



Portland Housing Bureau

# Requested Budget

FY 2022-23





# Portland Housing Bureau

Date: January 26, 2022

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

From: Commissioner Dan Ryan and Director Shannon Callahan

Re: FY 2022-23 Portland Housing Bureau Requested Budget

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We are pleased to submit the FY 2022-23 Requested Budget for the Portland Housing Bureau. This requested budget builds on the progress that Portland has made to address the affordable housing and houselessness crisis, as we work to expand services for people experiencing houselessness, develop more regulated affordable housing, implement fair housing and landlord-tenant services, and support homeownership for Black, Indigenous, Latinx and People of Color (BIPOC).

## **Houselessness & Housing**

Since City Council declared a Housing State of Emergency in 2015, the Housing Bureau has opened 3,400 new units of affordable housing, providing homes to approximately 6,500 Portlanders. Another 2,900 units are now in development. We have also increased the supply of Supportive Housing (PSH), which pairs affordable housing with intensive wrap around support services for people who have experienced chronic homelessness. In the last four years, in collaboration with the Joint Office of Homeless Services we have opened more than 500 PSH units with another 1,064 currently under development. In alignment with the Council's priorities of addressing housing and houseless services, our requested budget makes continued investments in affordable housing production, housing retention and stability, and increasing the availability of Supportive Housing.

## **Shared Economic Recovery, Housing Stability & Equity**

Ensuring housing stability for Portlanders will be key to our shared economic recovery. This is especially true for BIPOC households, who have been disproportionately impacted by the pandemic and are experiencing greater financial uncertainty in the current economic crisis. The Housing Bureau's ongoing pandemic response has served more than 14,000 households with emergency rental assistance as of January 2022. We continue to collaborate with Multnomah County and more than 40 community-based partners to deploy \$1 million in emergency rental assistance each week. Additionally, as homeownership remains a primary pathway to building personal and generational wealth, we believe that expanding homeownership access for BIPOC households is key to a racially equitable economic recovery for Portland.

To that end, PHB continues to target resources toward homebuying programs aimed at addressing the minority wealth and homeownership gap.

Our requested budgeted equitably targets resources to focus on housing stability and wealth-building opportunities through our base budget and our request decision packages:

**Homeownership for BIPOC Households**

**\$5.75M**

Homeownership is a primary pathway for building personal and generational wealth. To address the minority homeownership gap for Black, Indigenous, Latinx and People of Color this package would provide down payment assistance and development funds to increase homeownership opportunities for BIPOC households.

**Land banking for Future Affordable Housing**

**\$16M**

As Portland's housing market continues to appreciate and as once-affordable neighborhoods gentrify, rising land costs also challenge developers of regulated affordable housing. The bureau is requesting funds to procure land to secure opportunities for affordable housing for future affordable housing development with a focus on additional homeownership opportunities.

**Preservation of Affordable Housing**

**\$10.35M**

Portland Housing Bureau has over 500 units of affordable housing that have expiring affordability terms in the next five years. If not preserved and renovated, these projects are at risk of converting to market rate housing, causing displacement of potentially hundreds of households whose average income is 30% AMI, and would be challenged to locate new affordable housing.

**82<sup>nd</sup> Avenue Anti-displacement Program**

**\$5.35M**

As the city assumes ownership of 82<sup>nd</sup> avenue, much needed transportation and infrastructure improvements will increase significantly along the corridor. Early interventions to stabilize communities at risk for gentrification and displacement, prior to other significant transportation, infrastructure, and economic development spending, has been shown to reduce involuntarily displacement in later years.

**Expanded Expungement Clinics**

**\$352.5K**

A criminal or eviction background can be a significant barrier to housing. Working with qualified expungement experts, individuals can expunge both criminal records and evictions from their backgrounds reducing barriers to both housing and employment.

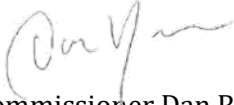
**Culturally Specific Partner Support**

**\$775K**

To increase housing access and improve the long-term stability of BIPOC households in affordable housing, culturally specific partners must be involved in all aspects of housing development, ownership, and services. This package would provide technical assistance for culturally specific providers to improve the effectiveness and efficiency in affordable housing ownership and services.

We continue to be grateful for City Council's support of the Housing Bureau's mission and strategic priorities. Finally, we would like to acknowledge the Housing Bureau's Budget Advisory Committee for their time and commitment to the City and bureau.

Thank you for your consideration,



Commissioner Dan Ryan



Director Shannon Callahan





## PORTLAND HOUSING ADVISORY COMMISSION BUDGET ADVISORY COMMITTEE

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*BAC members only*

Marvin Dean

Thuan Duong

Date: January 18, 2022

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

Re: Housing Bureau FY 2022-2023 Request Budget

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

First, the BAC is compelled, once again, to remind Council that COVID-19 has deepened the current housing crisis, exacerbating the hardships and systemic disparities experienced by BIPOC households in our City, and urges Council to consider all budget decisions through the lens of justice.

The BAC fully supports and recommends that Council approve the Housing Bureau's proposals for culturally specific provider technical assistance, affordable housing preservation, anti-displacement activities along the 82<sup>nd</sup> Avenue corridor, and expansion of the expungement program as written. These packages are responsive to provider requests and community needs. The Housing Bureau has a foundation of systems and expertise in place to carry out this necessary work.

Portland must seize the opportunities presented by one-time American Rescue Plan Act (ARPA) Local Relief Fund resources to achieve long-term gains for affordable housing and demonstrate its commitment to closing the minority homeownership gap. The BAC encourages Council to prioritize the development of affordable middle housing for homeownership, particularly affordable six-plexes, as allowed by the zoning changes in the Residential Infill Project. We strongly urge Council to support the use of ARPA funds to land bank for future affordable housing with specific set asides for affordable homeownership opportunities.

In addition to land banking sites for affordable homeownership, the BAC strongly supports the Housing Bureau's homeownership expansion package and targeted efforts to close the minority homeownership gap through citywide down payment assistance. To be clear, the funds requested in this package will not eliminate disparities in homeownership, but they will solidify Council's commitment to this goal.

The BAC respectfully requests that City Council approve the staffing requests included in the budget packages submitted by the Housing Bureau to support this critical work. The Housing Bureau will be unable to successfully implement each of the budget packages and meet the expenditure timelines without dedicated limited term staffing.

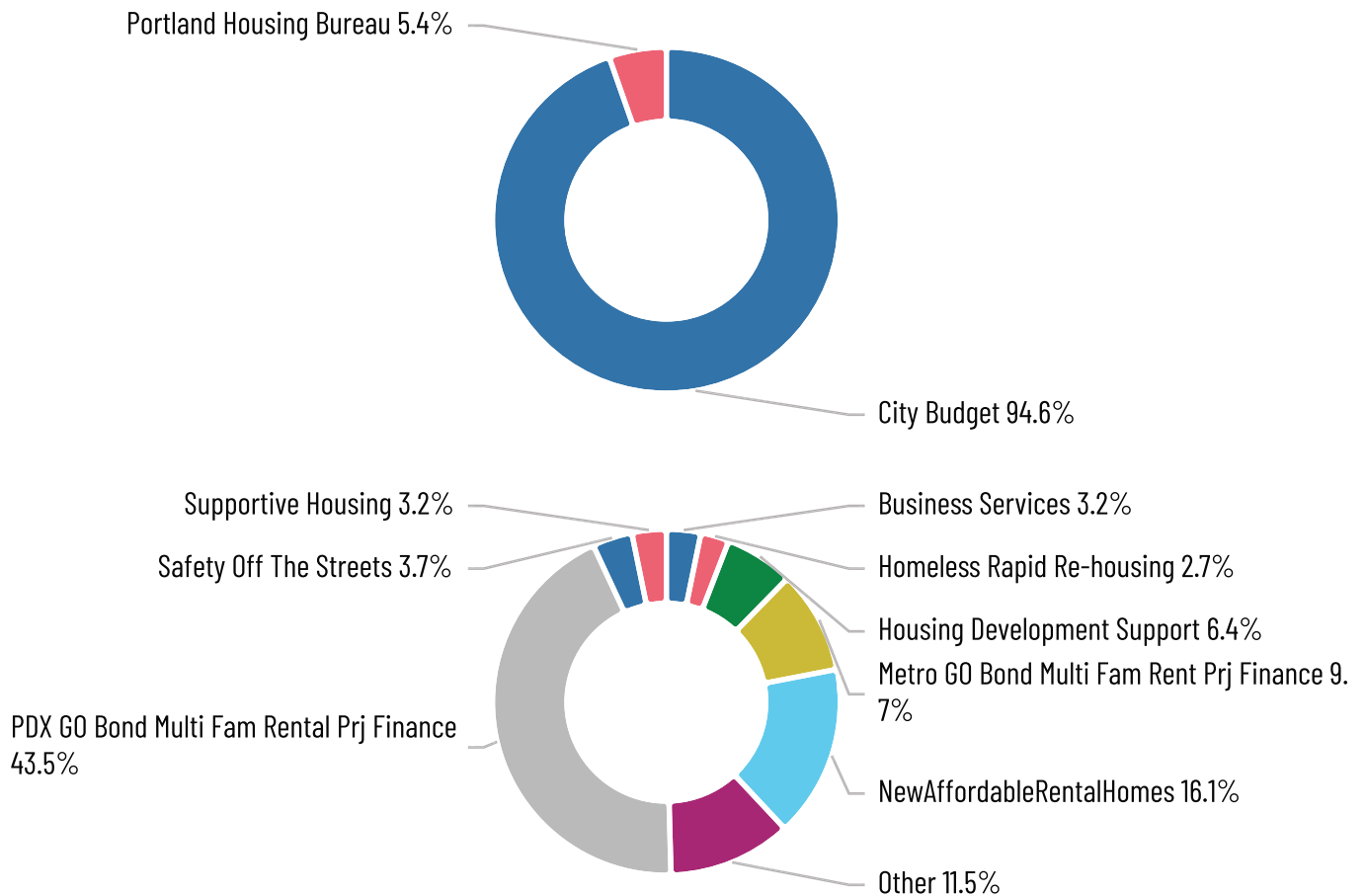
As the full effects of the pandemic continue to be realized, Portland must be responsive to current and emerging housing needs. Collaboration and partnerships across City bureaus, other government agencies, and with community organizations are essential to the success of these strategies. We urge Council's full support, financial and otherwise, for the Housing Bureau's efforts.

In closing, members of the BAC would like to reinforce the importance of the City's commitment to racial equity and the necessity of viewing all allocations and budget decisions through a racial equity lens. We can no longer afford to wait to support our BIPOC community members.

Sincerely,

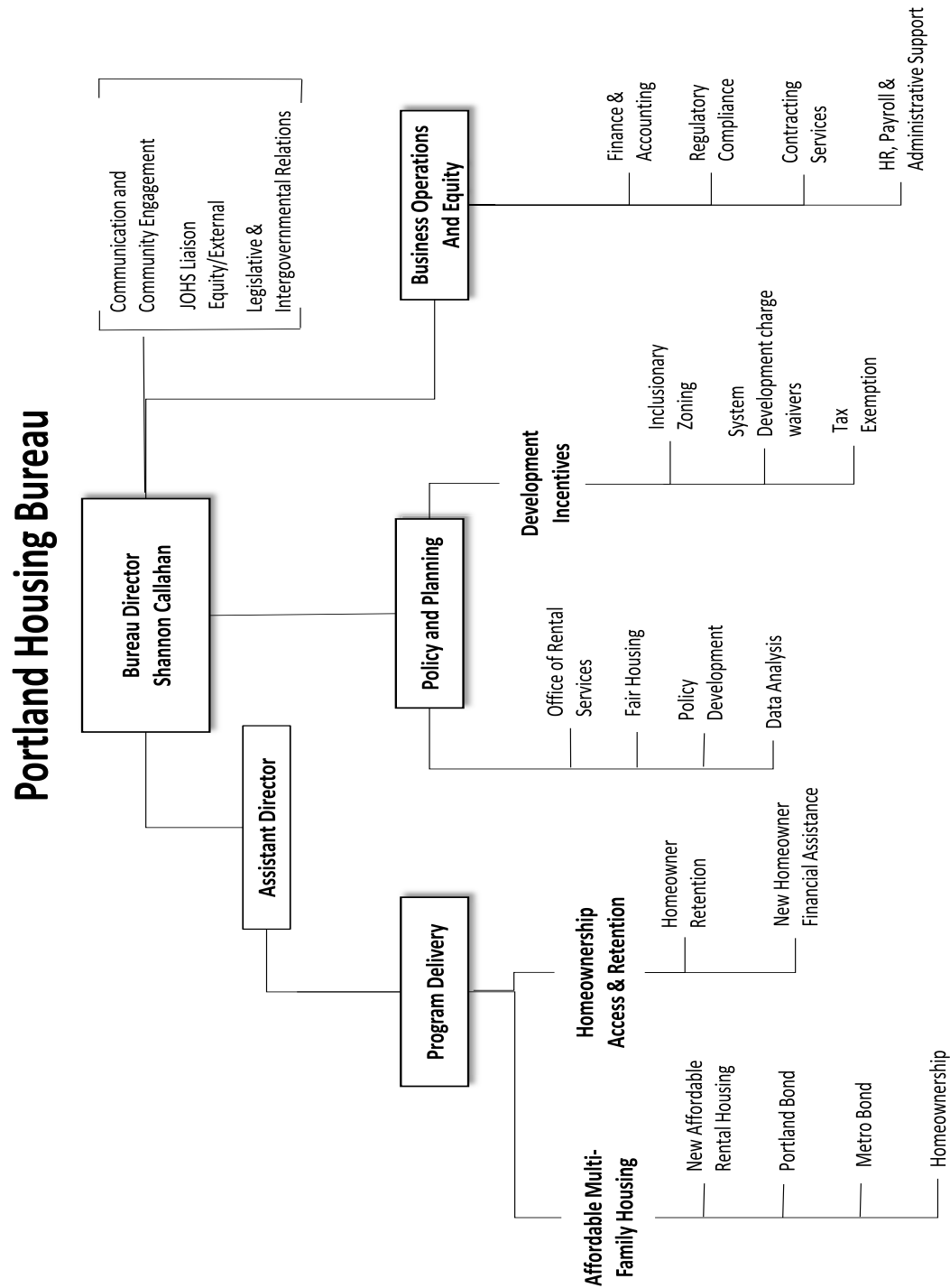
Portland Housing Advisory Commission, Budget Advisory Committee

## Portland Housing Bureau



### Bureau Overview

Requirements	Revised FY 2021-22	Requested Total FY 2022-23	Change from Prior Year	Percent Change
Operating	\$428,295,760	\$356,791,341	\$(71,504,419)	(17)%
Capital	\$13,861,782	\$0	\$(13,861,782)	(100)%
<b>Total</b>	<b>\$442,157,542</b>	<b>\$356,791,341</b>	<b>\$(85,366,201)</b>	<b>(19)%</b>
Authorized Positions	81.00	80.00	(1.00)	(1.23)%



## **Bureau Summary**

### **Bureau Summary**

The Portland Housing Bureau works toward a vision of Portland where everyone can find an affordable home and has equitable access to housing opportunity. We are committed to addressing the housing needs of Portlanders through policies and programs to create new affordable housing, provide rental services support to tenants and landlords, promote stable homeownership, and prevent displacement.

### **Bureau Mission**

The mission of the Portland Housing Bureau (PHB or Housing Bureau) is to meet the 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 rent, buy, and retain their homes; convening partnerships to assess the city's housing needs and identify efficient, sustainable solutions; and actively engaging with communities of color to ensure their participation in the housing and economic opportunities that quality housing investments create.

### **Bureau Overview**

The Portland Housing Bureau is responsible for the management of several sources of public funds. Investments span the housing continuum, from programs and services to prevent, address, and end homelessness; to quality, affordable rental housing development for low-income individuals and families; to targeted homebuying and home retention programs; and to implementation of regulations and services to renters and landlords in the city's rental housing market.

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

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

### Strategic Direction

In 2009, the Portland Housing Bureau was established with a primary function of financing affordable housing development. Since then, the bureau has steadily expanded its scope to include education, policy-making, market regulation, and direct housing provision. Throughout this growth, bureau policies and investments have been grounded in data and guided by principles of racial justice, equity, and community decision-making.

Additionally, the bureau has responded to the new challenges that have arisen due to the COVID-19 economic crisis, reprioritizing its own resources and deploying federal relief funds to implement new housing stability programs, emergency cash assistance, rent assistance, eviction prevention support, and assistance to low-income homeowners. Throughout the pandemic, the bureau has:

- ◆ Deployed \$1M in rent assistance each week through its partners;
- ◆ Supported more than 28,000 families with basic household assistance;
- ◆ Created and expanded eviction prevention programming; and
- ◆ Opened more than 1,153 new affordable housing units.

Through strategic efforts to prioritize racial equity and target COVID assistance programs to more effectively reach the Black, Indigenous, and People of Color (BIPOC) communities most severely impacted by the crisis, the bureau expanded its existing network of community partners to distribute assistance via approximately 40 community organizations primarily serving BIPOC as well as immigrant and refugee communities—many of these represented first-time contracts for the City.

Year after year, the bureau's annual *State of Housing Report* has shown the ongoing effects of historic and institutional barriers in limiting housing opportunities and economic stability for communities of color, who are disproportionately impacted by gentrification and displacement in Portland. This data is at the core of the bureau's six strategic priorities, which center increasing the supply of affordable housing; creating equitable pathways to homeownership through targeted efforts to reduce racial disparities; and preventing displacement through programming to stabilize families in the homes and neighborhoods where they live. Moving into FY 2022-23, the Housing Bureau will continue to push forward implementation of these priorities with an emphasis on measures to prevent and mitigate displacement.

### Portland Housing Bond

Five years after voters approved the city's first general obligation bond for affordable housing, the Housing Bureau is exceeding all production goals for Portland's Housing Bond. PHB currently has 1,490 Bond-funded units open or under development—190 more than the original stated goal for the \$258.4M Bond. Six new developments are expected to open in 2022. All 10 projects under

development are expected to meet the bureau's DMWESB participation goals of 30% for hard costs and 20% for soft costs. Through prudent fiscal management, Portland's Housing Bond has a remaining balance of \$50M. The bureau expects to award additional project funding in January 2022, with a focus on creating more housing options for those who have experienced chronic homelessness.

### **Metro Affordable Housing Bond in City of Portland**

Throughout 2021, the bureau has made substantial progress toward its goals for Portland's allocation of the Metro Affordable Housing Bond funds, with 83% of Portland's targeted unit count already in various stages of development. Last year, Metro's Oversight Committee adopted Portland's Local Implementation Strategy to guide the implementation of \$211 million, the portion of the regional bond dedicated to Portland. With these funds, the City will create an additional 1,475 units of affordable housing, serving up to 4,500 people. Furthermore, 605 of the units will be affordable to households earning 30% of Area Median Income (AMI) and 737 will be family-sized (providing two bedrooms or more).

### **Rental Services Office**

PHB's Rental Services Office launched in 2017 to provide data analysis, policy development, and contracting for services related to fair housing and landlord-tenant law. The Rental Services Commission helps to advise on these services, which include landlord-tenant education, referrals for fair housing and legal assistance, fair housing testing, emergency referral services, and emergency relocation assistance for health and habitability issues. In addition, the Rental Services Office provides direct technical assistance and support to renters and landlords on new and evolving City policies, such as Mandatory Relocation Assistance and other tenant protections. During the pandemic, the Rental Services Office has directly assisted more than 9,000 households with information and referrals to assistance. The office has also increased its eviction prevention programming including expanding legal assistance to Portland renters.

### **N/NE Neighborhood Housing Strategy**

In 2021, the bureau has expanded its a home retention programs aimed at providing stability to long-time, low-income homeowners of color in North and Northeast Portland. The N/NE Neighborhood Housing Strategy is an initiative launched by the Portland Housing Bureau in 2014 to address the harmful legacy and ongoing threat of displacement due to urban renewal in North and Northeast Portland, which has had a disproportionate impact on families from Portland's historically Black neighborhoods. A central feature of the strategy is the N/NE Preference Policy, which gives priority to applicants for affordable housing in the Interstate Corridor Urban Renewal Area who have been displaced, are at risk of displacement now, or who are descendants of households displaced from North or Northeast Portland.

### **A Home For Everyone and the Joint Office of Homeless Services**



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

### **Supportive Housing**

In October 2017, Portland City Council and the Multnomah County Board of Commissioners adopted parallel resolutions to create 2,000 new Supportive Housing units by 2028, in addition to the 3,724 units already in operation. Supportive Housing combines affordable housing with wrap-around services, like mental health and addiction counseling, that many people experiencing chronic homelessness need in order to be successful in housing, and live with stability, autonomy, and dignity. Over the last two fiscal years, 1,571 new Supportive Housing units have opened or are in progress to open by 2023.

### **Inclusionary Housing**

The Inclusionary Housing program links affordable housing production to market-rate housing development by requiring large-scale housing developments to provide a portion of the units at rents restricted to 80% AMI in order to address the failure of the market to provide housing that is affordable to the majority of the city's renters. Since the adoption of the program in February 2017, the City has permitted, or is in process to permit, a minimum of 1,594 Inclusionary Housing units associated with 197 development projects. The program is further designed to incent the creation of units at 60% of median income or below. To date the program is meeting its goals of creating affordable units with more than 73% of the units permitted under the program at 60% of median income. The bureau will undertake calibration and feasibility of the program in 2022 to ensure effectiveness by conducting a third-party inclusionary housing market analysis.

## **Summary of Budget Decisions**

### **Additions**

#### **ARP: BIPOC Homeownership**

Portland's housing market continues to create a gap in homeowner outcomes for low income and minority populations due to a lack of affordable homeownership inventory, and rapidly increasing prices. Down Payment Assistance is an effective tool to help first time homeowners to compete in the market and lessen the financial burden of an increased monthly payment, by reducing the principal balance on the mortgage loan. Low to moderate income households are challenged

in a very competitive market as the average priced home listed in the Portland area are sought out by cash buyers and developers. As a part of the housing continuum, and in an effort to create wealth generating opportunities for historically marginalized communities, DPA provides access to homeownership, resulting in economic security and frees up rental units as households transition.

If City Council funds this \$5,700,000 package, this will expand the existing DPA program and funding to nonprofit community partners, who provide pre- and post-homeownership counseling and education, to support low-income, first-time homebuyers with down payment assistance. Non-Profit community partners continue to leverage other resources and services in order to support the goals of each household, seeking not only to obtain homeownership but to sustain and retain homeownership. This funding would create 50 new homeowners in the city, who would not otherwise be able to become a homeowner in Portland.

### **ARP: Land Banking for Future Affordable Housing**

As Portland's housing market continues to appreciate and once-affordable neighborhoods gentrify, rising land costs also challenge developers of regulated affordable housing. These mission-driven developers compete with for-profit speculators as they attempt to acquire the land needed to build new housing that serves low- and middle-income Portlanders. Without access to land, affordable housing developers are unable to develop competitive development proposals for the public funds needed to support affordable rents.

To ensure that desirable sites can be acquired and protected for use as affordable housing in gentrifying neighborhoods, the City of Portland would establish a land bank for affordable housing. Using internal City data and expert guidance to develop a targeted strategy, the Portland Housing Bureau, or its partners, can investigate and purchase sites that are optimal for affordable housing development before interest from market-rate developers inflates the cost of land acquisition. Having locked in lower land costs, the City can then partner with mission-driven developers to build new affordable rental housing and/or new home ownership opportunities on these sites for low- and middle-income Portlanders.

This proposal contemplates \$16M in one-time funds for the following uses:

- ◆ \$15M for acquisition of multiple sites for affordable housing
- ◆ \$350,000 for 2 years of Limited Term Staffing Resources
- ◆ \$650,000 for 2 years of pre-purchase site evaluation/due diligence services

### **ARP: Preservation of Affordable Housing**

The requested \$10.35M Preservation funding would proactively maintain and preserve some of the City's stock of affordable housing for households residing in rent-restricted homes, ranging from 30%, 60% and 80% AMI. If not preserved and renovated, there are over 500 units that are at risk of converting to market rate housing, causing displacement of potentially hundreds of households whose

average income is 30% AMI, and would be challenged to locate new affordable housing. Many of this housing are located in amenity-rich locations that would be cost-prohibitive to site new housing in the future. This cost-effective approach would ensure stable affordable housing for hundreds of units that could not be easily replaced by acquisition nor new construction.

The risks to the City and the surrounding Metro region of not proactively preserving their affordable housing inventory have been demonstrated in numerous occasions. Most recently in Tigard, tenants in Woodspring Apartment's 172 affordable homes united to lobby for relief as many became at-risk of displacement when affordability requirement of this building expired. In addition, the Oregon Housing Preservation Project Steering Committee consisting of affordable housing nonprofit owners and stakeholders have continued to lobby for resources and interventions in order to preserve the needed restrictions.

If funded, the Housing Bureau expects to begin hiring 2.0 limited term FTE to work on assessment of the City's affordable housing inventory, then issuing preservation solicitation in 2022-2023 with project implementation starting in 2023-2024. This decision packet aims to stem displacement of hundreds of low-income residents currently in affordable housing projects, many in desirable amenity rich locations. This is a short-term, limited duration program that also aligns with the Housing Bureau strategic priority of increasing and preserving the supply of affordable housing and preventing displacement. PHB has existing performance measures to track preservation outcomes. This funding will preserve an estimated 200-500 units thereby preventing displacement of equivalent number of households.

### **ARP: 82 nd Avenue Anti-Displacement Program**

As the city assumes ownership 82nd avenue, much needed transportation and infrastructure improvements will increase significantly along the corridor. These can contribute to increased land, rent, and home prices which destabilize vulnerable households and lead to displacement. Early interventions to stabilize communities at risk for gentrification and displacement, prior to other significant transportation, infrastructure, and economic development spending, has been shown to reduce involuntarily displacement in later years. The census tracts along 82nd avenue contain 34,000 housing units (20,300 owners and 13,600 renters). Of these, 2,300 homeowners and 4,000 renters are extremely cost burdened – paying more than 50% of their income on housing and most vulnerable to displacement. This request would provide anti-displacement and stabilization services for extremely cost burdened owners and renters in advance of major transportation and infrastructure improvements.

If City Council funds this \$5,350,000 decision package, the bureau intends to go through a stakeholder engagement process to determine what programs and services are best tailored to stabilize and prevent the displacement of vulnerable households along the 82nd avenue corridor. There are many past and current efforts by community members and organizations that can be supported, and others where partnerships can be initiated. That said, the services would generally fall into 3 cost categories: (1) lowest cost services at \$500 to \$5,000 per household such as legal assistance, basic habitability repairs, foreclosure prevention counseling, etc.; (2) mid-cost services at \$15,000 to \$25,000 per household such as

significant home repair, short term rent assistance, mortgage assistance, etc.; and, (3) highest cost services at \$75,000 to \$150,000 per household such as down payment assistance, new housing development, housing acquisition and rehabilitation, etc. To estimate numbers served, if the decision package were funded at the \$5.35 million level and all funding went to the lowest cost services, 1,500 to 2,500 households would likely be served. If all funding went to the highest cost services, 40 to 80 households would be served. In actuality, the funding will likely be distributed across services in all 3 cost categories and the numbers served somewhere between the max and min estimates. This decision package has been developed and is being submitted in coordination with the Bureau of Transportation and Prosper Portland.

### **Culturally Specific Provider Assistance**

To increase housing access and improve the long-term stability of BIPOC households in affordable housing, culturally specific partners should be involved in all aspects of housing development, ownership and services. However, culturally specific partners may not have the resources to expand into real estate development or ownership, or to be able to effectively fund the necessary pre-development and pre-solicitation activities. To ensure our culturally specific partners are resourced to partner in all aspects of development, ownership and services, the Housing Bureau will provide Technical Assistance grants or procure on-call consulting services for culturally specific partners that are in partnerships to develop affordable housing. To sustainably administer this technical assistance over 2 years, the Housing Bureau would request staffing, overhead and materials costs.

The bureau will engage with the culturally specific organizations that are currently working on affordable housing projects to better understand their technical assistance needs and plans broaden their lines of business and increase their leverage within a partnership structure and/or project benefits. PHB would then solicit proposals for consultants and/or make grants to culturally specific providers based on the specific needs of their organizations and projects to position them for greater equity.

This proposal contemplates \$775,000 in one-time funds of:

- ◆ \$600,000 for grants and on-call consulting services to culturally specific partners; and
- ◆ \$175,000 for 0.5 FTE for 2 years of Limited Term Staffing Resources dedicated to oversight of this program

### **ARP: Expanded Expungement Clinics**

A criminal or eviction background can be a significant barrier to housing. By working with qualified expungement experts individuals can expunge both criminal records and evictions from their backgrounds. PHB launched a program to provide Expungement Clinics in FY 20/21 in association with Metropolitan Public Defenders. MPD hosts clinics in partnership with culturally specific community-based organizations. As of May 2021, Oregon has a new state law under which tenants can have evictions filed during the pandemic (April 1, 2020

through March 1, 2022) expunged from their records. Two additional laws went into effect on January 1, 2022 that expand eligibility for a reduction of a conviction and/or expungement. To sustainably administer this technical assistance over 2 years, the Housing Bureau would request staffing, overhead and materials costs of \$352,500 of ARPA resources.

In FY 20/21, the initial goal was to partner with six culturally specific community-based organizations to serve a total of 85 clients. The service provider easily partnered with seven organizations and served 233 clients, resulting in 305 expungement motions filed. This is a clear indication that the community need for expungement services was large even before the changes in state law expanded eligibility. The commitment to serving all eligible community members put considerable strain on the staffing resources of the service provider. Expanding the available resources would allow the service provider to serve 90 additional clients per year, a service increase of 105% over current service goals.

### **ARP: JOHS Continuation of One-Time Funding**

\$6,592,453 in American Rescue Plan (ARP) federal grant resources are provided to JOHS as a continuation of one-time General Fund support that has been provided in FY2020-21 for the JOHS's existing programs. The plan seeks to maximize reductions in homelessness through a strategic balancing of investments in programs that keep people in the housing they have, move people from homelessness back into permanent housing, and offer shelter options that provide safety off the streets and the necessary support services to transition people as quickly as possible to permanent housing.

### **ARP: City/County Fall Strategic Investments in Houselessness**

\$2,425,000 in American Rescue Plan (ARP) federal grant resources are provided to JOHS to make a series of one-time, limited-term, and ongoing strategic emergency investments to expand homeless services. The limited term and ongoing programs associated with these investments are:

- ◆ Direct Engagement with High-Need Unsanctioned Encampments – \$1,375,000
- ◆ Services Coordination Center Staffing – \$50,000
- ◆ Service Provider Hiring and Retention Initiatives – \$1,000,000

## **Budget Notes**

### **Expiring Tax Increment Finance Districts and Returning Property Tax Revenue**

The anticipated completion of 13 current Tax Increment Finance (TIF) Districts will result in increased resources returning to the assessment rolls and the City's General Fund, beginning in FY 2021-22. The City Economist has begun assuming these resources as part of the balanced five-year forecast. The City Economist and Debt Management are directed to provide an updated forecast of anticipated revenues over the next ten years and the relationship of those resources to projected expenditures under current service levels and General Fund commitments.

The City Budget Office and the Chief Administrative Officer are directed to provide this information to Council Offices and subsequently lead a work session to discuss potential investment options for any anticipated excess available resource.

## Capital Budget

### Capital Summary

<b>CIP Highlights</b>	In FY 2021-22, the bureau continued to operate in its role as asset manager of affordable housing units acquired and constructed using proceeds from the Affordable Housing Bond. On November 6, 2018, voters changed the Oregon Constitution to allow for the lending of GO Bond proceeds for the creation of affordable housing. This is a notable change to the capital program which means that PHB has returned to its typical public-private partnership model for the creation of affordable housing. This also means that PHB may reconsider the disposition and ultimate ownership of the properties already acquired under the Bond program.
<b>Major Issues</b>	There will be many permanent supportive housing (PSH) units created with both Portland and Metro Affordable Housing bond funds. There will need to be additional funds identified from public and private partners to provide sufficient services to these PSH units.
<b>Changes from Prior Year</b>	PHB plans to lend Portland Bond funds and the newly approved Metro Bond funds to private partners, therefore reducing the bureau's capital program significantly over time. This represents a return to the gap financing model the bureau has used for many years to build affordable housing projects in the community. The structure of these financing deals will include a recovery mechanism for the costs of delivering the gap financing product to eligible development projects.
<b>Council Goals and Priorities</b>	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.
<b>Criteria</b>	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

<b>Capital Planning Process</b>	The bureau's planning process for bond resources includes the expertise of inhouse staff, bond counsel, the City Attorney's Office, and the Office of Management & Finance. The bureau has a team of construction coordinators, all certified architects with construction backgrounds, who provide construction review and inspection for Housing Bureau gap-financed projects. Their expertise has also been used for due diligence on the acquisition of the Joyce Hotel, Ellington Apartments, and other property acquisitions. Those staff have been joined by staff from Home
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Forward to further review the needs of those properties and to provide capital planning and construction management expertise. Bond funds will be awarded through a number of Bond Opportunity Solicitation (BOS) rounds. Projects will be awarded funding after meeting minimum criteria and review by internal and external panels of experts.

### **City Comprehensive Plan**

The bureau's capital investments are made with consideration to the 2035 Comprehensive Plan, which tasks the bureau with goals such as preserving mobile home parks and expanding land banking work and anti-displacement activities.

### **Financial Forecast Overview**

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

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

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

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



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

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

**Asset Management  
and Replacement  
Plan**

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

- ◆ the Ellington
- ◆ East Burnside
- ◆ 30 th and Powell
- ◆ NE Prescott
- ◆ the Joyce
- ◆ the Westwind

Through competitive solicitations, the bureau has awarded Portland Housing Bond funds to develop the 30th & Powell, NE Prescott, Joyce and Westwind properties. Construction on these projects commenced in 2021.

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

- ◆ Mt. Tabor
- ◆ Carey Blvd
- ◆ Williams and Alberta
- ◆ the Fairfield
- ◆ 102 nd & Burnside

As aging existing apartment properties, the Ellington and Fairfield 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 or TIF gap financing resources with resources provided through development partners

The East Burnside and Headwaters properties are relatively newer. The Headwaters had significant unexpected capital needs which came to light in late 2019, and required debt restructuring to address the financing and scope of the capital needs. East Burnside is also building a major maintenance reserve for the future needs of this building (less than four years old). PHB utilizes the expertise of both Home Forward and the building property management firms in identifying major maintenance needs and reserve levels.

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target FY 2021-22	Target FY 2022-23	Strategic Target
<b>EFFICIENCY</b>					
Average investment per rental housing unit	\$85,000	\$112,500	\$125,000	\$125,000	\$125,000
Administrative costs as a percentage of bureau level budget	5%	5%	5%	5%	5%
Administrative costs as a rolling three-year average	7%	7%	7%	7%	7%
<b>KPM</b>					
Total number of homeless individuals placed in permanent housing based on move-in date	0	0	0	3,680	3,680
<b>OUTCOME</b>					
Number of people housed in newly opened affordable rental units	1,219	735	1,000	1,000	1,000
Average length of time (days) spent in homeless shelter (all populations)	67	40	60	75	75
Number of individuals who accessed homeless services, but who had not accessed homeless services in the previous two years	5,360	4,340	5,500	5,900	5,900
Percentage of households receiving homebuyer subsidies from Communities of Color	83%	80%	60%	60%	60%
Percentage of privately developed residential units permitted as affordable through the Inclusionary Housing (IH) program	12%	10%	10%	10%	10%
Percentage utilization of minority contracts in housing construction (contract \$ awarded)	15%	21%	10%	10%	10%
Retention rate of households placed in permanent housing at 12 months (of those successfully contacted)	85%	92%	80%	80%	80%
Percentage utilization of minority, women, and emerging small business contracts in housing construction (contract \$ awarded)	30%	32%	20%	30%	30%
Vacancy rate of units built 0% to 60% median family income	3%	3%	3%	3%	3%
Percentage of households moved from homelessness into housing that subsequently return to homelessness	23%	23%	25%	25%	25%
Percentage of households receiving home repairs and retaining their homes 12 months after services	89%	95%	80%	80%	80%
Percentage of housing units opened or preserved in high opportunity areas	60%	73%	50%	50%	50%
Percentage of family sized Inclusionary Housing (IH) units permitted	20%	21%	15%	15%	15%
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	13%	15%	10%	10%	10%
Percentage of Inclusionary Housing (IH) units affordable at 60% AMI or below	63%	64%	50%	50%	50%
Retention rate of households placed in permanent housing at 12 months	61%	73%	75%	75%	75%
<b>OUTPUT</b>					
Number of households provided housing stabilization	272	349	245	320	320
Number of individuals prevented from becoming homeless	7,300	26,730	7,700	10,000	10,000
Affordable housing units preserved	172	155	150	150	150
Number of landlords/tenants provided face to face services	944	542	670	670	670
Number of households provided fair housing services	860	690	700	675	675
Number of landlords/tenants provided outreach, education, and engagement services	14,647	18,901	135,500	13,550	13,550
Housing units opened that are newly affordable	654	499	500	500	500

## Portland Housing Bureau

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target FY 2021-22	Target FY 2022-23	Strategic Target
Number of households provided landlord/tenant hotline services	5,137	4,374	3,145	3,145	3,145
Rolling three-year average of total units opened and preserved	956	845	843	710	710
Total number of homeless individuals enrolled in housing program	5,090	4,010	5,950	4,920	4,920
<b>WORKLOAD</b>					
Count of households receiving homebuyer education or counselling	1,429	1,589	975	975	975
Number of households receiving indirect assistance through foregone revenue (mortgage credit certificate, limited tax exemption, and system development charge exemption)	176	153	140	140	140
Number of households receiving home repairs	535	518	500	500	500

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested No DP FY 2022-23	Requested Total FY 2022-23
<b>External Revenues</b>					
Taxes	8,887,749	7,671,416	2,524,300	2,524,428	2,524,428
Miscellaneous Fund Allocations	407,000	0	332,690	0	0
Charges for Services	3,783,063	13,667,043	9,144,144	18,150,014	18,150,014
Intergovernmental	52,668,006	75,038,436	228,676,051	76,270,068	114,072,568
Bond & Note	164,205,000	16,046,465	112,050,603	136,709,301	136,709,301
Miscellaneous	16,391,006	22,558,911	9,237,909	11,365,259	11,365,259
<b>External Revenues Total</b>	<b>246,341,824</b>	<b>134,982,271</b>	<b>361,965,697</b>	<b>245,019,070</b>	<b>282,821,570</b>
<b>Internal Revenues</b>					
General Fund Discretionary	36,992,278	32,927,080	51,027,300	36,256,501	46,048,954
Fund Transfers - Revenue	6,962,679	3,350,407	4,151,837	2,175,015	2,175,015
Interagency Revenue	101,039	30,684	19,627	21,001	21,001
<b>Internal Revenues Total</b>	<b>44,055,996</b>	<b>36,308,170</b>	<b>55,198,764</b>	<b>38,452,517</b>	<b>48,244,970</b>
Beginning Fund Balance	44,680,262	222,319,465	24,993,081	25,724,801	25,724,801
<b>Resources Total</b>	<b>335,078,082</b>	<b>393,609,907</b>	<b>442,157,542</b>	<b>309,196,388</b>	<b>356,791,341</b>
<b>Bureau Expenditures</b>					
Personnel Services	9,167,856	9,323,552	10,754,441	11,739,718	13,364,718
External Materials and Services	90,921,774	185,815,212	419,120,302	289,283,558	335,253,511
Internal Materials and Services	2,106,853	3,561,982	3,502,477	3,582,146	3,582,146
Capital Outlay	6,717,937	0	300,000	0	0
<b>Bureau Expenditures Total</b>	<b>108,914,420</b>	<b>198,700,745</b>	<b>433,677,220</b>	<b>304,605,422</b>	<b>352,200,375</b>
<b>Fund Expenditures</b>					
Debt Service	2,090,083	13,419,589	1,754,277	549,999	549,999
Contingency	0	0	1,841,796	594,453	594,453
Fund Transfers - Expense	1,956,359	3,041,586	4,443,757	3,446,514	3,446,514
<b>Fund Expenditures Total</b>	<b>4,046,442</b>	<b>16,461,174</b>	<b>8,039,830</b>	<b>4,590,966</b>	<b>4,590,966</b>
Ending Fund Balance	222,118,295	187,226,418	440,492	0	0
<b>Requirements Total</b>	<b>335,079,157</b>	<b>402,388,338</b>	<b>442,157,542</b>	<b>309,196,388</b>	<b>356,791,341</b>
<b>Programs</b>					
Administration & Support	137,953	79,559	—	—	—
Affordable Housing Restru	—	608	—	—	—
Business Services	5,343,279	5,606,911	6,981,823	11,274,147	11,274,147
Data Analytics and System	962,128	993,896	1,166,805	1,242,103	1,242,103
Director's Office	682,714	638,868	853,806	926,540	926,540
Economic Opportunity Initiatives	2,247,675	20,624,187	3,617,714	—	—
Fair Housing	181,059	1,476	—	—	352,500
Healthy Homes	926,275	538,139	—	975,800	975,800

## Portland Housing Bureau

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested No DP FY 2022-23	Requested Total FY 2022-23
Home Repair Grants	193	—	—	—	—
Homebuyer Financial Svcs	5,092,975	3,351,491	4,164,497	3,097,949	3,097,949
Homeless Rapid Re-housing	—	—	8,883,224	7,582,154	9,347,288
Homeless Services	433,319	406,373	6,642,144	3,622,660	5,032,528
Homelessness Diversion	1,477,186	1,568,171	1,349,068	245,196	1,436,968
Homeowner Access & Retention	326,358	—	—	—	—
Homeowner Retention Svcs	5,164,296	6,465,177	10,921,536	6,996,211	6,996,211
Homeownership	4,314,942	448,074	199,929	209,850	209,850
Homeownership Development	(475,194)	544,930	65,640	65,640	65,640
Housing Development Support	1,007,453	8,638,111	31,955,169	17,282,626	22,632,626
Housing Production & Preservation	250	65	—	—	—
Inclusionary Housing	1,067,982	1,024,478	1,877,164	1,797,294	1,797,294
Metro GO Bond Multi Fam Rent Prj Finance	153,761	13,292,158	53,299,355	34,035,373	34,035,373
New Construction	(5,307)	—	—	—	—
NewAffordableRentalHomes	32,407,985	14,588,736	39,550,090	29,637,595	56,762,595
PDX GO Bond Multi Fam Rental Prj Finance	6,688,737	41,260,319	133,114,190	153,242,844	153,242,844
Permanent Supportive Housing	34,823	(347)	150,000	—	—
Planning & Policy	683,441	1,156,896	1,502,929	1,605,851	1,605,851
Preservation & Asset Mgmt	120,726	8,057,481	360,387	360,387	360,387
Property Management	5,427,351	7,864,629	5,712,486	5,672,329	5,672,329
Rapid Re-housing	9,414,231	27,360,905	14,665,175	—	—
Rehabilitation	(1,333,359)	(1,246)	—	10,899	5,760,899
Relocation Admin	1,995,856	2,976,108	54,957,900	3,962,689	3,962,689
Rental Housing Inspection	6,513	—	—	—	—
Rental Services	387	788	—	—	—
Rental Services Policy and Planning	143,110	164,914	182,285	197,076	197,076
Safety Off The Streets	10,586,000	10,553,563	35,437,634	9,031,161	13,107,490
Shelter & Emergency Services	1,350,000	—	—	—	—
Supportive Housing	9,626,084	10,373,001	13,897,602	10,805,471	11,252,931
System Support Services	2,721,505	10,122,331	2,168,668	725,577	852,467
Tax Exemption & Fee Waiver	685	—	—	—	—
Tax Exemption/Fee Waiver - Rental	(29)	—	—	—	—
<b>Total Programs</b>	<b>108,913,345</b>	<b>198,700,745</b>	<b>433,677,220</b>	<b>304,605,422</b>	<b>352,200,375</b>

Class	Title	Salary Range		Revised FY 2021-22		Requested No DP FY 2022-23		Requested Total FY 2022-23	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000063	Accountant II	54,912	84,875	1.00	71,531	1.00	73,908	1.00	73,908
30000061	Accounting Technician	34,798	61,354	1.00	57,511	1.00	57,511	1.00	57,511
30003003	Administrative Specialist II	48,277	101,226	1.00	67,703	1.00	67,703	1.00	67,703
30003006	Analyst I	53,290	111,696	4.00	368,514	4.00	368,514	4.00	368,514
30003007	Analyst II	63,336	119,136	1.00	104,459	1.00	104,459	1.00	104,459
30003008	Analyst III	69,805	142,817	3.00	343,760	3.00	343,760	3.00	343,760
30003013	Capital Project Manager II	63,336	119,136	1.00	104,936	1.00	104,936	1.00	104,936
30003030	Coordinator IV	69,805	142,817	3.00	319,571	3.00	319,571	3.00	319,571
30003034	Deputy Director I	91,728	172,177	1.00	145,704	1.00	145,704	1.00	145,704
30003037	Director I	111,696	214,637	1.00	166,900	1.00	166,900	1.00	166,900
30003056	Financial Analyst III	69,805	142,817	2.00	234,604	2.00	234,604	2.00	234,604
30001592	Housing Administrative Specialist, Sr	59,779	86,894	3.00	205,405	3.00	213,852	3.00	213,852
30001590	Housing Business Systems Analyst	70,845	103,026	1.00	74,515	1.00	77,546	1.00	77,546
30001591	Housing Business Systems Analyst, Asst	64,230	93,440	1.00	66,103	1.00	67,433	1.00	67,433
30001361	Housing Construction Coordinator	67,413	98,122	2.00	153,526	2.00	158,846	2.00	158,846
30001362	Housing Construction Coordinator, Sr	74,402	108,284	3.00	256,493	3.00	275,903	3.00	275,903
30001587	Housing Financial Analyst	70,845	103,026	2.00	185,578	2.00	191,720	2.00	191,720
30001588	Housing Financial Analyst, Assistant	64,230	93,440	1.00	75,153	1.00	78,244	1.00	78,244
30001367	Housing Lead Grant Program Coordinator	74,402	108,284	1.00	97,088	1.00	101,107	1.00	101,107
30001369	Housing Loan Compliance Analyst	59,779	86,894	1.00	67,294	1.00	70,044	1.00	70,044
30001364	Housing Loan Coordinator	64,230	93,440	1.00	87,588	1.00	87,588	1.00	87,588
30001365	Housing Loan Coordinator, Sr	70,845	103,026	2.00	146,901	2.00	151,581	2.00	151,581
30001596	Housing Management Assistant	64,230	93,440	1.00	84,094	1.00	86,808	1.00	86,808
30001363	Housing Portfolio Finance Coordinator	78,270	113,854	4.00	383,510	4.00	389,263	4.00	389,263
30001595	Housing Program Coordinator	74,402	108,284	16.00	1,426,473	16.00	1,463,268	16.00	1,463,268
30001593	Housing Program Specialist	67,413	98,122	5.00	414,451	5.00	422,432	5.00	422,432
30001594	Housing Program Specialist, Assistant	64,230	93,440	7.00	573,653	7.00	582,027	7.00	582,027
30003081	Manager I	80,205	158,655	1.00	116,398	1.00	116,398	1.00	116,398
30003082	Manager II	92,851	183,717	1.00	130,812	1.00	130,812	1.00	130,812
30000012	Office Support Specialist II	34,798	61,354	1.00	52,302	1.00	56,166	1.00	56,166



## Portland Housing Bureau

Class	Title	Salary Range		Revised FY 2021-22		Requested No DP FY 2022-23		Requested Total FY 2022-23	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003096	Public Information Manager	80,205	158,655	1.00	108,201	1.00	108,201	1.00	108,201
30003097	Public Information Officer	63,336	119,136	1.00	86,600	1.00	104,396	1.00	104,396
30003103	Supervisor I - E	63,336	119,136	2.00	210,432	2.00	210,432	2.00	210,432
30003104	Supervisor II	69,805	142,817	1.00	121,700	1.00	121,700	1.00	121,700
	Total Full-Time Positions			78.00	7,109,463	78.00	7,253,337	78.00	7,253,337
30001361	Housing Construction Coordinator	67,413	98,122	2.00	144,580	0.00	0	1.00	77,150
30001593	Housing Program Specialist	67,413	98,122	1.00	91,979	0.00	0	1.00	91,979
	Total Limited Term Positions			3.00	236,559	0.00	0	2.00	169,129
Grand Total				81.00	7,346,022	78.00	7,253,337	80.00	7,422,466

Bureau Capital Program Project	Prior Years	Revised FY 2021-22	Requested Total FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
<b>Acquisitions</b>								
3000 SE Powell Boulevard	0	0	0	0	0	0	0	0
East Burnside Apartments	0	0	0	0	0	0	0	0
Joyce Hotel	0	0	0	0	0	0	0	0
NE Prescott Property	0	0	0	0	0	0	0	0
Westwind Apartments	0	0	0	0	0	0	0	0
<b>Total Acquisitions</b>	0	0	0	0	0	0	0	0
<b>Total Requirements</b>	0	0	0	0	0	0	0	0



# Affordable Housing Development Fund

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Base Budget FY 2022-23	Requested FY 2022-23
<b>External Revenues</b>					
Charges for Services	0	3,218,161	1,121,435	1,121,435	1,121,435
Bond & Note	164,205,000	2,188,542	112,050,603	136,709,301	136,709,301
Miscellaneous	284,603	1,457,490	560,000	560,000	560,000
<b>External Revenues Total</b>	164,489,603	6,864,193	113,732,038	138,390,736	138,390,736
<b>Internal Revenues</b>					
Fund Transfers - Revenue	0	0	1,650,000	1,429,848	1,429,848
<b>Internal Revenues Total</b>	0	0	1,650,000	1,429,848	1,429,848
Beginning Fund Balance	(3,295)	162,518,799	0	0	0
<b>Resources Total</b>	164,486,308	169,382,992	115,382,038	139,820,584	139,820,584
<b>Bureau Expenditures</b>					
Personnel Services	765,360	1,020,041	1,126,261	1,279,212	1,279,212
External Materials and Services	107,693	34,343,162	112,906,534	137,580,232	137,580,232
Internal Materials and Services	472,507	747,472	384,243	411,140	411,140
<b>Bureau Expenditures Total</b>	1,345,560	36,110,675	114,417,038	139,270,584	139,270,584
<b>Fund Expenditures</b>					
Debt Service	621,949	2,188,542	15,000	0	0
Fund Transfers - Expense	0	550,000	550,000	550,000	550,000
<b>Fund Expenditures Total</b>	621,949	2,738,542	565,000	550,000	550,000
Ending Fund Balance	162,518,799	130,533,776	400,000	0	0
<b>Requirements Total</b>	164,486,308	169,382,993	115,382,038	139,820,584	139,820,584

## Fund Overview

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

**Managing Agency**      Portland Housing Bureau

## **Significant Changes from Prior Year**

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

On September 17, 2019, the City, in conjunction with Multnomah County, announced \$119.6 million in funding awards to nine new projects selected through the BOS. In FY 2021-22, PHB will continue working on predevelopment loans for these projects and assisting our partners in the permitting and predevelopment phases. Currently, these projects are targeting financial close over the next 12-18 months.

## Community Development Block Grant Fund

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Base Budget FY 2022-23	Requested FY 2022-23
<b>External Revenues</b>					
Charges for Services	10,188	12,431	0	0	0
Intergovernmental	5,494,006	4,817,421	14,997,435	13,301,465	13,301,465
Miscellaneous	1,532,022	1,802,024	1,200,000	1,026,236	1,026,236
<b>External Revenues Total</b>	<b>7,036,216</b>	<b>6,631,877</b>	<b>16,197,435</b>	<b>14,327,701</b>	<b>14,327,701</b>
Beginning Fund Balance	1,347,896	1,061,290	0	0	0
<b>Resources Total</b>	<b>8,384,112</b>	<b>7,693,167</b>	<b>16,197,435</b>	<b>14,327,701</b>	<b>14,327,701</b>
<b>Bureau Expenditures</b>					
Personnel Services	1,163,632	1,024,042	1,170,684	1,238,993	1,238,993
External Materials and Services	5,032,441	12,974,645	13,345,646	12,684,096	12,684,096
Internal Materials and Services	371,366	276,419	380,105	404,612	404,612
Capital Outlay	0	0	300,000	0	0
<b>Bureau Expenditures Total</b>	<b>6,567,438</b>	<b>14,275,106</b>	<b>15,196,435</b>	<b>14,327,701</b>	<b>14,327,701</b>
<b>Fund Expenditures</b>					
Debt Service	755,384	766,539	776,000	0	0
Fund Transfers - Expense	0	0	225,000	0	0
<b>Fund Expenditures Total</b>	<b>755,384</b>	<b>766,539</b>	<b>1,001,000</b>	<b>0</b>	<b>0</b>
Ending Fund Balance	1,061,290	(7,348,479)	0	0	0
<b>Requirements Total</b>	<b>8,384,112</b>	<b>7,693,166</b>	<b>16,197,435</b>	<b>14,327,701</b>	<b>14,327,701</b>

## 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**

Appropriations in FY 2021-22 are comparable to FY 2020-21, based on continued federal funding associated with the COVID-19 public health crisis.



	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Base Budget FY 2022-23	Requested FY 2022-23
<b>External Revenues</b>					
Charges for Services	593	1,044	0	0	0
Intergovernmental	1,878,205	1,076,273	41,867,089	3,756,349	3,756,349
Miscellaneous	980,472	1,313,972	196,637	264,310	264,310
<b>External Revenues Total</b>	<b>2,859,270</b>	<b>2,391,288</b>	<b>42,063,726</b>	<b>4,020,659</b>	<b>4,020,659</b>
Beginning Fund Balance	914,420	1,933,361	0	0	0
<b>Resources Total</b>	<b>3,773,690</b>	<b>4,324,649</b>	<b>42,063,726</b>	<b>4,020,659</b>	<b>4,020,659</b>
<b>Bureau Expenditures</b>					
Personnel Services	424,172	443,319	438,175	459,299	459,299
External Materials and Services	1,416,157	3,769,322	41,625,551	3,561,360	3,561,360
<b>Bureau Expenditures Total</b>	<b>1,840,329</b>	<b>4,212,641</b>	<b>42,063,726</b>	<b>4,020,659</b>	<b>4,020,659</b>
Ending Fund Balance	1,933,361	112,007	0	0	0
<b>Requirements Total</b>	<b>3,773,690</b>	<b>4,324,648</b>	<b>42,063,726</b>	<b>4,020,659</b>	<b>4,020,659</b>

## Fund Overview

The HOME program is a federal entitlement program of the United States Department of Housing and Urban Development (HUD). The purpose of the grant is to assist local governments with the development of affordable housing.

### Portland HOME Consortium

The Portland HOME Consortium consists of the City of Portland, the City of Gresham, and Multnomah County. The City of Portland is the lead partner of the consortium, and is responsible for receiving and administering the HOME grant.

### Structure

The HOME Grant Fund is reimbursed by the federal government for actual expenditures, less program income. The fund generally has only a small ending balance because requests for reimbursement cannot exceed expenditures, less program income. The bureau processes HOME loan activity directly. This includes processing loan disbursements, recording loan receivables, and receipting program income associated with loan repayments.

### Carryover

Entitlement appropriations remaining at the end of the fiscal year are carried over in the Fall Supplemental Budget Process of the following fiscal year. The supplemental budget includes obligated carryover, appropriation for projects that have been authorized and budgeted in the prior year, and carryover appropriation for expanded projects or new requests.

**Managing Agency**      Portland Housing Bureau

### **Significant Changes from Prior Year**

Appropriations in FY 2020-21 were higher than the prior year reflecting new projects from the 2019 award cycle. In addition, \$4.5 million in existing HOME funds were being reallocated to Rent Assistance associated with the COVID-19 public health crisis. In FY 2021-22, there is increased funding of \$3.8 million for multi-family affordable housing.

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Base Budget FY 2022-23	Requested FY 2022-23
<b>External Revenues</b>					
Miscellaneous	17,699	5,624	0	0	0
<b>External Revenues Total</b>	17,699	5,624	0	0	0
<b>Internal Revenues</b>					
Fund Transfers - Revenue	0	0	40,492	0	0
<b>Internal Revenues Total</b>	0	0	40,492	0	0
Beginning Fund Balance	135,378	153,076	402,890	0	0
<b>Resources Total</b>	153,077	158,700	443,382	0	0
<b>Bureau Expenditures</b>					
Personnel Services	1,075	0	0	0	0
External Materials and Services	234	0	0	0	0
Internal Materials and Services	(233)	0	0	0	0
<b>Bureau Expenditures Total</b>	1,075	0	0	0	0
<b>Fund Expenditures</b>					
Fund Transfers - Expense	0	0	402,890	0	0
<b>Fund Expenditures Total</b>	0	0	402,890	0	0
Ending Fund Balance	153,076	158,700	40,492	0	0
<b>Requirements Total</b>	154,151	158,700	443,382	0	0

## Fund Overview

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

**Managing Agency**      Portland Housing Bureau

## **Significant Changes From Prior Year**

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

Due to this change, there are no resources or expenditures budgeted in this fund for FY 2021-22, as the bureau does not plan at this time to acquire or finance capital assets during the upcoming fiscal year. Instead, the new Affordable Housing Development Fund reflects revenues and expenditures for financing projects developed by third parties.

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Base Budget FY 2022-23	Requested FY 2022-23
<b>External Revenues</b>					
Taxes	1,897,872	1,441,564	24,300	24,428	24,428
Charges for Services	40,763	8,385	0	0	0
Intergovernmental	240,539	378,691	396,600	246,600	246,600
Bond & Note	0	2,188,542	0	0	0
Miscellaneous	6,310,368	10,298,573	4,548,263	6,775,704	6,775,704
<b>External Revenues Total</b>	<b>8,489,542</b>	<b>14,315,755</b>	<b>4,969,163</b>	<b>7,046,732</b>	<b>7,046,732</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	6,180,838	2,984,490	1,908,112	691,934	691,934
<b>Internal Revenues Total</b>	<b>6,180,838</b>	<b>2,984,490</b>	<b>1,908,112</b>	<b>691,934</b>	<b>691,934</b>
Beginning Fund Balance	2,817,820	14,124,382	7,846,295	8,929,473	8,929,473
<b>Resources Total</b>	<b>17,488,200</b>	<b>31,424,627</b>	<b>14,723,570</b>	<b>16,668,139</b>	<b>16,668,139</b>
<b>Bureau Expenditures</b>					
Personnel Services	839,947	1,070,380	1,455,240	1,708,235	1,708,235
External Materials and Services	1,639,545	5,738,008	9,299,162	12,565,197	12,565,197
Internal Materials and Services	0	419,652	527,604	528,640	528,640
Capital Outlay	0	0	0	0	0
<b>Bureau Expenditures Total</b>	<b>2,479,492</b>	<b>7,228,040</b>	<b>11,282,006</b>	<b>14,802,072</b>	<b>14,802,072</b>
<b>Fund Expenditures</b>					
Debt Service	0	2,589,820	0	0	0
Contingency	0	0	1,499,215	251,872	251,872
Fund Transfers - Expense	884,326	719,190	1,942,349	1,614,195	1,614,195
<b>Fund Expenditures Total</b>	<b>884,326</b>	<b>3,309,010</b>	<b>3,441,564</b>	<b>1,866,067</b>	<b>1,866,067</b>
Ending Fund Balance	14,124,382	20,887,578	0	0	0
<b>Requirements Total</b>	<b>17,488,200</b>	<b>31,424,627</b>	<b>14,723,570</b>	<b>16,668,139</b>	<b>16,668,139</b>

## Fund Overview

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

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

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

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

**Managing Agency**      Portland Housing Bureau

### **Significant Changes from Prior Year**

The increased funding allocated to the HIF for FY 2020-21 was associated with the County's contribution to the Westwind project on a one-time basis. In addition, the Rental Services fund will now be used to fund the Rental Services Office with revenue from the rental registration fee.

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Base Budget FY 2022-23	Requested FY 2022-23
<b>External Revenues</b>					
Charges for Services	2,021,666	4,740,222	5,124,915	5,124,915	5,124,915
Bond & Note	0	11,268,103	0	0	0
Miscellaneous	85,993	46,616	67,500	67,500	67,500
<b>External Revenues Total</b>	<b>2,107,658</b>	<b>16,054,941</b>	<b>5,192,415</b>	<b>5,192,415</b>	<b>5,192,415</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	59,184	69,250	53,233	53,233	53,233
<b>Internal Revenues Total</b>	<b>59,184</b>	<b>69,250</b>	<b>53,233</b>	<b>53,233</b>	<b>53,233</b>
Beginning Fund Balance	7,016,941	3,650,718	554,523	554,523	554,523
<b>Resources Total</b>	<b>9,183,783</b>	<b>19,774,909</b>	<b>5,800,171</b>	<b>5,800,171</b>	<b>5,800,171</b>
<b>Bureau Expenditures</b>					
Personnel Services	79,354	107,872	90,170	114,562	114,562
External Materials and Services	4,640,047	6,843,049	4,617,780	4,676,453	4,676,453
Internal Materials and Services	95,361	107,197	107,493	0	0
Capital Outlay	5,554	0	0	0	0
<b>Bureau Expenditures Total</b>	<b>4,820,315</b>	<b>7,058,117</b>	<b>4,815,443</b>	<b>4,791,015</b>	<b>4,791,015</b>
<b>Fund Expenditures</b>					
Debt Service	712,750	7,874,688	549,999	549,999	549,999
Contingency	0	0	342,581	342,581	342,581
Fund Transfers - Expense	0	56,526	92,148	116,576	116,576
<b>Fund Expenditures Total</b>	<b>712,750</b>	<b>7,931,214</b>	<b>984,728</b>	<b>1,009,156</b>	<b>1,009,156</b>
Ending Fund Balance	3,650,718	4,785,578	0	0	0
<b>Requirements Total</b>	<b>9,183,783</b>	<b>19,774,909</b>	<b>5,800,171</b>	<b>5,800,171</b>	<b>5,800,171</b>

## Fund Overview

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

**Managing Agency**      Portland Housing Bureau

**Significant Changes Over Prior Year**

In FY 2020-21, expenses increased due to required major maintenance at the Headwaters Apartment Complex. Other expenses consisted of property management fees and general repair and maintenance of PHB-owned properties. The FY 2021-22 allocation has returned to a lower level.



	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Base Budget FY 2022-23	Requested FY 2022-23
<b>External Revenues</b>					
Taxes	6,989,877	6,229,852	2,500,000	2,500,000	2,500,000
Charges for Services	794,548	4,899,025	1,662,317	11,197,171	11,197,171
Miscellaneous	1,173,664	4,834,066	1,306,400	1,306,400	1,306,400
<b>External Revenues Total</b>	8,958,089	15,962,943	5,468,717	15,003,571	15,003,571
<b>Internal Revenues</b>					
Fund Transfers - Revenue	552,317	101,667	0	0	0
<b>Internal Revenues Total</b>	552,317	101,667	0	0	0
Beginning Fund Balance	16,504,983	16,489,204	8,746,634	8,746,634	8,746,634
<b>Resources Total</b>	26,015,389	32,553,813	14,215,351	23,750,205	23,750,205
<b>Bureau Expenditures</b>					
Personnel Services	839,820	848,927	881,069	981,078	981,078
External Materials and Services	8,658,489	7,747,074	13,277,505	22,640,270	22,640,270
Internal Materials and Services	27,876	10,739	11,780	11,115	11,115
<b>Bureau Expenditures Total</b>	9,526,185	8,606,740	14,170,354	23,632,463	23,632,463
<b>Fund Expenditures</b>					
Fund Transfers - Expense	0	23,262	44,997	117,742	117,742
<b>Fund Expenditures Total</b>	0	23,262	44,997	117,742	117,742
Ending Fund Balance	16,489,204	23,923,812	0	0	0
<b>Requirements Total</b>	26,015,389	32,553,814	14,215,351	23,750,205	23,750,205

## Fund Overview

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

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

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

**Managing Agency**      Portland Housing Bureau

### **Significant Changes From Prior Year**

The bureau saw healthy collections of CET revenue in FY 2018-19, and that trend continued in FY 2019-20. Collections in FY 2020-21 began to level off as a reflection of softening construction activity and the fund is budgeted at a lower level for FY 2021-22 because this trend may continue. The expenditures consist of CET funded projects, such as Findley Commons and CCC-Division, and pre-development loans for bond projects.

## Tax Increment Financing Reimbursement Fund

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Base Budget FY 2022-23	Requested FY 2022-23
<b>External Revenues</b>					
Charges for Services	914,243	748,055	706,493	706,493	706,493
Intergovernmental	42,510,014	27,742,840	54,694,404	54,707,155	54,707,155
Miscellaneous	5,997,482	2,787,562	1,359,109	1,365,109	1,365,109
<b>External Revenues Total</b>	<b>49,421,739</b>	<b>31,278,457</b>	<b>56,760,006</b>	<b>56,778,757</b>	<b>56,778,757</b>
<b>Internal Revenues</b>					
Fund Transfers - Revenue	170,340	195,000	0	0	0
<b>Internal Revenues Total</b>	<b>170,340</b>	<b>195,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
Beginning Fund Balance	15,050,542	22,388,635	7,445,629	7,494,171	7,494,171
<b>Resources Total</b>	<b>64,642,621</b>	<b>53,862,092</b>	<b>64,205,635</b>	<b>64,272,928</b>	<b>64,272,928</b>
<b>Bureau Expenditures</b>					
Personnel Services	3,408,657	3,240,929	3,570,308	4,140,154	4,140,154
External Materials and Services	30,005,066	34,028,725	58,613,264	58,102,048	58,102,048
Internal Materials and Services	1,378,187	1,389,034	1,270,391	1,305,125	1,305,125
Capital Outlay	6,712,383	0	0	0	0
<b>Bureau Expenditures Total</b>	<b>41,504,293</b>	<b>38,658,688</b>	<b>63,453,963</b>	<b>63,547,327</b>	<b>63,547,327</b>
<b>Fund Expenditures</b>					
Fund Transfers - Expense	749,693	1,029,958	751,672	725,601	725,601
<b>Fund Expenditures Total</b>	<b>749,693</b>	<b>1,029,958</b>	<b>751,672</b>	<b>725,601</b>	<b>725,601</b>
Ending Fund Balance	22,388,635	14,173,446	0	0	0
<b>Requirements Total</b>	<b>64,642,621</b>	<b>53,862,092</b>	<b>64,205,635</b>	<b>64,272,928</b>	<b>64,272,928</b>

## Fund Overview

### Structure

The Tax Increment Financing (TIF) Reimbursement Fund accounts for the reimbursement of housing-related costs that are funded from tax increment proceeds in the various Prosper Portland urban renewal areas. Eligible costs are incurred by the Portland Housing Bureau for each individual urban renewal area (URA) and then reimbursed by Prosper Portland.

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

**Carryover**

Appropriations remaining at the end of the fiscal year are carried over in the Fall Supplemental Budget Process of the following fiscal year. The supplemental budget includes obligated carryover, appropriation for projects that have been authorized and budgeted in the prior year, and carryover appropriation for expanded projects or new requests.

**Managing Agency**

Portland Housing Bureau

**Significant Changes from Prior Year**

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

Project Detail - Portland Housing Bureau

Capital Program Project	Prior Years	Revised FY 2021-22	Requested FY 2022-23	Capital Plan				
				FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total

## Acquisitions

### PROJECT NAME: 3000 SE Powell Boulevard

				Total Project Cost	5,250,000		Area	Southeast
	Confidence	Low		Original Cost	4,499,000		Objective	Expansion

### Project Description

This property was acquired in August 2017. Current project costs reflect that this property will be conveyed and rebuilt by a third party entity using Portland Housing GO Bond as part of the Affordable Housing Bond. As such, there will be no further capital costs.

### Revenue Source(s)

Housing Investment Fund, Housing GO Bond

Total Expenditures	0	0	0	0	0	0	0	0
Net Operations and Maintenance Costs	0	0	0	0	0	0	0	0

### PROJECT NAME: East Burnside Apartments

				Total Project Cost	14,378,900		Area	Southeast
	Confidence	High		Original 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 Expenditures	0	0	0	0	0	0	0	0
Net Operations and Maintenance Costs	0	0	0	0	0	0	0	0

### PROJECT NAME: Joyce Hotel

				Total Project Cost	6,000,000		Area	Southwest
	Confidence	Low		Original Cost	10,920,000		Objective	Expansion

### Project Description

The Joyce Hotel was acquired in 2016. Current project costs reflect that this building will be conveyed and rebuilt by a third party entity using Portland Housing GO Bond as part of the Affordable Housing Bond. As such, there will be no further capital costs.

### Revenue Source(s)

South Park Blocks URA, Housing GO Bonds

Total Expenditures	0	0	0	0	0	0	0	0
Net Operations and Maintenance Costs	0	0	0	0	0	0	0	0

### PROJECT NAME: NE Prescott Property

Project Detail - Portland Housing Bureau

Capital Program Project	Prior Years	Revised	Requested	Capital Plan				
		FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	5-Year Total
				Total Project Cost	560,800		Area	Southeast
	Confidence	Moderate		Original 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 conveyed and rebuilt by a third party entity using Portland Housing GO Bond as part of the Affordable Housing Bond. As such, there will be no further capital costs.

#### Revenue Source(s)

Interim Financing, Housing GO Bond

<b>Total Expenditures</b>	0	0	0	0	0	0	0	0
<b>Net Operations and Maintenance Costs</b>	0	0	0	0	0	0	0	0

#### PROJECT NAME: Westwind Apartments

				Total Project Cost	4,441,000		Area	Northwest
	Confidence	Moderate		Original 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 will be conveyed and rebuilt by a third party entity using Portland Housing GO Bond as part of the Affordable Housing Bond. As such, there will be no further capital costs.

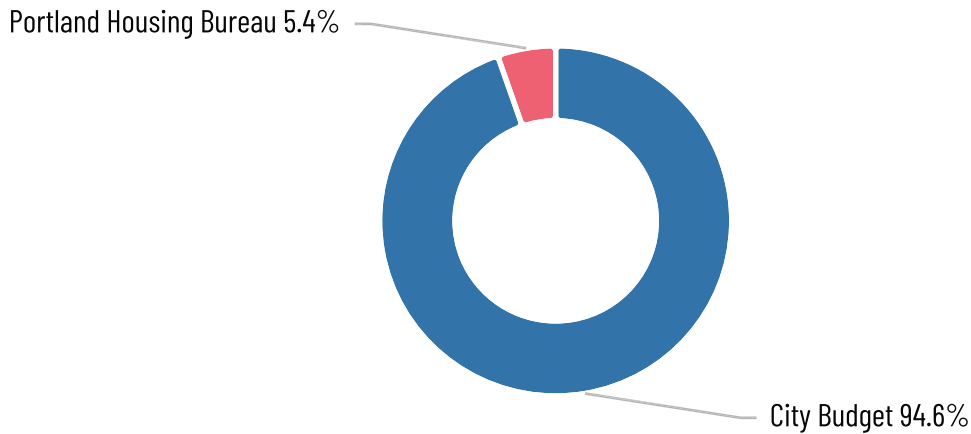
#### Revenue Source(s)

Downtown Waterfront URA, Housing GO Bond

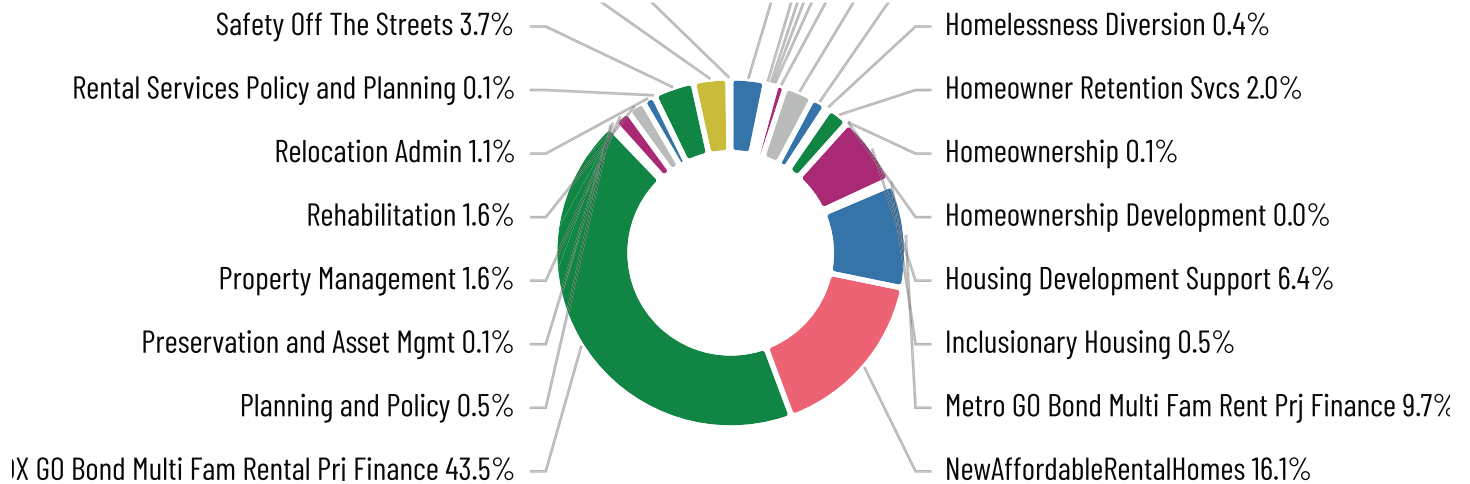
<b>Total Expenditures</b>	0	0	0	0	0	0	0	0
<b>Net Operations and Maintenance Costs</b>	0	0	0	0	0	0	0	0

## Portland Housing Bureau

Percent of City Budget Graph



Bureau Programs



Bureau Overview

Requirements	Revised FY 2021-22	Requested with DP FY 2022-23	Change from Prior Year	Percent Change
Operating	\$428,295,760	\$356,791,341	\$(71,504,419)	(17)%
Capital	\$13,861,782	\$0	\$(13,861,782)	(100)%
<b>Total</b>	<b>\$442,157,542</b>	<b>\$356,791,341</b>	<b>\$(85,366,201)</b>	<b>(19)%</b>
Authorized Positions	81.00	80.00	(1.00)	(1.23)%

## Business Operations

### Program Description & Goals

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

Performance goals for the Business Operations program are focused on improving customer service relationships and managing administrative costs. The administrative costs metric below shows variability from year to year. This is because, although PHB's administrative costs remain relatively stable, there is significant variability in overall bureau expenditures from year to year due predominantly to the limited predictability of affordable housing project development cycles.

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Administrative costs as a percentage of bureau level budget	5%	5%	5%	5%	5%
Administrative costs as a rolling three-year average	7%	7%	7%	7%	7%
Amount of public testimony received by the Planning and Sustainability Commission (in person, via the MapApp or otherwise in writing)	1,500	910	1,000	0	2,700

### 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 up to 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 the bureau serves. Since 2012 the bureau has increased diversity of the staff by nearly 30%, and women make up over 70% of the workforce. In addition, the bureau's leadership team is now comprised of 46% BIPOC and 75% women.

## Changes to Program

No significant changes anticipated.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	2,717,367	2,694,137	2,847,678	3,125,312	3,125,312
External Materials and Services	1,207,575	788,011	1,327,851	5,112,957	5,112,957
Internal Materials and Services	1,418,337	2,124,762	2,806,294	3,035,878	3,035,878
<b>Bureau Expenditures Total</b>	<b>5,343,279</b>	<b>5,606,911</b>	<b>6,981,823</b>	<b>11,274,147</b>	<b>11,274,147</b>
<b>Fund Expenditures</b>					
Contingency	0	0	1,114,343	0	0
Fund Transfers - Expense	1,022,518	1,417,731	2,564,579	2,263,908	2,263,908

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Fund Expenditures Total</b>	1,022,518	1,417,731	3,678,922	2,263,908	2,263,908
<b>Requirements Total</b>	<b>6,365,797</b>	<b>7,024,642</b>	<b>10,660,745</b>	<b>13,538,055</b>	<b>13,538,055</b>
<b>FTE</b>	21.80	21.86	21.88	21.88	21.88

## Budget Narrative

<b>Resources</b>	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.
<b>Expenses</b>	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. .
<b>Staffing</b>	The Business Operations program consists of three teams, one contract specialist, and the Equity and 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
<b>Assets and Liabilities</b>	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

<b>Program Contact:</b>	Leslie Goodlow
<b>Contact Phone:</b>	503-823-4160
<b>Website:</b>	<a href="http://www.portlandoregon.gov/phb">www.portlandoregon.gov/phb</a>

## **Data Analytics and Systems**

### **Program Description & Goals**

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

### **Explanation of Services**

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

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

### **Equity Impacts**

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

## Changes to Program

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

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	761,092	802,080	916,805	1,002,820	1,002,820
External Materials and Services	201,036	191,816	250,000	239,283	239,283
<b>Bureau Expenditures Total</b>	962,128	993,896	1,166,805	1,242,103	1,242,103
<b>Requirements Total</b>	<b>962,128</b>	<b>993,896</b>	<b>1,166,805</b>	<b>1,242,103</b>	<b>1,242,103</b>
<b>FTE</b>	6.55	6.85	6.85	6.85	6.85

## Budget Narrative

<b>Resources</b>	The Data Analytics and Systems team is funded by a variety of sources within the bureau. Staffing is charged to the same sources as the Policy, Business Operations, and Director's Office programs, i.e. TIF, federal grants, the HIF, and the General Fund, reflecting the broad support function the team provides to bureau programs.
<b>Expenses</b>	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.
<b>Staffing</b>	Staffing for this program consists of 6.85 FTEs. This team collaborates with other bureau staff and service providers in developing data analysis products.
<b>Assets and Liabilities</b>	This program has no assets or liabilities.

## Program Information

**Program Contact:** Antoinette Pietka

**Contact Phone:** 503-823-2394

**Website:** [www.portlandoregon.gov/phb](http://www.portlandoregon.gov/phb)

## Development Incentives

### Program Description & Goals

The Development Incentives team administers incentive and exemption programs related to the production of affordable housing.

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

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Percentage of family sized Inclusionary Housing (IH) units permitted	20%	21%	15%	15%	15%
Percentage of housing units opened or preserved in high opportunity areas	60%	73%	50%	50%	50%
Percentage of Inclusionary Housing (IH) units affordable at 60% AMI or below	63%	64%	50%	50%	50%
Percentage of privately developed residential units permitted as affordable through the Inclusionary Housing (IH) program	12%	10%	10%	10%	10%
Number of households receiving indirect assistance through foregone revenue (mortgage credit certificate, limited tax exemption, and system development charge exemption)	176	153	140	140	140

### Explanation of Services

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

The Inclusionary Housing (IH) Program requires buildings with 20 or more new units to provide affordable housing. The options to comply include: 1) provide 20% of the new building's units at 80% MFI; 2) provide 10% of the new building's units at or below 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 Multiple-Unit Limited Tax Exemption (MULTE), Non-Profit Limited Tax Exemption (NPLTE), Homebuyer Opportunity Limited Tax Exemption (HOLTE), System Development Charge (SDC) Exemption, Affordable Housing Construction Excise Tax (AHCET) Exemption, and Local Transportation Infrastructure Charge (LTIC) Exemption Programs reduce the cost of developing and preserving affordable multi- and single-family rental and homeownership projects.

The Deeper Housing Affordability (DHA) Bonus, Three-Bedroom Bonus, Affordable Housing Bonus Transfer, and Manufactured Dwelling Park (MDP) Bonus Programs provide density bonuses to developers making a portion of their housing units affordable to low - income households.

The Development Incentives team reviews and approves applications prior to construction of new developments and prior to home purchases to confirm program criteria is met. The outcomes of these programs include the creation of mixed-income neighborhoods, long-term stability for families, and below-market rents and home prices.

## **Equity Impacts**

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

## **Changes to Program**

To meet the need of housing available to low- and moderate-income households within a constantly evolving market, changes to the Development Incentives Program include:

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

In FY 2022-23, PHB will review analysis and results of a study of the IH Program performed by an outside consultant and determine through a public process what changes may be necessary to respond to current market conditions and zoning code changes since the program went into effect in 2017.

PHB will review current application and processing fees and update and establish new fees to support administration of the Development Incentive Program. As the IH Program has ramped up, fee-in-lieu revenue collected allows the addition of one FTE, by converting a current LTE position.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	798,212	796,517	824,513	917,397	917,397
External Materials and Services	241,895	217,222	1,040,871	868,782	868,782
Internal Materials and Services	27,876	10,739	11,780	11,115	11,115
<b>Bureau Expenditures Total</b>	<b>1,067,982</b>	<b>1,024,478</b>	<b>1,877,164</b>	<b>1,797,294</b>	<b>1,797,294</b>
<b>Fund Expenditures</b>					
Fund Transfers - Expense	217,800	23,262	44,997	117,742	117,742
<b>Fund Expenditures Total</b>	<b>217,800</b>	<b>23,262</b>	<b>44,997</b>	<b>117,742</b>	<b>117,742</b>
<b>Requirements Total</b>	<b>1,285,782</b>	<b>1,047,740</b>	<b>1,922,161</b>	<b>1,915,036</b>	<b>1,915,036</b>
<b>FTE</b>	<b>6.15</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

## Budget Narrative

<b>Resources</b>	Program income is generated through application and processing fees. Cost of living adjustments and establishing fees for new programs are anticipated for FY 2022-23.
<b>Expenses</b>	Program costs are primarily for staffing and indirect costs. Ongoing expenses are limited and include document recording fees and payment to Multnomah County for each tax exemption application approved.
<b>Staffing</b>	Staffing for the program is 6.05 FTEs, one of which is limited-term. Continuing current programming requires converting the limited-term position to a permanent position in FY 2022-23 to ensure sufficient customer service and timely review of applications and to not delay building permits. The addition of more programming merits further supplementation of program staff by adding another Program Specialist and Program Coordinator as sufficient revenue is established from program fees and the fee-in-lieu.
<b>Assets and Liabilities</b>	While no City-owned assets are created by the program, affordable housing assets owned by third parties are created via indirect financial subsidies, density bonuses and regulation.

## Program Information

**Program Contact:** Dory Van Bockel

**Contact Phone:** 503-823-4469



**Website:** [www.portlandoregon.gov/phb](http://www.portlandoregon.gov/phb)

### Director's Office

#### Program Description & Goals

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

#### Explanation of Services

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

#### Equity Impacts

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

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

Since 2012 the bureau has increased diversity of the staff by nearly 30%, and women make up over 70% of the workforce. In addition, the bureau's leadership team is now comprised of 46% BIPOC and 75%.

#### Changes to Program

No significant changes anticipated for FY 2022-23.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	674,065	595,430	777,981	850,715	850,715
External Materials and Services	8,649	13,437	75,825	75,825	75,825
Internal Materials and Services	0	30,000	0	0	0
<b>Bureau Expenditures Total</b>	<b>682,714</b>	<b>638,868</b>	<b>853,806</b>	<b>926,540</b>	<b>926,540</b>
<b>Requirements Total</b>	<b>682,714</b>	<b>638,868</b>	<b>853,806</b>	<b>926,540</b>	<b>926,540</b>
<b>FTE</b>	<b>6.75</b>	<b>5.77</b>	<b>5.07</b>	<b>5.07</b>	<b>5.07</b>

## Budget Narrative

<b>Resources</b>	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.
<b>Expenses</b>	Program expenses consist primarily of the costs for positions and a small amount of material and services.
<b>Staffing</b>	Staff funded within the program include the Director, Assistant Director, the Equity and Inclusion Manager, the Communications Team, and an Executive Assistant.
<b>Assets and Liabilities</b>	This program has no assets or liabilities.

## Program Information

<b>Program Contact:</b>	Shannon Callahan
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<b>Website:</b>	<a href="http://www.portlandoregon.gov/phb">www.portlandoregon.gov/phb</a>

## **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 through workforce and microenterprise development. Prosper Portland administers the microenterprise component of the program and contracts with community-based organizations to provide services. WorkSystems administers the adult and youth workforce components and contracts with community-based organizations to provide employment services. This program is part of two larger Prosper Portland initiatives explained in the Prosper Portland Program Offers “Inclusive Business Resource Network” and “Adult and Youth Workforce Development.”

### **Explanation of Services**

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

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

### **Equity Impacts**

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

### **Changes to Program**

EOI services in FY 2022-23 are anticipated to be funded at approximately the same level as the FY 2021-22 year. PHB anticipates a similar entitlement amount from HUD in FY 2022-23. This portion of the overall programs will not be affected by program cuts.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
External Materials and Services	2,247,675	20,624,187	3,617,714	0	0
<b>Bureau Expenditures Total</b>	2,247,675	20,624,187	3,617,714	0	0
<b>Requirements Total</b>	2,247,675	20,624,187	3,617,714	0	0

## Budget Narrative

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

## Program Information

<b>Program Contact:</b>	Anna Shook
<b>Contact Phone:</b>	503-823-2802
<b>Website:</b>	<a href="http://www.portlandoregon.gov/phb/26428">www.portlandoregon.gov/phb/26428</a>

## Homeowner Access Programs

### Program Description & Goals

The Portland Housing Bureau's (PHB) Homeowner Access program invests in services to increase access to homeownership opportunities, and to close the minority homeownership gap. Support for low income, first-time homebuyers includes prepurchase education and counseling as well as down payment assistance programs. Services are administered by PHB's Neighborhood Housing Program (NHP) staff along with partnerships with nonprofit community service providers.

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

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	13%	15%	10%	10%	10%
Percentage of households receiving homebuyer subsidies from Communities of Color	83%	80%	60%	60%	60%
Count of households receiving homebuyer education or counselling	1,429	1,589	975	975	975

### Explanation of Services

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

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

Down Payment Assistance (DPA) subsidies are available in the form of a forgivable loan to first time homebuyers at or below 100% AMI. To address the higher priced market in the area, the maximum per household subsidy in the Interstate URA is \$100,000, with other areas of the city capped at \$80,000 per household. TIF resources require that 10% of the subsidy are designated for use as a Home Improvement grant to be used within six months of closing.

## Equity Impacts

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

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

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

## Changes to Program

There are no significant changes to this program.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	230,065	276,757	297,781	311,426	311,426
External Materials and Services	4,862,910	3,074,734	3,866,716	2,786,523	2,786,523
<b>Bureau Expenditures Total</b>	<b>5,092,975</b>	<b>3,351,491</b>	<b>4,164,497</b>	<b>3,097,949</b>	<b>3,097,949</b>
<b>Requirements Total</b>	<b>5,092,975</b>	<b>3,351,491</b>	<b>4,164,497</b>	<b>3,097,949</b>	<b>3,097,949</b>
<b>FTE</b>	<b>1.75</b>	<b>2.22</b>	<b>1.82</b>	<b>2.12</b>	<b>2.12</b>

## Budget Narrative

<b>Resources</b>	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).
<b>Expenses</b>	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.
<b>Staffing</b>	The different service delivery models require different skill sets within the team. Subrecipient contract with community partners require contract development, management, and monitoring. DPA loans require coordination with community partners to identify potential buyers, income qualification, loan origination, and where a home improvement grant is paired with a DPA loan, construction coordination. There are 2.52 FTEs dedicated to this program.
<b>Assets and Liabilities</b>	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

<b>Program Contact:</b>	Molly Rogers
<b>Contact Phone:</b>	503-823-2375
<b>Website:</b>	<a href="http://www.portlandoregon.gov/phb">www.portlandoregon.gov/phb</a>



## 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 small grants. Home Repair Loan Services are administered by PHB's Neighborhood Housing Program (NHP).

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

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Percentage of households receiving home repairs and retaining their homes 12 months after services	89%	95%	80%	80%	80%
Number of households receiving home repairs	535	518	500	500	500

### Explanation of Services

#### Equity Impacts

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

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

## Changes to Program

In FY 2019-20, NHP increased the Home Repair grant amount per household (\$10,000 maximum) for the Interstate URA to better address home repair needs, with priority given to long time homeowners, targeting households of color. Details of all of the bureau's requested funding packages are included the decision package section of this submission.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	668,645	682,612	978,236	711,890	711,890
External Materials and Services	4,495,430	5,782,566	9,883,300	6,220,121	6,220,121
Internal Materials and Services	221	0	60,000	64,200	64,200
<b>Bureau Expenditures Total</b>	<b>5,164,296</b>	<b>6,465,177</b>	<b>10,921,536</b>	<b>6,996,211</b>	<b>6,996,211</b>
<b>Requirements Total</b>	<b>5,164,296</b>	<b>6,465,177</b>	<b>10,921,536</b>	<b>6,996,211</b>	<b>6,996,211</b>
<b>FTE</b>	<b>6.24</b>	<b>5.95</b>	<b>3.45</b>	<b>5.05</b>	<b>5.05</b>

## Budget Narrative

### Resources

Funding sources for the Homeowner Retention Programs include federal funds (Community Development Block Grant, which has income and usage limitations, and the Lead Paint Hazard Control grant); Tax Increment Financing (TIF) in the Lents and Interstate urban renewal districts (which are limited by location to the districts); and General Fund resources (limited to east Portland).

### Expenses

As some of these programs involve direct service, staffing costs as a ratio of funds disbursed to citizens tend to be higher than multifamily programs. But funds disbursed via sub-recipient contracts and loans are still the primary expense of the program.

### Staffing

The different service delivery models require different skill sets within the team. Subrecipient contracts with community partners require contract development, management, and monitoring. Home Repair loans require marketing in the community, income qualification, loan origination, and construction coordination. There are 5.40 FTEs dedicated to this program, including the addition of two limited-term construction coordinators with existing resources.

**Assets and Liabilities** This program assists in financing the repair of homes for citizens. These are deferred payment loans, but the bureau holds liens on the properties, and loans are due upon change of occupancy. Data indicates that many loans are paid off within the first 15 years. The value received by the City for those loans not yet paid off is the benefit of a homeowner remaining in their home, which represents a significant and critical component in the affordable housing resources available to the residents of Portland. Additional assets belonging to the program are equipment used in field testing for the federal Lead-Paint Hazard Control program (paid for with grant funding), which is on a regular maintenance and replacement schedule.

## **Program Information**

**Program Contact:** Molly Rogers

**Contact Phone:** 503-823-2375

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## **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 the Portland Housing Bureau's partners. This program is supported by staff in the Housing Investment and Portfolio Preservation (HIPP) team and the Risk Analysis and Compliance (RAC) team.

Program components include:

- ◆ Community Housing Development Organization (CHDO) operating assistance, funded by federal HOME funds and used by a CHDO (private nonprofit, community-based organizations) that have staff with the capacity to develop affordable housing for the community it serves;
- ◆ The HOME Consortium in partnership with the City of Gresham and Multnomah County, designated by HUD as a 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;
- ◆ HUD Section 108 loan repayment, a program that allows a jurisdiction to lend future allocations of federal funds with repayment and interest provisions under certain circumstances; and
- ◆ The Risk Management Pool (RMP) to support Permanent Supportive Housing (PSH), funded by the bureau and managed by the Housing Development Center (HDC).

### **Explanation of Services**

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

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

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

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

## Equity Impacts

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

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

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

## Changes to Program

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

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	56,264	86,105	105,295	114,770	114,770
External Materials and Services	951,026	8,551,997	31,849,874	17,167,856	22,517,856
Internal Materials and Services	163	9	0	0	0
<b>Bureau Expenditures Total</b>	<b>1,007,453</b>	<b>8,638,111</b>	<b>31,955,169</b>	<b>17,282,626</b>	<b>22,632,626</b>
<b>Fund Expenditures</b>					
Debt Service	755,384	3,356,359	776,000	0	0

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
Contingency	0	0	133,000	0	0
Fund Transfers - Expense	393,701	599,067	949,125	375,633	375,633
<b>Fund Expenditures Total</b>	<b>1,149,085</b>	<b>3,955,426</b>	<b>1,858,125</b>	<b>375,633</b>	<b>375,633</b>
<b>Requirements Total</b>	<b>2,156,538</b>	<b>12,593,537</b>	<b>33,813,294</b>	<b>17,658,259</b>	<b>23,008,259</b>
<b>FTE</b>	<b>0.46</b>	<b>0.54</b>	<b>0.69</b>	<b>0.69</b>	<b>0.69</b>

## Budget Narrative

<b>Resources</b>	Program resources include the federal HOME entitlement grant, reserved for use by Multnomah County, the City of 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 are paid for by multiple funding sources, including tax increment financing and federal grants.
<b>Expenses</b>	Program expenses include the staffing costs for portions of several positions supporting these program elements among the HIPP and RAC teams. Home Consortium funding reflects federal HOME grant dollars anticipated to be spent by Multnomah County and Gresham. The Section 108 repayment is made from PHB's CDBG entitlement, offset partially by payments made to PHB by project funding partners.
<b>Staffing</b>	Staffing is associated with the program is listed on the budget table, which reflects portions of several positions in the bureau working on specific program activities as well as general support of multi-family project financing.
<b>Assets and Liabilities</b>	Section 108 loan payments to HUD are a program liability that extends beyond FY 2029-30, and currently results in approximately \$730,000 in annual debt service. This payment reflects a pool of funds that financed capital assets owned by other nongovernmental entities through loans to those entities. These assets, while not owned by the City, represent a significant and critical component in the affordable housing resources available to the residents of Portland. The RMP is an asset maintenance tool that PHB makes available to affordable housing owners and developers as discussed in the program description section. As noted above, while these assets are not owned by the City, they are assets funded by the City.

## Program Information

<b>Contact:</b>	Jill Chen
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# Metro GO Bond Multi-Family Rental Housing Project Financing

## Program Description & Goals

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

## Explanation of Services

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

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

Phase 1: In July 2019, Metro Council approved \$22.9 million to redevelop Dekum Court, a public housing complex in northeast Portland owned and managed by Home Forward. This project will convert 40 units of public housing into a mixed-income community, and 147 new homes supported by Metro Bond funds.

Phase 2: Two of four projects in PHB's pipeline that have been identified with existing funding gaps have been approved by Metro for Metro Housing Bond awards. These two projects, Findley Commons and RiverPlace Phase II, will add 211 new affordable housing units, of which 55 are supportive housing for homeless veterans. They are currently under construction. The remaining two Phase 2 projects are under Metro review for approval.

Phase 3 – Metro Bond Solicitations: PHB launched its third phase with the release of a \$15M Request for Qualifications (RFQ) for Supportive Housing in October, 2020, and \$75M in a Metro Bond Opportunity Solicitation, in April 2021. The remaining funds will be allocated through future Metro Bond Opportunity Solicitations.

## Equity Impacts

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

## Portland Housing Bureau

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

### Changes to Program

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

Aligned with these resources for rental assistance and supportive services, PHB issued a Metro Bond Opportunity Solicitation (M-BOS) in April, 2021. As of October, 2021, PHB had recommended nine affordable housing projects for approval to receive funding from Metro's Regional Affordable Housing Bond. When awarded, these projects will join four others already in development, representing more than 1,200 units of affordable housing—or 83% of Portland's housing goal under the Metro Bond. These projects will receive an award letter from PHB in FY 21-22 once they receive concept approval by Metro.

### Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	153,758	340,410	467,240	496,104	496,104
External Materials and Services	3	12,951,747	52,832,115	33,539,269	33,539,269
<b>Bureau Expenditures Total</b>	153,761	13,292,158	53,299,355	34,035,373	34,035,373
<b>Fund Expenditures</b>					
Debt Service	0	0	413,278	0	0



## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Fund Expenditures Total</b>	0	0	413,278	0	0
<b>Requirements Total</b>	153,761	13,292,158	53,712,633	34,035,373	34,035,373
<b>FTE</b>	0.82	3.42	3.32	3.32	3.32

## Budget Narrative

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

## Program Information

<b>Contact:</b>	Molly Rogers
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<b>Website :</b>	<a href="http://www.portlandoregon.gov/phb">www.portlandoregon.gov/phb</a>

## **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. PHB addressed this by focusing resources and available land on subsidizing the development of new multifamily condo development for mixed income projects. Two Habitat for Humanity projects as part of the N/NE Housing Strategy have largely completed construction and sale to qualified low income homeowners: the Olin, for 12 affordable condos and Kenton Commons Phase 1 and 2 for 30 affordable condos. However a Proud Ground project for 40 new affordable condos on 5020 Interstate on PHB owned land stalled as the construction lender withdrew due to COVID. Demand remains strong for affordable home ownership opportunities especially for in smaller sized developments for townhomes. As such, PHB is proposing a new decision package for consulting services to assist the agency with reviewing different options for funding the development, construction and sale of smaller sized development (such as duplex to 12-plexes) that can be scalable and cost effective.

### **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 \$43,515 to \$96,900 for a family of four. Housing produced under this program is regulated for a minimum of 99 years or is permanently affordable.

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

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

## **Equity Impacts**

The Multi Family Affordable Ownership Project Financing program supports the PHB mission of addressing the housing needs of the people of Portland through: 1) building and preserving quality, affordable housing; 2) supporting programs that help low income Portlanders find, rent, buy, retain, and repair their homes; 3) bringing together partners to address the City's housing needs, applying PHB Green Building Policy, and identifying and supporting in the funding of these housing projects; and 4) reaching out to communities of color to ensure their participation in the economic opportunities that quality housing investments create. Success means that sustainable, high quality homes for low income buyers in high opportunity areas are being produced in a fiscally sound manner and being sold in an inclusive and equitable manner such that these buyers have the opportunity for wealth creation.

For all PHB multifamily development programs, PHB partners are required to report on their efforts to provide contracting opportunities to disadvantaged minority, women, and emerging small business-service disabled veterans (DMWESB-SDV), 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, DMWESB-SDV subcontracting performance remains a challenge largely due to the extremely tight construction market and the difficulty in finding certified firms with available capacity.

It should be noted that the beneficiaries of all the home ownership projects currently under development are to be sold through the Preference Policy which targets low income families severely displaced in the ICURA.

## **Changes to Program**

PHB has created the Multi Family Affordable Ownership Project financing program in response to market trends of homeownership affordability. In addition to a decision package for consulting services is proposed to assist PHB in exploring how City subsidy can be better leveraged to increase more affordable home ownership projects. It is expected that development consortium for the Williams and Russell site will include some affordable home ownership units targeted for previously displaced household under the N/NE Preference Policy.

The median home sale price citywide rose from \$424,900 in 2019 to \$520,00 in the early summer of 2021, an increase of over 22% or \$95,100 in eighteen months. With a median sales price of \$549,000, detached residential units showed the most increase in annual median sales value compared to attached and condominium units. The median home sales price is no longer affordable in many neighborhoods in the city. According to the State of Housing Report, homeownership rates among Black, Hispanic/Latino, Native, and Hawaiian-Pacific-Islander households is 41% or less compared to White households at 56%.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	113,994	24,288	44,896	54,817	54,817
External Materials and Services	4,200,948	423,786	155,033	155,033	155,033
<b>Bureau Expenditures Total</b>	4,314,942	448,074	199,929	209,850	209,850
<b>Requirements Total</b>	<b>4,314,942</b>	<b>448,074</b>	<b>199,929</b>	<b>209,850</b>	<b>209,850</b>
<b>FTE</b>	1.45	0.37	0.37	0.37	0.37

## Budget Narrative

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

## Program Information

**Contact:** Jill Chen

**Contact Phone:** 503-823-3339

**Website:** <https://www.portlandoregon.gov/phb/index.cfm?&c=72705>

## Multi Family Affordable Rental Project Financing

### Program Description & Goals

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

The team is also responsible for any restructures and rehabilitations of the bureau's prior investments. The regulated affordable rental housing portfolio consists of approximately 435 properties with over 15,000 units spread throughout the city. While creating new affordable housing units is critical, it is just as crucial to maintain the existing affordable stock. As with new construction, the team seeks to leverage existing resources, including those from the City, to redevelop projects and improve the quality and habitability of existing units and in many cases extend the City's regulatory terms.

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Average investment per rental housing unit	\$85,000	\$112,500	\$125,000	\$125,000	\$125,000
Number of people housed in newly opened affordable rental units	1,219	735	1,000	1,000	1,000
Percentage of housing units opened or preserved in high opportunity areas	60%	73%	50%	50%	50%
Percentage utilization of minority contracts in housing construction (contract \$ awarded)	15%	21%	10%	10%	10%
Percentage utilization of minority, women, and emerging small business contracts in housing construction (contract \$ awarded)	30%	32%	20%	30%	30%
Vacancy rate of units built 0% to 60% median family income	3%	3%	3%	3%	3%
Affordable housing units preserved	172	155	150	150	150
Housing units opened that are newly affordable	654	499	500	500	500
Rolling three-year average of total units opened and preserved	956	845	843	710	710

### Explanation of Services

The Multi Family Rental Project Financing program seeks to address, in part, the City's housing crisis and the need for affordable rental homes. It also provides housing to the low-income households earning 60% of the area median income (AMI) or about \$58,020 for a family of four, and to very low-income residents earning 30% AMI or less, many of whom are at-risk of homelessness. Housing produced under this program are regulated for a minimum of 60 years (policy target 99 years). In addition, the restructures of regulated units retain the affordability and habitability of existing affordable housing projects.

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

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

## **Equity Impacts**

The Multi Family Rental Project Financing program supports the PHB mission of addressing the housing needs of the people of Portland through: 1) building and preserving quality, affordable housing; 2) supporting programs that help low income Portlanders find, rent, buy, retain, and repair their homes; 3) bringing together partners to address the city's housing needs, applying PHB Green Building Policy, and identifying and supporting in the funding of these housing; and 4) reaching out to communities of color to ensure their participation in economic opportunities that quality housing investments create. Success means that the sustainable, high quality housing units, targeting low and very low income clients, in high opportunity areas are being produced in a fiscally sound manner and being leased in an inclusive and equitable manner with measurable outcomes.

For this program, PHB development partners are required to report on their efforts to provide contracting opportunities to disadvantaged minority, women, and emerging small business – service disabled veterans (DMWESB-SDV), 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 exceeded the City of Portland's goal of 20% DMWESB-SDV for construction contracts. In July of 2016, PHB committed to a goal of 30% DMWESB-SDV 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**

Due to the increased level of people experiencing homelessness and the need for permanent supportive housing (PSH), City Council sought to address this crisis by passing a resolution in Oct 2017 to provide 2,000 PSH units by 2028. As of Oct 2021, the City has 1571 units in operations or in pipeline. 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. JOHS and PHB continue to increase collaboration and aligned service and development funding to increase supportive housing.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	878,822	438,093	608,305	682,969	1,557,969
External Materials and Services	24,745,930	14,141,442	38,641,785	28,951,626	55,201,626
Internal Materials and Services	70,851	9,202	0	3,000	3,000
Capital Outlay	6,712,383	0	300,000	0	0
<b>Bureau Expenditures Total</b>	<b>32,407,985</b>	<b>14,588,736</b>	<b>39,550,090</b>	<b>29,637,595</b>	<b>56,762,595</b>
<b>Fund Expenditures</b>					
Fund Transfers - Expense	0	0	225,000	0	0
<b>Fund Expenditures Total</b>	<b>0</b>	<b>0</b>	<b>225,000</b>	<b>0</b>	<b>0</b>
<b>Requirements Total</b>	<b>32,407,985</b>	<b>14,588,736</b>	<b>39,775,090</b>	<b>29,637,595</b>	<b>56,762,595</b>
<b>FTE</b>	<b>12.19</b>	<b>5.82</b>	<b>4.72</b>	<b>4.72</b>	<b>4.72</b>

## Budget Narrative

### Resources

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

### Expenses

Almost all program expenditures are disbursements made as part of the financing package for multi-family affordable rental housing projects. PHB lends the resources listed above to make up a financing gap typically found with affordable projects. These gap funds cover the difference between the equity a project attracts and the money that can be borrowed against the project as part of the financing package. For FY 2021-22, the amounts appropriated are either: a) projects under construction, b) projects with a legal funding commitment, or c) projects for which funding has been awarded. The secondary cost is staffing costs for the team related directly to the packaging and oversight of the bureau contribution to projects.



**Staffing** Staffing for this program consists of 5.82 FTE , who spend an estimated 80 % of time on developing new affordable rental housing and about 20 % on restructuring and modifications of affordable housing projects. This team collaborates with other bureau staff and the City Attorney’s Office in getting project financing delivered. The same positions working in this program are also working on the bond programs.

**Assets and Liabilities** This program finances capital assets owned by other nongovernmental entities through loans. These assets are represented on the City’s financial statements by approximately \$438 million of gross loan receivables (for which the City holds a property lien), which is primarily soft debt, thus the net receivables are closer to \$60 million. The value received by the City for the difference in the gross and net figures is the approximately 435 properties with over 15,000 units developed using these loans. These assets, while not owned by the City, represent a significant and critical component in the affordable housing resources available to the residents of Portland. All PHB gap-financed buildings are required to have asset management plans and replacement reserves. In addition, the Risk Assessment and Compliance (RAC) team reviews regulatory agreements for compliance with asset management requirements, grant funding requirements, and in some cases financial condition.

## **Program Information**

**Program Contact:** Jill Chen

**Contact Phone:** 503-823-3339

**Website:** [www.portlandoregon.gov/phb](http://www.portlandoregon.gov/phb)

## **Policy and Planning**

### **Program Description & Goals**

The PHB Policy and Planning program staff are responsible for the policy and planning functions of the bureau. The work of this program is dynamic and includes implementation of community and City plans for new initiatives, policy frameworks for program implementation, policy research and recommendations, City code and administrative rules, Memo of Understanding (MOU) and Intergovernmental Agreement (IGA) development and implementation, and oversight and advisory body staff work. The work of the Policy and Planning staff is directed by the PHB Director, Commissioner-in-Charge, and City Council.

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

### **Explanation of Services**

Affordable housing 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 new products of this program include: the Portland Housing Bond policy framework, Joint Office of Homeless Services IGA management, N/ NE Housing Strategy 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, Broadway Corridor redevelopment, East Portland community development grant program, Cully TIF District planning, COVID-19 housing recovery programs, etc. Ongoing products of this program include monitoring and assessment of the Inclusionary Housing program, East Portland community development grant program, and management and implementation of the N/NE Housing Strategy Preference Policy waiting list.

### **Equity Impacts**

The Policy and Planning program supports the PHB mission of addressing the housing needs of the people of Portland through supporting programs that help low-income Portlanders find, rent, buy, retain, and repair their homes; and, bringing together partners and leading them to assess the city's housing needs, choose sustainable solutions to efficiently meet them, and identify how to pay for them. This program advances equity by assessing the housing market and its impacts on different communities in Portland, and designing and implementing policy and program interventions that meet the diverse needs of different communities, grounded in remedying historically racist housing policies and practices. Success in this program would result in the reduction or elimination in housing disparities between communities with regard to housing cost and stability.

## Changes to Program

In the current fiscal year, workload and deliverables have expanded to include COVID-19 housing recovery programs, Cully TIF District planning, East Portland community development grant program, increased N/NE Preference Policy management and coordination, implementation of land use and zoning affordable housing programs, and others. The bureau anticipates continued work in these areas during the next fiscal year, in addition to new planning work, but the new deliverables can likely be absorbed with current resources.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	592,526	651,325	881,048	983,559	983,559
External Materials and Services	87,115	505,037	621,881	621,881	621,881
Internal Materials and Services	3,800	533	0	411	411
<b>Bureau Expenditures Total</b>	683,441	1,156,896	1,502,929	1,605,851	1,605,851
<b>Requirements Total</b>	<b>683,441</b>	<b>1,156,896</b>	<b>1,502,929</b>	<b>1,605,851</b>	<b>1,605,851</b>
<b>FTE</b>	7.00	5.08	7.08	7.08	7.08

## Budget Narrative

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

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

**Staffing** This program includes 5.08 FTE positions. 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** This program has no assets or liabilities.

## Program Information

**Contact:** Matthew Tschabold

**Contact Phone:** (503) 823-1854

## Portland Housing Bureau

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**Website:** [www.portlandoregon.gov/phb](http://www.portlandoregon.gov/phb)

# **Portland GO Bond Multi-Family Rental Housing Project Financing**

## **Program Description & Goals**

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

- Build or acquire 1,300 or more affordable housing units, of which 650 of the bond funded units should be 'family-sized,' i.e. two or more bedrooms. At least 600 units will be for households earning 30% or less of area median income (AMI), and 300 will be supportive housing for households experiencing homelessness, contingent upon availability of services funding.
- Create access for Priority Communities, identified as: communities of color; families, including families with children, immigrant and refugee communities, and intergenerational households; households experiencing homelessness or at imminent risk of becoming homeless; and households facing imminent displacement.
- Prioritize locations throughout the city where there is little or no existing affordable housing opportunities.
- Prioritize investments where there is a high risk of gentrification, especially with large concentrations of communities of color, and good access to education, transportation, services, economic opportunities, and green spaces.

## **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. On November 6, 2018, voters changed the Oregon Constitution to allow for the lending of GO Bond proceeds for the creation of affordable housing. This meant that PHB has returned to its typical public-private partnership model for the creation of affordable housing. In this model, the bureau lends resources to make up a financing gap typically found with affordable housing 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 be built.

Since the passage of the Portland Housing bond measure, twelve projects have been supported by Portland Housing Bond funds, which are slated to exceed all of the goals stated above. These projects are expected to create 1,490 total new affordable housing units, of which:

- ◆ 691 will be family sized units;
- ◆ 628 will be affordable to households earning 30% AMI or below; and
- ◆ 313 will be supportive housing units for households experiencing homelessness.

## Equity Impacts

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

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

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

## Changes to Program

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

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

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	567,085	1,027,993	1,126,261	1,279,212	1,279,212
External Materials and Services	5,649,145	39,484,853	131,987,929	151,963,632	151,963,632
Internal Materials and Services	472,507	747,472	0	0	0
<b>Bureau Expenditures Total</b>	<b>6,688,737</b>	<b>41,260,319</b>	<b>133,114,190</b>	<b>153,242,844</b>	<b>153,242,844</b>
<b>Fund Expenditures</b>					
Debt Service	621,949	0	15,000	0	0
Fund Transfers - Expense	0	550,000	550,000	550,000	550,000
<b>Fund Expenditures Total</b>	<b>621,949</b>	<b>550,000</b>	<b>565,000</b>	<b>550,000</b>	<b>550,000</b>
<b>Requirements Total</b>	<b>7,310,687</b>	<b>41,810,319</b>	<b>133,679,190</b>	<b>153,792,844</b>	<b>153,792,844</b>
<b>FTE</b>	<b>2.70</b>	<b>8.49</b>	<b>8.19</b>	<b>8.19</b>	<b>8.19</b>

## Budget Narrative

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

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

### Program Information

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**Website:** [www.portlandoregon.gov/phb/74262](http://www.portlandoregon.gov/phb/74262)



## Property Management

### Program Description & Goals

PHB currently owns 13 parcels of real property. Properties fall into four categories: land leases for affordable housing development, housing owned by the bureau, properties under development, and properties planned for future development.

- Land Leases: Three properties are land under long-term (up to 99 years) ground leases for affordable housing development. Lessees are responsible for operations and maintenance of the land.

- Housing Bureau Owned Properties: The Housing Bureau owns four rental properties – the Fairfield, the Ellington, East Burnside, and the Headwaters. Home Forward asset manages these buildings on PHB's behalf.

- Properties under active development: Two properties, owned by PHB, are under active development, including: The Fairfield being developed by Home Forward; and the Joyce Hotel renovation and rehabilitation developed by Community Partners for Affordable Housing. The Joyce is being developed as part of Portland's Housing Bond and the 2019 Bond Opportunity Solicitation. In addition, a recently awarded property, the 5020 N. Interstate Ave. site, will be developed by Community Development Partners and Self-Enhancement, Inc. as part of Portland's allocation of Metro Affordable Housing Bonds and the 2021 Metro Bond Opportunity Solicitation. PHB will transfer ownership of these properties at the financial close of the project developments.

- Properties for future development: The bureau owns four properties which will be available for future affordable housing development on varying timelines - 60th and SE Stark, 102nd and E Burnside, N. Williams and Alberta, and Carey Boulevard. In addition, PHB is planning to address rehabilitation and repair needs at the Headwaters apartments and on-going capital and maintenance repairs at the Ellington.

### Explanation of Services

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

### Equity Impacts

The Property Management program seeks to advance racial equity by increasing the number of housing options available to low-income renters across the city by directing bureau funding and policies that support housing access for the most vulnerable resident communities. Success in this program results in an increase in the number of affordable homes available to low-income households and an increase in the number of households from communities of color and other vulnerable populations, such as households living with disabilities and households experiencing homelessness, accessing affordable housing opportunities through PHB-owned developments or developments on land leased from PHB.

## Portland Housing Bureau

The property and asset management of City-owned real estate supports PHB policies that promote housing access for vulnerable populations through the implementation of project screening criteria, marketing and lease-up plans, and ongoing programming. PHB's selection criteria includes an emphasis on culturally specific services and outreach during lease-up, including advance notification of housing vacancies to culturally specific agencies, homeless service providers, and neighborhood-based organizations.

Development partners and service providers must also demonstrate effectiveness in creating and fostering culturally specific partnerships that help vulnerable communities.

### Changes to Program

In 2019, PHB included three owned properties in the Bond Opportunity Solicitation and in 2021, PHB included one owned property in the Metro Bond Opportunity Solicitation to be developed by mission-based partners for Portland's and Metro's Housing Bond programs. Additionally, in 2021, PHB executed a Reservation of Funds with Home Forward to redevelop, Fairfield, an owned property which was successful in obtaining 9% tax credits. PHB will transfer ownership of the land through a disposition agreement with the owner/sponsor of the housing development. In FY 2022-23, PHB will be addressing on-going capital and maintenance needs at the Ellington and Headwaters Apartments, as well as preparing some vacant parcels for future development through a PHB funding solicitation.

### Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	54,587	87,234	101,219	136,838	136,838
External Materials and Services	5,230,431	7,591,474	5,450,322	5,535,491	5,535,491
Internal Materials and Services	136,779	185,920	160,945	0	0
Capital Outlay	5,554	0	0	0	0
<b>Bureau Expenditures Total</b>	<b>5,427,351</b>	<b>7,864,629</b>	<b>5,712,486</b>	<b>5,672,329</b>	<b>5,672,329</b>
<b>Fund Expenditures</b>					
Debt Service	0	484,215	549,999	549,999	549,999
Contingency	0	0	342,581	342,581	342,581
Fund Transfers - Expense	0	128,526	110,056	139,231	139,231
<b>Fund Expenditures Total</b>	<b>0</b>	<b>612,741</b>	<b>1,002,636</b>	<b>1,031,811</b>	<b>1,031,811</b>
<b>Requirements Total</b>	<b>5,427,351</b>	<b>8,477,370</b>	<b>6,715,122</b>	<b>6,704,140</b>	<b>6,704,140</b>
<b>FTE</b>	<b>0.28</b>	<b>0.78</b>	<b>0.81</b>	<b>0.81</b>	<b>0.81</b>

## Budget Narrative

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

## Program Information

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## **Rental Services Policy and Planning**

### **Program Description & Goals**

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

### **Explanation of Services**

Over 46% of households in Portland are renters, and renter households are disproportionately low income and/ or from communities of color. When compared with similar jurisdictions across the nation, or the homeownership market, the rental housing markets in Portland and Oregon are largely missing a modern regulatory framework to maintain a fair and healthy market for both renters and landlords. Renters are experiencing higher rates of displacement due to the rising cost of rent, stagnant incomes, and comparatively loose tenant protections. 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 contract management, rental unit registration, rental unit application and screening process rules, and rental unit security deposit rules. Other responsibilities include contract management, mandatory relocation technical assistance, rental registration technical assistance and administrative processing. Moreover, this program is responsible for staffing and supporting the Fair Housing Advocacy Committee and the Rental Services Commission, data analysis, pilot program development and evaluation, and national research and comparative analysis.

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

## Equity Impacts

The Rental Services Policy and Planning program supports the PHB mission of addressing the housing needs of the people of Portland through supporting programs that help low - income Portlanders find, rent, buy, and retain safe housing; and bringing together partners and leading them to assess the city's housing needs, choose sustainable solutions to efficiently meet them, and identify how to pay for them.

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

## Changes to Program

There are no significant changes in this program anticipated for FY 2022-23.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	128,535	128,144	182,285	197,076	197,076
External Materials and Services	14,575	36,770	0	0	0
<b>Bureau Expenditures Total</b>	143,110	164,914	182,285	197,076	197,076
<b>Requirements Total</b>	<b>143,110</b>	<b>164,914</b>	<b>182,285</b>	<b>197,076</b>	<b>197,076</b>
<b>FTE</b>	1.45	1.27	1.27	1.27	1.27

## Budget Narrative

<b>Resources</b>	The program is primarily funded by General Fund and rental unit registration fund.
<b>Expenses</b>	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.
<b>Staffing</b>	This program offer includes 1.22 FTE positions. Staff are assigned a portfolio of policy and planning issues (see Explanation of Services section) and are responsible for the associated work products.

## Portland Housing Bureau

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**Assets and Liabilities** This program has no assets or liabilities.

### Program Information

**Contact:** Breonne DeDecker

**Contact Phone:** 503-865-6377

**Website:** [www.portlandoregon.gov/phb](http://www.portlandoregon.gov/phb)

## Tenant and Landlord Programs

### Program Description & Goals

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

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Number of households provided fair housing services	860	690	700	675	675
Number of households provided housing stabilization	272	349	245	320	320
Number of households provided landlord/tenant hotline services	5,137	4,374	3,145	3,145	3,145
Number of landlords/tenants provided face to face services	944	542	670	670	670
Number of landlords/tenants provided outreach, education, and engagement services	14,647	18,901	135,500	13,550	13,550

### Explanation of Services

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

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

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

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

## Equity Impacts

The tenant and landlord programs support the PHB mission of addressing the housing needs of the people of Portland through supporting programs that help low-income Portlanders find, rent, buy, retain, and repair their homes; and bringing together partners and leading them to assess the city's housing needs, choose sustainable solutions to efficiently meet them, and identify how to pay for them. This rental services policy and planning program advances equity by assessing landlord-tenant and fair housing law and its impacts on different communities in Portland and designing and implementing policy and program interventions that meet the diverse needs of different communities. The approach is grounded in remedying historically racist housing policies and practices while also mitigating ongoing harms in the rental market, which are disproportionately borne by low-income and/or communities of color. Success in this program would result in the reduction or elimination in housing disparities between communities with regard to fair housing violations, accessing rental housing units, forced entry and detainer evictions, no cause rental agreement terminations, and other rental housing actions.

## Changes to Program

There are no significant changes expected for FY 2022-23, although adjustments may be required depending on the level of Rental Registration revenue received by the City.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
Personnel Services	435,108	411,914	594,898	644,284	644,284
External Materials and Services	1,560,748	2,144,543	53,899,544	2,861,762	2,861,762
Internal Materials and Services	0	419,652	463,458	456,643	456,643
<b>Bureau Expenditures Total</b>	<b>1,995,856</b>	<b>2,976,108</b>	<b>54,957,900</b>	<b>3,962,689</b>	<b>3,962,689</b>
<b>Fund Expenditures</b>					
Contingency	0	0	251,872	251,872	251,872
<b>Fund Expenditures Total</b>	<b>0</b>	<b>0</b>	<b>251,872</b>	<b>251,872</b>	<b>251,872</b>
<b>Requirements Total</b>	<b>1,995,856</b>	<b>2,976,108</b>	<b>55,209,772</b>	<b>4,214,561</b>	<b>4,214,561</b>
<b>FTE</b>	<b>4.40</b>	<b>4.85</b>	<b>4.85</b>	<b>4.85</b>	<b>4.85</b>

## Budget Narrative

**Resources** The program is funded through general fund and rental unit registration fund.

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



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

**Assets and Liabilities** This program has no assets or liabilities.

## **Program Information**

**Program Contact:** Breonne DeDecker

**Contact Phone:** 503-865-6377

**Website:** [www.portlandoregon.gov/phb](http://www.portlandoregon.gov/phb)

## **JOHS Administration and Operations**

### **Program Description & Goals**

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

### **Explanation of Services**

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

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

Through the JOHS, funds are contracted to 40-plus nonprofit and public agencies to provide a comprehensive range of services to assist people experiencing homelessness or housing instability. The JOHS receives funding and policy direction from the City of Portland and Multnomah County. The JOHS, by integrating staffing and funding, offers the City and County enhanced operational coordination and effectiveness in the delivery of homeless services.

### **Equity Impacts**

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

- (1) Improved data collection and outcome reporting using inclusive racial identities;
- (2) Created standards of practice for all contractors that include cultural responsiveness and culturally specific service provision;
- (3) Included a requirement for organizational equity assessments, plans, and progress reporting on 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 effort .

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

Multiple elements of structural racism drive racial disparities in homelessness both locally and nationally. Locally, people from three racial groups were confirmed to be over-represented in the homeless population, according to the 2019 Point in Time Count of Homelessness, the most recent available that includes numbers for the unsheltered population . These are people identifying as Native American/American Indian/Alaska Native, Native Hawaiian/Pacific Islander, or Black/African American. Among these three groups, people identifying as Native American/American Indian/Alaska Native were the most over-represented. Other data sources suggest that the failure of the PIT to document overrepresentation of the Latinx population is likely the result of the methodology used for the PIT . Achieving equity in the delivery of homeless services requires that all communities have equitable access through multiple pathways into services, and that services are culturally specific and responsive. All JOHS investments are evaluated using an equity lens.

## **Changes to Program**

In March of 2020, following public health guidance, the Joint Office of Homeless Services took immediate steps to limit the spread of COVID-19 within the homeless population and otherwise mitigate the impacts of the pandemic on those experiencing homelessness or at risk of experiencing homelessness. These activities, which include operating physical distancing and medical isolation shelters, safety on the streets outreach, and support for contracted service providers, continued throughout FY 2021-22 . With the ongoing impact of the pandemic on people experiencing homelessness, the JOHS expects to continue some parts of its COVID-19 response in FY 2022-23.

In May of 2020, voters across our region reaffirmed their commitment to addressing homelessness by approving Metro Measure 26-210, a tax on high-income earners and businesses, which will generate revenue for supportive housing services for people experiencing homelessness or at risk of experiencing homelessness. The Supportive Housing Services Measure (SHSM) funds important services to address chronic homelessness, as well as placement, prevention, and support services for the non-chronic population, including case management, rent assistance, employment services, mental healthcare, and addiction and recovery treatment. These services are to be prioritized in a manner that provides equitable access to people of color and other historically marginalized communities. The SHSM tax went into effect on January 1, 2021, and Metro began distributing revenue to counties in FY 2021-22. The JOHS budgeted \$52.1 million in SHSM revenue in FY 2021-22 and has been developing and launching the programs and services funded by the Measure. Metro expects collections to gradually increase over time as individuals and businesses adjust to the tax and the JOHS anticipates budgeting an additional SHSM revenue in FY 2022-23, which will fund further expansion of important programs and services .

### Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
External Materials and Services	433,319	406,373	5,690,415	2,796,164	2,796,164
<b>Bureau Expenditures Total</b>	433,319	406,373	5,690,415	2,796,164	2,796,164
<b>Requirements Total</b>	<b>433,319</b>	<b>406,373</b>	<b>5,690,415</b>	<b>2,796,164</b>	<b>2,796,164</b>

### Budget Narrative

<b>Resources</b>	The City's proposed contribution to the JOHS budget includes resources from the City's General Fund and two federal grants: (1) Emergency Solutions Grant (ESG), and (2) Housing Opportunities for Persons with AIDS (HOPWA).
<b>Expenses</b>	City funds are pass through payments to JOHS and are used to support office staffing and service charges for facilities, information technology, distribution and records, and materials and supplies for office operations. City funds are passed through to the JOHS. The total JOHS budget is represented in the Multnomah County budget where the office is hosted. For more information, please see the Multnomah County JOHS budget.
<b>Staffing</b>	For specific FTE detail, please see the Multnomah County JOHS Budget.
<b>Assets and Liabilities</b>	The City has no assets or liabilities associated with this program.

### Program Information

<b>Program Contact:</b>	Marc Jolin
<b>Contact Phone:</b>	503-988-5531
<b>Website:</b>	<a href="http://multco.us/joint-office-homeless-services">multco.us/joint-office-homeless-services</a>

## JOHS Employment Services

### Program Description & Goals

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

### Explanation of Services

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

### Equity Impacts

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

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

This program advances racial equity by prioritizing employment and housing resources to communities of color. The goal is for at least 75% of service recipients to hail from communities of color. In FY 2020-21, 72% of service recipients were from communities of color.

### Changes to Program

In March of 2020, following public health guidance, the Joint Office of Homeless Services took immediate steps to limit the spread of COVID-19 within the homeless population and otherwise mitigate the impacts of the pandemic on those experiencing homelessness or at risk of experiencing homelessness. These activities, which include operating physical distancing and medical isolation shelters, safety on the streets outreach, and support for contracted service providers, continued throughout FY 2021-22. With the ongoing impact of the pandemic on people experiencing homelessness, the JOHS expects to continue some parts of its COVID-19 response in FY 2022-23.

In May of 2020, voters across our region reaffirmed their commitment to addressing homelessness by approving Metro Measure 26-210, a tax on high-income earners and businesses, which will generate revenue for supportive housing services for people experiencing homelessness or at risk of experiencing homelessness. The Supportive Housing Services Measure (SHSM) funds important services to address chronic homelessness, as well as placement, prevention, and support services for the non-chronic

## Portland Housing Bureau

population, including case management, rent assistance, employment services, mental healthcare, and addiction and recovery treatment. These services are to be prioritized in a manner that provides equitable access to people of color and other historically marginalized communities. The SHSM tax went into effect on January 1, 2021, and Metro began distributing revenue to counties in FY 20 21- 22. The JOHS budgeted \$52.1 million in SHSM revenue in FY 2021-22 and has been developing and launching the programs and services funded by the Measure. Metro expects collections to gradually increase over time as individuals and businesses adjust to the tax and the JOHS anticipates budgeting a dditional SHSM revenue in FY 2022-23, which will fund further expansion of important programs and services .

### Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
External Materials and Services	0	0	951,729	826,496	2,236,364
<b>Bureau Expenditures Total</b>	0	0	951,729	826,496	2,236,364
<b>Requirements Total</b>	0	0	951,729	826,496	2,236,364

### Budget Narrative

<b>Resources</b>	This program is supported by the City's General Fund.
<b>Expenses</b>	City funds are pass through payments to JOHS and are used to support contracted services. The total JOHS budget is represented in the Multnomah County budget where the office is hosted. For more information, please see the Multnomah County JOHS budget.
<b>Staffing</b>	Not applicable. See Multnomah County's budget for staffing and FTE details.
<b>Assets and Liabilities</b>	The City has no assets or liabilities associated with this program.

### Program Information

<b>Program Contact:</b>	Marc Jolin
<b>Contact Phone:</b>	503-988-5531
<b>Website:</b>	<a href="http://multco.us/joint-office-homeless-services">multco.us/joint-office-homeless-services</a>

## JOHS Homelessness Diversion

### Program Description & Goals

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

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Number of individuals prevented from becoming homeless	7,300	26,730	7,700	10,000	10,000

### 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, 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, all of which have been shown to be effective at diverting people from homelessness:

- 1) flexible financial assistance for agencies providing shelter or coordinating access to shelter that allows them to help people sustain a current non-permanent living situation (e.g. safely doubled up) rather than come to shelter;
- 2) staff and financial support to assist with placing people who are leaving healthcare and treatment programs directly into permanent housing; and
- 3) long-distance transportation assistance to individuals and families with permanent housing options in other communities and who without the transportation assistance could not access that permanent housing and would instead access the local shelter system.

### Equity Impacts

Achieving equity in the delivery of homeless services requires that all communities have equitable access through multiple pathways into services, and that services are culturally-specific and culturally-responsive. All JOHS investments are evaluated using an equity lens. Of those newly prevented from becoming homeless in FY 20 20-21 , 82 % were people from communities of color; 38 % identified as Black or African American; 33 % identified as Hispanic or Latino/a; 8% identified as Asian; 5 % identified as American Indian or Alaska Native; and 3% identified as Native Hawaiian or Pacific Islander.

**Changes to Program** There are no significant changes to this program planned for FY 20 22-23 .

### Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
External Materials and Services	1,477,186	1,568,171	1,349,068	245,196	1,436,968
<b>Bureau Expenditures Total</b>	1,477,186	1,568,171	1,349,068	245,196	1,436,968
<b>Requirements Total</b>	1,477,186	1,568,171	1,349,068	245,196	1,436,968

### Budget Narrative

<b>Resources</b>	The City's General Fund supports this program.
<b>Expenses</b>	City funds are pass-through payments to JOHS and are used to support contracted services. The total JOHS budget is represented in the Multnomah County budget where the office is hosted. For more information, please see the Multnomah County JOHS budget.
<b>Staffing</b>	Not applicable. See Multnomah County's budget for staffing and FTE details.
<b>Assets and Liabilities</b>	The City has no assets or liabilities associated with this program.

### Program Information

<b>Program Contact:</b>	Marc Jolin
<b>Contact Phone:</b>	503-988-5531
<b>Website:</b>	<a href="http://multco.us/joint-office-homeless-services">multco.us/joint-office-homeless-services</a>



## JOHS Housing Placement/Retention

### Program Description & Goals

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

A goal of the JOHS and the broader community is to ensure that homeless households placed in permanent housing retain their housing and do not return to homelessness. Twelve months after households exit a permanent housing program to a permanent destination, homeless service providers contact a subset of them to assess whether they are still housed. The target for housing retention is 75%. In FY 2020-21, the percentage of households due for a 12-month follow-up that were confirmed to have retained their housing was 73%. However, many households due for follow-up could not be successfully contacted, which reduced the positive outcome. Of the households successfully contacted, 92% were confirmed to have retained their housing.

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Percentage of households moved from homelessness into housing that subsequently return to homelessness	23%	23%	25%	25%	25%
Retention rate of households placed in permanent housing at 12 months	61%	73%	75%	75%	75%
Retention rate of households placed in permanent housing at 12 months (of those successfully contacted)	85%	92%	80%	80%	80%
Total number of homeless individuals enrolled in housing program	5,090	4,010	5,950	4,920	4,920

### Explanation of Services

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

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

### Equity Impacts

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

Of those newly enrolled in Rapid Rehousing in FY 2020-21, 63 % were people from communities of color; 40 % identified as Black or African American; 17 % identified as Hispanic or Latino/a; 10 % identified as American Indian or Alaska Native; 4 % identified as Native Hawaiian or Pacific Islander; and 3 % identified as Asian.

### Changes to Program

In FY 2021-22, utilizing funding from the Supportive Housing Services Measure (SHSM), the JOHS made a series of investments in Housing Placement/Retention programming, including those that permanently expanded the system, as well as those used to support the distribution of tens of millions of dollars in State and Federal pandemic-related rent assistance allocated to the region. It expects further expansion of Housing Placement/Retention programming in FY 2022-23.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
External Materials and Services	0	0	8,883,224	7,582,154	9,347,288
<b>Bureau Expenditures Total</b>	0	0	8,883,224	7,582,154	9,347,288
<b>Requirements Total</b>	0	0	8,883,224	7,582,154	9,347,288

## Budget Narrative

<b>Resources</b>	The City's contribution to the JOHS budget is General Fund resources.
<b>Expenses</b>	City funds are pass through payments to JOHS and are used to support staffing and contracted services. The total JOHS budget is represented in the Multnomah County budget where the office is hosted. For more information, please see the Multnomah County JOHS budget.
<b>Staffing</b>	Not applicable. See Multnomah County's budget for staffing and FTE details.
<b>Assets and Liabilities</b>	The City has no assets or liabilities associated with this program.

## Program Information

<b>Program Contact:</b>	Marc Jolin
<b>Contact Phone:</b>	503-988-5531
<b>Website:</b>	<a href="http://multco.us/joint-office-homeless-services">multco.us/joint-office-homeless-services</a>

## JOHS Safety Off the Streets

### Program Description & Goals

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

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Average length of time (days) spent in homeless shelter (all populations)	67	40	60	75	75
Number of individuals who accessed homeless services, but who had not accessed homeless services in the previous two years	5,360	4,340	5,500	5,900	5,900

## Explanation of Services

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

- ◆ Night shelter: Overnight shelter programs for all populations include approximately 1,560 beds of year-round shelter, 250 beds of motel shelter, and 300 beds of winter shelter. Shelters are low-barrier and most, such as the Willamette Center, operate 24/7. Funds are contracted to nonprofit providers to pay the operating expenses for shelter, including maintenance, staffing, materials and supplies, and on-site services.
- ◆ Day shelter: Day shelters serve the purpose of providing a safe place to be out of the elements during the day, access to showers and other hygiene services, and as a vital point of access to the services needed to end homelessness. Day shelters function as resource centers, bringing together numerous partners at one location to offer an array of services, including employment, health care, and education. ??????
- ◆ Severe weather shelter: In the event of severe weather that significantly elevates the risk to people sleeping unsheltered in our community, additional shelter capacity is added and remains in place for the duration of the event. This program includes base funding to open severe weather shelter on an as-needed basis during the course of the year.
- ◆ Emergency assistance: This program also funds an array of services associated with ensuring basic safety, including staffing, flexible funding for material needs, and extended information and referral services during winter months.
- ◆ Alternative shelter: Alternative shelter spaces (including ‘villages’) provide a safe space to sleep and access resources for those who are not currently served by traditional shelters. People using these alternative shelters have improved access to services with the goal of moving in to permanent housing as quickly as possible.

## Equity Impacts

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

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

### Changes to Program

During 2020-21 and 2021-22, utilizing one-time State and Federal pandemic response funding, funding from the Supportive Housing Services Measure (SHSM), and funding from the 2021-22 joint City/County fall strategic investments in houselessness, the JOHS acquired and entered into long-term leases for a number of congregate non-congregate (motel) shelters. These acquisitions leveraged one-time funds to permanently expand Safety off the Streets emergency shelter capacity, the ongoing operations for which will be supported by SHSM funds and other investments.

### Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
External Materials and Services	10,586,000	10,553,563	35,437,634	9,031,161	13,107,490
<b>Bureau Expenditures Total</b>	10,586,000	10,553,563	35,437,634	9,031,161	13,107,490
<b>Requirements Total</b>	<b>10,586,000</b>	<b>10,553,563</b>	<b>35,437,634</b>	<b>9,031,161</b>	<b>13,107,490</b>

### Budget Narrative

<b>Resources</b>	The City's contribution to the JOHS budget is from the City's General Fund and the federal Emergency Solutions Grant (ESG).
<b>Expenses</b>	City funds are pass through payments to JOHS and are used to support staffing, contracted services, and facilities charges. The total JOHS budget is represented in the Multnomah County budget where the office is hosted. For more information, please see the Multnomah County JOHS budget.
<b>Staffing</b>	Not applicable. See Multnomah County's budget for staffing and FTE details.
<b>Assets and Liabilities</b>	The City has no assets or liabilities associated with this program.

### Program Information

<b>Program Contact:</b>	Marc Jolin
<b>Contact Phone:</b>	503-988-5531
<b>Website:</b>	<a href="http://multco.us/joint-office-homeless-services">multco.us/joint-office-homeless-services</a>

## 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. In certain circumstances, including for people in recovery, transitional supportive housing (limited duration housing with intensive attached services) has proven an effective strategy to help people stabilize and return to unsupported permanent housing. The significant majority of supportive housing in our community is permanent supportive housing; it offers those who are chronically homeless a combination of permanently affordable rent and longer-term wrap around support services needed to end their homelessness. This program offer funds a combination of long- term support services and operating expenses connected to supportive housing.

Performance	Actuals FY 2019-20	Actuals FY 2020-21	Target 2021-22	Target FY 2022-23	Strategic Target
Percentage of households moved from homelessness into housing that subsequently return to homelessness	23%	23%	25%	25%	25%
Retention rate of households placed in permanent housing at 12 months	61%	73%	75%	75%	75%
Total number of homeless individuals enrolled in housing program	5,090	4,010	5,950	4,920	4,920

### Explanation of Services

On any given night, there are more than 1,700 individuals who have been homeless for more than a year and are living with one or more severe disabilities. These individuals are considered chronically homeless.

Offering a combination of permanently affordable housing and appropriate ongoing support services has proven locally and nationally to be the most cost-effective response for those who are chronically homelessness. This program provides continued support for two types of programs - transitional recovery housing and permanent supportive housing.

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

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

### Equity Impacts

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

Of the people newly enrolled in Permanent Supportive Housing in FY 2020-21, 51 % were people from communities of color; 28% identified as Black or African American; 15 % identified as American Indian or Alaska Native; 11 % identified as Hispanic or Latino/a; 3% identified as Native Hawaiian or Pacific Islander; and 2% identified as Asian.

### Changes to Program

In late 2017, Portland City Council and the Multnomah County Board of Commissioners adopted parallel resolutions directing the development of a plan to guide the production of at least 2,000 new units of supportive housing in Multnomah County by 2028. The plan was completed in September 2018, and in the time since the resolutions were adopted, the City, County, and Home Forward have almost 1,571 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 supportive housing units depends on identification of additional supportive housing capital, operating, and services funding. Passage of the Metro Regional Affordable Housing Bond, completion of a related regional supportive housing plan, and advancement of developing partnerships with the health and criminal justice sectors will aid in these efforts.

At its core, the Supportive Housing Services Measure (SHSM) is intended to end chronic homelessness for thousands of people who would otherwise be experiencing homelessness. In FY 2021-22 the JOHS made significant investments in expanding Supportive Housing and will continue to increase these investments over time as tax collections increase and as additional Supportive Housing units are made available through the Portland and Metro housing bonds and in scattered sites.

This program includes contracted services funding for the Service Coordination Team (SCT), a program operated by the City of Portland Police Bureau's (PPB) Behavioral Health Team, which was moved to the JOHS budget from the PPB budget as part of the September 2020 Budget Monitoring Process.

### Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
External Materials and Services	9,626,084	10,373,001	13,897,602	10,805,471	11,252,931



## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures Total</b>	9,626,084	10,373,001	13,897,602	10,805,471	11,252,931
<b>Fund Expenditures</b>					
Fund Transfers - Expense	0	323,000	0	0	0
<b>Fund Expenditures Total</b>	0	323,000	0	0	0
<b>Requirements Total</b>	<b>9,626,084</b>	<b>10,696,001</b>	<b>13,897,602</b>	<b>10,805,471</b>	<b>11,252,931</b>

## Budget Narrative

<b>Resources</b>	The City's contribution to the JOHS budget includes General Fund resources and a federal grant - Housing Opportunities for Persons with AIDS (HOPWA).
<b>Expenses</b>	City funds are pass through payments to JOHS and are used to support staffing and contracted services. The total JOHS budget is represented in the Multnomah County budget where the office is hosted. For more information, please see the Multnomah County JOHS budget.
<b>Staffing</b>	Not applicable. See Multnomah County's Budget for staffing and FTE details.
<b>Assets and Liabilities</b>	The City has no assets or liabilities associated with this program.

## Program Information

<b>Program Contact:</b>	Marc Jolin
<b>Contact Phone:</b>	503-988-5531
<b>Website:</b>	<a href="http://multco.us/joint-office-homeless-services">multco.us/joint-office-homeless-services</a>

## JOHS System Support Services

### Program Description & Goals

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

### Explanation of Services

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

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

## Equity Impacts

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

In FY 2020-21, 25 % of the Information and Referral callers identified as Black or African American, 14 % identified as Hispanic or Latino/a, 3 % identified as American Indian or Alaska Native, 3% identified as Native Hawaiian or Other Pacific Islander, and 3 % identified as Asian.

## Changes to Program

In FY 2021-22, utilizing funding from the Supportive Housing Services Measure (SHSM), the JOHS made a series of investments in System Support Services, including an expansion of data management and program evaluation capacity, as well as capacity building in current organizations that will enable the system growth that is needed to support significant programmatic expansion. It expects to continue and expand these investments in FY 2022-23.

In FY 2022-23, the JOHS expects to assume responsibility as the “HMIS Lead,” for the local U.S. Department of Housing and Urban Development’s Continuum of Care as well as the region. This is a responsibility that the JOHS will assume from PHB.

## Program Budget

	Actuals FY 2019-20	Actuals FY 2020-21	Revised FY 2021-22	Requested Base FY 2022-23	Requested with DP FY 2022-23
<b>Bureau Expenditures</b>					
External Materials and Services	2,721,505	10,122,331	2,168,668	725,577	852,467
<b>Bureau Expenditures Total</b>	2,721,505	10,122,331	2,168,668	725,577	852,467
<b>Requirements Total</b>	2,721,505	10,122,331	2,168,668	725,577	852,467

## Budget Narrative

<b>Resources:</b>	The City’s contribution to the JOHS budget is from the City’s General Fund.
<b>Expenses:</b>	City funds are pass through payments to JOHS and are used to support staffing and contracted services that cross systems of care and populations to improve access to homeless services. The total JOHS budget is represented in the Multnomah County budget where the office is hosted. For more information, please see the Multnomah County JOHS budget.
<b>Staffing:</b>	Not applicable. See Multnomah County’s budget for staffing and FTE details.
<b>Assets and Liabilities:</b>	The City has no assets or liabilities associated with this program.

## Portland Housing Bureau

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### Program Information

**Program Contact:** Marc Jolin

**Contact Phone:** 503-988-5531

**Website:** [multco.us/joint-office-homeless-services](http://multco.us/joint-office-homeless-services)

City of Portland  
**Portland Housing Bureau**  
 PM1. Report for FY 2022-23 Requested Budget

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**OUTCOME MEASURES**

	Performance Measure	KPM	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 YTD Actuals	FY 2022-23 Target	Strategic Target
HC_0106	Retention rate of households placed in permanent housing at 12 months	X	61%	73%	0	75%	75%
HC_0111	Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	X	13%	15%	0	10%	10%
HC_0113	Percentage of households receiving home repairs and retaining their homes 12 months after services	X	89%	95%	0	80%	80%
HC_0121	Percentage utilization of minority contracts in housing construction (contract \$ awarded)	X	15%	21%	0	10%	10%
HC_0127	Percentage of households receiving homebuyer subsidies from Communities of Color	X	83%	80%	0	60%	60%
HC_0128	Number of people housed in newly opened affordable rental units	X	1,219	735	0	1,000	1,000
HC_0129	Retention rate of households placed in permanent housing at 12 months (of those successfully contacted)	X	85%	92%	0	80%	80%
HC_0135	Percentage of privately developed residential units permitted as affordable through the Inclusionary Housing (IH) program	X	12%	10%	0	10%	10%
HC_0136	Percentage of Inclusionary Housing (IH) units affordable at 60% AMI or below	X	63%	64%	0	50%	50%
HC_0069	Vacancy rate of units built 0% to 60% median family income		3%	3%	0	3%	3%
HC_0108	Average length of time (days) spent in homeless shelter (all populations)		67	40	0	75	75
HC_0109	Number of individuals who accessed homeless services, but who had not accessed homeless services in the previous two years		5,360	4,340	0	5,900	5,900
HC_0110	Percentage of households moved from homelessness into housing that subsequently return to homelessness		23%	23%	0	25%	25%

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HC_0118	Percentage of housing units opened or preserved in high opportunity areas	60%	73%	0	50%	50%
HC_0120	Percentage utilization of minority, women, and emerging small business contracts in housing construction (contract \$ awarded)	30%	32%	0	30%	30%
HC_0137	Percentage of family sized Inclusionary Housing (IH) units permitted	20%	21%	0	15%	15%

#### EFFICIENCY MEASURES

	Performance Measure	KPM	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 YTD Actuals	FY 2022-23 Target	Strategic Target
HC_0083	Administrative costs as a percentage of bureau level budget		5%	5%	0	5%	5%
HC_0117	Average investment per rental housing unit		\$85,000	\$112,500	0	\$125,000	\$125,000
HC_0119	Administrative costs as a rolling three-year average		7%	7%	0	7%	7%

#### OUTPUT MEASURES

	Performance Measure	KPM	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 YTD Actuals	FY 2022-23 Target	Strategic Target
HC_0070	Housing units opened that are newly affordable	X	654	499	0	500	500
HC_0105	Total number of homeless individuals enrolled in housing program	X	5,090	4,010	0	4,920	4,920

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HC_0107	Number of individuals prevented from becoming homeless	X	7,300	26,730	0	10,000	10,000
HC_0130	Number of households provided housing stabilization	X	272	349	0	320	320
HC_0132	Number of households provided landlord/tenant hotline services	X	5,137	4,374	0	3,145	3,145
HC_0133	Number of landlords/tenants provided face to face services	X	944	542	0	670	670
HC_0115	Affordable housing units preserved		172	155	0	150	150
HC_0116	Rolling three-year average of total units opened and preserved		956	845	0	710	710
HC_0131	Number of households provided fair housing services		860	690	0	675	675
HC_0134	Number of landlords/tenants provided outreach, education, and engagement services		14,647	18,901	0	13,550	13,550

## WORKLOAD MEASURES

	Performance Measure	KPM	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 YTD Actuals	FY 2022-23 Target	Strategic Target
HC_0037	Count of households receiving homebuyer education or counselling		1,429	1,589	0	975	975
HC_0112	Number of households receiving home repairs		535	518	0	500	500
HC_0114	Number of households receiving indirect assistance through foregone revenue (mortgage credit certificate, limited tax exemption, and system development charge exemption)		176	153	0	140	140

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**Portland Housing Bureau**  
PM1. Report for FY 2022-23 Requested Budget

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**KPM MEASURES**

Performance Measure		KPM	FY 2019-20 Actuals	FY 2020-21 Actuals	FY 2021-22 YTD Actuals	FY 2022-23 Target	Strategic Target
HC_0143	Total number of homeless individuals placed in permanent housing based on move-in date	X	0	0	0	3,680	3,680



## Decision Package Summary

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## DP: 12978 - ARPA LFRF: Land Banking for Affordable H

DP Type

Priority

New

ARPA

0

No

## Package Description

As Portland's housing market continues to appreciate and once-affordable neighborhoods gentrify, rising land costs also challenge developers of regulated affordable housing. These mission-driven developers compete with for-profit speculators as they attempt to acquire the land needed to build new housing that serves low- and middle-income Portlanders. Without access to land, affordable housing developers are unable to develop competitive development proposals for the public funds needed to support affordable rents.

To ensure that desirable sites can be acquired and protected for use as affordable housing in gentrifying neighborhoods, the City of Portland would establish a land bank for affordable housing. Using internal City data and expert guidance to develop a targeted strategy, the Portland Housing Bureau, or its partners, can investigate and purchase sites that are optimal for affordable housing development before interest from market-rate developers inflates the cost of land acquisition. Having locked in lower land costs, the City can then partner with mission-driven developers to build new affordable rental housing and/or new home ownership opportunities on these sites for low- and middle-income Portlanders

This proposal contemplates \$16 M in one-time funds for the following uses:

- \$15M for acquisition of multiple sites for affordable housing (new construction rental and/or home ownership) and/or for contribution to existing CDFI-managed site acquisition programs (e.g. NOAH revolving fund for land acquisition) . Sites could range from an estimated \$300,000 to \$3M each.
- \$350,000 for 2 years of Limited Term Staffing Resources (\$175,000 per year) dedicated to the creation and execution of the land acquisition strategy
- \$650,000 for 2 years of pre-purchase site evaluation/due diligence services (phase 1+2 environmental evaluation, hazardous material studies, title search and analysis, market studies, demolition/remediation, etc.)

## Service Impacts

: If City Council funds this decision package, the PHB will acquire land sufficient to develop approximately 200-400 units, which will require additional City funds (gap resources) to support permanent affordability. Because the cost of land acquisition represents a significant portion of overall project costs, the City would make efficient use of public resources by locking in lower land costs, allowing available housing subsidy dollars to stretch further and serve more residents.

## Equity Impacts

To focus the use of these funds, PHB would evaluate the current distribution of affordable housing throughout Portland and overlay areas of projected market appreciation. This would allow PHB to evaluate and acquire sites in the areas of the city least served by current affordable housing, and where market pressures pose the greatest threat of displacement to existing low-/middle-income Portlanders. The permanently-affordable housing developed on these sites would allow up to 400 households to stay in their communities and benefit from increased services, amenities, and local jobs as the neighborhood grows in population and market value.

## Budget Detail

Fund		2022-23 Request - V52 with DP	2022-23 CBO Recommended- V53	2022-23 Proposed-V54	2022-23 Approved - V55	2022-23 Adopted - V56
	Major Object Name	Expense				
217023	External Materials and Servi	15,650,000	0	0	0	0
217023	Personnel	350,000	0	0	0	0
	Sum:	16,000,000	0	0	0	0
	Major Object Name	Revenue				
217023	Intergovernmental	16,000,000	0	0	0	0
	Sum:	16,000,000	0	0	0	0

## Decision Package Summary

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## DP: 13057 - Culturally Specific Provider Assistance

DP Type

Priority

New

ADD

1

No

## Package Description

To increase housing access and improve the long-term stability of BIPOC households in affordable housing, culturally specific partners should be involved in all aspects of housing development, ownership and services. However, culturally specific partners may not have the resources to expand into real estate development or ownership, or to be able to effectively fund the necessary pre-development and pre-solicitation activities. To ensure our culturally specific partners are resourced to partner in all aspects of development, ownership and services, the Housing Bureau will provide Technical Assistance grants or procure on-call consulting services for culturally specific partners that are in partnerships to develop affordable housing. To sustainably administer this technical assistance over 2 years, the Housing Bureau would request staffing, overhead and materials costs.

## Service Impacts

The bureau will engage with the culturally specific organizations that are currently working on affordable housing projects to better understand their technical assistance needs and plans broaden their lines of business and increase their leverage within a partnership structure and/or project benefits. PHB would then solicit proposals for consultants and/or make grants to culturally specific providers based on the specific needs of their organizations and projects to position them for greater equity.

## Equity Impacts

Culturally specific providers have demonstrated their ability to serve Black, Indigenous and People of Color (BIPOC) individuals and households residing in affordable housing at greater rates than the low income population in Multnomah County. Additionally, more culturally specific agencies have partnered with private developers in the past two Portland Bond Opportunity Solicitations, creating new opportunities for greater access for BIPOC households into affordable housing and increasing organizational financial leverage. This technical assistance would expand the network of culturally specific agencies involved in affordable housing development, ownership and/or services while enabling them to improve their outreach and outcomes with the targeted population.

## Budget Detail

Fund		2022-23 Request - V52 with DP	2022-23 CBO Recommended- V53	2022-23 Proposed-V54	2022-23 Approved - V55	2022-23 Adopted - V56
	<b>Major Object Name</b>	<b>Expense</b>				
100000	External Materials and Servi	600,000	0	0	0	0
100000	Personnel	175,000	0	0	0	0
	<b>Sum:</b>	<b>775,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Major Object Name</b>	<b>Revenue</b>				
100000	General Fund Discretionary	775,000	0	0	0	0
	<b>Sum:</b>	<b>775,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Decision Package Summary

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**DP: 13059 - ARPA LFRF: BIPOC Homeownership****DP Type****Priority****New**

ARPA

0

No

**Package Description**

Portland's housing market continues to create a gap in homeowner outcomes for low income and minority populations due to a lack of affordable homeownership inventory, and rapidly increasing prices. Down Payment Assistance is an effective tool to help first time homeowners to compete in the market and lessen the financial burden of an increased monthly payment, by reducing the principal balance on the mortgage loan. Low to moderate income households are challenged in a very competitive market as the average priced home listed in the Portland area are sought out by cash buyers and developers. As a part of the housing continuum, and in an effort to create wealth generating opportunities for historically marginalized communities, DPA provides access to homeownership, resulting in economic security and frees up rental units as households transition.

**Service Impacts**

If City Council funds this package, this will expand the existing DPA program and funding to nonprofit community partners, who provide pre- and post-homeownership counseling and education, to support low-income, first-time homebuyers with down payment assistance. Non-Profit community partners continue to leverage other resources and services in order to support the goals of each household, seeking not only to obtain homeownership but to sustain and retain homeownership. This funding would create 50 new homeowners in the city, who would not otherwise be able to become a homeowner in Portland.

**Equity Impacts**

Down payment assistance is necessary in addressing homeownership disparities; Communities of color continue to face significant challenges in becoming homeowners, such as limited to no generational wealth, impacts from generations of disinvestment in communities resulting in credit and debt challenges, and continue to earn less than their white counterparts here in Portland and Multnomah County. Success in implementing this funding should increase the number of homeowners from communities of color, improve their financial wellbeing and their participation in the economic opportunities that quality housing investments create, and strengthen trust from the community as it relates to past government actions.

**Budget Detail**

<b>Fund</b>		<b>2022-23 Request - V52 with DP</b>	<b>2022-23 CBO Recommended- V53</b>	<b>2022-23 Proposed-V54</b>	<b>2022-23 Approved - V55</b>	<b>2022-23 Adopted - V56</b>
	<b>Major Object Name</b>	<b>Expense</b>				
217023	External Materials and Servi	5,000,000	0	0	0	0
217023	Personnel	750,000	0	0	0	0
	<b>Sum:</b>	<b>5,750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Major Object Name</b>	<b>Revenue</b>				
217023	Intergovernmental	5,750,000	0	0	0	0
	<b>Sum:</b>	<b>5,750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## Decision Package Summary

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Run Time: 1:51:02 PM

**DP: 13062 - ARPA LFRF: 82nd Avenue Anti-displacement****DP Type****Priority****New**

ARPA

0

No

**Package Description**

As the City assumes ownership 82nd avenue, much needed transportation and infrastructure improvements will increase significantly along the corridor. These can contribute to increased land, rent, and home prices which destabilize vulnerable households and lead to displacement. Early interventions to stabilize communities at risk for gentrification and displacement, prior to other significant transportation, infrastructure, and economic development spending, has been shown to reduce involuntarily displacement in later years. The census tracts along 82nd avenue contain 34,000 housing units (20,300 owners and 13,600 renters). Of these, 2,300 homeowners and 4,000 renters are extremely cost burdened – paying more than 50% of their income on housing and most vulnerable to displacement. This request would provide anti-displacement and stabilization services for extremely cost burdened owners and renters in advance of major transportation and infrastructure improvements.

**Service Impacts**

If City Council funds this decision package, the bureau intends to go through a stakeholder engagement process to determine what programs and services are best tailored to stabilize and prevent the displacement of vulnerable households along the 82nd avenue corridor. There are many past and current efforts by community members and organizations that can be supported, and others where partnerships can be initiated. That said, the services would generally fall into 3 cost categories: (1) lowest cost services at \$500 to \$5,000 per household such as legal assistance, basic habitability repairs, foreclosure prevention counseling, etc.; (2) mid-cost services at \$15,000 to \$25,000 per household such as significant home repair, short term rent assistance, mortgage assistance, etc.; and, (3) highest cost services at \$75,000 to \$150,000 per household such as down payment assistance, new housing development, housing acquisition and rehabilitation, etc. To estimate numbers served, if the decision package were funded at the \$5.35 million level and all funding went to the lowest cost services, 1,500 to 2,500 households would likely be served. If all funding went to the highest cost services, 40 to 800 households would be served. In actuality, the funding will likely be distributed across services in all 3 cost categories and the numbers served somewhere between the max and min estimates. This decision package has been developed and is being submitted in coordination with the Bureau of Transportation and Prosper Portland.

**Equity Impacts**

Regarding 82nd avenue, the communities and people along the corridor are disproportionately lower income households, renters, and Communities of Color than compared of the city. Funding this program would provide services in alignment with the City's racial equity goals, and the equity goals of the Portland Plan and Comprehensive Plan. Within the corridor itself, lower income households, renters, and Communities of Color disproportionately live on the East side of the corridor. Geographic priorities for services within the corridor will need to be established to ensure the program is implemented in the most equitable manner.

**Budget Detail**

Fund		2022-23 Request - V52 with DP	2022-23 CBO Recommended- V53	2022-23 Proposed-V54	2022-23 Approved - V55	2022-23 Adopted - V56
	<b>Major Object Name</b>	<b>Expense</b>				
217023	External Materials and Servi	5,350,000	0	0	0	0
	<b>Sum:</b>	<b>5,350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Major Object Name</b>	<b>Revenue</b>				
217023	Intergovernmental	5,350,000	0	0	0	0
	<b>Sum:</b>	<b>5,350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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## DP: 13063 - ARPA LFRF: Expanded Expungement Clinics

DP Type

Priority

New

ARPA

0

No

## Package Description

A criminal or eviction background can be a significant barrier to housing. By working with qualified expungement experts individuals can expunge both criminal records and evictions from their backgrounds. PHB launched a program to provide Expungement Clinics in FY 20/21 in association with Metropolitan Public Defenders. MPD hosts clinics in partnership with culturally specific community-based organizations. As of May 2021, Oregon has a new state law under which tenants can have evictions filed during the pandemic (April 1, 2020 through March 1, 2022) expunged from their records. Two additional laws went into effect on January 1, 2022 that expand eligibility for a reduction of a conviction and/or expungement. To sustainably administer this technical assistance over 2 years, the Housing Bureau would request staffing, overhead and materials costs.

## Service Impacts

In FY 2020-21 the initial goal was to partner with six culturally specific community-based organizations to serve a total of 85 clients. The service provider easily partnered with seven organizations and served 233 clients, resulting in 305 expungement motions filed. This is a clear indication that the community need for expungement services was large even before the changes in state law expanded eligibility. The commitment to serving all eligible community members put considerable strain on the staffing resources of the service provider. Expanding the available resources would allow the service provider to serve 90 additional clients per year, a service increase of 105% over current service goals.

## Equity Impacts

The central purpose of the clinics is to increase access to expungement resources to mitigate the impacts that past involvement with the criminal justice system or having an eviction on record creates when it comes to housing and employment opportunities. Both the criminal justice system and evictions disproportionately impact Black, Indigenous and People of Color (BIPOC) individuals and households, making members of these communities more likely to experience associated hardships in accessing safe and stable housing due to issues on their records that can be addressed through expungement. In FY 2020-21 the service provider strove to partner with culturally specific community-based organizations that primarily serve BIPOC households in order to address these disproportionate negative impacts. Of the 233 clients served in FY 2020-21, 64% self-identified as BIPOC or mixed-race.

## Budget Detail

Fund		2022-23 Request - V52 with DP	2022-23 CBO Recommended- V53	2022-23 Proposed-V54	2022-23 Approved - V55	2022-23 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	0	0	0	0	0
217023	External Materials and Servi	352,500	0	0	0	0
	<b>Sum:</b>	<b>352,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

	Major Object Name	Revenue				
100000	General Fund Discretionary	0	0	0	0	0
217023	Intergovernmental	352,500	0	0	0	0
	<b>Sum:</b>	<b>352,500</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**DP: 13120 - Joint Office of Homeless Services - Ongo****DP Type****Priority****New**

ADD

1

No

**Package Description**

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

Our community's plan to address homelessness seeks to maximize reductions in homelessness through a strategic balancing of investments in programs that keep people in the housing they have, move people from homelessness back into permanent housing, and offer shelter options that provide safety off the streets and the necessary support services to transition people as quickly as possible to permanent housing. This package reflects a significant portion of the Joint Office's investments in all three areas. The funds contained here represent about 23% of the total City funding for emergency shelter capacity, including a significant amount of year-round shelter as well as seasonal and temporary shelter capacity. It also includes 19% of the current housing placement and retention capacity funded through the City's contribution to the Joint Office's budget, and approximately 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 diversion programs and employment supports is also represented in this package.

**Service Impacts**

Please describe the service delivery model, including organizational structures, FTE, budget information and performance measures. This program represents the one-time-only (OTO) City General Funds that have been supporting core ongoing services since the inception of the Joint Office.

\$409,868 System Support  
 \$2,651,329 Safety off the Streets  
 \$1,765,133 Housing Placement/Retention  
 \$447,460 Supportive Housing  
 \$1,191,772 Diversion  
 \$126,890 Employment  
 \$6,592,453

City funds are pass thru payments to the Joint Office and are used to support contracted services. The total Joint Office of Homeless Services budget is represented in the Multnomah County budget, where the office is hosted.

Impact: What are the expected results/outcomes of the request? Please refer to impact on performance measures and KPMs as appropriate. This funding supports the existing current service level services resulting in the total KPM's submitted for FY 2023.

**System Impacts:**

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

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

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

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

**Equity Impacts**

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

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

These investments will positively impact the health, safety and opportunity to escape homelessness for some of the most vulnerable populations in our community. While the Joint Office 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.

City of Portland  
**Decision Package Summary**

Run Date: 1/27/22

Budget Detail						
Fund		2022-23 Request - V52 with DP	2022-23 CBO Recommended- V53	2022-23 Proposed-V54	2022-23 Approved - V55	2022-23 Adopted - V56
Major Object Name		Expense				
100000	External Materials and Servi	6,592,453	0	0	0	0
Sum:		6,592,453	0	0	0	0
Major Object Name		Revenue				
100000	General Fund Discretionary	6,592,453	0	0	0	0
Sum:		6,592,453	0	0	0	0

**DP: 13141 - City/County Fall Strategic Investments i****DP Type****Priority****New**

ADD

2

No

**Package Description**

In the fall of FY 2022, utilizing unanticipated revenue, the City of Portland and Multnomah County collaborated to make a series one-time, limited-term, and ongoing strategic emergency investments to expand homeless services. This decision package funds the following limited-term and ongoing programs associated with these investments:

- Direct Engagement with High-Need Unsanctioned Encampments

Total FY 2022-23 Investment Allocated to the Joint Office of Homeless Services: \$1,375,000 City / \$1,375,000 County

- Services Coordination Center Staffing

Total FY 2022-23 Investment Allocated to the Joint Office of Homeless Services: \$50,000 City / \$300,000 County

- Service Provider Hiring and Retention Incentives

Total FY 2022-23 Investment Allocated to the Joint Office of Homeless: \$1,000,000 City / \$1,000,000 County

Total FY 2022-23 City Funds Committed in the City/County Fall Strategic Investments in Houselessness:

Direct Engagement \$1,375,000 (limited-term)

Services Coordination \$50,000 (limited-term)

Service Provider Support \$1,000,000 (ongoing)

**Service Impacts**

- Direct Engagement with High-Need Unsanctioned Encampments

At present, there are an unprecedented number of unsanctioned encampments in high-need areas. Houseless individuals residing in these encampments are not receiving sufficient routine engagement from local government funded outreach workers who can help people navigate to services and assist with impact mitigation. Additionally, unsanctioned tents and camps that surround outdoor and traditional shelters erode the public's trust. The encampments are highly concentrated in the central city, but also in neighborhoods and business districts throughout the community. Additionally, since the onset of the pandemic, several sanctioned shelters have seen unsanctioned camps grow up near them. As a result, enhanced outreach will be focused near shelters (including Safe Rest Villages) throughout the city, as well as in central city, Old Town, CEIC, and the Lloyd District. This combined two-year investment in the Joint Office of Homeless Services of \$2.75 million will fund approximately 20 additional outreach workers contracted through community-based organizations.

- Services Coordination Center Staffing

As part of the broader package of strategic emergency investments, the city is establishing the Street Services Coordination Center. This entity will be developed to better coordinate the many city agencies involved in addressing homelessness and unhealthy street behaviors. Structured as a unified command with representatives of City of Portland and Multnomah County departments that direct, plan, and coordinate responses to street behaviors and homelessness. The package funds essential positions for the implementation of this new initiative at the Office of Management and Finance and the Joint Office.

One critical area of alignment for the Street Services Coordination Center will be ensuring access to shelter capacity. Currently first responders and outreach navigators struggle to connect unsheltered people to shelter beds. City Council has already directed Joint Office to work with first responders to find the appropriate number of shelter beds dedicated to Portland Street Response, Portland Fire, Portland Police Bureau, Impact Reduction Program, Parking Enforcement and navigation team programs. This proposal will provide funds to implement and expand this coordination effort through staffing in the Joint Office of Homeless Services. This combined two-year investment of \$350,000 in the Joint Office funds two positions: 1) a position to work with the City's new Street Service Coordination Center on the strategic deployment of outreach, shelter, and other homeless services; and 2) a position that is responsible for the day-to-day coordination of referrals coming from public space management entities and navigation outreach workers into current and future shelter beds allocated for referral by those entities and organizations.

- Service Provider Hiring and Retention Incentives

Shelter, outreach, behavioral support partners, and houseless services organizations in general are experiencing workforce shortages and morale issues. They are struggling to attract and retain qualified employees for critical work envisioned by this package of investments. Therefore, an investment in the wages and incentives of front-line workers, and continued efforts to expand the pipeline of prospective employees in our community based houseless services providers is critical. This combined ongoing investment of \$2.0 million funds a 3% increase to provider operating budgets.

**Equity Impacts**



## Decision Package Summary

Run Date: 1/27/22

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Details

Run Time: 1:51:02 PM

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

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

These investments will positively impact the health, safety and opportunity to escape homelessness for some of the most vulnerable populations in our community, through direct engagement and connection to existing services, enhanced services coordination between first responders and outreach navigators, and the investment in service provider staffing.

## Budget Detail

Fund		2022-23 Request - V52 with DP	2022-23 CBO Recommended- V53	2022-23 Proposed-V54	2022-23 Approved - V55	2022-23 Adopted - V56
	<b>Major Object Name</b>	<b>Expense</b>				
100000	External Materials and Servi	2,425,000	0	0	0	0
	<b>Sum:</b>	<b>2,425,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>Major Object Name</b>	<b>Revenue</b>				
100000	General Fund Discretionary	2,425,000	0	0	0	0
	<b>Sum:</b>	<b>2,425,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**DP: 13159 - ARPA LFRF: Preservation of Currently Aff****DP Type****Priority****New**

0

No

**Package Description**

The requested \$10.35M Preservation funding would proactively maintain and preserve some of the City's stock of affordable housing for households residing in rent-restricted homes, ranging from 30%, 60% and 80% AMI. If not preserved and renovated, there are over 500 units that are at risk of converting to market rate housing, causing displacement of potentially hundreds of households whose average income is 30% AMI, and would be challenged to locate new affordable housing. Many of this housing are located in amenity-rich locations that would be cost-prohibitive to site new housing in the future. This cost-effective approach would ensure stable affordable housing for hundreds of units that could not be easily replaced by acquisition nor new construction.

The risks to the City and the surrounding Metro region of not proactively preserving their affordable housing inventory have been demonstrated in numerous occasions. Most recently in Tigard, tenants in Woodspring Apartment's 172 affordable homes united to lobby for relief as many became at-risk of displacement when affordability requirement of this building expired. In addition, the Oregon Housing Preservation Project Steering Committee consisting of affordable housing nonprofit owners and stakeholders have continued to lobby for resources and interventions in order to preserve the needed restrictions.

**Service Impacts**

If funded, the Housing Bureau expects to begin hiring 2.0 limited term FTE to work on assessment of the City's affordable housing inventory, then issuing preservation solicitation in 2022-2023 with project implementation starting in 2023-2024. This decision packet aims to stem displacement of hundreds of low-income residents currently in affordable housing projects, many in desirable amenity rich locations. This is a short-term, limited duration program that also aligns with the Housing Bureau strategic priority of increasing and preserving the supply of affordable housing and preventing displacement. PHB has existing performance measures to track preservation outcomes. This funding will preserve an estimated 200-500 units thereby preventing displacement of equivalent number of households.

**Equity Impacts**

Funding this program would provide services in alignment with the City's racial equity goals since Communities of Color are disproportionately represented in low-income populations who may be beneficiaries of PHB rent regulated housing. In addition, allowing rent regulated units to potentially become market rate units seems to serve wealthier property owners at the expense of pushing out and displacing low-income households which would not serve the City's goals to address the affordable housing and homeless crisis.

**Budget Detail**

Fund			2022-23 CBO	2022-23	2022-23	2022-23 Adopted
	2022-23 Request	2022-23 Request	Recommended-	Proposed-V54	Approved - V55	- V56
	- V52 with DP	- V52 with DP	V53			
	Major Object Name	Expense				
217023	External Materials and Servi	10,000,000	0	0	0	0
217023	Personnel	350,000	0	0	0	0
	<b>Sum:</b>	<b>10,350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Major Object Name	Revenue				
217023	Intergovernmental	10,350,000	0	0	0	0
	<b>Sum:</b>	<b>10,350,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



# Portland Housing Bureau

## Portland Housing Bureau FY 2022-2027 Five-Year Financial Forecast

### Overview

The Portland Housing Bureau (PHB) has a variety of funding sources for the provision of affordable housing in the City of Portland and throughout the region. In general, the challenge for PHB over this 12-year forecast period has been maintaining affordable housing delivery levels in the face of a significant increase in resources for the first years of the 12-year period, and then a substantial decline in year four of the forecast to a new, lower level of stability. COVID-19 is having a significant short-term impact on the collection of the bureau's newer revenue sources, and the recovery of those sources will be slow.

### Tax Increment Funding

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

### Future Resources

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

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

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

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

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

### Other Risks to the Forecast

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

The following is a brief discussion of the outlook for these and other funding sources. It contains forward-looking statements that are subject to change by future policy direction of the City Council and/or bureau management, as well as federal budget decisions and economic conditions. Note that most fund summaries reflect unbudgeted working capital to show the movement of unused funds from one fiscal year to the next where it may be utilized. Therefore, some totals in the forecast won't match the budget load appropriations.

<b>All Funds</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>	<b>FY 2026-27</b>
<b>Resources</b>	<b>Revised</b>	<b>Requested</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
General Fund	34,329,027	35,217,865	35,987,577	36,658,874	36,849,703	37,889,344
Housing Investment Fund	13,741,793	14,657,329	14,717,331	14,490,269	14,410,135	14,631,411
Rental Services Office	9,928,184	9,759,728	9,913,220	9,809,696	9,533,802	9,260,410
Housing Bonds	238,668,610	139,820,584	66,629,397	41,535,518	9,932,177	2,910,209
Construction Excise Tax	22,834,686	23,750,205	26,679,105	31,198,293	13,378,339	15,534,172
Inclusionary Housing	6,015,170	6,071,228	6,141,622	6,211,871	6,288,531	6,306,517
CDBG	20,906,592	14,327,701	9,435,214	9,170,489	8,842,792	8,762,450
HOME	11,235,649	4,020,659	4,064,677	3,970,642	3,873,409	3,732,630
Federal Grants	3,948,206	3,747,970	3,624,832	3,807,970	3,807,970	2,991,108
Tax Increment Financing	62,951,502	42,419,169	55,996,668	23,690,016	2,091,962	2,844,633
Property	7,952,358	7,262,813	7,806,020	6,776,424	6,756,410	6,943,992
<b>Total</b>	<b>\$ 432,511,776</b>	<b>\$ 301,055,251</b>	<b>\$ 240,995,664</b>	<b>\$ 187,320,062</b>	<b>\$ 115,765,229</b>	<b>\$ 111,806,876</b>
<b>Requirements</b>						
General Fund	34,329,027	35,198,366	36,108,435	36,895,897	37,850,685	38,959,311
Housing Investment Fund	13,731,793	13,240,259	13,033,298	12,788,580	12,690,075	12,892,232
Rental Services Office	9,928,184	9,759,728	9,913,220	9,809,696	9,533,802	9,260,410
Housing Bonds	238,668,610	139,820,584	66,631,193	41,535,518	9,932,177	2,910,209
Construction Excise Tax	22,834,686	23,750,205	26,679,105	31,198,293	13,378,339	15,534,173
Inclusionary Housing	6,015,170	6,155,857	6,230,483	6,305,175	6,386,500	6,409,385
CDBG	20,906,592	9,499,620	9,163,609	8,892,946	8,553,497	8,460,923
HOME	11,235,649	3,934,658	3,975,151	3,877,446	3,776,391	3,631,634
Federal Grants	3,948,206	3,747,970	3,624,832	3,807,970	3,807,970	2,991,108
Tax Increment Financing	62,951,502	42,330,596	55,950,199	23,579,106	2,067,656	2,844,633
Property	7,952,358	7,270,644	6,760,244	6,427,827	6,397,437	7,125,223
<b>Total</b>	<b>\$ 432,501,776</b>	<b>\$ 294,708,486</b>	<b>\$ 238,069,768</b>	<b>\$ 185,118,454</b>	<b>\$ 114,374,527</b>	<b>\$ 111,019,241</b>

## General Fund

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Indirect Charges to Other Bureau Funds	1,951,287	2,192,375	2,047,758	1,300,860	842,949	825,140
<i>General Fund Discretionary</i>						
Joint Office One-Time						
PHB One-Time				400,000		
Joint Office Ongoing	28,606,378	29,178,506	30,053,861	30,955,477	31,884,141	32,840,665
PHB Ongoing	3,751,735	3,826,770	3,865,136	3,981,090	4,100,523	4,223,539
Services	19,627	20,216	20,822	21,447	22,090	
<b>Total</b>	<b>34,329,027</b>	<b>35,217,866</b>	<b>35,987,577</b>	<b>36,658,874</b>	<b>36,849,704</b>	<b>37,889,344</b>
Requirements						
Personnel Services	1,048,916	1,233,498	1,138,331	893,523	784,417	816,578
External/Internal M&S - Operations	3,489,633	3,611,770	3,738,182	3,869,018	4,004,434	4,124,567
<i>Program Delivery</i>						
Joint Office	28,606,378	29,168,999	30,047,822	30,949,256	31,877,734	32,834,066
Permanent Supportive Housing	322,400	322,400	322,400	322,400	322,400	322,400
Homeownership Access & Retention	491,800	491,800	491,800	491,800	491,800	491,800
East Portland Initiative	369,900	369,900	369,900	369,900	369,900	369,900
Renter-Landlord Services						
<b>Total</b>	<b>\$34,329,027</b>	<b>\$35,198,366</b>	<b>\$36,108,435</b>	<b>\$36,895,897</b>	<b>\$37,850,685</b>	<b>\$38,959,311</b>

### Historical Look

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

### General Fund Discretionary

PHBs Base General Fund allocation is split – one portion (\$29,168,999) is the ongoing funding passed-through to the Joint Office of Homeless Services (JOHS); the portion that remains at PHB is \$3,826,770.

The Requested Budget includes decision packages for the JOHS in the amount of \$6,592,453 one-time to maintain current service levels and \$2,425,000 one-time for shelter capital needs and programming. PHB is requesting \$775,000 in ongoing general fund resources to add .5 FTE and resources for culturally specific provider assistance and \$352,000 for resources to expand expungement clinics.

### Internal Resources

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

## Future Look

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

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

## Housing Investment Fund

### Historical Look

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

### Primary HIF

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance						
Working Capital	2,623,645	2,485,533	2,055,031	1,588,554	1,150,856	695,657
Interest	15,000	15,000	5,000	5,000	5,000	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
<b>Total</b>	<b>\$ 3,063,645</b>	<b>\$ 2,925,533</b>	<b>\$ 2,485,031</b>	<b>\$ 2,018,554</b>	<b>\$ 1,580,856</b>	<b>\$ 1,122,157</b>
Requirements						
Personnel Services	455,746	474,432	493,883	488,107	508,120	528,953
External/Internal M&S	26,037	25,000	25,000	25,000	25,000	25,000
General Fund Overhead	96,329	90,000	85,000	50,000	35,000	45,000
Contingency						
Working Capital	2,485,533	2,055,031	1,588,554	1,150,856	695,657	193,125
<b>Total</b>	<b>\$ 3,063,645</b>	<b>\$ 2,644,463</b>	<b>\$ 2,192,437</b>	<b>\$ 1,713,963</b>	<b>\$ 1,263,777</b>	<b>\$ 792,078</b>

### Program Income

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

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



## Reserve and Match Funds

### Risk Mitigation Guarantee Pool

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Working Capital	10,000	15,000	20,000	25,000	15,000	5,000
Cash Transfer	322,400	322,400	322,400	322,400	322,400	322,400
Interest	5,000	5,000	5,000	5,000	5,000	5,000
<b>Total</b>	<b>\$ 337,400</b>	<b>\$ 342,400</b>	<b>\$ 347,400</b>	<b>\$ 352,400</b>	<b>\$ 342,400</b>	<b>\$ 332,400</b>
Requirements						
External M&S						
Affordable Rental Housing	322,400	322,400	322,400	337,400	337,400	332,400
Working Capital	15,000	20,000	25,000	15,000	5,000	
<b>Total</b>	<b>\$ 337,400</b>	<b>\$ 342,400</b>	<b>\$ 347,400</b>	<b>\$ 352,400</b>	<b>\$ 342,400</b>	<b>\$ 332,400</b>

The Risk Mitigation Pool is used to pay damage claims by subscribed landlords for excess wear and tear on housing units used for permanent supportive housing (PSH) by extremely low-income residents, often experiencing other challenges. A risk factor for this pool is that it is over subscribed. The bureau has worked with OMF Risk Management to mitigate potential issues, but annual claims will need to be monitored closely for any trends that would indicate higher usage than the pool can withstand. In addition, the size and usage of the Pool will be part of the ongoing discussions surrounding PSH funding as new units are added to the pool. PHB has been transferring General Fund PSH resources to replenish the pool.

### HMIS (Homeless Management Information System) Local Match

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Working Capital	61,987	49,424	36,785	24,517	11,758	-
Intergovernmental Revenues	236,000	248,947	261,577	273,957	287,936	297,679
Interest	2,000	2,000	2,000	2,000	2,000	2,800
<b>Total</b>	<b>\$ 299,987</b>	<b>\$ 300,371</b>	<b>\$ 300,362</b>	<b>\$ 300,474</b>	<b>\$ 301,694</b>	<b>\$ 300,479</b>
Requirements						
Personnel Services	75,563	88,586	97,345	110,216	119,624	118,409
External M&S	175,000	175,000	178,500	178,500	182,070	182,070
Working Capital	49,424	36,785	24,517	11,758		
<b>Total</b>	<b>\$ 299,987</b>	<b>\$ 300,371</b>	<b>\$ 300,362</b>	<b>\$ 300,474</b>	<b>\$ 301,694</b>	<b>\$ 300,479</b>

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



## New to the HIF

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

### Short -Term Rental Lodging Tax

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Resources	Adopted	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance						
Working Capital	4,277,446	3,534,658	4,319,843	3,990,136	3,846,545	3,829,015
Transfer from General Fund	338,369	330,000	336,600	343,332	350,199	357,203
Fall BuMP additional transfer		750,000	1,000,000	1,250,000	1,437,500	1,840,625
Interest	15,000	15,000	20,000	15,000	15,000	10,000
Bond Bridge Funding Repayment	416,278	950,000				
<b>Total</b>	<b>\$ 5,047,093</b>	<b>\$ 5,579,658</b>	<b>\$ 5,676,443</b>	<b>\$ 5,598,468</b>	<b>\$ 5,649,244</b>	<b>\$ 6,036,843</b>
Requirements						
Personnel Services	460,489	1,099,334	1,564,407	1,628,547	1,695,318	1,764,826
External M&S	67,830	85,000	85,000	85,000	85,000	40,000
ITS Fee	34,116	35,481	36,900	38,376	39,911	41,507
Bond Bridge Funding	950,000					
Property subsidies	-	40,000				
Working Capital	3,534,658	4,319,843	3,990,136	3,846,545	3,829,015	4,190,509
<b>Total</b>	<b>\$ 5,047,093</b>	<b>\$ 5,579,658</b>	<b>\$ 5,676,443</b>	<b>\$ 5,598,468</b>	<b>\$ 5,649,244</b>	<b>\$ 6,036,842</b>

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

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

### Short -Term Rental Nightly Fee

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance						
Working Capital	3,443,668	3,959,368	4,348,096	4,490,373	4,795,941	5,104,532
Taxes	1,500,000	1,500,000	1,500,000	1,700,000	1,700,000	1,700,000
Interest	40,000	50,000	60,000	30,000	40,000	35,000
<b>Total</b>	<b>\$ 4,983,668</b>	<b>\$ 5,509,368</b>	<b>\$ 5,908,096</b>	<b>\$ 6,220,373</b>	<b>\$ 6,535,941</b>	<b>\$ 6,839,532</b>
Requirements						
Personnel Services						
NHP Citywide Homeowner Assistan	1,000,000	1,000,000	1,250,000	1,250,000	1,250,000	1,250,000
Joint Office One-Time						
ITS Fee	24,300	25,272	26,283	27,334	28,428	29,565
Working Capital	3,959,368	4,348,096	4,490,373	4,795,941	5,104,532	5,400,867
<b>Total</b>	<b>\$ 4,983,668</b>	<b>\$ 5,373,368</b>	<b>\$ 5,766,656</b>	<b>\$ 6,073,275</b>	<b>\$ 6,382,960</b>	<b>\$ 6,680,432</b>

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

### Rental Services Office SubFund

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance						
Working Capital	5,433,184	4,724,728	4,680,220	4,582,696	4,301,802	3,877,410
Fees	4,465,000	5,000,000	5,200,000	5,200,000	5,200,000	5,356,000
Interest	30,000	35,000	33,000	27,000	32,000	27,000
<b>Total</b>	<b>\$ 9,928,184</b>	<b>\$ 9,759,728</b>	<b>\$ 9,913,220</b>	<b>\$ 9,809,696</b>	<b>\$ 9,533,802</b>	<b>\$ 9,260,410</b>
Requirements						
Personnel Services	731,800	774,354	806,103	839,153	873,558	909,374
Bureau Indirect		497,017	511,927	527,285	527,285	543,104
External M&S	2,762,136	2,845,000	2,930,350	3,018,261	3,108,808	3,202,073
Software Maintenance Contract	300,000	309,000	318,270	327,818	337,653	347,782
Internal M&S	459,520	473,306	487,505	502,130	517,194	532,710
General Fund Overhead		180,831	276,370	293,248	291,894	289,648
Software Implementation	950,000					
Working Capital	4,724,728	4,680,220	4,582,696	4,301,802	3,877,410	3,435,720
<b>Total</b>	<b>\$ 9,928,184</b>	<b>\$ 9,759,728</b>	<b>\$ 9,913,220</b>	<b>\$ 9,809,696</b>	<b>\$ 9,533,802</b>	<b>\$ 9,260,410</b>

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

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

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

The table above does not contain the entire current service level RSO budget. \$555,000 in staff and contract costs are funded by CDBG for FY 2022-23. \$214,000 in staff costs are funded with ongoing General Fund for FY 2022-23. Current fee estimates are not enough to absorb all costs into the RSO fund in the first two years of collections. These costs will be moved gradually to the RSO fund over the forecast period.

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

# Inclusionary Housing Fund

## Construction Excise Tax

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance	-	-	-	-	-	-
Working Capital	18,608,686	13,651,205	17,419,205	23,332,355	8,835,005	10,797,687
Misc Taxes	2,950,000	3,018,000	3,168,900	4,287,938	4,502,335	4,680,485
Predev Loan Repayment	-	-	-	3,500,000	-	-
GO Bonds Predev Loan Repayment	1,200,000	7,000,000	6,000,000	-	-	-
Other	-	-	-	-	(0)	-
Interest	76,000	81,000	91,000	78,000	41,000	56,000
<b>Total</b>	<b>\$ 22,834,686</b>	<b>\$ 23,750,205</b>	<b>\$ 26,679,105</b>	<b>\$ 31,198,293</b>	<b>\$ 13,378,339</b>	<b>\$ 15,534,172</b>
Requirements						
External M&S						
Opportunity Funds	-	-	3,000,000	22,000,000	2,200,000	-
OHCS Transfer	360,882	316,000	331,750	348,288	365,652	383,885
Affordable Rental Development Projects	1,807,599	-	-	-	-	-
Portland GO Bond Predevelopment Loans	2,000,000	2,000,000	-	-	-	-
Metro GO Bond Predevelopment Loans	5,000,000	4,000,000	-	-	-	-
Refunds	15,000	15,000	15,000	15,000	15,000	15,000
Working Capital	13,651,205	17,419,205	23,332,355	8,835,005	10,797,687	15,135,288
<b>Total</b>	<b>\$ 22,834,686</b>	<b>\$ 23,750,205</b>	<b>\$ 26,679,105</b>	<b>\$ 31,198,293</b>	<b>\$ 13,378,339</b>	<b>\$ 15,534,173</b>

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

Future income forecasts are informed by economic forecast factors used by the Bureau of Development Services for tracking building permit fee activity. This forecast reflects both current and future development of multi-family projects, and the use of CET for predevelopment loans for both Portland and Metro Bond projects. Tax collections in FY 2020-21 dropped significantly due to COVID-19. The forecasted recovery appears to be taking less than the anticipated three to five years.

## Tax Exemptions and Fee Waivers

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Resources	Adopted	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance						
Working Capital	4,352,453	4,353,179	4,369,909	4,385,102	4,398,707	4,416,693
Transfers						
In Lieu Fees	250,000	250,000	250,000	250,000	250,000	250,000
Charges for Services	1,412,317	1,467,649	1,521,313	1,576,369	1,639,424	1,639,424
Interest	400	400	400	400	400	400
<b>Total</b>	<b>\$ 6,015,170</b>	<b>\$ 6,071,228</b>	<b>\$ 6,141,622</b>	<b>\$ 6,211,871</b>	<b>\$ 6,288,531</b>	<b>\$ 6,306,517</b>
Requirements						
Personnel Services	881,069	917,193	954,798	993,944	1,034,696	1,077,119
External M&S	724,871	725,626	740,658	755,469	770,579	785,990
Internal M&S	11,780	12,016	12,256	12,501	12,751	13,006
Contingency						
General Fund Overhead	44,271	131,114	137,670	144,553	151,781	159,370
Working Capital	4,353,179	4,369,909	4,385,102	4,398,707	4,416,693	4,373,900
<b>Total</b>	<b>\$ 6,015,170</b>	<b>\$ 6,155,857</b>	<b>\$ 6,230,483</b>	<b>\$ 6,305,175</b>	<b>\$ 6,386,500</b>	<b>\$ 6,409,385</b>

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

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

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

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

Fees paid by applicants for these programs to cover some of the cost of administration. New for FY 2021-22 were fees to process additional legal documents and changes to already approved applications for programs with existing fees (the SDC Exemption and Limited Tax Exemption Programs) and establishing new fees for the IH and various bonus programs.

## Housing Property Fund

Resources	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Working Capital	2,090,274	1,650,548	2,102,693	983,116	855,605	939,326
Fund Transfers	45,781	-	-	-	-	-
Property Income	5,739,690	5,548,939	5,651,448	5,755,965	5,862,530	5,971,183
Interest	76,613	63,326	51,879	37,343	38,275	33,484
<b>Total</b>	<b>\$ 7,952,358</b>	<b>\$ 7,262,813</b>	<b>\$ 7,806,020</b>	<b>\$ 6,776,424</b>	<b>\$ 6,756,410</b>	<b>\$ 6,943,993</b>

Requirements						
Personnel Services - Direct Staffing	105,412	108,730	112,989	117,416	122,019	126,804
General Fund Overhead	108,106	93,126	96,154	99,284	102,521	105,867
Operating Costs	4,127,582	3,573,434	3,642,893	3,720,778	3,800,483	4,422,550
Debt Service	708,500	696,235	701,250	701,150	701,150	701,150
Reserves						
Major Maintenance	1,252,210	696,426	1,223,842	933,594	731,937	184,544
Replacements	-	-	-	-	500,000	300,000
Working Capital	1,650,548	2,102,693	983,116	855,605	439,327	1,284,308
<b>Total</b>	<b>\$ 7,952,358</b>	<b>\$ 7,270,644</b>	<b>\$ 6,760,244</b>	<b>\$ 6,427,827</b>	<b>\$ 6,397,437</b>	<b>\$ 7,125,223</b>

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

## Federal Grants

### Community Development Block Grant Fund

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
<i>Carryover/Working Capital</i>	9,077,777	4,889,171	85,289	105,362	87,665	26,323
Grants	8,672,468	8,412,294	8,159,925	7,915,127	7,915,127	7,915,127
CDBG-CV1	1,445,795					
CDBG-CV3	510,552					
Program Income	1,200,000	1,026,236	1,190,000	1,150,000	840,000	821,000
<b>Total</b>	<b>\$ 20,906,592</b>	<b>\$ 14,327,701</b>	<b>\$ 9,435,214</b>	<b>\$ 9,170,489</b>	<b>\$ 8,842,792</b>	<b>\$ 8,762,450</b>
Requirements						
Personnel Services	1,170,684	1,218,682	1,122,908	1,168,947	1,019,084	1,060,867
Indirect	350,106	407,677	303,254	344,187	210,944	248,093
External/Internal M&S	30,000	30,000	30,000	30,000	30,000	30,000
<b>Contracts</b>						
Rental Services	-					
Affordable Rental Housing	12,000	12,000	12,000	12,000	12,000	12,000
Section 108 Repayment	776,000	780,000	792,000	802,000	807,000	815,000
Homeownership Access & Retention	200,000	204,000	204,000	208,080	208,080	208,080
Foreclosure Prevention	282,066	287,707	287,707	293,461	293,461	293,461
Homebuyer Education	559,865	571,062	571,062	582,484	582,484	582,484
H89020 Downpayment Assistance	595,054	583,495	583,495	595,165	595,165	595,165
H89010 Home Repair Grants	840,000	856,800	856,800	873,936	873,936	873,936
Economic Opportunity	2,332,894	2,262,907	2,195,020	2,195,020	2,195,020	2,195,020
CDBG-CV 1 PHB	160,975					
CDBG-CV 2 Prosper Portland	1,284,820					
CDBG-CV3	510,552					
<b>Projects</b>						
Opportunity Funds	4,125,000	2,200,000	2,100,000	1,700,000	1,700,000	1,500,000
Arbor Glen	1,587,405					
3032 Powell	1,200,000					
<i>Working Capital</i>	4,889,171	85,289	105,362	87,665	26,323	46,818
<b>Total</b>	<b>\$ 20,906,592</b>	<b>\$ 9,499,620</b>	<b>\$ 9,163,609</b>	<b>\$ 8,892,946</b>	<b>\$ 8,553,497</b>	<b>\$ 8,460,923</b>

This fund is used to hold and account for the City's CDBG entitlement from HUD, as well as program income. HUD uses a formula to determine each grantee's share of the CDBG funding pool. That pool for a particular year is contingent upon the federal budget process. Many times, the HUD budget is the result of a continuing resolution passed after the start of the federal fiscal year (October 1). Once the total CDBG amount is determined, HUD develops the allocations within 60 days, often after the City deadline for the PHB request budget. In the past, this led the bureau to budget the prior year entitlement allocation.

#### Caps

Among the limits on CDBG funding are caps on the use of funds for administration, planning and public service. The cap percentage for administration and planning is 20% of the entitlement and program income; the percentage for public service is 15% of the entitlement and program income. PHB puts a mix of administrative support staff and indirect costs under the administration and planning cap in addition to some service contracts and consulting services. Also found under the administration and planning cap are administrative activities under sub-recipient contracts with area service delivery agencies and Fair Housing programs. Under the public service cap, homebuyer assistance is funded.

#### Program Income

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



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

### Program Delivery

PHB funds program delivery staff under CDBG. Most program services are delivered via third party contract (the same is true with almost all the bureau's funding), though in the case of housing development projects, the exact nature and amount of the funding is not known very far into the future. The bureau can build up CDBG funds to use in years where other resources are less available; but this can cause less future flexibility in using CDBG funds for other programs and present the risk of missing HUD expenditure timelines. The availability of CDBG for rental housing development and homeownership programs is one of the few resources available to PHB outside of TDs.

### Future Look

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

## HOME

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
<i>Carryover/Working Capital</i>	6,195,473	125,116	282,281	334,015	246,282	131,003
Grants	3,743,539	3,631,233	3,522,296	3,416,627	3,416,627	3,416,627
Pre Dev Loan	1,000,000					
Service Charges & Fees						
Program Income	296,637	264,310	260,100	220,000	210,500	185,000
<b>Total</b>	<b>11,235,649</b>	<b>\$4,020,659</b>	<b>\$4,064,677</b>	<b>\$3,970,642</b>	<b>\$3,873,409</b>	<b>\$3,732,630</b>
Requirements						
Personnel Services	438,175	320,140	333,266	346,930	361,154	375,961
External/Internal M&S						
CHDO Operating Support	120,000	120,000	120,000	120,000	120,000	120,000
<b>Projects</b>						
Opportunity Funds	4,900,000	2,400,000	2,400,000	2,400,000	2,400,000	2,300,000
H30561 Garden Park	1,000,000					
H30565 Powellhurst	2,815,000					
COVID-19 Response	1,000,000					
Gresham Funds	617,606	599,078	581,105	563,672	563,672	563,672
Admin	61,760	59,907	58,110	56,367	56,367	56,367
Multnomah County Funds	143,629	139,320	135,141	131,086	131,086	131,086
Admin	14,363	13,932	13,514	13,109	13,109	13,109
<i>Working Capital</i>	125,116	282,281	334,015	246,282	131,003	71,439
<b>Total</b>	<b>11,235,649</b>	<b>\$3,934,658</b>	<b>\$3,975,151</b>	<b>\$3,877,446</b>	<b>\$3,776,391</b>	<b>\$3,631,634</b>

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

## Caps

As with CDBG, HOME has a cap on the use of funds for administration. The HOME cap percentage for administration is only 10% of the entitlement and program income – there is not a public service cap. PHB puts a mix of administrative staff and indirect costs under the administration cap. PHB budgets right up to the cap. HOME also has subfunds, which puts additional restrictions on some of the allocation to benefit community-based developers. Another unique feature is that HOME funds are part of a local consortium with Gresham and Multnomah County, and PHB provides billing and administrative assistance via an IGA.

## Program Income

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

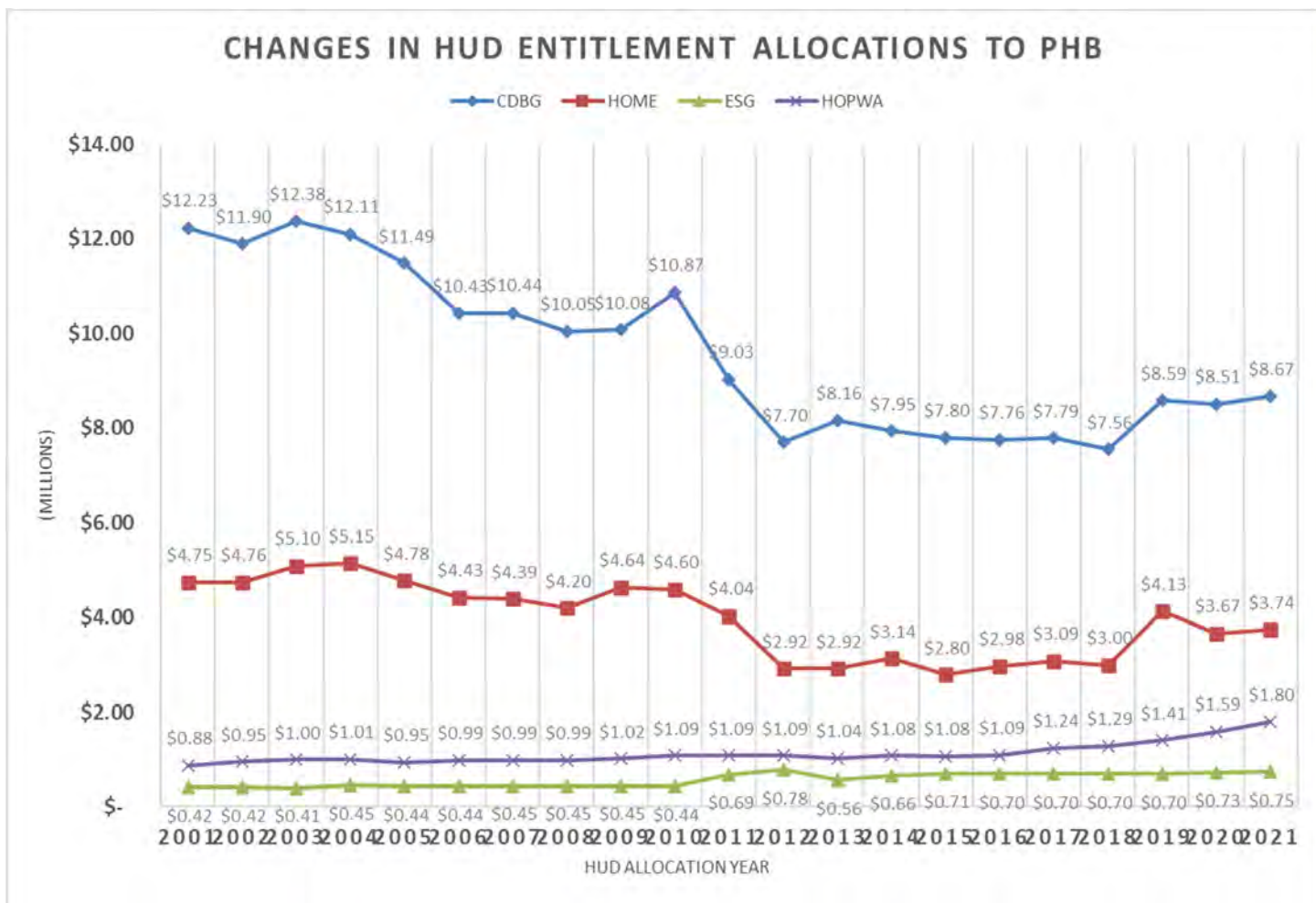
## Program Delivery

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

## Future Look

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





A steady downward trend in HOME and CDBG funding (in actual dollars) is interrupted only by boosts in funding early in the Great Recession of 2008-11, the significant increase of FY 2019, and a slight bump in FY2021. Data excludes CARES and ARPA funds for consistency.

## Other Federal Grants

### Entitlement Grants

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

### HOPWA

Resources	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
Grants	1,897,490	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254
<b>Total</b>	<b>\$ 1,897,490</b>	<b>\$ 1,717,254</b>	<b>\$ 1,717,254</b>	<b>\$ 1,717,254</b>	<b>\$ 1,717,254</b>	<b>\$ 1,717,254</b>
<b>Requirements</b>						
External M&S	100,000					
Homeless Services	1,797,490	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254
<b>Total</b>	<b>\$ 1,897,490</b>	<b>\$ 1,717,254</b>	<b>\$ 1,717,254</b>	<b>\$ 1,717,254</b>	<b>\$ 1,717,254</b>	<b>\$ 1,717,254</b>

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

### ESG

Resources	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
Grants	745,050	745,050	745,050	745,050	745,050	745,050
<b>Total</b>	<b>\$ 745,050</b>	<b>\$ 745,050</b>	<b>\$ 745,050</b>	<b>\$ 745,050</b>	<b>\$ 745,050</b>	<b>\$ 745,050</b>
<b>Requirements</b>						
Homeless Services	745,050	745,050	745,050	745,050	745,050	745,050
<b>Total</b>	<b>\$ 745,050</b>	<b>\$ 745,050</b>	<b>\$ 745,050</b>	<b>\$ 745,050</b>	<b>\$ 745,050</b>	<b>\$ 745,050</b>

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

## Categorical Grants

The bureau also receives two competitive or categorical grants.

### Lead Hazard Abatement

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

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

### McKinney-HMIS Grant

Resources	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	245,666	245,666	245,666	245,666	245,666	245,666
<b>Total</b>	<b>\$ 245,666</b>	<b>\$ 245,666</b>	<b>\$ 245,666</b>	<b>\$ 245,666</b>	<b>\$ 245,666</b>	<b>\$ 245,666</b>
Requirements						
Personnel Services	170,666	170,666	170,666	170,666	170,666	170,666
External M&S	75,000	75,000	75,000	75,000	75,000	75,000
<b>Total</b>	<b>\$ 245,666</b>	<b>\$ 245,666</b>	<b>\$ 245,666</b>	<b>\$ 245,666</b>	<b>\$ 245,666</b>	<b>\$ 245,666</b>

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

## Tax Increment Financing – Housing Set Aside

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

### Structure

PHB has set up a series of funds to be able to track costs by TD. Indirect costs are collected in a TIF Reimbursement fund and are allocated to each TD based upon direct expenses. The General Fund section discussed how indirect costs are allocated. TIF is not very different from many of PHBs' grant sources in that it has restrictions on use. There are also restrictions in terms of location. The location restrictions also put pressure on the bureaus' less restrictive funding sources when needs outside of TDs arise.

### Tax Increment Revenue Forecast – Future Look

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

TIF District	Maximum Indebtedness	Indebtedness Issued as of 06/30/21	Indebtedness Remaining as of June 30, 2021	Projected Indebtedness to Be Issued	Projected Indebtedness Not Issued	Last Date to Issue Long Term Debt
Downtown Waterfront	\$ 165.0	\$ 165.0	\$ -	\$ -	\$ -	2008
South Park Blocks	\$ 143.6	\$ 113.5	\$ 30.1	\$ -	\$ 30.1	2008
Airport Way	\$ 72.6	\$ 72.6	\$ -	\$ -	\$ -	2011
Convention Center	\$ 167.5	\$ 167.5	\$ -	\$ -	\$ -	2013
Lents Town Center	\$ 245.0	\$ 212.8	\$ 32.2	\$ 32.2	\$ -	2020
River District	\$ 489.5	\$ 489.5	\$ -	\$ -	\$ -	2021
Gateway	\$ 164.2	\$ 73.0	\$ 91.2	\$ 44.6	\$ 46.6	2022
Central Eastside	\$ 126.0	\$ 126.0	\$ -	\$ -	\$ -	2023
North Macadam	\$ 288.6	\$ 211.4	\$ 77.2	\$ 77.2	\$ -	2025
Interstate Corridor	\$ 402.0	\$ 319.2	\$ 82.8	\$ 82.8	\$ -	N/A
Neighborhood Prosperity Initiative <sup>(1)</sup>	\$ 7.5	\$ 7.1	\$ 0.4	\$ 0.4	\$ -	N/A

**Notes:** <sup>(1)</sup> Reduced Rate Plan: Bonds and Local Option Levies approved after 10/06/2001 do not contribute to TIF.

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

<sup>(3)</sup> Not all districts are projected to reach maximum indebtedness due to debt coverage requirements and current market conditions.

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

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

## TIF Districts finishing

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

- **Downtown Waterfront** – In Downtown Waterfront, these funds will be used in FY 2022-23 to complete the Henry affordable housing rehabilitation. Funds from this TD also purchased and funded the relocation for the Westwind Apartments, which will be the site of a Portland GO Bond affordable housing project. Loan income and potential loan payoffs will continue to provide limited resources through the end of the decade.

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
<b>Downtown Waterfront</b>						
<b>Resources</b>						
Working Capital	2,039,281	1,506,524	1,827,582	1,557,842	309,890	791,590
Predev Loan Payoffs/Property Sales						
Loan Income	600,000	484,900	484,900	484,900	484,900	484,900
TIF Housing Set Aside	-	-	-	-	-	-
Other	12,260	6,668	10,000	19,021	3,800	9,177
<b>Downtown Waterfront Total</b>	<b>\$2,651,541</b>	<b>\$1,998,092</b>	<b>\$2,322,482</b>	<b>\$2,061,763</b>	<b>\$798,590</b>	<b>\$1,285,667</b>
<b>Requirements</b>						
Personnel Services - Direct Staffing	24,723	25,000	55,000	20,000		
Bureau Indirect Costs (Staffing and Overhead)	75,294	86,164	176,768	128,113	-	-
Affordable Rental Housing						
<b>Projects</b>						
Opportunity Funds	50,000	59,281	500,000	1,600,000	7,000	
Westwind						
Henry - CCC	995,000					
Working Capital	1,506,524	1,827,582	1,557,842	309,890	791,590	1,285,667
<b>Downtown Waterfront Total</b>	<b>\$2,651,541</b>	<b>\$1,998,027</b>	<b>\$2,289,610</b>	<b>\$2,058,003</b>	<b>\$798,590</b>	<b>\$1,285,667</b>

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



	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
<b>South Park Blocks</b>						
<b>Resources</b>						
Working Capital	6,611,528	4,006,939	4,003,308	3,608,069	232,069	-
Predev Loan Payoffs/Property Sales	1,100,000			500,000		
Loan Income	124,000	124,000	124,000	124,000	124,000	124,000
Other	15,141	19,615	28,877	25,000	3,237	4,600
<b>South Park Blocks Total</b>	<b>\$7,850,669</b>	<b>\$4,150,554</b>	<b>\$4,156,185</b>	<b>\$4,257,069</b>	<b>\$359,306</b>	<b>\$128,600</b>
<b>Requirements</b>						
Personnel Services - Direct Staffing	23,169	5,000	10,000	25,000		
Bureau Indirect Costs (Staffing and Overhead)	70,561	17,233	32,140			
Affordable Rental Housing			500,000	4,000,000	350,000	
<b>Projects</b>						
Joyce Hotel Development	3,750,000	125,000				
Working Capital	4,006,939	4,003,308	3,608,069	232,069		128,600
<b>South Park Blocks Total</b>	<b>\$7,850,669</b>	<b>\$4,150,541</b>	<b>\$4,150,209</b>	<b>\$4,257,069</b>	<b>\$350,000</b>	<b>\$128,600</b>

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

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
<b>Convention Center</b>						
<b>Resources</b>						
Working Capital	34,483	-	16,834	33,668		
Loan Income	78,017	62,500	62,500	31,297		
<b>Convention Center Total</b>	<b>\$112,500</b>	<b>\$62,500</b>	<b>\$79,334</b>	<b>\$64,965</b>	<b>\$0</b>	<b>\$0</b>
<b>Requirements</b>						
Personnel Services - Direct Staffing	11,288	11,288	11,288			
Bureau Indirect Costs (Staffing and Overhead)	34,378	34,378	34,378			
Affordable Rental Housing	66,834					
Working Capital		16,834	33,668	64,965		
<b>Convention Center Total</b>	<b>\$112,500</b>	<b>\$62,500</b>	<b>\$79,334</b>	<b>\$64,965</b>	<b>\$0</b>	<b>\$0</b>

### Neighborhood TIF Districts winding down

The Gateway, Interstate, and Lents TDs (commonly known as the neighborhood districts) still have housing set aside funds available, and the forecast shows these funds being programmed through four years of the forecast. With resources winding down, and unmet potential in each district, the potential for either extension of time and/or increasing debt limits where possible have been discussed. City Council has recently approved an increase in maximum indebtedness in Interstate.

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
	Revised	Request	Forecast	Forecast	Forecast	Forecast
<b>Gateway Regional Center</b>						
<b>Resources</b>						
Working Capital	-	-	-	-		
TIF Housing Set Aside	2,177,355	447,704	5,773,323	688,798		
Other						
<b>Gateway Regional Center Total</b>	<b>\$2,177,355</b>	<b>\$447,704</b>	<b>\$5,773,323</b>	<b>\$688,798</b>	<b>\$0</b>	<b>\$0</b>
<b>Requirements</b>						
Personnel Services - Direct Staffing	30,739	55,000	100,000	20,000		
Bureau Indirect Costs (Staffing and Overhead)	93,616	189,561	321,396	128,113		
Affordable Rental Housing	500,000					
<b>Projects</b>						
Opportunity Funds		200,000	5,400,000	500,000		
106th & Halsey	1,550,000					
Property Management	3,000	3,000	3,000			
Working Capital						
<b>Gateway Regional Center Total</b>	<b>\$2,177,355</b>	<b>\$447,561</b>	<b>\$5,824,396</b>	<b>\$648,113</b>	<b>\$0</b>	<b>\$0</b>

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

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
	Revised	Request	Forecast	Forecast	Forecast	Forecast
<b>Interstate</b>						
<b>Resources</b>						
Working Capital	-	-	-	-	-	-
Loan Income	52,509	41,731	34,426	30,000	50,000	33,660
TIF Housing Set Aside	19,080,455	18,176,232	17,986,375	13,707,409		
Other						
<b>Interstate Total</b>	<b>\$19,132,964</b>	<b>\$18,217,963</b>	<b>\$18,020,801</b>	<b>\$13,737,409</b>	<b>\$50,000</b>	<b>\$33,660</b>
<b>Requirements</b>						
Personnel Services - Direct Staffing	908,867	540,000	400,000	250,000	50,000	
Bureau Indirect Costs (Staffing and Overhead)	2,767,957	1,861,148	1,285,584	1,601,417		
Affordable Rental Housing	4,315,532	14,226,925	15,026,290	11,917,357		
<b>Projects</b>						
H30537 Strong Property	45,755	10,000	10,000			
Homeownership Access & Retention						
H89010 Home Repair Grants	500,000	200,000				
H30536 Carey Blvd	13,000	13,000	13,000			
5020 Holding Costs	5,000	5,000	5,000			
<b>N/NE Neighborhood Housing Strategy (\$20,000,000; \$21,000,000 gross)</b>						
Outreach						
Planning, Policy, & Outreach	42,509					
Homeownership Access & Retention						
Home Repair Grants	160,000					
<b>TIF Lift (\$32,000,000; \$33,598,538 gross)</b>						
Affordable Rental Housing	3,500,000					
H30321 Argyle	4,024,344					
Homeownership Access & Retention						
H89013 Homeowner Retention	1,200,000	1,030,000	959,253			
H89023 Homeownership Asst.	1,500,000					
H89013 Home Repair Grants	150,000	320,000	320,000			
<b>Prosper Portland Homeownership Strategy</b>						
Homeownership Access & Retention						
Working Capital						33,660
<b>Interstate Total</b>	<b>\$19,132,964</b>	<b>\$18,206,073</b>	<b>\$18,019,127</b>	<b>\$13,768,774</b>	<b>\$50,000</b>	<b>\$33,660</b>

- **Interstate** – The table above shows the additional funds generated from the increase in maximum indebtedness approved by Council. Project activity will be steady in the next two years before decreasing through the forecast period.



	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
	Revised	Request	Forecast	Forecast	Forecast	Forecast
<b>Lents Town Center</b>						
<b>Resources</b>						
Working Capital	-	-	-	-	-	12,600
Predev Loan Payoffs/Property Sales		300,000				
Loan Income	12,600	952	12,600	12,510	12,600	12,600
TIF Housing Set Aside	2,313,952	2,977,660	4,646,017	608,478	-	-
Interest						
<b>Lents Town Center Total</b>	<b>\$2,326,552</b>	<b>\$3,278,612</b>	<b>\$4,658,617</b>	<b>\$620,988</b>	<b>\$12,600</b>	<b>\$25,200</b>
<b>Requirements</b>						
Personnel Services - Direct Staffing	244,284	200,000	200,000	25,000		
Bureau Indirect Costs (Staffing and Overhead)	743,968	689,314	642,792	160,142		
H89030 Affordable Rental Housing	300,000	1,300,000	3,200,000	400,000		
<b>Projects</b>						
Homeownership Access & Retention						
Home Repair Grants	500,000	500,000	353,056			
H89020 Homebuyer Financial Assistance	538,300	500,000	300,000	-	-	-
Working Capital					12,600	25,200
<b>Lents Town Center Total</b>	<b>\$2,326,552</b>	<b>\$3,189,314</b>	<b>\$4,695,848</b>	<b>\$585,142</b>	<b>\$12,600</b>	<b>\$25,200</b>

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

#### Downtown TIF Districts winding down

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

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27
	Revised	Request	Forecast	Forecast	Forecast	Forecast
<b>North Macadam</b>						
<b>Resources</b>						
Working Capital	-	-	-	-	-	35,040
Predev Loan Payoffs/Property Sales			1,000,000			
Loan Income	35,040	35,040	35,040	35,040	35,040	35,040
TIF Housing Set Aside	17,671,828	2,387,419	18,792,151	1,418,457		
Other						
<b>North Macadam Total</b>	<b>\$17,706,868</b>	<b>\$2,422,459</b>	<b>\$19,827,191</b>	<b>\$1,453,497</b>	<b>\$35,040</b>	<b>\$70,080</b>
<b>Requirements</b>						
Personnel Services - Direct Staffing	51,145	50,000	70,000	45,000		
Bureau Indirect Costs (Staffing and Overhead)	155,762	172,328	224,977	288,255		
Affordable Rental Housing						
<b>Projects</b>						
Opportunity Funds		1,000,000	19,550,000	1,100,000		
H30673 Riverplace Parcel II	17,499,961	1,200,000				
Working Capital					35,040	70,080
<b>North Macadam Total</b>	<b>\$17,706,868</b>	<b>\$2,422,328</b>	<b>\$19,844,977</b>	<b>\$1,433,255</b>	<b>\$35,040</b>	<b>\$70,080</b>

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

	FY 2021-22 Revised	FY 2022-23 Request	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast
<b>Central Eastside</b>						
<b>Resources</b>						
Working Capital	4,794	4,794	4,794	-	-	3,200
Predev Loan Payoffs/Property Sales		1,100,000				
Loan Income	3,200	3,200	3,342	3,200	3,200	3,200
TIF Housing Set Aside	1,143,975	4,154,991	635,242	248,897	-	-
Other						
<b>Central Eastside Total</b>	<b>\$1,151,969</b>	<b>\$5,262,985</b>	<b>\$643,378</b>	<b>\$252,097</b>	<b>\$3,200</b>	<b>\$6,400</b>
<b>Requirements</b>						
Personnel Services - Direct Staffing	11,661	60,000	35,000	3,000		
Bureau Indirect Costs (Staffing and Overhead)	35,514	206,794	112,489	19,217		
<b>Projects</b>						
H89030 Opportunity Funds	1,100,000	5,000,000	500,000	200,000		
Working Capital	4,794	4,794			3,200	6,400
<b>Central Eastside Total</b>	<b>\$1,151,969</b>	<b>\$5,271,588</b>	<b>\$647,489</b>	<b>\$222,217</b>	<b>\$3,200</b>	<b>\$6,400</b>

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

	FY 2021-22 Revised	FY 2022-23 Request	FY 2023-24 Forecast	FY 2024-25 Forecast	FY 2025-26 Forecast	FY 2026-27 Forecast
<b>River District</b>						
<b>Resources</b>						
Working Capital	-	-	71,322	83,162	356,426	818,226
Loan Income	474,368	444,917	444,035	466,800	466,800	466,800
TIF Housing Set Aside	9,366,715	6,133,383				
Other				3,469	10,000	10,000
<b>River District Total</b>	<b>\$9,841,083</b>	<b>\$6,578,300</b>	<b>\$515,357</b>	<b>\$553,431</b>	<b>\$833,226</b>	<b>\$1,295,026</b>
<b>Requirements</b>						
Personnel Services - Direct Staffing	54,744	85,000	75,000	25,000		10,000
Bureau Indirect Costs (Staffing and Overhead)	166,723	292,958	241,047	160,142		
<b>Projects</b>						
Opportunity Funds	2,900,000					500,000
Fairfield Apartments	6,500,000					
<b>TIF Lift - Post Office</b>		6,133,383				
Medford	219,616					
Working Capital		71,322	83,162	356,426	818,226	785,026
<b>River District Total</b>	<b>\$9,841,083</b>	<b>\$6,582,663</b>	<b>\$399,209</b>	<b>\$541,568</b>	<b>\$818,226</b>	<b>\$1,295,026</b>

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

## Portland and Metro Bonds

<b>Portland Bond</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>	<b>FY 2026-27</b>
<b>Resources</b>	<b>Request</b>	<b>Request</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
Working Capital	105,444,693	34,333,247	2,173,391	-	-	-
Transfers	-	-	-	-	-	-
Program Delivery Fee	3,890,581	-	1,730,385	700,438	550,000	-
Bond Proceeds	39,420,000	-	-	-	-	-
Interest	560,011	460,000	265,000	-	-	-
<b>Total</b>	<b>\$ 149,315,285</b>	<b>\$ 34,793,247</b>	<b>\$ 4,168,776</b>	<b>\$ 700,438</b>	<b>\$ 550,000</b>	<b>\$ -</b>
<b>Requirements</b>						
Personnel Services	1,126,261	939,920	909,524	141,608	-	-
External M&S	870,931	41,327	16,979	8,830	-	-
Internal M&S	384,243	365,298	317,273	-	-	-
General Fund Overhead	550,000	550,000	550,000	550,000	550,000	-
Transfers	-	-	-	-	-	-
Projects	112,050,603	30,723,312	2,373,203	-	-	-
Working Capital	34,333,247	2,173,391	-	-	-	-
<b>Total</b>	<b>\$ 149,315,285</b>	<b>\$ 34,793,247</b>	<b>\$ 4,166,979</b>	<b>\$ 700,438</b>	<b>\$ 550,000</b>	<b>\$ -</b>

<b>Metro Grant</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>	<b>FY 2026-27</b>
<b>Resources</b>	<b>Request</b>	<b>Request</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>	<b>Forecast</b>
Working Capital	492,444	59,672,799	51,709,089	6,712,418	6,871,467	347,774
Project Share	86,806,151	44,200,000	10,500,000	33,272,000	2,450,000	2,502,000
Program Delivery Fee	2,044,730	1,145,538	247,329	842,662	57,710	58,935
Transfers	-	-	-	-	-	-
Interest	10,000	9,000	6,000	8,000	3,000	1,500
<b>Total</b>	<b>\$ 89,353,325</b>	<b>\$ 105,027,337</b>	<b>\$ 62,462,417</b>	<b>\$ 40,835,080</b>	<b>\$ 9,382,177</b>	<b>\$ 2,910,209</b>
<b>Requirements</b>						
Personnel Services	558,248	668,248	700,000	681,613	500,000	300,000
External M&S	150,000	150,000	50,000	10,000	3,000	3,000
Transfers	401,278	-	-	-	-	-
H30561 Garden Park	1,771,000					
H30565 Powellhurst	2,800,000					
H89030 Reserve for Projects underway	10,000,000	2,500,000	30,000,000	33,272,000	8,531,403	2,502,000
Future Project Awards	14,000,000	50,000,000	25,000,000	-	-	-
Working Capital	59,672,799	51,709,089	6,712,418	6,871,467	347,774	105,209
<b>Total</b>	<b>\$ 89,353,325</b>	<b>\$ 105,027,337</b>	<b>\$ 62,462,418</b>	<b>\$ 40,835,080</b>	<b>\$ 9,382,177</b>	<b>\$ 2,910,209</b>

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

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

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

## Portland Housing Bureau

### FY 2021-2033 Twelve-Year Financial Forecast

The following is an addendum to the bureaus five-year financial forecast that extends out to 12 years. This 12-year forecast illustrates the expiration of the GO Bond, as well as significant changes in Tax Increment Funding (TIF) and is a major component of long-term financial modelling the bureau does. The Portland Housing Bureau (PHB) and Prosper Portland began forecasting on a twelve-year basis several years ago for their TIF resources. PHB receives a 45% Housing Set-Aside from those TIF resources and that has been the 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 5-year forecast. The downside of such a far-reaching forecast is that they lose accuracy the farther out one looks; but they are useful for thinking about higher-level trends.

<b>All Funds</b>	<b>FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>	<b>FY 2026-27</b>	<b>FY 2027-28</b>	<b>FY 2028-29</b>	<b>FY 2029-30</b>	<b>FY 2030-31</b>	<b>FY 2031-32</b>	<b>FY 2032-33</b>
<b>Resources</b>	<b><u>Revised</u></b>	<b><u>Requested</u></b>	<b><u>Forecast</u></b>	<b><u>Forecast</u></b>	<b><u>Forecast</u></b>	<b><u>Forecast</u></b>	<b><u>Forecast</u></b>	<b><u>Forecast</u></b>	<b><u>Forecast</u></b>	<b><u>Forecast</u></b>	<b><u>Forecast</u></b>	<b><u>Forecast</u></b>
General Fund	34,329,027	35,217,865	35,987,577	36,658,874	36,849,703	37,889,344	39,062,539	40,197,554	41,328,530	42,352,035	43,676,476	44,973,363
Housing Investment Fund	13,741,793	14,657,329	14,717,331	14,490,269	14,410,135	14,631,411	15,009,449	7,640,636	8,168,553	8,586,350	8,138,913	7,677,448
Rental Services Office	9,928,184	9,759,728	9,913,220	9,809,696	9,533,802	9,260,410	8,813,719	8,356,161	7,721,751	7,153,731	6,658,798	6,159,389
Housing Bonds	238,668,610	139,820,584	66,629,397	41,535,518	9,932,177	2,910,209	-	-	-	-	-	-
Construction Excise Tax	22,834,686	23,750,205	26,679,105	31,198,293	13,378,339	15,534,172	20,036,684	24,717,432	9,594,466	12,729,355	18,124,236	23,767,362
Inclusionary Housing	6,015,170	6,071,228	6,141,622	6,211,871	6,288,531	6,306,517	6,329,301	6,449,117	6,578,456	6,647,026	6,723,585	6,734,951
CDBG	20,906,592	14,327,701	9,435,214	9,170,489	8,842,792	8,762,450	8,731,945	8,668,375	8,701,113	8,582,222	8,593,101	8,494,965
HOME	11,235,649	4,020,659	4,064,677	3,970,642	3,873,409	3,732,630	3,662,466	3,726,747	3,759,156	3,647,486	3,721,161	3,579,579
Federal Grants	3,948,206	3,747,970	3,624,832	3,807,970	3,807,970	2,991,108	2,707,970	2,707,970	2,707,970	2,707,970	2,707,970	2,082,716
Tax Increment Financing	62,951,502	42,419,169	55,996,668	23,690,016	2,091,962	2,844,633	3,498,117	3,247,957	1,607,436	1,958,976	2,607,202	2,180,428
Property	7,952,358	7,262,813	7,806,020	6,776,424	6,756,410	6,943,992	7,699,971	7,761,131	7,633,968	7,510,485	7,959,734	8,956,379
<b>Total</b>	<b>\$ 432,511,776</b>	<b>\$ 301,055,251</b>	<b>\$ 240,995,664</b>	<b>\$ 187,320,062</b>	<b>\$ 115,765,229</b>	<b>\$ 111,806,876</b>	<b>\$ 115,552,162</b>	<b>\$ 113,473,080</b>	<b>\$ 97,801,399</b>	<b>\$ 101,875,636</b>	<b>\$ 108,911,177</b>	<b>\$ 114,606,580</b>
<b>Requirements</b>												
General Fund	34,329,027	35,198,366	36,108,435	36,895,897	37,850,685	38,959,311	40,167,747	41,330,896	42,589,353	43,903,402	45,278,072	46,639,373
Housing Investment Fund	13,731,793	13,240,259	13,033,298	12,788,580	12,690,075	12,892,232	5,117,597	4,622,982	5,847,210	5,566,911	5,101,858	4,545,978
Rental Services Office	9,928,184	9,759,728	9,913,220	9,809,696	9,533,802	9,260,410	8,813,720	8,356,161	7,721,751	7,153,731	6,658,799	6,540,190
Housing Bonds	238,668,610	139,820,584	66,631,193	41,535,518	9,932,177	2,910,209	-	-	-	-	-	-
Construction Excise Tax	22,834,686	23,750,205	26,679,105	31,198,293	13,378,339	15,534,173	20,036,684	24,717,432	9,594,467	12,729,355	18,124,236	23,767,361
Inclusionary Housing	6,015,170	6,155,857	6,230,483	6,305,175	6,386,500	6,409,385	6,437,312	6,562,529	6,697,538	6,772,062	6,854,873	6,872,803
CDBG	20,906,592	9,499,620	9,163,609	8,892,946	8,553,497	8,460,923	8,417,684	8,249,318	8,268,256	8,135,000	8,130,924	8,017,220
HOME	11,235,649	3,934,658	3,975,151	3,877,446	3,776,391	3,631,634	3,557,330	3,617,300	3,645,221	3,528,881	3,597,693	3,451,048
Federal Grants	3,948,206	3,747,970	3,624,832	3,807,970	3,807,970	2,991,108	2,707,970	2,707,970	2,707,970	2,707,970	2,707,970	2,082,716
Tax Increment Financing	62,951,502	42,330,596	55,950,199	23,579,106	2,067,656	2,844,633	3,498,117	3,247,957	1,607,436	1,958,976	2,607,202	2,180,428
Property	7,952,358	7,270,644	6,760,244	6,427,827	6,397,437	7,125,223	7,886,682	7,953,470	7,832,083	7,714,528	8,169,862	9,172,750
<b>Total</b>	<b>\$ 432,501,776</b>	<b>\$ 294,708,486</b>	<b>\$ 238,069,768</b>	<b>\$ 185,118,454</b>	<b>\$ 114,374,527</b>	<b>\$ 111,019,241</b>	<b>\$ 106,640,843</b>	<b>\$ 111,366,015</b>	<b>\$ 96,511,285</b>	<b>\$ 100,170,816</b>	<b>\$ 107,231,489</b>	<b>\$ 113,269,867</b>

General Fund

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Indirect Charges to Other Bureau Funds	1,951,287	2,192,375	2,047,758	1,300,860	842,949	825,140	886,409	876,140	827,474	635,947	708,905	716,766
General Fund Discretionary												
Joint Office One-Time												
PHB One-Time				400,000								
Joint Office Ongoing	28,606,378	29,178,506	30,053,861	30,955,477	31,884,141	32,840,665	33,825,885	34,840,662	35,885,881	36,962,458	38,071,332	39,213,472
PHB Ongoing	3,751,735	3,826,770	3,865,136	3,981,090	4,100,523	4,223,539	4,350,245	4,480,752	4,615,175	4,753,630	4,896,239	5,043,126
Services	19,627	20,216	20,822	21,447	22,090							
Total	34,329,027	35,217,866	35,987,577	36,658,874	36,849,704	37,889,344	39,062,539	40,197,554	41,328,530	42,352,035	43,676,476	44,973,363
Requirements												
Personnel Services	1,048,916	1,233,498	1,138,331	893,523	784,417	816,578	925,286	963,222	1,035,392	1,240,443	1,379,833	1,436,406
External/Internal M&S - Operations	3,489,633	3,611,770	3,738,182	3,869,018	4,004,434	4,124,567	4,239,273	4,349,913	4,491,192	4,523,829	4,650,458	4,813,276
Program Delivery												
Joint Office	28,606,378	29,168,999	30,047,822	30,949,256	31,877,734	32,834,066	33,819,088	34,833,660	35,878,670	36,955,030	38,063,681	39,205,592
Permanent Supportive Housing	322,400	322,400	322,400	322,400	322,400	322,400	322,400	322,400	322,400	322,400	322,400	322,400
Homeownership Access & Retention	491,800	491,800	491,800	491,800	491,800	491,800	491,800	491,800	491,800	491,800	491,800	491,800
East Portland Initiative	369,900	369,900	369,900	369,900	369,900	369,900	369,900	369,900	369,900	369,900	369,900	369,900
Renter-Landlord Services												
Total	\$34,329,027	\$35,198,366	\$36,108,435	\$36,895,897	\$37,850,685	\$38,959,311	\$40,167,747	\$41,330,896	\$42,589,354	\$43,903,402	\$45,278,072	\$46,639,373

Housing Investment Fund

Primary Housing Investment Subfund

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance							-	-	-	-	-	-
Working Capital	2,623,645	2,485,533	2,055,031	1,588,554	1,150,856	695,657	193,125	102,593	-	443,203	246,158	50,603
Interest	15,000	15,000	5,000	5,000	5,000	1,500	1,500	1,500	1,000	750	600	500
Transfer from General Fund												
Other												
Loan Payoffs/Property Sales												
Loan Income	425,000	425,000	425,000	425,000	425,000	425,000	425,000	400,000	314,200	300,000	300,000	300,000
Total	\$ 3,063,645	\$ 2,925,533	\$ 2,485,031	\$ 2,018,554	\$ 1,580,856	\$ 1,122,157	\$ 619,625	\$ 504,093	\$ 315,200	\$ 743,953	\$ 546,758	\$ 351,103
Requirements												
Personnel Services	455,746	474,432	493,883	488,107	508,120	528,953	113,420	118,071	(43,648)	(45,438)	(47,301)	(215,800)
External/Internal M&S	26,037	25,000	25,000	25,000	25,000	25,000	25,000	3,322	25,000	25,000	5,000	5,000
General Fund Overhead	96,329	90,000	85,000	50,000	35,000	45,000	35,000	25,000	25,000	25,000	25,000	25,000
Contingency												
Working Capital	2,485,533	2,055,031	1,588,554	1,150,856	695,657	193,125	102,593		443,203	246,158	50,603	2,396
Total	\$ 3,063,645	\$ 2,644,463	\$ 2,192,437	\$ 1,713,963	\$ 1,263,777	\$ 792,078	\$ 276,013	\$ 146,393	\$ 449,555	\$ 250,720	\$ 33,302	\$ (183,404)

Short Term Rental Tax Subfund

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Adopted	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance												
Working Capital	4,277,446	3,534,658	4,319,843	3,990,136	3,846,545	3,829,015	4,190,509	752,446	813,942	880,368	706,103	512,059
Transfer from General Fund	338,369	330,000	336,600	343,332	350,199	357,203	364,347	371,634	1,332,783	1,372,766	1,413,949	1,456,368
Fall BuMP additional transfer		750,000	1,000,000	1,250,000	1,437,500	1,840,625	2,045,844	2,107,219	2,170,436	2,235,549	2,302,615	2,371,694
Interest	15,000	15,000	20,000	15,000	15,000	10,000	10,000	10,000	26,517	34,092	37,909	39,447
Bond Bridge Funding Repayment	416,278	950,000										
Total	\$ 5,047,093	\$ 5,579,658	\$ 5,676,443	\$ 5,598,468	\$ 5,649,244	\$ 6,036,843	\$ 6,610,699	\$ 3,241,299	\$ 4,343,677	\$ 4,522,775	\$ 4,460,576	\$ 4,379,567
Requirements												
Personnel Services	460,489	1,099,334	1,564,407	1,628,547	1,695,318	1,764,826	1,837,184	1,912,508	2,950,921	3,231,909	3,364,417	3,502,358
External M&S	67,830	85,000	85,000	85,000	85,000	40,000	25,000	10,000	10,000	10,000	10,000	10,000
ITS Fee	34,116	35,481	36,900	38,376	39,911	41,507	43,168	44,894	46,690	48,558	50,500	52,520
Bond Bridge Funding	950,000											
Property subsidies	-	40,000										
Working Capital	3,534,658	4,319,843	3,990,136	3,846,545	3,829,015	4,190,509	752,446	813,942	880,368	706,103	512,059	217,726
Total	\$ 5,047,093	\$ 5,579,658	\$ 5,676,443	\$ 5,598,468	\$ 5,649,244	\$ 6,036,842	\$ 2,657,797	\$ 2,781,345	\$ 3,887,979	\$ 3,996,570	\$ 3,936,976	\$ 3,782,604



Short Term Rental Tax Subfund

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance												
Working Capital	3,443,668	3,959,368	4,348,096	4,490,373	4,795,941	5,104,532	5,400,867	1,509,782	1,007,805	804,549	599,963	393,993
Taxes	1,500,000	1,500,000	1,500,000	1,700,000	1,700,000	1,700,000	1,700,000	1,700,000	1,800,000	1,800,000	1,800,000	1,800,000
Interest	40,000	50,000	60,000	30,000	40,000	35,000	35,000	30,000	30,000	30,000	30,000	30,000
Total	\$ 4,983,668	\$ 5,509,368	\$ 5,908,096	\$ 6,220,373	\$ 6,535,941	\$ 6,839,532	\$ 7,135,867	\$ 3,239,782	\$ 2,837,805	\$ 2,634,549	\$ 2,429,963	\$ 2,223,993
Requirements												
Personnel Services												
NHP Citywide Homeowner Assistan	1,000,000	1,000,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000				
Joint Office One-Time												
ITS Fee	24,300	25,272	26,283	27,334	28,428	29,565	30,747	31,977	33,256	34,586	35,970	37,409
Working Capital	3,959,368	4,348,096	4,490,373	4,795,941	5,104,532	5,400,867	1,509,782	1,007,805	804,549	599,963	393,993	186,584
Total	\$ 4,983,668	\$ 5,373,368	\$ 5,766,656	\$ 6,073,275	\$ 6,382,960	\$ 6,680,432	\$ 2,790,529	\$ 2,289,782	\$ 837,805	\$ 634,549	\$ 429,963	\$ 223,993

HMIS Local Match SubFund

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

Risk Mitigation Guarantee Pool Subfund

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



Rental Services SubFund

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance												
Working Capital	5,433,184	4,724,728	4,680,220	4,582,696	4,301,802	3,877,410	3,435,720	2,819,481	2,190,071	1,461,249	966,421	297,958
Fees	4,465,000	5,000,000	5,200,000	5,200,000	5,200,000	5,356,000	5,356,000	5,516,680	5,516,680	5,682,180	5,682,180	5,852,646
Interest	30,000	35,000	33,000	27,000	32,000	27,000	22,000	20,000	15,000	10,302	10,197	8,786
Total	\$ 9,928,184	\$ 9,759,728	\$ 9,913,220	\$ 9,809,696	\$ 9,533,802	\$ 9,260,410	\$ 8,813,720	\$ 8,356,161	\$ 7,721,751	\$ 7,153,731	\$ 6,658,798	\$ 6,159,390
Requirements												
Personnel Services	731,800	774,354	806,103	839,153	873,558	909,374	946,658	985,471	1,025,875	1,067,936	1,111,722	1,157,302
Bureau Indirect		497,017	511,927	527,285	527,285	543,104	559,397	576,179	511,927	278,111	286,454	295,048
External M&S	2,762,136	2,845,000	2,930,350	3,018,261	3,108,808	3,202,073	3,298,135	3,397,079	3,498,991	3,603,961	3,712,080	3,823,442
Software Maintenance Contract	300,000	309,000	318,270	327,818	337,653	347,782	358,216	368,962	380,031	391,432	403,175	415,270
Internal M&S	459,520	473,306	487,505	502,130	517,194	532,710	548,691	565,152	582,106	599,569	617,556	636,083
General Fund Overhead		180,831	276,370	293,248	291,894	289,648	283,143	273,248	261,570	246,301	229,853	213,044
Software Implementation	950,000											
Working Capital	4,724,728	4,680,220	4,582,696	4,301,802	3,877,410	3,435,720	2,819,481	2,190,071	1,461,249	966,421	297,958	
Total	\$ 9,928,184	\$ 9,759,728	\$ 9,913,220	\$ 9,809,696	\$ 9,533,802	\$ 9,260,410	\$ 8,813,720	\$ 8,356,161	\$ 7,721,751	\$ 7,153,731	\$ 6,658,799	\$ 6,540,190

Inclusionary Housing Fund

Construction Excise Tax SubFund

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance	-	-	-	-	-	-	-	-	-	-	-	-
Working Capital	18,608,686	13,651,205	17,419,205	23,332,355	8,835,005	10,797,687	15,135,288	16,618,155	4,278,801	7,134,730	12,247,456	14,619,067
Misc Taxes	2,950,000	3,018,000	3,168,900	4,287,938	4,502,335	4,680,485	4,834,896	5,027,777	5,279,166	5,543,125	5,820,280	6,111,295
Predev Loan Repayment	-	-	-	3,500,000	-	-	-	3,000,000	-	-	-	3,000,000
GO Bonds Predev Loan Repayment	1,200,000	7,000,000	6,000,000	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	(0)	-	-	-	-	-	-	-
Interest	76,000	81,000	91,000	78,000	41,000	56,000	66,500	71,500	36,500	51,500	56,500	37,000
Total	\$ 22,834,686	\$ 23,750,205	\$ 26,679,105	\$ 31,198,293	\$ 13,378,339	\$ 15,534,172	\$ 20,036,684	\$ 24,717,432	\$ 9,594,467	\$ 12,729,355	\$ 18,124,236	\$ 23,767,362
Requirements												
External M&S												
Opportunity Funds	-	-	3,000,000	22,000,000	2,200,000	-	3,000,000	20,000,000	2,000,000	-	3,000,000	20,000,000
OHCS Transfer	360,882	316,000	331,750	348,288	365,652	383,885	403,529	423,631	444,737	466,899	490,169	515,102
Affordable Rental Development Projects	1,807,599	-	-	-	-	-	-	-	-	-	-	-
Portland GO Bond Predevelopment Loans	2,000,000	2,000,000	-	-	-	-	-	-	-	-	-	-
Metro GO Bond Predevelopment Loans	5,000,000	4,000,000	-	-	-	-	-	-	-	-	-	-
Refunds	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Working Capital	13,651,205	17,419,205	23,332,355	8,835,005	10,797,687	15,135,288	16,618,155	4,278,801	7,134,730	12,247,456	14,619,067	3,237,259
Total	\$ 22,834,686	\$ 23,750,205	\$ 26,679,105	\$ 31,198,293	\$ 13,378,339	\$ 15,534,173	\$ 20,036,684	\$ 24,717,432	\$ 9,594,467	\$ 12,729,355	\$ 18,124,236	\$ 23,767,361

**Inclusionary Zoning/Indirect Housing Subsidy Programs SubFund**

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Adopted	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance												
Working Capital	4,352,453	4,353,179	4,369,909	4,385,102	4,398,707	4,416,693	4,373,900	4,493,717	4,554,855	4,623,425	4,629,056	4,640,422
Transfers												
In Lieu Fees	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Charges for Services	1,412,317	1,467,649	1,521,313	1,576,369	1,639,424	1,639,424	1,705,001	1,705,001	1,773,201	1,773,201	1,844,129	1,844,129
Interest	400	400	400	400	400	400	400	400	400	400	400	400
Total	\$ 6,015,170	\$ 6,071,228	\$ 6,141,622	\$ 6,211,871	\$ 6,288,531	\$ 6,306,517	\$ 6,329,301	\$ 6,449,118	\$ 6,578,456	\$ 6,647,026	\$ 6,723,585	\$ 6,734,951
Requirements												
Personnel Services	881,069	917,193	954,798	993,944	1,034,696	1,077,119	961,281	1,000,693	1,041,721	1,084,432	1,128,894	1,173,320
External M&S	724,871	725,626	740,658	755,469	770,579	785,990	801,710	817,744	834,099	850,781	867,797	885,153
Internal M&S	11,780	12,016	12,256	12,501	12,751	13,006	13,266	13,532	13,802	14,078	14,360	14,647
Contingency												
General Fund Overhead	44,271	131,114	137,670	144,553	151,781	159,370	167,338	175,705	184,491	193,715	203,401	213,571
Working Capital	4,353,179	4,369,909	4,385,102	4,398,707	4,416,693	4,373,900	4,493,717	4,554,855	4,623,425	4,629,056	4,640,422	4,586,112
Total	\$ 6,015,170	\$ 6,155,857	\$ 6,230,483	\$ 6,305,175	\$ 6,386,500	\$ 6,409,385	\$ 6,437,312	\$ 6,562,529	\$ 6,697,538	\$ 6,772,062	\$ 6,854,873	\$ 6,872,803

**Housing Property Fund**

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Working Capital	2,090,274	1,650,548	2,102,693	983,116	855,605	939,326	1,584,308	1,527,291	1,294,729	1,053,471	1,382,850	1,179,036
Fund Transfers	45,781	-	-	-	-	-	-	-	-	-	-	640,020
Property Income	5,739,690	5,548,939	5,651,448	5,755,965	5,862,530	5,971,183	6,081,966	6,194,922	6,310,093	6,427,524	6,547,260	7,107,447
Interest	76,613	63,326	51,879	37,343	38,275	33,484	33,697	38,918	29,146	29,490	29,624	29,876
Total	\$ 7,952,358	\$ 7,262,813	\$ 7,806,020	\$ 6,776,424	\$ 6,756,410	\$ 6,943,993	\$ 7,699,971	\$ 7,761,131	\$ 7,633,968	\$ 7,510,485	\$ 7,959,734	\$ 8,956,379
Requirements												
Personnel Services - Direct Staffing	105,412	108,730	112,989	117,416	122,019	126,804	131,779	136,951	142,328	147,918	153,731	159,774
General Fund Overhead	108,106	93,126	96,154	99,284	102,521	105,867	109,327	112,906	116,606	120,433	124,392	128,487
Operating Costs	4,127,582	3,573,434	3,642,893	3,720,778	3,800,483	4,422,550	4,504,102	4,590,908	4,655,140	4,752,177	4,851,554	4,953,333
Debt Service	708,500	696,235	701,250	701,150	701,150	701,150	701,150	701,150	701,150	701,150	701,150	701,150
Reserves												
Major Maintenance	1,252,210	696,426	1,223,842	933,594	731,937	184,544	863,034	1,116,826	813,388	560,000	910,000	934,402
Replacements	-	-	-	-	500,000	300,000	300,000	500,000	500,000	300,000	500,000	1,300,000
Working Capital	1,650,548	2,102,693	983,116	855,605	439,327	1,284,308	1,277,291	794,729	903,471	1,132,849	929,035	995,604
Total	\$ 7,952,358	\$ 7,270,644	\$ 6,760,244	\$ 6,427,827	\$ 6,397,437	\$ 7,125,223	\$ 7,886,683	\$ 7,953,470	\$ 7,832,083	\$ 7,714,528	\$ 8,169,862	\$ 9,172,750

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

Community Development Block Grant (CDBG) Fund

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Carryover/Working Capital	9,077,777	4,889,171	85,289	105,362	87,665	26,323	46,818	33,248	55,986	77,095	98,354	4,499
Grants	8,672,468	8,412,294	8,159,925	7,915,127	7,915,127	7,915,127	7,915,127	7,915,127	7,915,127	7,915,127	7,915,127	7,915,127
CDBG-CV1	1,445,795											
CDBG-CV3	510,552											
Program Income	1,200,000	1,026,236	1,190,000	1,150,000	840,000	821,000	770,000	720,000	730,000	590,000	579,620	575,339
Total	\$ 20,906,592	\$ 14,327,701	\$ 9,435,214	\$ 9,170,489	\$ 8,842,792	\$ 8,762,450	\$ 8,731,945	\$ 8,668,375	\$ 8,701,113	\$ 8,582,222	\$ 8,593,101	\$ 8,494,965
Requirements												
Personnel Services	1,170,684	1,218,682	1,122,908	1,168,947	1,019,084	1,060,867	1,104,362	1,069,641	1,113,496	1,159,150	1,206,675	1,256,148
Indirect	350,106	407,677	303,254	344,187	210,944	248,093	286,765	255,894	294,886	335,476	377,731	421,718
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
Contracts												
Rental Services	-											
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
Section 108 Repayment	776,000	780,000	792,000	802,000	807,000	815,000	822,000	822,000	800,000	350,000	350,000	350,000
Homeownership Access & Retention	200,000	204,000	204,000	208,080	208,080	208,080	208,080	200,000	200,000	200,000	200,000	200,000
Foreclosure Prevention	282,066	287,707	287,707	293,461	293,461	293,461	293,461	285,000	250,000	285,000	285,000	250,000
Homebuyer Education	559,865	571,062	571,062	582,484	582,484	582,484	582,484	550,000	550,000	550,000	550,000	550,000
H89020 Downpayment Assistance	595,054	583,495	583,495	595,165	595,165	595,165	595,165	520,000	500,000	520,000	520,000	500,000
H89010 Home Repair Grants	840,000	856,800	856,800	873,936	873,936	873,936	755,099	753,777	745,759	800,000	800,000	752,334
Economic Opportunity	2,332,894	2,262,907	2,195,020	2,195,020	2,195,020	2,195,020	2,195,020	2,195,020	2,195,020	2,195,020	2,195,020	2,195,020
CDBG-CV 1 PHB	160,975											
CDBG-CV 2 Prosper Portland	1,284,820											
CDBG-CV3	510,552											
Projects												
Opportunity Funds	4,125,000	2,200,000	2,100,000	1,700,000	1,700,000	1,500,000	1,500,000	1,500,000	1,500,000	1,600,000	1,600,000	1,500,000
Arbor Glen	1,587,405											
3032 Powell	1,200,000											
Working Capital	4,889,171	85,289	105,362	87,665	26,323	46,818	33,248	55,986	77,095	98,354	4,499	
Total	\$ 20,906,592	\$ 9,499,620	\$ 9,163,609	\$ 8,892,946	\$ 8,553,497	\$ 8,460,923	\$ 8,417,684	\$ 8,249,318	\$ 8,268,256	\$ 8,135,000	\$ 8,130,924	\$ 8,017,220

HOME Fund

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Carryover/Working Capital	6,195,473	125,116	282,281	334,015	246,282	131,003	71,439	166,720	199,129	117,459	191,134	49,552
Grants	3,743,539	3,631,233	3,522,296	3,416,627	3,416,627	3,416,627	3,416,627	3,416,627	3,416,627	3,416,627	3,416,627	3,416,627
Pre Dev Loan	1,000,000											
Service Charges & Fees												
Program Income	296,637	264,310	260,100	220,000	210,500	185,000	174,400	143,400	143,400	113,400	113,400	113,400
Total	11,235,649	\$4,020,659	\$4,064,677	\$3,970,642	\$3,873,409	\$3,732,630	\$3,662,466	\$3,726,747	\$3,759,156	\$3,647,486	\$3,721,161	\$3,579,579
Requirements												
Personnel Services	438,175	320,140	333,266	346,930	361,154	375,961	306,376	233,937	243,528	253,513	263,907	274,727
External/Internal M&S												
CHDO Operating Support	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000
Projects												
Opportunity Funds	4,900,000	2,400,000	2,400,000	2,400,000	2,400,000	2,300,000	2,200,000	2,300,000	2,400,000	2,200,000	2,400,000	2,200,000
H30561 Garden Park	1,000,000											
H30565 Powellhurst	2,815,000											
COVID-19 Response	1,000,000											
Gresham Funds	617,606	599,078	581,105	563,672	563,672	563,672	563,672	563,672	563,672	563,672	563,672	563,672
Admin	61,760	59,907	58,110	56,367	56,367	56,367	56,367	56,367	56,367	56,367	56,367	56,367
Multnomah County Funds	143,629	139,320	135,141	131,086	131,086	131,086	131,086	131,086	131,086	131,086	131,086	131,086
Admin	14,363	13,932	13,514	13,109	13,109	13,109	13,109	13,109	13,109	13,109	13,109	13,109
Working Capital	125,116	282,281	334,015	246,282	131,003	71,439	166,720	199,129	117,459	191,134	49,552	92,087
Total	11,235,649	\$3,934,658	\$3,975,151	\$3,877,446	\$3,776,391	\$3,631,634	\$3,557,330	\$3,617,300	\$3,645,221	\$3,528,881	\$3,597,693	\$3,451,048

Other Federal Grants - Entitlement Grants

Housing for Persons With AIDS (HOPWA)

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Grants	1,897,490	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,092,000
Total	\$ 1,897,490	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,092,000
Requirements												
External M&S	100,000											
Homeless Services	1,797,490	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,717,254	1,092,000
Total	\$ 1,897,490	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,717,254	\$ 1,092,000

Emergency Solutions Grant (ESG)

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Grants	745,050	745,050	745,050	745,050	745,050	745,050	745,050	745,050	745,050	745,050	745,050	745,050
Total	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050
Requirements												
Homeless Services	745,050	745,050	745,050	745,050	745,050	745,050	745,050	745,050	745,050	745,050	745,050	745,050
Total	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050	\$ 745,050

Other Federal Grants - Categorical Grants

Lead Hazard Abatement Grant

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

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

HUD McKinney HMIS Grant

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

Tax Increment District Subfunds

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Downtown Waterfront</b>												
<b>Resources</b>												
Working Capital	2,039,281	1,506,524	1,827,582	1,557,842	309,890	791,590	1,285,667	1,266,667	81,867	197,067	523,267	746,467
Predev Loan Payoffs/Property Sales								500,000				
Loan Income	600,000	484,900	484,900	484,900	484,900	484,900	471,000	320,200	320,200	320,200	320,200	320,200
TIF Housing Set Aside	-	-	-	-	-	-	-	-	-	-	-	-
Other	12,260	6,668	10,000	19,021	3,800	9,177	20,000	20,000	5,000	6,000	8,000	8,000
<b>Downtown Waterfront Total</b>	<b>\$2,651,541</b>	<b>\$1,998,092</b>	<b>\$2,322,482</b>	<b>\$2,061,763</b>	<b>\$798,590</b>	<b>\$1,285,667</b>	<b>\$1,776,667</b>	<b>\$2,106,867</b>	<b>\$407,067</b>	<b>\$523,267</b>	<b>\$851,467</b>	<b>\$1,074,667</b>
<b>Requirements</b>												
Personnel Services - Direct Staffing	24,723	25,000	55,000	20,000			10,000	25,000	10,000		5,000	24,000
Bureau Indirect Costs (Staffing and Overhead)	75,294	86,164	176,768	128,113	-	-						
Affordable Rental Housing												
<b>Projects</b>												
Opportunity Funds	50,000	59,281	500,000	1,600,000	7,000		500,000	2,000,000	200,000		100,000	1,000,000
Westwind												
Henry - CCC	995,000											
Working Capital	1,506,524	1,827,582	1,557,842	309,890	791,590	1,285,667	1,266,667	81,867	197,067	523,267	746,467	50,667
<b>Downtown Waterfront Total</b>	<b>\$2,651,541</b>	<b>\$1,998,027</b>	<b>\$2,289,610</b>	<b>\$2,058,003</b>	<b>\$798,590</b>	<b>\$1,285,667</b>	<b>\$1,776,667</b>	<b>\$2,106,867</b>	<b>\$407,067</b>	<b>\$523,267</b>	<b>\$851,467</b>	<b>\$1,074,667</b>

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
<b>South Park Blocks</b>												
<b>Resources</b>												
Working Capital	6,611,528	4,006,939	4,003,308	3,608,069	232,069	-	128,600	260,100	284,100	-	25,400	2,386
Predev Loan Payoffs/Property Sales	1,100,000			500,000								
Loan Income	124,000	124,000	124,000	124,000	124,000	124,000	124,000	124,000	124,000	123,400	123,986	123,986
Other	15,141	19,615	28,877	25,000	3,237	4,600	7,500	5,000	5,000	2,000	3,000	3,000
<b>South Park Blocks Total</b>	<b>\$7,850,669</b>	<b>\$4,150,554</b>	<b>\$4,156,185</b>	<b>\$4,257,069</b>	<b>\$359,306</b>	<b>\$128,600</b>	<b>\$260,100</b>	<b>\$389,100</b>	<b>\$413,100</b>	<b>\$125,400</b>	<b>\$152,386</b>	<b>\$129,372</b>
<b>Requirements</b>												
Personnel Services - Direct Staffing	23,169	5,000	10,000	25,000				5,000	13,100			
Bureau Indirect Costs (Staffing and Overhead)	70,561	17,233	32,140									
Affordable Rental Housing			500,000	4,000,000	350,000			100,000	400,000	100,000	150,000	100,000
<b>Projects</b>												
Joyce Hotel Development	3,750,000	125,000										
Working Capital	4,006,939	4,003,308	3,608,069	232,069		128,600	260,100	284,100		25,400	2,386	29,372
<b>South Park Blocks Total</b>	<b>\$7,850,669</b>	<b>\$4,150,541</b>	<b>\$4,150,209</b>	<b>\$4,257,069</b>	<b>\$350,000</b>	<b>\$128,600</b>	<b>\$260,100</b>	<b>\$389,100</b>	<b>\$413,100</b>	<b>\$125,400</b>	<b>\$152,386</b>	<b>\$129,372</b>

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
<b>Convention Center</b>												
<b>Resources</b>												
Working Capital	34,483	-	16,834	33,668								
Loan Income	78,017	62,500	62,500	31,297								
<b>Convention Center Total</b>	<b>\$112,500</b>	<b>\$62,500</b>	<b>\$79,334</b>	<b>\$64,965</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Requirements</b>												
Personnel Services - Direct Staffing	11,288	11,288	11,288									
Bureau Indirect Costs (Staffing and Overhead)	34,378	34,378	34,378									
Affordable Rental Housing	66,834											
Working Capital		16,834	33,668	64,965								
<b>Convention Center Total</b>	<b>\$112,500</b>	<b>\$62,500</b>	<b>\$79,334</b>	<b>\$64,965</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
<b>Lents Town Center</b>												
<b>Resources</b>												
Working Capital	-	-	-	-	-	12,600	25,200	37,800	46,900	55,600	64,300	73,000
Predev Loan Payoffs/Property Sales		300,000										
Loan Income	12,600	952	12,600	12,510	12,600	12,600	12,600	9,100	8,700	8,700	8,700	8,700
TIF Housing Set Aside	2,313,952	2,977,660	4,646,017	608,478	-	-	-	-	-	-	-	-
Interest												
<b>Lents Town Center Total</b>	<b>\$2,326,552</b>	<b>\$3,278,612</b>	<b>\$4,658,617</b>	<b>\$620,988</b>	<b>\$12,600</b>	<b>\$25,200</b>	<b>\$37,800</b>	<b>\$46,900</b>	<b>\$55,600</b>	<b>\$64,300</b>	<b>\$73,000</b>	<b>\$81,700</b>
<b>Requirements</b>												
Personnel Services - Direct Staffing	244,284	200,000	200,000	25,000								
Bureau Indirect Costs (Staffing and Overhead)	743,968	689,314	642,792	160,142								
H89030 Affordable Rental Housing	300,000	1,300,000	3,200,000	400,000								
<b>Projects</b>												
Homeownership Access & Retention												
Home Repair Grants	500,000	500,000	353,056									
H89020 Homebuyer Financial Assistance	538,300	500,000	300,000	-	-	-	-	-	-	-	-	-
Working Capital					12,600	25,200	37,800	46,900	55,600	64,300	73,000	81,700
<b>Lents Town Center Total</b>	<b>\$2,326,552</b>	<b>\$3,189,314</b>	<b>\$4,695,848</b>	<b>\$585,142</b>	<b>\$12,600</b>	<b>\$25,200</b>	<b>\$37,800</b>	<b>\$46,900</b>	<b>\$55,600</b>	<b>\$64,300</b>	<b>\$73,000</b>	<b>\$81,700</b>



	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
<b>Interstate</b>												
<b>Resources</b>												
Working Capital	-	-	-	-	-	-	33,660	46,360	57,860	62,160	66,460	70,760
Loan Income	52,509	41,731	34,426	30,000	50,000	33,660	12,700	11,500	4,300	4,300	4,300	4,300
TIF Housing Set Aside	19,080,455	18,176,232	17,986,375	13,707,409								
Other												
<b>Interstate Total</b>	<b>\$19,132,964</b>	<b>\$18,217,963</b>	<b>\$18,020,801</b>	<b>\$13,737,409</b>	<b>\$50,000</b>	<b>\$33,660</b>	<b>\$46,360</b>	<b>\$57,860</b>	<b>\$62,160</b>	<b>\$66,460</b>	<b>\$70,760</b>	<b>\$75,060</b>
<b>Requirements</b>												
Personnel Services - Direct Staffing	908,867	540,000	400,000	250,000	50,000							
Bureau Indirect Costs (Staffing and Overhead)	2,767,957	1,861,148	1,285,584	1,601,417								
Affordable Rental Housing	4,315,532	14,226,925	15,026,290	11,917,357								
<b>Projects</b>												
H30537 Strong Property	45,755	10,000	10,000									
Homeownership Access & Retention												
H89010 Home Repair Grants	500,000	200,000										
H30536 Carey Blvd	13,000	13,000	13,000									
5020 Holding Costs	5,000	5,000	5,000									
<b>N/NE Neighborhood Housing Strategy (\$20,000,000; \$21,000,000 gross)</b>												
Outreach												
Planning, Policy, & Outreach	42,509											
Homeownership Access & Retention												
Home Repair Grants	160,000											
<b>TIF Lift (\$32,000,000; \$33,598,538 gross)</b>												
Affordable Rental Housing	3,500,000											
H30321 Argyle	4,024,344											
Homeownership Access & Retention												
H89013 Homeowner Retention	1,200,000	1,030,000	959,253									
H89023 Homeownership Asst.	1,500,000											
H89013 Home Repair Grants	150,000	320,000	320,000									
<b>Prosper Portland Homeownership Strategy</b>												
Homeownership Access & Retention												
Working Capital						33,660	46,360	57,860	62,160	66,460	70,760	75,060
<b>Interstate Total</b>	<b>\$19,132,964</b>	<b>\$18,206,073</b>	<b>\$18,019,127</b>	<b>\$13,768,774</b>	<b>\$50,000</b>	<b>\$33,660</b>	<b>\$46,360</b>	<b>\$57,860</b>	<b>\$62,160</b>	<b>\$66,460</b>	<b>\$70,760</b>	<b>\$75,060</b>

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
<b>Gateway Regional Center</b>												
<b>Resources</b>												
Working Capital	-	-	-	-								
TIF Housing Set Aside	2,177,355	447,704	5,773,323	688,798								
Other												
<b>Gateway Regional CenterTotal</b>	<b>\$2,177,355</b>	<b>\$447,704</b>	<b>\$5,773,323</b>	<b>\$688,798</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Requirements</b>												
Personnel Services - Direct Staffing	30,739	55,000	100,000	20,000								
Bureau Indirect Costs (Staffing and Overhead)	93,616	189,561	321,396	128,113								
Affordable Rental Housing	500,000											
<b>Projects</b>												
Opportunity Funds		200,000	5,400,000	500,000								
106th & Halsey	1,550,000											
Property Management	3,000	3,000	3,000									
Working Capital												
<b>Gateway Regional Center Total</b>	<b>\$2,177,355</b>	<b>\$447,561</b>	<b>\$5,824,396</b>	<b>\$648,113</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
<b>North Macadam</b>												
<b>Resources</b>												
Working Capital	-	-	-	-	-	35,040	70,080	105,120	140,160	175,200	210,240	245,280
Predev Loan Payoffs/Property Sales			1,000,000									
Loan Income	35,040	35,040	35,040	35,040	35,040	35,040	35,040	35,040	35,040	35,040	35,040	35,040
TIF Housing Set Aside	17,671,828	2,387,419	18,792,151	1,418,457					-	-	-	-
Other												
<b>North Macadam Total</b>	<b>\$17,706,868</b>	<b>\$2,422,459</b>	<b>\$19,827,191</b>	<b>\$1,453,497</b>	<b>\$35,040</b>	<b>\$70,080</b>	<b>\$105,120</b>	<b>\$140,160</b>	<b>\$175,200</b>	<b>\$210,240</b>	<b>\$245,280</b>	<b>\$280,320</b>
<b>Requirements</b>												
Personnel Services - Direct Staffing	51,145	50,000	70,000	45,000								
Bureau Indirect Costs (Staffing and Overhead)	155,762	172,328	224,977	288,255								
Affordable Rental Housing												
<b>Projects</b>												
Opportunity Funds		1,000,000	19,550,000	1,100,000								
H30673 Riverplace Parcel II	17,499,961	1,200,000										
Working Capital					35,040	70,080	105,120	140,160	175,200	210,240	245,280	280,320
<b>North Macadam Total</b>	<b>\$17,706,868</b>	<b>\$2,422,328</b>	<b>\$19,844,977</b>	<b>\$1,433,255</b>	<b>\$35,040</b>	<b>\$70,080</b>	<b>\$105,120</b>	<b>\$140,160</b>	<b>\$175,200</b>	<b>\$210,240</b>	<b>\$245,280</b>	<b>\$280,320</b>

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>Central Eastside</b>												
<b>Resources</b>												
Working Capital	4,794	4,794	4,794	-	-	3,200	6,400	9,600	12,800	16,000	19,200	22,400
Predev Loan Payoffs/Property Sales		1,100,000										
Loan Income	3,200	3,200	3,342	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200
TIF Housing Set Aside	1,143,975	4,154,991	635,242	248,897	-	-	-	-	-	-	-	-
Other												
<b>Central EastsideTotal</b>	<b>\$1,151,969</b>	<b>\$5,262,985</b>	<b>\$643,378</b>	<b>\$252,097</b>	<b>\$3,200</b>	<b>\$6,400</b>	<b>\$9,600</b>	<b>\$12,800</b>	<b>\$16,000</b>	<b>\$19,200</b>	<b>\$22,400</b>	<b>\$25,600</b>
<b>Requirements</b>												
Personnel Services - Direct Staffing	11,661	60,000	35,000	3,000								
Bureau Indirect Costs (Staffing and Overhead)	35,514	206,794	112,489	19,217								
<b>Projects</b>												
H89030 Opportunity Funds	1,100,000	5,000,000	500,000	200,000								
Working Capital	4,794	4,794			3,200	6,400	9,600	12,800	16,000	19,200	22,400	25,600
<b>Central Eastside Total</b>	<b>\$1,151,969</b>	<b>\$5,271,588</b>	<b>\$647,489</b>	<b>\$222,217</b>	<b>\$3,200</b>	<b>\$6,400</b>	<b>\$9,600</b>	<b>\$12,800</b>	<b>\$16,000</b>	<b>\$19,200</b>	<b>\$22,400</b>	<b>\$25,600</b>

	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32	FY 2032-33
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
<b>River District</b>												
<b>Resources</b>												
Working Capital	-	-	71,322	83,162	356,426	818,226	785,026	27,470	-	478,309	725,109	46,909
Loan Income	474,368	444,917	444,035	466,800	466,800	466,800	466,800	466,800	466,800	466,800	466,800	466,800
TIF Housing Set Aside	9,366,715	6,133,383										
Other				3,469	10,000	10,000	10,644		11,509	5,000		
<b>River District Total</b>	<b>\$9,841,083</b>	<b>\$6,578,300</b>	<b>\$515,357</b>	<b>\$553,431</b>	<b>\$833,226</b>	<b>\$1,295,026</b>	<b>\$1,262,470</b>	<b>\$494,270</b>	<b>\$478,309</b>	<b>\$950,109</b>	<b>\$1,191,909</b>	<b>\$513,709</b>
<b>Requirements</b>												
Personnel Services - Direct Staffing	54,744	85,000	75,000	25,000		10,000	35,000	19,270		25,000	45,000	45,000
Bureau Indirect Costs (Staffing and Overhead)	166,723	292,958	241,047	160,142								
<b>Projects</b>												
Opportunity Funds	2,900,000					500,000	1,200,000	475,000		200,000	1,100,000	350,000
Fairfield Apartments	6,500,000											
<b>TIF Lift - Post Office</b>		6,133,383										
Medford	219,616											
Working Capital		71,322	83,162	356,426	818,226	785,026	27,470		478,309	725,109	46,909	118,709
<b>River District Total</b>	<b>\$9,841,083</b>	<b>\$6,582,663</b>	<b>\$399,209</b>	<b>\$541,568</b>	<b>\$818,226</b>	<b>\$1,295,026</b>	<b>\$1,262,470</b>	<b>\$494,270</b>	<b>\$478,309</b>	<b>\$950,109</b>	<b>\$1,191,909</b>	<b>\$513,709</b>

City of Portland

## FY 2022-23 Requested Budget Equity Report

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### Portland Housing Bureau

#### Requested Budget & Racial Equity Plan Update:

The mission of the Portland Housing Bureau is to meet the housing needs of the people of Portland. We focus our work on the lowest-income residents, who, due to systemic racism, social stratification and marginalization resulting from complex historical and contemporary systems of oppression are disproportionately Black, Indigenous, immigrant and refugee, people of color, or people with disabilities. It is these communities who were centered not only as we put together the requested budget, but as we develop, implement, and deliver programs throughout the year.

It is always our goal to promote equity and anti-racism. We do not anticipate negative impact from this Requested Budget to Indigenous people, Black people, immigrants and refugees, people of color, and people with disabilities.

#### Racial Equity Plan Link:

#### Requested Budget Community Engagement:

Each of the bureau's advisory groups (NNE Housing Strategy Oversight Committee, Portland Housing Advisory Council, Renter Services Commission) were given an opportunity to weigh in on the bureau's budget planning for the 2022-2023 fiscal year. Additionally, the bureau held a community budget zoom meeting on December 7th. In this public meeting, participants were able to weigh in on potential decision packages for ARPA and one-time funds. The feedback from the community forum is being utilized to craft relevant and equitable program decisions.

#### Base Budget Constraints:

The city continues to experience housing market displacement and destabilization pressure for low-income households, with a disproportionate impact on households of color. This pressure is the result of continued increases in homeownership and rental housing costs at a pace that exceeds incomes changes for most households in the city. This cost-to-income disparity has created a partial market failure that the bureau continues to address by providing affordable housing as a public good directly through development and financing and indirectly through market requirements. The bureau continues to make progress in producing regulated affordable housing, closing the minority homeownership gap, and stabilizing extremely cost burdened renters and homeowners to prevent displacement or homelessness, but the need in each of these areas far exceeds the resources currently available.

#### Notable Changes:

There are no significant realignments that will impact communities, including BIPOC, immigrants and refugees, and people with disabilities.

#### Equity Manager Role in Budget Development

The Equity Manager was involved in the Requested Budget in multiple ways:

- She attended meetings with leadership and program managers as they proposed, developed, and refined the budget.
- She served on the Bureau's Budget Advisory Council (BAC); in this role she had the opportunity to provide input on the entire requested budget, including impacts on marginalized communities.
- Equity Manager coordinated and contributed to the completion of this Budget Equity Tool.

City of Portland  
**FY 2022-23 Requested Budget Equity Report**

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**Equity  
Manager:**

Thuan Duong

**Contact  
Phone:**

823-2361

#### ADA Title II Transition Plan:

PHB's Equity Manager is working with staff at the Office of Equity and Human Rights to assess our current practices and policies as it relates to Title II. Following the assessment, the Equity Manager will formalize policies and develop guidance to ensure we continue to meet our Title II responsibilities.

#### Accommodations:

The proposed budget supports the work of the Equity & Business Operations Manager, the Equity & Inclusion Manager and other staff who ensure that PHB is in compliance with requirements of Title II and Title VI. The Equity & Inclusion Manager is working with OEHR to document, assess, and, where necessary, implement new policy and guidelines that ensure we not only meet our federal requirements but that we leverage these requirements to expand practice to advance equity.

#### Capital Assets & Intergenerational Equity

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

Measure Title	PM	PM	PM	PM	Strategic Target
	2018-19 Actuals	2019-20 Actuals	2019-20 Target	2020-21 Target	

**Data Tracking  
Methodology:**

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

In addition to client-level demographic data the Housing Bureau plans to collect information on the contractors and grants subrecipients it partners with. If the organization is a business, the bureau plans to collect the race and ethnicity of business owners. If the organization is a nonprofit, the bureau will collect the race and ethnicity of the nonprofit's board and staff. This information will assist in our efforts to assess equity impacts in the community moving forward, as well as inform future budget decisions.

# City of Portland

## FY 2022-23 Requested Budget Equity Report

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### Hiring, Retention, & Employment Outreach:

PHB seeks to hire a diverse workforce, one that reflects the communities we serve. We believe that diversity is a component of equity and justice. Hiring in a virtual environment (FY2021-22) has been a challenge. Despite the challenges, we followed both the city's equity and affirmative action goals of convening diverse interview panels and including equity-focused questions at each phase of the hiring process. PHB advertises in a number of culturally specific media and organizations including: The Observer, The Skanner, Partners in Diversity, and the National Forum for Black Public Administrators.

We understand that an equitable hiring process is critical to advancing the City's core values of Equity and Anti-Racism. We also understand that retention of this diverse workforce is also key in meeting these goals. The Bureau's Equity Council continues to develop its work plan but it is prioritizing developing a racial equity training program for staff. Although training is not, in and of itself, a sufficient tool to dismantle racism and other inequities, we believe that trainings are necessary and will create a more racially informed workforce, leading to a workplace that supports its diverse employees. The requested budget includes training funds for this program.

### Contracting Opportunities

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

### Engaging Communities Most Impacted by Inequities

This budget builds capacity within the Bureau through:

- Personnel funding for positions that support PHB's work in community engagement and capacity building
- Funding advisory bodies made up of community members
- Funding equity trainings to Bureau staff

### Empowering Communities Most Impacted by Inequities

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

- Funding subrecipient, community-based organizations who employ staff with lived experience and who provide culturally congruent services for their communities
- Funding advisory bodies made up of community members
- Request for funding for Culturally-specific Provider Technical Assistance.