

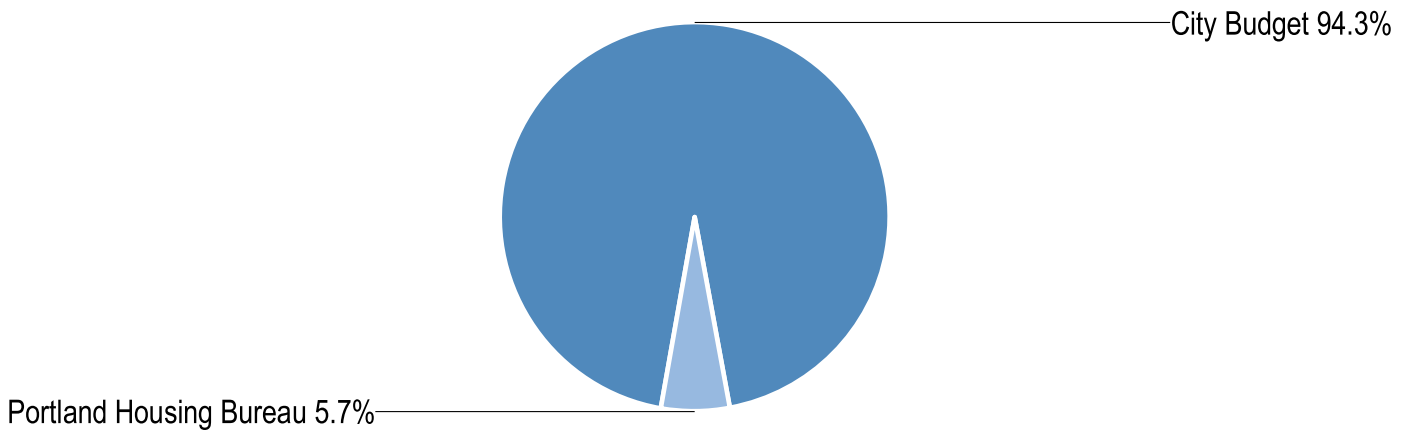
**Portland Housing Bureau**

Community Development Service Area

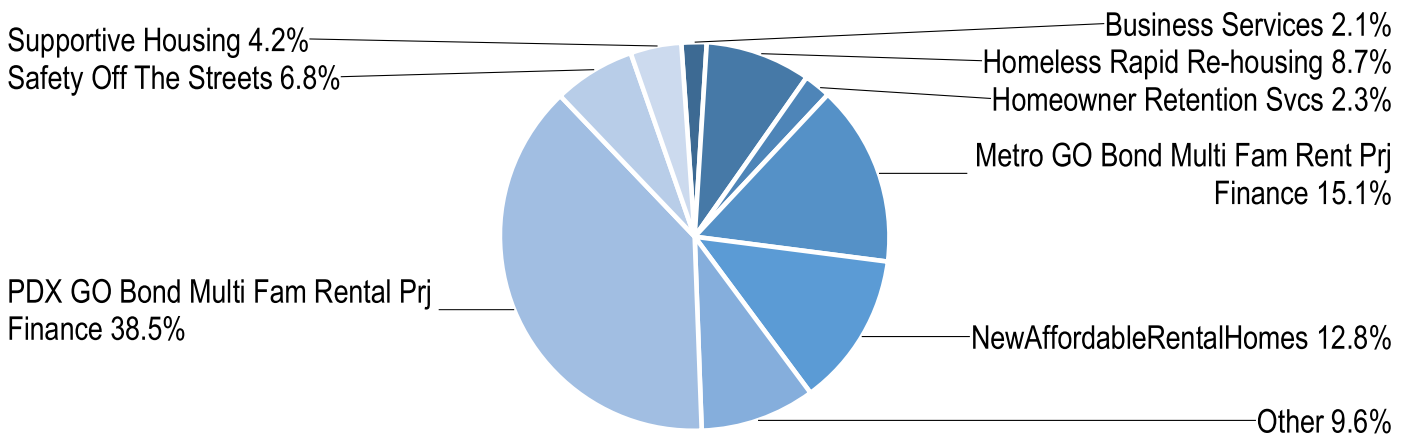
Dan Ryan, Commissioner-in-Charge

Shannon Callahan, Director

**Percent of City Budget Graph**

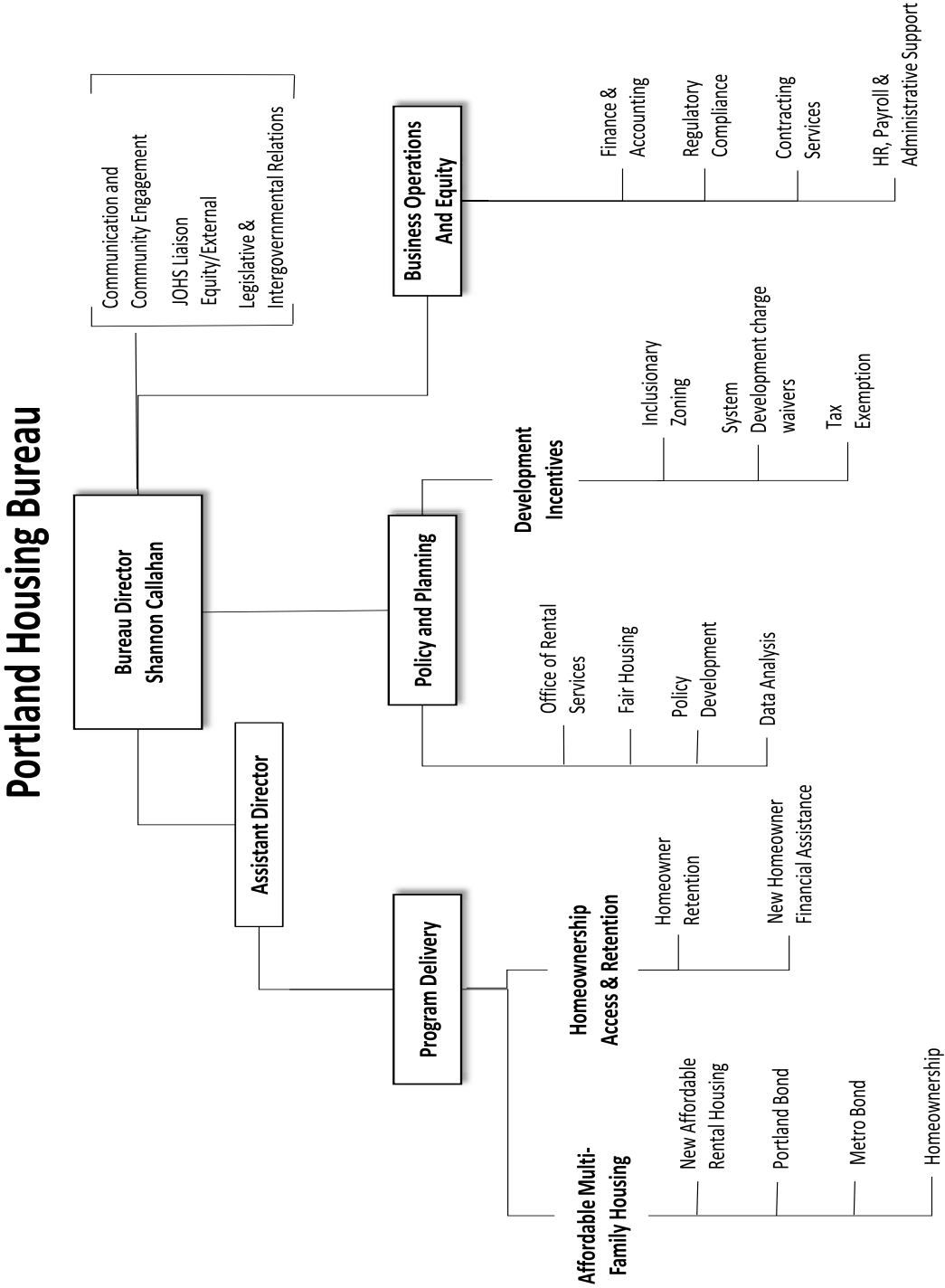


**Bureau Programs**



**Bureau Overview**

Requirements	Revised FY 2020-21	Adopted FY 2021-22	Change from Prior Year	Percent Change
Operating	\$327,705,755	\$316,638,041	\$(11,067,714)	(3)%
Capital	\$8,594,627	\$17,456,749	\$8,862,122	103%
<b>Total</b>	<b>\$336,300,382</b>	<b>\$334,094,790</b>	<b>\$(2,205,592)</b>	<b>(1)%</b>
Authorized Positions	81.00	81.00	—	—%



## 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 to implementation of regulations and services to renters and landlords in the city’s rental housing market.

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

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

### Strategic Direction

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

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

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 FY 2021-22, the Housing Bureau will continue to push forward implementation of these priorities with an emphasis on measures to prevent and mitigate displacement.

### **Portland Housing Bond**

The Portland Housing Bond's resources have financed the acquisition of two buildings providing 314 affordable homes. In April 2019, PHB announced a new funding opportunity for construction projects, property acquisitions, and the rehabilitation of existing buildings for affordable housing. On September 17, 2019, the City, in conjunction with Multnomah County, announced \$119.6 million in funding awards to nine new projects selected through the Bond Solicitation. Four of those projects selected are under construction, and two developments are already providing 314 affordable homes to over 700 Portlanders. Together with three previously identified Bond projects, these projects will create enough units to meet or exceed all the production goals of Portland's Housing Bond. In FY 2020-21, PHB worked on predevelopment loans for the remaining six projects and assisting our partners in the permitting and predevelopment phases. Currently, these projects are targeting financial close over the next 12 to 18 months. Moreover, these projects serve to further the community priorities established in a policy framework created to guide Bond investments, including preventing displacement by prioritizing areas for investment at high risk for gentrification as well as setting high benchmarks for contract participation for State of Oregon certified Disadvantaged, Minority owned, Women owned, Emerging Small Business enterprises, and Service Disabled Veteran Business Enterprises (DWMESB).

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

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

Currently, four projects, representing 435 units, or 29% of the total affordable housing unit goal, have received or have been committed Metro Housing Bond resources. Another four Supportive Housing projects have received contingent awards to help them leverage other federal, State and local resources.

## **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 program 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 the 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 \$23.1 million over the last ten years. Funds go towards supporting a range of effective programs, including rent assistance, street outreach, supportive housing, and emergency shelter.

### **Supportive Housing**

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

### **Inclusionary Housing**

The Inclusionary Housing program is designed to link the production of affordable housing to market-rate housing development in order to address the failure of the market to provide housing that is affordable to the majority of the city's renters. In the 52 months the program has been in effect, the City has permitted, or is in process to permit, a minimum of 1,106 Inclusionary Housing units associated with 139 development projects – this is an additional 573 Inclusionary Housing units since last fiscal year. Through the development housing that is affordable for Portland's working families throughout the city, PHB is able to provide housing opportunity and stability for Portland families during this economic crisis. 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.

## **Summary of Budget Decisions**

### **Additions**

#### **N/NE Preference Policy**

Ongoing General Fund discretionary appropriation is increased by \$298,259 and 2.0 FTE positions are authorized to sustainably administer the N/NE Preference Policy. The implementation of the N/NE Preference Policy requires the Housing Bureau to annually, or twice annually, administer a full application and waitlist management program. This includes outreach, engagement, and marketing; establishing and managing partnerships with community-based organizations and service providers; collecting and processing applications; and managing an ongoing waitlist for referrals to available program slots. This package authorizes the addition of 1.0 FTE Assistant Housing Program Specialist position, and 1.0 FTE Housing Program Coordinator position, plus \$75,000 in materials and services.

## **JOHS - Transgender Housing Services**

Ongoing General Fund discretionary appropriation is increased by \$250,000 that will be passed to the JOHS specifically to assist transgender individuals to address challenges they experience accessing services.

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

\$6,388,897 in American Recovery Program (ARP) federal grant resources are provided to the JOHS as a continuation of one-time General Fund support that had been provided in FY 2020-21 for the JOHS's existing programs. The plan seeks to maximize reductions in homelessness through a strategic balancing of investments in programs that keep people in the housing they have, move people from homelessness back into permanent housing, and offer shelter options that provide safety off the streets and the necessary support services to transition people as quickly as possible to permanent housing.

## **ARP: JOHS Shelter Capital**

\$2,000,000 in American Recovery Program (ARP) federal grant resources are provided to the JOHS to support the shelter capital program, with a goal to increase the capacity of shelter services. On any given night, there are over 2,000 people who were unsheltered living in Multnomah County. In FY 2018-19, both the City and County committed to \$5.0 million for a total of \$10 million to support shelter capital funding. This funding was established to develop long term, high quality, year-round emergency shelters, and to continue providing seasonal temporary shelter during cold weather months. To date, the City, through JOHS and the Portland Housing Bureau (PHB), has invested \$3.0 million. The Adopted Budget funds the balance of the City's \$5.0 million commitment at \$2.0 million. These resources are matched by the County funds already budgeted for shelter capital by Multnomah County.

## **ARP: JOHS Alternative Shelter**

\$3,000,000 in American Recovery Program (ARP) federal grant resources are provided to the JOHS to support the Alternative Shelter program.

## **Inclusionary Housing Study**

One-time General Fund resources of \$150,000 is provided for an external contract to provide guidance and recommendations for calibration of the program's incentives and requirements to align with current market realities.

## **Reductions**

### **Ongoing 5% General Fund Reduction**

To meet the 5% reduction target, a \$199,577 ongoing General Fund reduction and a \$17,809 Short-Term Rental Fund reduction are included in the FY 2021-22 Adopted Budget. This results in the elimination of a vacant Housing Management Assistant position assigned to the Communications Team; a reduction in bureau-wide travel and training; and, a \$114,200 reduction to the East Portland Grants pilot program. Funding for the East Portland program was originally allocated by City Council to

help incentivize affordability in private market rentals in exchange for rehabilitation loans. The program was not successful, and the funding waxed and waned over the ensuing years. The funds were allocated for a rent assistance program in East Portland for FY 2020-21 and the remaining FY 2021-22 appropriation will continue to provide rent assistance in East Portland.

### **DCTU Step Freeze Reduction**

The City is in labor negotiations with the District Council of Trade Unions to reach an agreement to freeze pay step increases for represented employees for a year. If negotiated, the step freeze would hold current step hourly wages flat, and would delay movement between steps for one year on the employee's anniversary date. Approximately half of ongoing savings would be in FY 2021-22 and half in the following year. The budgetary impact of this package is an ongoing reduction of \$14,523 in General Fund discretionary appropriation.

## **Budget Notes**

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

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

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

## **Capital Budget**

### **Capital Summary**

#### **CIP Highlights**

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



# Portland Housing Bureau

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

## Capital Planning and Budgeting

<b>Capital Planning Process</b>	The bureau's planning process for bond resources includes the expertise of inhouse staff, bond counsel, the City Attorney's Office, and the Office of Management & Finance. The bureau has a team of construction coordinators, all certified architects with construction backgrounds, who provide construction review and inspection for Housing Bureau gap-financed projects. Their expertise has also been used for due diligence on the acquisition of the Joyce Hotel, Ellington Apartments, and other property acquisitions. Those staff have been joined by staff from Home 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.
<b>City Comprehensive Plan</b>	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.
<b>Financial Forecast Overview</b>	The Portland Housing Bureau (PHB) has a variety of funding sources for the provision of affordable housing in the city of Portland and throughout the region. PHB's history has been defined by tax increment funding (TIF) via the Council-approved affordable housing set-aside. The first steep drop in TIF resources foreshadowed a "TIF Cliff" that bureau forecasting showed bottoming out in FY 2016-17. This drop was due to declines in property values during the 2008 recession and led to significant staffing reductions to both Prosper Portland and PHB in FY 2010-11. The economic recovery after 2008, in addition to a 45% increase in 2015 to

the housing set-aside (“TIF Lift”) wiped out the first TIF Cliff. The TIF revenue source has been at a high level for the past four years, but PHB has been forecasting another more permanent downturn for the mid-2020s; and that downturn is now solidly within the five-year forecast window. The TIF districts (TDs) are reaching maximum indebtedness and/or the final year to issue debt. Council action would be required to create additional TDs or to extend and increase maximum indebtedness (as was recently done in the Interstate TD) depending on forecasted tax growth capacity.

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

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

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

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

# Portland Housing Bureau

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## 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 and 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, and 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.

<b>Performance</b>	<b>Actuals FY 2018-19</b>	<b>Actuals FY 2019-20</b>	<b>Target FY 2020-21</b>	<b>Target FY 2021-22</b>	<b>Strategic Target</b>
<b>EFFICIENCY</b>					
Average investment per rental housing unit	\$96,000	\$85,000	\$125,000	\$125,000	\$125,000
Administrative costs as a percentage of bureau level budget	5%	5%	5%	5%	5%
Administrative costs as a rolling three-year average	7%	7%	7%	7%	7%
<b>OUTCOME</b>					
Number of people housed in newly opened affordable rental units	0	1,219	1,000	1,000	1,000
Number of individuals who accessed homeless services, but who had not accessed homeless services in the previous two years	5,410	5,360	6,400	5,500	5,500
Average length of time (days) spent in homeless shelter (all populations)	64	67	85	60	60
Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home	25%	13%	10%	10%	10%
Percentage of households receiving homebuyer subsidies from Communities of Color	0%	83%	60%	60%	60%
Percentage of housing units opened or preserved in high opportunity areas	61%	60%	50%	5%	50%
Percentage of Inclusionary Housing (IH) units affordable at 60% AMI or below	0%	63%	50%	50%	50%
Retention rate of households placed in permanent housing at 12 months (of those successfully contacted)	0%	85%	80%	80%	80%
Vacancy rate of units built 0% to 60% median family income	3%	3%	3%	3%	3%
Percentage of family sized Inclusionary Housing (IH) units permitted	0%	20%	15%	15%	15%
Percentage of households moved from homelessness into housing that subsequently return to homelessness	26%	23%	25%	25%	25%
Percentage utilization of minority, women, and emerging small business contracts in housing construction (contract \$ awarded)	23%	30%	20%	20%	20%
Retention rate of households placed in permanent housing at 12 months	64%	61%	75%	75%	75%
Percentage of households receiving home repairs and retaining their homes 12 months after services	94%	89%	80%	80%	80%
Percentage of privately developed residential units permitted as affordable through the Inclusionary Housing (IH) program	0%	12%	10%	10%	10%
Percentage utilization of minority contracts in housing construction (contract \$ awarded)	17%	15%	10%	10%	10%
<b>OUTPUT</b>					
Housing units opened that are newly affordable	878	654	500	500	500
Number of landlords/tenants provided outreach, education, and engagement services	0	14,647	13,500	135,500	13,500
Affordable housing units preserved	176	172	150	150	150
Number of individuals prevented from becoming homeless	7,220	7,300	7,900	7,700	7,700
Number of landlords/tenants provided face to face services	0	944	670	670	670
Total number of homeless individuals placed in permanent housing	5,770	5,090	5,500	5,950	5,950
Number of households provided landlord/tenant hotline services	0	5,137	3,145	3,145	3,145
Number of households provided fair housing services	0	860	700	700	700
Number of households provided housing stabilization	0	272	245	245	245

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<b>Performance</b>	<b>Actuals FY 2018-19</b>	<b>Actuals FY 2019-20</b>	<b>Target FY 2020-21</b>	<b>Target FY 2021-22</b>	<b>Strategic Target</b>
Rolling three-year average of total units opened and preserved	899	956	897	843	843
<b>WORKLOAD</b>					
Number of households receiving indirect assistance through foregone revenue (mortgage credit certificate, limited tax exemption, and system development charge exemption)	266	176	140	140	140
Count of households receiving homebuyer education or counselling	976	1,429	975	975	975
Number of households receiving home repairs	674	535	500	500	500

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	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Proposed FY 2021-22	Adopted FY 2021-22
<b>Resources</b>					
<b>External Revenues</b>					
Taxes	7,619,000	8,887,749	3,475,000	2,524,300	2,524,300
Miscellaneous Fund Allocations	0	407,000	373,001	332,690	332,690
Charges for Services	9,000,689	3,783,063	10,163,758	10,169,345	9,144,144
Intergovernmental	61,550,077	52,668,006	120,617,441	94,303,782	148,863,953
Bond & Note	16,148,118	164,205,000	122,033,100	78,608,459	112,050,603
Miscellaneous	10,372,385	16,391,006	13,615,169	8,678,272	9,237,909
<b>External Revenues Total</b>	<b>104,690,269</b>	<b>246,341,824</b>	<b>270,277,469</b>	<b>194,616,848</b>	<b>282,153,599</b>
<b>Internal Revenues</b>					
General Fund Discretionary	36,056,523	36,992,278	33,448,958	32,277,644	32,725,903
Fund Transfers - Revenue	4,644,527	6,962,679	5,074,336	943,625	2,464,002
Interagency Revenue	123,793	101,039	39,559	19,627	19,627
<b>Internal Revenues Total</b>	<b>40,824,843</b>	<b>44,055,996</b>	<b>38,562,853</b>	<b>33,240,896</b>	<b>35,209,532</b>
Beginning Fund Balance	48,867,212	44,680,262	27,460,060	11,662,096	16,731,659
<b>Resources Total</b>	<b>194,382,324</b>	<b>335,078,082</b>	<b>336,300,382</b>	<b>239,519,840</b>	<b>334,094,790</b>
<b>Requirements</b>					
<b>Bureau Expenditures</b>					
Personnel Services	8,191,987	9,167,856	10,918,206	10,754,441	10,754,441
External Materials and Services	111,203,240	90,921,774	261,916,450	221,234,187	313,345,690
Internal Materials and Services	1,950,558	2,106,853	3,667,792	3,499,664	3,502,664
Capital Outlay	3,418,953	6,717,937	0	0	300,000
<b>Bureau Expenditures Total</b>	<b>124,764,738</b>	<b>108,914,420</b>	<b>276,502,448</b>	<b>235,488,292</b>	<b>327,902,795</b>
<b>Fund Expenditures</b>					
Debt Service	18,871,179	2,090,083	14,184,542	1,325,999	1,727,277
Contingency	0	0	40,847,877	594,453	594,453
Fund Transfers - Expense	6,066,143	1,956,359	4,765,515	2,111,096	3,870,265
<b>Fund Expenditures Total</b>	<b>24,937,322</b>	<b>4,046,442</b>	<b>59,797,934</b>	<b>4,031,548</b>	<b>6,191,995</b>
Ending Fund Balance	44,680,262	222,118,295	0	0	0
<b>Requirements Total</b>	<b>194,382,322</b>	<b>335,079,157</b>	<b>336,300,382</b>	<b>239,519,840</b>	<b>334,094,790</b>
<b>Programs</b>					
Administration & Support	650,852	137,953	—	—	—
Affordable Housing Restru	4,109	—	—	—	—
Business Services	5,078,847	5,343,279	6,216,649	6,981,572	6,985,154
Data Analytics and System	—	962,128	1,260,773	1,166,805	1,166,805
Director's Office	580,963	682,714	943,128	854,814	839,114
Economic Opportunity	(1)	—	—	—	—
Economic Opportunity Initiatives	—	2,247,675	2,349,067	2,349,067	2,332,894
Fair Housing	1,553,021	181,059	—	—	—
Healthy Homes	739,082	926,275	527	—	—

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Community Development Service Area

	Actuals FY 2018-19	Actuals FY 2019-20	Revised FY 2020-21	Proposed FY 2021-22	Adopted FY 2021-22
Home Repair Grants	2,927,798	193	—	—	—
Homebuyer & Foreclosure Education/Counseling	245	—	—	—	—
Homebuyer Financial Svcs	3,743,777	5,092,975	5,057,984	3,380,081	3,680,081
Homeless Rapid Re-housing	—	—	57,861,553	8,883,224	28,531,197
Homeless Services	1,250,688	433,319	1,402,755	1,461,908	1,542,144
Homelessness Diversion	1,466,861	1,477,186	1,491,130	1,349,068	1,349,068
Homeowner Access & Retention	1,797,642	326,358	—	—	—
Homeowner Retention Svcs	1,765,030	5,164,296	8,510,397	6,118,375	7,418,375
Homeownership	—	4,314,942	5,866,798	44,896	44,896
Homeownership Development	281,056	(475,194)	—	—	—
Housing Development Support	885,983	1,007,453	2,245,800	2,509,078	2,555,678
Housing Production & Preservation	694	250	—	—	—
Inclusionary Housing	458,581	1,067,982	2,074,018	1,877,618	1,877,164
Metro GO Bond Multi Fam Rent Prj Finance	—	153,761	6,589,832	39,381,355	49,416,355
Microenterprise Growth	553,792	—	—	—	—
New Construction	77,960	(5,307)	—	—	—
NewAffordableRentalHomes	53,613,195	32,407,985	43,212,238	31,446,836	41,958,960
PDX GO Bond Multi Fam Rental Prj Finance	—	6,688,737	81,167,581	88,265,651	126,207,795
Permanent Supportive Housing	84,043	34,823	—	—	150,000
Planning & Policy	1,759,626	683,441	1,295,390	1,352,157	1,502,157
Preservation & Asset Mgmt	7,922,352	120,726	6,000	—	—
Property Management	3,180,026	5,427,351	9,188,055	5,560,622	5,712,486
Rapid Re-housing	11,265,516	9,414,231	8,354,461	—	2,000,000
Rehabilitation	317,714	(1,333,359)	—	—	—
Relocation Admin	131,413	1,995,856	3,723,555	3,924,118	3,924,118
Rental Housing Inspection	64,878	6,513	—	—	—
Rental Services	242,268	387	—	—	—
Rental Services Policy and Planning	—	143,110	192,806	182,285	182,285
Safety Off The Streets	9,758,969	10,586,000	13,045,358	13,236,848	22,234,155
Shelter & Emergency Services	—	1,350,000	—	—	—
Supportive Housing	8,028,727	9,626,084	12,027,498	13,816,066	13,816,066
System Support Services	2,343,815	2,721,505	1,134,275	1,345,848	1,345,848
Tax Exemption & Fee Waiver	405,404	685	—	—	—
Tax Exemption/Fee Waiver - Rental	124,955	(29)	—	—	—
Workforce Development	1,704,859	—	1,284,820	—	1,130,000
<b>Total Programs</b>	<b>124,764,738</b>	<b>108,913,345</b>	<b>276,502,448</b>	<b>235,488,292</b>	<b>327,902,795</b>

<b>Bureau Capital Program Project</b>	<b>Prior Years</b>	<b>Revised FY 2020-21</b>	<b>Adopted FY 2021-22</b>	<b>FY 2022-23</b>	<b>FY 2023-24</b>	<b>FY 2024-25</b>	<b>FY 2025-26</b>	<b>5-Year Total</b>
<b>Acquisitions</b>								
3000 SE Powell Boulevard	3,792,689	0	0	0	0	0	0	0
East Burnside Apartments	14,381,070	0	0	0	0	0	0	0
Joyce Hotel	5,404,166	0	3,750,000	0	0	0	0	3,750,000
NE Prescott Property	572,077	0	0	0	0	0	0	0
Westwind Apartments	3,756,838	170,000	0	0	0	0	0	0
<b>Total Acquisitions</b>	<b>27,906,840</b>	<b>170,000</b>	<b>3,750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,750,000</b>
<b>Total Requirements</b>	<b>27,906,840</b>	<b>170,000</b>	<b>3,750,000</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,750,000</b>



# Portland Housing Bureau

Community Development Service Area

Class	Title	MinSalary Range		Revised		Proposed		Adopted	
				FY 2020-21		FY 2021-22		FY 2021-22	
30000063	Accountant II	54,912	81,151	1.00	49,287	1.00	68,331	1.00	68,331
30000061	Accounting Technician	34,798	58,662	1.00	56,700	1.00	57,511	1.00	57,511
30003003	Administrative Specialist II	48,277	94,878	1.00	65,332	1.00	65,332	1.00	65,332
30003006	Analyst I	53,290	104,701	3.00	265,649	3.00	265,649	4.00	344,658
30003007	Analyst II	63,336	111,681	1.00	96,825	1.00	96,825	1.00	96,825
30003008	Analyst III	69,805	133,873	3.00	327,766	3.00	327,766	3.00	327,766
30003013	Capital Project Manager II	63,336	111,681	1.00	63,700	1.00	101,920	1.00	101,920
30003030	Coordinator IV	69,805	133,873	3.00	310,388	3.00	310,388	3.00	310,388
30003034	Deputy Director I	91,728	161,390	1.00	140,607	1.00	140,607	1.00	140,607
30003037	Director I	111,696	201,191	1.00	161,054	1.00	161,054	1.00	161,054
30003056	Financial Analyst III	69,805	133,873	2.00	238,804	2.00	238,803	2.00	238,803
30001592	Housing Administrative Specialist, Sr	59,779	83,082	3.00	195,871	3.00	205,549	3.00	205,549
30001590	Housing Business Systems Analyst	70,845	98,506	1.00	39,404	1.00	74,515	1.00	74,515
30001591	Housing Business Systems Analyst, Asst	64,230	89,341	1.00	65,167	1.00	67,433	1.00	67,433
30001361	Housing Construction Coordinator	67,413	93,817	2.00	162,607	2.00	169,667	2.00	169,667
30001362	Housing Construction Coordinator, Sr	74,402	103,534	3.00	262,228	3.00	271,127	3.00	271,127
30001587	Housing Financial Analyst	70,845	98,506	2.00	175,656	2.00	184,190	2.00	184,190
30001588	Housing Financial Analyst, Assistant	64,230	89,341	1.00	71,200	1.00	75,153	1.00	75,153
30001367	Housing Lead Grant Program Coordinator	74,402	103,534	1.00	96,127	1.00	101,503	1.00	101,503
30001369	Housing Loan Compliance Analyst	59,779	83,082	1.00	63,744	1.00	67,294	1.00	67,294
30001364	Housing Loan Coordinator	64,230	89,341	1.00	86,352	1.00	87,588	1.00	87,588
30001365	Housing Loan Coordinator, Sr	70,845	98,506	2.00	112,620	2.00	148,966	2.00	148,966
30001596	Housing Management Assistant	64,230	89,341	2.00	144,801	1.00	83,352	1.00	83,352
30001363	Housing Portfolio Finance Coordinator	78,270	108,859	4.00	345,059	4.00	382,359	4.00	382,359
30001595	Housing Program Coordinator	74,402	103,534	15.00	1,224,904	15.00	1,346,490	16.00	1,424,636
30001593	Housing Program Specialist	67,413	93,817	4.00	312,975	5.00	400,204	4.00	329,411
30001594	Housing Program Specialist, Assistant	64,230	89,341	7.00	559,317	7.00	574,110	8.00	641,544
30003081	Manager I	80,205	148,724	1.00	125,861	1.00	125,860	1.00	125,860
30003082	Manager II	92,851	172,210	1.00	126,232	1.00	126,232	1.00	126,232
30000012	Office Support Specialist II	34,798	58,662	1.00	48,049	1.00	52,302	1.00	52,302
30003096	Public Information Manager	80,205	148,724	1.00	104,416	1.00	104,416	1.00	104,416

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Class	Title	MinSalary Range		Revised FY 2020-21		Proposed FY 2021-22		Adopted FY 2021-22	
30003097	Public Information Officer	63,336	111,681	1.00	87,651	1.00	87,651	1.00	87,651
30003103	Supervisor I - E	63,336	111,681	2.00	203,070	2.00	203,070	2.00	203,070
30003104	Supervisor II	69,805	133,873	1.00	113,030	1.00	113,030	1.00	113,030
<b>Total Full-Time Positions</b>				<b>76.00</b>	<b>6,502,453</b>	<b>76.00</b>	<b>6,886,247</b>	<b>78.00</b>	<b>7,040,043</b>
30003006	Analyst I	53,290	104,701	1.00	83,200	1.00	83,200	0.00	4,191
30003029	Coordinator III	63,336	111,681	1.00	87,652	0.00	0	0.00	0
30001361	Housing Construction Coordinator	67,413	93,817	2.00	141,087	2.00	149,008	2.00	149,008
30001595	Housing Program Coordinator	74,402	103,534	0.00	0	1.00	78,146	0.00	0
30001593	Housing Program Specialist	67,413	93,817	1.00	90,678	1.00	91,978	1.00	91,978
30001594	Housing Program Specialist, Assistant	64,230	89,341	0.00	0	1.00	67,434	0.00	0
<b>Total Limited Term Positions</b>				<b>5.00</b>	<b>402,617</b>	<b>6.00</b>	<b>469,766</b>	<b>3.00</b>	<b>245,177</b>
<b>Grand Total</b>				<b>81.00</b>	<b>6,905,070</b>	<b>82.00</b>	<b>7,356,013</b>	<b>81.00</b>	<b>7,285,220</b>