also includes contracts with culturally specific organizations or industry associations to help host trainings and information sessions. The staff estimates include the assumption that the current Rental Services Office staff levels are fully funded (currently 2.0 FTE are funded with one-time funds). If those positions are not funded the need would increase to 4.0 FTE.

Equity Impacts

With over 46% of households in Portland are renters, and renter households are disproportionately low-income or from Communities of Color. The training, outreach, communication, and materials would need specific strategies and content to reach historically underserved and underrepresented communities.

Budget Detail

Fund		2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V54	2019-20 Approved - V55	2019-20 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	235,800	0	0	0	0
100000	Internal Materials and Servic	545,720	0	0	0	0
100000	Personnel	197,980	0	0	0	0
		979,500	0	0		0
	Major Object Name	Revenue				
100000	General Fund Discretionary	979,500	0	0	0	0
		979,500	0	0		0
		0	0	0		0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30001594 - Housing Program Specialist, Assistant	2.00	126,131	0	62,200	197,981
Total	2.00	126,131	0	62,200	197,981

DP: 7824 - RSO - Increase Staff Capacity

DP Type

Priority

New

ADD

4

No

Package Description

The Rental Services Office is responsible for policy and planning, service contracts, and regulation related to fair housing, landlord-tenant law, and the rental housing market.

The office 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 to get information and assistance with local landlord-tenant law requirements; administration of the city's mandatory relocation assistance exemption process; and, administration of the city's rental unit registration requirement.

In addition, the office is responsible for contracts 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, reasonable accommodations.

Service Impacts

The Rental Services Office currently has 5.0 FTE with 2.0 FTE funded with one-time funds. Doubling the current staff levels (funded with ongoing funds) would be the equivalent of funding 6.0 FTE with ongoing funds (3.0 FTE more than currently funded). Should this occur, the 2.0 one-time funded FTE responsible for mandatory relocation assistance and rental registration technical assistance and administrative processing would be maintained. In addition, 1.0 FTE would be allocated for a program manager for the Rental Services Office.

Equity Impacts

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 market in Portland, and Oregon, is largely missing a modern regulatory framework to maintain a healthy market for both renters and landlords. Renters are experiencing higher rates of displacement due to 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.

The services in this decision package focus on individuals from underserved communities who have barriers to housing and opportunity. This includes having an intentional focus on reaching Communities of Color, immigrant and refugee communities, people with limited English proficiency and individuals with disabilities. Education services are provided in a culturally-responsive manner and several sub-contractors provide culturally-specific rental services. Data is collected and reported on a quarterly basis and is disaggregated by race and ethnicity. Program staff analyze data to determine issues and opportunities for improvement to advance more equitable access and outcomes.

Budget Detail

Fund		2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V54	2019-20 Approved - V55	2019-20 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	15,000	0	0	0	0
100000	Personnel	311,318	0	0	0	0
		326,318	0	0		0
	Major Object Name	Revenue				
100000	General Fund Discretionary	326,318	0	0	0	0
		326,318	0	0		0
		0	0	0		0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
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Decision Package Summary

Details

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30000465 - Program Manager	1.00	74,090	0	33,580	113,338
30001594 - Housing Program Specialist, Assistant	2.00	126,131	0	62,200	197,981
Total	3.00	200,221	0	95,781	311,318

Decision Package Summary

Run Date: 3/12/19

Details

Run Time: 2:40:12 PM

DP: 7825 - RSO - Rental License

DP Type

Priority

New

ADD

4

Yes

Package Description

Rental License requirements vary widely across jurisdictions. For some jurisdictions it is used to describe a registration of rental units and owners. Others call their registration and mandatory inspections programs together a rental license. The most comprehensive licensing programs pair registration, mandatory inspections, and a certification for landlords to be eligible to manage rental units. For this request, the Housing Bureau is modeling out the third option, with the costs for rental registration and mandatory inspections not included. Rental Registration is being presented through another decision package, and mandatory inspections would be developed by the Bureau of Development Services.

A Rental Licensing requirement would require all landlords to receive a license to administer rental property in the City of Portland.

Service Impacts

A rental license would be a new standalone service provided by the City. Staffing and support for licensing and education would require new staff, systems, and space at the Housing Bureau. Proper staffing, stakeholder consultation, and execution would be key to service provision. The core components of service would require the Housing Bureau to develop educational requirement in conjunction with key stakeholders, administer a landlord training contract, create and process applications for a rental license, respond to inquiries from applicants and the public, analyze information received through applications, and manage the licensing program.

To apply for a license, every landlord would be required to attend a City-sponsored class on local rental laws and best practices. These classes provide an opportunity to established shared knowledge of operating standards and procedures, particularly of those required by the City of Portland. After attending a class, a landlord would have to complete an exam to assess knowledge of rental requirements and standards.

After attending a class, and successfully completing an exam, landlords would apply for a license allowing them to manage rental property until their license expires. Landlords looking to renew their license would complete the same process as when they obtained their original license.

Equity Impacts

Landlord education requirements would create an opportunity to educate around racial discrimination in housing to all rental agents on an ongoing basis.

There is an equity consideration for renters regarding the effect this could have on the rental housing stock. Rental licenses frequently come with fees, which can be passed along to renters, leading to increased costs.

The primary equity impact to mitigate for landlords is around knowledge of a new licensing requirement. With any new requirement, there is a delay in awareness of the change. Landlords with the most expertise, resources, or who have existing relationships with decision makers are the first to know. Members of professional industry associations are the next to know. From there, knowledge of a change requires awareness of the proper channels of information, or chance. This distribution of information is inherently inequitable. Landlords who are furthest from power are the most likely to be caught unaware of a new requirement. Proper education and funded outreach is needed to address this equity impact.

Budget Detail

Fund	Major Object Name	2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V54	2019-20 Approved - V55	2019-20 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	1,856,520	0	0	0	0
100000	Internal Materials and Servic	200,000	0	0	0	0
100000	Personnel	113,338	0	0	0	0
		2,169,858	0	0		0
	Major Object Name	Revenue				
100000	General Fund Discretionary	2,169,858	0	0	0	0
		2,169,858	0	0		0
		0	0	0		0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
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Decision Package Summary

Details

Position Detail					
Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30000465 - Program Manager	1.00	74,090	0	33,580	113,338
30001593 - Housing Program Specialist	3.00	198,619	0	95,421	309,234
30001595 - Housing Program Coordinator	1.00	73,091	0	33,356	112,039
Total	5.00	345,800	0	162,357	534,611

DP: 7826 - RSO - Landlord/Tenant Notices

DP Type

Priority

New

ADD

4

No

Package Description

Landlord/Tenant Notices: Require that tenant notices of any kind conform to a specific template and be submitted to the city as well as the tenant. This is an essential component to acquiring data and providing for the proper training and education of not only landlord and tenant rights, but also of the laws and regulations. Providing this service will allow for lessening conflicts and increasing knowledge of rights and responsibilities as well as standardize the process for both parties. The product should make applications more friendly, accessible, fair housing compliant, and consistent.

As a new program, appropriate performance measures must be established to track and substantiate the impact of standardizing the noticing process & contents.

Service Impacts

A process for creating a standardized rental notice will include research, stakeholder interviews, and review by legal counsel. Education and outreach about the new policy will have costs related to advertising, notification, productions, and distribution of the policy requirements. The policy and procedure for deciding which forms to collect, form languages, how to collect the forms, and how to respond to the notices can be developed in year one.

Program development, including public outreach and communication in year one, will be the largest expense. The volume of notices is estimated at between 125,000 to 375,000 notices per year. This estimate is based on 125,000 rental units in the city and assuming 1 to 3 notices per unit per year (new lease agreement, rent increase or lease renewal/change, or no-cause eviction notice). If additional notice types are added in, the volume of notices received will go further up.

To be effective, this program will need to have an intentional focus on reaching Communities of Color, immigrant and refugee communities, people with limited English proficiency and individuals with disabilities. All the forms will need to be translated. Evaluation of the data from the notices will give the city comprehensive information about who is more vulnerable to displacement and may inform possible interventions.

Equity Impacts

Over 46% of households in Portland are renters, and renter households are disproportionately low-income or from Communities of Color. The Landlord/Tenant Notice program is designed to support renters from underserved communities who have barriers to housing stability brought on by lack of knowledge or language proficiency in landlord tenant laws, tenant protection policies and renter services.

Standardization will help address disparities between informed & uninformed renters.

In the current system, landlords prefer no cause evictions because they are less costly than for cause evictions and perceived to be less damaging to a renters housing record. However, for low-income households and Communities of Color a no-cause eviction can have the same destabilizing impacts as a for cause eviction and may be used to mask acts of discrimination. It is not uncommon for people to move out because of a notice, even when they have legal recourse. A landlord-tenant notice program could give the city enough advance information about mass evictions or acts of retaliation to respond with help.

Fair Housing advocates argue that standardized notices will help educate renters and owners regarding rental agreement rights and prevent instances of housing discrimination. Also, centralizing the receipt of the notices could give social service providers time to intervene at early stages of notices and prevent escalations to eviction notices or retaliation.

Budget Detail

Fund		2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V54	2019-20 Approved - V55	2019-20 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	1,525,000	0	0	0	0
100000	Internal Materials and Servic	200,000	0	0	0	0
100000	Personnel	413,095	0	0	0	0
		2,138,095	0	0		0
	Major Object Name	Revenue				
100000	General Fund Discretionary	2,138,095	0	0	0	0
		2,138,095	0	0		0
		0	0	0		0

Position Detail

Decision Package Summary

Run Date: 3/12/19

Details

Run Time: 2:40:12 PM

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30001593 - Housing Program Specialist	1.00	66,206	0	31,807	103,078
30001594 - Housing Program Specialist, Assistant	2.00	126,131	0	62,200	197,981
30001595 - Housing Program Coordinator	1.00	73,091	0	33,356	112,039
Total	4.00	265,429	0	127,363	413,097

DP: 7827 - RSO – Universal Evictions Defense

DP Type

Priority

New

ADD

4

Yes

Package Description

Renter households in Portland can face evictions ('for cause' or 'no cause') either formally through the Forcible Entry and Detainer (FED) court process or through various informal ways outside of the court system. The Universal Evictions Defense program will provide legal representation for eligible tenants interested in legal representation during their FED court case.

Being a new program, appropriate performance measures must be established to track and substantiate the impact of providing universal legal services. Based on similar programs, like that of New York City, the expectation is that providing legal counsel will help the tenants resolve their eviction cases in favorable terms—including eviction prevention and/or keeping tenants from falling into homelessness.

Service Impacts

Context

An average of 7,000 FED cases are filed in Multnomah County Court annually. Less than 5 percent of defendants have legal representation. In comparison, far more landlords are legally represented. Even if there is no legal representation, by virtue of ownership status landlords are in a stronger position to negotiate a better outcome for themselves. Making available legal services will help mitigate the imbalances in negotiating agreements and can help secure critical and favorable outcomes for the defendants including preventing eviction. In some cases, this will mean preventing imminent homelessness.

Activities

I. Notification of Availability of Legal Representation: a system to ensure potential clients are contacted at least a week prior to court appearance and get to work with an attorney before scheduled first hearing.

II. Suggested Eligibility Screening Criteria:

- a. at or below 60 AMI;
- b. Regardless of unit type (publicly subsidized, market, single unit, etc.);
- c. Regardless of landlord (living with landlord, publicly subsidized);
- d. Regardless of immigration status.

III. Representation in Court: an attorney is present during the first hearing representing the tenant

IV. Appropriate Follow-up Services: as appropriate either the attorney or support services personnel ensures tenant meets terms and conditions in the stipulated agreement.

Program Results

I. Outputs: a favorable outcome for the tenant that can range from a stipulated agreement that the tenant can keep, reduction in late fee or other required payment, payment plan, reimbursement of costs etc.

II. Outcomes: dispute resolution, housing stability, preventing homelessness, connection to required support services

Equity Impacts

This program strives to reduce the disparities in access to legal advice, understanding of landlord tenant law, and housing between renters and landlords when an eviction is filed.

We know from the State of Housing Report that property owners in Portland make far more than renters—the average Portland renter makes a yearly income of \$36,883 while the average homeowner makes \$83,708.

It is also clear that minorities are over represented in the renter population, meaning that landlord/tenant issues disproportionately affect them. Minorities are also more likely than white renters to face housing discrimination—a problem further exacerbated if a minority renter has a recent eviction.

By supplying tenants with free access to an attorney that can 1.) aid the tenant in their legal defense and 2.) help them navigate housing/public resources a tenant is better able to overcome this disruption in their housing situation.

Disruptive evictions can also cost the city in other ways including but not limited potential shelter costs, emergency medical services, and law enforcement costs.

Budget Detail

Fund	Major Object Name	Expense	2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V54	2019-20 Approved - V55	2019-20 Adopted - V56
100000	External Materials and Servi		2,438,350	0	0	0	0
100000	Personnel		112,038	0	0	0	0
			2,550,388	0	0		0
Fund	Major Object Name	Revenue					
100000	General Fund Discretionary		2,550,388	0	0	0	0

Decision Package Summary

Details

Budget Detail

Fund	2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V54	2019-20 Approved - V55	2019-20 Adopted - V56
Major Object Name	Revenue				
	2,550,388	0	0		0
	0	0	0		0

Position Detail

Job Class - Name	FTE	Salary	Supplemental	Benefit	Total
30001595 - Housing Program Coordinator	1.00	73,091	0	33,356	112,039
Total	1.00	73,091	0	33,356	112,039

Decision Package Summary

Run Date: 3/12/19

Details

Run Time: 2:40:12 PM

DP: 7890 - JOHS Restoration of 1% Reduction

DP Type

Priority

New

ADD

0

No

Package Description

A Home for Everyone identified the importance of developing a range of service interventions that are balanced, integrated, and appropriately scaled to achieve the best possible outcomes given limited resources. The A Home for Everyone Coordinating Board adopted principles to guide any decisions around budget reductions. The Joint Office of Homeless Services applied those principles, and considerations of overall system impacts, in deciding how to make the proposed program reductions required by the City and County constraints. However, given the continuing crisis and tremendous unmet need for services of all types within the homeless response system, this offer requests the restoration of those program reductions in order to maintain overall system capacity.

Service Impacts

Specifically, this offer will:

- Maintain a safe parking pilot program that partners with faith institutions to host people sleeping in vehicles, RVs, or sleeping pods in their parking lots as a form of safety off the streets. This funding provides the professional non-profit management and support services for the pilot project.
- Maintains full staffing for the Coordinated Housing Assessment Team (CHAT). The CHAT is tasked with reaching out to and engaging chronically homeless people, who often do not physically show up at other partner agencies and are not already engaged in services, in order to assess them for permanent supportive housing and other services. CHAT members also work with people who have, or will soon have, access to a permanent housing unit to make sure that they have all the documents they will need to establish tenancy. The capacity that this offer supports will allow the CHAT to effectively serve highly vulnerable people who need more intensive staff engagement and support to transition out of homelessness, and to move people more quickly from homelessness into housing.

Equity Impacts

Multiple elements of structural racism drive racial disparities in homelessness both locally and nationally. Locally, people identifying as American Indian/Alaska Native are more than 400% more likely to experience homelessness than those identifying as White Alone, Not Hispanic; Black/African American or Native Hawaiian/Other Pacific Islanders are each nearly 200% more likely. People identifying as Black/African Americans represent 16.2% of those experiencing homelessness at a point in time; American Indian/Alaska Native, 10.2%; Hispanic/Latino, 10.2%; Native Hawaiian/Other Pacific Islanders, 2.6%; and Asian, 1.4%. Racial disparities are greater among those who are doubled-up and among families with children versus adults. 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 prevented from becoming homeless in FY 2018: 33% identified as Black/African American; 28% Hispanic/Latino/a/x; 8% American Indian/Alaska Native; 4% Native Hawaiian/Other Pacific Islander; and 4% Asian.

Budget Detail

Fund	Major Object Name	2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V54	2019-20 Approved - V55	2019-20 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	0	0	0	0	0
		0	0	0		0
	Major Object Name	Revenue				
100000	General Fund Discretionary	0	0	0	0	0
		0	0	0		0
		0	0	0		0

DP: 7891 - JOHS Staff Capacity

DP Type

Priority

New

ADD

0

No

Package Description

The Joint Office of Homeless Services (JOHS) seeks to add positions that are critical to the success of its efforts to coordinate county-wide initiatives addressing homelessness, and to build the public's understanding and engagement in the causes and solutions to homelessness.

Service Impacts

A dedicated communications staff person (1.00) will work closely with City and County Communications to develop and implement a strategic communications plan for the JOHS, including a strategy for developing data visualization tools to share program outcomes, original content from JOHS funded programs, and a stronger social media, online, and public presence. Programs funded by the JOHS are achieving many very good results but insufficient communications capacity leaves the community unaware of the work that is happening, without accurate information about how public funds are being invested, and without a clear understanding about how the public can get involved in the efforts to address homelessness. This position would be funded jointly by the City and County.

A data analyst position (1.00) will support the additional workload created by the expanded homeless services system. Quality data analysis and reporting is essential to the effective use of JOHS resources. JOHS is seeking to sustain this capacity while continuing to work with the Portland Housing Bureau (PHB) and the Department of County Human Services (DCHS) to conduct a thorough review of how homeless system data needs are met across the City and County. This position would be funded jointly by the City and County.

An alternative shelter specialist (0.50) will bring enhanced services and supports to existing alternative shelters such as the Kenton Women's Village, allow for relocating existing alternative shelters to new locations, and support the creation of additional alternative shelter options. In FY 2019, this position was funded through the Office of Civic Life and Engagement. This position would be funded by the City of Portland.

Equity Impacts

Multiple elements of structural racism drive racial disparities in homelessness both locally and nationally. Locally, people identifying as American Indian/Alaska Native are more than 400% more likely to experience homelessness than those identifying as White Alone, Not Hispanic; Black/African American or Native Hawaiian/Other Pacific Islanders are each nearly 200% more likely. People identifying as Black/African Americans represent 16.2% of those experiencing homelessness at a point in time; American Indian/Alaska Native, 10.2%; Hispanic/Latino, 10.2%; Native Hawaiian/Other Pacific Islanders, 2.6%; and Asian, 1.4%. Racial disparities are greater among those who are doubled-up and among families with children versus adults.

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 prevented from becoming homeless in FY 2018: 33% identified as Black/African American; 28% Hispanic/Latino/a/x; 8% American Indian/Alaska Native; 4% Native Hawaiian/Other Pacific Islander; and 4% Asian.

Budget Detail

Fund		2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V54	2019-20 Approved - V55	2019-20 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	0	0	0	0	0
		0	0	0		0
	Major Object Name	Revenue				
100000	General Fund Discretionary	0	0	0	0	0
		0	0	0		0
		0	0	0		0

Decision Package Summary

Run Date: 3/12/19

Details

Run Time: 2:40:12 PM

DP: 7892 - JOHS Add Shelter Operational Support

DP Type

Priority

New

ADD

0

No

Package Description

A Home for Everyone has prioritized the expansion of emergency shelter for all populations, and the largest unmet need continues to be for adult households without children. The basic safety of people experiencing homelessness requires funding for a full range of emergency night and day shelter services, including shelter for specific populations and associated emergency services expenses.

In the last Point-in-Time Homeless Count (2017), nearly 1,700 people were counted sleeping outside on the streets or other public spaces - 40% of those counted. While there was an increase in the number of people staying in year-round emergency shelters from the previous year, there remain long waiting lists for existing shelters.

Service Impacts

Two new, high quality purpose-built 24/7 shelters are scheduled to open in 2019, substantially improving the quality of programming offered to adult shelter participants in our community. One of these shelters will be in SE Portland, focused on women and couples, with priorities for women, people with disabilities and veterans. The other shelter will be a downtown, referral-based program that focuses on chronically homeless adults who were previously living in encampments.

The significant majority of operating funds for these shelters will come from reallocating funding from two temporary adult shelters. However, the existing temporary shelters offer 20 fewer beds, and 75 of these beds in those shelters are night-time only which results in lower operating costs. The added beds, added hours, and enhanced programming at the two new adult shelters will require the additional funding requested in this offer.

Equity Impacts

Multiple elements of structural racism drive racial disparities in homelessness both locally and nationally. Locally, people identifying as American Indian/Alaska Native are more than 400% more likely to experience homelessness than those identifying as White Alone, Not Hispanic; Black/African American or Native Hawaiian/Other Pacific Islanders are each nearly 200% more likely. People identifying as Black/African Americans represent 16.2% of those experiencing homelessness at a point in time; American Indian/Alaska Native, 10.2%; Hispanic/Latino, 10.2%; Native Hawaiian/Other Pacific Islanders, 2.6%; and Asian, 1.4%. Racial disparities are greater among those who are doubled-up and among families with children versus adults.

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 prevented from becoming homeless in FY 2018: 33% identified as Black/African American; 28% Hispanic/Latino/a/x; 8% American Indian/Alaska Native; 4% Native Hawaiian/Other Pacific Islander; and 4% Asian.

Budget Detail

Fund		2019-20 Request - V52 with DP	2019-20 CBO Recommended- V53	2019-20 Proposed-V54	2019-20 Approved - V55	2019-20 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	0	0	0	0	0
		0	0	0		0
	Major Object Name	Revenue				
100000	General Fund Discretionary	0	0	0	0	0
		0	0	0		0
		0	0	0		0

Portland Housing Bureau

FY 2019-2024 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 five-year forecast period is maintaining affordable housing delivery levels in the face of a significant increase in resources for the first years of the five-year period. At this moment in time PHB funding can be characterized as substantial, and stable until FY 2023-24.

PHB's history has been defined by urban renewal tax increment funding (TIF) via the Council-approved affordable housing set-aside. It is a history of peaks and valleys; peaks from rising property values and the increase in the set-aside, valleys from shrinking property values and the end of individual URAs.

The first steep drop in TIF resources was due to declines in property values and led to significant staffing reductions at both Prosper Portland (formerly the Portland Development Commission) and the Housing Bureau in 2010-11. This revenue source is currently at a high level but is expected to experience another more permanent downturn in four to eight years as almost all districts reach maximum indebtedness or the final year to issue debt. This coincides with the expiration of both the City and Metro Affordable Housing Bond authority. Council action would be required to create additional Urban Renewal Areas (URAs), increase maximum indebtedness depending on forecasted tax growth capacity, or refer additional bonds to the ballot

In absence of Council action, there will be a significant reduction in both gap financing and capital acquisition, as well as near elimination of the bureau's homeownership programs. Bureau operations and staff indirectly involved in the delivery of services will also be impacted by the reduction in resources. The bureau has modest resources remaining in the post-TIF, post-bond era with federal funds, the construction excise tax, and future short-term rental resources. Limited resources will require difficult decisions as to the longer-term role of the bureau in affordable housing.

U.S. Department of Housing and Urban Development (HUD) entitlement grant amounts reflect the continuing resolution for 2018 federal funds. The forecast assumes decreases in future years to CDBG due to changes in poverty statistics. For HOME program, the forecast is more optimistic initially, due to the programs strong support in Congress. Loan income for both major entitlement grant funds continue to decline over the period. Further declines are attributed to loan pay offs or restructures.

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 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.

This is a five-year forecast – also attached is a 12-year bureau forecast. Details by funding source follow.

All Funds	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
General Fund	38,272,186	51,930,314	42,293,193	43,293,616	44,422,779	45,013,519
Housing Investment Fund	14,092,376	8,359,468	3,309,436	3,120,751	2,944,030	2,748,711
Housing Capital	16,685,935	16,000,000	95,000,000	110,000,000	90,000,000	53,888,331
Construction Excise Tax	19,255,206	19,658,206	12,581,206	4,569,206	8,393,206	6,691,426
Inclusionary Housing	742,729	580,015	1,173,254	633,146	1,904,912	1,302,810
CDBG	16,623,393	14,450,727	11,040,085	10,485,725	9,774,371	9,507,203
HOME	6,974,273	7,364,585	3,740,885	3,400,226	3,386,350	3,401,819
Federal Grants	3,440,614	4,103,087	2,994,778	3,038,840	3,138,840	2,478,840
Tax Increment Financing	96,618,569	65,115,958	54,334,707	33,387,889	19,430,548	7,670,163
Property	9,659,726	9,762,000	9,679,026	8,596,004	7,401,524	7,137,862
Total	\$ 222,365,008	\$ 197,324,360	\$ 236,146,571	\$ 220,525,402	\$ 190,796,560	\$ 139,840,682
Requirements						
General Fund	38,272,186	51,930,314	42,293,193	43,293,616	44,422,779	45,013,519
Housing Investment Fund	14,092,376	8,359,468	3,309,436	3,120,751	2,944,030	2,748,710
Housing Capital	16,685,935	16,000,000	95,000,000	110,000,000	90,000,000	53,888,331
Construction Excise Tax	19,255,206	19,658,206	12,581,206	4,569,206	8,393,206	6,691,426
Inclusionary Housing	742,729	580,015	1,173,254	633,146	1,904,912	1,302,809
CDBG	16,623,393	14,450,727	11,040,085	10,485,725	9,774,371	9,507,203
HOME	6,974,273	7,364,585	3,740,885	3,400,226	3,386,350	3,401,819
Federal Grants	3,440,614	4,103,087	2,994,777	3,038,839	3,138,841	2,478,840
Tax Increment Financing	96,618,569	65,115,959	54,334,707	33,387,890	19,430,548	7,670,163
Property	9,659,727	9,762,000	9,679,027	8,596,003	7,401,524	7,137,862
Total	\$ 222,365,007	\$ 197,324,360	\$ 236,146,571	\$ 220,525,402	\$ 190,796,562	\$ 139,840,682

General Fund

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Indirect Charges to Other Bureau Funds	2,048,791	2,318,915	2,291,063	2,091,423	1,984,520	1,302,112
<i>General Fund Discretionary</i>						
Joint Office One-Time	7,655,912	6,945,350				
PHB One-Time	1,194,393	3,960,040				
Joint Office Ongoing	24,803,131	24,948,055	25,746,393	26,518,785	27,314,348	28,133,779
PHB Ongoing	2,450,639	13,627,146	14,255,737	14,683,409	15,123,912	15,577,629
Space Rental/Services	119,320	130,808				
Total	38,272,186	51,930,314	42,293,193	43,293,617	44,422,780	45,013,520
Requirements						
Personnel Services	697,370	905,882	943,023	891,687	628,246	554,004
External/Internal M&S - Operations	2,932,760	3,220,512	3,397,196	3,333,084	3,554,663	3,513,995
<i>Program Delivery</i>						
Fair Housing	34,900	36,300	36,300	32,352	31,892	27,121
One-Time						
Joint Office	24,803,131	24,948,055	25,746,393	26,518,785	27,314,348	28,133,779
Joint Office One-Time	7,655,912	6,945,350				
Affordable Rental Housing	352,500	322,400	322,400	332,072	342,034	222,400
One-Time						
Homeownership Access & Retention	472,820	491,800	491,800	492,342	507,112	351,800
One-Time	294,393					
East Portland Initiative		484,100	484,100	499,591	515,578	344,100
Renter-Landlord Services	128,400	10,615,875	10,871,981	11,193,703	11,528,905	11,866,321
One-Time	900,000	3,960,040				
Total	\$38,272,186	\$51,930,314	\$42,293,193	\$43,293,616	\$44,422,779	\$45,013,519

Historical Look

PHB has been identified as a General Fund bureau for years, despite most of its funding coming from entitlement grants, and later, TIF. 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 (sometimes ongoing, sometimes 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 for the future.

General Fund Discretionary

PHBs Base General Fund allocation is split – one portion (\$24,948,055) is the ongoing funding for the Joint Office of Homeless Services (JOHS); the PHB portion is \$3,139,671

The Request Budget includes Directions to Develop for the JOHS in the amount of \$6,945,350 one-time to maintain current service levels; and for the PHB Renter Services Office \$10,487,475 ongoing and \$3,960,040 one-time for maintaining current services and service expansion.

Internal Resources

Bureau internal resources consist primarily of indirect cost recovery charges to the CDBG and TIF funds. The bureau levies an 86.92% 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 M&S. PHB also charges the Office of Equity (OEHR) for subletting space on PHB's floor in the Commonwealth Building and for administrative services PHB provides to OEHR (\$130,808).

Future Look

The bureau funds homeownership and rental access and stabilization programs with Tax Increment Financing (TIF) resources. While an excellent tool within Urban Renewal Areas (URAs), limiting these programs to those areas does not address gentrification and displacement in the 87% of the city outside of URAs, General Fund dollars are a potential tool to provide these non-“bricks and sticks” services Citywide. PHB expects close alignment with Multnomah County and Home Forward over the next few years on homeless services issues as part of the Home for Everyone committees. These three jurisdictions invest considerable local, state and federal resources in programs designed to end homelessness. With ongoing collaboration and shared analysis, PHB and its partner jurisdictions hope to both improve outcomes for people and ensure the best possible use of public funds.

Housing Investment Fund

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 a total of \$34.6 million over the five-year period. The funds were almost exclusively transferred to PDC for housing development and retention programs. These funds were tracked in a PDC Housing Investment Fund that is now merged with the City HIF. A significant portion of the funds were packaged into loans.

Loan Portfolio

The portfolio of loans in the HIF have a current gross book value of approximately \$31.3 million. The discounted value is estimated to be about \$6.5 million. The following discussion gives insight not only into the HIF loan portfolio, but also the bureau's entire loan portfolio. Loans have been made from the CDBG, HOME, and URA funds. The PHB portfolio is made up of several different types of loans: cash flow loans, equity gap loans, amortized loans, and deferred payment loans.

Loans that do not make regular loans payments make up the bulk of the HIF portfolio. Deferred loans are \$900,000 of the gross book value of the portfolio. Cash flow loans are almost \$4.5 million of the gross book value. Equity gap loans are about \$14.5 million of the gross book value. The remaining \$11.5 million in loans are currently fully amortizing. These loans are secured by liens and/or regulatory agreements of various types on the property.

Deferred loans, are just that – a loan on which payments are being deferred, often until they are restructured into Equity Gap or Cash Flow loans. An Equity gap loan is a "last resort" financing product, used only when other financing has been maximized and the housing project does not generate sufficient cash flow (after operating expenses and required senior debt service) to allow loan payments back to PHB until the project is refinanced, or the end of the loan period is reached. Equity Gap loans differ from grants in that grants cannot be used in projects that also use tax credit financing. Cash Flow loans make payments to PHB only when there are net revenues after paying all expenses and other debt service. Cash Flow and Equity Gap loans contribute to the highly discounted value of the portfolio. They also limit the program income that accrues back to PHB.

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

Indirect Programs

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance	-	-	-	-	-	-
Working Capital	-	0	6,531	3,934	18,312	19,582
Charges for Services	396,350	498,882	503,009	525,850	530,264	554,031
Interest	366	236	304	136	575	238
Total	\$ 396,716	\$ 499,118	\$ 509,844	\$ 529,920	\$ 549,151	\$ 573,851
Requirements						
Personnel Services	296,216	308,554	321,205	334,374	348,083	362,355
External M&S						
Homeownership Access & Retention	100,500	161,117	170,362	177,234	181,485	187,681
Working Capital	-	29,447	18,277	18,312	19,582	23,815
Total	\$ 396,716	\$ 499,118	\$ 509,844	\$ 529,920	\$ 549,150	\$ 573,851

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.

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 are paid by applicants for the LTE, SDC, and MCC programs to cover some of the cost of administration. Sub-funds within the HIF track the income that pays County recording fees and staffing costs for programs. Adjustments to SDC fees were made July 1, 2014.

Primary HIF

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance						
<i>Working Capital</i>	3,377,521	78,000	-	-	-	-
Interest	20,000	5,000	15,000	1,000	1,000	1,500
Transfer from General Fund						
Other						
Loan Payoffs/Property Sales						
Loan Income	425,000	425,000	425,000	425,000	425,000	425,000
Total	\$ 3,822,521	\$ 508,000	\$ 440,000	\$ 426,000	\$ 426,000	\$ 426,500
Requirements						
Personnel Services	564,122	409,155	324,930	373,000	372,679	370,261
External/Internal M&S	21,379	756	70	15,000	15,000	15,000
Innovation Fund	33,920					
Affordable Rental Housing						
Projects						
SE Stark - CCC	2,500,000					
Loan to Inclusionary Housing	545,348					
General Fund Overhead	79,752	98,089	115,000	37,000	25,000	25,000
Contingency				1,000	13,321	16,239
<i>Working Capital</i>	78,000					
Total	\$ 3,822,521	\$ 508,000	\$ 440,000	\$ 426,000	\$ 426,000	\$ 426,500

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

Internal Resources

Internal resources in the HIF consist of two reserve funds which are earmarked for a specific purpose.

Of the designated reserves, the largest is for the Risk Mitigation Pool. Currently standing at approximately \$530,000, these funds are used to pay damage claims by subscribed landlords for excess wear and tear on housing units used for supportive housing 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 permanent supportive housing funding.

Risk Mitigation Guarantee Pool

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Working Capital	535,845	421,845	376,845	286,845	195,845	99,545
Interest	6,000	5,000	4,000	3,000	1,700	1,200
Total	\$ 541,845	\$ 426,845	\$ 380,845	\$ 289,845	\$ 197,545	\$ 100,745
Requirements						
External M&S						
Housing Access & Retention						
Affordable Rental Housing	160,000	90,000	94,000	94,000	98,000	98,000
Working Capital	381,845	336,845	286,845	195,845	99,545	2,745
Contingency						
Total	\$ 541,845	\$ 426,845	\$ 380,845	\$ 289,845	\$ 197,545	\$ 100,745

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.

HMIS Local Match

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Working Capital		-	-	5,787	2,175	-
Intergovernmental Revenues	318,000	278,000	278,250	278,250	292,163	292,163
Innovation Fund						
Interest	2,206	2,176	2,150	1,942	2,870	2,093
Total	\$ 320,206	\$ 280,176	\$ 280,400	\$ 285,979	\$ 297,208	\$ 294,256
Requirements						
Personnel Services	193,206	121,626	126,613	131,804	137,208	127,833
External M&S	127,000	158,550	148,000	152,000	160,000	165,000
Working Capital			5,787	2,175		1,422
Contingency						
Total	\$ 320,206	\$ 280,176	\$ 280,400	\$ 285,979	\$ 297,208	\$ 294,255

Program Income

Beginning in FY 2010-11, additional income streams came into the fund from the PDC HIF. These included loan fees, abatement fees, and loan income from the original HIF loans discussed earlier. HIF program income is used primarily to cover staff costs and special projects. The largest source of income from the original HIF loans is used as a source for general staff costs that are difficult to attribute to other funding sources due to regulatory restrictions or insufficient growth.

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 in FY 2019-20 and beyond. 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, although more prevalent recently with the sale of properties due to attractive interest rates. The five-year forecast does not rely on any such payoffs.

Future Look

Future trends for portions of the HIF have been noted in previous sections.

Short Term Rental Revenues

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance	(316,959)	1,667,142				
<i>Working Capital</i>	-		831,388	1,218,840	1,092,915	960,771
Transfer from General Fund	2,470,075	346,360	357,444	368,167	379,212	390,588
Interest	2,000	3,500		2,000	2,000	2,000
Loan Repayment			509,515			
Other						
Bond Proceeds						
Total	\$ 2,155,116	\$ 2,017,002	\$ 1,698,347	\$ 1,589,007	\$ 1,474,127	\$ 1,353,359
Requirements						
Personnel Services	67,064	388,575	404,507	421,091	438,356	456,329
External M&S	75,000	75,000	75,000	75,000	75,000	5,000
Joyce Operations						
Affordable Rental Housing	167,423	509,515				
Projects						
Opportunity Funds						
3000 Powell						
Property subsidies	178,487	212,524				
<i>Working Capital</i>	1,667,142	831,388	1,218,840	1,092,915	960,771	892,030
Total	\$ 2,155,116	\$ 2,017,002	\$ 1,698,347	\$ 1,589,006	\$ 1,474,127	\$ 1,353,359

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 0-60% AMI housing purposes.

The forecast reflects short-term rental income for FY 2018-19 exceeding the base transfer amount, but no assumption of excess collections in future years. To date, both FY 2017-18 and 2019-20 had collections exceeding the base amount.

Housing Property Fund

Resources	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Revised	Forecast	Forecast	Forecast	Forecast	Forecast
Working Capital	3,543,363	3,525,706	3,577,712	2,374,335	1,077,391	694,689
Fund Transfers	154,000	212,524	47,195	48,611	50,070	51,572
Property Income	5,933,625	5,983,448	6,007,791	6,126,723	6,237,722	6,361,252
Interest	28,738	40,322	46,328	46,335	36,342	30,349
Total	\$ 9,659,726	\$ 9,762,000	\$ 9,679,026	\$ 8,596,004	\$ 7,401,524	\$ 7,137,862

Requirements						
Personnel Services - Direct Staffing	62,722	63,283	64,125	66,393	67,271	69,662
Bureau Indirect Costs	53,834	54,316	55,039	56,985	57,739	59,791
Bureau Indirect Staffing						
General Fund Overhead						
Operating Costs	3,116,893	4,210,717	4,187,721	4,316,748	4,408,816	4,505,604
Debt Service	2,097,197	712,750	711,000	708,500	705,250	701,250
Reserves						
Major Maintenance	538,020	1,038,038	2,040,549	2,015,171	1,003,144	408,687
Replacement	80,400	138,900	288,000	437,100	586,200	726,391
Working Capital	3,710,660	3,543,996	2,332,592	995,106	573,105	666,477
Total	\$ 9,659,727	\$ 9,762,000	\$ 9,679,027	\$ 8,596,003	\$ 7,401,524	\$ 7,137,862

This fund was created in 2016 to house and track financial activity associated with non—URA owned multi-family housing property operations. Reflected in the table are the gross operating revenues and expenses for the Ellington, Headwaters, and Fairfield Apartments, and two future apartment locations.

Inclusionary Housing Fund

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Fund Balance	1,163,500	70,500	-	-	-	-
<i>Working Capital</i>	9,974,587	15,504,206	10,042,206	1,108,278	4,068,091	3,529,015
Misc Taxes	8,272,500	4,100,000	2,500,000	4,050,000	4,336,000	4,433,220
HIF Loan	545,348	509,515	(1,934,354)			
Charges for Services	1,500	-	3,100,000	-	1,850,000	-
Interest	40,500	54,000	46,608	44,074	44,027	32,001
Total	\$ 19,997,935	\$ 20,238,221	\$ 13,754,460	\$ 5,202,352	\$ 10,298,118	\$ 7,994,236
Requirements						
Personnel Services	360,430	450,985	372,475	387,747	403,644	416,194
Indirect Costs	274,252	51,530	94,107	116,812	124,652	147,635
External M&S	11,500	20,500	6,600	6,702	6,806	6,912
Internal M&S	24,547	-	-	-	-	-
OHCS Transfer	1,951,000	701,000	301,000	551,000	562,000	573,220
Affordable Rental Housing	72,000	72,000	72,000	72,000	72,000	72,000
Projects	1,800,000	8,900,000	300,000	-	-	-
Opportunity Funds	-	-	11,500,000	-	5,600,000	2,900,000
<i>Working Capital</i>	15,504,206	10,042,206	1,108,278	4,068,091	3,529,015	3,878,274
Total	\$ 19,997,935	\$ 20,238,221	\$ 13,754,460	\$ 5,202,352	\$ 10,298,118	\$ 7,994,235

This fund was created in 2016, and its purpose is twofold. First, it tracks the 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; 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. Second, it 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.

Beginning in FY 2018-19, PHB will begin using CET proceeds for gap-financing projects.

Federal Grants

Community Development Block Grant Fund

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Carryover/Working Capital	6,982,705	4,835,039	1,424,397	1,127,758	666,393	476,714
Grants	8,590,688	8,590,688	8,590,688	8,332,967	8,082,978	7,840,489
Program Income	1,050,000	1,025,000	1,025,000	1,025,000	1,025,000	1,190,000
Miscellaneous						
Total	\$ 16,623,393	\$ 14,450,727	\$ 11,040,085	\$ 10,485,725	\$ 9,774,371	\$ 9,507,203
Requirements		25,897				
Personnel Services	1,144,739	1,356,959	1,412,594	1,470,511	1,370,159	1,426,335
Indirect	205,477	482,067	532,467	594,728	411,407	461,353
External/Internal M&S	30,000	30,000	30,000	30,000	30,000	30,000
Contracts						
Fair Housing	712,700	715,000	730,000	751,900	751,900	774,457
Affordable Rental Housing	12,000	12,000	12,000	12,000	12,000	12,000
Section 108 Repayment	748,000	756,000	767,000	776,000	780,000	792,000
Homeownership Access & Retention	2,726,500	2,161,000	2,225,830	2,150,830	2,075,830	2,000,830
Economic Opportunity	2,302,436	2,302,436	2,302,436	2,233,363	2,166,362	2,166,362
Projects						
Opportunity Funds	-		1,900,000	1,800,000	1,700,000	1,700,000
Reserve for homeownership programs		1,800,000				
Reserve for Projects underway		1,000,000				
Arbor Glen		1,557,405				
Carolyn Gardens	150,000					
Habitat		640,000				
Oak Leaf	1,799,315	94,701				
Square Manor (Gladstone/Multnomah)	761,376					
Jade	895,811	92,865				
Working Capital	5,135,039	1,424,397	1,127,758	666,393	476,714	143,866
Total	\$ 16,623,393	\$ 14,450,727	\$ 11,040,085	\$ 10,485,725	\$ 9,774,371	\$ 9,507,203

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

Annual Entitlement

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

Currently, HUD is operating under a continuing resolution, and the process of developing allocations for participating jurisdictions is on hold. Based upon the best information to date, of no change to CDBG funding, PHB is using the federal FY 2017-18 allocation amount, less an amount for anticipated shifts in poverty.

Caps

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

PHB puts a mix of administrative staff and indirect costs under the administration and planning cap in addition to some service contracts and consulting services. Also found under the administration and planning cap are administrative activities under 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 currently approximately \$1,100,000, boosted by income from eleven Section 108 loans. PHB and HUD use program income figures from the HUD tracking system for the purposes of cap calculations. This resource is also forecast to go down over time due to restructures and loan payoffs, which impacts staffing and program delivery spending.

Program Delivery

PHB funds program delivery staff under CDBG. Most 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 attempts to build up CDBG funds to use in years where TIF resources are less available; however this can cause less future flexibility in using CDBG funds for other programs while maximizing resources for affordable housing development projects. The availability of CDBG for rental housing development is one of the few resources available to PHB outside of URAs.

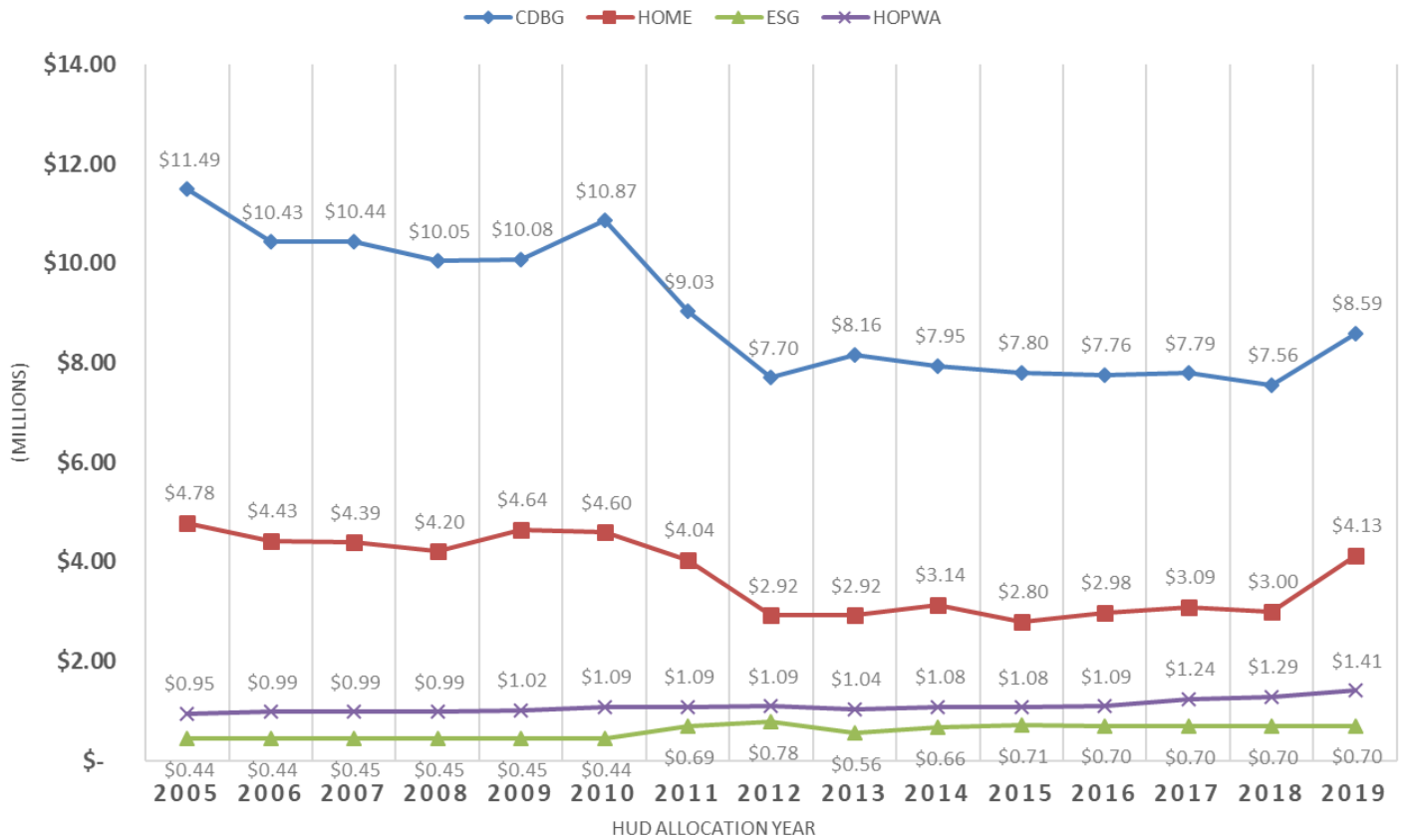
Carryover

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

Future Look

Continued uncertainty about support in Congress 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 eight to fifteen years ago; and then a significant increase in the current year allocation. It is unknown if Congress will reinstate sequestration and allow the automatic cuts to take effect. Loan income is forecast to continue to decline.

CHANGES IN HUD ENTITLEMENT ALLOCATIONS TO PHB



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

HOME

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
<i>Carryover/Working Capital</i>	1,993,042	3,469,585	59,385	10,057	178,923	219,202
Grants	4,134,231	3,500,000	3,286,500	3,099,170	2,922,517	2,922,517
Program Income	847,000	395,000	395,000	291,000	284,910	260,100
Total	\$6,974,273	\$7,364,585	\$3,740,885	3,400,227	\$3,386,350	\$3,401,819
Requirements						
Personnel Services	299,621	442,116	430,621	419,425	386,621	392,473
External/Internal M&S						
Contracts						
Affordable Rental Housing						
CHDO Support	65,000	100,000	100,000	120,000	115,000	115,000
Projects						
Opportunity Funds	-		725,000	1,800,000	1,800,000	2,000,000
Reserve for Projects underway		1,000,000				
2018 NOFA	750,000	4,750,000	1,530,000			
106 Halsey	894,000					
Gresham Funds	900,379	661,486	617,166	575,816	575,816	575,816
Admin	80,532	57,558	53,701	50,103	50,103	50,103
Multnomah County Funds	300,495	280,362	261,578	244,052	227,700	227,700
SE Stark - CCC	200,000					
Admin	14,661	13,679	12,762	11,907	11,907	11,907
<i>Working Capital</i>	3,469,585	59,385	10,057	178,923	219,202	28,819
Total	\$6,974,273	\$7,364,585	\$3,740,885	3,400,226	\$3,386,350	\$3,401,819

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

Entitlement

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

Currently, HUD has an adopted budget and HUD is in the process of developing allocations for participating jurisdictions. Based upon the best information to date, of no change to CDBG funding, PHB is using the federal FY 2015-16 allocation amount. Given the two-year budget agreement, this amount should remain steady for FY 2017-18 as well.

Caps

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

Program Income

HOME program income has been in decline from highs of approximately \$2 million in the past decade. Program income is currently approximately \$400,000. PHB and HUD use program income figures from the HUD tracking system for the purposes of cap calculations.

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

Program Delivery

PHB funds program delivery staff working on HOME funded projects from CDBG funds per HUD recommendation. HOME funds are used primarily for affordable housing development, though the bureau has replaced some CDBG resources in the homeless services area to simplify contract management and service delivery by sub-recipients. The availability of HOME for rental housing development is one of the few resources available to PHB outside of URAs.

Carryover

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

Future Look

HOME is subject to the same uncertainty at the federal level as CDBG. As the graph on page 13 shows,

As the graph on the next page shows, the bureau has seen a decline in HOME entitlement funding from eight to fifteen years ago; and then a significant increase in the current year allocation. It is unknown if Congress will reinstate sequestration and allow the automatic cuts to take effect. Loan income is forecast to continue to decline.

It is unknown if Congress will reinstate sequestration and allow the automatic cuts to take effect. Loan income is forecast to continue to decline.

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). 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 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	1,475,281	1,409,247	1,092,000	1,092,000	1,092,000	1,092,000
Total	\$ 1,475,281	\$ 1,409,247	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000
Requirements						
Personnel Services						
External M&S						
Homeless Services	1,475,281	1,409,247	1,092,000	1,092,000	1,092,000	1,092,000
Total	\$ 1,475,281	\$ 1,409,247	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000

ESG

Resources	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	746,928	701,174	701,174	701,174	701,174	701,174
Total	\$ 746,928	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174
Requirements						
Personnel Services	98,990	98,990	103,049	107,274	111,672	116,250
External M&S						
Homeless Services	647,938	602,184	598,125	593,900	589,502	584,924
Total	\$ 746,928	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174

Categorical Grants

The bureau also receives two competitive or categorical grants.

Lead Hazard Abatement

Resources	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Revised	Request	Forecast	Forecast	Forecast	Forecast
17 Grant	866,514	1,513,000	437,938			
20 Grant			460,000	1,000,000	1,100,000	440,000
17 Healthy Homes Supplement	104,000	234,000	58,000			
Total	\$ 970,514	\$ 1,747,000	\$ 955,938	\$ 1,000,000	\$ 1,100,000	\$ 440,000
Requirements						
Personnel Services	199,506	200,492	200,242	200,000	200,000	100,000
External M&S	57,148	88,380	57,744	63,000	63,000	15,000
Internal M&S		1,625		2,000	2,000	
Capital	13,570			25,000		
Homeownership Access & Retention	625,590	1,396,731	648,066	650,000	775,000	300,000
Bureau Indirect	74,700	59,772	49,886	60,000	60,000	25,000
Total	\$ 970,514	\$ 1,747,000	\$ 955,938	\$ 1,000,000	\$ 1,100,000	\$ 440,000

For twenty years, PHB has been successfully applying for the HUD Lead Grant, the most recent version of which was awarded (\$3 million) in FY 2017-18 and extends into FY 2020-21.

McKinney-HMIS Grant

Resources	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	247,891	245,666	245,666	245,666	245,666	245,666
Total	\$ 247,891	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666	\$ 245,666
Requirements						
Personnel Services	172,428	170,166	170,125	170,082	170,036	169,990
External M&S	75,463	75,500	75,541	75,584	75,630	75,676
Total	\$ 247,891	\$ 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.

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 will then be 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 urban renewal areas (URAs) 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.

Structure

PHB has set up a series of funds to be able to track direct costs by URA. Indirect costs are collected in the TIF Reimbursement fund summary below, and will be allocated to URA's based upon the direct expenses. The General Fund section discussed how indirect costs are allocated. TIF is not very different from many of PHBs' grant sources in that it has restrictions on use in terms of type of expense. 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 URAs arise.

Tax Increment Revenue Forecast – Future Look

Housing Set Aside tax increment financing (TIF) availability has stalled since the previous forecast, due to economic uncertainty around borrowing costs. While not having an impact on planned projects, the more conservative tax increment forecast does tamp down out year resources. In addition, the affordable housing emergency and the natural inertia for projects now have led to resources being pulled forward in the forecast. Funding from TIF sources will settle into the \$17-\$25 million range in the final two years and into the mid-2020's after current spending for the housing emergency occurs. As the table below shows, almost all urban renewal districts are reaching maximum indebtedness and/or the final year to issue debt during either the five year or twelve-year forecast.

This forecast does not include any assumptions about potential future URAs.

Urban Renewal Area	Maximum Indebtedness	Indebtedness Issued as of 9/30/18	Indebtedness Remaining as of 9/30/18	Projected Indebtedness to Be Issued	Last Date to Issue Long Term Debt	Acres
Airport Way	\$72.6	\$72.6	\$0.0	\$0.0	May 2011	885.1
Central Eastside	\$126.0	\$110.4	\$15.6	\$15.6	August 2023	708.5
Convention Center	\$167.5	\$167.5	\$0.0	\$0.0	June 2013	410.0
Downtown Waterfront	\$165.0	\$165.0	\$0.0	\$0.0	April 2008	233.1
Gateway	\$164.2	\$56.0	\$108.2	\$44.9	June 2022	658.5
Interstate Corridor	\$335.0	\$238.2	\$96.8	\$96.8	N/A	3,990.0
Lents Town Center	\$245.0	\$173.8	\$71.2	\$71.2	June 2020	2,846.3
Neighborhood Prosperity Initiative (6)	\$7.5	\$2.8	\$4.7	\$4.7	N/A	803.7
North Macadam	\$288.6	\$166.2	\$122.4	\$122.4	June 2025	447.0
River District	\$489.5	\$437.4	\$52.1	\$52.1	June 2021	314.8
South Park Blocks	\$143.6	\$112.0	\$31.6	\$0.0	July 2008	156.3

Notes: 1,757,913,021 502,674,134 407,791,222 94,882,913 11,597

(1) Reduced Rate Plan: Bonds and Local Option Levies approved after 10/06/2001 do not contribute to urban renewal.

(2) Standard Rate Plan: Local Option Levies approved after 01/01/2013 do not contribute to urban renewal. River District and NPI URAs are subject to revenue sharing.

(3) Not all URAs are projected to reach maximum indebtedness due to debt coverage requirements and current market conditions.

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

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Central Eastside URA						
Resources						
Working Capital	2,335	-	-	-	-	-
Loan Income	3,200	3,200	3,200	3,200	1,913	3,200
TIF Housing Set Aside	325,742	4,501,102	1,382,868	255,540	18,899	-
Other						
Central Eastside URA Total	\$331,277	\$4,504,302	\$1,386,068	\$258,740	\$20,812	\$3,200
Requirements						
Personnel Services - Direct Staffing	21,947	27,287	40,000	25,000	5,000	
Bureau Indirect Costs (Staffing and Overhead)	59,330	77,015	121,068	83,740	15,812	
Affordable Rental Housing						
Projects						
2018 NOFA	250,000	4,400,000	1,225,000	150,000		
St. Francis Park						
Working Capital						3,200
Central Eastside URA Total	\$331,277	\$4,504,302	\$1,386,068	\$258,740	\$20,812	\$3,200

- **Central Eastside** – A URA that has had slow resource growth, work begins soon on a 2018 NOFA project, which will likely be the last affordable housing project using resources from this URA.

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Convention Center URA						
Resources						
Working Capital	24,831	-	-	2,100	64,600	127,100
Loan Income	62,500	62,500	62,500	62,500	62,500	62,500
TIF Housing Set Aside	2,042,286	3,045,939		-	-	-
Other						
Convention Center URA Total	\$2,129,617	\$3,108,439	\$62,500	\$64,600	\$127,100	\$189,600
Requirements						
Personnel Services - Direct Staffing	35,000	14,915	15,000			
Bureau Indirect Costs (Staffing and Overhead)	94,617	42,096	45,400			
Affordable Rental Housing						
Projects						
Block 45 - HF	2,000,000	3,051,428				
Working Capital			2,100	64,600	127,100	189,600
Convention Center URA Total	\$2,129,617	\$3,108,439	\$62,500	\$64,600	\$127,100	\$189,600

- **Convention Center** - A URA that has expired (no new debt capacity); the Home Forward Block 45 project is currently in construction and includes funds from Multnomah County. This will be the last affordable housing project using resources from this URA.

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Downtown Waterfront URA						
Resources						
Working Capital	14,105,174	7,131,180	687,990	306,689	644,353	667,133
Predev Loan Payoffs/Property Sales	793,269					160,000
Loan Income	650,000	500,000	484,900	484,900	484,900	484,900
TIF Housing Set Aside	1,787,488	-	-	-	-	-
Other	195,159	25,736	10,000	5,000	6,000	
Downtown Waterfront URA Total	\$17,531,090	\$7,656,916	\$1,182,890	\$796,589	\$1,135,253	\$1,312,033
Requirements						
Personnel Services - Direct Staffing	53,981	20,454	45,000	35,000	50,000	55,000
Bureau Indirect Costs (Staffing and Overhead)	145,929	57,730	136,201	117,236	158,120	208,162
Affordable Rental Housing						
Projects						
Opportunity Funds					260,000	1,000,000
Westwind	3,800,000	680,000				
Henry - CCC	6,400,000	6,210,742	695,000			
Working Capital	7,131,180	687,990	306,689	644,353	667,133	48,871
Downtown Waterfront URA Total	\$17,531,090	\$7,656,916	\$1,182,890	\$796,589	\$1,135,253	\$1,312,033

- Downtown Waterfront** – This URA has expired (2008) in terms of issuing any further debt. The URA also has a healthy amount of cash from loan payoffs and payments that is providing approximately \$13 million for the Henry Apartments rehabilitation (includes partial seismic retrofit) and purchased the Westwind Apartments.

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Gateway Regional Center URA						
Resources						
Working Capital	(19,943)	-	-	-	-	-
Predev Loan Payoffs/Property Sales	553,203					
TIF Housing Set Aside	830,798	3,886,259	1,022,468	3,661,976	4,829,932	33,700
Other						
Gateway Regional Center URA Total	\$1,364,058	\$3,886,259	\$1,022,468	\$3,661,976	\$4,829,932	\$33,700
Requirements						
Personnel Services - Direct Staffing	44,030	57,100	55,000	60,000	55,000	7,000
Bureau Indirect Costs (Staffing and Overhead)	119,028	161,159	166,468	200,976	173,932	26,493
Affordable Rental Housing						
Projects						
Opportunity Funds			800,000	3,400,000	4,600,000	
106th & Halsey	1,200,000	3,667,000				
Property Management	1,000	1,000	1,000	1,000	1,000	207
Working Capital						
Gateway Regional Center URA Total	\$1,364,058	\$3,886,259	\$1,022,468	\$3,661,976	\$4,829,932	\$33,700

- Gateway Regional Center** – The 106th and Halsey project is in the final stages of planning, and further funding for affordable housing arrives in FY 2020-21. No further resources are forecast for the is URA for the remainder of the forecast period.

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Interstate URA						
Resources						
Working Capital		-	-	-	-	-
Predev Loan Payoffs/Property Sales	4,420,855					
Proud Ground flip	365,000					
Loan Income	17,183	17,160	17,160	17,160	15,640	17,360
TIF Housing Set Aside	37,698,111	23,303,228	9,735,609	8,492,604	7,033,040	3,699,856
Interstate URA Total	\$42,501,149	\$23,320,388	\$9,752,769	\$8,509,764	\$7,048,680	\$3,717,216
Requirements						
Personnel Services - Direct Staffing	661,097	904,678	722,503	600,000	700,000	530,000
Bureau Indirect Costs (Staffing and Overhead)	1,787,168	2,553,370	2,186,797	2,009,764	2,213,680	2,005,922
Affordable Rental Housing						
Projects						
Land Banking	4,474,445					
Opportunity Funds				4,000,000	2,735,000	
H30274 King/Parks - PCRI	1,140,000	540,200				
H30275 Charlotte B Rutherford	1,142,802					
H30270 N. Williams - Bridge	5,050,000	450,000				
Homeownership Access & Retention						
H89010 Homeowner Retention	540,152	500,000	500,000	500,000	500,000	500,000
H30415 AAAH Kilpatrick	-	330,000				
Syracuse Property	3,350,000					
N/NE Neighborhood Housing Strategy						
H30274 King/Parks - PCRI	4,000,000					
Business Operations						
H37914 Planning, Policy, & Outreach	47,896	32,140				
Affordable Rental Housing						
H80026 Beatrice Morrow	1,606,432					
Land Banking	710,555					
Homeownership Access & Retention						
H89011 Homeowner Retention	1,048,389	440,000	591,340	500,000		
H30301 Proud Gound	20,000					
H89051 PCRI	1,716,000					
H89050 AAAH/Habitat/OLIN	761,169					
H89021 AAAH/DPALS	700,000					
H89021 AAAH - Montana	750,000					
TIF Lift						
Affordable Rental Housing						
Reserve for Projects underway	1,270,000					
H30342 Magnolia II - IHI	1,619,748	2,600,000				
H30321 Argyle	4,900,000	9,500,000	1,595,000			
Land Banking	900,000					
Homeownership Access & Retention						
H30415 AAAH Kilpatrick	750,000	450,000				
H89013 Homeowner Retention	680,304	900,000	900,000	900,000	900,000	681,294
H89051 Homeownership - PCRI	434,000					
H30290 Proud Ground 5020 Homeownership	-	2,000,000	3,000,000			
Prosper Portland Homeownership Strategy						
Homeownership Access & Retention						
H89014 Home Repair	640,992	600,000	257,129			
H89024 Homeownership Opportunity	800,000	720,000	-			
H89037 ADU Program	1,000,000	800,000				
Working Capital						
Interstate URA Total	\$42,501,149	\$23,320,388	\$9,752,769	\$8,509,764	\$7,048,680	\$3,717,216

- **Interstate** – The table on the previous page shows this URA continues to generate substantial affordable housing funds, both from the \$20 million N/NE Housing Strategy from fall 2014 and the \$32 million “TIF Lift” from fall 2015, and an additional allocation from PDC of \$5 million in December 2016. While funding remains strong in FY 2019-20, resources decline through the five-year forecast.

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Lents Town Center URA						
Resources						
Working Capital	66,564	-	-	-	-	-
Loan Income	12,600	12,600	12,600	12,600	12,600	12,600
TIF Housing Set Aside	8,740,370	3,550,916	4,074,608	2,031,306	1,882,316	1,389,557
Lents Town Center URA Total	\$8,819,534	\$3,563,516	\$4,087,208	\$2,043,906	\$1,894,916	\$1,402,157
Requirements						
Personnel Services - Direct Staffing	321,728	274,810	270,000	240,000	215,000	125,000
Bureau Indirect Costs (Staffing and Overhead)	869,739	775,626	817,208	803,906	679,916	473,095
Affordable Rental Housing		100,000	1,100,000			
Projects						
H30269 72nd & Foster - REACH	2,048,022	576,636				
Oliver Station	417,577					
H30140 Woody Guthrie	342,468	55,000				
Homeownership Access & Retention						
H89010 Homeowner Retention	600,000	500,000	500,000	500,000	500,000	504,062
H89020 Homebuyer Financial Assistance	490,000	510,000	500,000	500,000	500,000	300,000
TIF Lift						
Affordable Rental Housing			900,000			
Projects						
Oliver Station						
H30140 Woody Guthrie	1,800,000					
Homeownership Access & Retention						
H89013 Homeowner Retention	410,000	565,525				
H89023 Homebuyer Financial Assistance	1,520,000	205,919				
Working Capital						
Lents Town Center URA Total	\$8,819,534	\$3,563,516	\$4,087,208	\$2,043,906	\$1,894,916	\$1,402,157

- **Lents Town Center** – This URA reflects substantial affordable housing construction activity the past two years. Affordable housing resources in this URA end during the FY 2023-24 forecast period.

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Revised	Request	Forecast	Forecast	Forecast	Forecast
North Macadam URA						
Resources						
<i>Working Capital</i>	-	-	-	-	-	-
Predev Loan Payoffs/Property Sales			2,000,000			
Loan Income	35,040	35,040	35,040	35,040	35,040	33,493
TIF Housing Set Aside	11,329,151	10,732,018	15,327,363	17,399,921	3,624,819	
North Macadam URA Total	\$11,364,191	\$10,767,058	\$17,362,403	\$17,434,961	\$3,659,859	\$33,493
Requirements						
Personnel Services - Direct Staffing	59,547	96,028	90,000	100,000	40,000	7,000
Bureau Indirect Costs (Staffing and Overhead)	160,976	271,030	272,403	334,961	126,496	26,493
Affordable Rental Housing						
Projects						
Opportunity Funds	-	8,000,000	8,000,000	8,000,000	3,493,363	
Riverplace	11,143,668	2,400,000	9,000,000	9,000,000		
<i>Working Capital</i>						
North Macadam URA Total	\$11,364,191	\$10,767,058	\$17,362,403	\$17,434,961	\$3,659,859	\$33,493

- **North Macadam/South Waterfront** – This amended URA has seen significant changes in terms of affordable housing resources, resulting in the current Riverplace project currently under construction and significant opportunity funds.

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Revised	Request	Forecast	Forecast	Forecast	Forecast
River District URA						
Resources						
<i>Working Capital</i>	-	-	-	-	-	159,668
Loan Income	436,400	466,800	466,800	459,868	466,800	466,800
TIF Housing Set Aside	5,399,097	2,098,286	13,827,623	8,077		
Other	4,674	5,000	8,247	10,512	5,048	6,000
River District URA Total	\$5,840,171	\$2,570,086	\$14,302,670	\$478,457	\$471,848	\$632,468
Requirements						
Personnel Services - Direct Staffing	76,783	44,497	100,000	110,000	75,000	50,000
Bureau Indirect Costs (Staffing and Overhead)	207,570	125,589	302,670	368,457	237,180	189,238
Affordable Rental Housing						
Projects						
Opportunity Funds			8,400,000			
14th & Raleigh	5,155,818					
TIF Lift - Post Office			5,500,000			
Medford	400,000	2,400,000				
<i>Working Capital</i>					159,668	393,230
River District URA Total	\$5,840,171	\$2,570,086	\$14,302,670	\$478,457	\$471,848	\$632,468

- **River District** – This URA currently has \$8.8 million in opportunity funds remaining, the “TIF Lift” provides \$20 million of affordable housing value related to the Central Post Office project, in the form of a \$14.5 million asset, and \$5.5 million in development resources. This URA expires in 2019, being no longer able to issue debt, but will retain resources for the Broadway corridor development.

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
South Park Blocks URA						
Resources						
<i>Working Capital</i>	5,541,171	5,488,373	5,044,231	14,396	117,148	221,336
Loan Income	205,000	205,000	124,000	124,000	124,000	124,000
TIF Housing Set Aside	946,311					
Other	45,000	45,621	7,500	500	1,000	
<i>South Park Blocks URA Total</i>	<i>\$6,737,482</i>	<i>\$5,738,994</i>	<i>\$5,175,731</i>	<i>\$138,896</i>	<i>\$242,148</i>	<i>\$345,336</i>
Requirements						
Personnel Services - Direct Staffing	67,266	50,953	50,000	5,000	5,000	5,000
Bureau Indirect Costs (Staffing and Overhead)	181,843	143,810	151,335	16,748	15,812	18,924
Affordable Rental Housing						
Projects						
Joyce Hotel	1,000,000	500,000	4,960,000			
<i>Working Capital</i>	5,488,373	5,044,231	14,396	117,148	221,336	321,412
<i>South Park Blocks URA Total</i>	<i>\$6,737,482</i>	<i>\$5,738,994</i>	<i>\$5,175,731</i>	<i>\$138,896</i>	<i>\$242,148</i>	<i>\$345,336</i>

- **South Park Blocks** – This URA has expired (2008) in terms of issuing any further debt. There is a healthy amount of cash due to loan payoffs and program income. These funds have been programmed for part of the funding to redevelop the Joyce Hotel building.

Housing Capital Fund

Resources	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Revised	Request	Forecast	Forecast	Forecast	Forecast
G/O Bond Proceeds	15,500,000	5,000,000	75,000,000	50,000,000	60,000,000	13,888,331
Metro Bond Proceeds		11,000,000	20,000,000	60,000,000	30,000,000	40,000,000
STR Bond Proceeds	28,703					
Other Funding	1,157,232					
Total	\$ 16,685,935	\$ 16,000,000	\$ 95,000,000	\$ 110,000,000	\$ 90,000,000	\$ 53,888,331

Requirements						
Personnel Services - Direct Staffing	358,939	657,482	901,487	974,883	1,112,187	665,914
Personnel Services - Indirect Staffing	798,293	518,465	560,542	534,077	555,974	365,991
Bureau Indirect		571,549	783,663	847,466	966,824	578,879
General Fund Overhead		-	142,217	973,820	1,913,047	2,538,558
Affordable Rental Housing		14,252,504	92,612,091	106,669,754	85,451,968	49,738,988
Issuance Costs						
Acquisition						
Ellington	28,703					
Repay Interim Financing	15,500,000					
Total	\$ 16,685,935	\$ 16,000,000	\$ 95,000,000	\$ 110,000,000	\$ 90,000,000	\$ 53,888,331

The Housing Capital Fund is intended to track all capital construction activity for the housing General Obligation Bonds.

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 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.

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.

Expenditure estimates do not reflect timing and staging of the financing of projects, which is still in the planning stages. What is shown is an early modelling of costs based upon only one view of bond sales. This estimate of year by year expenditures will change numerous times over the next few months.

Portland Housing Bureau

Cost of Service Study

FY 2019-20

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 are or could feasibly be supported by fees. These are the indirect, Servicepoint and loan servicing 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

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

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. For FY 2019-20, PHB anticipates no major changes to this fee structure.

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 below.

Figure 1: FY 2019-20 Indirect Program Projected Costs and Revenues

	Costs			Fees		
	Program	Indirect	Total	Gross	Pass-Thru	Net
HOLTE	102,838	86,785	189,623	231,500	(122,570)	108,930
MCC	58,040	48,980	107,020	65,375	(667)	64,708
MULTE	61,376	51,795	113,171	34,000	(18,000)	16,000
NP LTE	121,242	18,013	139,255	21,000	-	21,000
SDC Homeownership	60,729	102,316	163,045	147,450	(15,680)	131,770
SDC Rental	21,345	51,249	72,595	26,400	(1,344)	25,056
Total	425,570	359,138	784,708	525,725	(158,261)	367,464

Figure 2: FY 2019-20 Indirect Program Projected Cost Recovery

	Cost Recovery Ratio		Subsidy / (Surplus)	
	Program	Overall	Program	Total
HOLTE	106%	57%	(6,092)	80,693
MCC	111%	60%	(6,669)	42,311
MULTE	26%	14%	45,376	97,171
NP LTE	17%	15%	100,242	118,255
SDC Homeownership	217%	81%	(71,041)	31,275
SDC Rental	117%	35%	(3,711)	47,539
Total	86%	47%	58,105	417,244

Portland Housing Bureau

FY 2019-2031 Twelve-Year Financial Forecast

The following is an addendum to the bureaus five-year financial forecast that extends out to 12 years. This 12-year time frame illustrates with both the expiration of the GO Bond as well as significant changes in URA funding, and is a major component of long-term financial modelling the bureau does. The Portland Housing Bureau (PHB) began forecasting on a twelve-year basis several years ago at the same Prosper Portland (PP) went to twelve-year forecasting for their tax increment financing (TIF) resources (PHB receives a 45% Housing Set-Aside from those TIF resources that is the bureaus 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 five-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 2018-19	FY 2019-20	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
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
General Fund	38,272,186	51,930,314	42,293,193	43,293,616	44,422,779	45,013,519	45,575,491	46,785,313	48,066,444	49,544,837	50,996,952	52,563,498	54,070,857
Housing Investment Fund	14,092,376	8,359,468	3,309,436	3,120,751	2,944,030	2,748,711	2,624,945	2,584,451	2,573,807	2,555,665	2,478,219	3,238,246	3,581,275
Housing Capital	16,685,935	16,000,000	95,000,000	110,000,000	90,000,000	53,888,331	41,137,915	7,940,546	2,265,195	440,450	68,555	12,689	273
Construction Excise Tax	19,255,206	19,658,206	12,581,206	4,569,206	8,393,206	6,691,426	5,710,206	4,726,206	8,067,601	6,273,601	7,530,506	6,759,718	10,562,995
Inclusionary Housing	742,729	580,015	1,173,254	633,146	1,904,912	1,302,810	665,140	665,128	683,853	695,447	734,486	812,062	849,729
CDBG	16,623,393	14,450,727	11,040,085	10,485,725	9,774,371	9,507,203	10,074,355	9,427,774	8,982,782	8,734,413	8,626,865	8,579,738	8,446,445
HOME	6,974,273	7,364,585	3,740,885	3,400,226	3,386,350	3,401,819	3,157,836	3,187,762	3,198,627	3,109,795	3,077,449	3,142,076	3,063,551
Federal Grants	3,440,614	4,103,087	2,994,778	3,038,840	3,138,840	2,478,840	2,038,840	2,038,840	2,038,841	2,038,841	2,038,840	2,038,840	2,038,840
Tax Increment Financing	96,618,569	65,115,958	54,334,707	33,387,889	19,430,548	7,670,163	2,139,702	2,787,505	3,947,145	4,544,385	2,920,495	1,462,158	2,111,798
Property	9,659,726	9,762,000	9,679,026	8,596,004	7,401,524	7,137,862	7,276,019	7,283,440	7,065,795	7,322,734	7,559,083	7,382,870	7,674,533
Total	\$ 222,365,008	\$ 197,324,360	\$ 236,146,571	\$ 220,525,402	\$ 190,796,560	\$ 139,840,682	\$ 120,400,448	\$ 87,426,964	\$ 86,890,090	\$ 85,260,167	\$ 86,031,451	\$ 85,991,895	\$ 92,400,296
Requirements													
General Fund	38,272,186	51,930,314	42,293,193	43,293,616	44,422,779	45,013,519	45,575,491	46,785,313	48,066,444	49,544,837	50,996,953	52,563,498	54,070,857
Housing Investment Fund	14,092,376	8,359,468	3,309,436	3,120,751	2,944,030	2,748,710	2,624,946	2,584,450	2,573,806	2,555,665	2,478,219	3,238,246	3,581,275
Housing Capital	16,685,935	16,000,000	95,000,000	110,000,000	90,000,000	53,888,331	41,137,915	7,940,546	2,265,195	440,450	68,555	12,689	273
Construction Excise Tax	19,255,206	19,658,206	12,581,206	4,569,206	8,393,206	6,691,426	5,710,206	4,726,206	8,067,601	6,273,601	7,530,506	6,759,718	10,562,995
Inclusionary Housing	742,729	580,015	1,173,254	633,146	1,904,912	1,302,809	665,139	665,127	683,853	695,446	734,486	812,061	849,728
CDBG	16,623,393	14,450,727	11,040,085	10,485,725	9,774,371	9,507,203	10,074,355	9,427,774	8,982,782	8,734,413	8,626,865	8,579,738	8,446,445
HOME	6,974,273	7,364,585	3,740,885	3,400,226	3,386,350	3,401,819	3,157,836	3,187,762	3,198,627	3,109,795	3,077,449	3,142,075	3,063,551
Federal Grants	3,440,614	4,103,087	2,994,777	3,038,839	3,138,841	2,478,840	2,038,840	2,038,840	2,038,841	2,038,841	2,038,840	2,038,841	2,038,841
Tax Increment Financing	96,618,569	65,115,959	54,334,707	33,387,890	19,430,548	7,670,163	2,139,702	2,787,505	3,947,145	4,544,385	2,920,495	1,462,158	2,111,798
Property	9,659,727	9,762,000	9,679,027	8,596,003	7,401,524	7,137,862	7,276,019	7,283,440	7,065,795	7,322,734	7,559,083	7,382,871	7,674,533
Total	\$ 222,365,007	\$ 197,324,360	\$ 236,146,571	\$ 220,525,402	\$ 190,796,562	\$ 139,840,682	\$ 120,400,448	\$ 87,426,964	\$ 86,890,090	\$ 85,260,167	\$ 86,031,451	\$ 85,991,895	\$ 92,400,296

General Fund

	FY 2018-19	FY 2019-20	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
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Indirect Charges to Other Bureau Funds	2,048,791	2,318,915	2,291,063	2,091,423	1,984,520	1,302,112	552,741	411,881	301,809	347,262	323,451	369,791	311,339
<i>General Fund Discretionary</i>													
Joint Office One-Time	7,655,912	6,945,350											
PHB One-Time	1,194,393	3,960,040											
Joint Office Ongoing	24,803,131	24,948,055	25,746,393	26,518,785	27,314,348	28,133,779	28,977,792	29,847,126	30,742,539	31,664,816	32,614,760	33,593,203	34,600,999
PHB Ongoing	2,450,639	13,627,146	14,255,737	14,683,409	15,123,912	15,577,629	16,044,958	16,526,307	17,022,096	17,532,759	18,058,742	18,600,504	19,158,519
Space Rental/Services	119,320	130,808											
Total	38,272,186	51,930,314	42,293,193	43,293,617	44,422,780	45,013,520	45,575,491	46,785,314	48,066,445	49,544,837	50,996,952	52,563,498	54,070,857
Requirements													
Personnel Services	697,370	905,882	943,023	891,687	628,246	554,004	526,719	388,314	404,235	420,809	438,062	456,022	474,719
External/Internal M&S - Operations	2,932,760	3,220,512	3,397,196	3,333,084	3,554,663	3,513,995	3,724,535	3,873,516	3,893,465	4,093,237	4,207,177	4,375,464	4,564,642
<i>Program Delivery</i>													
Fair Housing	34,900	36,300	36,300	32,352	31,892	27,121	27,974	24,960		-		-	-
One-Time													
Joint Office	24,803,131	24,948,055	25,746,393	26,518,785	27,314,348	28,133,779	28,977,792	29,847,126	30,742,539	31,664,816	32,614,760	33,593,203	34,600,999
Joint Office One-Time	7,655,912	6,945,350											
Affordable Rental Housing	352,500	322,400	322,400	332,072	342,034	222,400	229,072	200,000	201,978	157,761	133,264	127,809	
One-Time													
Homeownership Access & Retention	472,820	491,800	491,800	492,342	507,112	351,800		-	-	-	-	-	-
One-Time	294,393												
East Portland Initiative		484,100	484,100	499,591	515,578	344,100		-	-	-	-	-	-
Renter-Landlord Services	128,400	10,615,875	10,871,981	11,193,703	11,528,905	11,866,321	12,089,399	12,451,397	12,824,227	13,208,214	13,603,690	14,011,000	14,430,497
One-Time	900,000	3,960,040											
Total	\$38,272,186	\$51,930,314	\$42,293,193	\$43,293,616	\$44,422,779	\$45,013,519	\$45,575,491	\$46,785,313	\$48,066,444	\$49,544,837	\$50,996,953	\$52,563,498	\$54,070,857

Housing Investment Fund

Primary Housing Investment Subfund

	FY 2018-19	FY 2019-20	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
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Working Capital	3,377,521	78,000	-	-	-	-	-	-	48,125	99,786	128,932	77,222	35,246
Interest	20,000	5,000	15,000	1,000	1,000	1,500	1,500	1,500	1,500	1,500	1,500	1,500	1,500
Loan Income	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	369,000	314,200	300,000
Total	\$ 3,822,521	\$ 508,000	\$ 440,000	\$ 426,000	\$ 426,000	\$ 426,500	\$ 426,500	\$ 426,500	\$ 474,625	\$ 526,286	\$ 499,432	\$ 392,922	\$ 336,746
Requirements													
Personnel Services	564,122	409,155	324,930	373,000	372,679	370,261	385,442	328,375	341,839	362,354	377,210	312,676	245,496
External/Internal M&S	21,379	756	70	15,000	15,000	15,000	15,000	15,000	5,000	5,000	10,000	10,000	10,000
Innovation Fund	33,920												
Affordable Rental Housing													
Projects													
SE Stark - CCC	2,500,000												
Loan to Inclusionary Housing	545,348												
General Fund Overhead	79,752	98,089	115,000	37,000	25,000	25,000	25,000	25,000	18,000	20,000	25,000	25,000	25,000
Contingency				1,000	13,321	16,239	1,058	10,000	10,000	10,000	10,000	10,000	10,000
Working Capital	78,000							48,125	99,786	128,932	77,222	35,246	46,250
Total	\$ 3,822,521	\$ 508,000	\$ 440,000	\$ 426,000	\$ 426,000	\$ 426,500	\$ 426,500	\$ 426,500	\$ 474,625	\$ 526,286	\$ 499,432	\$ 392,922	\$ 336,746

Short Term Rental Revenues Subfund

	FY 2018-19	FY 2019-20	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
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance	(316,959)	1,667,142											
Working Capital	-		831,388	1,218,840	1,092,915	960,771	892,030	821,798	741,658	653,674	557,388	452,319	772,961
Transfer from General Fund	2,470,075	346,360	357,444	368,167	379,212	390,588	402,306	414,375	426,806	439,610	452,799	1,401,383	1,443,424
Interest	2,000	3,500		2,000	2,000	2,000	7,500	5,000	5,000	5,000	5,000	5,000	5,000
Loan Repayment			509,515										
Total	\$ 2,155,116	\$ 2,017,002	\$ 1,698,347	\$ 1,589,007	\$ 1,474,127	\$ 1,353,359	\$ 1,301,836	\$ 1,241,173	\$ 1,173,464	\$ 1,098,284	\$ 1,015,187	\$ 1,858,702	\$ 2,221,385
Requirements													
Personnel Services	67,064	388,575	404,507	421,091	438,356	456,329	475,038	494,515	514,790	535,896	557,868	580,741	604,551
External M&S	75,000	75,000	75,000	75,000	75,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Affordable Rental Housing	167,423	509,515											
Projects													
Opportunity Funds												500,000	1,600,000
Property subsidies	178,487	212,524											
Working Capital	1,667,142	831,388	1,218,840	1,092,915	960,771	892,030	821,798	741,658	653,674	557,388	452,319	772,961	11,834
Total	\$ 2,155,116	\$ 2,017,002	\$ 1,698,347	\$ 1,589,006	\$ 1,474,127	\$ 1,353,359	\$ 1,301,836	\$ 1,241,173	\$ 1,173,464	\$ 1,098,284	\$ 1,015,187	\$ 1,858,702	\$ 2,221,385

Indirect Housing Subsidy Programs Subfund

	FY 2018-19	FY 2019-20	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
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance	-	-	-	-	-	-	-	-	-	-	-	-	4,649
Working Capital	-	0	6,531	3,934	18,312	19,582	23,815	18,203	11,338	3,794	2,076	5,056	4,845
Charges for Services	396,350	498,882	503,009	525,850	530,264	554,031	559,000	584,045	589,083	602,212	620,996	634,885	654,875
Interest	366	236	304	136	575	238	102	142	328	325	260	572	1,151
Total	\$ 396,716	\$ 499,118	\$ 509,844	\$ 529,920	\$ 549,151	\$ 573,851	\$ 582,917	\$ 602,390	\$ 600,749	\$ 606,331	\$ 623,332	\$ 640,513	\$ 665,520
Requirements													
Personnel Services	296,216	308,554	321,205	334,374	348,083	362,355	372,211	387,472	388,358	392,281	401,365	410,821	427,664
External M&S													
Homeownership Access & Retention	100,500	161,117	170,362	177,234	181,485	187,681	193,117	203,816	210,765	213,809	220,837	227,968	230,146
Working Capital	-	29,447	18,277	18,312	19,582	23,815	17,589	11,101	1,627	241	1,130	1,724	7,709
Total	\$ 396,716	\$ 499,118	\$ 509,844	\$ 529,920	\$ 549,150	\$ 573,851	\$ 582,916	\$ 602,389	\$ 600,750	\$ 606,331	\$ 623,332	\$ 640,513	\$ 665,519

HMIS Local Match SubFund

	FY 2018-19	FY 2019-20	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
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Working Capital		-	-	5,787	2,175	-	1,422	5,118	858	154	54	5,228	-
Intergovernmental Revenues	318,000	278,000	278,250	278,250	292,163	292,163	306,771	306,771	322,109	322,109	338,215	338,215	355,125
Innovation Fund													
Interest	2,206	2,176	2,150	1,942	2,870	2,093	2,000	2,500	2,000	2,500	2,000	2,667	2,500
Total	\$ 320,206	\$ 280,176	\$ 280,400	\$ 285,979	\$ 297,208	\$ 294,256	\$ 310,193	\$ 314,389	\$ 324,967	\$ 324,763	\$ 340,269	\$ 346,110	\$ 357,625
Requirements													
Personnel Services	193,206	121,626	126,613	131,804	137,208	127,833	133,074	138,530	143,813	142,210	148,040	154,110	160,428
External M&S	127,000	158,550	148,000	152,000	160,000	165,000	172,000	175,000	181,000	182,500	187,000	192,000	197,000
Working Capital			5,787	2,175		1,422	5,118	858	154	54	5,228		197
Contingency													
Total	\$ 320,206	\$ 280,176	\$ 280,400	\$ 285,979	\$ 297,208	\$ 294,255	\$ 310,192	\$ 314,388	\$ 324,967	\$ 324,764	\$ 340,268	\$ 346,110	\$ 357,625

Risk Mitigation Guarantee Pool Subfund

	FY 2018-19	FY 2019-20	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
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Working Capital	535,845	421,845	376,845	286,845	195,845	99,545	2,745	-	-	-	-	-	-
Interest	6,000	5,000	4,000	3,000	1,700	1,200	755						
Total	\$ 541,845	\$ 426,845	\$ 380,845	\$ 289,845	\$ 197,545	\$ 100,745	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Requirements													
External M&S													
Housing Access & Retention													
Affordable Rental Housing	160,000	90,000	94,000	94,000	98,000	98,000	3,500						
Working Capital	381,845	336,845	286,845	195,845	99,545	2,745							
Contingency													
Total	\$ 541,845	\$ 426,845	\$ 380,845	\$ 289,845	\$ 197,545	\$ 100,745	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Housing Property Fund

Resources	FY 2018-19	FY 2019-20	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
	Revised	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Working Capital	3,543,363	3,525,706	3,577,712	2,374,335	1,077,391	694,689	828,610	713,003	369,560	497,978	597,932	282,596	432,353
Fund Transfers	154,000	212,524	47,195	48,611	50,070	51,572	-	-	-	-	-	-	-
Property Income	5,933,625	5,983,448	6,007,791	6,126,723	6,237,722	6,361,252	6,426,053	6,554,574	6,685,666	6,819,379	6,955,766	7,094,882	7,236,779
Interest	28,738	40,322	46,328	46,335	36,342	30,349	21,356	15,863	10,570	5,377	5,385	5,393	5,400
Total	\$ 9,659,726	\$ 9,762,000	\$ 9,679,026	\$ 8,596,004	\$ 7,401,524	\$ 7,137,862	\$ 7,276,019	\$ 7,283,440	\$ 7,065,795	\$ 7,322,734	\$ 7,559,083	\$ 7,382,870	\$ 7,674,533

Requirements													
Personnel Services - Direct Staffing	62,722	63,283	64,125	66,393	67,271	69,662	65,727	68,103	70,567	73,121	75,770	78,518	81,367
Bureau Indirect Costs	53,834	54,316	55,039	56,985	57,739	59,791	56,414	58,453	60,567	62,760	65,034	67,392	69,837
Bureau Indirect Staffing													
General Fund Overhead													
Operating Costs	3,116,893	4,210,717	4,187,721	4,316,748	4,408,816	4,505,604	4,483,959	4,586,606	4,691,732	4,799,405	4,901,168	4,974,858	5,081,137
Debt Service	2,097,197	712,750	711,000	708,500	705,250	701,250	701,150	701,150	701,150	701,150	701,150	701,150	701,150
Reserves													
Major Maintenance	538,020	1,038,038	2,040,549	2,015,171	1,003,144	408,687	600,000	750,000	200,000	150,000	500,000	-	-
Replacement	80,400	138,900	288,000	437,100	586,200	726,391	752,723	886,726	1,021,159	1,155,924	1,291,124	1,426,559	1,524,296
Working Capital	3,710,660	3,543,996	2,332,592	995,106	573,105	666,477	616,045	232,402	320,620	380,374	24,838	134,395	216,746
Total	\$ 9,659,727	\$ 9,762,000	\$ 9,679,027	\$ 8,596,003	\$ 7,401,524	\$ 7,137,862	\$ 7,276,019	\$ 7,283,440	\$ 7,065,795	\$ 7,322,734	\$ 7,559,083	\$ 7,382,871	\$ 7,674,533

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.

Inclusionary Housing Fund

Construction Excise Tax SubFund

	FY 2018-19	FY 2019-20	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
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance	1,163,500	-	-	-	-	-	-	-	-	-	-	-	-
Working Capital	9,778,706	15,504,206	10,042,206	480,206	4,018,206	2,231,206	3,218,206	1,609,206	4,345,206	2,216,601	3,392,601	2,539,906	6,259,326
Misc Taxes	8,272,500	4,100,000	2,500,000	4,050,000	4,336,000	4,433,220	2,465,000	3,090,000	3,695,395	4,030,000	4,110,600	4,192,812	4,276,668
Interest	40,500	54,000	39,000	39,000	39,000	27,000	27,000	27,000	27,000	27,000	27,305	27,000	27,000
Total	\$ 19,255,206	\$ 19,658,206	\$ 12,581,206	\$ 4,569,206	\$ 8,393,206	\$ 6,691,426	\$ 5,710,206	\$ 4,726,206	\$ 8,067,601	\$ 6,273,601	\$ 7,530,506	\$ 6,759,718	\$ 10,562,995
Requirements													
External M&S	-	15,000	-	-	-	-	-	-	-	-	-	-	-
OHCS Transfer	1,951,000	701,000	301,000	551,000	562,000	573,220	301,000	381,000	451,000	481,000	490,600	500,392	510,380
2018 NOFA	800,000	8,900,000	300,000	-	-	-	-	-	-	-	-	-	-
Citywide DPAL	1,000,000												
Affordable Rental Housing	-	-	11,500,000	-	5,600,000	2,900,000	3,800,000	-	5,400,000	2,400,000	4,500,000	-	7,300,000
Working Capital	15,504,206	10,042,206	480,206	4,018,206	2,231,206	3,218,206	1,609,206	4,345,206	2,216,601	3,392,601	2,539,906	6,259,326	2,752,615
Total	\$ 19,255,206	\$ 19,658,206	\$ 12,581,206	\$ 4,569,206	\$ 8,393,206	\$ 6,691,426	\$ 5,710,206	\$ 4,726,206	\$ 8,067,601	\$ 6,273,601	\$ 7,530,506	\$ 6,759,718	\$ 10,562,995

Inclusionary Zoning SubFund

	FY 2018-19	FY 2019-20	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
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance	-	70,500	-	-	-	-	-	-	-	-	-	-	-
Working Capital	195,881	-	-	628,072	49,885	1,297,809	660,068	10,094	3,838	15,421	4,435	7,042	19,672
HIF Funds	545,348	509,515	(1,934,354)										
Charges for Services	1,500	-	3,100,000	-	1,850,000	-	-	650,000	675,000	675,000	725,000	800,000	825,000
Interest	-		7,608	5,074	5,027	5,001	5,072	5,034	5,015	5,026	5,051	5,020	5,057
Total	\$ 742,729	\$ 580,015	\$ 1,173,254	\$ 633,146	\$ 1,904,912	\$ 1,302,810	\$ 665,140	\$ 665,128	\$ 683,853	\$ 695,447	\$ 734,486	\$ 812,062	\$ 849,729
Requirements													
Personnel Services	360,430	450,985	372,475	387,747	403,644	416,194	435,258	453,103	471,681	488,020	508,028	528,858	550,541
Indirect Costs													
Personnel Services - Indirect Staff	53,782	51,530	54,107	56,812	59,652	62,635	65,767	69,055	72,508	76,133	79,940	83,937	88,134
General Fund Overhead			40,000	60,000	65,000	85,000	75,000	60,000	45,000	47,500	60,000	100,000	110,000
Bureau Indirect	220,470												
External M&S	11,500	5,500	6,600	6,702	6,806	6,912	7,020	7,131	7,243	7,358	7,475	7,595	7,717
Internal M&S	24,547	-	-	-	-	-	-	-	-	-	-	-	-
Affordable Rental Housing	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000	72,000
Working Capital	-	-	628,072	49,885	1,297,809	660,068	10,094	3,838	15,421	4,435	7,042	19,672	21,337
Total	\$ 742,729	\$ 580,015	\$ 1,173,254	\$ 633,146	\$ 1,904,912	\$ 1,302,809	\$ 665,139	\$ 665,127	\$ 683,853	\$ 695,446	\$ 734,486	\$ 812,061	\$ 849,728

Community Development Block Grant (CDBG) Fund

	FY 2018-19	FY 2019-20	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
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<i>Carryover/Working Capital</i>	6,982,705	4,835,039	1,424,397	1,127,758	666,393	476,714	143,866	757,285	321,293	123,924	66,376	31,649	15,956
Grants	8,590,688	8,590,688	8,590,688	8,332,967	8,082,978	7,840,489	7,840,489	7,840,489	7,840,489	7,840,489	7,840,489	7,840,489	7,840,489
Program Income	1,050,000	1,025,000	1,025,000	1,025,000	1,025,000	1,190,000	2,090,000	830,000	821,000	770,000	720,000	707,600	590,000
Miscellaneous													
Total	\$ 16,623,393	\$ 14,450,727	\$ 11,040,085	\$ 10,485,725	\$ 9,774,371	\$ 9,507,203	\$ 10,074,355	\$ 9,427,774	\$ 8,982,782	\$ 8,734,413	\$ 8,626,865	\$ 8,579,738	\$ 8,446,445
Requirements		25,897											
Personnel Services	1,144,739	1,356,959	1,412,594	1,470,511	1,370,159	1,426,335	1,484,815	1,370,692	1,246,891	1,298,013	1,271,232	1,323,352	1,257,610
Indirect	205,477	482,067	532,467	594,728	411,407	461,353	513,348	411,881	301,809	347,262	323,451	369,791	311,339
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													
Fair Housing	712,700	715,000	730,000	751,900	751,900	774,457	747,691	747,691	770,115	743,219	765,515	778,481	801,835
Affordable Rental Housing	12,000	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	748,000	756,000	767,000	776,000	780,000	792,000	802,000	807,000	815,000	822,000	822,000	822,000	350,000
Homeownership Access & Retention	2,726,500	2,161,000	2,225,830	2,150,830	2,075,830	2,000,830	1,860,855	1,860,855	1,916,681	1,849,181	1,904,656	1,861,796	1,917,650
Economic Opportunity	2,302,436	2,302,436	2,302,436	2,233,363	2,166,362	2,166,362	2,166,362	2,166,362	2,166,362	2,166,362	2,166,362	2,166,362	2,166,362
Projects													
Opportunity Funds	-		1,900,000	1,800,000	1,700,000	1,700,000	1,700,000	1,700,000	1,600,000	1,400,000	1,300,000	1,200,000	1,300,000
Reserve for homeownership programs		1,800,000											
Reserve for Projects underway		1,000,000											
Arbor Glen		1,557,405											
Carolyn Gardens	150,000												
Habitat		640,000											
Oak Leaf	1,799,315	94,701											
Square Manor (Gladstone/Multnomah)	761,376												
Jade	895,811	92,865											
<i>Working Capital</i>	5,135,039	1,424,397	1,127,758	666,393	476,714	143,866	757,285	321,293	123,924	66,376	31,649	15,956	299,649
Total	\$ 16,623,393	\$ 14,450,727	\$ 11,040,085	\$ 10,485,725	\$ 9,774,371	\$ 9,507,203	\$ 10,074,355	\$ 9,427,774	\$ 8,982,782	\$ 8,734,413	\$ 8,626,865	\$ 8,579,738	\$ 8,446,445

HOME Fund

	FY 2018-19	FY 2019-20	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
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Carryover/Working Capital	1,993,042	3,469,585	59,385	10,057	178,923	219,202	28,819	58,745	75,610	12,878	11,532	76,159	27,634
Grants	4,134,231	3,500,000	3,286,500	3,099,170	2,922,517	2,922,517	2,922,517	2,922,517	2,922,517	2,922,517	2,922,517	2,922,517	2,922,517
Program Income	847,000	395,000	395,000	291,000	284,910	260,100	206,500	206,500	200,500	174,400	143,400	143,400	113,400
Total	\$6,974,273	\$7,364,585	\$3,740,885	3,400,227	\$3,386,350	\$3,401,819	\$3,157,836	\$3,187,762	\$3,198,627	\$3,109,795	\$3,077,449	\$3,142,076	\$3,063,551
Requirements													
Personnel Services	299,621	442,116	430,621	419,425	386,621	392,473	318,564	331,625	305,222	317,736	320,763	333,914	307,605
External/Internal M&S													
Contracts													
Affordable Rental Housing													
CHDO Support	65,000	100,000	100,000	120,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000	115,000
Projects													
Opportunity Funds	-		725,000	1,800,000	1,800,000	2,000,000	1,800,000	1,800,000	1,900,000	1,800,000	1,700,000	1,800,000	1,700,000
Reserve for Projects underway		1,000,000											
2018 NOFA	750,000	4,750,000	1,530,000										
106 Halsey	894,000												
Gresham Funds	900,379	661,486	617,166	575,816	575,816	575,816	575,816	575,816	575,816	575,816	575,816	575,816	575,816
Admin	80,532	57,558	53,701	50,103	50,103	50,103	50,103	50,103	50,103	50,103	50,103	50,103	50,103
Multnomah County Funds	300,495	280,362	261,578	244,052	227,700	227,700	227,700	227,700	227,700	227,700	227,700	227,700	227,700
SE Stark - CCC	200,000												
Admin	14,661	13,679	12,762	11,907	11,907	11,907	11,907	11,907	11,907	11,907	11,907	11,907	11,907
Working Capital	3,469,585	59,385	10,057	178,923	219,202	28,819	58,745	75,610	12,878	11,532	76,159	27,634	75,419
Total	\$6,974,273	\$7,364,585	\$3,740,885	3,400,226	\$3,386,350	\$3,401,819	\$3,157,836	\$3,187,762	\$3,198,627	\$3,109,795	\$3,077,449	\$3,142,075	\$3,063,551

Other Federal Grants

Entitlement Grants

Housing for Persons With AIDS (HOPWA)

	FY 2018-19	FY 2019-20	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
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Grants	1,475,281	1,409,247	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000
Total	\$ 1,475,281	\$ 1,409,247	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000
Requirements													
Personnel Services													
External M&S													
Homeless Services	1,475,281	1,409,247	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000	1,092,000
Total	\$ 1,475,281	\$ 1,409,247	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000	\$ 1,092,000

Emergency Solutions Grant (ESG)

Resources	FY 2018-19	FY 2019-20	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
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Grants	746,928	701,174	701,174	701,174	701,174	701,174	701,174	701,174	701,174	701,174	701,174	701,174	701,174
Total	\$ 746,928	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174
Requirements													
Personnel Services	98,990	98,990	103,049	107,274	111,672	116,250	121,017	125,978	131,143	136,520	142,118	147,944	154,010
External M&S													
Homeless Services	647,938	602,184	598,125	593,900	589,502	584,924	580,157	575,196	570,031	564,654	559,056	553,230	547,164
Total	\$ 746,928	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174	\$ 701,174

Categorical Grants

Lead Hazard Abatement Grant

Resources	FY 2018-19	FY 2019-20	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
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
17 Grant	866,514	1,513,000	437,938										
20 Grant			460,000	1,000,000	1,100,000	440,000							
17 Healthy Homes Supplement	104,000	234,000	58,000										
Total	\$ 970,514	\$ 1,747,000	\$ 955,938	\$ 1,000,000	\$ 1,100,000	\$ 440,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Requirements													
Personnel Services	199,506	200,492	200,242	200,000	200,000	100,000							
External M&S	57,148	88,380	57,744	63,000	63,000	15,000							
Internal M&S		1,625		2,000	2,000								
Capital	13,570			25,000									
Homeownership Access & Retention	625,590	1,396,731	648,066	650,000	775,000	300,000							
Bureau Indirect	74,700	59,772	49,886	60,000	60,000	25,000							
Total	\$ 970,514	\$ 1,747,000	\$ 955,938	\$ 1,000,000	\$ 1,100,000	\$ 440,000	-	-	-	-	-	-	-

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 2018-19	FY 2019-20	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
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Grants	247,891	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	\$ 247,891	\$ 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	172,428	170,166	170,125	170,082	170,036	169,990	169,941	169,890	169,837	169,783	169,531	169,481	169,430
External M&S	75,463	75,500	75,541	75,584	75,630	75,676	75,725	75,776	75,829	75,883	76,135	76,185	76,236
Total	\$ 247,891	\$ 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 Urban Renewal Area Subfunds

	FY 2018-19	FY 2019-20	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
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Central Eastside URA													
Resources													
Working Capital	2,335	-	-	-	-	-	3,200	6,400	9,600	12,800	16,000	19,200	22,400
Loan Income	3,200	3,200	3,200	3,200	1,913	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200
TIF Housing Set Aside	325,742	4,501,102	1,382,868	255,540	18,899	-	-	-	-	-	-	-	-
Other													
Central Eastside URA Total	\$331,277	\$4,504,302	\$1,386,068	\$258,740	\$20,812	\$3,200	\$6,400	\$9,600	\$12,800	\$16,000	\$19,200	\$22,400	\$25,600
Requirements													
Personnel Services - Direct Staffing	21,947	27,287	40,000	25,000	5,000								
Bureau Indirect Costs (Staffing and Overhead)	59,330	77,015	121,068	83,740	15,812								
Affordable Rental Housing													
Projects													
2018 NOFA	250,000	4,400,000	1,225,000	150,000									
St. Francis Park													
Working Capital						3,200	6,400	9,600	12,800	16,000	19,200	22,400	25,600
Central Eastside URA Total	\$331,277	\$4,504,302	\$1,386,068	\$258,740	\$20,812	\$3,200	\$6,400	\$9,600	\$12,800	\$16,000	\$19,200	\$22,400	\$25,600

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast
Convention Center URA							
Resources							
Working Capital	24,831	-	-	2,100	64,600	127,100	189,600
Loan Income	62,500	62,500	62,500	62,500	62,500	62,500	31,297
TIF Housing Set Aside	2,042,286	3,045,939		-	-	-	-
Other							
Convention Center URA Total	\$2,129,617	\$3,108,439	\$62,500	\$64,600	\$127,100	\$189,600	\$220,897
Requirements							
Personnel Services - Direct Staffing	35,000	14,915	15,000				20,897
Bureau Indirect Costs (Staffing and Overhead)	94,617	42,096	45,400				
Affordable Rental Housing							200,000
Projects							
Block 45 - HF	2,000,000	3,051,428					
Working Capital			2,100	64,600	127,100	189,600	
Convention Center URA Total	\$2,129,617	\$3,108,439	\$62,500	\$64,600	\$127,100	\$189,600	\$220,897

	FY 2018-19	FY 2019-20	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
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Downtown Waterfront URA													
Resources													
Working Capital	14,105,174	7,131,180	687,990	306,689	644,353	667,133	48,871	243,407	730,307	1,218,207	1,154,707	30,907	32,021
Predev Loan Payoffs/Property Sales	793,269					160,000					500,000		
Loan Income	650,000	500,000	484,900	484,900	484,900	484,900	484,900	484,900	484,900	471,000	320,200	320,200	320,200
TIF Housing Set Aside	1,787,488	-	-	-	-	-	-	-	-	-	-	-	-
Other	195,159	25,736	10,000	5,000	6,000		636	2,000	3,000	500	1,000	914	
Downtown Waterfront URA Total	\$17,531,090	\$7,656,916	\$1,182,890	\$796,589	\$1,135,253	\$1,312,033	\$534,407	\$730,307	\$1,218,207	\$1,689,707	\$1,975,907	\$352,021	\$352,221
Requirements													
Personnel Services - Direct Staffing	53,981	20,454	45,000	35,000	50,000	55,000	25,000			35,000	45,000	20,000	
Bureau Indirect Costs (Staffing and Overhead)	145,929	57,730	136,201	117,236	158,120	208,162							
Affordable Rental Housing													
Projects													
Opportunity Funds					260,000	1,000,000	266,000			500,000	1,900,000	300,000	
Westwind	3,800,000	680,000											
Henry - CCC	6,400,000	6,210,742	695,000										
Working Capital	7,131,180	687,990	306,689	644,353	667,133	48,871	243,407	730,307	1,218,207	1,154,707	30,907	32,021	352,221
Downtown Waterfront URA Total	\$17,531,090	\$7,656,916	\$1,182,890	\$796,589	\$1,135,253	\$1,312,033	\$534,407	\$730,307	\$1,218,207	\$1,689,707	\$1,975,907	\$352,021	\$352,221

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Gateway Regional Center URA						
Resources						
Working Capital	(19,943)	-	-	-	-	-
Predev Loan Payoffs/Property Sales	553,203					
TIF Housing Set Aside	830,798	3,886,259	1,022,468	3,661,976	4,829,932	33,700
Other						
Gateway Regional Center URA Total	\$1,364,058	\$3,886,259	\$1,022,468	\$3,661,976	\$4,829,932	\$33,700
Requirements						
Personnel Services - Direct Staffing	44,030	57,100	55,000	60,000	55,000	7,000
Bureau Indirect Costs (Staffing and Overhead)	119,028	161,159	166,468	200,976	173,932	26,493
Affordable Rental Housing						
Projects						
Opportunity Funds			800,000	3,400,000	4,600,000	
106th & Halsey	1,200,000	3,667,000				
Property Management	1,000	1,000	1,000	1,000	1,000	207
Working Capital						
Gateway Regional Center URA Total	\$1,364,058	\$3,886,259	\$1,022,468	\$3,661,976	\$4,829,932	\$33,700

	FY 2018-19	FY 2019-20	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
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Interstate URA													
Resources													
Working Capital		-	-	-	-	-	-	17,160	34,320	50,820	63,520	75,020	79,320
Predev Loan Payoffs/Property Sales	4,420,855												
Proud Ground flip	365,000												
Loan Income	17,183	17,160	17,160	17,160	15,640	17,360	17,160	17,160	16,500	12,700	11,500	4,300	4,300
TIF Housing Set Aside	37,698,111	23,303,228	9,735,609	8,492,604	7,033,040	3,699,856							
Interstate URA Total	\$42,501,149	\$23,320,388	\$9,752,769	\$8,509,764	\$7,048,680	\$3,717,216	\$17,160	\$34,320	\$50,820	\$63,520	\$75,020	\$79,320	\$83,620
Requirements													
Personnel Services - Direct Staffing	661,097	904,678	722,503	600,000	700,000	530,000							
Bureau Indirect Costs (Staffing and Overhead)	1,787,168	2,553,370	2,186,797	2,009,764	2,213,680	2,005,922	-						
Affordable Rental Housing													
Projects													
Land Banking	4,474,445												
Opportunity Funds				4,000,000	2,735,000								
H30274 King/Parks - PCRI	1,140,000	540,200											
H30275 Charlotte B Rutherford	1,142,802												
H30270 N. Williams - Bridge	5,050,000	450,000											
Homeownership Access & Retention													
H89010 Homeowner Retention	540,152	500,000	500,000	500,000	500,000	500,000							
H30415 AAAH Kilpatrick	-	330,000											
Syracuse Property	3,350,000												
N/NE Neighborhood Housing Strategy													
H30274 King/Parks - PCRI	4,000,000												
Business Operations													
H37914 Planning, Policy, & Outreach	47,896	32,140											
Affordable Rental Housing													
H80026 Beatrice Morrow	1,606,432												
Land Banking	710,555												
Homeownership Access & Retention													
H89011 Homeowner Retention	1,048,389	440,000	591,340	500,000									
H30301 Proud Gound	20,000												
H89051 PCRI	1,716,000												
H89050 AAAH/Habitat/OLIN	761,169												
H89021 AAAH/DPALS	700,000												
H89021 AAAH - Montana	750,000												
TIF Lift													
Affordable Rental Housing													
Reserve for Projects underway	1,270,000												
H30342 Magnolia II - IHI	1,619,748	2,600,000											
H30321 Argyle	4,900,000	9,500,000	1,595,000										
Land Banking	900,000												
Homeownership Access & Retention													
H30415 AAAH Kilpatrick	750,000	450,000											
H89013 Homeowner Retention	680,304	900,000	900,000	900,000	900,000	681,294							
H89051 Homeownership - PCRI	434,000												
H30290 Proud Ground 5020 Homeownership	-	2,000,000	3,000,000										
Prosper Portland Homeownership Strategy													
Homeownership Access & Retention													
H89014 Home Repair	640,992	600,000	257,129										
H89024 Homeownership Opportunity	800,000	720,000	-										
H89037 ADU Program	1,000,000	800,000											
Working Capital							17,160	34,320	50,820	63,520	75,020	79,320	83,620
Interstate URA Total	\$42,501,149	\$23,320,388	\$9,752,769	\$8,509,764	\$7,048,680	\$3,717,216	\$17,160	\$34,320	\$50,820	\$63,520	\$75,020	\$79,320	\$83,620

	FY 2018-19	FY 2019-20	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
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Lents Town Center URA													
Resources													
Working Capital	66,564	-	-	-	-	-	-	12,600	25,200	37,800	46,900	55,600	64,300
Loan Income	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	12,600	9,100	8,700	8,700	8,700
TIF Housing Set Aside	8,740,370	3,550,916	4,074,608	2,031,306	1,882,316	1,390,517		-	-	-	-	-	-
Lents Town Center URA Total	\$8,819,534	\$3,563,516	\$4,087,208	\$2,043,906	\$1,894,916	\$1,403,117	\$12,600	\$25,200	\$37,800	\$46,900	\$55,600	\$64,300	\$73,000
Requirements													
Personnel Services - Direct Staffing	321,728	274,810	270,000	240,000	215,000	125,000							
Bureau Indirect Costs (Staffing and Overhead)	869,739	775,626	817,208	803,906	679,916	473,095	-						
Affordable Rental Housing		100,000	1,100,000										
Projects													
H30269 72nd & Foster - REACH	2,048,022	576,636											
Oliver Station	417,577												
H30140 Woody Guthrie	342,468	55,000											
Homeownership Access & Retention													
H89010 Homeowner Retention	600,000	500,000	500,000	500,000	500,000	505,022	-	-	-	-	-	-	-
H89020 Homebuyer Financial Assistance	490,000	510,000	500,000	500,000	500,000	300,000	-	-	-	-	-	-	-
TIF Lift													
Affordable Rental Housing			900,000										
Projects													
Oliver Station													
H30140 Woody Guthrie	1,800,000												
Homeownership Access & Retention													
H89013 Homeowner Retention	410,000	565,525											
H89023 Homebuyer Financial Assistance	1,520,000	205,919											
Working Capital							12,600	25,200	37,800	46,900	55,600	64,300	73,000
Lents Town Center URA Total	\$8,819,534	\$3,563,516	\$4,087,208	\$2,043,906	\$1,894,916	\$1,403,117	\$12,600	\$25,200	\$37,800	\$46,900	\$55,600	\$64,300	\$73,000

	FY 2018-19	FY 2019-20	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
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
North Macadam URA													
Resources													
Working Capital	-	-	-	-	-	-	-	35,040	70,080	105,120	140,160	175,200	210,240
Predev Loan Payoffs/Property Sales			2,000,000										
Loan Income	35,040	35,040	35,040	35,040	35,040	33,493	35,040	35,040	35,040	35,040	35,040	35,040	35,040
TIF Housing Set Aside	11,329,151	10,732,018	15,327,363	17,399,921	3,624,819							-	-
North Macadam URA Total	\$11,364,191	\$10,767,058	\$17,362,403	\$17,434,961	\$3,659,859	\$33,493	\$35,040	\$70,080	\$105,120	\$140,160	\$175,200	\$210,240	\$245,280
Requirements													
Personnel Services - Direct Staffing	59,547	96,028	90,000	100,000	40,000	7,000							
Bureau Indirect Costs (Staffing and Overhead)	160,976	271,030	272,403	334,961	126,496	26,493							
Affordable Rental Housing													
Projects													
Opportunity Funds	-	8,000,000	8,000,000	8,000,000	3,493,363								
Riverplace	11,143,668	2,400,000	9,000,000	9,000,000									
Working Capital							35,040	70,080	105,120	140,160	175,200	210,240	245,280
North Macadam URA Total	\$11,364,191	\$10,767,058	\$17,362,403	\$17,434,961	\$3,659,859	\$33,493	\$35,040	\$70,080	\$105,120	\$140,160	\$175,200	\$210,240	\$245,280

	FY 2018-19	FY 2019-20	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
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
River District URA													
Resources													
Working Capital	-	-	-	-	-	159,668	393,230	867,530	1,344,330	1,286,130	22,930	-	478,309
Loan Income	436,400	466,800	466,800	459,868	466,800	466,800	466,800	466,800	466,800	466,800	466,800	466,800	466,800
TIF Housing Set Aside	5,399,097	2,098,286	13,827,623	8,077									
Other	4,674	5,000	8,247	10,512	5,048	6,000	7,500	10,000	10,000	10,000	270	11,509	5,000
River District URA Total	\$5,840,171	\$2,570,086	\$14,302,670	\$478,457	\$471,848	\$632,468	\$867,530	\$1,344,330	\$1,821,130	\$1,762,930	\$490,000	\$478,309	\$950,109
Requirements													
Personnel Services - Direct Staffing	76,783	44,497	100,000	110,000	75,000	50,000			35,000	40,000	25,000		25,000
Bureau Indirect Costs (Staffing and Overhead)	207,570	125,589	302,670	368,457	237,180	189,238							
Affordable Rental Housing													
Projects													
Opportunity Funds			8,400,000						500,000	1,700,000	465,000		200,000
14th & Raleigh	5,155,818												
TIF Lift - Post Office			5,500,000										
Medford	400,000	2,400,000											
Working Capital					159,668	393,230	867,530	1,344,330	1,286,130	22,930		478,309	725,109
River District URA Total	\$5,840,171	\$2,570,086	\$14,302,670	\$478,457	\$471,848	\$632,468	\$867,530	\$1,344,330	\$1,821,130	\$1,762,930	\$490,000	\$478,309	\$950,109

	FY 2018-19	FY 2019-20	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
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
South Park Blocks URA													
Resources													
Working Capital	5,541,171	5,488,373	5,044,231	14,396	117,148	221,336	321,412	445,668	573,668	701,268	5,168	129,568	255,568
Loan Income	205,000	205,000	124,000	124,000	124,000	124,000	124,000	124,000	123,600	123,400	123,400	124,000	123,400
TIF Housing Set Aside	946,311												
Other	45,000	45,621	7,500	500	1,000		256	4,000	4,000	500	1,000	2,000	3,000
South Park Blocks URA Total	\$6,737,482	\$5,738,994	\$5,175,731	\$138,896	\$242,148	\$345,336	\$445,668	\$573,668	\$701,268	\$825,168	\$129,568	\$255,568	\$381,968
Requirements													
Personnel Services - Direct Staffing	67,266	50,953	50,000	5,000	5,000	5,000				20,000			
Bureau Indirect Costs (Staffing and Overhead)	181,843	143,810	151,335	16,748	15,812	18,924							
Affordable Rental Housing										800,000			
Projects													
Joyce Hotel	1,000,000	500,000	4,960,000										
Working Capital	5,488,373	5,044,231	14,396	117,148	221,336	321,412	445,668	573,668	701,268	5,168	129,568	255,568	381,968
South Park Blocks URA Total	\$6,737,482	\$5,738,994	\$5,175,731	\$138,896	\$242,148	\$345,336	\$445,668	\$573,668	\$701,268	\$825,168	\$129,568	\$255,568	\$381,968

Housing Capital Fund

Resources	FY 2018-19	FY 2019-20	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
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
G/O Bond Proceeds	15,500,000	5,000,000	75,000,000	50,000,000	60,000,000	13,888,331	1,137,915	618,425	108,467	816			
Metro Bond Proceeds		11,000,000	20,000,000	60,000,000	30,000,000	40,000,000	40,000,000	7,322,121	2,156,728	439,634	68,555	12,689	273
STR Bond Proceeds	28,703												
Other Funding	1,157,232												
Total	\$ 16,685,935	\$ 16,000,000	\$ 95,000,000	\$ 110,000,000	\$ 90,000,000	\$ 53,888,331	\$ 41,137,915	\$ 7,940,546	\$ 2,265,195	\$ 440,450	\$ 68,555	\$ 12,689	\$ 273
Requirements													
Personnel Services - Direct Staffing	358,939	657,482	901,487	974,883	1,112,187	665,914	506,601	329,581	173,932	-			
Personnel Services - Indirect Staffing	798,293	518,465	560,542	534,077	555,974	365,991	271,000	135,770	93,870	31,150	-		
Bureau Indirect		571,549	783,663	847,466	966,824	578,879	440,388	286,505	151,199	-	-		
General Fund Overhead		-	142,217	973,820	1,913,047	2,538,558	2,164,425	1,555,839	846,195	409,300	68,555	12,689	273
Affordable Rental Housing		14,252,504	92,612,091	106,669,754	85,451,968	49,738,988	37,755,501	5,632,850	1,000,000				
Issuance Costs													
Acquisition													
Ellington	28,703												
Repay Interim Financing	15,500,000												
Total	\$ 16,685,935	\$ 16,000,000	\$ 95,000,000	\$ 110,000,000	\$ 90,000,000	\$ 53,888,331	\$ 41,137,915	\$ 7,940,546	\$ 2,265,195	\$ 440,450	\$ 68,555	\$ 12,689	\$ 273

Note: The forecast above is one potential preliminary scenario of bond expenditures, as the bureau continues to model and analyze delivery plans based upon changes allowed by the passage of the constitutional amendment in November 2018. Expenditure estimates do not reflect timing and staging of the financing of projects, which is still in the planning stages. What is shown is a very early modelling of costs based upon only one view of bond sales. This estimate of year by year expenditures will change numerous times over the next few months.

Budget Equity Assessment Tool

CITY POLICY

This Budget Equity Assessment Tool is a general set of questions to guide City bureaus and their Budget Advisory Committees in providing a holistic assessment of how equity is prioritized and addressed within bureau budgets. This analysis will also hopefully highlight opportunities to implement changes, both in the short- and long-term, to help meet bureau and City equity goals.

This is the fifth year of the City of Portland Budget Equity Assessment Tool, as first envisioned in the Portland Plan. The goals are to:

- Use an asset management approach to achieve more equitable service levels across communities and geographies.
- Track and report on service levels and investments by community and geography, including expanding the budget mapping process
- Assess the equity and social impacts of budget requests to ensure programs, projects and other investments to help reduce disparities and promote service level equity, improve participation and support leadership development.
- Identify whether budget requests advance equity, represent a strategic change to improve efficiency and service levels and/or are needed to provide for basic public welfare, health and/or meet all applicable national and state regulatory standards.

It is the policy of the City of Portland that no person shall be denied the benefits of, or be subjected to, discrimination in any City program, service, or activity on the grounds of race, color, national origin, English proficiency, sex, age, disability, religion, sexual orientation, gender identity, or source of income. Additionally, the City's Civil Rights Title VI program guidelines obligate public entities to develop systems and procedures that guard against or proactively prevent discrimination, while simultaneously ensuring equitable impacts on all persons. Therefore, City bureaus may find this tool helpful when evaluating equitable impacts on all residents.

The Office of Equity and Human Rights is also available for discussion/training/consultation regarding the use of this document.

In compliance with Civil Rights laws, it is the policy of the City of Portland that no person shall be excluded from participation in, denied the benefits of, or be subjected to discrimination in any City program, service, or activity on the grounds of race, color, national origin, or disability. To request accommodations, translation and/or interpretation, to file complaints, or for additional information or services, please contact us at 503-823-4433, City TTY 503-823-6868, or Oregon Relay Service: 711.

Introduction

The FY 2019-20 budget development process includes a number of significant changes, in particular the transition to Program Offer budgeting. The Program Offer template is intended to provide a clear, concise description of bureau budgeted programs at the 6-digit functional area level. The template includes both general guiding questions to help bureaus use an equity lens when writing program descriptions, as well as a dedicated section within the template to provide equity information specific to that program. Bureaus will also be expected to identify equity impacts in any decision packages resulting from a Council Direction to Develop.

The Budget Equity Tool will continue to serve as a guide for more robust equity analysis. In your responses below, please consider your Requested Budget as a whole.

SECTION 1: BUREAU OPERATIONS

1. How does your Requested Budget advance your achievement of equity goals as outlined in your bureau's Racial Equity Plan?

The bureau's Racial Equity Plan focuses on several key areas spread across program offers. The Business Operations Team tracks goals related to hiring, retention, and training. Additionally, this team ensures contracts, RFPs and NOFAs have an equity focus, utilizing MWESB organizations whenever possible. The policy and planning team seeks to ensure communities of color, and other marginalized communities are involved in policy planning and decision making.

2. Are there deficiencies in your base budget that inhibit your bureau's achievement of equity or the goals outlined in your Racial Equity Plan?

Additional resources for community planning and development would support advancing bureau racial equity goals.

Please take a look at the City of Portland's workforce demographic dashboard: <https://www.portlandoregon.gov/oehr/article/595121>. How does your bureau's Requested Budget support employee equity in hiring, retention, and inclusion, particularly for communities of color and people with disabilities?

PHB has several goals regarding equity in hiring, retention and inclusion. The business operations manager, admin supervisor, and an OSS II provide the primary support and guidance for HR related issues. That includes all employee requisitions, marketing and advertising plans for recruitments, tracking the diversity of interview panels, the inclusion of equity related questions at each level of the hiring process and the statistics

of people of color participating at each level of the hiring process. PHB supports the hiring of interns by setting aside funding for two positions per fiscal year to provide opportunities for students, and recruitment is targeted towards students of color and those from disadvantaged communities.

As the bureau has grown, so has the diversity of the employees. From 2009 to present day the diversity has increased from 37% to 52% due to increased efforts in marketing and changes in hiring procedures.

PHB ran 17 recruitments in calendar year 2018, 38% of all applicants were from communities of color and 53% (9) hired were from communities of color, both interns selected during the current fiscal year are from communities of color as well. Four internal promotions occurred, all 4 are POC and several limited term or temporary positions were made permanent.

PHB is currently recruiting for a new Equity and Inclusion Manager, marketing and advertising have been placed with several culturally specific organizations to increase the pool of candidates from communities for color.

PHB supports employee retention through a variety of ways, first and foremost through a training and education fund that provides opportunities for employees to increase their knowledge, skills and abilities, additionally the Local 189-3 contract provides \$10,000 for represented employees to utilize for professional development.

3. How does your bureau use quantitative and qualitative data to track program access and service outcomes for different populations?

First, to better understand those in Portland in need of homeless services, affordable housing, anti-displacement, and stabilization programming, the bureau collects and analyzes significant amounts of quantitative and qualitative data. The quantitative data is largely summarized in the annual State of Housing report, which combines Census Bureau data, real-time market data, HUD street count information, housing permitting and production data, affordability estimates, and more, all disaggregated by race/ethnicity and other historically underserved communities. The bureau blends this data with qualitative data and feedback from community planning and community engagement processes and feedback from the six permanent oversight/stakeholder bodies (five Housing Bureau entities and one Joint Office of Homeless Services entity). This feedback informs policy, program, and budget decisions for new and existing work product.

Second, for the programs and services the Housing Bureau and Joint Office of Homeless Services administer, data is collected at each stage of service delivery. Data is collected on which communities are accessing services, progressing through services, and successfully completing services, which can then be analyzed in the context of the city demographic and market data for disparities in need or service delivery. Program and service delivery are adjusted regularly to improve racially equitable service delivery and the quantitative and qualitative feedback and analysis loop continues.

The following represents a non-comprehensive listing of the processes, reports and data sources that informed PHB’s efforts to incorporate equity into its base budget:

- Portland’s Housing Bond Policy Framework: The policy framework establishes production goals for Portland’s Housing Bond and outlines the community priorities that inform PHB’s decision-making with respect to location and other criteria for building and land acquisition. It also highlights priority communities PHB will be intentional about reaching through bond-financed housing and provides guidelines for development, operations, services, reporting metrics and community engagement.

Communities of Color and families experiencing homelessness are among the populations the Bond is intended to serve. PHB has created housing opportunity and access for members from these communities in the two active Bond properties in operation, the Ellington Apartments (263 apartments) and East Burnside (51 apartments.) Both properties have service partnerships established with the Homeless Family System, a network of partners comprised of culturally-specific and homeless service agencies, for referrals to deeply affordable and Supportive Housing unit vacancies.

Home Forward conducted an assessment of the tenancy at the Ellington in August 2018, which found the Ellington’s population has a higher representation of people of color than the census tract (see below table: Household Demographics to Census Tract). However, over a quarter of households did not wish to disclose their race or ethnicity or data was not available. PHB will use this information to guide continued efforts in gathering data and planning marketing for Bond properties to reach priority communities.

Household Demographics to Census Tract

	Household	% of Total Household	Census Tract
African American/Black	22	8.3%	2.6%
Native American/Alaskan Native	4	1.5%	0.5%
Asian	6	2.3%	8.6%
Caucasian	117	44.3%	81.8%
Hispanic	28	10.6%	6.5%
Multiple	11	4.2%	3.9%
Native Hawaiian/Pacific Islander	2	0.8%	0.0%
Manager Unit	1	0.8%	NA
No Data/Non Disclosed	72	27.3%	NA
Total	263		

- North - Northeast Neighborhood Housing Strategy: This in-depth public involvement process identified community priorities for investment of all future Interstate TIF allocation made after 2014. The N/NE Oversight Committee – representing the historic community of North and Inner Northeast Portland – was established to provide regular input and guidance on ongoing programming of all Interstate TIF affordable housing programming. The impacts of the community planning and

strategy implementation on historic residents of N/NE Portland has been positive. The planning process enabled the bureau to understand the program and services the community wanted. Their concerns about not being prioritized for services led directly to the development of the N/NE historic resident preference policy. Using this policy for rental housing will enable over 400 households with historic roots in N/NE Portland to be prioritized for new affordable rental units. In addition, over 100 households will be prioritized for homeownership before the strategy is complete.

- **State of Housing Report:** The third annual publication of this report shows the general issues in housing affordability across Portland and highlights the extreme disparities in affordability for different subsections of Portland residents (e.g., communities of color, single mothers, seniors, and foreign-born).
- **East Portland Action Plan:** This report delivered recommendations for addressing disparities in affordable housing investment between East Portland and other parts of Portland.
- **A Home for Everyone Coordinating Board:** This broadly representative body provides oversight and recommendations to the Joint Office of Homeless services. It has established the promotion of racial and ethnic justice as guiding principles. Policy, programming and budget recommendations employ an equity lens and place an emphasis on community-specific and culturally-appropriate service delivery.
- **Street Count:** This community-wide comprehensive count of persons experiencing homelessness takes place every other year. It showed minimal overall growth or reduction in persons experiencing homelessness, but it did show a significant spike in homelessness among Communities of Color and Women.

4. How did you consider the impacts on underserved communities in the development of your budget?

The Housing Bureau's work focuses exclusively on those underserved in the housing market for our targeted investments.

In Portland's housing market, Communities of Color are disproportionately homeless, renters, low-income, and at risk for displacement. The Housing Bureau and Joint Office of Homeless Services have mandates to serve low-income households through a racial equity lens. In the design and redesign of programs and services and the development of budgets, Communities of Color and other historically underserved communities are prioritized and involved in the planning process. This requested budget focuses on stabilizing funding for the Joint Office of Homeless services, serving exclusively underserved and at-risk communities, as well as stabilizing the Rental Services Office, providing services to low-income renters at risk of displacement or destabilization. In addition, the bureau is working to identify stable long-term funding for permanent

supportive housing and to develop new program concept for East Portland through dedicated staffing and a community planning process.

5. Have you made any significant realignments or changes to your bureau's budget? If so, how/do these changes impact the community? Is this different for communities of color and/or people with disabilities?

The Housing Bureau's budget contains minor changes including the addition of programming specifically targeted for East Portland, the most racially diverse area of Portland. The budget has been realigned to improve programming outcomes in N/NE Portland and East Portland and improve renter services as well as define Portland Housing Bond priorities in partnership with the requests of the respective communities.

Beyond these budget adjustments, in recent years the bureau has made improvements in the process by which Communities of Color and historically underrepresented communities are involved in planning and, to the extent possible, decision making in bureau programs and services – recent examples include the N/NE Housing Strategy and the Portland Housing Bond policy framework. In this requested budget the bureau is working to advance this work even further, with community designed programming. With an allocation of funding earmarked for East Portland, the bureau will be hiring a dedicated staff person to design a program that meets the needs of East Portlanders, working with East Portlanders. In the interim the bureau will fund grants to support community based affordable housing and anti-displacement initiatives, and eventually return to City Council with a program concept for implementation.

6. If your bureau has capital assets, how does your Requested Budget take into consideration intergenerational equity (ensuring that those who are currently benefiting from the service are paying for its upkeep versus placing the financial burden on future generations)?

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.

7. If applicable, how is funding being prioritized to meet obligations related to Title II of the Americans with Disabilities Act and the [bureau's Transition Plan barrier removal schedule](#)?

Not applicable.

8. If applicable, how does your bureau's budget create contracting opportunities for disadvantaged, minority, women, and emerging small businesses (D/M/W/ESB)?

Our contract specialist ensures that PHB meets the guidelines set for purchasing goods and professional services. PHB has a solid history of supporting equity and inclusion in contracting. Since its inception, PHB has met or exceeded the City 20% goal for construction sub-contracts, PHB also supports workforce training and hiring goals. In addition, the Portland Housing Bureau prioritizes DMWESB contracting targets in all funding solicitation for new housing developments. The Housing Bureau's hard construction contracting target exceeds the City's goal and set a target of 24% with a 20% target participation for professional services.

9. If your bureau has dedicated equity staff, such as an Equity Manager, how were they involved in developing your bureau's Requested Budget?

The Portland Housing Bureau is in the process for recruiting a dedicated Equity & Inclusion Manager. Our Business Operations & Equity Manager and former Policy & Equity Manager participated, and guided program offer development.

SECTION TWO: EQUITABLE ENGAGEMENT AND ACCESS

10. What funding have you allocated in your bureau's budget to meet the requirements of ADA (Americans with Disabilities Act) Title II and Civil Rights Title VI? This includes but is not limited to:

- Funding for translation, interpretation, video captioning, and other accommodations
- Translation of essential documents into safe harbor languages

Funding for translation, interpretation and other accommodations are included in the Director's Office Budget & Business Operations Budget (for general community engagement and communications), the Rental Services Budget (for engagement directly related to renter and landlord issues), and the Portland Bond budget (for community engagement and communications related to the Bond). Video and audio capture of many of the advisory group meetings are covered within the administrative costs for that meeting. For example, N/NE Housing Strategy Oversight Committee meetings are video recorded, those costs are paid out of Interstate TIF as an administrative cost.

11. How have community members engaged with your requested budget, including this tool?

The Housing Bureau has used several public planning processes, temporary advisory committees, and permanent advisory commissions. These efforts have provided guidance and feedback into the bureau's policy and planning; programs and services; and regulations. The 2019-20 budget request provides resources to support these efforts, and for the implementation of strategies that were developed in partnership with communities.

Specifically, the Housing Bureau involved its Budget Advisory Committee (the Portland Housing Advisory Committee), the Rental Services Commission, and the N/NE Neighborhood Housing Oversight Committee in the creation of its budget. In addition, specific outreach was conducted to the EPAP Housing Advisory Committee for portions

of the budget specifically relating to proposed expansion of programming in East Portland.

12. How does this budget build the bureau's capacity to engage with and include communities most impacted by inequities? (e.g., improved leadership opportunities, advisory committees, commissions, targeted community meetings, stakeholder groups, increased outreach, etc.)

The budget supports five advisory and /or oversight committees at the Housing Bureau which include membership of communities impacted, served and regulated by our programs, policies and regulations - the Fair Housing Advocacy Committee, the Rental Services Commission, the Portland Housing Advisory Commission, the Portland Housing Bond Oversight Committee, and the N/NE Oversight Committee.

The budget also supports targeted community meetings related to anti-displacement, housing stabilization and housing opportunity citywide and with an emphasis in N/NE Portland and East Portland, geographically.

13. How does this budget build community capacity and power in communities most impacted by inequities? (e.g., improved leadership opportunities within BAC, community meetings, stakeholder groups, increased outreach, etc.)

As the bureau increases its resource base, and programs and services offered, decision making processes have been developed to ensure community capacity to provide guidance on how programming and funding decisions are made, as well as the structure of programs themselves. Additional resources would be needed to scale up and institutionalize this effort. The Housing Bureau budget includes funding to maintain five advisory/oversight committees at the Housing Bureau and expanded outreach activities related to the delivery of new affordable housing under the Portland Housing Bond.

In addition, and as previously mentioned, with an allocation of funding earmarked for East Portland, the bureau will be hiring a dedicated staff person to design a program that meets the needs of East Portlanders, working with East Portlanders. In the interim the bureau will fund grants to support community based affordable housing and anti-displacement initiatives.

Identifying Impacts Worksheet

Please use the following chart to name the potential burdens and benefits.

Populations Impacted	Potential Positive Impacts	Potential Negative Impacts
African American	<ul style="list-style-type: none"> • Continued implementation of preference policy will provide increased ability for displaced former residents (and their descendants) to return to N/NE Portland • New proposed investments in landlord-tenant services Communities of Color as priority target population • Change in the homeownership program structure in N/NE Portland (increased subsidy) • New proposed investments in homeowner anti-displacement support lower income households who are disproportionately Communities of Color 	None identified.
Asian	<ul style="list-style-type: none"> • New proposed investments in landlord-tenant services Communities of Color as priority target population • New proposed investments in homeowner anti-displacement support lower income households who are disproportionately Communities of Color 	None identified.
Hawaiian - Pacific Islander	<ul style="list-style-type: none"> • New proposed investments in landlord-tenant services Communities of Color as priority target population • New proposed investments in homeowner anti-displacement support lower income households who are disproportionately Communities of Color 	None identified.
Hispanic - Latino	<ul style="list-style-type: none"> • New proposed investments in landlord-tenant services Communities of Color as priority target population • New proposed investments in homeowner anti-displacement support lower income households who are disproportionately Communities of Color 	None identified.

Native American	<ul style="list-style-type: none"> • New proposed investments in landlord-tenant services Communities of Color as priority target population • New proposed investments in homeowner anti-displacement support lower income households who are disproportionately Communities of Color 	None identified.
Persons with Disabilities	<ul style="list-style-type: none"> • New proposed investments in ending homelessness place persons with mental illness as priority target population 	None identified.

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2/4/19

Date

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