



Portland Housing Bureau

Requested Budget

FY 2020-21





Portland Housing Bureau

Mayor Ted Wheeler • Director Shannon Callahan

Date: January 16, 2020

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

From: Mayor Ted Wheeler and Director Shannon Callahan

Re: FY 2020-2021 Portland Housing Bureau Request Budget

We are pleased to submit the FY 2020-2021 requested budget for the Portland Housing Bureau.

Portland continues to make progress in addressing the affordable housing and homelessness crisis, as we work to expand services for people experiencing homelessness, develop more regulated affordable housing, implement fair housing and landlord-tenant services and regulations, and supporting affordable homeownership for Communities of Color. The bureau is currently managing a development pipeline of 3,100 units of affordable rental and homeownership units.

Within the current budget environment, the bureau is focused on financial sustainability, working with City Council, our partners, and stakeholders to ensure the progress made under new initiatives supported by one-time general fund can be sustained into the future. The Housing Bureau's request budget remains structured around the agency's six strategic priorities. In addition, the bureau is a partner with other city bureaus in a coordinated East Portland anti-displacement budget request, for a pilot approach to coordinated programming and community development.

Portland's Housing Bond

As of the Fall of 2019, Portland's Housing Bond has funded or committed funds to buildings that, in total, have met or surpassed all performance goals – total affordable units (1,424 of 1,300 target); units at or below 60% AMI (600 of 600 target); supportive housing units (313 of 300 target); family-sized units (658 of 650 target); and project based voucher units (349 of 300 target). The bureau is now focused on the successful predevelopment, construction, and opening of all buildings, and ensuring the highest need communities in Portland are aware and have access to affordable units as they become available.

Rental Services Office

Since the Rental Services Office was established in 2017, there has been a significant increase in services contracted through community partners, and direct services provided by Housing Bureau staff. Community partners are working at a tremendous pace to develop new programs, and the bureau is working to implement the new FAIR ordinances, and rental registration fee, all of which have been adopted in the last 6 months.

N/NE Neighborhood Housing Strategy

The N/NE Neighborhood Housing Strategy is a living plan and currently operates with a \$75 million-dollar budget. The bureau is on track to exceed the affordable rental development goal (500 units of 380 target); and is well on track to meet or exceed goals for home repair loans (201 target), home repair grants (910 target), and successful homeownership creation (110 target). The N/NE Oversight Committee has recommended increasing the indebtedness of the Interstate Corridor tax increment finance district to continue to invest in additional affordable housing opportunities and has called on the city and city council to support more investment and a broader community development strategy in N/NE Portland across all city bureaus.

A Home for Everyone and the Joint Office of Homeless Services

Ending homelessness is a major priority for the City of Portland. Like other West Coast cities, housing costs in Portland have risen faster than incomes, resulting in growing inequalities that push thousands more people into homelessness each year. The City has dramatically expanded funding and programming for homeless services, administered by the Joint Office of Homeless Services. City general fund investments in homeless services have increased more than \$20 million over that last ten years. Funds go towards supporting a range of effective programs, including rent assistance, street outreach, supportive housing, and emergency shelter.

Supportive Housing

In October 2017, the Portland City Council and the Multnomah County Board of Commissioners adopted parallel resolutions stating the goal to create 2,000 new supportive housing units by 2028. Supportive housing combines affordable housing with wrap around services that help people who face the most complex challenges to live with stability, autonomy and dignity. In the last 2 fiscal years, 792 new supportive housing units have opened or will be by the year 2023. Moving forward, the Housing Bureau will continue to develop funding strategies to achieve the 2028 goal, and to integrate supportive housing into affordable housing development projects.

Inclusionary Housing

The Inclusionary Housing program is designed to link the production of affordable housing to market-rate housing development in order to address the failure of the market in providing housing that is affordable to the majority of the city's renters. Under IH, all residential buildings proposing 20 or more units are required to provide a percentage of the new units at rents affordable to households at 80% MFI, with an emphasis on households earning 60% MFI or less. In the 30 months the program has been in effect, the City has permitted, or is in process to permit, a minimum of 533 Inclusionary Housing units associated with 89 development projects – this is an additional 161 Inclusionary Housing units since last fiscal year. Since implementation, more than 153 potential buildings with over 17,970 units have entered the early assistance, land use, or permitting pipeline. Overall permitting trends are in line with Metro jurisdictions and comparison cities across the United States, and the bureau continues to closely monitor the program and market rate development activity.

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



PORTLAND HOUSING ADVISORY COMMISSION

Nate McCoy, *Chair*

Felicia Tripp Folsom

Cameron Herrington

Stephanie Kondor

Jessy Ledesma

Diane Linn

Taylor Smiley Wolfe

Sarah Stevenson

Ramsay Weit

Fernando Velez

BAC members

Thuan Duong

Marvin Dean

Date: January 24, 2020

To: Mayor Ted Wheeler
Commissioner Eudaly
Commissioner Fritz
Commissioner Hardesty

Re: PHB FY 2020-2021 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 2020-2021 request budget. We are committed to expanding affordable rental housing and homeownership opportunities for low-income households and communities of color throughout Portland. We support the Housing Bureau's request budget and highlight the following considerations.

PHAC and the BAC fully support the Housing Bureau's decision to pass on Multnomah County fees to process tax exemptions for inclusionary housing projects to the developers or owners of these projects. PHB has been paying these processing fees from the program's inception and this practice is no longer sustainable for the bureau.

The BAC supports and is encouraged by the City and Housing Bureau's prioritization of displacement mitigation strategies through the Mayor's budget priorities and cross bureau work in decision packages. Decades of intentional and unintentional government action, combined with market forces, have created an urgent current and long-term need for a range of displacement prevention and mitigation policies. Collaboration and partnerships with community organizations are essential to the success of these strategies. Also critical to these efforts is a sustained commitment to closing the minority homeownership gap and helping to stabilize communities of color in our City.

The BAC is compelled to remind Council that a state of housing emergency still exists. Housing costs may have slowed for households at some income levels, but those with low and very low incomes still experience housing instability. We applaud the City for raising the level of awareness of this work and adopting policies to support vulnerable households in our community. Unfortunately, these new policies have not always come with the necessary ongoing funding for sustainable programming and appropriate staffing. We urge Council to fully support all four decision packages submitted by the Housing Bureau so that the Bureau and its partners can deliver the housing Portland needs.

We recommend that Council pursue additional funding options at the State to bolster the inter-agency anti-displacement work. The amount that PHB is requesting is so small that it will be difficult to reach the scale of impact that is truly needed. Furthermore, while the Bureau's work to increase the supply of affordable housing is crucial, we know that the need for affordable housing in the City far outweighs the resources that are available – we need support from the State. PHB's State of Housing report found that no neighborhoods in Portland are affordable to Black and Indigenous renters and severe rent burden puts households at risk of displacement and homelessness. We recommend that Council endorse the long-term rent assistance study bill that the legislature will consider during the 2020 legislative session to explore the cost of providing long-term rent assistance to low-income households that are severely cost burdened.

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. All Portlanders should have equal opportunity to access the benefits and amenities that our great City offers. It is up to all of us, especially our leaders, to ensure that budget decisions are made only after fully considering both the intended and unintended consequences of such decisions.

Sincerely,

Portland Housing Advisory Commission

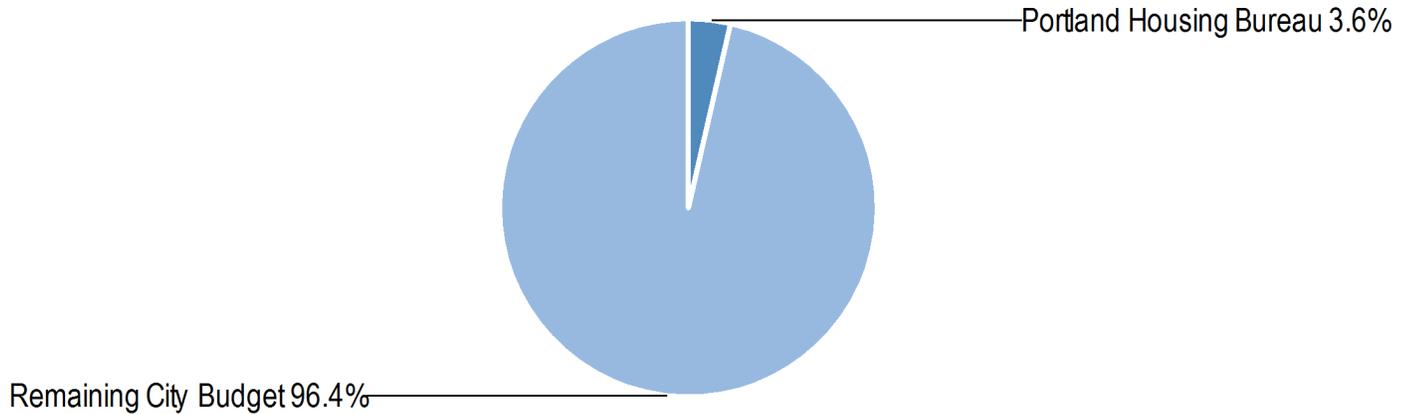
Portland Housing Bureau

Community Development Service Area

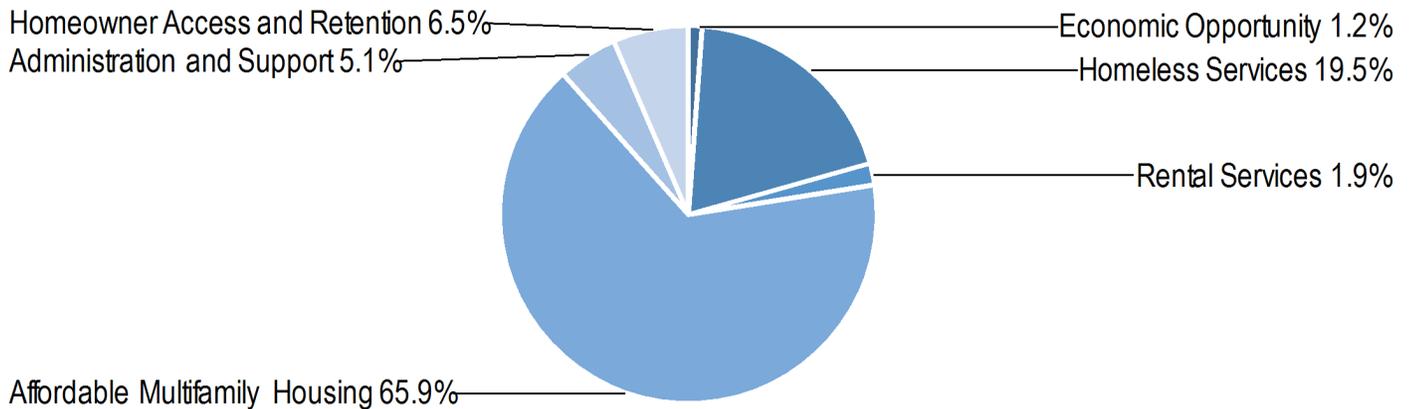
Mayor Ted Wheeler, Commissioner-in-Charge

Shannon Callahan, Director

Percent of City Budget Graph

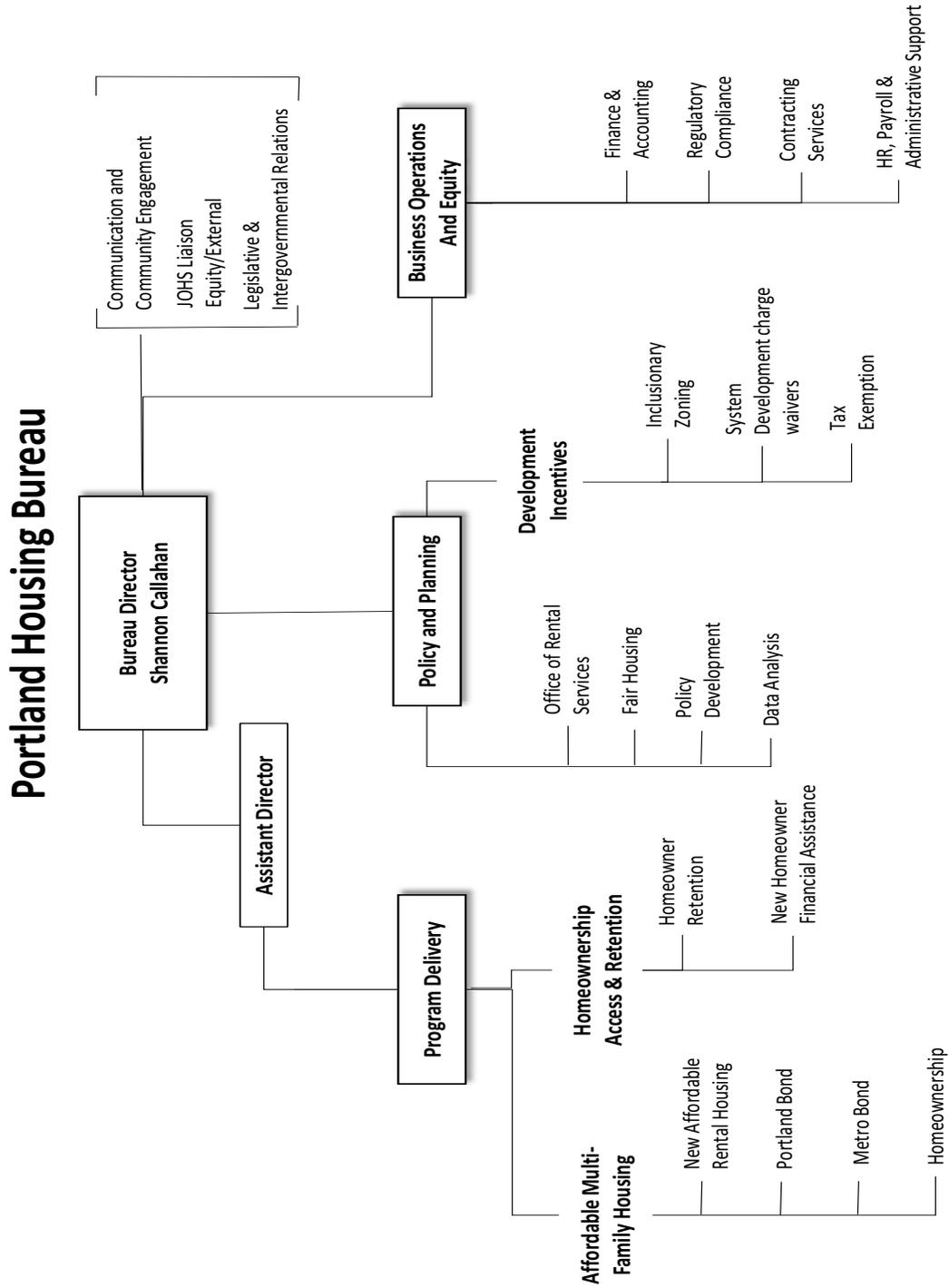


Bureau Programs



Bureau Overview

Requirements	Revised FY 2019-20	Requested FY 2020-21	Change from Prior Year	Percent Change
Operating	\$142,844,428	\$191,873,634	\$49,029,206	34%
Capital	\$8,622,920	\$13,031,749	\$4,408,829	51%
Total	\$151,467,348	\$204,905,383	\$53,438,035	35%
Authorized Positions	82.00	82.00	—	—%



Bureau Summary

Bureau Mission

The mission of the Portland Housing Bureau (PHB or Housing Bureau) is to solve the unmet housing needs of the people of Portland. The bureau accomplishes its mission by building and preserving quality affordable housing; supporting programs that help low-income Portlanders find, rent, buy, repair, and retain their homes; leading partnerships to assess the city's housing needs and identify efficient, sustainable solutions to meet them; and actively engaging with Communities of Color to ensure their participation in the economic opportunities that quality housing investments create.

Bureau Overview

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

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

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

Strategic Direction

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

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

Portland Housing Bond

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. Together with three previously identified Bond projects, these projects will create enough units to meet or exceed all the production goals of Portland's Housing Bond:

- ◆ Total units = 1,424
- ◆ Family sized units = 658
- ◆ Very low-income (30% AMI) units = 600
- ◆ Permanent supportive housing units for households experiencing homelessness = 313

In FY 2020-21, PHB is working on predevelopment loans for these projects and assisting our partners in the permitting and predevelopment phases. Currently, these projects are targeting financial close over the next 12-18 months.

Moreover, these projects serve to further the community priorities established in a policy framework created to guide Bond investments, including preventing displacement by prioritizing areas for investment at high risk for gentrification as well as setting high benchmarks for DWMEBSB participation. PHB will also continue to apply and build upon this framework in the expenditure of Portland's \$211 million share of the regional Metro Housing Bond as it moves into implementation in the coming year. With these funds, the city will create an additional 1,475 units of affordable housing, serving up to 4,500 people. Furthermore, 605 of the units will be affordable to households earning 30% of AMI and 737 will be family sized (providing two bedrooms or more).

Rental Services Office

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

N/NE Neighborhood Housing Strategy

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

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

A Home For Everyone and the Joint Office of Homeless Services

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

Supportive Housing

In October 2017, the Portland City Council and the Multnomah County Board of Commissioners adopted parallel resolutions stating the goal to create 2,000 new supportive housing units by 2028. Supportive housing combines affordable housing with wrap around services that help people who face the most complex challenges to live with stability, autonomy and dignity. As of September 2019, the bureau has collaborated with local and state jurisdictional and community partners to bring 792 new supportive housing units into operation or the development pipeline. The bureau will continue to integrate supportive housing into all possible affordable housing development projects.

Inclusionary Housing

The Inclusionary Housing (IH) program is designed to supplement the City's publicly financed affordable housing development and help bridge the affordable housing gap by linking the production of affordable housing to the production of market-rate housing. Since the program went into effect in February of 2017, the City has permitted or is in process of permitting a minimum of 533 affordable housing units through IH, associated with 89 development projects. In total, these projects represent roughly 5,418 units of housing under the program to date. The affordable units in privately financed projects are roughly equivalent to \$53 million in public subsidies. Most of these units are located in high opportunity areas with access to good schools, jobs, transit, and other community amenities. Currently, there are another 83 projects with a potential 12,697 units in some stage of the early assistance or pre-application process. The bureau will continue to make refinements and track the calibration and feasibility of the program to ensure effectiveness by conducting a third-party inclusionary housing market analysis.

Capital Budget

Capital Summary

CIP Highlights

In FY 2020-21, the bureau will continue to operate in its role as asset manager of affordable housing units acquired and constructed using proceeds from the Affordable Housing Bond. On November 6, 2018, voters changed the Oregon Constitution to allow for the lending of GO Bond proceeds for the creation of affordable housing. This is a notable change to the capital program that means that PHB has returned to its typical public-private partnership model for the creation of affordable housing. This also means that PHB may reconsider the disposition and ultimate ownership of the properties already acquired under the Bond program.

Major Issues	There will be many permanent supportive housing (PSH) units created with both Portland and Metro Affordable Housing bond funds. There will need to be additional funds identified from public and private partners to provide sufficient services to these PSH units.
Changes from Prior Year	PHB plans to lend Portland Bond funds, and the newly approved Metro Bond funds to private partners, therefore reducing the bureau's capital program significantly over time. This represents a return to the gap financing model the bureau has used for many years to build affordable housing projects in the community. The structure of these financing deals will include a recovery mechanism for the costs of delivering the gap financing product to eligible development projects.
Council Goals and Priorities	This work supports the goals of the State of Housing Emergency, as well as the Housing Bond Policy Framework adopted by Council in October 2017. Additionally, the bureau's capital investments are made with consideration to the 2035 Comprehensive Plan as discussed further below.
Criteria	The Housing Bureau facilitated a community process with the Strategic Advisory Group and the public to develop a comprehensive strategy to meet community needs within the opportunity-based nature of real estate development.

Capital Planning and Budgeting

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

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

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

Asset Management and Replacement Plan

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

- ◆ The Ellington
- ◆ East Burnside

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

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

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

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

Portland Housing Bureau

Summary of Bureau Budget

	Actuals FY 2017-18	Actuals FY 2018-19	Revised FY 2019-20	Requested No DP FY 2020-21	Requested FY 2020-21
Resources					
External Revenues					
Taxes	9,036,976	7,619,000	5,100,000	6,805,000	6,805,000
Miscellaneous Fund Allocations	0	0	600,000	323,000	323,000
Charges for Services	6,355,732	9,000,689	6,873,397	9,357,361	9,357,361
Intergovernmental	55,282,681	61,550,077	73,973,713	66,538,815	66,538,815
Bond & Note	24,095,702	16,148,118	0	50,700,000	50,700,000
Miscellaneous	11,072,814	10,372,385	7,886,738	8,399,874	8,399,874
External Revenues Total	105,843,906	104,690,269	94,433,848	142,124,050	142,124,050
Internal Revenues					
General Fund Discretionary	28,753,185	36,056,523	37,424,732	29,556,352	42,750,926
Fund Transfers - Revenue	8,754,374	4,644,527	6,652,096	1,534,074	1,534,074
Interagency Revenue	116,687	123,793	130,808	12,309	12,309
Internal Revenues Total	37,624,246	40,824,843	44,207,636	31,102,735	44,297,309
Beginning Fund Balance	40,207,162	48,867,212	12,825,864	18,484,024	18,484,024
Resources Total	183,675,314	194,382,324	151,467,348	191,710,809	204,905,383
Requirements					
Bureau Expenditures					
Personnel Services	7,631,162	8,191,987	10,609,222	10,398,466	10,913,984
External Materials and Services	86,837,029	111,203,240	125,839,446	173,383,046	186,014,811
Internal Materials and Services	3,595,037	1,950,558	2,186,341	3,234,555	3,281,846
Capital Outlay	18,560,430	3,418,953	6,732,540	0	0
Bureau Expenditures Total	116,623,659	124,764,738	145,367,549	187,016,067	200,210,641
Fund Expenditures					
Debt Service	11,963,233	18,871,179	1,468,750	1,906,000	1,906,000
Contingency	0	0	340,315	338,430	338,430
Fund Transfers - Expense	6,221,213	6,066,143	4,290,734	2,450,312	2,450,312
Fund Expenditures Total	18,184,446	24,937,322	6,099,799	4,694,742	4,694,742
Ending Fund Balance	48,867,212	44,680,262	0	0	0
Requirements Total	183,675,317	194,382,322	151,467,348	191,710,809	204,905,383
Programs					
Administration & Support	9,425,210	8,070,287	10,169,399	10,119,904	10,250,904
Affordable Multifamily Housing	68,485,541	66,606,344	79,715,366	131,972,820	131,972,820
Economic Opportunity	2,123,292	2,258,650	2,280,648	2,349,067	2,349,067
Homeless Services	25,881,036	34,198,618	34,776,121	28,780,739	38,947,504
Homeowner Access & Retention	9,364,263	11,660,033	15,235,097	12,628,326	12,978,326
Rental Services	1,344,316	1,970,806	3,190,918	1,165,211	3,712,020
Total Programs	116,623,659	124,764,738	145,367,549	187,016,067	200,210,641

FTE Summary

Class	Title	Salary Range		Revised FY 2019-20		Requested No DP FY 2020-21		Requested FY 2020-21	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30000061	Accounting Technician	34,798	57,510	1.00	55,889	1.00	55,889	1.00	55,889
30003003	Administrative Specialist II	48,277	93,018	1.00	62,858	1.00	65,332	1.00	65,332
30003006	Analyst I	53,290	102,648	3.00	281,120	3.00	283,505	3.00	283,505
30003007	Analyst II	63,336	109,491	1.00	96,825	1.00	96,825	1.00	96,825
30003008	Analyst III	69,805	131,248	3.00	288,889	3.00	318,250	3.00	318,250
30003013	Capital Project Manager II	63,336	109,491	1.00	65,811	1.00	87,651	1.00	87,651
30003030	Coordinator IV	69,805	131,248	3.00	258,046	3.00	305,510	3.00	305,510
30003034	Deputy Director I	80,205	145,808	1.00	135,077	1.00	135,077	1.00	135,077
30003037	Director I	111,696	197,246	1.00	161,053	1.00	161,053	1.00	161,053
30003055	Financial Analyst II	63,336	109,491	2.00	213,843	2.00	213,844	2.00	213,844
30001592	Housing Administrative Specialist, Sr	54,350	78,400	3.00	187,840	3.00	194,279	3.00	194,279
30001590	Housing Business Systems Analyst	64,397	92,954	1.00	70,845	1.00	72,290	1.00	72,290
30001591	Housing Business Systems Analyst, Asst	58,386	84,286	1.00	54,742	1.00	66,447	1.00	66,447
30001361	Housing Construction Coordinator	61,277	88,524	2.00	153,347	2.00	159,673	2.00	159,673
30001362	Housing Construction Coordinator, Sr	67,621	97,684	3.00	273,416	3.00	281,055	3.00	281,055
30001587	Housing Financial Analyst	64,397	92,954	2.00	166,439	2.00	171,883	2.00	171,883
30001588	Housing Financial Analyst, Assistant	58,386	84,286	2.00	152,494	2.00	155,288	2.00	155,288
30001367	Housing Lead Grant Program Coordinator	67,621	97,684	1.00	90,987	1.00	94,753	1.00	94,753
30001369	Housing Loan Compliance Analyst	54,350	78,400	1.00	60,360	1.00	62,824	1.00	62,824
30001364	Housing Loan Coordinator	58,386	84,286	1.00	85,113	1.00	85,113	1.00	85,113
30001365	Housing Loan Coordinator, Sr	64,397	92,954	2.00	160,991	2.00	166,099	2.00	166,099
30001596	Housing Management Assistant	58,386	84,286	2.00	150,424	2.00	156,535	2.00	156,535
30001363	Housing Portfolio Finance Coordinator	71,157	102,714	3.00	259,598	3.00	287,835	3.00	287,835
30001595	Housing Program Coordinator	67,621	97,684	15.00	1,259,453	15.00	1,324,567	15.00	1,324,567
30001593	Housing Program Specialist	61,277	88,524	4.00	294,578	4.00	308,448	4.00	308,448
30001594	Housing Program Specialist, Assistant	58,386	84,286	7.00	545,687	7.00	554,075	7.00	554,075
30003081	Manager I	80,205	145,808	1.00	121,494	1.00	121,494	1.00	121,494
30003082	Manager II	92,851	168,834	1.00	126,232	1.00	126,232	1.00	126,232
30000012	Office Support Specialist II	34,798	57,510	1.00	44,984	1.00	47,351	1.00	47,351
30003096	Public Information Manager	80,205	145,808	1.00	83,325	1.00	114,568	1.00	114,568

Portland Housing Bureau

FTE Summary

Class	Title	Salary Range		Revised FY 2019-20		Requested No DP FY 2020-21		Requested FY 2020-21	
		Min	Max	No.	Amount	No.	Amount	No.	Amount
30003097	Public Information Officer	63,336	109,491	1.00	99,446	1.00	99,446	1.00	99,446
30003103	Supervisor I - E	63,336	109,491	2.00	199,349	2.00	199,349	2.00	199,349
30003104	Supervisor II	69,805	131,248	1.00	113,026	1.00	113,031	1.00	113,031
Total Full-Time Positions				75.00	6,373,581	75.00	6,685,571	75.00	6,685,571
30003006	Analyst I	53,290	102,648	1.00	55,370	1.00	79,009	1.00	79,009
30003029	Coordinator III	63,336	109,491	2.00	131,622	2.00	175,302	2.00	175,302
30001591	Housing Business Systems Analyst, Asst	58,386	84,286	1.00	64,230	1.00	65,530	1.00	65,530
30001361	Housing Construction Coordinator	61,277	88,524	2.00	102,907	2.00	139,048	2.00	139,048
30001593	Housing Program Specialist	61,277	88,524	1.00	76,830	1.00	79,953	1.00	79,953
Total Limited Term Positions				7.00	430,959	7.00	538,842	7.00	538,842
Grand Total				82.00	6,804,540	82.00	7,224,413	82.00	7,224,413

CIP Summary

Bureau Capital Program Project	Prior Years	Revised FY 2019-20	Requested FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	5-Year Total
Acquisitions								
3000 SE Powell Boulevard	0	108,530	0	0	0	0	0	0
East Burnside Apartments	0	3,650	0	0	0	0	0	0
NE Prescott Property	0	24,600	0	0	0	0	0	0
Westwind Apartments	0	680,000	0	0	0	0	0	0
Total Acquisitions	0	816,780	0	0	0	0	0	0
Total Requirements	0	816,780	0	0	0	0	0	0

Fund Summary

	Actuals FY 2017-18	Actuals FY 2018-19	Revised FY 2019-20	Requested No DP FY 2020-21	Requested FY 2020-21
Resources					
External Revenues					
Charges for Services	490,564	547,448	30,410	30,000	30,000
Intergovernmental	379,087	260,618	284,648	236,088	236,088
Miscellaneous	1,331,649	663,059	441,575	442,000	442,000
External Revenues Total	2,201,300	1,471,125	756,633	708,088	708,088
Internal Revenues					
Fund Transfers - Revenue	2,940,542	2,813,450	3,383,880	670,116	670,116
Internal Revenues Total	2,940,542	2,813,450	3,383,880	670,116	670,116
Beginning Fund Balance	12,620,938	7,506,089	742,632	5,418,916	5,418,916
Resources Total	17,762,780	11,790,664	4,883,145	6,797,120	6,797,120
Requirements					
Bureau Expenditures					
Personnel Services	1,367,717	1,131,869	1,069,449	950,706	950,706
External Materials and Services	3,008,195	5,636,799	442,995	4,778,619	4,778,619
Internal Materials and Services	3,515	2,320	0	62,525	62,525
Capital Outlay	0	0	0	0	0
Bureau Expenditures Total	4,379,427	6,770,988	1,512,444	5,791,850	5,791,850
Fund Expenditures					
Debt Service	0	288,703	0	0	0
Contingency	0	0	0	15,000	15,000
Fund Transfers - Expense	5,877,265	1,913,153	3,370,701	990,270	990,270
Fund Expenditures Total	5,877,265	2,201,856	3,370,701	1,005,270	1,005,270
Ending Fund Balance	7,506,089	2,817,820	0	0	0
Requirements Total	17,762,781	11,790,663	4,883,145	6,797,120	6,797,120

Fund Overview

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

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

Housing Investment Fund

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

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

Managing Agency Portland Housing Bureau

Significant Changes from Prior Year

The increase funding allocated to the HIF for FY 20-21 are associated with the county's contribution to the Westwind project.

Community Development Block Grant Fund

Fund Summary

	Actuals FY 2017-18	Actuals FY 2018-19	Revised FY 2019-20	Requested No DP FY 2020-21	Requested FY 2020-21
Resources					
External Revenues					
Charges for Services	4,807	13,175	0	0	0
Intergovernmental	8,691,711	10,135,605	12,272,159	9,293,038	9,293,038
Miscellaneous	2,133,070	1,583,608	1,025,000	1,025,000	1,025,000
External Revenues Total	10,829,589	11,732,389	13,297,159	10,318,038	10,318,038
Beginning Fund Balance	595,348	677,120	0	0	0
Resources Total	11,424,937	12,409,509	13,297,159	10,318,038	10,318,038
Requirements					
Bureau Expenditures					
Personnel Services	1,197,551	1,137,707	1,349,576	1,262,664	1,262,664
External Materials and Services	8,564,188	8,942,020	10,653,619	7,799,609	7,799,609
Internal Materials and Services	251,501	234,490	512,067	488,765	488,765
Bureau Expenditures Total	10,013,240	10,314,217	12,515,262	9,551,038	9,551,038
Fund Expenditures					
Debt Service	734,577	747,396	756,000	767,000	767,000
Contingency	0	0	25,897	0	0
Fund Expenditures Total	734,577	747,396	781,897	767,000	767,000
Ending Fund Balance	677,120	1,347,896	0	0	0
Requirements Total	11,424,937	12,409,508	13,297,159	10,318,038	10,318,038

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.

Community Development Block Grant Fund

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

Managing Agency Portland Housing Bureau

Significant Changes from Prior Year

Overall appropriations in FY 2020-21 are lower compared to FY 2019-20, primarily based on several projects approaching completion in FY 2019-20.

Fund Summary

	Actuals FY 2017-18	Actuals FY 2018-19	Revised FY 2019-20	Requested No DP FY 2020-21	Requested FY 2020-21
Resources					
External Revenues					
Charges for Services	891	5,662	0	0	0
Intergovernmental	5,816,393	1,434,687	4,725,301	7,449,773	7,449,773
Miscellaneous	487,371	615,411	841,800	292,000	292,000
External Revenues Total	6,304,655	2,055,759	5,567,101	7,741,773	7,741,773
Beginning Fund Balance	127,862	301,439	0	0	0
Resources Total	6,432,517	2,357,198	5,567,101	7,741,773	7,741,773
Requirements					
Bureau Expenditures					
Personnel Services	286,208	299,580	445,818	448,507	448,507
External Materials and Services	5,844,870	1,143,199	5,121,283	7,293,266	7,293,266
Bureau Expenditures Total	6,131,079	1,442,779	5,567,101	7,741,773	7,741,773
Ending Fund Balance	301,439	914,420	0	0	0
Requirements Total	6,432,518	2,357,199	5,567,101	7,741,773	7,741,773

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 are projected higher than the prior year reflecting new projects from the 2019 award cycle.

Tax Increment Financing Reimbursement Fund

Fund Summary

	Actuals FY 2017-18	Actuals FY 2018-19	Revised FY 2019-20	Requested No DP FY 2020-21	Requested FY 2020-21
Resources					
External Revenues					
Charges for Services	834,829	981,194	1,039,923	688,724	688,724
Intergovernmental	38,067,245	46,636,014	52,150,109	45,968,724	45,968,724
Miscellaneous	6,912,543	7,045,275	5,306,950	3,418,170	3,418,170
External Revenues Total	45,814,617	54,662,483	58,496,982	50,075,618	50,075,618
Internal Revenues					
Fund Transfers - Revenue	57,967	280,000	170,340	0	0
Internal Revenues Total	57,967	280,000	170,340	0	0
Beginning Fund Balance	22,030,909	23,868,510	1,431,904	10,616,100	10,616,100
Resources Total	67,903,493	78,810,993	60,099,226	60,691,718	60,691,718
Requirements					
Bureau Expenditures					
Personnel Services	3,163,135	3,068,410	3,697,880	3,816,167	3,816,167
External Materials and Services	38,856,939	52,412,779	47,484,323	54,349,029	54,349,029
Internal Materials and Services	1,494,863	1,166,464	1,454,130	1,443,310	1,443,310
Capital Outlay	176,098	3,239,808	6,713,200	0	0
Bureau Expenditures Total	43,691,035	59,887,461	59,349,533	59,608,506	59,608,506
Fund Expenditures					
Contingency	0	0	0	27,250	27,250
Fund Transfers - Expense	343,948	3,872,990	749,693	1,055,962	1,055,962
Fund Expenditures Total	343,948	3,872,990	749,693	1,083,212	1,083,212
Ending Fund Balance	23,868,510	15,050,542	0	0	0
Requirements Total	67,903,493	78,810,994	60,099,226	60,691,718	60,691,718

Fund Overview

Structure

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

Tax Increment Financing Reimbursement Fund

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

Carryover

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

Managing Agency

Portland Housing Bureau

Significant Changes from Prior Year

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

Fund Summary

	Actuals FY 2017-18	Actuals FY 2018-19	Revised FY 2019-20	Requested No DP FY 2020-21	Requested FY 2020-21
Resources					
External Revenues					
Taxes	9,036,976	7,619,000	5,100,000	6,805,000	6,805,000
Charges for Services	1,488	297,326	469,435	1,248,518	1,248,518
Miscellaneous	98,859	317,722	231,413	3,176,704	3,176,704
External Revenues Total	9,137,323	8,234,048	5,800,848	11,230,222	11,230,222
Internal Revenues					
Fund Transfers - Revenue	680,499	524,300	653,017	364,000	364,000
Internal Revenues Total	680,499	524,300	653,017	364,000	364,000
Beginning Fund Balance	1,847,976	11,139,941	10,507,182	2,992,500	2,992,500
Resources Total	11,665,798	19,898,289	16,961,047	14,586,722	14,586,722
Requirements					
Bureau Expenditures					
Personnel Services	337,342	417,323	805,406	835,948	835,948
External Materials and Services	61,143	2,733,699	16,155,641	13,691,475	13,691,475
Internal Materials and Services	127,373	242,282	0	10,739	10,739
Bureau Expenditures Total	525,858	3,393,305	16,961,047	14,538,162	14,538,162
Fund Expenditures					
Contingency	0	0	0	25,000	25,000
Fund Transfers - Expense	0	0	0	23,560	23,560
Fund Expenditures Total	0	0	0	48,560	48,560
Ending Fund Balance	11,139,941	16,504,983	0	0	0
Requirements Total	11,665,799	19,898,288	16,961,047	14,586,722	14,586,722

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.

Inclusionary Housing Fund

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 continues in FY 2019-20. Collections in FY 20-21 should begin to level off as a reflection of softening construction activity. The expenditures consist of CET funded projects, such as Findley Commons and CCC-Division, and pre-development loans for bond projects.

Fund Summary

	Actuals FY 2017-18	Actuals FY 2018-19	Revised FY 2019-20	Requested No DP FY 2020-21	Requested FY 2020-21
Resources					
External Revenues					
Charges for Services	5,022,848	7,154,189	5,333,629	5,113,583	5,113,583
Miscellaneous	61,763	90,291	40,000	46,000	46,000
External Revenues Total	5,084,611	7,244,480	5,373,629	5,159,583	5,159,583
Internal Revenues					
Fund Transfers - Revenue	28,000	178,959	59,184	17,341	17,341
Internal Revenues Total	28,000	178,959	59,184	17,341	17,341
Beginning Fund Balance	1,963,205	4,519,952	7,366	456,508	456,508
Resources Total	7,075,816	11,943,391	5,440,179	5,633,432	5,633,432
Requirements					
Bureau Expenditures					
Personnel Services	102,533	176,672	49,839	111,833	111,833
External Materials and Services	1,600,540	2,488,804	4,271,095	4,374,847	4,374,847
Internal Materials and Services	26,416	179,596	92,077	104,393	104,393
Bureau Expenditures Total	1,729,490	2,845,072	4,413,011	4,591,073	4,591,073
Fund Expenditures					
Debt Service	826,374	2,081,378	712,750	714,000	714,000
Contingency	0	0	314,418	271,180	271,180
Fund Transfers - Expense	0	0	0	57,179	57,179
Fund Expenditures Total	826,374	2,081,378	1,027,168	1,042,359	1,042,359
Ending Fund Balance	4,519,952	7,016,941	0	0	0
Requirements Total	7,075,816	11,943,391	5,440,179	5,633,432	5,633,432

Fund Overview

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

Managing Agency Portland Housing Bureau

Significant Changes Over Prior Year

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

Affordable Housing Development Fund

Fund Summary

	Actuals FY 2017-18	Actuals FY 2018-19	Revised FY 2019-20	Requested No DP FY 2020-21	Requested FY 2020-21
Resources					
External Revenues					
Charges for Services	0	0	0	2,276,536	2,276,536
Bond & Note	0	0	0	50,700,000	50,700,000
Miscellaneous	0	(3,295)	0	0	0
External Revenues Total	0	(3,295)	0	52,976,536	52,976,536
Internal Revenues					
Fund Transfers - Revenue	0	750,000	2,385,675	482,617	482,617
Internal Revenues Total	0	750,000	2,385,675	482,617	482,617
Beginning Fund Balance	0	0	0	0	0
Resources Total	0	746,705	2,385,675	53,459,153	53,459,153
Requirements					
Bureau Expenditures					
Personnel Services	0	550,000	1,104,362	1,516,504	1,516,504
External Materials and Services	0	0	769,380	50,925,411	50,925,411
Internal Materials and Services	0	200,000	511,933	591,297	591,297
Bureau Expenditures Total	0	750,000	2,385,675	53,033,212	53,033,212
Fund Expenditures					
Debt Service	0	0	0	425,000	425,000
Fund Transfers - Expense	0	0	0	941	941
Fund Expenditures Total	0	0	0	425,941	425,941
Ending Fund Balance	0	(3,295)	0	0	0
Requirements Total	0	746,705	2,385,675	53,459,153	53,459,153

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 2020-21, PHB is working on predevelopment loans for these projects and assisting our partners in the permitting and predevelopment phases. Currently, these projects are targeting financial close over the next 12-18 months.

Project Detail - Portland Housing Bureau

Capital Program Project	Prior Years	Revised FY 2019-20	Requested FY 2020-21	Capital Plan				5-Year Total
				FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	

PROJECT NAME: Joyce Hotel								
				Total Project Cost	6,000,000		Area	
	Confidence	Low		Original Cost	10,920,000		Objective	

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	500,000	1,000,000	0	0	0	0	1,000,000
Net Operations and Maintenance Costs	0	0	0	0	0	0	0	0

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	108,530	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	3,650	0	0	0	0	0	0

Portland Housing Bureau

Project Detail - Portland Housing Bureau

Capital Program Project	Prior Years	Revised FY 2019-20	Requested FY 2020-21	Capital Plan					
				FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	5-Year Total	
Net Operations and Maintenance Costs	0	0	0	0	0	0	0	0	0
PROJECT NAME: NE Prescott Property									
				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									
Total Expenditures	0	24,600	0	0	0	0	0	0	0
Net Operations and Maintenance Costs	0	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 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									
Total Expenditures	0	680,000	0	0	0	0	0	0	0
Net Operations and Maintenance Costs	0	0	0	0	0	0	0	0	0

Business Operations

Program Description & Goals

The Business Operations program includes Administrative Services, Finance & Accounting, Risk Analysis and Compliance, Human Resources and Contract Support. These activities ensure that the Bureau service delivery programs have adequate support to carry out their functions in the most efficient and effective means possible. Goals include:

- Ensuring that administrative functions are delivered consistently, reliably, and effectively;
- Providing strong finance, accounting and loan servicing functions;
- Delivering excellence in compliance;
- Supporting the bureau's equity goals through internal business practices, hiring, training and contract goals;
- Ensuring timely, confidential, and supportive human resource services;
- Supporting PHB's advisory and oversight committees including the Portland Housing Advisory Commission, Fair Housing Advocacy Committee, N/NE Neighborhood Housing Strategy Oversight Committee, Bond Oversight Committee and the Rental Services Commission.

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

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
Administrative costs as a percentage of bureau level budget	5%	5%	5%	5%	5%
Administrative costs as a rolling three-year average	7%	7%	7%	7%	7%

Explanation of Services

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

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

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

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

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

Equity Impacts

Within the Business Operations program, equity is a key value in how services are rendered. PHB utilizes MWESB firms for everything from trainings to food for community meetings and facilitation services. The contract specialist ensures that equity goals and standards are consistent across all sub-recipient contracts, and adheres to the City's requirements for RFPs and Goods and Services Contracts. The RAC team tracks residents of regulated units by race, income and family size, which assists the bureau overall in planning for additional units and marketing strategies with community partners.

The HR team ensures that PHB's recruitment and hiring practices are equitable and seeks to hire staff that reflect the communities we serve. Since 2012 the bureau has increased diversity of the staff by nearly 30%; women make up over 70% of the workforce. Additionally, with recent promotions the leadership team is now comprised of 54% people of color and 72% women. This team also develops and tracks the Affirmative Action Goals and Equity roadmap goals for hiring, retention and training of bureau staff.

Changes to Program

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

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	1,553,312	1,113,876	2,090,626	1,389,619
Internal Materials and Services	3,279,793	1,309,877	1,351,295	2,404,721
Personnel	2,544,553	2,655,095	2,863,133	2,858,363
Fund Expense				
Contingency	0	0	25,897	15,000
Debt Service	30,844	0	0	0
Fund Transfers - Expense	1,087,880	1,267,764	943,554	1,182,274
Sum:	8,496,381	6,346,611	7,274,505	7,849,977
	FTE	23.18	23	22.95
				21.87

Resources: The Business Operations program is funded by many of the Bureau's funding sources, including the many flavors of TIF, federal grants, the HIF, and the General Fund.

Expenses: Program expenses are nearly evenly split between staff costs and bureau operating costs (rent, computer systems maintenance, and inter agencies). Staffing costs are charged to the funding sources noted above – approximately 45% TIF, 15% HIF and General Fund, 25% federal funds, and 15% to the Bond and Building funds. Bureau operating costs are collected in the General Fund but are offset approximately 75% to indirect allocations to other funding sources.

Staffing: The Business Operations program consists of three teams, one contract specialist, and the Business Operations Manager. The Administrative Services team has 5.0 FTE, Finance and Accounting has 9.00 FTE, and the RAC team has 6.95 FTE.

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

Program Information

Bureau: Portland Housing Bureau

Program Contact: Leslie Goodlow

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

Contact Phone 503-823-4160

Data Analytics and Systems

Program Description & Goals

The Data Analytics & Systems team plays a key role in achieving outcomes for 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. All Data Analytics & Systems team projects can be replicated and used in different operational areas within the bureau or elsewhere within the City.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
---------------	-----------------------	-----------------------	----------------------	----------------------	---------------------

Explanation of Services

In the past three years, the City has significantly expanded funding and programming along the housing continuum. The Housing Bureau's Data Analytics & Systems team 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 and maps, longitudinal studies, survey development, and provides qualitative and quantitative analysis. The team regularly responds to requests for information from the public, City bureaus, and elected officials.

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

Equity Impacts

The Data Analytics & 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 & Systems team advances equity by maintaining transparency in operating procedures and incorporating inclusive and interdisciplinary analytic practices into its work. Success in this program would 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 is collected and reported to more accurately assess if outcomes are meeting the intended policy goals. In FY 2020-21, 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

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	0	0	234,050	346,433
Personnel	0	0	1,044,671	877,980
Sum:	0	0	1,278,721	1,224,413
	FTE	0	0	9.17
				6.85

Resources: The Data Analytics & Systems team is funded by a variety of sources within the bureau. Staffing is charged to the same sources as the Policy, Business Operations, and Director's Office programs; TIF, federal grants, the HIF, and the General Fund - reflecting the broad support function the team provides to bureau programs.

Expenses: Program expenses are staffing costs. Annual expenses for data system hosting and maintenance are reflected in the Business Operations program to reflect the bureau-wide usage of many of these systems.

Staffing: Staffing for this program consists of 6.85 FTE. This team collaborates with other bureau staff and service providers in developing data analysis products.

Assets and Liabilities: N/A

Program Information

Bureau: Portland Housing Bureau

Program Contact: Antoinette Pietka

Website: www.portlandoregon.gov/phb

Contact Phone: 503-823-2394

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 & Inclusion, and Communications & Community Engagement.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
---------------	-----------------------	-----------------------	----------------------	----------------------	---------------------

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 under-served populations. The office works to secure sustainable resources for the ongoing creation and preservation of affordable housing, as well as, ensure internal capacity exists to deliver quality service during the bureau's continuing growth and change. It also serves to support and leverage the guidance of the Portland Housing Advisory Commission, N/NE Neighborhood Strategy Oversight Committee, Bond Oversight Committee, Rental Services Commission, and Fair Housing Advocacy Committee - implementing their recommendations as appropriate.

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 & Inclusion Manager, who focuses her work 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 exceed the City of Portland's goal of 20% Disadvantaged, Minority, Women and Emerging Small Business (DMWESB) for construction sub-contracts. In July of 2016, PHB committed to a goal of 30% DMWESB participation by the year 2021 by implementing annual 2% target increases for all multi-family funded projects. Through a concerted outreach effort, the Bureau also has supported workforce training and hiring goals.

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

Changes to Program

In FY 2019-20 the Director's Office included the new addition to the bureau including a Communications Team Manager to increase capacity for external and proactive communications and community engagement. In FY2020-21, funds for communications have been consolidated from various program areas under the Communications Team budget within the Director's Office.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	26,980	13,901	56,000	64,000
Internal Materials and Services	60	132	0	0
Personnel	506,616	566,929	1,170,416	1,018,426
Ending Fund Balance	23,868,510	15,047,247	0	0
Sum:	24,402,166	15,628,210	1,226,416	1,082,426
FTE	2	5	8.00	6.85

Resources: This program is funded by a mix of resources; over 40% from Tax Increment Financing resources, with the remaining portions split somewhat evenly among federal grants, the GO Bond, and other local sources. The small amount of external materials and services is likewise spread among the same sources by means of the bureau's internal cost recovery model.

Expenses: Program expenses consist primarily of the costs for seven positions and a small amount of material and services.

Staffing: Staffing funded within the program (6.85 FTE) include the Director, Assistant Director, the Equity and Inclusion Manager, the Communications Team (4 FTE); and an Executive Assistant.

Assets and Liabilities: N/A

Program Information

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

Policy and Planning

Program Description & Goals

The PHB Policy and Planning program staff are responsible for the policy and planning functions of the Bureau. The work of this program is dynamic and includes implementation of community and city plans for new initiatives, policy frameworks for program implementation, policy research and recommendations, city code and administrative rules, Memo of Understanding (MOU)/ Intergovernmental Agreement (IGA) development and implementation, 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 administrative of code and administrative rules based on direction from City Council.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
---------------	-----------------------	-----------------------	----------------------	----------------------	---------------------

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, the Permanent Supportive Housing 2,000 unit plan, N/NE Housing Strategy development and implementation, mandatory relocation assistance code and administrative rules development, Inclusionary Housing program development, construction excise tax (CET) program development, affordable housing land use bonuses and incentives, the SW Corridor Equitable Housing Strategy, the Broadway Corridor planning. Ongoing products of this program include: monitoring and assessment of the Inclusionary Housing program, management and implementation of the N/NE Housing Strategy Preference Policy waitlist.

The Bureau is in the process of hiring a limited term Housing Program Coordinator position to analyze and assist with the housing concepts and studies initiated by bureau partners and an Analyst II position to develop and administer a grant program in East Portland. The positions are funded by existing resources.

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 policy and planning 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 land use and zoning affordable housing programs such as east portland planning, anti-displacement task force, residential infill project, better housing by design, bike parking update, manufactured dwelling park overlay zone, and others. The bureau anticipates continued work in these areas next fiscal year, in addition to new planning work, but the new deliverables can likely be absorbed with current resources.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	77,013	351,862	568,905	538,312
Internal Materials and Services	313	-211	269	0
Personnel	798,209	1,407,974	790,034	753,050
Sum:	875,535	1,759,626	1,359,208	1,291,362
FTE	6.74	12.64	6.29	6.08

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

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

Staffing: This program includes 6.08 FTE. Staff are assigned a portfolio of policy and planning issues (see explanation of services section) and are responsible for the associated work products.

Assets and Liabilities: N/A

Program Information

Bureau: Portland Housing Bureau

Program Contact: Matthew Tschabold

Website: www.portlandoregon.gov/phb

Contact Phone (503) 823-1854

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 the City of 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.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
---------------	-----------------------	-----------------------	----------------------	----------------------	---------------------

Explanation of Services

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

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

Equity Impacts

The JOHS is committed to and has taken numerous steps to realize the AHFE goal of achieving racial equity in homeless services and eliminating disparate rates of homelessness on the basis of race and ethnicity. To that end, the JOHS has: (1) improved data collection and outcome reporting using inclusive racial identities; (2) created standards of practice for all contractors that include cultural responsiveness and/or culturally specific service provision; (3) included a requirement for organizational equity assessments, plans, and progress reporting in all contracts; (4) prioritized and increased funding to culturally specific organizations through local procurement processes and prioritization of culturally specific programs in competitive federal applications; and (5) prioritized staff support to the AHFE Equity Committee, the local launch of a national initiative to address the role of racism in causing and perpetuating homelessness (“Supporting Partnerships for Anti-Racist Communities”), and the implementation of the AHFE equity lens in all AHFE planning efforts (including most recently around planning for chronic homelessness and permanent supportive housing). The JOHS is further increasing its internal capacity to support racial equity work through the recent hire of an Equity Manager, who will lead the JOHS’ racial equity efforts with AHFE and our contractors, and the development and implementation of both the County’s and an office-specific workforce equity plan.

Changes to Program

There are no significant changes to this program planned for FY 2020-21.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	45,200	1,250,688	645,135	564,020
Sum:	45,200	1,250,688	645,135	564,020

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

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

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

Assets and Liabilities: N/A

Program Information

Bureau: Portland Housing Bureau

Program Contact: Marc Jolin

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

Contact Phone 503-988-5531

JOHS Employment Services

Program Description & Goals

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

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
---------------	-----------------------	-----------------------	----------------------	----------------------	---------------------

Explanation of Services

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

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

Equity Impacts

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

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

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

Changes to Program

\$137,560 of the City General funds for this program can be found in the Direction to Develop package for continuation of services funded with one-time-only funding.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	0	0	925,100	951,010
Sum:	0	0	925,100	951,010

Resources: For FY 20-21, \$813,450 is on-going City General Fund.

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

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

Assets and Liabilities: N/A

Program Information

Bureau: Portland Housing Bureau

Program Contact: Marc Jolin

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

Contact Phone: 503-988-5531

JOHS Homelessness Diversion

Program Description & Goals

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

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
Number of individuals prevented from becoming homeless	7,458	7,220	8,000	7,900	7,900

Explanation of Services

As an intervention, diversion is considered a trauma informed approach that keeps individuals and families from falling into street and shelter homelessness by helping them identify and gain access to alternative temporary and long-term housing options. Diversion is recognized nationally and locally as a critical tool in reducing street and shelter homelessness.

This program funds diversions from homelessness for AHFE priority populations, in particular for women, people of color, people with disabilities and people fleeing domestic violence. All of the providers contracted to provide services through this program are culturally specific or culturally responsive. Diversion occurs primarily through three recommended strategies adopted by the AHFE Executive Committee, all of which have been shown to be effective at diverting people from homelessness:

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

Equity Impacts

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

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

Of those newly prevented from becoming homeless in FY 2019, 76% were people from communities of color. 36% identified as Black or African American; 29% identified as Hispanic or Latino/a; 7% identified as American Indian or Alaska Native; 5% identified as Asian; and 3% identified as Native Hawaiian or Pacific Islander.

Changes to Program

\$1,291,980 of the City General funds for this program can be found in the Direction to Develop package for continuation of services funded with one-time-only funding.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	1,530,197	1,466,861	1,525,500	1,491,130
Sum:	1,530,197	1,466,861	1,525,500	1,491,130

Resources: The City's contribution to the JOHS budget is City General Fund in the amount of \$199,150 for FY 20-21.

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

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

Assets and Liabilities: N/A

Program Information

Bureau: Portland Housing Bureau

Program Contact: Marc Jolin

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

Contact Phone: 503-988-5531

JOHS Supportive Housing

Program Description & Goals

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

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
Total number of homeless individuals placed in permanent housing	5,591	5,770	5,900	5,500	5,500
Retention rate of households placed in permanent housing at 12 months	59%	64%	75%	75%	75%
Percentage of households moved from homelessness into housing that subsequently return to homelessness	28%	26%	26%	25%	25%

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 homeless. This program provides continued support for two types of programs prioritized by and coordinated through AHFE – transitional recovery housing and permanent supportive housing.

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

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

Equity Impacts

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

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

Of the people newly served in Permanent Supportive Housing in FY 2019, 52% were people from communities of color. 21% identified as American Indian or Alaska Native; 20% identified as Black or African American; 13% identified as Hispanic or Latino/a; 5% identified as Native Hawaiian or Pacific Islander, and 3% identified as Asian.

Changes to Program

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

\$485,085 of the City General funds for this program can be found in the Direction to Develop package for continuation of services funded with one-time-only funding.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	6,804,694	8,028,727	10,601,459	11,518,150
Personnel	-130	0	0	0
Sum:	6,804,564	8,028,727	10,601,459	11,518,150

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

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

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

Assets and Liabilities: N/A

Program Information

Bureau: Portland Housing Bureau

Program Contact: Marc Jolin

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

Contact Phone 503-988-5531

JOHS Housing Placement/Retention

Program Description & Goals

For the majority of people experiencing homelessness, returning to permanent housing requires a combination of limited duration, highly flexible rent assistance, housing placement and retention support staffing, and help acquiring income. This housing placement and retention strategy, often referred to as “rapid rehousing” (RRH), is a recognized national best practice and critical strategy prioritized through A Home for Everyone (AHFE) to significantly decrease homelessness among the most vulnerable in our community. RRH accounts for a significant majority of new placements into housing each year. A goal of the bureau and the broader community is to ensure that homeless households placed in permanent housing retain their housing and do not return to homelessness. Twelve months after households exit a permanent housing program to a permanent destination, homeless service providers contact them to assess whether they are still housed. The target for housing retention is 75%. In FY18-19, the percentage of households due for 12-month follow-up that were confirmed to have retained their housing was 64%. However, many households due for follow-up could not be successfully contacted, which reduced the positive outcome. Of the households successfully contacted, 85% were confirmed to have retained their housing.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
Total number of homeless individuals placed in permanent housing	5,591	5,770	5,900	5,500	5,500
Retention rate of households placed in permanent housing at 12 months	59%	64%	75%	75%	75%
Percentage of households moved from homelessness into housing that subsequently return to homelessness	28%	26%	26%	25%	25%
Retention rate of households placed in permanent housing at 12 months (of those successfully contacted)	0	0	0	80%	80%

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 non-profit partners through HomeForward; 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

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

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

Of those newly placed in Rapid Rehousing in FY 2019, 66% were people from communities of color. 40% identified as Black or African American; 17% identified as Hispanic or Latino/a; 10% identified as American Indian or Alaska Native; 5% identified as Native Hawaiian or Pacific Islander; and 2% identified as Asian.

Changes to Program

\$1,913,550 of the City General funds for this program can be found in the Direction to Develop package for continuation of services funded with one-time-only funding.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	12,246	0	8,896,785	8,958,630
Sum:	12,246	0	8,896,785	8,958,630

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

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

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

Assets and Liabilities: Not applicable.

Program Information

Bureau: Portland Housing Bureau

Program Contact: Marc Jolin

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

Contact Phone: 503-988-5531

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 & older. Other shelters are specifically for youth under 24, domestic violence survivors, and families with children.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
Average length of time (days) spent in homeless shelter (all populations)	48	64	110	85	85
Number of individuals who accessed homeless services, but who had not accessed homeless services in the previous two years	5,018	5,410	5,000	6,400	6,400

Explanation of Services

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

Night shelter: Overnight shelter programs for all populations include approximately 1,400 beds of year-round shelter and 300 beds of winter shelter. Shelters are low-barrier and most, such as the Willamette Center, operate 24/7. Funds are contracted to nonprofit providers to pay the operating expenses for shelter, including maintenance, staffing, materials/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, e.g., “villages”) provide a safe space to sleep and access resources for those who are not currently served by traditional shelters. People using these alternative shelters have improved access to services with the goal of moving in to permanent housing as quickly as possible.

Equity Impacts

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

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

Of the people newly served in Emergency Shelter in FY 2019: 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

\$2,874,260 of the City General funds for this program can be found in the Direction to Develop package for continuation of services funded with one-time-only funding.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	7,443,824	9,758,969	10,833,261	14,330,289
Personnel	37,398	0	0	0
Sum:	7,481,222	9,758,969	10,833,261	14,330,289
FTE	0.28	0	0	0

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

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

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

Assets and Liabilities: N/A

Program Information

Bureau: Portland Housing Bureau

Program Contact: Marc Jolin

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

Contact Phone: 503-988-5531

JOHS System Support Services

Program Description & Goals

Improving system coordination and access is one of the core strategies of A Home for Everyone (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.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
---------------	-----------------------	-----------------------	----------------------	----------------------	---------------------

Explanation of Services

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

- **Access:** Equitable and efficient access to available services is an essential commitment of (AHFE). Access starts with information about the services available and must be available in a variety of formats to reach diverse populations. Programs include telephone, online and print information and referral, as well as in-person assessment. Equitable and efficient access to services also requires coordinated entry systems tailored to specific populations.
- **Training/Education:** Through AHFE, our 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

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

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

In fiscal year 2019, 31% of the Information and Referral callers identified as Black or African American, 13% identified as Hispanic or Latino/a, 5% identified as American Indian or Alaska Native, 3% identified as Native Hawaiian or Other Pacific Islander, and 2% identified as Asian.

Changes to Program

\$444,330 of the City General funds for this program can be found in the Direction to Develop package for continuation of services funded with one-time-only funding.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	102,772	2,343,814	1,152,540	1,134,275
Personnel	23,829	1	0	0
Sum:	126,601	2,343,815	1,152,540	1,134,275
FTE	0.17	0	0	0

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

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

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

Assets and Liabilities: N/A

Program Information

Bureau: Portland Housing Bureau

Program Contact: Marc Jolin

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

Contact Phone: 503-988-5531

Economic Opportunity Initiative

Program Description & Goals

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

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

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
Total number of workforce participants	1,394	936	825	0	825
Total number of Microenterprise participants	210	266	300	0	300
Percentage of workforce participants employed at graduation	40%	94%	40%	0	40%
Percentage of microenterprises increasing economic stability at program exit	41%	N/A	41%	0	41%

Explanation of Services

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

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

Equity Impacts

The EOI program supports the PHB mission of addressing the housing needs of the people of Portland by reaching out to Communities of Color to ensure their participation in the economic opportunities that quality housing investments create. EOI partners include culturally-specific and culturally responsive agencies who prioritize reaching participants from communities of color, immigrants and refugees and low-income participants. Additionally, the workforce program prioritizes support to those who have drug and/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 2020-21 are anticipated to be funded at approximately the same level as the FY 2019-20 year. PHB anticipates a similar entitlement amount from HUD in FY 2020-21. This portion of the overall programs will not be affected by program cuts.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	0	0	2,280,648	2,349,067
Sum:	0	0	2,280,648	2,349,067

Resources: This program is funded by CDBG, a federal entitlement grant. CDBG for EOI funding is based on a standard percentage applied to entitlement amount from HUD. PHB reimburses Prosper Portland as expenses are incurred.

Expenses: Funds for EOI support direct service delivery. A majority of the funding covers personnel expenses at partner organizations. A smaller portion covers participant support services, including items necessary for clients to access services such as work clothing, transportation fees and school supplies. CDBG funds may also be used for operating costs that are explicitly connected to the direct services being delivered. CDBG funding does not cover any administrative costs for the subrecipients.

Staffing: CDBG funding does not cover any staffing costs at Prosper Portland or Worksystems, Inc.; those costs are covered through other non-PHB funding sources. CDBG and additional funds cover personnel at four service delivery organizations for microenterprise and 12 service delivery organizations (22 programs) for workforce development. The PHB contract manager (0.05 FTE) is funded by CDBG as well.

Assets and Liabilities: N/A

Program Information

Bureau: Portland Housing Bureau

Program Contact: Anna Shook

Website: www.portlandoregon.gov/phb/26428

Contact Phone 503-823-2802

Housing Development Support

Program Description & Goals

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

Program components include:

- the Risk Management Pool (RMP), funded by the bureau and managed by the Housing Development Center (HDC);
- Community Housing Development Organization (CHDO) operating assistance, funded by HOME funds and used by a CHDO (private non-profit, community-based organizations) that have staff with the capacity to develop affordable housing for the community it serves;
- The HOME Consortium, designated by HUD is a way for local governments that would not otherwise qualify for funding to join with other contiguous units of local government to directly participate in HOME funds; and
- HUD Section 108 loan repayment.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
---------------	-----------------------	-----------------------	----------------------	----------------------	---------------------

Explanation of Services

The RMP provides funds training and education to the owners of multifamily affordable rental housing providing supportive housing. The pool also makes payments in the event a claim is made against the RMP. HDC will review and process the paperwork to ensure compliance with the RMP requirements.

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

HOME Consortium activities include participation by Multnomah County in joint projects with PHB (like the Stark Street project currently under construction) and homeownership loans provided by the City of Gresham.

Section 108 activity in this program is the annual repayments to HUD, which will extend beyond 2030.

Equity Impacts

The 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; 3) bringing together partners to address the City's housing needs; and 4) reaching out to Communities of Color to ensure their participation in economic opportunities that quality housing investments create. Success means that the permanent supportive housing (PSH) units, targeting very-low income clients, are being supported and can continue to operate in a fiscally sound manner.

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

PHB is advancing City Council's goal to create 2000 new PSH units in 10 years and the RMP is an integral component as it helps mitigate the financial risks of affordable housing developers and owners in owning and managing a building with residents having special needs and can be costly to operate.

Changes to Program

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

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	879,880	855,618	1,764,120	1,333,630
Internal Materials and Services	431	31	0	0
Personnel	138,974	30,334	79,796	74,049
Fund Expense				
Debt Service	734,577	747,396	756,000	767,000
Fund Transfers - Expense	5,133,333	1,306,777	2,858,340	1,186,358
Sum:	6,887,196	2,940,155	5,458,256	3,361,037
FTE	0	2.08	0.90	0.52

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

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

Staffing: Staffing is 0.22 FTE , which reflects portions of several positions in the bureau working on specific program activities as well as general support of multi-family project financing.

Assets and Liabilities: Section 108 loan payments to HUD are a program liability that extends beyond FY 2030, and currently results in approximately \$730,000 in annual debt service. This payment reflects a pool of funds that financed capital assets owned by other non-governmental entities through loans to those entities. These assets, while not owned by the City, represent a significant and critical component in the affordable housing resources available to the residents of Portland.

The RMP is an asset maintenance tool that PHB makes available to affordable housing owners and developers as discussed in the program description section. As noted above, while these assets are not owned by the City, they are assets funded by the City.

Program Information

Bureau: Portland Housing Bureau

Program Contact: Jill Chen

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

Contact Phone 503-823-3339

Multi Family Affordable Ownership Project Financing

Program Description & Goals

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

The Multi Family Affordable Ownership Project Financing program collaborates with several Bureau programs; including the Policy and Planning program who identifies N/NE Preference buyers and with the Homeowner Access program who coordinates buyer readiness and home ownership training. The Bureau works with its partners to leverage City resources to develop projects such that its investments can become a permanent subsidy upon sale to qualified low-income buyers.

Program commitments are presently exclusive to the implementation of the N/NE Housing Strategy and include: The Olin, a Habitat for Humanity development, for 12 affordable condos which expected to be completed by 1Q20; the Kilpatrick Phase 1 & 2 , a Habitat for Humanity development, for 30 affordable condos in construction; and a Proud Ground Project for 40 new affordable condos on 5020 Interstate, PHB owned land, which is in pre-development.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
---------------	-----------------------	-----------------------	----------------------	----------------------	---------------------

Explanation of Services

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

New multifamily, affordable condos cannot be developed without subsidy which buys down the cost of the affordable units. This program provides the needed City funds to enable the projects to be developed by non-profit partners. This program seeks to optimize Bureau investments, including land leases, by working with other funding sources including commercial banks/lenders, philanthropic institutions and the State. Bureau staff works with the developer during predevelopment, financial close, through completion of construction. The total process can be 12 months to over 4 years depending on size and complexity of the development.

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

Equity Impacts

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/or supporting in the funding of these housing; 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, MWESB 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 Preference Policy which target 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. The median home sales price citywide rose from \$257,487 in 2011 to \$426,988, an increase of 66 percent, or over \$169,500. The median home sales price in Portland now exceeds \$400,000 in over two thirds (68 percent) of the neighborhoods in the city. The median home sales price in the Interstate Corridor is \$459,878, an increase of 75% from the 2011 median of \$263,435, making affordable homeownership out of reach for most people of color whose families have been displaced in the ICURA. According to the State of Housing Report, homeownership rates among Black, Hispanic/Latino, Native, and Hawaiian-Pacific-Islander households is 40% or less compared to White households at 54%.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	0	0	11,185,641	2,500,059
Personnel	0	0	175,345	140,386
Sum:	0	0	11,360,986	2,640,445
FTE	0	0	1.35	1.02

Resources: The Multi Family Ownership Project Financing program is currently focused in the ICURA, utilizing TIF funds limited to that geographic area. TIF funds for multi-family ownership are currently benefitting from resources created by the increase in housing set-aside in 2015. As forecast by both the Bureau and Prosper Portland over the last few years, TIF funding will subside over the next four years as almost all districts reach maximum indebtedness or the final year to issue debt. To continue the program and expand its geographic reach additional sources of funds will need to be developed.

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

Staffing: Staffing for this program consists of 1.02 FTE, budgetarily, and includes staff from multiple teams to effectively implement the program.

Assets and Liabilities: This program finances capital assets that are eventually owned by qualified homeowners for which PHB funds are provided as 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

Bureau: Portland Housing Bureau

Program Contact: Jill Chen

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

Contact Phone 503-823-3339

Development Incentives

Program Description & Goals

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

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

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
Number of households receiving indirect assistance through foregone revenue (mortgage credit certificate, limited tax exemption, and system development charge exemption)	104	266	140	140	140
Percentage of housing units opened or preserved in high opportunity areas	60%	61%	50%	50%	50%
Percentage of privately developed residential units permitted as affordable through the Inclusionary Housing (IH) program	0	0	0	10%	10%
Percentage of Inclusionary Housing (IH) units affordable at 60% AMI or below	0	0	0	50%	50%
Percentage of family sized Inclusionary Housing (IH) units permitted	0	0	0	15%	15%

Explanation of Services

State and City policymakers have implemented regulations to increase the number of affordable units built. For-profit and non-profit housing developers benefit from exemption programs, reducing permitting expenses and the on-going cost of property taxes for both rental and homeownership projects, as well as, both single-family and multifamily developments. Homebuyers also benefit from a reduction in their long-term income taxes. And manufactured dwelling park owners can receive density bonuses.

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

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

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

The MDP Bonus Program provides a density bonus to manufactured dwelling park owners who rent to low income tenants.

Staff reviews and approves applications prior to construction of new developments, and prior to home purchases to confirm that both the property and the homebuyer meet program criteria. The outcomes of these programs can be seen through creating mixed-income neighborhoods, more affordable units for 10, 60 or 99 years ensuring long-term stability for families, keeping home prices below market rates, and reduced property or income taxes.

Equity Impacts

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 opportunities for homeownership through exemptions and tax credits. The Development Incentives programming advances equity by increasing the number of housing options available to low- to moderate-income renters and homebuyers across the City through otherwise market-rate development, without competing with other bureau funding directed towards the most vulnerable residents, and by supporting publicly-funded projects through exemption programs. Success in this program would result in an increase in the number of affordable homes available to low- to moderate-income families and an increase in the number of households from Communities of Color accessing affordable housing opportunities through PHB.

Changes to Program

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

- Refinements to the IH Program including technical clarifications to program administration;
- Development of the MDP Bonus program resulting from zoning code changes; and
- Establishment of the LTIC Exemption Program to spare affordable housing developers from new charges established by Bureau of Transportation.

In FY 20-21, PHB will implement additional programming in to administer affordable housing restrictions for developments seeking bonus density through new zoning code as part of the Better Housing by Design and Residential Infill Project endeavors. PHB will also expand programming to conduct further compliance on CET exemptions as well as add new programming to exempt Transportation Street Use Permit (TSUP) fees for affordable housing projects.

New processing and application fees need to be implemented to cover staffing across the programs, including new fees to process additional legal documents and changes to already approved applications for programs with existing fees (the SDC Exemption, the Limited Tax Exemption and the MCC Programs) and establishing new fees for the IH, CET, TSUP Exemption and the MDP Bonus Programs, plus the programs to implement the Better Housing by Design and the Residential Infill Project bonuses.

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

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	47,466	56,582	1,429,369	1,429,981
Internal Materials and Services	125,956	21,812	8,572	10,739
Personnel	211,297	380,187	753,878	783,000
Fund Expense				
Contingency	0	0	0	25,000
Fund Transfers - Expense	0	0	318,500	23,560
Ending Fund Balance	11,139,941	16,504,983	0	0
Sum:	11,524,660	16,963,564	2,510,319	2,272,280
FTE	3.71	3.45	6.15	6.05

Resources: Program income is currently generated through application and processing fees. Cost of living adjustments to these fees, as well as establishing fees for new programs added to the Development Incentives team, are anticipated for FY 20-21. However, it is planned that a portion of in-lieu fee payments will become the primary funding stream for these program activities. Further, the FY 2019-20 Adopted Budget included \$150,000 in one-time General Fund resources for a market analysis to provide data and analysis for ongoing refinements to the Inclusionary Housing program incentives and requirements which should be expended in FY 20-21.

Expenses: Program costs for the inclusionary housing and indirect program activities are primarily for staffing and indirect costs. On-going expenses are limited and include document recording fees, payment to the Multnomah County for each MULTE and HOLTE application approved, and an application fee to the State upon renewing allocations for the MCC.

Staffing: Staffing for the program is 6.05 FTE, one of which is limited-term. With the continuance of the IH Program and implementation of new programs, it is necessary to convert the limited-term position to a permanent position to ensure sufficient customer service and timely review of applications and not delay building permits. The addition of more programming merits further supplementation of program staff as well by adding another Program Specialist and Program Coordinator.

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

Program Information

Bureau: Portland Housing Bureau

Program Contact: Dory Van Bockel

Website: www.portlandoregon.gov/phb

Contact Phone 503-823-4469

Metro GO Bond Multi-Family Rental Housing Project

Program Description & Goals

The Multi Family Rental Project Financing program manages large investments in the City's new affordable housing portfolio to ensure affordable housing units are brought on-line and available in a most practicable manner. The multi-family delivery team, working through its partners, leverage City resources to develop new construction that deliver quality, affordable housing units which are rent regulated long term, up to 99-years.

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

This program offer and metrics reflect all PHB funding available for multi-family rental projects, except for the budget and staffing which exclude expenses related to the Portland General Obligation (GO) Bond or the Metro Bond. The metrics include all funding sources since a singular affordable housing project can be funded by multiple PHB sources.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
---------------	-----------------------	-----------------------	----------------------	----------------------	---------------------

Explanation of Services

PHB as the lead for the Metro Bond program for property in the City of Portland was decided during the planning that led up to the November 2018 ballot measure. While the Portland and Metro Housing Bond Programs are similar in goals and affordability targets, the implementation strategy for the Metro bonds will need to reflect the different types of operating support to achieve those goals.

Also, with the passage on November 6, 2018 of the Oregon Constitution to allow for the lending of GO Bond proceeds for the creation of affordable housing, PHB will use Metro Bonds as “gap” loans in its typical public-private partnership model for the creation of affordable housing, similar to the Portland Housing Bond.

In July 2019, Metro Council approved \$22.9 million to redevelop Dekum Court as a Phase 1 Metro Bond project. Dekum Court is a public housing complex in Northeast Portland owned and managed by Home Forward which will convert 40 units of public housing into a mixed-income community with 200 apartments, 160 of which will be supported by Metro Bond funds. Home Forward will redevelop the project and will receive a direct allocation of Metro Bond funds and the units will count toward Portland’s total unit production targets.

With the Dekum Court project underway, the resulting funding available to PHB for affordable housing within Portland is \$188.1 million. These funds are to produce 1315 total units of which 657 units (or 50%) are family sized (2-bedrooms or more) and 539 units (or 41%) are targeted for very low-income residents earning 30% AMI or less. Total subsidy per unit to meet all Metro goals for Dekum and PHB remain \$143,089 per unit.

Equity Impacts

The Metro Bond 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/or supporting in the funding of these housing; and 4) reaching out to Communities of Color to ensure their participation in the economic opportunities that quality housing investments create. Success means that the Metro Bond production goals have all been met and that priority communities identified in PHB’s implementation strategy have access to the affordable housing created.

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

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

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

Since April 2019, Portland Housing Bureau has led community engagement activities as the Local Implementation Partner for Portland's allocation of Metro Housing Bond (Bond) funds. We have coordinated with the two partnering jurisdictions in Multnomah County, Home Forward and the City of Gresham, to plan outreach and engagement activities to prevent duplication of efforts and minimize burden on community partners. Building on PHB's prior experience with Portland's Housing Bond, our focus has been to reach individuals and organizations from and/or representing individuals from communities in need identified by the Metro Bond:

- Communities of Color,
- Families with children and multiple generations,
- People living with disabilities,
- Seniors,
- Veterans, and
- Households experiencing homelessness and/or imminent displacement.

It is expected that PHB's Metro Bond strategy for implementation will draw heavily and be refined from PHB's earlier experience with the Portland Housing Bond solicitation of April 2019. A summary of approaches used in the Housing Bond implementation include:

Outreach and Engagement: PHB partnered with trusted community members and used existing networks, community events and venues to reach marginalized communities using linguistically appropriate materials. Conduct outreach to minority-owned businesses, contractors, subcontractors, professional services and culturally specific providers and networks.

Project Selection Criteria and Process: PHB's solicitation required each proposer to demonstrate commitment to advance racial equity and serve Communities of Color as priority populations and required submission of an Equity Plan that demonstrates ability meet PHB's DMWESB-SDV contracting goals and workforce training goals; effective outreach and marketing strategies to reach priority population; experience with low barrier screening criteria; provision of culturally responsive resident and supportive services and/or partnership with culturally specific service providers and other community agencies.

Metrics and Reporting: Include a) demographic data on tenants, including race, ethnicity, gender, age, income and disability and b) % utilization of DMWESB-SDV contracts in Housing Bond funded projects.

Changes to Program

PHB expects Metro Bond implementation will occur over a period of seven years starting in 2020. PHB anticipates approval of the Local Implementation Strategy and Intergovernmental Agreement in early 2020. In 2020, resources will need to be identified to support the deeply affordable units, units targeted at 30% AMI.

PHB anticipates using existing staffing for early implementation of the program. As the program implementation develops, PHB will assess the need for additional staff support for finance, legal and program implementation.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	0	0	150,000	2,000,098
Internal Materials and Services	0	0	0	0
Personnel	0	0	111,151	482,519
Sum:	0	0	261,151	2,482,617
	FTE	0	0	.80
				3.17

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

Expenses: The primary cost is staffing costs for the team related directly and indirectly to the packaging and oversight of the Bureau contribution to projects.

Staffing: Staffing for this program is 3.17 FTE for the initial planning and projects under the Metro Bond. PHB will utilize its existing executive, community engagement, finance and implementation staff during the early implementation of the bond. These staff collaborate with other bureau staff and the City Attorney's Office.

Assets and Liabilities: At this time, the nature of this program would finance capital assets owned by other non- governmental entities through loans. These assets are represented on financial statements by loan receivables (for which a property lien would be held). The value received by this figure is the units developed using these loans. The capital assets, while not owned by the City, represent a significant and critical component in the affordable housing resources available to the residents of Portland. However, the financial relationship between the City and Metro has not been fully defined, especially in terms of assets and liabilities.

Program Information

Bureau: Portland Housing Bureau

Program Contact: Molly Rogers

Website: www.portlandoregon.gov/phb

Contact Phone 503-823-3377

Multi Family Affordable Rental Project Financing

Program Description & Goals

The Multi Family Rental Project Financing program manages large investments in the City's new affordable housing portfolio to ensure affordable housing units are brought on-line and available in a most practicable manner. The multi-family delivery team, working through its partners, leverage City resources to develop new construction that deliver quality, affordable housing units which are rent regulated long term, up to 99-years.

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

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 which are articulated elsewhere.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
Vacancy rate of units built 0% to 60% median family income	3%	3%	3%	3%	3%
Housing units opened that are newly affordable	804	878	500	500	500
Affordable housing units preserved	183	176	150	150	150
Rolling three-year average of total units opened and preserved	688	899	714	897	897
Average investment per rental housing unit	\$100,000	\$96,000	\$110,000	\$125,000	\$125,000
Percentage of housing units opened or preserved in high opportunity areas	60%	61%	50%	50%	50%
Percentage utilization of minority, women, and emerging small business contracts in housing construction (contract \$ awarded)	20%	23%	20%	20%	20%
Percentage utilization of minority contracts in housing construction (contract \$ awarded)	12%	17%	15%	10%	10%
Number of people housed in newly opened affordable rental units	N/A	0	1,000	1,000	1,000

Explanation of Services

The Multi Family Rental Project Financing program seeks to address, in-part, the City's housing crisis and the need for affordable rental homes. It also provides housing needs to the low-income households, earning 60% of the Area Median Income (AMI) or about \$52,740 for family of 4, and to very low-income residents earning 30% AMI or less, many of whom are at-risk of homelessness. Housing produced under this program are regulated for a minimum of 60 years (policy target 99 years). In addition, the restructures of regulated units retain the affordability and habitability of existing affordable housing projects.

This program provides the needed City investments to enable affordable housing projects to be developed by non-profit and for-profit partners. PHB financings, for the most part, are awarded through a Notice of Funding Availability (NOFA) to ensure that projects awarded with the City's subsidized funding are through a transparent, widely-accessible, public process. PHB issues 1-2 NOFAs each year and awards 5-10 projects for funding per year; it is expected that in next 1-3 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. Each NOFA will have specific requirements including a) the targeted population served, such as those at-risk of homelessness, b) the income requirements including those at 0-30%, c) unit size and location and d) equity in contracting and in the program delivery.

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

FY 2019-20 continues to be an exceptionally busy year for PHB and this team with 40 projects in construction or in the development pipeline representing over 3,100 units.

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/or 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 exceed the City of Portland's goal of 20% Disadvantaged, Minority, Women and Emerging Small Business (DMWESB) for construction sub-contracts. In July of 2016, PHB committed to a goal of 30% DMWESB participation by the year 2021 by implementing annual 2% target increases for all multi-family funded projects. Through a concerted outreach effort, the Bureau also has supported workforce training and hiring goals.

Changes to Program

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 2017 to provide 2,000 units of PSH units by 2028. 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

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
Capital Outlay	17,913,870	3,705,556	6,732,540	0
External Materials and Services	44,332,313	48,736,344	48,338,874	50,964,931
Internal Materials and Services	53,727	269,328	85,000	0
Personnel	675,206	901,967	1,009,389	841,498
Fund Expense				
Debt Service	10,370,699	124,043	0	0
Fund Transfers - Expense	0	3,211,602	0	0
Ending Fund Balance	4,549,969	7,016,941	0	0
Sum:	77,895,785	63,965,782	56,165,803	51,806,429
FTE	5.62	7.03	6.84	6.26

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

Expenses: Almost all program expenditures are disbursements made as part of the financing package for multi-family affordable rental housing projects. PHB lends the resources listed above to make up a financing “gap” typically found with affordable projects. These gap funds cover the difference between the equity a project attracts and the money that can be borrowed against the project as part of the financing package.

For FY 2019-20, the amounts appropriated are either a) projects under construction, b) projects with a legal funding commitment, or c) projects for which funding has been awarded. The secondary cost is staffing costs for the team related directly to the packaging and oversight of the Bureau contribution to projects.

Staffing: Staffing for this program consists of 6.26 FTE (including an additional Senior Housing Loan Coordinator being added with existing resources), who spend an estimated 70% of time on developing new affordable rental housing and about 30% on restructuring and modifications of affordable housing projects. This team collaborates with other bureau staff and the City Attorney’s Office in getting project financing delivered. The same positions working in this program also are working on the bond programs.

Assets and Liabilities: This program finances capital assets owned by other non- governmental entities through loans. These assets are represented on the City’s financial statements by approximately \$438 million of gross loan receivables (for which the City holds a property lien), which is primarily soft debt, thus the net receivables are closer to \$60 million. The value received by the City by the difference in the gross and net figures is the approximately 400 properties with over 13,000 units developed using these loans. These assets, while not owned by the City, represent a significant and critical component in the affordable housing resources available to the residents of Portland.

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

Bureau: Portland Housing Bureau

Program Contact: Jill Chen

Website: www.portlandoregon.gov/phb

Contact Phone 503-823-3339

Portland GO Bond Multi-Family Rental Housing Proje

Program Description & Goals

In 2016 Portland voters approved Measure 26-179, Portland’s Housing Bond, which authorizes the City to issue up to \$258,400,000 in general obligation (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 be “family-sized,” i.e. two or more bedrooms; and 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:
 - o Communities of Color;
 - o families, including families with children, immigrant and refugee communities, and intergenerational households;
 - o households experiencing homelessness or at imminent risk of becoming homeless; and
 - o households facing imminent displacement.
- Develop throughout the city, priority given to locations where there is little or no existing affordable housing opportunities.
- Prioritize investments where there is high risk of gentrification, especially with large concentrations of communities of color, and good access to education, transportation, services, economic opportunities and green spaces.

Note: Bond Metrics are included in the Multifamily Affordable Rental Housing Adopted Program Offer since a singular affordable housing project can be funded by multiple PHB sources.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
---------------	-----------------------	-----------------------	----------------------	----------------------	---------------------

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 projects. These gap funds cover the difference between the equity a project attracts and the money that can be borrowed against the project as part of the financing package. Without the city’s gap financing, projects would not have sufficient funding to get built.

Equity Impacts

The Portland Housing Bond 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/or supporting in the funding of these housing; and 4) reaching out to Communities of Color to ensure their participation in the economic opportunities that quality housing investments create. Success means that the Portland Housing Bond Measure 26-179 production goals have all been met and that Priority Communities have improved access to these homes.

As with all PHB programs, Portland's Housing Bond serves low- and very low-income people, many of whom are people of color and people living with disabilities. For the housing bond properties, PHB has made a concerted effort to serve those with the highest needs and who experience barriers to accessing housing in the private market.

During implementation of the Portland Housing Bond over the past two years, PHB used a variety of strategies and approaches to advance equitable access and outcomes. A summary of approaches used in the Housing Bond implementation include:

Outreach and Engagement: PHB partnered with trusted community members and used existing networks, community events and venues to reach marginalized communities using linguistically appropriate materials. Conduct outreach to minority-owned businesses, contractors, subcontractors, professional services and culturally specific providers and networks.

Project Selection Criteria and Process: PHB's solicitation required each proposer to demonstrate commitment to advance racial equity and serve Communities of Color as priority populations and required submission of an Equity Plan that demonstrates ability meet PHB's DMWESB-SDV contracting goals and workforce training goals; effective outreach and marketing strategies to reach priority population; experience with low barrier screening criteria; provision of culturally responsive resident and supportive services and/or partnership with culturally specific service providers and other community agencies.

Metrics and Reporting: Include a) demographic data on tenants, including race, ethnicity, gender, age, income and disability as reported in the Portland Housing Bond Resident Demographics Report (May 2019) and b) % utilization of DMWESB-SDV contracts in Housing Bond funded projects.

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. Through a concerted outreach effort, the Bureau also has supported workforce training and hiring goals.

Changes to Program

On April 20, 2019, PHB announced a \$77 million funding opportunity for new construction projects, property acquisitions, and the rehabilitation of existing buildings for affordable housing, \$70 million from Portland's Housing Bond. The Bond Opportunity Solicitation (BOS) marked the first time private and non-profit developers were able to submit proposals for Bond funding following the state constitutional amendment.

In addition to capital funding for construction, the solicitation included a) three development sites owned by PHB: Westwind Apartments, Joyce Hotel and 5827 NE Prescott; b) additional capital funds from Multnomah County of \$4 million plus PHB non-bond resources of \$2.45 million; c) rental support through 188 Project Based Section 8 Vouchers from Home Forward; and d) permanent supportive housing (PSH) services funding from JOHS.

Due to the number of competitive proposals submitted which met Bond objectives, the City in conjunction with Multnomah County, on September 17, 2019, announced funding awards to nine new BOS projects which combined with the previously identified bond projects are expected to create:

- Total units = 1424
- Family sized units = 658
- Very low income (30% AMI) unit = 600
- Permanent supportive housing unit for households experiencing homelessness = 313

For the coming year, PHB is working on predevelopment loans for these projects and assisting our partners in the permitting and predevelopment phase as these projects are targeting financial close over the next 12-18 months.

To date, the Ellington and 105 Burnside projects consisting of 313 units are opened and fully leased of which 126 units (or 40%) are serving very-low income, 30% AMI or below households. The properties serve over 620 residents with more than 50% from communities of color.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	0	0	619,380	57,135,253
Internal Materials and Services	0	0	511,933	591,297
Personnel	0	0	553,710	1,014,666
Fund Expense				
Debt Service	0	0	0	425,000
Fund Transfers - Expense	0	0	0	941
Sum:	0	0	1,685,023	59,167,157
FTE	0	0	4.25	6.92

Resources: Primary resources for this program are proceeds from the Housing GO Bond. Some bond related staffing and administrative costs that are not bond reimbursable are paid from the Housing Investment Fund.

Expenses: The primary expenses of the program to date have been the acquisition of apartment properties and land for development. This activity will now shift to disbursements of PHB Bond funded loans made as part of the financing package for awarded multi-family affordable rental housing projects. The secondary cost is staffing costs for the team related directly to the packaging and oversight of the Bureau contribution to projects.

Staffing: Staffing for this program consists of 6.92 FTE (including a portion of an additional Senior Housing Loan Coordinator being added with existing resources), who collaborate with other bureau staff and the City Attorney's Office in getting project financing delivered. The same positions working in this program also are working on the Multi Family Rental Project Financing program and the Metro GO Bond Multi-Family Rental Housing program.

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

- The Ellington
- East Burnside
- The Joyce
- NE Prescott
- Westwind Apartments

As an aging existing property, the Ellington has significant future major rehab 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

Bureau: Portland Housing Bureau

Program Contact: Molly Rogers

Website: www.portlandoregon.gov/phb/74262

Contact Phone 503-823-3377

Property Management

Program Description & Goals

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

- **Land Leases:** Three properties are land under long term (up to 99 years) ground leases for affordable housing development. Lessees are responsible for operations and maintenance of the land.
- **Housing Bureau Owned Properties:** The Housing Bureau owns five rental properties – the Fairfield, the Ellington, East Burnside, the Westwind and the Headwaters. Home Forward asset manages these buildings on PHB’s behalf.
- **Properties under active development:** Five properties, owned by PHB, are under active development, including: 3000 SE Powell being developed by Home Forward; 5827 NE Prescott being development by NAYA and Community Development Partners: Westwind being developed by Central City Concern; and the Joyce Hotel renovation and rehabilitation developed by Community Partners for Affordable Housing. These properties are all being developed as part of Portland’s Housing Bond and the 2019 Bond Opportunity Solicitation. A previously awarded property, the 5020 N. Interstate Ave. site, is being developed by Proud Ground for home ownership. PHB will execute long-term ground leases for these developments.
- **Properties for future development:** The bureau owns four properties which will be available for future affordable housing development on varying timelines - 60th & SE Stark, 102nd & E Burnside, N. Williams/Alberta and Carey Boulevard. In addition, PHB is planning to address rehab and repair needs at two properties, the Headwaters and Fairfield Hotel.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
---------------	-----------------------	-----------------------	----------------------	----------------------	---------------------

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/asset management program supports the PHB mission of building and preserving quality, affordable housing and supporting programs that help low-income Portlanders find, rent and sustain their housing through the City's direct ownership of property or through leasing of property to mission-based partners. PHB requires that developments remain affordable for 99 years and that all rental units are made available to households earning 60% AMI or less. Disproportionately, these are households of color, households with disabilities, and/or households experiencing homelessness. The property management/asset 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.

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 on-going programming. PHB's selection criteria includes an emphasis on culturally specific services and/or 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 to be developed by mission-based partners for Portland's Housing Bond program. PHB will retain ownership of the land through a long-term ground lease with the owner of the housing development. In 2020/21, PHB will be addressing unexpected capital and maintenance needs at the Headwaters Apartments.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	408,506	2,914,610	5,959,217	4,981,759
Internal Materials and Services	-12,185	185,430	165,472	223,798
Personnel	64,036	79,985	7,099	94,415
Fund Expense				
Contingency	0	0	314,418	298,430
Debt Service	0	398,474	712,750	714,000
Fund Transfers - Expense	0	0	0	57,179
Sum:	460,358	3,578,500	7,158,956	6,369,581
FTE	1.57	0.22	0.06	0.69

Resources: Acquisition of these properties utilized many funding sources: TIF, HIF, various bond proceeds, and interim financing. Operations and maintenance of the properties is covered primarily by property income (rents); though holding costs for a couple are covered by TIF, and the bureau is subsidizing two others from HIF sources. In FY 2019-20, one-time and ongoing funds were added to support drug and alcohol treatment services as part of permanent supportive housing services.

Expenses: Current expenses are the operations and maintenance of the properties. These expenses can include major maintenance items that are not capitalized.

Staffing: PHB has spread staffing responsibility for this program among the Affordable Rental Housing, Bond and Business Operations teams. This consists of approximately 0.69 FTE dispersed over a number of individual staff positions.

Assets and Liabilities: PHB property assets have a value of approximately \$90 million. These properties vary in need from major rehabilitation to major maintenance to construction. Newer properties like the East Burnside and Headwaters apartments have time to build maintenance reserves, while older properties like the Ellington may need additional financing to address major maintenance issue. For PHB-owned buildings, property management contractors are required to provide multi-year capital needs assessments for review by bureau staff, and Home Forward advises on proper replacement and capital reserve amounts.

Program Information

Bureau: Portland Housing Bureau

Program Contact: Tanya Wolfersperger

Website: www.portlandoregon.gov/phb/26428

Contact Phone 503-823-1354

Homeowner Access Programs

Program Description & Goals

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

Through the following program service delivery models, the goals of the Homeowner Access program include, but are not limited to - increasing the number of new homebuyers, addressing racial homeownership disparities, providing generational wealth creation opportunity, prioritizing households and families displaced by gentrification and improving financial stability for City of Portland residents. The following service delivery models make up the Homeowner Access Program.

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

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

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

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

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
Count of households receiving homebuyer education or counselling	1,169	976	975	975	975
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	13%	25%	10%	10%	10%
Percentage of households from Communities of Color receiving PHB homebuyer subsidy	N/A	0	100%	60%	60%

Explanation of Services

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

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

DPA subsidies are available in the form of a forgivable loan to first time homebuyers at or below 100% AMI. Total per household subsidies have recently increased in the Interstate URA to \$100,000 to address the higher priced market in the area, which necessitates a greater subsidy to allow families who make 100% of median family income purchase homes in the area. The total DPA subsidy for other areas of the City are capped at \$80,000 per household. TIF resources require that 10% of the subsidy are designate for use as a Home Improvement grant to be used within 6 months of closing.

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

Equity Impacts

PHB Homeowner Access Programs support the PHB mission of addressing the unmet housing needs of Portlanders by partnering with local non-Profit 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; factors such as limited to no generational wealth, impacts from generations of disinvestment in communities resulting in credit and debt challenges, and most importantly communities of color continue to earn less than their white counterparts here in Portland and Multnomah County. 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 would increase the number of homeowners from Communities of Color, improve their financial wellbeing, and strengthen trust from the community (as it relates to past government actions).

Changes to Program

There have been no significant changes to this program.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	1,885,767	3,625,976	5,397,848	4,849,012
Personnel	161,295	117,801	235,715	324,030
Sum:	2,047,062	3,743,777	5,633,563	5,173,042
FTE	0.93	1.67	1.85	2.52

Resources: Funding sources for Homeowner Access Programs include federal funds (Community Development Block Grant, which has income and usage limitations); and Tax Increment Financing (TIF) in the Lents and Interstate urban renewal districts (which are limited by location to the districts and require a small construction component).

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

Staffing: The different service delivery models require different skill sets within the team. Subrecipient contract with community partners require contract development, management, and monitoring. DPA loans require coordination with community partners to identify potential buyers, income qualification and loan origination, and where a home improvement grant is paired with a DPA loan, construction coordination. There are 1.85 FTE dedicated to this program.

Assets and Liabilities: This program assists in financing the acquisition of homes by citizens, owned by those citizens through DPA loans. These are deferred payment loans, but the bureau holds liens on the properties, and loans are due upon change of occupancy. For loans originated after 2015, the forgiveness model described under explanation of services is in effect. Data indicates that many loans are paid off within the first 15 years, though since the DPA program is barely 15 years old, that trend will need to be monitored. The value received by the City for those loans not yet paid off is the benefit of a new homeowner, which represents a significant and critical component in the affordable housing resources available to the residents of Portland.

Program Information

Bureau: Portland Housing Bureau

Program Contact: Dana Ingram

Website: www.portlandoregon.gov/phb

Contact Phone: 503-823-2375

Homeowner Retention Programs

Program Description & Goals

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

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

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

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
Number of households receiving home repairs	721	674	600	600	600
Percentage of households receiving home repairs and retaining their homes 12 months after services	80%	94%	80%	80%	80%

Explanation of Services

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

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

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

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

Home Repair Grants utilize Bureau funding to support Community Partners with outreach, administration, and direct operational expenses. Homeowners receive small grants to address critical needs, health and safety issues, such as weatherization materials, accessibility features, wheelchair ramps, etc., and addresses BDS violations to avoid fines. These services are delivered through 8 nonprofit community organizations through sub-recipient contracts with the following resources: Tax Increment Financing (TIF) in the Interstate and Lents Urban Renewal Areas (URA's) and N/NE resources, General Fund (GF), and Community Development Block Grant (CDBG) (limited to \$5,000). On average, homeowners receive a grant amount of approximately \$2,000. Home repair grant partners provide these services to homeowners below 80% AMI, with a target of servicing households at 50% AMI and lower.

In cases where a grant doesn't cover the necessary repairs, Home Repair Loans, are available for homeowners in the Interstate and Lents URAs; administered by PHB's NHP Loan Coordinator. Home Repair loans are capped at \$40,000 per home, have an income limit of 80%AMI.

PHB will continue to administer Prosper Portland N/NE Community Development Initiative resources to help moderate income households (80% AMI to 120% AMI) purchase and retain homes within the Interstate Urban Renewal Area.

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 Non-Profit 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, preserves quality housing and protects 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 provides 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 and loans, and lead remediation for families with children under the age of six. NHP has sub recipient contracts with 8 service providers, 4 of which are culturally specific organizations.

Changes to Program

In FY 19/20 NHP increased the Home Repair grant amount per household (\$10,000 maximum) for Interstate URA to better address home repair needs, with priority given to long time homeowners, targeting households of color.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	3,597,335	1,319,438	8,006,033	11,797,723
Internal Materials and Services	0	0	59,800	0
Personnel	484,202	445,592	895,701	1,180,603
Sum:	4,081,537	1,765,030	8,961,534	7,586,918
FTE	5.57	4.1	7.85	9.60

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

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

Staffing: The different service delivery models require different skill sets within the team. Subrecipient contracts with community partners require contract development, management, and monitoring. Home Repair loans require marketing in the community, income qualification and loan origination, and construction coordination. There are 7.85 FTE 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 (paid for with grant funding), which are on a regular maintenance and replacement schedule.

Program Information

Bureau: Portland Housing Bureau

Program Contact: Dana Ingram

Website: <https://www.portlandoregon.gov/phb/74652>

Contact Phone 503-823-2375

Rental Services Policy and Planning

Program Description & Goals

The Rental Services Policy and Planning Program is responsible for data analysis, policy development, and regulation related to fair housing and landlord-tenant law. The program works to develop and implement policy and regulation associated with landlord-tenant and fair housing law. This work includes research, data analysis, and policy development as directed by the Housing Bureau Director, Commissioner-in-Charge, and City Council; staff support to the City’s Rental Services Commission and Fair Housing Advocacy Committee; technical assistance for the public 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.

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
---------------	-----------------------	-----------------------	----------------------	----------------------	---------------------

Explanation of Services

Over 46% of households in Portland are renters, and renter households are disproportionately low-income or from Communities of Color. When compared with similar jurisdictions across the nation, or the homeownership market, the rental housing market in Portland, and Oregon, is largely missing a modern regulatory framework to maintain a healthy market for both renters and landlords. Renters are experiencing higher rates of displacement due to rising cost of rent and stagnant incomes, and this displacement has created a need for the city to address and modernize its services and regulations.

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

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

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

Equity Impacts

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

Changes to Program

In FY 2019-20, 2.0 FTE are funded with one-time general fund. Without continued funding for these staff, the Rental Services Office staff will be reduced by 2.0 FTE, or 40%. These 2.0 FTE provide technical assistance to the public on landlord-tenant law and process exemptions for mandatory relocation assistance. Losing these staff will require the bureau to eliminate these services or cut other services to redirect existing staff.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	0	0	160,000	10,000
Personnel	0	0	246,278	182,806
Sum:	0	0	406,278	192,806
FTE	0	0	2.04	1.22

Resources: The program is funded from primarily General Fund, with some CDBG resources.

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

Staffing: This program offer includes 1.22 FTE. Staff are assigned a portfolio of policy and planning issues (see explanation of services section) and are responsible for the associated work products.

Assets and Liabilities: N/A

Program Information

Bureau: Portland Housing Bureau

Program Contact: Kim McCarty

Website: www.portlandoregon.gov/phb

Contact Phone: 503-823-5312

Tenant and Landlord Programs

Program Description & Goals

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

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic Target
Number of households provided housing stabilization	0	0	0	245	245
Number of households provided fair housing services.	0	0	0	700	700
Number of households provided landlord/tenant hotline services	0	0	0	3,145	3,145
Number of landlords/tenants provided face to face services	0	0	0	670	670
Number of landlords/tenants provided outreach, education, and engagement services	0	0	0	13,500	13,500

Explanation of Services

Over 46% of households in Portland are renters, and renter households are disproportionately low-income or from Communities of Color. When compared with similar jurisdictions across the nation, or the homeownership market, the rental housing market in Portland, and Oregon, is largely missing a modern regulatory framework to maintain a healthy market for both renters and landlords. Renters are experiencing higher rates of displacement due to rising cost of rent and stagnant incomes, and this displacement has created a need for the city to address and modernize its services and regulations.

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

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

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

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

Equity Impacts

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

Changes to Program

In FY 2019-20 the Rental Services Office was 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 onetime general and cannabis funds to fund new programs, services, and pilots. If these funds are not continued the Rental Services Office will need to eliminate 1.0 FTE and cut the following services: tenant protections team; fair housing enforcement; increased fair housing testing, mediation services pilot, FAIR training and education for renters and landlords, and other critical services.

Program Budget

	FY 2017-18 Actuals	2018-19 Actuals	2019-20 Revised	2020-21 Requested with DP
Bureau Expense				
External Materials and Services	0	0	1,461,365	2,855,700
Internal Materials and Services	0	0	4,000	602,923
Personnel	0	131,413	467,275	612,223
Fund Expense				
Contingency	0	0	0	56,559
Sum:	0	131,413	1,932,640	4,127,405
FTE	0	2.5	3.50	4.9

Resources: The program is funded from both CDBG funding and General Fund ongoing and one-time resources. In FY 2019-20, the budget includes one-time resources to maintain current service levels for contracts for outreach, education, and legal services, two existing positions, and a new Rental Services Office program manager. In addition, there is funding for a mediation services pilot program to help resolve tenant and landlord disputes as an alternative to eviction. Also, there is additional funding from one-time Recreational Cannabis Tax resources for records expungement for communities disproportionately impacted by cannabis prohibition.

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 4.9 FTE. Staff operate the Relocation Assistance activity, and manage numerous Fair Housing, legal assistance, education and outreach contracts.

Assets and Liabilities: N/A

Program Information

Bureau: Portland Housing Bureau

Program Contact: Kim McCarty

Website: www.portlandoregon.gov/phb

Contact Phone 503-823-5312

Portland Housing Bureau

Monday, January 27, 2020

PM1. Report for FY 2020-21 Requested Budget

2:49:37 PM

OUTCOME MEASURES

	Performance Measure	KPM	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Target	FY 2019-20 YTD Actuals	FY 2020-21 Target	Strategic Target
HC_0106	Retention rate of households placed in permanent housing at 12 months		74%	59%	64%	75%	62%	75%	75%
HC_0111	Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home		15%	13%	25%	10%	0	10%	10%
HC_0113	Percentage of households receiving home repairs and retaining their homes 12 months after services		88%	80%	94%	80%	0	80%	80%
HC_0121	Percentage utilization of minority contracts in housing construction (contract \$ awarded)		14%	12%	17%	15%	0	10%	10%
HC_0127	Percentage of households from Communities of Color receiving PHB homebuyer subsidy		N/A	N/A	0	100%		60%	60%
HC_0128	Number of people housed in newly opened affordable rental units		N/A	N/A	0	1,000	251	1,000	1,000
HC_0129	Retention rate of households placed in permanent housing at 12 months (of those successfully contacted)		0	0	0	%	86%	80%	80%
HC_0135	Percentage of privately developed residential units permitted as affordable through the Inclusionary Housing (IH) program		0	0	0	%	11%	10%	10%
HC_0136	Percentage of Inclusionary Housing (IH) units affordable at 60% AMI or below		0	0	0	%	59%	50%	50%
HC_0069	Vacancy rate of units built 0% to 60% median family income		3%	3%	3%	3%	0	3%	3%
HC_0108	Average length of time (days) spent in homeless shelter (all populations)		60	48	64	110	52	85	85
HC_0109	Number of individuals who accessed homeless services, but who had not accessed homeless services in the previous two years		6,077	5,018	5,410	5,000	1,610	6,400	6,400
HC_0110	Percentage of households moved from homelessness into housing that subsequently return to homelessness		27%	28%	26%	26%	23%	25%	25%

City of Portland
Portland Housing Bureau

PM1. Report for FY 2020-21 Requested Budget

Run Date & Time

Monday, January 27, 2020

2:49:37 PM

HC_0118	Percentage of housing units opened or preserved in high opportunity areas	73%	60%	61%	50%	88%	50%	50%
HC_0120	Percentage utilization of minority, women, and emerging small business contracts in housing construction (contract \$ awarded)	21%	20%	23%	20%	22%	20%	20%
HC_0137	Percentage of family sized Inclusionary Housing (IH) units permitted	0	0	0	%	18%	15%	15%

EFFICIENCY MEASURES

	Performance Measure	KPM	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Target	FY 2019-20 YTD Actuals	FY 2020-21 Target	Strategic Target
HC_0083	Administrative costs as a percentage of bureau level budget		5%	5%	5%	5%	0	5%	5%
HC_0117	Average investment per rental housing unit		\$110,000	\$100,000	\$96,000	\$110,000	0	\$125,000	\$125,000
HC_0119	Administrative costs as a rolling three-year average		7%	7%	7%	7%	0	7%	7%

OUTPUT MEASURES

	Performance Measure	KPM	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Target	FY 2019-20 YTD Actuals	FY 2020-21 Target	Strategic Target
HC_0070	Housing units opened that are newly affordable		511	804	878	500	195	500	500
HC_0105	Total number of homeless individuals placed in permanent housing		4,889	5,591	5,770	5,900	1,650	5,500	5,500

Portland Housing Bureau

Monday, January 27, 2020

PM1. Report for FY 2020-21 Requested Budget

2:49:37 PM

HC_0107	Number of individuals prevented from becoming homeless	6,139	7,458	7,220	8,000	3,580	7,900	7,900
HC_0130	Number of households provided housing stabilization	0	0	0		68	245	245
HC_0132	Number of households provided landlord/tenant hotline services	0	0	0		1,322	3,145	3,145
HC_0133	Number of landlords/tenants provided face to face services	0	0	0		240	670	670
HC_0115	Affordable housing units preserved	145	183	176	150	0	150	150
HC_0116	Rolling three-year average of total units opened and preserved	471	688	899	714	0	897	897
HC_0131	Number of households provided fair housing services.	0	0	0		249	700	700
HC_0134	Number of landlords/tenants provided outreach, education, and engagement services	0	0	0		12,758	13,500	13,500

WORKLOAD MEASURES

	Performance Measure	KPM	FY 2016-17 Actuals	FY 2017-18 Actuals	FY 2018-19 Actuals	FY 2019-20 Target	FY 2019-20 YTD Actuals	FY 2020-21 Target	Strategic Target
HC_0037	Count of households receiving homebuyer education or counselling		975	1,169	976	975	346	975	975
HC_0112	Number of households receiving home repairs		586	721	674	600	129	600	600
HC_0114	Number of households receiving indirect assistance through foregone revenue (mortgage credit certificate, limited tax exemption, and system		142	104	266	140	47	140	140

DP: 9562 - Rental Services Office Expanded Rental R

DP Type

Priority

New

ADD

0

Yes

Package Description

A Rental Registration system is currently operational on the Revenue Division’s Business License Tax Platform. Beginning in the 2018 tax year all rental property owners are required to register their rental activity and provide rental addresses on a schedule that accompanies their City of Portland tax return. The rental unit information collected on the tax return is limited to rental unit address, and the Revenue Division intends to retire the Business License Tax platform in 2020-2022. To collect additional data regarding the condition and other details regarding rental units (bedroom size, ADA accessible, etc.) and to replace the functionality of the current software platform an expanded rental registration platform is needed. In the City’s 2019 fall budget adjustment City Council included an allocation of \$250,000 to begin the procurement process for an expanded rental registration system. In FY 2020-2021, an estimated \$650,000 will be needed in one-time funding. This estimate includes multiple elements for costs that will likely be incurred during the software implementation stage; such as licensing or hosting, software configuration, writing software code to integrate systems, data conversion costs, software testing, training for the software, and rights to future upgrades. enhancements.

The full need for the system as mentioned in the FY 19-20 Requested Budget Decision Package for Rental Registration Expansion is roughly \$900,000. PHB is requesting the \$650,000 remaining from the original request and plans to carryover the \$250,000 allocated in the Fall BMP. Additionally, PHB will use vacancy savings of \$125,000 to accompany the \$250,000 carryover to meet the 50% match requirement of \$325,000.

Service Impacts

While the current Rental Registration system is an important first step, it is imperative that the City expand rental registration into a robust program on a software platform that provides useful data for City programs and policies. When compared with similar jurisdictions across the nation Portland’s rental housing market is largely missing a modern regulatory framework to maintain a healthy market for both renters and landlords. Renters are experiencing displacement due to the rising cost of rent and stagnant incomes, and this displacement has created a need for the City to address and modernize its services and regulations.

Rental registration is a critical component of the City’s regulatory framework. Portland’s rental registry has the potential to provide an inventory of rental units and their owners and supply critical information for outreach to tenants and landlords, community needs analysis, evaluation, and regulatory compliance. There are approximately 126,000 housing units subject to the Rental Registration program and in the beginning years of the program compliance is estimated to be at 60%. Investment in a robust software platform that can collect, store, and disseminate information about an expected inventory of nearly 80,000 units will provide Portland’s regulatory framework with a solid structure to support a healthy market for both renters and landlords.

Equity Impacts

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

Budget Detail

Fund		2020-21 Request - V52 with DP	2020-21 CBO Recommended- V53	2020-21 Proposed-V54	2020-21 Approved - V55	2020-21 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	650,000	0	0	0	0
	Sum:	650,000	0	0	0	0
	Major Object Name	Revenue				
100000	General Fund Discretionary	650,000	0	0	0	0
	Sum:	650,000	0	0	0	0

DP: 9563 - Rental Services Office Continuation of S

DP Type

Priority

New

NA

0

No

Package Description

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

The office works to develop and implement policy and regulation associated with landlord-tenant and fair housing law. This work includes research, data analysis, and policy development as directed by the Housing Bureau director, Commissioner-in-Charge, and City Council; staff support to the City’s Rental Services Commission and Fair Housing Advocacy Committee; technical assistance for the public to get information and assistance with local landlord-tenant law requirements; administration of the city’s mandatory relocation assistance exemption process; and, administration of the city’s rental unit registration requirement.

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

When City Council adopted ordinance no. 189650, creating an annual rental registration fee, the council documents specified that the Housing Bureau would be requesting bridge funding.

Service Impacts

The Rental Services Office currently has 5 FTE and \$2.047 million in service contracts for education services, legal services, health and safety relocation, and more. Within the FTE and service contracts budget a significant portion, 3.0 FTE and \$1.165 million is funded with one-time or cannabis funds. To maintain the currently level of service, one-time funding of \$1.065 million for materials and services is needed in the FY 20-21 fiscal year. City Council adopted an annual rental unit registration fee for the 2019 tax year to cover a majority of the costs of the Rental Services Office, but landlords have most of 2020 to file tax returns and pay the registration fees (extension options to the fall). Consequently, it is unclear at this time when the revenue from the first year of the rental unit registration fee will be realized. As a bridge to cover the potential funding gap, the bureau is submitting a decision package for continuity of services. PHB is requesting \$1,600,000 of General Fund one-time as bridge funding. The bureau will use \$800,000 of CDBG funded contracts and staff time as a match for this request.

Equity Impacts

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

Budget Detail

Fund		2020-21 Request - V52 with DP	2020-21 CBO Recommended- V53	2020-21 Proposed-V54	2020-21 Approved - V55	2020-21 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	1,165,000	0	0	0	0
100000	Internal Materials and Servic	47,291	0	0	0	0
100000	Personnel	384,518	0	0	0	0
	Sum:	1,596,809	0	0	0	0
	Major Object Name	Revenue				
100000	General Fund Discretionary	1,596,809	0	0	0	0
	Sum:	1,596,809	0	0	0	0

DP: 9608 - Community Development Mitigating Displac

DP Type

Priority

New

ADD

0

Yes

Package Description

The City, with East Portland communities, are addressing long-standing priorities in East Portland through significant investments in housing, transportation safety, parks, and community development. To enable East Portland residents and businesses to benefit from investments in the future, City bureaus propose a multi-year program of coordinated actions to mitigate displacement in advance of capital projects. Goals:

- Develop/implement programs to help residents and businesses stay in community and leverage investments for individual and collective benefit; and,
- Establishment of a coordinated cross-bureau approach to community development and public infrastructure investments to increase community stability and benefits more effectively.

To leverage this request,

PHB plans to use \$325,000 from the East Portland Initiative to leverage the \$650,000 of GF One-time.

Service Impacts

The Portland Housing Bureau and Prosper Portland budget requests focus on programs to address potential displacement of residents and businesses in East Portland related to infrastructure and development around 122nd/Division as part of the Division Bus Rapid Transit project and Rosewood. PBOT, Portland Parks and Recreation and BPS will support and coordinate with this work. BPS also will continue to lead related work on the citywide Anti-Displacement Action Plan and Task Force.

A. CROSS BUREAU ACTIVITIES (No new budget requested)

1. Strengthen the internal and external governance/network to support this work long term

a. Develop and implement an approach to be memorialized in an MOU between Bureaus for efficient and clear cross bureau roles, collaboration, and outcomes.

b. Improve the efficiency, transparency and impact of community engagement and the community role in decision-making around design and implementation of anti-displacement tools.

2. Improve tools for understanding and mitigating the impact of major City investments

a. Develop shared methods for measurement and tracking of displacement risk and evaluation of displacement impacts from City policy decisions, programs and investments.

b. Identify the most relevant and potentially effective tools to mitigate these different types of displacement pressures in different communities.

c. Draw on and inform outcomes of the Portland Anti-Displacement Action Plan.

B. PORTLAND HOUSING BUREAU ACTIVITIES (\$650,000)

Housing anti-displacement and stabilization interventions

1. Homeowner interventions (\$350,000)

a. Community engagement through culturally specific outreach and engagement, homeowner workshops, and increased NHP staff capacity to develop and implement workshops.

b. Home retention interventions through culturally and geographically specific community partners serving 40 households per year.

c. Home repair services for 37 households per year.

2. Renter interventions (\$300,000)

a. Culturally specific high-risk building anti-displacement case management services for renters in 2 to 4 buildings (20 to 60 renters per building) – this includes organizing renters and providing education and technical assistance, case management, legal assistance, rent or relocation assistance and other services.

*Prosper Portland and Bureau of Planning and Sustainability Activities detailed in respective decision packages.

Equity Impacts

Decision package focuses on communities with higher proportions of renters and homeowners who are Communities of Color and at risk for displacement. When comparing the 24 neighborhood analysis areas from the State of Housing Report:

122nd and Division has:

- 3rd highest percentage of People of Color – 46.1% vs. 23% for city.
- 11th highest rate of homeownership for Communities of Color – 46.9% vs. 40.7% for city.
- 5th highest rate of Native American homeownership – 63.6% vs. 39% for city.
- 11th highest rate Black rentership – 81.5% vs. 72% for city.

Centennial/Glenfair/Wilkes has:

- 2nd highest percentage People of Color – 46.3% vs. 23% for city.
- 6th highest rate of Native American homeownership – 59.0% vs. 39% for city.
- 8th highest rate of rentership for Communities of Color – 60.9% vs. 59.3% for city.
- 9th highest rate Black rentership – 82.4% vs. 72% for city.

Budget Detail

Fund	2020-21 CBO				
	2020-21 Request - V52 with DP	Recommended- V53	2020-21 Proposed-V54	2020-21 Approved - V55	2020-21 Adopted - V56

Decision Package Summary

Details

Budget Detail

Fund		2020-21 Request - V52 with DP	2020-21 CBO Recommended- V53	2020-21 Proposed-V54	2020-21 Approved - V55	2020-21 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	650,000	0	0	0	0
	Sum:	650,000	0	0	0	0
	Major Object Name	Revenue				
100000	General Fund Discretionary	650,000	0	0	0	0
	Sum:	650,000	0	0	0	0

Decision Package Summary

Run Date: 1/27/20

Details

Run Time: 2:38:00 PM

DP: 9609 - Joint Communications PIO

DP Type

Priority

New

ADD

0

Yes

Package Description

The Housing & Homelessness Communications position was approved on a one-time basis in FY 19/20 budget. The position was created to align communications work regarding the creation of affordable housing, and its response to homelessness within the Portland Housing Bureau. The position researches, recommends and implements a public information and social media program alongside other communications staff within the Housing Bureau, City of Portland, and the Joint Office of Homeless Services. The position will only expend 50% of the funding provided in the 19/20 budget year, approximately \$65,000. Due to the late start of the position, the Portland Housing Bureau will be requesting to carryover 50% (\$65,000) of the funding and request additional funding to carry this position for another year.

Service Impacts

Responsibilities will include: working with Portland Housing Bureau (PHB) , City/County Joint Office of Homeless Services (JOHS) staff, and elected staff on developing and maintaining web, earned and social media content; providing general communication oversight; consulting with graphic designers, web developers, and information technology staff to develop and maintain online presence; working with a team of communications staff in conveying organizational unit marketing and media strategies; implementing community engagement programs.

Equity Impacts

The primary focus of this position is communications related to houseless populations and the services provided by both Multnomah County and the City of Portland. People experiencing homeless are disproportionately communities of color and people who self-identify as having a disabling condition. Expanding communications about 1) the challenges that people experiencing homelessness face and 2) our combined efforts to address homelessness through both housing and homelessness programs could help foster greater empathy and understanding in the broader Portland community.

Budget Detail

Fund		2020-21 Request - V52 with DP	2020-21 CBO Recommended- V53	2020-21 Proposed-V54	2020-21 Approved - V55	2020-21 Adopted - V56
	Major Object Name	Expense				
100000	Personnel	131,000	0	0	0	0
	Sum:	131,000	0	0	0	0
	Major Object Name	Revenue				
100000	General Fund Discretionary	131,000	0	0	0	0
	Sum:	131,000	0	0	0	0

DP: 9618 - JOHS Ongoing Services Funded with One-Ti

DP Type

Priority

New

ADD

0

No

Package Description

Since the inception of the Joint Office of Homeless Services (JOHS) in FY 2017, a significant portion of the critical services delivered by the office have been funded by the City with one-time-only funding. This package, when combined with the base budget requested program offers, provides the JOHS with a current service level budget. This funding package represents 22% of the total City contribution to the JOHS budget.

Our community's plan to address homelessness seeks to maximize reductions in homelessness through a strategic balancing of investments in programs that keep people in the housing they have, move people from homelessness back into permanent housing, and offer shelter options that provide safety off the streets and the necessary support services to transition people as quickly as possible to permanent housing. This package reflects a significant portion of our existing investments in all three areas. The funds contained here represent about 27% of the total City funding for emergency shelter capacity, including a significant amount of year-round shelter as well as seasonal and temporary shelter capacity. It also includes 21% of the current housing placement and retention capacity funded through the City's contribution to the JOHS budget, and about 5% of the contribution to supportive housing programs.

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

Service Impacts

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

- \$444,330 System Support
- \$2,874,260 Safety off the Streets
- \$1,913,550 Housing Placement/Retention
- \$485,085 Supportive Housing
- \$1,291,980 Diversion
- \$137,560 Employment
- \$7,146,765

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

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 2021.

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 130 people from shelter into permanent housing;
3. Provides 28 units of youth transitional housing with around the clock support services;
4. Maintains 50 units of supportive housing;
5. Prevents 775 people from becoming homeless through diversion and employment assistance; and
6. Supports a multi-disciplinary outreach team that provides housing placement services and rent assistance.

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

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

Equity Impacts

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

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

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

Decision Package Summary

Details

Budget Detail

Fund		2020-21 Request - V52 with DP	2020-21 CBO Recommended- V53	2020-21 Proposed-V54	2020-21 Approved - V55	2020-21 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	7,146,765	0	0	0	0
	Sum:	7,146,765	0	0	0	0
	Major Object Name	Revenue				
100000	General Fund Discretionary	7,146,765	0	0	0	0
	Sum:	7,146,765	0	0	0	0

DP: 9619 - JOHS Community Engagement Specialist Pos

DP Type

Priority

New

ADD

0

Yes

Package Description

Homelessness has been identified as the highest policy priority for the City of Portland. JOHS is requesting a Community Engagement position to focus on effectively engaging and communicating with the community related to meeting the needs of those who are experiencing homelessness. Effective community engagement is essential both to helping the community understand the important work that is already occurring, and cultivating the relationships with community stakeholders that lead to opportunities for innovation, new partnerships, and new resources that are well aligned to maximize the impact of our current investments. Currently the JOHS does not have any staffing dedicated to community engagement.

The Community Engagement Specialist will be responsible for: making connections and developing relationships with community leaders, serving as the JOHS' liaison with various constituents, providing guidance and support to internal and external partners around community engagement efforts taking place and coordinating initiatives and communications designed to promote the JOHS and its services to the community.

The total cost of this request is \$70,000 from City of Portland General Fund with a 50% match from Multnomah County, totaling \$140,000.

KEY RESPONSIBILITIES:

- Foster positive relationships between JOHS and various community stakeholders.
- Provide both leadership and management around developing, organizing and facilitating community engagement efforts taking place around the planned permanent shelter, alternative shelter and other spaces in collaboration with JOHS partners.
- Work with City and County communications teams to develop communications strategies and materials tailored to the needs of different community engagement efforts.
- Arrange and attend conversations between JOHS, community leaders, neighborhood organizations, and other community stakeholders.
- Evaluate and respond to information needs of general public and community groups.
- Represent JOHS services and client needs in a variety of public settings to increase awareness of the success of its programs toward generating partnership opportunities and support.
- Organize formal and informal community engagement opportunities.

Service Impacts

This will be one FTE in the JOHS, working in close partnership with the JOHS program team and the communications staff at Multnomah County, the Portland Housing Bureau, and the Mayor's Office.

Impact: What are the expected results/outcomes of the request? Please refer to impact on performance measures and KPMs as appropriate.

The outcomes of this position will be: (1) improved community understanding of the work currently overseen and funded by the JOHS; (2) increased presence of the JOHS in community forums, at community meetings, with stakeholder groups that have an interest in and can help bring new ideas and resources to the effort to end homelessness; (3) greater accessibility of the JOHS to the community, including those with lived experience; (4) improved community engagement and informational materials related to proposed and ongoing individual projects.

Assumptions: What are the assumptions and estimates used in describing the expected results/outcomes?

Measuring outcomes: Does the bureau have a system in place to track and report on expected results?

The outcomes from this position will be monitored through the normal course of management supervision and project management tracking.

Equity Impacts

This position will work collaboratively with the JOHS team to advance racial equity. The JOHS is committed to and has taken numerous steps to realize the AHFE goal of achieving racial equity in homeless services and eliminating disparate rates of homelessness on the basis of race and ethnicity. To that end, the JOHS has: (1) improved data collection and outcome reporting using inclusive racial identities; (2) created standards of practice for all contractors that include cultural responsiveness and/or culturally specific service provision; (3) included a requirement for organizational equity assessments, plans, and progress reporting in all contracts; (4) prioritized and increased funding to culturally specific organizations through local procurement processes and prioritization of culturally specific programs in competitive federal applications; and (5) prioritized staff support to the AHFE Equity Committee and the implementation of the AHFE equity lens in all AHFE planning efforts (including most recently around planning for chronic homelessness and permanent supportive housing). The JOHS has internal capacity to support racial equity work through our Equity Manager, who leads the JOHS' racial equity efforts with AHFE and our contractors, and the development and implementation of both the County's and an office- specific workforce equity plan.

Budget Detail

Fund		2020-21 Request - V52 with DP	2020-21 CBO Recommended- V53	2020-21 Proposed-V54	2020-21 Approved - V55	2020-21 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	70,000	0	0	0	0
	Sum:	70,000	0	0	0	0

	Major Object Name	Revenue
--	--------------------------	----------------

Decision Package Summary

Details

Budget Detail

Fund		2020-21 Request - V52 with DP	2020-21 CBO Recommended- V53	2020-21 Proposed-V54	2020-21 Approved - V55	2020-21 Adopted - V56
	Major Object Name	Revenue				
100000	General Fund Discretionary	70,000	0	0	0	0
	Sum:	70,000	0	0	0	0

DP: 9620 - Emergency Shelter Strategic Capital Inve

DP Type

Priority

New

ADD

0

Yes

Package Description

On any given night, there are over 2,000 people who were unsheltered living in Multnomah County. In FY 2019, both the City and County committed to \$5.0 million for a total of \$10 million to support shelter capital funding. This funding was established to develop long term, high quality, year-round emergency shelters, and to continue providing seasonal temporary shelter during cold weather months. To date, the City through JOHS and the Portland Housing Bureau (PHB) has invested \$2.8 million. This package funds the balance of the City's \$5.0 million commitment at \$2.2 million. These resources are matched by the County funds already budgeted for shelter capital by Multnomah County. Prior to the formation of the Joint Office, the City and County were faced with an unprecedented housing and homelessness crisis. The Joint Office is guided by the shared values and the common agenda of A Home for Everyone (AHFE). In order to have a lasting impact on the homelessness crisis, a three-pronged, balanced approach was created that included prevention, shelter expansion, as well as housing placement and retention. Initially, shelter space was sought that could be used immediately to provide safety off the streets for our most vulnerable community members. At the time, it was understood that some of the space would be shorter term, using temporarily vacant space offered by local business owners or in City or County-owned buildings, like the Hansen Building. While there is still a role for temporary seasonal shelter, we are actively working to transition all year-round shelter to higher quality facilities. This program offer will provide the needed capital for the JOHS to move forward in developing high quality, year-round shelter capacity for multiple populations in improved facilities; as well as, funding to support the establishment of additional alternative/transitional shelter and temporary/seasonal shelters. These resources will complement funds for shelter capital provided by Multnomah County.

Service Impacts

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

Equity Impacts

These capital investments will positively impact the health, safety and opportunity to escape homelessness of some of the most vulnerable populations in our community. Our unsheltered population is increasingly made up of older, more disabled, people and it is disproportionately comprised of people of color – in particular people who identify as Native American, African American, and Native Hawaiian/Pacific Islanders. Within the highly vulnerable unsheltered population, those who are transgender face even more significant risks associated with their gender identity; they face unique forms of prejudice, discrimination, and too often violence based on their gender identity, including in traditional shelter programs. Alternative shelters also provide critical safety and support services to people whose history of trauma and/or disabilities make using larger, traditional shelters impossible. Of the people newly served in Emergency Shelter in FY 2019, 48% were people from communities of color. 25% identified as Black/African American; 13% identified as Hispanic/Latino/a/x; 13% identified as American Indian/Alaska Native; 3% identified as Native Hawaiian/Pacific Islander, and 3% identified as Asian.

Budget Detail

Fund		2020-21 Request - V52 with DP	2020-21 CBO Recommended- V53	2020-21 Proposed-V54	2020-21 Approved - V55	2020-21 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	2,200,000	0	0	0	0
	Sum:	2,200,000	0	0	0	0
	Major Object Name	Revenue				
100000	General Fund Discretionary	2,200,000	0	0	0	0
	Sum:	2,200,000	0	0	0	0

DP: 9621 - JOHS Alternative Shelter Operations and

DP Type

Priority

New

ADD

0

Yes

Package Description

Problem Statement: In the most recent Point in Time Count, we documented a significant increase in the unsheltered population; nightly over 2,000 people are unsheltered in Portland/Multnomah County. Over the past four years, the Joint Office of Homeless Services (JOHS), on behalf of the City of Portland and Multnomah County, has significantly expanded and transformed the emergency shelter system. This Direction to Develop continues that process by providing critical operational resources for new alternative shelters serving specific neighborhoods and sub-populations of the adult unsheltered community. Alternative shelters typically include smaller shelters, using alternative designs and program models tailored to the unique needs of an area or subset of the unsheltered population not well served by traditional larger-scale emergency shelters. This Direction to Develop would fund operations for a transitional living village, a transgender-specific shelter program, and a "rest stop" alternative emergency shelter program.

Service Impacts

Service Delivery Model: All emergency shelter, regardless of size and configuration, must provide a 24/7/365, trauma-informed, reduced barrier, and culturally responsive or specific program that emphasizes meeting of participants' immediate need for basic health and safety, as well as the health, income, and housing support services required to transition from homelessness back into permanent housing. Depending on the program, alternative shelters often provide a higher level of participant involvement in the governance and operations of the shelter program. The alternative shelters will vary in size, but range from 20 to 80 participants per site. Smaller shelters often have a higher per person per night cost than larger shelters, but program model, facility type, and property ownership/lease arrangements will affect actual cost. For purposes of this Direction to Develop, we assume approximately \$9,500/per bed per year cost, covered in part with a \$250,000 County match.

Impacts/Assumptions: The funding in this Direction to Develop will provide operating support to: (1) one 20 person neighborhood based alternative shelter "village" serving adults, with limited housing transition services; (2) one 60-80 person short-term stay "rest stop" model alternative shelter serving adults, with limited housing transition services; and (3) one 20-25 person shelter/bridge housing program for people who are transgender adults. Based on anticipated turnover, an additional 250 people per year will be served in shelter as a result of these investments, and an additional 50 people per year will move into permanent housing. These projected impacts are based upon the JOHS' experience funding similar programs in the current system.

Measuring outcomes: JOHS has a comprehensive outcomes tracking system through the Homeless Management Information System and quarterly reporting. Depending on the program, it is possible that one or more of the alternative shelters funded here will operate outside of HMIS, but in all cases the funded provider will be obligated to provide regular outcome reporting.

Equity Impacts

These investments will positively impact the health, safety and opportunity to escape homelessness of some of the most vulnerable populations in our community. Our unsheltered population is increasingly made up of older, more disabled, people and it is disproportionately comprised of people of color – in particular people who identify as Native American, African American, and Native Hawaiian/Pacific Islanders. Within the highly vulnerable unsheltered population, those who are transgender face even more significant risks associated with their gender identity; they face unique forms of prejudice, discrimination, and too often violence based on their gender identity, including in traditional shelter programs. Alternative shelters also provide critical safety and support services to people whose history of trauma and/or disabilities make using larger, traditional shelters impossible.

Budget Detail

Fund		2020-21 Request - V52 with DP	2020-21 CBO Recommended- V53	2020-21 Proposed-V54	2020-21 Approved - V55	2020-21 Adopted - V56
	Major Object Name	Expense				
100000	External Materials and Servi	750,000	0	0	0	0
	Sum:	750,000	0	0	0	0

Fund		2020-21 Request - V52 with DP	2020-21 CBO Recommended- V53	2020-21 Proposed-V54	2020-21 Approved - V55	2020-21 Adopted - V56
	Major Object Name	Revenue				
100000	General Fund Discretionary	750,000	0	0	0	0
	Sum:	750,000	0	0	0	0



Portland Housing Bureau FY 2020-2025 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.

TIF Fades Away

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 at both Prosper Portland (formerly the Portland Development Commission) and PHB in 2010-11. The economic recovery after 2008, in addition to an increase in 2015 to the housing set-aside to 45% ("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 (TD) 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 depending on forecasted tax growth capacity.

Future Resources

In 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 the most 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 currently in the Senate for 2019 and 2020 federal funds. The forecast assumes decreases post 2020 due to uncertainty over the political situation at the federal level (HUD budget requests to eliminate HOME and CDBG each of the past three years have been rejected by Congress). 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 has exceeded forecasts to date. This revenue source will begin replacing TIF as a primary source for Lift multi-family project gap financing. 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. This shift will coincide with efforts to right-sizing the bureau to fit the new resource reality.

Other Risks to the Forecast

- Ongoing support services funding for new 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 homeownerships programs as demand continues to expand outside of TIF districts.
- Continued growth in employee and central services support costs.
- As other City bureaus add housing affordability requirements, they look to PHB as a partner to provide regulatory compliance expertise, which PHB is not currently staffed for.

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

All Funds	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
General Fund	39,624,455	42,890,393	33,083,811	33,688,101	34,224,000	34,526,326
Housing Investment Fund	10,976,031	3,445,219	6,133,026	6,448,667	6,772,609	6,310,072
Rental Services Office	-	3,265,000	3,526,559	3,598,475	3,969,393	4,325,864
Housing Bond	1,451,367	52,962,022	102,345,692	52,028,512	6,783,860	2,594,040
Construction Excise Tax	25,095,447	30,896,891	28,509,647	32,994,959	39,934,559	21,023,645
Inclusionary Housing	1,468,365	1,712,918	1,630,914	1,668,049	1,721,713	1,776,769
CDBG	15,818,915	14,195,235	10,804,419	9,902,456	9,393,904	10,181,119
HOME	9,812,513	11,540,642	7,932,195	5,396,169	4,258,254	3,996,977
Federal Grants	4,313,649	3,587,405	3,774,605	3,874,605	3,357,743	2,774,605
Tax Increment Financing	64,717,669	64,343,192	51,863,091	18,147,969	24,182,732	7,202,637
Property	9,831,053	10,586,201	9,184,965	8,374,371	8,794,480	9,248,385
Total	\$ 183,109,464	\$ 239,425,118	\$ 258,788,925	\$ 176,122,334	\$ 143,393,248	\$ 103,960,440
Requirements						
General Fund	39,624,455	42,890,393	33,083,811	33,688,102	34,224,000	34,526,326
Housing Investment Fund	10,976,031	3,445,219	6,133,026	6,448,667	6,772,609	6,310,072
Rental Services Office	-	3,265,000	3,526,559	3,598,475	3,969,393	4,325,864
Housing Bond	1,451,367	52,962,022	102,345,692	52,028,512	6,783,860	2,594,040
Construction Excise Tax	25,095,447	30,896,891	28,509,647	32,994,959	39,934,559	21,023,645
Inclusionary Housing	1,468,365	1,712,918	1,630,914	1,668,049	1,721,713	1,776,769
CDBG	15,818,915	14,195,235	10,804,419	9,902,456	9,393,904	10,181,119
HOME	9,812,513	11,540,642	7,932,195	5,396,169	4,258,254	3,996,977
Federal Grants	4,313,649	3,587,405	3,774,605	3,874,605	3,357,743	2,774,605
Tax Increment Financing	64,717,670	64,343,192	51,863,091	18,147,969	24,182,732	7,202,637
Property	9,831,053	10,586,201	9,184,965	8,374,371	8,794,480	9,248,385
Total	\$ 183,109,464	\$ 239,425,118	\$ 258,788,925	\$ 176,122,334	\$ 143,393,248	\$ 103,960,440

General Fund

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Indirect Charges to Other Bureau Funds	2,318,915	2,373,967	2,555,990	2,244,446	1,537,074	667,505
<i>General Fund Discretionary</i>						
Joint Office One-Time	6,945,350	10,096,765				
PHB One-Time	1,891,656	781,000			300,000	500,000
Joint Office Ongoing	25,198,055	25,998,799	26,778,763	27,582,126	28,409,590	29,261,877
PHB Ongoing	3,139,671	3,627,553	3,736,380	3,848,471	3,963,925	4,082,843
Services	130,808	12,309	12,678	13,059	13,411	14,101
Total	39,624,455	42,890,393	33,083,811	33,688,101	34,224,000	34,526,327
Requirements						
Personnel Services	747,878	1,089,894	1,134,580	1,027,386	751,751	332,573
One-Time	702,656	131,000				
External/Internal M&S - Operations	3,215,944	3,585,035	3,770,468	3,780,289	3,764,359	3,633,576
<i>Program Delivery</i>						
Joint Office	25,198,055	25,998,799	26,778,763	27,582,126	28,409,590	29,261,877
Joint Office One-Time	6,945,350	10,096,765				
Permanent Supportive Housing	322,400	322,400	350,000	322,400	322,400	322,400
Homeownership Access & Retention	491,800	491,800	525,000	491,800	491,800	491,800
One-Time		350,000				
East Portland Initiative	484,100	484,100	525,000	484,100	484,100	484,100
Inclusionary Housing						
One-Time	158,572					
Renter-Landlord Services	168,700	40,600				
One-Time	1,189,000	300,000				
Total	\$39,624,455	\$42,890,393	\$33,083,811	\$33,688,102	\$34,224,000	\$34,526,326

Historical Look

PHB has been identified as a General Fund bureau for years, despite most of its funding having come 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 (sometimes ongoing, sometimes one-time) to fill the gap. Unfortunately, the gap was filled primarily with additional one-time funds. In FY 2012-13, the City Council directed that \$4.6 million of this serial one-time funding be converted to ongoing for the future.

General Fund Discretionary

PHBs Base General Fund allocation is split – one portion (\$25,928,779) is the ongoing funding passed-through to the Joint Office of Homeless Services (JOHS); the portion that remains at PHB is \$3,627,553

The Request Budget includes Decision Packages for the JOHS in the amount of \$7,146,765 one-time to maintain current service levels; \$2,950,000 one-time for shelter capital needs and programming; and \$70,000 ongoing for a community engagement specialist. For PHB \$650,000 one-time for anti-displacement work in conjunction with Prosper Portland and BPS; \$2,246,809 one-time for the Rental Services Office to maintain current services and develop a rental registration system; and \$131,000 one-time to continue a Joint Communications public information position.

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 M&S. PHB also charges the Office of Equity (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 the 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 a total of \$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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance	118,000					
<i>Working Capital</i>	656,588	656,588	528,174	672,639	592,891	519,908
Interest		15,000	15,000	15,000	5,000	5,000
Other			250,000			
Loan Income	434,396	425,000	425,000	425,000	425,000	425,000
Total	\$ 1,208,984	\$ 1,096,588	\$ 1,218,174	\$ 1,112,639	\$ 1,022,891	\$ 949,908
Requirements						
Personnel Services	409,155	412,075	428,970	446,558	464,867	483,926
External/Internal M&S	40,756	15,027	11,565	13,190	13,116	13,489
General Fund Overhead	102,485	126,312	105,000	60,000	25,000	25,000
Contingency		15,000				
<i>Working Capital</i>	656,588	528,174	672,639	592,891	519,908	427,493
Total	\$ 1,208,984	\$ 1,096,588	\$ 1,218,174	\$ 1,112,639	\$ 1,022,891	\$ 949,908

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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Working Capital	365,355	230,355	412,755	270,855	75,855	82,455
Cash Transfer		322,400			250,000	250,000
Interest	5,000	10,000	8,100	5,000	6,600	8,600
Total	\$ 370,355	\$ 562,755	\$ 420,855	\$ 275,855	\$ 332,455	\$ 341,055
Requirements						
External M&S						
Affordable Rental Housing	140,000	150,000	150,000	200,000	250,000	300,000
Working Capital	230,355	412,755	270,855	75,855	82,455	41,055
Contingency						
Total	\$ 370,355	\$ 562,755	\$ 420,855	\$ 275,855	\$ 332,455	\$ 341,055

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.

HMIS Local Match

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Working Capital	144,319	148,140	120,652	92,880	71,178	45,910
Intergovernmental Revenues	284,648	236,000	236,000	245,440	245,440	255,258
Innovation Fund						
Interest	6,000	2,150	1,942	2,000	2,000	2,000
Total	\$ 434,967	\$ 386,290	\$ 358,594	\$ 340,320	\$ 318,618	\$ 303,168
Requirements						
Personnel Services	128,277	82,338	85,714	89,142	92,708	96,416
External M&S	158,550	180,000	180,000	180,000	180,000	180,000
Working Capital	148,140	120,652	92,880	71,178	45,910	26,751
Contingency		3,300				
Total	\$ 434,967	\$ 386,290	\$ 358,594	\$ 340,320	\$ 318,618	\$ 303,167

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

Short Term Rental Lodging Tax

Resources	FY 2019-20 Revised	FY 2020-21 Request	FY 2021-22 Forecast	FY 2022-23 Forecast	FY 2023-24 Forecast	FY 2024-25 Forecast
Beginning Balance	764,000	49,870				
<i>Working Capital</i>		-	-	3,480,962	1,791,688	3,333,485
Transfer from General Fund	516,700	347,716	358,147	368,891	379,958	391,357
Fall BuMP additional transfer	2,142,485	1,000,000	800,000	840,000	882,000	926,100
Interest	3,500	2,000	30,000	30,000	45,000	65,000
Bond Bridge Funding Repayment		-	2,947,256		2,000,000	
Total	\$ 3,426,685	\$ 1,399,586	\$ 4,135,403	\$ 4,719,853	\$ 5,098,646	\$ 4,715,942
Requirements						
Personnel Services	329,778	428,756	546,335	868,735	1,604,353	2,070,131
External M&S	85,227	75,039	75,000	25,000	125,000	200,000
ITS Fee		31,833	33,106	34,431	35,808	37,240
Affordable Rental Housing						
Projects						
Bond Bridge Funding	2,464,639	482,617		2,000,000		
IH subsidy	334,517	364,000				
Property subsidies	212,524	17,341				
<i>Working Capital</i>			3,480,962	1,791,688	3,333,485	2,408,570
Total	\$ 3,426,685	\$ 1,399,586	\$ 4,135,403	\$ 4,719,853	\$ 5,098,646	\$ 4,715,941

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 purposes. The forecast reflects short-term rental income for FY 2019-20 exceeding the base transfer amount (for the third consecutive year) and adds an extremely conservative assumption of excess collections in future years.

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 per night fee resources are not shown, as these are a new (FY 2018-19) revenue, and there is not data enough to accurately forecast the future. These funds will also factor into the bureaus future resources and could involve of uses around 0-60% AMI housing.

Rental Services Office SubFund

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance		250,000	250,000			
<i>Working Capital</i>			56,559	9,975	68,893	35,114
Fees		3,000,000	3,200,000	3,553,500	3,862,500	4,248,750
Interest		15,000	20,000	35,000	38,000	42,000
Other						
Total	\$ -	\$ 3,265,000	\$ 3,526,559	\$ 3,598,475	\$ 3,969,393	\$ 4,325,864
Requirements						
Personnel Services		384,518	421,804	434,458	447,491	460,916
Bureau Indirect			213,140	219,534	226,129	232,913
External M&S		1,325,000	1,414,750	1,622,193	1,770,858	1,923,984
Software Maintenance Contract			600,000	618,000	636,540	655,636
Internal M&S		598,923	616,891	635,397	654,459	674,093
General Fund Overhead					198,801	215,413
Software Implementation		650,000	250,000			
<i>Working Capital</i>		306,559	9,975	68,893	35,114	162,909
Total	\$ -	\$ 3,265,000	\$ 3,526,559	\$ 3,598,475	\$ 3,969,393	\$ 4,325,864

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 has 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 onetime 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. \$795,000 in staff and contract costs are funded in CDBG for FY 2020-21. \$366,000 in staff and contract costs are funded with ongoing General Fund for FY 2020-21. Current fee estimates are not enough to absorb all costs into the RSO fund; only approximately \$575,000 of the CDBG costs are shown to be moved gradually to the RSO fund over the forecast period. CDBG funds are not as flexible as fees or General Fund for RSO services.

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 – over \$600,000 of current service level will continue to be covered with other funding sources. The twelve-year forecast addendum shows that by year seven, additional current service level will need to be reduced or moved to other sources. This forecast has no room for additional services from the rental registration fee, and the fee increases in the forecast are not sufficient to cover current service levels.

Inclusionary Housing Fund

Construction Excise Tax

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance	-	-	-	-	-	-
Working Capital	17,222,447	12,057,907	18,052,647	21,617,459	26,827,459	11,234,559
Misc Taxes	7,600,000	7,600,000	7,170,000	7,005,000	7,164,600	7,522,830
Predev Loan Repayment	-	1,255,000	-	-	3,500,000	-
GO Bonds Predev Loan Repayment	-	9,706,984	3,000,000	4,000,000	2,000,000	2,000,000
Other	-	-	-	-	-	2,346
Interest	273,000	277,000	287,000	372,500	442,500	263,910
Total	\$ 25,095,447	\$ 30,896,891	\$ 28,509,647	\$ 32,994,959	\$ 39,934,559	\$ 21,023,645
Requirements						
External M&S						
Opportunity Funds	-	-	-	3,500,000	26,000,000	13,000,000
OHCS Transfer	861,000	702,310	667,000	652,500	685,000	719,625
Affordable Rental Development Projects	1,255,000	9,261,494	2,210,188	-	-	-
Portland GO Bond Predevelopment Loans	9,706,984	1,000,000	2,000,000	-	-	-
Metro GO Bond Predevelopment Loans	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Citywide DPAL	299,556	-	-	-	-	-
Refunds	15,000	15,000	15,000	15,000	15,000	15,000
Working Capital	12,957,907	17,918,087	21,617,459	26,827,459	11,234,559	5,289,020
Total	\$ 25,095,447	\$ 30,896,891	\$ 28,509,647	\$ 32,994,959	\$ 39,934,559	\$ 21,023,645

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 Exemptions and Fee Waivers

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Beginning Balance	245,500					
<i>Working Capital</i>	-	100,000	100,000	-	-	-
Transfers	653,017	364,000				
Program Subsidy (In Lieu)	100,000		100,000	100,000	100,000	100,000
Charges for Services	469,435	1,248,518	1,430,514	1,567,649	1,621,313	1,676,369
Interest	413	400	400	400	400	400
Total	\$ 1,468,365	\$ 1,712,918	\$ 1,630,914	\$ 1,668,049	\$ 1,721,713	\$ 1,776,769
Requirements						
Personnel Services	805,406	835,948	870,222	905,901	943,043	981,708
External M&S	562,959	717,671	725,000	725,000	740,000	754,800
Internal M&S		10,739	10,954	11,173	11,396	11,624
Contingency		25,000				
General Fund Overhead		23,560	24,738	25,975	27,274	28,637
<i>Working Capital</i>	100,000	100,000				
Total	\$ 1,468,365	\$ 1,712,918	\$ 1,630,914	\$ 1,668,049	\$ 1,721,713	\$ 1,776,769

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 2020-21 are fees collected to pass-through to Multnomah County for inclusionary zoning tax exemption waiver applications.

Housing Property Fund

Resources	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Working Capital	3,173,911	3,420,553	3,229,960	2,519,561	2,839,710	3,188,458
Fund Transfers	229,524	17,341	-	-	-	-
Property Income	6,387,613	5,802,307	5,909,005	6,018,810	6,124,770	6,238,927
Interest	40,005	46,000	46,000	36,000	30,000	21,000
Total	\$ 9,831,053	\$ 9,286,201	\$ 9,184,965	\$ 8,574,371	\$ 8,994,480	\$ 9,448,385

Requirements						
Personnel Services - Direct Staffing	63,284	125,813	87,870	91,213	94,686	98,293
General Fund Overhead		57,179	60,038	61,987	64,003	66,086
Operating Costs	4,596,428	3,789,137	3,784,542	3,855,236	3,931,366	4,025,489
Debt Service	712,750	714,000	708,500	705,250	701,250	701,150
Reserves						
Major Maintenance	1,038,038	1,344,179	2,024,454	1,020,974	1,014,718	1,001,087
Replacements	-	25,933	-	-	-	-
Working Capital	3,420,553	3,229,960	2,519,561	2,839,710	3,188,458	3,556,280
Total	\$ 9,831,053	\$ 9,286,201	\$ 9,184,965	\$ 8,574,371	\$ 8,994,480	\$ 9,448,385

This fund was created in 2016 to house and track financial activity associated with non—TIF district 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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Carryover/Working Capital	6,109,034	4,405,058	1,292,197	630,301	204,163	91,378
Grants	8,509,881	8,765,177	8,502,222	8,247,155	7,999,741	7,999,741
Program Income	1,200,000	1,025,000	1,010,000	1,025,000	1,190,000	2,090,000
Total	\$ 15,818,915	\$ 14,195,235	\$ 10,804,419	\$ 9,902,456	\$ 9,393,904	\$ 10,181,119
Requirements						
Personnel Services	1,349,576	1,307,801	1,335,396	1,390,147	1,280,583	1,333,087
Indirect	482,067	458,765	476,127	409,908	311,705	357,563
External/Internal M&S	30,000	30,000	30,000	30,000	30,000	30,000
Contracts						
Rental Services	715,000	555,000	500,000	400,000	300,000	309,000
Affordable Rental Housing	12,000	12,000	12,000	12,000	12,000	12,000
Section 108 Repayment	756,000	767,000	776,000	780,000	792,000	802,000
Homeownership Access & Retention	2,361,000	2,366,000	2,366,000	2,366,000	2,366,000	2,366,000
Economic Opportunity	2,280,648	2,349,067	2,278,595	2,210,238	2,210,238	2,210,238
Projects						
Opportunity Funds	2,600,000	2,500,000	2,400,000	2,100,000	2,000,000	2,500,000
Reserve for Projects underway		1,000,000				
Arbor Glen		1,557,405				
Habitat (Cully Commons)	640,000					
Oak Leaf	94,701					
Jade	92,865					
Working Capital	4,405,058	1,292,197	630,301	204,163	91,378	261,231
Total	\$ 15,818,915	\$ 14,195,235	\$ 10,804,419	\$ 9,902,456	\$ 9,393,904	\$ 10,181,119

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 and planning and public service. The cap percentage for administration and planning is 20% of the entitlement and program income; the percentage for public service is 15% of the entitlement and program income. PHB puts a mix of administrative 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 19 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

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.

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
<i>Carryover/Working Capital</i>	5,305,567	7,290,284	3,801,588	1,386,840	385,468	164,291
Grants	3,665,146	3,958,358	3,839,607	3,724,419	3,612,686	3,612,686
Program Income	841,800	292,000	291,000	284,910	260,100	220,000
Total	\$9,812,513	\$11,540,642	7,932,195	\$5,396,169	\$4,258,254	\$3,996,977
Requirements						
Personnel Services	445,818	448,624	436,960	404,875	371,475	386,705
External/Internal M&S						
CHDO Operating Support	50,000	200,000	120,000	120,000	120,000	120,000
Projects						
Opportunity Funds			600,000	900,000	2,000,000	2,000,000
Powellhurst	-	3,478,919	1,822,363	683,261		
Garden Park	-	2,815,000	2,823,000	2,167,209	867,245	
106 Halsey	446,800					
Gresham Funds	1,072,004	605,995	565,393	565,393	565,393	565,393
Admin	62,917	58,701	54,768	54,768	54,768	54,768
Multnomah County Funds	430,271	121,081	112,968	105,399	105,399	105,399
SE Stark - CCC						
Admin	14,420	10,734	9,903	9,795	9,682	9,564
<i>Working Capital</i>	7,290,284	3,801,588	1,386,840	385,468	164,291	755,147
Total	\$9,812,513	\$11,540,642	7,932,195	\$5,396,169	\$4,258,254	\$3,996,977

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 intergovernmental agreement.

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.

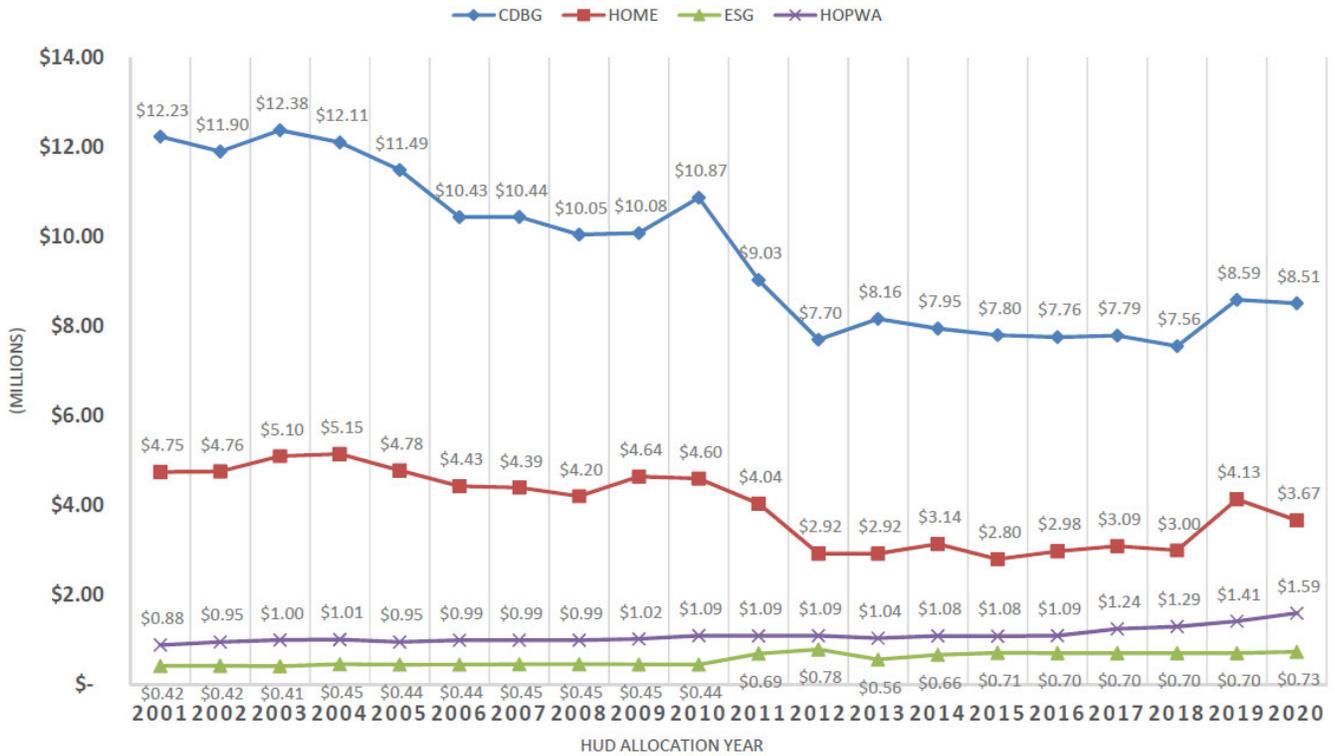
Program Delivery

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 forecast reflects one scenario for funding of the Powellhurst and Garden Park projects using HOME funds. PHB is reviewing other potential funding mixes as well. 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

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 19 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.

CHANGES IN HUD ENTITLEMENT ALLOCATIONS TO PHB



A steady downward trend in HOME and CDBG funding (in actual dollars) is interrupted only by boosts in funding early in the Great Recession of 2008-11 and then the significant increase of FY 19. While the FY 20 budget has been passed by Congress, estimates are used for FY 20-21 in anticipation of the actual HUD allocations.

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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	1,592,044	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Total	\$ 1,592,044	\$ 1,800,000				
Requirements						
Personnel Services						
External M&S						
Homeless Services	1,592,044	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Total	\$ 1,592,044	\$ 1,800,000				

ESG is forecast at a stable level, but prior year experience shows random decreases in the award at times, so there is some risk to a stable forecast.

ESG

Resources	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	728,939	728,939	728,939	728,939	728,939	728,939
Total	\$ 728,939					
Requirements						
Personnel Services	98,990	-	-	-	-	-
External M&S						
Homeless Services	629,949	728,939	728,939	728,939	728,939	728,939
Total	\$ 728,939					

The HOPWA grant has shown significant growth over the past three funding cycles, leading future estimates continuing at the FY 19 level with a higher confidence level.

Categorical Grants

The bureau also receives two competitive or categorical grants.

Lead Hazard Abatement

Resources	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
	Revised	Request	Forecast	Forecast	Forecast	Forecast
17 Grant	1,513,000	437,938				
20 Grant		316,862	1,000,000	1,100,000	583,138	
17 Healthy Homes Supplement	234,000	58,000				
Total	\$ 1,747,000	\$ 812,800	\$ 1,000,000	\$ 1,100,000	\$ 583,138	\$ -
Requirements						
Personnel Services	200,492	225,000	200,000	200,000	100,000	
External M&S	42,208	17,800	63,000	63,000	15,000	
Internal M&S			2,000	2,000	138	
Capital			25,000			
Homeownership Access & Retention	1,444,500	570,000	650,000	775,000	443,000	
Bureau Indirect	59,800		60,000	60,000	25,000	
Total	\$ 1,747,000	\$ 812,800	\$ 1,000,000	\$ 1,100,000	\$ 583,138	-

For over twenty years, PHB has been successfully applying for the HUD Lead Grant, the most recent version of which was awarded (\$3 million) in FY 2017-18 and extends into FY 2020-21. The bureau will be applying for another round of funding to continue programming through FY 2023-24.

McKinney-HMIS Grant

Resources	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Grants	245,666	245,666	245,666	245,666	245,666	245,666
Total	\$ 245,666					
Requirements						
Personnel Services	170,166	137,983	143,640	149,530	155,660	162,042
External M&S	75,500	107,683	102,026	96,136	90,006	83,624
Total	\$ 245,666					

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

Tax Increment Financing – Housing Set Aside

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

Structure

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

Tax Increment Revenue Forecast – Future Look

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

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

Notes:

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

As the table above shows, all TIF districts are reaching maximum indebtedness and/or the final year to issue debt during the forecast. It 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.

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Downtown Waterfront						
Resources						
Working Capital	7,691,298	8,196,692	291,481	149,784	402,071	417,467
Predev Loan Payoffs/Property Sales						200,000
Loan Income	600,000	600,000	600,000	484,900	484,900	484,900
TIF Housing Set Aside	565,578	-	-	-	-	-
Other	150,000	50,000	10,000	5,000	7,500	7,500
Downtown Waterfront Total	\$9,006,876	\$8,846,692	\$901,481	\$639,684	\$894,471	\$1,109,867
Requirements						
Personnel Services - Direct Staffing	20,454	41,411	25,000	50,000	55,000	10,000
Bureau Indirect Costs (Staffing and Overhead)	57,730	133,058	91,697	187,613	222,004	
Affordable Rental Housing						
Projects						
Opportunity Funds					200,000	800,000
Westwind	732,000	10,000				
Henry - CCC		8,370,742	635,000			
Working Capital	8,196,692	291,481	149,784	402,071	417,467	299,867
Downtown Waterfront Total	\$9,006,876	\$8,846,692	\$901,481	\$639,684	\$894,471	\$1,109,867

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

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
	Revised	Request	Forecast	Forecast	Forecast	Forecast
South Park Blocks						
Resources						
Working Capital	6,687,303	6,680,142	5,796,243	3,383,546	3,503,785	3,102,421
Loan Income	205,000	124,000	124,000	124,000	124,000	124,000
TIF Housing Set Aside	441,981					500,000
Other	45,621	24,264	30,000	20,000	25,000	25,000
South Park Blocks Total	\$7,379,905	\$6,828,406	\$5,950,243	\$3,527,546	\$3,652,785	\$3,751,421
Requirements						
Personnel Services - Direct Staffing	50,953	7,634	25,000	5,000	10,000	25,000
Bureau Indirect Costs (Staffing and Overhead)	143,810	24,529	91,697	18,761	40,364	
Affordable Rental Housing					500,000	3,500,000
Projects						
Joyce Hotel	505,000	1,000,000	2,450,000			
Working Capital	6,680,142	5,796,243	3,383,546	3,503,785	3,102,421	226,421
South Park Blocks Total	\$7,379,905	\$6,828,406	\$5,950,243	\$3,527,546	\$3,652,785	\$3,751,421

- **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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Convention Center						
Resources						
Working Capital	19,711	34,231	34,504	97,004	159,504	222,004
Loan Income	62,500	62,500	62,500	62,500	62,500	31,297
TIF Housing Set Aside	592,031		-	-	-	-
Other						
Convention Center Total	\$674,242	\$96,731	\$97,004	\$159,504	\$222,004	\$253,301
Requirements						
Personnel Services - Direct Staffing	14,915	12,043				8,301
Bureau Indirect Costs (Staffing and Overhead)	42,096	38,696				
Affordable Rental Housing		11,488				245,000
Projects						
Block 45 - HF	583,000					
Working Capital	34,231	34,504	97,004	159,504	222,004	
Convention Center Total	\$674,242	\$96,731	\$97,004	\$159,504	\$222,004	\$253,301

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

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, there has been discussed the potential for either extension of time and/or increasing debt limits where possible. Decisions on that have not been made at this time and any action will require public process and City Council approval.

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Gateway Regional Center						
Resources						
Working Capital	-	-	-	-	-	-
Predev Loan Payoffs/Property Sales	553,203					
TIF Housing Set Aside	5,125,461	2,851,690	1,411,658	3,626,583	35,753	
Gateway Regional Center Total	\$5,678,664	\$2,851,690	\$1,411,658	\$3,626,583	\$35,753	\$0
Requirements						
Personnel Services - Direct Staffing	57,100	69,212	60,000	55,000	7,000	
Bureau Indirect Costs (Staffing and Overhead)	161,159	222,386	220,074	206,374	28,255	
Affordable Rental Housing						
Projects						
Opportunity Funds			1,130,000	3,363,509		
DePaul	1,500,000					
106th & Halsey	3,952,705	2,559,092				
Property Management	7,700	1,000	1,584	1,700	498	
Working Capital						
Gateway Regional Center Total	\$5,678,664	\$2,851,690	\$1,411,658	\$3,626,583	\$35,753	\$0

- Gateway Regional Center** – The 106th and Halsey affordable housing project is underway, using a mix of HOME and TIF funding. Additional funds for affordable housing during the forecast period, but no further resources are forecast beyond FY 2023-24. An issue in Gateway is 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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Interstate						
Resources						
Predev Loan Payoffs/Property Sales	3,370,855					
Proud Ground flip	275,000					
Loan Income	17,160	30,000	30,000	30,000	30,000	30,000
TIF Housing Set Aside	28,593,524	25,220,965	5,041,162	4,723,984	4,230,597	
Interstate Total	\$32,256,539	\$25,250,965	\$5,071,162	\$4,753,984	\$4,260,597	\$30,000
Requirements						
Personnel Services - Direct Staffing	904,678	978,648	620,000	600,000	580,000	
Bureau Indirect Costs (Staffing and Overhead)	2,553,370	3,144,513	2,274,097	2,251,353	2,341,130	
Affordable Rental Housing						
Projects						
H30537 Strong Property	2,523,945	10,000	10,000	10,000		
H30274 King/Parks - PCRI	689,705	1,010,000				
H30275 Charlotte B Rutherford	292,701					
H30270 N. Williams - Bridge		1,126,875				
Homeownership Access & Retention						
H89010 Homeowner Retention	500,000	500,000	500,000	500,000	60,214	
H30415 AAAH Kilpatrick	800,000	1,300,000				
H30290 Proud Ground 5020 Homeownership	3,550,000	950,000				
H30536 Carey Blvd	33,000	33,000	35,000	35,000		
N/NE Neighborhood Housing Strategy						
H30274 King/Parks - PCRI	717,868					
Outreach						
Planning, Policy, & Outreach	38,205	80,000	30,000	7,631		
Affordable Rental Housing						
H80026 Beatrice Morrow	685,200					
H30537 Strong Property	706,055					
Homeownership Access & Retention						
H89011 Homeowner Retention	840,000	591,340	252,065			
H89050 Olin	761,169					
H89021 Downpayment Assistance	1,020,000	1,758,210				
TIF Lift						
Affordable Rental Housing						
H30342 Magnolia II - IHI	3,045,002					
H30321 Argyle	1,500,000	8,974,344				
H30537 Strong Property	3,670,000					
Homeownership Access & Retention						
H30415 AAAH Kilpatrick		1,200,000				
H89013 Homeowner Retention	-	900,000	1,350,000	1,350,000	1,279,253	
H89023 Homeownership - DPAL	-	434,000				
H30290 Proud Ground 5020 Homeownership	5,305,641	-				
Prosper Portland Homeownership Strategy						
Homeownership Access & Retention						
H89014 Home Repair	600,000	606,291				
H89024 Homeownership Opportunity	720,000	653,744				
H89037 ADU Program	800,000	1,000,000				
Interstate Total	\$32,256,539	\$25,250,965	\$5,071,162	\$4,753,984	\$4,260,597	\$30,000

- **Interstate** – The table on the previous page shows this TD has reached its peak of affordable housing funds, both from the \$20 million N/NE Housing Strategy from fall 2014 and the \$32 million “TIF Lift” from fall 2015. While activity remains strong in FY 2020-21, project activity is focused on homeownership programs for the remainder of the forecast. Prosper Portland is beginning to explore the potential of adjustments to the district that could mean additional resources. If such a decision is made, there is a required public process that will take several months and approval by City Council, so this concept is not included in the forecast. Also not included in the forecast is any intermittent loan payments or unforeseen loan payoffs.

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
Lents Town Center						
Resources						
Loan Income	12,600	12,600	12,600	9,293	12,600	12,600
TIF Housing Set Aside	4,583,993	2,625,808	3,829,756	2,226,293	1,398,635	
Lents Town Center Total	\$4,596,593	\$2,638,408	\$3,842,356	\$2,235,586	\$1,411,235	\$12,600
Requirements						
Personnel Services - Direct Staffing	274,810	209,796	250,000	260,000	125,000	
Bureau Indirect Costs (Staffing and Overhead)	775,626	674,100	916,975	975,586	504,554	-
Affordable Rental Housing	100,000		588,971			
Projects						
H30269 72nd & Foster - REACH	576,636					
Oliver Station	417,577					
H30140 Woody Guthrie	70,500					
Homeownership Access & Retention						
H89010 Homeowner Retention	500,000	500,000	500,000	500,000	381,681	-
H89020 Homebuyer Financial Assistance	710,000	500,000	500,000	500,000	400,000	-
TIF Lift						
Affordable Rental Housing			700,000			
Projects						
Homeownership Access & Retention						
H89013 Homeowner Retention	565,525	298,134	386,410			
H89023 Homebuyer Financial Assistance	605,919	456,378				
Lents Town Center Total	\$4,596,593	\$2,638,408	\$3,842,356	\$2,235,586	\$1,411,235	\$12,600

- **Lents Town Center** – This forecast reflects the end of substantial affordable rental housing construction activity in FY 2019-20. In the remaining years of the forecast, project activity is focused on homeownership programs. Funds not currently allocated to specific programming will be under review, as the amount remaining is not likely enough for new affordable rental units but could be useful for homeownership and project restructures or rehabilitation. FY 2020 is the last year to issue debt in this district and current plans for the district do not anticipate issuing any additional debt (beyond that planned for known expenditures) by that deadline. Not included in the forecast is any intermittent loan payments or unforeseen loan payoffs.

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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
	Revised	Request	Forecast	Forecast	Forecast	Forecast
North Macadam						
Resources						
Predev Loan Payoffs/Property Sales		2,000,000				
Loan Income	35,040	35,040	35,040	35,040	35,040	35,040
TIF Housing Set Aside	3,282,018	12,692,207	13,831,750	2,402,573	13,197,437	1,437,230
North Macadam Total	\$3,317,058	\$14,727,247	\$13,866,790	\$2,437,613	\$13,232,477	\$1,472,270
Requirements						
Personnel Services - Direct Staffing	96,028	89,541	100,000	50,000	68,000	15,000
Bureau Indirect Costs (Staffing and Overhead)	271,030	287,706	366,790	187,613	274,477	206,885
Affordable Rental Housing						
Projects						
Opportunity Funds				1,000,000	12,890,000	1,250,385
Riverplace	950,000	2,400,000				
Riverplace Phase II	2,000,000	11,950,000	13,400,000	1,200,000		
North Macadam Total	\$3,317,058	\$14,727,247	\$13,866,790	\$2,437,613	\$13,232,477	\$1,472,270

- **North Macadam/South Waterfront** – The forecast reflects completion current Riverplace Phase I. Also reflected is one scenario for funding of the Phase II project using district funds. PHB is reviewing other potential funding mixes as well. 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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
	Revised	Request	Forecast	Forecast	Forecast	Forecast
Central Eastside						
Resources						
Working Capital	-	-	-	-	-	3,200
Loan Income	3,200	3,200	3,200	3,237	3,200	3,200
TIF Housing Set Aside	101,102	1,111,405	4,886,837	289,006	-	-
Other						
Central Eastside Total	\$104,302	\$1,114,605	\$4,890,037	\$292,243	\$3,200	\$6,400
Requirements						
Personnel Services - Direct Staffing	27,287	27,202	30,000	8,500		
Bureau Indirect Costs (Staffing and Overhead)	77,015	87,403	110,037	31,894		
Affordable Rental Housing						
Projects						
Opportunity Funds		1,000,000	4,750,000	251,849		
Working Capital					3,200	6,400
Central Eastside Total	\$104,302	\$1,114,605	\$4,890,037	\$292,243	\$3,200	\$6,400

- **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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
	<u>Revised</u>	<u>Request</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>	<u>Forecast</u>
River District						
Resources						
Working Capital	-	-	-	-	-	92,478
Loan Income	471,800	471,800	471,800	466,997	466,800	466,800
TIF Housing Set Aside	1,231,690	1,516,649	15,360,559			
Other				8,229	3,410	7,500
River District Total	\$1,703,490	\$1,988,449	\$15,832,359	\$475,226	\$470,210	\$566,778
Requirements						
Personnel Services - Direct Staffing	44,497	44,729	110,000	100,000	75,000	27,822
Bureau Indirect Costs (Staffing and Overhead)	125,589	143,720	403,469	375,226	302,732	
Affordable Rental Housing						
Projects						
Opportunity Funds			9,187,301			
14th & Raleigh	533,404					
TIF Lift - Post Office			6,131,589			
Medford	1,000,000	1,800,000				
Working Capital					92,478	538,956
River District Total	\$1,703,490	\$1,988,449	\$15,832,359	\$475,226	\$470,210	\$566,778

- 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.

Affordable Housing Development Fund

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast
Working Capital			7,113,325	5,317,633	6,388,888	4,125,028
Transfers	1,451,367					
Program Delivery Fee		10,415,968	-	3,010,000		
Bond Proceeds		51,095,746	100,525,000	50,054,767	4,500,000	
Interest		15,000	25,000	35,000	20,000	20,000
Total	\$ 1,451,367	\$ 61,526,714	\$ 107,663,325	\$ 58,417,400	\$ 10,908,888	\$ 4,145,028
Requirements						
Personnel Services	945,084	1,014,979	1,055,578	823,351	288,706	113,874
External M&S	25,000	650,000	650,000	25,000	25,000	25,000
Internal M&S	481,283	591,297	614,949	479,660	124,712	32,425
General Fund Overhead	-	-	25,165	645,734	1,845,442	2,422,741
Project Disbursements		50,670,746	100,000,000	50,054,767	4,500,000	
Transfers		1,451,367				
Contingency		35,000				
Working Capital		7,113,325	5,317,633	6,388,888	4,125,028	1,550,988
Total	\$ 1,451,367	\$ 61,526,714	\$ 107,663,325	\$ 58,417,400	\$ 10,908,888	\$ 4,145,028

The Affordable Housing Development Fund is intended to track all activity for the Housing General Obligation (GO) Bonds. This includes both Portland and Metro bond issues. Portland GO Bond funds will 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. The General Fund Overhead scenario shown above is one of several under consideration at this time.

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. However only staff costs are shown for Metro Bond activities at this time, as intergovernmental agreements as to the flow of funds are still under way at this time.

Portland Housing Bureau

Cost of Service Study

FY 2020-21

Introduction

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

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

Indirect Programs

About the Program

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

Program Details

1. Limited Tax Exemptions

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

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

2. System Development Charge Exemptions

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

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

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

3. Mortgage Credit Certificate Program

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

Fees and Fee Structure

PHB's fee structure is currently calibrated to generally recover the direct staff costs of the programs from fees while subsidizing the indirect costs incurred by the bureau. In FY 20-21, PHB will implement additional programming in to administer affordable housing restrictions for developments seeking bonus density through new zoning code as part of the Better Housing by Design and Residential Infill Project endeavors. PHB will also expand programming to conduct further compliance on CET exemptions as well as add new programming to exempt Transportation Street Use Permit (TSUP) fees for affordable housing projects. However, fees for these services are not part of this study but will be part of future review by the bureau.

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

Cost of Service Analysis

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

Figure 1: FY 2020-21 Indirect Program Projected Costs and Revenues

	Costs			Fees		
	<i>Program</i>	<i>Indirect</i>	<i>Total</i>	<i>Gross</i>	<i>Pass-Thru</i>	<i>Net</i>
HOLTE	92,562	78,113	170,676	226,500	(110,075)	116,425
MULTE	68,941	58,179	127,119	34,000	(18,000)	16,000
NP LTE	110,049	18,722	128,772	23,625	-	23,625
SDC Homeownership	41,709	92,870	134,580	152,000	(15,680)	136,320
SDC Rental	22,186	35,199	57,384	24,500	(2,240)	22,260
IH	357,797	18,722	376,520	937,400	(548,400)	389,000
Total	693,244	301,806	995,050	1,398,025	(694,395)	703,630

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

	Cost Recovery Ratio		Subsidy / (Surplus)	
	<i>Program</i>	<i>Overall</i>	<i>Program</i>	<i>Total</i>
HOLTE	126%	68%	(23,863)	54,251
MULTE	23%	13%	52,941	111,119
NP LTE	21%	18%	86,424	105,147
SDC Homeownership	327%	101%	(94,611)	(1,740)
SDC Rental	100%	39%	(74)	35,124
IH	109%	103%	(31,203)	(12,480)
Total	101%	71%	(10,386)	291,420

Next Steps

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

Portland Housing Bureau

FY 2020-2032 Twelve-Year Financial Forecast

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

All Funds	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
Resources	<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>	<u>Forecast</u>
General Fund	39,624,455	42,890,393	33,083,811	33,688,101	34,224,000	34,526,326	35,342,661	36,127,984	37,073,404	38,145,466	39,310,036	40,527,312	41,797,972
Housing Investment Fund	10,976,031	3,445,219	6,133,026	6,448,667	6,772,609	6,310,072	5,319,107	4,292,014	3,264,540	2,488,455	3,396,380	3,610,880	3,487,154
Rental Services Office	-	3,265,000	3,526,559	3,598,475	3,969,393	4,325,864	4,453,659	4,575,336	4,558,294	4,558,115	4,555,716	4,693,799	4,703,700
Housing Bond	1,451,367	52,962,022	102,345,692	52,028,512	6,783,860	2,594,040	2,424,073	-	-	-	-	-	-
Construction Excise Tax	25,095,447	30,896,891	28,509,647	32,994,959	39,934,559	21,023,645	16,417,237	15,643,781	15,834,281	12,153,831	12,895,584	12,226,674	12,609,569
Inclusionary Housing	1,468,365	1,712,918	1,630,914	1,668,049	1,721,713	1,776,769	1,676,769	1,512,121	1,472,393	1,406,384	1,366,562	1,388,253	1,393,447
CDBG	15,818,915	14,195,235	10,804,419	9,902,456	9,393,904	10,181,119	9,090,972	8,829,139	8,806,677	8,721,524	8,766,388	8,634,333	8,646,846
HOME	9,812,513	11,540,642	7,932,195	5,396,169	4,258,254	3,996,977	4,578,333	4,133,834	4,146,730	4,131,444	4,139,092	3,799,794	3,782,856
Federal Grants	4,313,649	3,587,405	3,774,605	3,874,605	3,357,743	2,774,605	2,774,605	2,774,606	2,774,605	2,774,605	2,774,605	2,774,605	2,774,605
Tax Increment Financing	64,717,669	64,343,192	51,863,091	18,147,969	24,182,732	7,202,637	2,278,523	3,091,163	3,741,147	3,298,787	1,652,536	2,004,076	2,652,302
Property	9,831,053	10,586,201	9,184,965	8,374,371	8,794,480	9,248,385	8,327,106	8,628,012	9,002,822	8,307,011	8,740,856	9,054,628	9,548,593
Total	\$ 183,109,464	\$ 239,425,118	\$ 258,788,925	\$ 176,122,334	\$ 143,393,248	\$ 103,960,440	\$ 92,683,045	\$ 89,607,990	\$ 90,674,892	\$ 85,985,622	\$ 87,597,755	\$ 88,714,353	\$ 91,397,044
Requirements													
General Fund	39,624,455	42,890,393	33,083,811	33,688,102	34,224,000	34,526,326	35,342,661	36,127,984	37,073,404	38,145,465	39,310,036	40,527,312	41,797,972
Housing Investment Fund	10,976,031	3,445,219	6,133,026	6,448,667	6,772,609	6,310,072	5,319,108	4,292,015	3,264,540	2,488,455	3,396,380	3,610,880	3,487,154
Rental Services Office	-	3,265,000	3,526,559	3,598,475	3,969,393	4,325,864	4,453,659	4,575,336	4,558,295	4,558,115	4,555,716	4,693,799	4,703,700
Housing Bond	1,451,367	52,962,022	102,345,692	52,028,512	6,783,860	2,594,040	2,424,073	-	-	-	-	-	-
Construction Excise Tax	25,095,447	30,896,891	28,509,647	32,994,959	39,934,559	21,023,645	16,417,237	15,643,781	15,834,281	12,153,831	12,895,584	12,226,674	12,609,570
Inclusionary Housing	1,468,365	1,712,918	1,630,914	1,668,049	1,721,713	1,776,769	1,676,769	1,512,121	1,472,393	1,406,384	1,366,562	1,388,253	1,393,447
CDBG	15,818,915	14,195,235	10,804,419	9,902,456	9,393,904	10,181,119	9,090,972	8,829,139	8,806,676	8,721,524	8,766,388	8,634,333	8,646,846
HOME	9,812,513	11,540,642	7,932,195	5,396,169	4,258,254	3,996,977	4,578,333	4,133,834	4,146,730	4,131,444	4,139,092	3,799,794	3,782,856
Federal Grants	4,313,649	3,587,405	3,774,605	3,874,605	3,357,743	2,774,605	2,774,605	2,774,606	2,774,605	2,774,606	2,774,605	2,774,605	2,774,605
Tax Increment Financing	64,717,670	64,343,192	51,863,091	18,147,969	24,182,732	7,202,637	2,278,523	3,091,163	3,741,147	3,298,787	1,652,536	2,004,076	2,652,302
Property	9,831,053	10,586,201	9,184,965	8,374,371	8,794,480	9,248,385	8,327,106	8,628,012	9,002,822	8,307,011	8,740,857	9,054,628	9,548,592
Total	\$ 183,109,464	\$ 239,425,118	\$ 258,788,925	\$ 176,122,334	\$ 143,393,248	\$ 103,960,440	\$ 92,683,045	\$ 89,607,990	\$ 90,674,892	\$ 85,985,621	\$ 87,597,755	\$ 88,714,353	\$ 91,397,044

General Fund

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
Resources	Revised	Request	Forecast										
Indirect Charges to Other Bureau Funds	2,318,915	2,373,967	2,555,990	2,244,446	1,537,074	667,505	483,076	537,610	620,951	599,439	637,629	694,733	774,680
<i>General Fund Discretionary</i>													
Joint Office One-Time	6,945,350	10,096,765											
PHB One-Time	1,891,656	781,000			300,000	500,000	500,000	200,000					
Joint Office Ongoing	25,198,055	25,998,799	26,778,763	27,582,126	28,409,590	29,261,877	30,139,734	31,043,926	31,975,243	32,934,501	33,922,536	34,940,212	35,988,418
PHB Ongoing	3,139,671	3,627,553	3,736,380	3,848,471	3,963,925	4,082,843	4,205,328	4,331,488	4,461,433	4,595,276	4,733,134	4,875,128	5,021,382
Services	130,808	12,309	12,678	13,059	13,411	14,101	14,524	14,960	15,777	16,250	16,738	17,240	13,492
Total	39,624,455	42,890,393	33,083,811	33,688,101	34,224,000	34,526,327	35,342,662	36,127,984	37,073,404	38,145,465	39,310,036	40,527,312	41,797,972
Requirements													
Personnel Services	747,878	1,089,894	1,134,580	1,027,386	751,751	332,573	346,209	360,403	375,180	390,562	406,575	470,572	539,529
One-Time	702,656	131,000											
External/Internal M&S - Operations	3,215,944	3,585,035	3,770,468	3,780,289	3,764,359	3,633,576	3,558,419	3,373,655	3,332,480	3,388,188	3,489,833	3,491,528	3,596,274
<i>Program Delivery</i>													
Joint Office	25,198,055	25,998,799	26,778,763	27,582,126	28,409,590	29,261,877	30,139,734	31,043,926	31,975,243	32,934,501	33,922,536	34,940,212	35,988,418
Joint Office One-Time	6,945,350	10,096,765											
Permanent Supportive Housing	322,400	322,400	350,000	322,400	322,400	322,400	322,400	350,000	360,500	371,315	398,365	425,000	437,750
Homeownership Access & Retention	491,800	491,800	525,000	491,800	491,800	491,800	491,800	500,000	515,000	530,450	546,364	600,000	618,000
One-Time		350,000											
East Portland Initiative	484,100	484,100	525,000	484,100	484,100	484,100	484,100	500,000	515,000	530,450	546,364	600,000	618,000
Inclusionary Housing													
One-Time	158,572												
Renter-Landlord Services	168,700	40,600											
One-Time	1,189,000	300,000											

Housing Investment Fund

Primary Housing Investment Subfund

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Beginning Balance	118,000								-	-	-	-	-
Working Capital	656,588	656,588	528,174	672,639	592,891	519,908	427,493	329,751	219,086	125,146	55,993	5,162	8,841
Interest		15,000	15,000	15,000	5,000	5,000	5,000	1,500	1,500	1,500	1,500	1,500	1,500
Other			250,000										
Loan Income	434,396	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	369,000	314,200	300,000	300,000
Total	\$ 1,208,984	\$ 1,096,588	\$ 1,218,174	\$ 1,112,639	\$ 1,022,891	\$ 949,908	\$ 857,493	\$ 756,251	\$ 645,586	\$ 495,646	\$ 371,693	\$ 306,662	\$ 310,341
Requirements													
Personnel Services	409,155	412,075	428,970	446,558	464,867	483,926	477,742	481,715	475,440	411,653	348,531	282,821	294,416
External/Internal M&S	40,756	15,027	11,565	13,190	13,116	13,489	15,000	15,450	10,000	5,000		5,000	5,000
General Fund Overhead	102,485	126,312	105,000	60,000	25,000	25,000	35,000	40,000	35,000	23,000	18,000	10,000	10,000
Contingency		15,000											
Working Capital	656,588	528,174	672,639	592,891	519,908	427,493	329,751	219,086	125,146	55,993	5,162	8,841	925
Total	\$ 1,208,984	\$ 1,096,588	\$ 1,218,174	\$ 1,112,639	\$ 1,022,891	\$ 949,908	\$ 857,493	\$ 756,251	\$ 645,586	\$ 495,646	\$ 371,693	\$ 306,662	\$ 310,341

Short Term Rental Revenues Subfund

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
Resources	Revised	Request	Forecast										
Beginning Balance	764,000	49,870											
Working Capital		-	-	3,480,962	1,791,688	3,333,485	2,408,570	1,436,814	580,864	11,281	16,530	233,005	36,913
Transfer from General Fund	516,700	347,716	358,147	368,891	379,958	391,357	403,098	415,191	427,647	440,476	1,403,691	1,445,801	1,489,175
Fall BuMP additional transfer	2,142,485	1,000,000	800,000	840,000	882,000	926,100	953,883	982,499	900,000	850,000	892,500	919,275	946,853
Interest	3,500	2,000	30,000	30,000	45,000	65,000	40,000	30,000	30,000	20,977	30,000	35,000	35,000
Bond Bridge Funding Repayment		-	2,947,256		2,000,000								
Total	\$ 3,426,685	\$ 1,399,586	\$ 4,135,403	\$ 4,719,853	\$ 5,098,646	\$ 4,715,942	\$ 3,805,551	\$ 2,864,504	\$ 1,938,511	\$ 1,322,734	\$ 2,342,721	\$ 2,633,081	\$ 2,507,942
Requirements													
Personnel Services	329,778	428,756	546,335	868,735	1,604,353	2,070,131	2,155,007	2,243,362	1,885,340	1,262,639	2,064,407	2,349,048	2,445,359
External M&S	85,227	75,039	75,000	25,000	125,000	200,000	175,000					200,000	
ITS Fee		31,833	33,106	34,431	35,808	37,240	38,730	40,279	41,890	43,566	45,308	47,121	49,005
Affordable Rental Housing													
Projects													
Bond Bridge Funding	2,464,639	482,617		2,000,000									
IH subsidy	334,517	364,000											
Property subsidies	212,524	17,341											
Working Capital			3,480,962	1,791,688	3,333,485	2,408,570	1,436,814	580,864	11,281	16,530	233,005	36,913	13,578
Total	\$ 3,426,685	\$ 1,399,586	\$ 4,135,403	\$ 4,719,853	\$ 5,098,646	\$ 4,715,941	\$ 3,805,550	\$ 2,864,505	\$ 1,938,511	\$ 1,322,734	\$ 2,342,720	\$ 2,633,081	\$ 2,507,942

HMIS Local Match SubFund

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
Resources	Revised	Request	Forecast										
<i>Working Capital</i>	144,319	148,140	120,652	92,880	71,178	45,910	26,751	3,736	6,920	5,933	11,226	7,007	4,140
Intergovernmental Revenues	284,648	236,000	236,000	245,440	245,440	255,258	255,258	265,468	265,468	276,087	276,087	287,130	287,130
Innovation Fund													
Interest	6,000	2,150	1,942	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Total	\$ 434,967	\$ 386,290	\$ 358,594	\$ 340,320	\$ 318,618	\$ 303,168	\$ 284,009	\$ 271,204	\$ 274,388	\$ 284,020	\$ 289,313	\$ 296,137	\$ 293,270
Requirements													
Personnel Services	128,277	82,338	85,714	89,142	92,708	96,416	100,273	104,284	108,455	112,794	117,305	121,998	126,877
External M&S	158,550	180,000	180,000	180,000	180,000	180,000	180,000	160,000	160,000	160,000	165,000	170,000	165,000
<i>Working Capital</i>	148,140	120,652	92,880	71,178	45,910	26,751	3,736	6,920	5,933	11,226	7,007	4,140	1,393
Contingency		3,300											
Total	\$ 434,967	\$ 386,290	\$ 358,594	\$ 340,320	\$ 318,618	\$ 303,167	\$ 284,009	\$ 271,204	\$ 274,388	\$ 284,020	\$ 289,312	\$ 296,138	\$ 293,270

Risk Mitigation Guarantee Pool Subfund

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
Resources	Revised	Request	Forecast										
<i>Working Capital</i>	365,355	230,355	412,755	270,855	75,855	82,455	41,055	72,055	75,055	56,055	36,055	17,655	-
Cash Transfer		322,400			250,000	250,000	322,400	322,400	322,400	322,400	350,000	350,000	370,000
Interest	5,000	10,000	8,100	5,000	6,600	8,600	8,600	5,600	8,600	7,600	6,600	7,345	5,600
Total	\$ 370,355	\$ 562,755	\$ 420,855	\$ 275,855	\$ 332,455	\$ 341,055	\$ 372,055	\$ 400,055	\$ 406,055	\$ 386,055	\$ 392,655	\$ 375,000	\$ 375,600
Requirements													
External M&S													
Affordable Rental Housing	140,000	150,000	150,000	200,000	250,000	300,000	300,000	325,000	350,000	350,000	375,000	375,000	375,000
<i>Working Capital</i>	230,355	412,755	270,855	75,855	82,455	41,055	72,055	75,055	56,055	36,055	17,655		600
Contingency													
Total	\$ 370,355	\$ 562,755	\$ 420,855	\$ 275,855	\$ 332,455	\$ 341,055	\$ 372,055	\$ 400,055	\$ 406,055	\$ 386,055	\$ 392,655	\$ 375,000	\$ 375,600

Rental Services SubFund

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
Resources	Revised	Request	Forecast										
Beginning Balance		250,000	250,000										
Working Capital			56,559	9,975	68,893	35,114	162,909	154,123	137,081	2,616	217	75	9,976
Fees		3,000,000	3,200,000	3,553,500	3,862,500	4,248,750	4,248,750	4,376,213	4,376,213	4,507,499	4,507,499	4,642,724	4,642,724
Interest		15,000	20,000	35,000	38,000	42,000	42,000	45,000	45,000	48,000	48,000	51,000	51,000
Other													
Total	\$ -	\$ 3,265,000	\$ 3,526,559	\$ 3,598,475	\$ 3,969,393	\$ 4,325,864	\$ 4,453,659	\$ 4,575,336	\$ 4,558,294	\$ 4,558,115	\$ 4,555,716	\$ 4,693,799	\$ 4,703,700
Requirements													
Personnel Services		384,518	421,804	434,458	447,491	460,916	474,744	488,986	503,655	518,765	534,328	550,358	566,869
Bureau Indirect			213,140	219,534	226,129	232,913	239,901	247,097	254,511	262,146	270,010	278,111	286,454
External M&S		1,325,000	1,414,750	1,622,193	1,770,858	1,923,984	1,981,704	2,041,155	2,082,389	2,013,861	1,941,277	1,999,515	1,942,501
Software Maintenance Contract			600,000	618,000	636,540	655,636	675,305	695,564	716,431	737,924	760,062	782,864	806,350
Internal M&S		598,923	616,891	635,397	654,459	674,093	694,316	715,145	736,600	758,698	781,459	804,902	829,050
General Fund Overhead				198,801	215,413	233,566	250,307	262,091	266,504	268,505	268,072	270,791	
Software Implementation		650,000	250,000										
Working Capital		306,559	9,975	68,893	35,114	162,909	154,123	137,081	2,616	217	75	9,976	1,686
Total	\$ -	\$ 3,265,000	\$ 3,526,559	\$ 3,598,475	\$ 3,969,393	\$ 4,325,864	\$ 4,453,659	\$ 4,575,336	\$ 4,558,294	\$ 4,558,115	\$ 4,555,716	\$ 4,693,799	\$ 4,703,700

Inclusionary Housing Fund

Construction Excise Tax SubFund

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
Resources	Revised	Request	Forecast									
Beginning Balance	-	-	-	-	-	-	-	-	-	-	-	-
Working Capital	17,222,447	12,057,907	18,052,647	21,617,459	26,827,459	11,234,559	5,289,020	8,046,781	6,926,781	4,631,781	4,016,581	2,922,371
Misc Taxes	7,600,000	7,600,000	7,170,000	7,005,000	7,164,600	7,522,830	7,898,972	7,375,000	7,175,000	7,339,050	7,706,003	8,091,303
Predev Loan Repayment	-	1,255,000	-	-	3,500,000	-	1,000,000	-	1,500,000	-	1,000,000	1,000,000
GO Bonds Predev Loan Repayment	-	9,706,984	3,000,000	4,000,000	2,000,000	2,000,000	2,000,000	-	-	-	-	-
Other	-	-	-	-	-	2,346	(0)	-	-	-	-	-
Interest	273,000	277,000	287,000	372,500	442,500	263,910	229,246	222,000	232,500	183,000	173,000	213,000
Total	\$ 25,095,447	\$ 30,896,891	\$ 28,509,647	\$ 32,994,959	\$ 39,934,559	\$ 21,023,645	\$ 16,417,237	\$ 15,643,781	\$ 15,834,281	\$ 12,153,831	\$ 12,895,584	\$ 12,226,674
Requirements												
External M&S												
Opportunity Funds	-	-	-	3,500,000	26,000,000	13,000,000	7,600,000	8,000,000	10,500,000	7,400,000	9,200,000	7,500,000
OHCS Transfer	861,000	702,310	667,000	652,500	685,000	719,625	755,456	702,000	687,500	722,250	758,213	795,973
Affordable Rental Development Projects	1,255,000	9,261,494	2,210,188	-	-	-	-	-	-	-	-	-
Portland GO Bond Predevelopment Loans	9,706,984	1,000,000	2,000,000	-	-	-	-	-	-	-	-	-
Metro GO Bond Predevelopment Loans	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	-	-	-	-	-	-
Citywide DPAL	299,556	-	-	-	-	-	-	-	-	-	-	-
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	12,957,907	17,918,087	21,617,459	26,827,459	11,234,559	5,289,020	8,046,781	6,926,781	4,631,781	4,016,581	2,922,371	3,915,701
Total	\$ 25,095,447	\$ 30,896,891	\$ 28,509,647	\$ 32,994,959	\$ 39,934,559	\$ 21,023,645	\$ 16,417,237	\$ 15,643,781	\$ 15,834,281	\$ 12,153,831	\$ 12,895,584	\$ 12,226,674

Inclusionary Zoning/Indirect Housing Subsidy Programs SubFund

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
Resources	Revised	Request	Forecast										
Beginning Balance	245,500												
Working Capital	-	100,000	100,000	-	-	-	-	2,989	63,261	138,125	198,303	119,994	101,831
Transfers	653,017	364,000											
Program Subsidy (In Lieu)	100,000		100,000	100,000	100,000	100,000						100,000	100,000
Charges for Services	469,435	1,248,518	1,430,514	1,567,649	1,621,313	1,676,369	1,676,369	1,508,732	1,408,732	1,267,859	1,167,859	1,167,859	1,191,216
Interest	413	400	400	400	400	400	400	400	400	400	400	400	400
Total	\$ 1,468,365	\$ 1,712,918	\$ 1,630,914	\$ 1,668,049	\$ 1,721,713	\$ 1,776,769	\$ 1,676,769	\$ 1,512,121	\$ 1,472,393	\$ 1,406,384	\$ 1,366,562	\$ 1,388,253	\$ 1,393,447
Requirements													
Personnel Services	805,406	835,948	870,222	905,901	943,043	981,708	861,958	737,298	607,527	632,436	658,366	685,359	713,458
External M&S	562,959	717,671	725,000	725,000	740,000	754,800	769,896	667,896	681,254	528,254	538,819	549,595	560,587
Internal M&S		10,739	10,954	11,173	11,396	11,624	11,857	12,094	12,336	12,582	12,834	13,091	13,353
Contingency		25,000											
General Fund Overhead		23,560	24,738	25,975	27,274	28,637	30,069	31,573	33,151	34,809	36,549	38,377	40,296
Working Capital	100,000	100,000					2,989	63,261	138,125	198,303	119,994	101,831	65,753
Total	\$ 1,468,365	\$ 1,712,918	\$ 1,630,914	\$ 1,668,049	\$ 1,721,713	\$ 1,776,769	\$ 1,676,769	\$ 1,512,121	\$ 1,472,393	\$ 1,406,384	\$ 1,366,562	\$ 1,388,253	\$ 1,393,447

Housing Property Fund

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
Resources	Revised	Request	Forecast										
Working Capital	3,173,911	4,720,553	3,229,960	2,319,561	2,639,710	2,988,458	1,956,280	2,143,801	2,402,794	1,583,589	1,891,614	2,077,092	2,440,240
Fund Transfers	229,524	17,341	-	-	-	-	-	-	-	-	-	-	-
Property Income	6,387,613	5,802,307	5,909,005	6,018,810	6,124,770	6,238,927	6,355,326	6,474,011	6,595,028	6,718,422	6,844,242	6,972,536	7,103,353
Interest	40,005	46,000	46,000	36,000	30,000	21,000	15,500	10,200	5,000	5,000	5,000	5,000	5,000
Total	\$ 9,831,053	\$ 10,586,201	\$ 9,184,965	\$ 8,374,371	\$ 8,794,480	\$ 9,248,385	\$ 8,327,106	\$ 8,628,012	\$ 9,002,822	\$ 8,307,011	\$ 8,740,856	\$ 9,054,628	\$ 9,548,593
Requirements													
Personnel Services - Direct Staffing	63,284	125,813	87,870	91,213	94,686	98,293	102,040	105,932	109,974	114,174	118,536	123,068	127,775
General Fund Overhead		57,179	60,038	61,987	64,003	66,086	68,240	70,468	72,771	75,153	77,616	80,164	82,799
Operating Costs	4,596,428	3,789,137	3,784,542	3,855,236	3,931,366	4,025,489	4,034,752	4,125,838	4,219,107	4,306,096	4,364,633	4,455,372	4,548,240
Debt Service	712,750	714,000	708,500	705,250	701,250	701,150	701,150	701,150	701,150	701,150	701,150	701,150	701,150
Reserves													
Major Maintenance	1,038,038	2,644,179	2,224,454	1,020,974	1,014,718	2,401,087	1,277,122	1,221,831	2,316,230	1,218,825	1,401,830	1,254,636	1,357,362
Replacements	-	25,933	-	-	-	-	500,000	300,000	250,000	500,000	150,000	250,000	250,000
Working Capital	3,420,553	3,229,960	2,319,561	2,639,710	2,988,458	1,956,280	1,643,802	2,102,794	1,333,589	1,391,614	1,927,092	2,190,239	2,481,266
Total	\$ 9,831,053	\$ 10,586,201	\$ 9,184,965	\$ 8,374,371	\$ 8,794,480	\$ 9,248,385	\$ 8,327,106	\$ 8,628,012	\$ 9,002,822	\$ 8,307,012	\$ 8,740,857	\$ 9,054,628	\$ 9,548,592

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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Carryover/Working Capital	6,109,034	4,405,058	1,292,197	630,301	204,163	91,378	261,231	8,398	36,936	1,783	57,842	44,592	72,105
Grants	8,509,881	8,765,177	8,502,222	8,247,155	7,999,741	7,999,741	7,999,741	7,999,741	7,999,741	7,999,741	7,999,741	7,999,741	7,999,741
Program Income	1,200,000	1,025,000	1,010,000	1,025,000	1,190,000	2,090,000	830,000	821,000	770,000	720,000	708,805	590,000	575,000
Total	\$ 15,818,915	\$ 14,195,235	\$ 10,804,419	\$ 9,902,456	\$ 9,393,904	\$ 10,181,119	\$ 9,090,972	\$ 8,829,139	\$ 8,806,677	\$ 8,721,524	\$ 8,766,388	\$ 8,634,333	\$ 8,646,846
Requirements													
Personnel Services	1,349,576	1,307,801	1,335,396	1,390,147	1,280,583	1,333,087	1,200,364	1,249,578	1,300,811	1,274,144	1,326,384	1,380,766	1,437,378
Indirect	482,067	458,765	476,127	409,908	311,705	357,563	238,703	281,569	326,192	301,518	346,958	394,262	443,505
External/Internal M&S	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Contracts													
Rental Services	715,000	555,000	500,000	400,000	300,000	309,000	318,270	327,818	337,653	347,782	358,216	368,962	380,031
Affordable Rental Housing	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Section 108 Repayment	756,000	767,000	776,000	780,000	792,000	802,000	807,000	815,000	822,000	822,000	822,000	350,000	350,000
Homeownership Access & Retention	2,361,000	2,366,000	2,366,000	2,366,000	2,366,000	2,366,000	2,366,000	2,166,000	2,066,000	2,066,000	2,016,000	2,016,000	2,016,000
Economic Opportunity	2,280,648	2,349,067	2,278,595	2,210,238	2,210,238	2,210,238	2,210,238	2,210,238	2,210,238	2,210,238	2,210,238	2,210,238	2,210,238
Projects													
Opportunity Funds	2,600,000	2,500,000	2,400,000	2,100,000	2,000,000	2,500,000	1,900,000	1,700,000	1,700,000	1,600,000	1,600,000	1,800,000	1,700,000
Reserve for Projects underway		1,000,000											
Arbor Glen		1,557,405											
Habitat (Cully Commons)	640,000												
Oak Leaf	94,701												
Jade	92,865												
Working Capital	4,405,058	1,292,197	630,301	204,163	91,378	261,231	8,398	36,936	1,783	57,842	44,592	72,105	67,695
Total	\$ 15,818,915	\$ 14,195,235	\$ 10,804,419	\$ 9,902,456	\$ 9,393,904	\$ 10,181,119	\$ 9,090,972	\$ 8,829,139	\$ 8,806,676	\$ 8,721,524	\$ 8,766,388	\$ 8,634,333	\$ 8,646,846

HOME Fund

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Carryover/Working Capital	5,305,567	7,290,284	3,801,588	1,386,840	385,468	164,291	755,147	320,648	359,644	375,358	383,006	73,708	56,770
Grants	3,665,146	3,958,358	3,839,607	3,724,419	3,612,686	3,612,686	3,612,686	3,612,686	3,612,686	3,612,686	3,612,686	3,612,686	3,612,686
Program Income	841,800	292,000	291,000	284,910	260,100	220,000	210,500	200,500	174,400	143,400	143,400	113,400	113,400
Total	\$9,812,513	\$11,540,642	7,932,195	\$5,396,169	\$4,258,254	\$3,996,977	\$4,578,333	\$4,133,834	\$4,146,730	\$4,131,444	\$4,139,092	\$3,799,794	\$3,782,856
Requirements													
Personnel Services	445,818	448,624	436,960	404,875	371,475	386,705	402,560	419,065	416,247	413,313	430,259	407,900	414,624
External/Internal M&S													
CHDO Operating Support	50,000	200,000	120,000	120,000	120,000	120,000	120,000	120,000	120,000	100,000	100,000	100,000	100,000
Projects													
Opportunity Funds			600,000	900,000	2,000,000	2,000,000	3,000,000	2,500,000	2,500,000	2,500,000	2,800,000	2,500,000	2,500,000
Powellhurst	-	3,478,919	1,822,363	683,261									
Garden Park	-	2,815,000	2,823,000	2,167,209	867,245								
106 Halsey	446,800												
Gresham Funds	1,072,004	605,995	565,393	565,393	565,393	565,393	565,393	565,393	565,393	565,393	565,393	565,393	565,393
Admin	62,917	58,701	54,768	54,768	54,768	54,768	54,768	54,768	54,768	54,768	54,768	54,768	54,768
Multnomah County Funds	430,271	121,081	112,968	105,399	105,399	105,399	105,399	105,399	105,399	105,399	105,399	105,399	105,399
Admin	14,420	10,734	9,903	9,795	9,682	9,564	9,564	9,564	9,564	9,564	9,564	9,564	9,564
Working Capital	7,290,284	3,801,588	1,386,840	385,468	164,291	755,147	320,648	359,644	375,358	383,006	73,708	56,770	33,108
Total	\$9,812,513	\$11,540,642	7,932,195	\$5,396,169	\$4,258,254	\$3,996,977	\$4,578,333	\$4,133,834	\$4,146,730	\$4,131,444	\$4,139,092	\$3,799,794	\$3,782,856

Other Federal Grants - Entitlement Grants

Housing for Persons With AIDS (HOPWA)

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
Resources	Revised	Request	Forecast										
Grants	1,592,044	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Total	\$ 1,592,044	\$ 1,800,000											
Requirements													
Personnel Services													
External M&S													
Homeless Services	1,592,044	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000	1,800,000
Total	\$ 1,592,044	\$ 1,800,000											

Emergency Solutions Grant (ESG)

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
Resources	Revised	Request	Forecast										
Grants	728,939	728,939	728,939	728,939	728,939	728,939	728,939	728,939	728,939	728,939	728,939	728,939	728,939
Total	\$ 728,939												
Requirements													
Personnel Services	98,990	-	-	-	-	-	-	-	-	-	-	-	-
External M&S													
Homeless Services	629,949	728,939	728,939	728,939	728,939	728,939	728,939	728,939	728,939	728,939	728,939	728,939	728,939
Total	\$ 728,939												

Other Federal Grants - Categorical Grants

Lead Hazard Abatement Grant

Resources	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
17 Grant	1,513,000	437,938										
20 Grant		316,862	1,000,000	1,100,000	583,138							
17 Healthy Homes Supplement	234,000	58,000										
Total	\$ 1,747,000	\$ 812,800	\$ 1,000,000	\$ 1,100,000	\$ 583,138	\$ -						
Requirements												
Personnel Services	200,492	225,000	200,000	200,000	100,000							
External M&S	42,208	17,800	63,000	63,000	15,000							
Internal M&S			2,000	2,000	138							
Capital			25,000									
Homeownership Access & Retention	1,444,500	570,000	650,000	775,000	443,000							
Bureau Indirect	59,800		60,000	60,000	25,000							
Total	\$ 1,747,000	\$ 812,800	\$ 1,000,000	\$ 1,100,000	\$ 583,138	-						

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 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
	Revised	Request	Forecast										
Grants	245,666	245,666	245,666	245,666	245,666	245,666	245,666	245,666	245,666	245,666	245,666	245,666	245,666
Total	\$ 245,666												
Requirements													
Personnel Services	170,166	137,983	143,640	149,530	155,660	162,042	168,686	170,602	170,597	170,591	170,586	170,580	170,573
External M&S	75,500	107,683	102,026	96,136	90,006	83,624	76,980	75,064	75,069	75,075	75,080	75,086	75,093
Total	\$ 245,666												

Tax Increment District Subfunds

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
	Revised	Request	Forecast	Forecast	Forecast	Forecast							
TIF Indirect Cost Reimbursement													
Resources													
TIF - Affordable Housing Set Aside	4,207,426	4,756,110	4,474,837	4,234,420	3,713,516	1,187,837	1,143,700	1,143,040	1,033,664	969,440	962,240	961,640	962,226
Total	\$ 4,207,426	\$ 4,756,110	\$ 4,474,837	\$ 4,234,420	\$ 3,713,516	\$ 1,187,837	\$ 1,143,700	\$ 1,143,040	\$ 1,033,664	\$ 969,440	\$ 962,240	\$ 961,640	\$ 962,226
Requirements													
Personnel Services - Direct Staff	1,490,722	1,480,216	1,220,000	1,128,500	920,000	86,123	5,000	10,000	45,000	40,000	23,100	25,000	50,000
Indirect Costs													
Personnel Services - Indirect Staff	2,193,714	2,376,243	2,473,669	2,575,089	2,340,668	841,635	938,602	1,009,356	905,740	863,664	883,169	875,714	850,008
EMS													
General Fund Overhead	717,976	1,055,962	910,000	650,000	550,000	269,173	200,626	124,740	87,676	70,000	58,410	63,566	67,498
Bureau Indirect	1,295,736	1,323,905	1,091,168	1,009,330	822,848	77,028	4,472	8,944	40,248	35,776	20,661	22,360	44,720
<i>Staff & Indirect Subtotal</i>	<i>\$ 5,698,148</i>	<i>\$ 6,236,326</i>	<i>\$ 5,694,837</i>	<i>\$ 5,362,920</i>	<i>\$ 4,633,516</i>	<i>\$ 1,273,960</i>	<i>\$ 1,148,700</i>	<i>\$ 1,153,040</i>	<i>\$ 1,078,664</i>	<i>\$ 1,009,440</i>	<i>\$ 985,340</i>	<i>\$ 986,640</i>	<i>\$ 1,012,226</i>
Total	\$ 4,207,426	\$ 4,756,110	\$ 4,474,837	\$ 4,234,420	\$ 3,713,516	\$ 1,187,837	\$ 1,143,700	\$ 1,143,040	\$ 1,033,664	\$ 969,440	\$ 962,240	\$ 961,640	\$ 962,226

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Downtown Waterfront													
Resources													
Working Capital	7,691,298	8,196,692	291,481	149,784	402,071	417,467	299,867	790,767	1,285,667	1,266,667	81,867	197,067	523,267
Predev Loan Payoffs/Property Sales						200,000				500,000			
Loan Income	600,000	600,000	600,000	484,900	484,900	484,900	484,900	484,900	471,000	320,200	320,200	320,200	320,200
TIF Housing Set Aside	565,578	-	-	-	-	-	-	-	-	-	-	-	-
Other	150,000	50,000	10,000	5,000	7,500	7,500	6,000	10,000	20,000	20,000	5,000	6,000	8,000
Downtown Waterfront Total	\$9,006,876	\$8,846,692	\$901,481	\$639,684	\$894,471	\$1,109,867	\$790,767	\$1,285,667	\$1,776,667	\$2,106,867	\$407,067	\$523,267	\$851,467
Requirements													
Personnel Services - Direct Staffing	20,454	41,411	25,000	50,000	55,000	10,000			10,000	25,000	10,000		5,000
Bureau Indirect Costs (Staffing and Overhead)	57,730	133,058	91,697	187,613	222,004								
Affordable Rental Housing													
Projects													
Opportunity Funds					200,000	800,000			500,000	2,000,000	200,000		100,000
Westwind	732,000	10,000											
Henry - CCC		8,370,742	635,000										
Working Capital	8,196,692	291,481	149,784	402,071	417,467	299,867	790,767	1,285,667	1,266,667	81,867	197,067	523,267	746,467
Downtown Waterfront Total	\$9,006,876	\$8,846,692	\$901,481	\$639,684	\$894,471	\$1,109,867	\$790,767	\$1,285,667	\$1,776,667	\$2,106,867	\$407,067	\$523,267	\$851,467

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
South Park Blocks													
Resources													
Working Capital	6,687,303	6,680,142	5,796,243	3,383,546	3,503,785	3,102,421	226,421	-	128,600	260,100	284,100	-	25,400
Loan Income	205,000	124,000	124,000	124,000	124,000	124,000	124,000	124,000	124,000	124,000	124,000	123,400	123,986
TIF Housing Set Aside	441,981					500,000							
Other	45,621	24,264	30,000	20,000	25,000	25,000	4,579	4,600	7,500	5,000	5,000	2,000	3,000
South Park Blocks Total	\$7,379,905	\$6,828,406	\$5,950,243	\$3,527,546	\$3,652,785	\$3,751,421	\$355,000	\$128,600	\$260,100	\$389,100	\$413,100	\$125,400	\$152,386
Requirements													
Personnel Services - Direct Staffing	50,953	7,634	25,000	5,000	10,000	25,000	5,000			5,000	13,100		
Bureau Indirect Costs (Staffing and Overhead)	143,810	24,529	91,697	18,761	40,364								
Affordable Rental Housing					500,000	3,500,000	350,000			100,000	400,000	100,000	150,000
Projects													
Joyce Hotel	505,000	1,000,000	2,450,000										
Working Capital	6,680,142	5,796,243	3,383,546	3,503,785	3,102,421	226,421		128,600	260,100	284,100		25,400	2,386
South Park Blocks Total	\$7,379,905	\$6,828,406	\$5,950,243	\$3,527,546	\$3,652,785	\$3,751,421	\$355,000	\$128,600	\$260,100	\$389,100	\$413,100	\$125,400	\$152,386

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Convention Center													
Resources													
Working Capital	19,711	34,231	34,504	97,004	159,504	222,004							
Loan Income	62,500	62,500	62,500	62,500	62,500	31,297							
TIF Housing Set Aside	592,031		-	-	-	-							
Other													
Convention Center Total	\$674,242	\$96,731	\$97,004	\$159,504	\$222,004	\$253,301	\$0						
Requirements													
Personnel Services - Direct Staffing	14,915	12,043				8,301							
Bureau Indirect Costs (Staffing and Overhead)	42,096	38,696											
Affordable Rental Housing		11,488				245,000							
Projects													
Block 45 - HF	583,000												
Working Capital	34,231	34,504	97,004	159,504	222,004								
Convention Center Total	\$674,242	\$96,731	\$97,004	\$159,504	\$222,004	\$253,301	\$0						

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Interstate													
Resources													
Predev Loan Payoffs/Property Sales	3,370,855												
Proud Ground flip	275,000												
Loan Income	17,160	30,000	30,000	30,000	30,000	30,000	17,160	16,500	12,700	11,500	4,300	4,300	4,300
TIF Housing Set Aside	28,593,524	25,220,965	5,041,162	4,723,984	4,230,597								
Interstate Total	\$32,256,539	\$25,250,965	\$5,071,162	\$4,753,984	\$4,260,597	\$30,000	\$47,160	\$63,660	\$76,360	\$87,860	\$92,160	\$96,460	\$100,760
Requirements													
Personnel Services - Direct Staffing	904,678	978,648	620,000	600,000	580,000								
Bureau Indirect Costs (Staffing and Overhead)	2,553,370	3,144,513	2,274,097	2,251,353	2,341,130								
Affordable Rental Housing													
Projects													
H30537 Strong Property	2,523,945	10,000	10,000	10,000									
H30274 King/Parks - PCRI	689,705	1,010,000											
H30275 Charlotte B Rutherford	292,701												
H30270 N. Williams - Bridge		1,126,875											
Homeownership Access & Retention													
H89010 Homeowner Retention	500,000	500,000	500,000	500,000	60,214								
H30415 AAAH Kilpatrick	800,000	1,300,000											
H30290 Proud Ground 5020 Homeownership	3,550,000	950,000											
H30536 Carey Blvd	33,000	33,000	35,000	35,000									
N/NE Neighborhood Housing Strategy													
H30274 King/Parks - PCRI	717,868												
Outreach													
Planning, Policy, & Outreach	38,205	80,000	30,000	7,631									
Affordable Rental Housing													
H80026 Beatrice Morrow	685,200												
H30537 Strong Property	706,055												
Homeownership Access & Retention													
H89011 Homeowner Retention	840,000	591,340	252,065										
H89050 Olin	761,169												
H89021 Downpayment Assistance	1,020,000	1,758,210											
TIF Lift													
Affordable Rental Housing													
H30342 Magnolia II - IHI	3,045,002												
H30321 Argyle	1,500,000	8,974,344											
H30537 Strong Property	3,670,000												
Homeownership Access & Retention													
H30415 AAAH Kilpatrick		1,200,000											
H89013 Homeowner Retention	-	900,000	1,350,000	1,350,000	1,279,253								
H89023 Homeownership - DPAL	-	434,000											
H30290 Proud Ground 5020 Homeownership	5,305,641	-											
Prosper Portland Homeownership Strategy													
Homeownership Access & Retention													
H89014 Home Repair	600,000	606,291											
H89024 Homeownership Opportunity	720,000	653,744											
H89037 ADU Program	800,000	1,000,000											
Interstate Total	\$32,256,539	\$25,250,965	\$5,071,162	\$4,753,984	\$4,260,597	\$30,000	\$47,160	\$63,660	\$76,360	\$87,860	\$92,160	\$96,460	\$100,760

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Lents Town Center													
Resources													
Working Capital	-	-	-	-	-	-	12,600	25,200	37,800	46,900	55,600	64,300	73,000
Loan Income	12,600	12,600	12,600	9,293	12,600	12,600	12,600	12,600	9,100	8,700	8,700	8,700	8,700
TIF Housing Set Aside	4,583,993	2,625,808	3,829,756	2,226,293	1,398,635	-	-	-	-	-	-	-	-
Lents Town Center Total	\$4,596,593	\$2,638,408	\$3,842,356	\$2,235,586	\$1,411,235	\$12,600	\$25,200	\$37,800	\$46,900	\$55,600	\$64,300	\$73,000	\$81,700
Requirements													
Personnel Services - Direct Staffing	274,810	209,796	250,000	260,000	125,000								
Bureau Indirect Costs (Staffing and Overhead)	775,626	674,100	916,975	975,586	504,554	-							
Affordable Rental Housing	100,000		588,971										
Projects													
H30269 72nd & Foster - REACH	576,636												
Oliver Station	417,577												
H30140 Woody Guthrie	70,500												
Homeownership Access & Retention													
H89010 Homeowner Retention	500,000	500,000	500,000	500,000	381,681	-	-	-	-	-	-	-	-
H89020 Homebuyer Financial Assistance	710,000	500,000	500,000	500,000	400,000	-	-	-	-	-	-	-	-
TIF Lift													
Affordable Rental Housing			700,000										
Projects													
Homeownership Access & Retention													
H89013 Homeowner Retention	565,525	298,134	386,410										
H89023 Homebuyer Financial Assistance	605,919	456,378											
Working Capital						12,600	25,200	37,800	46,900	55,600	64,300	73,000	81,700
Lents Town Center Total	\$4,596,593	\$2,638,408	\$3,842,356	\$2,235,586	\$1,411,235	\$12,600	\$25,200	\$37,800	\$46,900	\$55,600	\$64,300	\$73,000	\$81,700

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Gateway Regional Center													
Resources													
Working Capital	-	-	-	-	-	-							
Predev Loan Payoffs/Property Sales	553,203												
TIF Housing Set Aside	5,125,461	2,851,690	1,411,658	3,626,583	35,753								
Gateway Regional Center Total	\$5,678,664	\$2,851,690	\$1,411,658	\$3,626,583	\$35,753	\$0							
Requirements													
Personnel Services - Direct Staffing	57,100	69,212	60,000	55,000	7,000								
Bureau Indirect Costs (Staffing and Overhead)	161,159	222,386	220,074	206,374	28,255								
Affordable Rental Housing													
Projects													
Opportunity Funds			1,130,000	3,363,509									
DePaul	1,500,000												
106th & Halsey	3,952,705	2,559,092											
Property Management	7,700	1,000	1,584	1,700	498								
Working Capital													
Gateway Regional Center Total	\$5,678,664	\$2,851,690	\$1,411,658	\$3,626,583	\$35,753	\$0							

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
North Macadam													
Resources													
Working Capital	-	-	-	-	-	-	-	35,040	70,080	105,120	140,160	175,200	210,240
Predev Loan Payoffs/Property Sales		2,000,000											
Loan Income	35,040	35,040	35,040	35,040	35,040	35,040	35,040	35,040	35,040	35,040	35,040	35,040	35,040
TIF Housing Set Aside	3,282,018	12,692,207	13,831,750	2,402,573	13,197,437	1,437,230					-	-	-
North Macadam Total	\$3,317,058	\$14,727,247	\$13,866,790	\$2,437,613	\$13,232,477	\$1,472,270	\$35,040	\$70,080	\$105,120	\$140,160	\$175,200	\$210,240	\$245,280
Requirements													
Personnel Services - Direct Staffing	96,028	89,541	100,000	50,000	68,000	15,000							
Bureau Indirect Costs (Staffing and Overhead)	271,030	287,706	366,790	187,613	274,477	206,885							
Affordable Rental Housing													
Projects													
Opportunity Funds				1,000,000	12,890,000	1,250,385							
Riverplace	950,000	2,400,000											
Riverplace Phase II	2,000,000	11,950,000	13,400,000	1,200,000									
Working Capital							35,040	70,080	105,120	140,160	175,200	210,240	245,280
North Macadam Total	\$3,317,058	\$14,727,247	\$13,866,790	\$2,437,613	\$13,232,477	\$1,472,270	\$35,040	\$70,080	\$105,120	\$140,160	\$175,200	\$210,240	\$245,280

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Central Eastside													
Resources													
Working Capital	-	-	-	-	-	3,200	6,400	9,600	12,800	16,000	19,200	22,400	25,600
Loan Income	3,200	3,200	3,200	3,237	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200
TIF Housing Set Aside	101,102	1,111,405	4,886,837	289,006	-	-	-	-	-	-	-	-	-
Other													
Central Eastside Total	\$104,302	\$1,114,605	\$4,890,037	\$292,243	\$3,200	\$6,400	\$9,600	\$12,800	\$16,000	\$19,200	\$22,400	\$25,600	\$28,800
Requirements													
Personnel Services - Direct Staffing	27,287	27,202	30,000	8,500									
Bureau Indirect Costs (Staffing and Overhead)	77,015	87,403	110,037	31,894									
Affordable Rental Housing													
Projects													
Opportunity Funds		1,000,000	4,750,000	251,849									
Working Capital					3,200	6,400	9,600	12,800	16,000	19,200	22,400	25,600	28,800
Central Eastside Total	\$104,302	\$1,114,605	\$4,890,037	\$292,243	\$3,200	\$6,400	\$9,600	\$12,800	\$16,000	\$19,200	\$22,400	\$25,600	\$28,800

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31	FY 2031-32
	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
River District													
Resources													
Working Capital	-	-	-	-	-	92,478	538,956	1,015,756	982,556	25,000	-	478,309	725,109
Loan Income	471,800	471,800	471,800	466,997	466,800	466,800	466,800	466,800	466,800	466,800	466,800	466,800	466,800
TIF Housing Set Aside	1,231,690	1,516,649	15,360,559										
Other				8,229	3,410	7,500	10,000	10,000	10,644	8,200	11,509	5,000	
River District Total	\$1,703,490	\$1,988,449	\$15,832,359	\$475,226	\$470,210	\$566,778	\$1,015,756	\$1,492,556	\$1,460,000	\$500,000	\$478,309	\$950,109	\$1,191,909
Requirements													
Personnel Services - Direct Staffing	44,497	44,729	110,000	100,000	75,000	27,822		10,000	35,000	10,000		25,000	45,000
Bureau Indirect Costs (Staffing and Overhead)	125,589	143,720	403,469	375,226	302,732								
Affordable Rental Housing													
Projects													
Opportunity Funds			9,187,301					500,000	1,400,000	490,000		200,000	1,100,000
14th & Raleigh	533,404												
TIF Lift - Post Office			6,131,589										
Medford	1,000,000	1,800,000											
Working Capital					92,478	538,956	1,015,756	982,556	25,000		478,309	725,109	46,909
River District Total	\$1,703,490	\$1,988,449	\$15,832,359	\$475,226	\$470,210	\$566,778	\$1,015,756	\$1,492,556	\$1,460,000	\$500,000	\$478,309	\$950,109	\$1,191,909

Affordable Housing Development Fund

	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24	FY 2024-25	FY 2025-26	FY 2026-27	FY 2027-28	FY 2028-29	FY 2029-30	FY 2030-31
Resources	Revised	Request	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast
Working Capital			7,113,325	5,317,633	6,388,888	4,125,028	1,550,988	10,000	5,000	619	-	-
Transfers	1,451,367											
Program Delivery Fee		10,415,968	-	3,010,000			256,324	599,612	2,149	1,000		
Bond Proceeds		51,095,746	100,525,000	50,054,767	4,500,000							
Interest		15,000	25,000	35,000	20,000	20,000	10,000	5,000	619			
Total	\$ 1,451,367	\$ 61,526,714	\$ 107,663,325	\$ 58,417,400	\$ 10,908,888	\$ 4,145,028	\$ 1,817,312	\$ 614,612	\$ 7,768	\$ 1,619	\$ -	\$ -
Requirements												
Personnel Services	945,084	1,014,979	1,055,578	823,351	288,706	113,874	-	-	-	-	-	-
External M&S	25,000	650,000	650,000	25,000	25,000	25,000	-	-	-	-	-	-
Internal M&S	481,283	591,297	614,949	479,660	124,712	32,425	-	-	-	-	-	-
General Fund Overhead	-	-	25,165	645,734	1,845,442	2,422,741	1,807,312	609,612	7,149	1,619		-
Project Disbursements		50,670,746	100,000,000	50,054,767	4,500,000							
Transfers		1,451,367										
Contingency		35,000										
Working Capital		7,113,325	5,317,633	6,388,888	4,125,028	1,550,988	10,000	5,000	619			
Total	\$ 1,451,367	\$ 61,526,714	\$ 107,663,325	\$ 58,417,400	\$ 10,908,888	\$ 4,145,028	\$ 1,817,312	\$ 614,612	\$ 7,768	\$ 1,619	\$ -	\$ -

Note: The forecast above includes only staff costs are shown for Metro Bond activities at this time, as intergovernmental agreements as to the flow of funds are still under way at this time. All anticipated costs are shown through the end of the forecast for the Portland GO Bond, though no awards have been made for projects in the FY 2022-24 timeframe, and only rough estimates are reflected at this time. The General Fond Overhead scenario shown above is one of several under consideration at this time.

City of Portland
Requested Budget Equity Report

Portland Housing Bureau

Requested Budget & Racial Equity Plan Update:

The bureau's racial equity plan addresses five areas: community engagement and outcomes, contracting; culture, workforce, and equitable services. All programs in our 2020-21 requested budget attends to at least one of these focus areas.

a. The mission of the Portland Housing Bureau is to meet the housing needs of the people of Portland. The bureau focuses our work on the lowest-income residents, who, due to social stratification and marginalization resulting from complex historical and contemporary systems of oppression are most often black, indigenous, immigrant and refugee, people of color, or people with disabilities. It is these communities who were considered not only as we put together the requested budget, but as we conduct our work throughout the year.

This year's program offers include equity impact statements articulating program outcomes. Program managers, in collaboration with PHB's Equity & Inclusion Manager, plan to launch a process of developing data collection tools and metrics, collecting data, and analyzing data towards these outcomes. The reporting of outcomes will help inform the renewal or modification of programs in subsequent years to ensure that each of our programs continue to progress in their racial and disability justice objectives.

b. There are no intended or anticipated negative impacts from the proposed programs in this budget to indigenous people, black people, immigrants and refugees, people of color, and people with disabilities. The Housing Bureau does, however, recognize that large systems, including local government, have historically operated in ways that disadvantaged and further marginalized these communities. It is our intention that the programs proposed in this budget not only do not further oppressions but are, in fact, anti-oppressive.

Racial Equity Plan Link:

www.portlandoregon.gov/oehr/article/621398

Requested Budget Community Engagement:

City of Portland
Requested Budget Equity Report

The Housing bureau has used a public engagement process, temporary advisory committee (Budget Advisory Committee), and our permanent advisory commissions to develop this requested budget.

A community budget hearing was held at Highland Christian Center to provide opportunity for community members to give input on the bureau's priority area budget: mitigating displacement. Approximately fifty attendees provided feedback on displacement, bureau priorities and community concerns. The issues most important to those in attendance included: 1) deeply affordable housing, 2) financial assistance to remain in homes, 3) property tax assistance, and 4) home repair and energy efficiency funds. With the exception of property tax assistance, these priorities are attended to in our requested budget.

Additionally, each of the bureau's four advisory groups (PHAC, N/NE Oversight Committee, Renter Services Commission, and the Fair Housing Council) were asked to review the requested budget and give feedback as to priorities for the coming year.

Base Budget Constraints:

Limitations on use of funding. A consistent challenge, although one that has seen improvements with City Council actions in recent years, are the limitations on funding available to the bureau for housing interventions. Tax increment financing continues to be geographically restricted and primarily/significantly for capital construction and improvements. Often services are a primary need (estate planning, foreclosure prevention, homeowner stabilization, etc.) rather than capital needs. Portland Housing Bond and Metro Housing Bond resources are similarly focused on capital construction and exclusively or primarily on rental housing development rather than homeownership or stabilization and anti-displacement. These limitations have been alleviated (to a small degree) with federal funds, general fund, and other funds that have been allocated to the bureau in recent years, but this continues to be a challenge.

Scale of resources. Communities of Color are disproportionately low-income, renters, rent-burdened, and at risk for displacement when compared to the population as a whole in Portland. Despite the significant increase in resources in recent years for various housing interventions the scale at which the bureau is able to operate continues to be a small proportion of the overall need. 1 in every 2 renters are rent burdened and 1 in every 4 are extremely rent burdened. 32,000 to 58,000 households are potentially in need of a renter stabilization, anti-displacement, or anti-homelessness intervention each fiscal year. Similarly, 1 in every 4 homeowners are cost burdened or extremely cost burdened, leading to 15,000 to 38,000 household each year potentially in need of a homeowner stabilization, anti-displacement, or anti-homelessness intervention. For either a renter or homeowner, due to marginalization and disproportionate treatment in the education, justice, jobs, and housing sectors, Communities of Color are often the most vulnerable communities and the first communities to experience an event leading to a need for an intervention. With a potential 47,000 (extremely cost burdened renters and homeowners) or 96,000 (cost

City of Portland
Requested Budget Equity Report

burdened or extremely cost burdened renters and homeowners) in need of an intervention each year, the resources available for stabilization, anti-displacement, or anti-homelessness interventions each year are insufficient. In recent years the Joint Office of Homeless Services has been able to support roughly 20,000 individuals with anti-homelessness interventions per fiscal year, and the Housing Bureau has been able to support about 900 households with homeownership interventions, 16,000 households with renter stabilization or anti-displacement initiatives (with 3,200 additional regulated units in production). While these intervention numbers are significant, they are dwarfed by the need in the Portland community.

Preventative Anti-displacement Community Development and Intervention Resources. With the significant need for resources for immediate stabilization, anti-displacement, or anti-homelessness interventions due to the housing crisis gripping the city and communities, there are limited to no resources available for more preventative anti-displacement community development and interventions in areas and communities that are at an earlier stage of risk. This deficit is being addressed in part, on a pilot basis, in the multi-bureau decision package budget ask that is being submitted as a part of the 2020-2021 fiscal year request budgets, but the request is still limited in scope and scale and would need to be made permanent and substantially increased to have the impact needed for preventative anti-displacement work to be successful across the city.

Notable Changes:

There are no notable changes in our budget request that will impact the Housing Bureau's equity objectives and outcomes.

City of Portland
Requested Budget Equity Report

Equity Manager Role in Budget Development

The Equity & Inclusion Manager was involved in the requested budget in the following ways:

a. She served on the bureau’s Budget Advisory Council (BAC). In this role she had had the opportunity to provide input on the entire requested budget, including impacts on marginalized communities. Additionally, as a member of the BAC, she received a training with the Finance Manager about the public budget process and the history of the Housing Bureau’s budget.

b. She supported program managers in developing their program offers, specifically in developing their equity impact statements. In this, the Equity Manager implemented a process where program managers articulated their outcome goals vis a vis racial equity. It is the bureau’s intention that the Manager will work with programs to ensure that these equity outcomes are being measured and reported; and that programs, when necessary, will be modified in order to meet and further their equity objectives.

c. Although there may not be direct impact on this year’s requested budget, the bureau’s Equity & Inclusion Manager has extensive background in research, program evaluation, and systems change work. She uses this data-driven approach, combined with a strong theoretical racial equity lens, to drive systems change. It is this orientation that drove her input on the program offers and will guide her work in future years’ budget requests.

Equity Manager:	Thuan Duong	Contact Phone:	503-823-2361
------------------------	-------------	-----------------------	--------------

ADA Title II Transition Plan:

N/A

Accommodations:

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

City of Portland
Requested Budget Equity Report

Capital Assets & Intergenerational Equity

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

Measure Title	PM 2017-18 Actuals	PM 2018-19 Actuals	PM 2019-20 YTD Actuals	PM 2019-20 Target	PM 2020-21 Target	Strategic 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.
-----------------------------------	---

City of Portland
Requested Budget Equity Report

Hiring, Retention, & Employment Outreach:

The Portland Housing bureau is a diverse work environment. At the time of this writing, 50% of the staff identify as a racial/ethnic group other than White, this is a significant increase from 2009 when the bureau was formed, where only 37% of the bureau identified as a person of color. Additionally, 82% of the staff are female, 58% of the leadership team are people of color, and 83% of the leadership team are women. Although the percentage of staff of color has decreased slightly, there has been a shift of hiring people of color into higher classifications with higher wages.

PHB has several goals regarding equity in hiring, retention and inclusion. The business operations manager, admin supervisor, and an OSS II provide the primary support and guidance for HR related issues; that includes all employee requisitions, marketing and advertising for open positions; recruitment and staffing ensure a diverse interview panel; inclusion of equity related questions at each level of the hiring process; and the statistics of people of color participating at each level of the hiring process. PHB ran 14 recruitments in calendar year 2019, 39% of all applicants were from communities of color and 49% (n=7) of those hired identified as a person of color.

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

PHB supports employee retention through a variety of ways, first and foremost through a training and education fund that provides opportunities for employees to increase their knowledge, skills and abilities.

Contracting Opportunities

A sizeable portion (over 70%) of PHB's budget is used in the creation and construction of City-regulated affordable housing units. Almost all (estimated >95%) PHB's funds used to support the production of these units are awarded through solicitations for which key criteria for award are the proposers' ability to meet PHB and City goals for Equity. Components of proposer's Equity Plan are 1) discussion of the roles and responsibilities of the development team and its members as those relate to the specific housing needs in the community, including who has access to the housing opportunities to be created by this project; and 2) discussion on how the development team will create community economic opportunities related to DMWESB-SVN owned Business Enterprises Contracting, Workforce Training and Hiring, Professional Services and Commercial Space. Under the DMWESB-SVN subcontracting, PHB's target for hard cost construction is 30% (compared to the City's current 20%) and for soft costs is 20%. In addition, based off feedback from certified firms, in the BOS 2019, PHB piloted that subcontracts of \$300,000 or more would need to comply with the City's Workforce Training and Hiring program (compared to the City's current \$100,000). Current DMWESB-SVN subcontracting of PHB supported projects are about 24.5% as many of these projects were awarded funds in 2015-17.

City of Portland
Requested Budget Equity Report

Engaging Communities Most Impacted by Inequities

The Housing Bureau allocates significant staff time to engage and include communities most impacted by inequities through several primary areas (although all programs conduct additional outreach and engagement activities): the Rental Services Office, the N/NE housing strategy, the work of the Outreach and Engagement Coordinator, and the work of the advisory boards/oversight committees.

a. The budget supports five advisory and /or oversight committees at the Housing Bureau, which include membership of communities impacted, served and regulated by our programs, policies and regulations. These include the Fair Housing Advocacy Committee, the Rental Services Commission, the Portland Housing Advisory Commission, the Portland Housing Bond Oversight Committee, and the N/NE Oversight Committee. All meetings are open to the public and/or video recorded. The N/NE OC meetings are held in the community (at New Song Community Church in NE Portland), in the evening and dinner is provided, in order to remove some barriers for attendance. All advisory group meetings provide an opportunity for public input.

b. The budget specific to the North/Northeast Preference Policy impacts the way staff engage communities in different forms. With this budget, staff can reach communities that the preference policy aims to serve through marketing, engagement and outreach. Staff have been able to meet people where they are by providing fliers, brochures, and other forms of handout materials to places where households occupy space. The budget highly supports staff's ability to go into community to engage, supply support through the application process and answer questions pertaining to the program's affordable housing opportunities. Information sessions are hosted throughout the Portland metropolitan area by staff in collaboration with community partners. The budget also supports the implementation of the preference policy in an effort to fill about 411 rental housing units with displaced resident/residents at risk of displacement.

c. The Rental Services Office is intentional about providing meaningful access to historically underserved populations and to those with barriers to accessing our office at traditional times and places. The focus is not on reaching the greatest number of people possible, but on interacting with the most diverse range of audiences and identifying intersectionality wherever possible. The requested budget funds the RSO's three prong approach to engagement, which is:

i. Offering hours for the RSO Helpline to serve those who don't have access to a telephone during standard business hours, and others with barriers to accessing our Helpline during our regular hours.

City of Portland
Requested Budget Equity Report

- ii. The RSO's "Travelling Helpdesk" provides one-on-one, in-person technical assistance in the neighborhoods where people live and work.
- iii. Participation in both broad-based and culturally specific community gatherings at diverse locations across the city.

Empowering Communities Most Impacted by Inequities

As the bureau increases its resource base, and programs and services offered, decision making processes have been developed to ensure community capacity to provide guidance on how programming and funding decisions are made, as well as the structure of programs themselves. The Housing Bureau budget includes funding to maintain five advisory/oversight committees at the Housing Bureau and expanded outreach activities related to the delivery of new affordable housing under the Portland Housing Bond. The bureau works hard to recruit advisors/commissioners that represent a diversity of experiences, including lived experience.

In addition, and as previously mentioned, with an allocation of funding earmarked for East Portland, the bureau is in process of hiring a dedicated staff person to design a program that meets the needs of East Portlanders. PHB also has a full-time staff person dedicated to ensuring appropriate and meaningful community engagement and participation.